

1902 - Serving Our Community for nearly 120 Years - 2022
WEST BAY SANITARY DISTRICT
AGENDA OF BUSINESS
REGULAR MEETING OF THE DISTRICT BOARD
WEDNESDAY, APRIL 13, 2022 AT 7:00 P.M.
RONALD W. SHEPHERD ADMINISTRATION BUILDING,
500 LAUREL STREET, MENLO PARK, CALIFORNIA 94025

Board Members

Fran Dehn, President
David Walker, Secretary
Roy Thiele-Sardiña, Treasurer
Edward P. Moritz, Member
George Otte, Member

District Manager

Sergio Ramirez

District Legal Counsel

Anthony Condotti, Esq.

AGENDA OF BUSINESS

NOTICE OF PUBLIC PARTICIPATION BY TELECONFERENCE or ZOOM ONLY

Pursuant to California Assembly Bill 361, members of the West Bay Sanitary District Board of Directors and Staff may participate in this meeting via a teleconference. In the interest of reducing the spread of COVID- 19, members of the public are allowed to participate telephonically only, and may submit comments in advance by email addressed to treese@westbaysanitary.org by 4:00 p.m. on Wednesday, April 13th.

To participate by telephone or Zoom meeting, public comments can be made by joining Zoom meeting at:

<https://us06web.zoom.us/j/81901946709?pwd=N0dYbW1jY3NSQXc2Q0MzeGUvMktMUT09>

Meeting ID: 819 0194 6709 Passcode: 538115

Or by phone, call: 1-669-900-6833 Meeting ID: 819 0194 6709 Passcode: 538115

Following receipt of public comment and open session items, the Board will adjourn to closed session. Reportable action, if any, will be available upon inquiry within twenty-four (24) hours.

NOTE: The Board may take action on any agendized item unless specifically designated a “discussion” item or a “report.”

1. Call to Order and Roll Call
2. Communications from the Public
3. Consent Calendar

Matters listed under this item are considered routine and will be enacted by one motion. The motion, seconds, and vote are applicable to any included resolutions and recorded accordingly. There will be no separate discussion of these items unless specifically requested by a member of the Board.

- A. Approval of Minutes for Regular Meeting March 23, 2022 Pg. 3A-1
- B. Approval of the Financial Activity Report Authorizing Payment of Certain Bills and Salaries and Consideration of Other Financial Matters thru March 31, 2022 Pg. 3B-1

- C. WBSD Operations and Maintenance Report – March 2022 Pg. 3C-1
 - D. Town of Los Altos Hills Operations and Maintenance Report for Work Performed by WBSD – March 2022 Pg. 3D-1
 - E. Town of Woodside Operations and Maintenance Report for Work Performed by WBSD – March 2022 Pg. 3E-1
 - F. Consider Approval of Resolution Authorizing District to Implement Teleconferenced Public Meetings Pursuant to Assembly Bill 361 Pg. 3F-1
 - G. Consider Authorizing the District Manager to Issue the Class 3 Permits for the Sewer Main Improvements for 180 & 186 Constitution Drive and 141 Jefferson Drive, Menlo Park, CA
4. District Manager’s Report Pg. 4-1
 5. Presentation by Woodward & Curran on Bayfront Recycled Water to Menlo Park City Council Pg. 5-1
 6. Discussion, Direction, and Consider Approval of Updated Strategic Goals Plan Pg. 6-1
 7. Consider to Accept the District’s 2021 Performance Measurement Report Pg. 7-1
 8. Discussion and Direction on Sharon Heights Recycled Water Plant Pg. 8-1
 9. Discussion and Direction on Bayfront Recycled Water Project and Status Update Pg. 9-1
 10. Report and Discussion on South Bayside Waste Management Authority (SBWMA) Pg. 10-1
 11. Report and Discussion on Silicon Valley Clean Water (SVCW) Plant Pg. 11-1
 12. Closed Session
 - A. CONFERENCE WITH LABOR NEGOTIATORS
(Cal. Govt. Code §54957.6)
Agency Designated Representative: District Manager
Unrepresented Employees: Unrepresented Employee
 13. Comments or Reports from Members of the District Board and Consider Items to be Placed on Future Agenda
 14. Adjournment

The West Bay Sanitary District does not discriminate against persons with disabilities. Upon request, the agenda and agenda packet can be provided in a format to accommodate special needs. If you require a copy of the agenda or related materials in an alternative format to accommodate a disability, or if you wish to attend this public meeting and will require special assistance or other special equipment, please call the District at (650) 321-0384 at least five days in advance and we will make every reasonable attempt to provide such an accommodation.



1902 - Serving Our Community for over 115 Years - 2022

**WEST BAY SANITARY DISTRICT
MINUTES OF THE REGULAR MEETING OF THE DISTRICT BOARD
WEDNESDAY, MARCH 23, 2022 AT 7:00 P.M.**

1. Call to Order

President Dehn called the meeting to order at 7:00 PM

Roll Call

BOARD MEMBERS PRESENT: President Dehn, Secretary Walker, Treasurer Thiele-Sardiña, Director Moritz, Director Otte

BOARD MEMBERS ABSENT: None

STAFF MEMBERS PRESENT: Ramirez, Fisher, Beyer, and Condotti by Zoom

Others Present: Rick Simonson and Gabe Sasser – HF&H, Greg Vontz – Sharon Heights Golf & Country Club (SHGCC), Jono Stevens – Spreck Energy

2. Communications from the Public: None.

3. Consent Calendar

CONSIDERATION OF ITEM(S) REMOVED FROM THE CONSENT CALENDAR

Discussion/Comments: None.

- A. Approval of Minutes for Regular Meeting March 9, 2022
- B. Consider Resolution Consenting to Annexation of Territory to the West Bay Sanitary District by the San Mateo County Local Agency Formation Commission – APNs 080-084-320 and 080-084-330 (1061 Los Trancos Road, Portola Valley and Adjacent Vacant Lot)
- C. Consider Authorizing the District Manager to Issue the Class 3 Permit for the Sewer Main Improvements for 110 Constitution Drive and 115 Independence Drive, Menlo Park, CA

Motion to Approve by: Moritz 2nd by: Walker Vote: AYE: 5 NAY: 0 Abstain: 0

4. Discussion and Direction on the West Bay - Sharon Height's Recycled Water Facility's Solar Power Plan

Discussion/Comments: Greg Vontz with SHGCC presented on the plan to add solar power to the recycled water facility. Mr. Vontz explained how PG&E cost have been much higher than anticipated. He went on to explain the solar plan would help to off-set PG&E costs. Treasurer Thiele-Sardiña asked what the off-peak costs would be among other technical details of the project. Board consensus was to have District Counsel Condotti prepare an agreement for the solar power plan with SHGCC.

5. Report by Finance Advisory Committee

Discussion/Comments: Director Moritz reported the Committee reviewed the draft Connection Fee Rate Study and everything seems to be in compliance. Director Moritz also reported that the Committee has reviewed the Request for Proposals for a new auditor.

6. Discussion, Direction and Consideration to Accept the Sewer Connection Fee Report by HF&H Consultants, and Establish a Public Hearing Date for April 27, 2022 to Review Proposed Sewer Connection Fees

Motion to Approve by: Moritz 2nd by: Thiele-Sardiña Vote: AYE: 5 NAY: 0 Abstain: 0

Discussion/Comments: Gabe Sasser of HF&H Consultants presented the highlights of the draft Connection Fee Rate Study that included the calculation of proposed fees, comparison of connection fees with member agencies, and the recommendations to the Board.

7. District Manager's Report

Discussion/Comments: District Manager Ramirez reported District Counsel has prepared an agreement to re-route the District's sewer main around an ADU constructed in an easement of a parcel on Saratoga Ave. in East Palo Alto. He also reported that staff is currently working on the FY 2022/23 budget. He continued to report that dental, vision and LTD rates will drop by 3.5% overall for the next year. He reported recruitments are underway for a Utility Worker and an Engineering Tech. District Manager Ramirez continued to report there are supply chain issues with ordering the new Hydro Jet Cleaner previously approved by the Board. The purchase will be delayed to next fiscal year. He also reported the candidate filing period for November 7, 2022 elections will be occurring sometime after June 2022. District Manager Ramirez proposed the Budget Workshop be held on May 4 at 12pm. Board consensus was to hold the Budget Workshop on May 9 at 11:30am. The complete District Manager's written report is in the March 23, 2022 agenda packet.

8. March 23rd Update Report on District Response to Corona Virus

Discussion/Comments: District Manager Ramirez reported Staff was trained on the updated COVID-19 Response Plan on March 10th. The major update is that masks are no longer required at this time unless staff is helping the public.

9. Report and Discussion on Sharon Heights Recycled Water Plant

Discussion/Comments: District Manager Ramirez reported that design of the Avy Altschul Pump Station is underway and that easements are being worked on with the school district.

10. Discussion and Direction on Bayfront Recycled Water Project and Status Update

Discussion/Comments: District Manager Ramirez reported that United States Army Corps of Engineers (USACE) and Friends of Bedwell Bayfront Park sent the District correspondence regarding the project which staff is preparing a written response. He also reported that staff is finalizing the MOU with Signature Group for the recycled water facility to serve the Willow Village project.

11. Report & Discussion on South Bayside Waste Management Authority (SBWMA)

Discussion/Comments: District Manager Ramirez reported that customers have contacted him regarding Senate Bill 1383 compliance. Thus far customers seem to want to comply.

12. Report, Discussion & Direction on Silicon Valley Clean Water (SVCW) and Discussion on SVCW CIP Program and Financing

Discussion/Comments: None.

13. Comments or Reports from Members of the District Board and Consider Items to be Placed on Future Agenda

Discussion/Comments: Upcoming items to include a preview of the City of Menlo Park Counsel PowerPoint presentation on the proposed recycled water facility.

14. Adjournment Time: The meeting was adjourned at 8:47 PM

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WEST BAY SANITARY DISTRICT
Financial Activity Report
March 2022

Date: *April 13, 2022*

To: *Board of Directors*

From: *Annette Bergeron, Personnel & Accounting Specialist*
Debra Fisher, Finance Manager

Subject: *Approve Monthly Financial Activity Report*

Financial Activity for the month of March 2022.

Receipt Summary:

Commercial Deposits	150,275.13
Deposits in Transit / <Prior Period Receipts/Returned Checks>	39,539.88
Credit Cards	11,647.33
Franchise Fees	9,249.37
San Mateo County [Tax Roll]	0.00
Other Receipts	185,274.34
Transfers	2,000,000.00
Total Receipts	<u><u>2,395,986.05</u></u>

Withdrawal Summary

Total Checks	1,140,589.13
Total Corp Cards	6,831.92
Total Bank Wires/ACHs	1,702,028.64
External Withdrawals	<u><u>2,849,449.69</u></u>
Total Internal Bank Transfers	372,815.00
Total Withdrawals	<u><u>3,222,264.69</u></u>

Fund	<u>Expenditure Summary by Budget Category</u>	
100	Operations	889,696.88
200	Capital	1,004,008.78
300	Solid Waste	0.00
500	Recycled Water	731,580.03
800	Silicon Valley Clean Water	596,979.00
	Expenditures by Fund	<u><u>3,222,264.69</u></u>

Presented to West Bay Sanitary District Board of Directors for review and approval.

President _____

Secretary _____

**West Bay Sanitary District
Receipts & Incoming Transfers
March 2022**

RECEIPT NUMBER	RECEIPT DATE	DESCRIPTION	AMOUNT
462325	3/2/2022	Laurie Quinn: 3815 Alameda De Las Pulgas, MP, Permit	5,815.65
462326	3/1/2022	SHGCC: O&M 3/2022	43,172.00
462327	3/3/2022	Supple Homes, Inc.: 1205 Bay Laurel Dr, MP, Permit	290.00
462328	3/3/2022	Plyush Kothary: 998 Lucky Ave, MP, Permit	170.00
462329	3/3/2022	City of East Palo Alto: Paid Past Due Invoices FY 2018/19	1,595.03
462330	3/3/2022	Chad Zaksorn: 180 Constitution Dr, MP, Permit	290.00
462331	3/4/2022	Makoni Construction: 81 Clay Dr, Ath., Permit	170.00
462332	3/7/2022	Allstar Plumbing Corporation: 2101 Sharon Rd, MP, Permit	290.00
462333	3/7/2022	Bayshore Plumbers: 2139 Harkins Ave, MP, Permit	65.00
462334	3/8/2022	Villa Plumbing: 133 Burns Ave, MP, Permit	290.00
462335	3/9/2022	Wizard Plumbing: 925 Valparaiso Ave, MP, Permit	290.00
462336	3/9/2022	CEJ Construction: 2048 Sand Hill Rd, MP, Permit	170.00
462337	3/9/2022	Atherton Builders Inc: Permit: 1701 Bay Laurel Drive, MP, Pe	290.00
462338	3/10/2022	Finau Samiuela H: 1643 Tulane Ave, EPA, Permit	290.00
462339	3/10/2022	Mr. Rooter Plumbing: 1073 Del Norte Ave, MP, Permit	290.00
462340	3/11/2022	Larson Homes Llc: 2045 Sharon Rd, MP, Permit	170.00
462341	3/14/2022	Thomas James Homes: 491 Middle Ct, MP, Permit	170.00
462342	3/14/2022	KMB Plumbing: 2181 Manzanita Ave, MP, Permit	170.00
462343	3/15/2022	Scott Mitic: 155 Grove Drive, PV, Conn, Reim Agmt & Permits	122,765.17
462344	3/15/2022	Josh Alfaro: 460 Cervantes Rd, PV, Permit	170.00
462345	3/15/2022	Thomas James Homes: 55 Vasilakos Way, MP, Permit	170.00
462346	3/15/2022	Thomas James Homes: 740 Olive St, MP, Permit	170.00
462347	3/15/2022	Freyer & Laureta: Refund Avy PS Design 5-6/2021, Paid by SH	12,500.00
462348	3/15/2022	Rebuild Green: 28 Laburnum R, Arh., Permit	170.00
462349	3/16/2022	Bell Plumbing Of San Mateo: 999 Ringwood Ave, Ath., Permit	355.00
462350	3/16/2022	John Craig Awbrey: 1261 Los Trancos Road, PV Annexation Fee	585.00
462351	3/16/2022	Chase & Arnold: 1290 Bay Laurel Dr, MP, I/I Fee & Permit	1,565.00
462352	3/16/2022	Hossein Jalali: 25 Vasilakos Way, MP, Permit	170.00
462353	3/17/2022	Wizard Plumbing: 2198 Camino A Los Cerros, MP, Permit	195.00
462354	3/17/2022	Gbm Builder: 1820 White Oak Dr, MP, Permit	290.00
462355	3/17/2022	Rebuild Green: 301 Fletcher Dr, ATH, Permit	170.00
462356	3/18/2022	Rebuild Green: 218 Atherton Ave, Ath, Permit	170.00
462357	3/18/2022	Bell Plumbing Of San Mateo: 1151 Bay Laurel Dr, MP, Permit	290.00
462358	3/18/2022	Los Gatos Construction: 28 Walnut Ave, ATH, Permit	290.00
462359	3/16/2022	Recology: Franchise Fees 2/2022	9,249.37
462360	3/21/2022	24/7 Rooter & Plumbing: 1036 Ringwood Ave, MP, Permit	290.00
462361	3/21/2022	Josh Rubin: 230 S. Castanya Way, PV, Permit	170.00
462362	3/22/2022	Fabio Righi: 157 Burns Ave, Ath; Pool Discharge Permit	481.33
462363	3/23/2022	Wizard Plumbing: 821 Berkeley Ave, MP, Permit	290.00
462364	3/23/2022	Danele Dixon: 414 Claremont Way, MP, Permit	355.00
462365	3/23/2022	Lance & Chelsea Thompson: 177 Los Trancos Cr, SSC & LateFee	1,399.33
462366	3/23/2022	Diane Toole: 250 Alamos Rd, PV, SSC FY2021-22 -Apply LateFee	627.50
462367	3/23/2022	Keith Reeves: 163 Ramona Rd, PV SSC FY 2021-22	699.66
462368	3/24/2022	Thomas James Homes: 264 La Cuesta Drive, MP, Permit	170.00
462369	3/24/2022	Massoud Modjtehedi: 360 Atherton Ave, Ath, Permit	170.00
462370	3/24/2022	Precise: Refund for 2022 Notice of Public Hearing (Job #267	1,826.29
462371	3/24/2022	Paul Goswamy: 950 Lucky Ave, MP, Permit	8,535.95
462372	3/24/2022	CLPF Group Uptown Menlo Park: 141 Jefferson Dr/180&186 Constitution, Deposits	4,000.00
462373	3/24/2022	CLPF Group Uptown Menlo Park: 141 Jefferson Dr/180&186 Constitution, Permits	1,170.00
462374	3/21/2022	SHGCC: SRF Loan Installment #1, O&M 4/2022, Reim Avy PS	142,102.34
462375	3/25/2022	Exact Builders Inc.: 2171 Clayton Dr, MP, Permit	170.00
462376	3/25/2022	Jason Guo: 522 Bay Rd, Permit	290.00
462377	3/25/2022	Town of Los Altos Hills: MSA 1/2022	28,590.43
462379	3/28/2022	Roto Rooter: 552 Marsh Rd, MP, Permit	290.00
462380	3/28/2022	Roto Rooter: 1035 Del Norte Ave, MP, Permit	290.00
462381	3/29/2022	Eric Greenbelt: 19 Prado Secoya St, Ath; APN: 070-343-220,	298.00
462382	3/31/2022	Jamontes Construction: 980 Monte Rosa Dr, MP, Permit	170.00
462383	3/31/2022	Scott'S Demolition: 96 Laburnum Rd, ATH, Permit	170.00
462384	3/31/2022	Scott Rehn: 96 Laburnum Rd, ATH, Pool Discharge Permit	338.00
462385-6	4/1/2022	April Receipts	0.00
462387	3/3/2022	LAIF: Transfer funds from LAIF to Checking	2,000,000.00
Total Receipts			\$396,156.05

**West Bay Sanitary District
Financial Activity Report
Withdrawals
March 2022**

CHECK	DATE	PAYEE	PURPOSE	AMOUNT
68805	3/2/2022	Matheson Tri-Gas, Inc.	Tank Rentals 2/2022	63.23
68806	3/2/2022	Alpha Analytical Laboratories	Daily Coliform Samples - Feb 2022	260.00
68807	3/2/2022	Readyrefresh By Nestle	Water Delivery 1/11/22-2/10/22	272.19
68809	3/2/2022	Bayside Equipment Company	Generator Service and Repair - Feb 2022	7,300.00
68810	3/2/2022	California Water Service	Water Service - Jan-Feb 2022	50.38
68811	3/2/2022	CalPERS Long-Term Care Program	LTC Withholding 2/16/22-2/28/22	53.76
68812	3/2/2022	Cintas	Uniform Service 2/23/22	802.23
68813	3/2/2022	Comcast	Internet - Feb-Mar 2022	555.48
68814	3/2/2022	HF&H Consultants, LLC	Sewer Service Charges Rate Study FY 2022-23 1/2022	12,200.00
68815	3/2/2022	Ironhouse Sanitary District	Western Recycled Water Coalition Membership 2022	2,713.45
68816	3/2/2022	Occupational Health Centers	Health Screenings - FY21-22 - Bob S. 2/11/22	67.00
68817	3/2/2022	Ogasawara Landscape Maint.	Building Maintenance 2/2022	400.00
68818	3/2/2022	Pacific Gas & Electric	Electric Service - Jan-Feb 2022	10,963.11
68819	3/2/2022	Precise Printing And Mailing	SSC Rates Printing & Mailing 3/2021	3,236.74
68820	3/2/2022	Precision Engineering	North Bay Road & Ringwood Avenue CIP 1/2022	521,974.02
68821	3/2/2022	Preferred Alliance	Admin Fees for DOT testing 1/2022	280.12
68822	3/2/2022	Redwood General Tire Co., Inc.	Tire Repair 1/2022	45.01
68823	3/2/2022	Rich Voss Trucking	Rock Delivery 2/3/22	696.00
68824	3/2/2022	County Of San Mateo	Notice of Exemption - Bayfront Park 2/28/2022	50.00
68825	3/2/2022	Seekzen Systems	IT Consulting Services 2/2022	475.00
68826	3/2/2022	Teamsters Local No. 350	Union Dues 3/2022	868.00
68827	3/2/2022	3T Equipment Company	Pipe Patch Supplies 2/2022	17,718.75
68828	3/2/2022	Valley Heating & Cooling	HVAC Maintenance Dec & Feb 2022	424.00
68829	3/2/2022	Weco Industries	Unit 216: Wireless Controller Assy & Sewer Cleaning Equip. 02/2022	2,006.91
68831	3/9/2022	Alpha Analytical Laboratories	Daily Coliform Samples Oct & Nov 2021, Feb 2022	715.00
68832	3/9/2022	Veolia Water North America	Water Service - 1805 Purdue Ave 2/2/22-3/1/22	38.25
68833	3/9/2022	Atchison, Barisone & Condotti	Legal Services FY 2021-22 - 2/22	9,351.96
68834	3/9/2022	Bay Alarm	Metal Storage Bldg: MP Fire Permit - Feb 2022	761.00
68835	3/9/2022	Bayside Equipment Company	Generator Service and Repair - Main Office 2/2022	211.21
68836	3/9/2022	CalPERS Long-Term Care Program	LTC Withholding 3/1/22-3/15/22	53.76
68837	3/9/2022	Cintas	Uniform Service Dec 2021 & Jan 2022	3,109.29
68838	3/9/2022	Cleanserv Universal Services	Janitorial Service 3/2022	1,075.00
68839	3/9/2022	Du-All Safety, LLC	Safety Maintenance Contract 2/2022	1,620.00
68840	3/9/2022	Duke'S Root Control, Inc	Root Foam 2/28/22	93,350.16
68841	3/9/2022	Navia Benefit Solutions	Flexible Spending Account PR Contributions	631.93
68842	3/9/2022	Freyer & Laureta	North Bay Road & Ringwood CIP Design 1/2022	4,550.00
68843	3/9/2022	Grainger	PPE 2/2022	89.87
68844	3/9/2022	Home Depot Credit Services	Tools 2/21/22	39.62
68845	3/9/2022	Ieda	Consulting Fees 3/2022	814.00
68846	3/9/2022	Kone Pasadena	Elevator Maintenance 3/2022	282.80
68847	3/9/2022	Medco Supply Company	First Aid & Safety 2/2022	21.30
68848	3/9/2022	City Of Menlo Park - Water	Water Service - Jan-Feb 2022	178.08
68849	3/9/2022	Occupational Health Centers	Health Screenings - FY21-22 - Henry S. 2/22/22	67.00
68850	3/9/2022	Pacific Gas & Electric	Electric Service -Jan-Feb 2022	4,674.84
68851	3/9/2022	PBM	Tools 2/2022	294.30
68852	3/9/2022	Charles A. Planje	SHGCC: Plant Coverage 12/20/2021-01/07/2022	8,910.00
68853	3/9/2022	Ponton Industries, Inc.	Alkaline Batteries 2/2022	2,450.00
68854	3/9/2022	Principal Life Insurance	Dental, Vision, Life, AD&D, Disability Ins 3/2022	6,217.05
68855	3/9/2022	CA State Disbursement Unit	Wage Garnishment	172.61
68856	3/9/2022	Recology Peninsula Services	2yd Bin Weekly - SHGCC 2/2022	249.39
68857	3/9/2022	County Of San Mateo	LSSA Recording Fee: 510 Oak Grove, MP	26.00
68858	3/9/2022	Sharp Business Systems	Monthly Lease for Copiers 3/2022	1,142.15
68859	3/9/2022	TPX Communications	District VoIP & Fiber Service 2/2022	3,099.10
68860	3/9/2022	Telstar Instruments, Inc.	Effluent Flow Meter Repair - SHGCC 12/8/21-1/7/22	4,006.79
68861	3/9/2022	Verizon Wireless	Internet 2/2/22-3/1/22	65.16
68862	3/9/2022	Weco Industries	Hoses 2/2022	2,087.09
68863	3/16/2022	Alpha Analytical Laboratories	Daily Coliform Samples 2/2022	260.00
68864	3/16/2022	Readyrefresh By Nestle	Water Delivery 2/2022	159.64
68865	3/16/2022	Bay Area Air Quality Mgmt Dist	Pump Station Annual Permit Renewals - 4/22-4/23	1,178.00
68866	3/16/2022	CSRMA C/O Alliant Insurance	Pooled Liability Program CY 2022	139,489.00
68867	3/16/2022	California Water Service	Water Service - Feb-Mar 2022	2,235.78
68868	3/16/2022	The Almanac	Public Notice: Board Member Comp 2/2022	132.00
68869	3/16/2022	Navia Benefit Solutions	FSA 10% Deposit CY 2022 Commuter and FSA Monthly Fee - 2/2022	1,768.00
68870	3/16/2022	Freyer & Laureta	Levee Design & Bayfront Park Entrance Design 2/2022	51,788.76
68871	3/16/2022	Hadronex, Inc.	E-Square Antenna	612.19
68872	3/16/2022	KIS	Barracuda Backup Annual Renewal 4/30/22-4/29/23	10,707.18
68873	3/16/2022	Mallory Co.	Cal Gas 650L100 PPM 2/2022	1,550.60

West Bay Sanitary District

Financial Activity Report

Withdrawals

March 2022

68874	3/16/2022	City Of Menlo Park - Water	Water Service - Laurel St 2/4/22-3/4/22	519.98
68875	3/16/2022	Pacific Gas & Electric	Electric Service - Georgia Ln 1/28/22-2/28/22	384.41
68876	3/16/2022	SF Bay Conserv & Dev Comm	Bayfront Permit Fee App#2022.001.00	30,000.00
68877	3/16/2022	County Of San Mateo	LSSA Recording Fee: 2139 Harkins Ave, MP	20.00
68878	3/16/2022	Teletrac Navman US	Vehicle GPS 3/2022	271.96
68879	3/16/2022	Vision Communications Co.	Radio Air Time 3/2022	724.13
68880	3/24/2022	AT&T	Telemetry & Alarms 2/13/22-3/12/22	1,116.81
68881	3/24/2022	Advanced Laser	Laser Cut Proofer Fins 1/2022	1,456.85
68882	3/24/2022	Airgas Usa, LLC	Tank Rentals 2/2022	41.13
68883	3/24/2022	Alpha Analytical Laboratories	Daily Coliform Samples 03/2022	130.00
68884	3/24/2022	Readyrefresh By Nestle	Water Delivery 2/11/22-3/10/22	20.18
68885	3/24/2022	Aztec Consultants	Project 1749.1E, 5% Retention Escrow - 2/2022	4,218.05
68886	3/24/2022	Aztec Consultants	Project 1749.1E New Metal Building 2/2022	80,142.95
68887	3/24/2022	Backflow Prevention Specialist	Test & Certify Backflows, and Repair Backflows at Pump Stations 2/2022	2,974.00
68888	3/24/2022	California Water Service	Water Service - Feb-Mar 2022	91.38
68889	3/24/2022	CalPERS Long-Term Care Program	LTC Withholding 3/16/22-3/31/22	53.76
68890	3/24/2022	Comcast	Internet - Mar-April 2022	712.39
68891	3/24/2022	Core & Main	Couplers & Supplies 2/2022	156.24
68892	3/24/2022	Elite Parts LLC	Unit 205 Basket & Check Ball 3/2022	805.59
68893	3/24/2022	Dell Marketing L.P.	Extended Hardware Warranty - 3/2022	783.17
68894	3/24/2022	Dolphin Graphics	WBSD Hats Restock - 2/2022	937.29
68895	3/24/2022	Navia Benefit Solutions	Flexible Spending Account PR Contributions	631.93
68896	3/24/2022	Freyer & Laureta	Avy Pump Station Design 2/2022	940.00
68897	3/24/2022	Grainger	Misc. Parts & Supplies 2/2022	855.75
68898	3/24/2022	Granite Rock Company	Rehab Rock & Asphalt 2/2022	200.56
68899	3/24/2022	Instrument Technology Corp.	Lateral Camera 2/2022	5,507.03
68900	3/24/2022	Mallory Co.	PPE Supplies 2/2022	101.51
68901	3/24/2022	Lisandro Marquez	Boot Program PPE - 3/2022	250.00
68902	3/24/2022	Menlo Park Chamber Of Commerce	Membership Dues 2/2022	475.00
68903	3/24/2022	Morse Hydraulics	Replaced Pressure Gun Hose Unit 205 2/2022	483.41
68904	3/24/2022	Occupational Health Centers	Health Screenings - 3/2022	174.00
68905	3/24/2022	Pacific Gas & Electric	Electric Service - Jan-Mar 2022	872.52
68906	3/24/2022	CA State Disbursement Unit	Wage Garnishment	172.61
68907	3/24/2022	Red Wing Shoe Store	Safety Boots - Feb & Mar 2022	425.17
68908	3/24/2022	County Of San Mateo	LSSA Recording Fee: 999 Ringwood Ave, Ath	20.00
68909	3/24/2022	Spartan Tool	Cable, Splice, & Blades Nov, Feb-Mar 2022	5,037.81
68910	3/24/2022	Staples Credit Plan	Office Supplies Feb-Mar 2022	1,764.64
68911	3/24/2022	3T Equipment Company	Pipe Patch Supplies Jan, Mar 2022	11,777.26
68912	3/24/2022	Towne Ford	Vehicle Repair 2/2022	28.77
68913	3/24/2022	US Standard Products Corp	PPE Stock Replacement 2/2022	1,329.22
68914	3/24/2022	Valley Heating & Cooling	Fan Blower Assembly Replacement & HVAC Compressor Repair 3/2022	5,943.79
68915	3/24/2022	VAR Technology Finance	Scanner Monthly Lease 4/2022	462.99
68916	3/24/2022	Verizon Wireless	Monthly District Cellphone 2/16/22-3/15/22	1,243.67
68917	3/24/2022	Weco Industries	Sewer Cleaning Equipment 2/2022	1,482.18
68918	3/30/2022	Alpha Analytical Laboratories	Daily Coliform Samples 3/2022	210.00
68919	3/30/2022	California Water Service	Water Service - Feb-Mar 2022	50.38
68920	3/30/2022	Cintas	Uniform Service 3/23/22	802.23
68921	3/30/2022	Dale Scott & Co., Inc.	Continuing Disclosure Fee YE 6/30/21	4,000.00
68922	3/30/2022	Freyer & Laureta	General Engineering - Miscellaneous Eng. 1/2022	11,282.50
68923	3/30/2022	Lasky Trade Printing	Printing Cards 3/2022	871.72
68924	3/30/2022	Grainger	Misc. Parts & Supplies 3/2022	969.68
68925	3/30/2022	HF&H Consultants, LLC	Sewer Service Charges Rate Study FY 2022-23 2/2022	6,430.75
68926	3/30/2022	City Of Menlo Park - Water	Water Service - Hamilton Ave 2/18/22-3/18/22	53.17
68927	3/30/2022	Sutter EAP	Quarterly EAP Charges - Jan-Mar 2022	408.50
68928	3/30/2022	Ogasawara Landscape Maint.	Building Maintenance - SHGCC & Laurel St 2/2022	1,000.00
68929	3/30/2022	Pacific Gas & Electric	Electric Service - Feb-Mar 2022	1,637.22
68930	3/30/2022	Ditch Witch West	Repairs to the Ditch Witch & Nozzle for Potholing 3/2022	953.95
68931	3/30/2022	Preferred Alliance	Admin Fees for DOT Testing 2/2022	217.12
68932	3/30/2022	Univar Solutions USA	Sodium Hydroxide (Caustic) for SHRWF 3/2022	2,250.58

1,140,589.13

**West Bay Sanitary District
Financial Activity Report
Withdrawals
March 2022**

Corporate Cards:

GL	DATE	Account Number & Name	Description	Amount
54028	3/22/2022	Commuter Benefits	Fastrak: Transportation Expenses	905.00
54061	3/22/2022	Gas & Diesel Vehicles	Unit 206: Fuel	300.39
54080	3/22/2022	Memberships	CWEA Membership Fees	849.49
54091	3/22/2022	Stationary and Office Supplies	Office Supplies	728.44
54101	3/22/2022	Ops Supplies & Materials	Operating Supplies	1,800.91
54104	3/22/2022	Cleaners, Paint, & Chemicals	Cleaning Supplies	19.71
54125	3/22/2022	Health Screening & Testing	COVID Rapid Test	129.00
54133	3/22/2022	Public Outreach	Facebook Ads	126.02
54146	3/22/2022	Vehicle Lease	Towne Ford: Vehicle Lease Deposit	500.00
54151	3/22/2022	Fleet/Vehicle R&M	Unit 209: Water Pump Part	20.72
54158	3/22/2022	Computer Software R & M	Monthly Software Subscriptions	336.41
54173	3/22/2022	Dept Training & EE Development	CWEA Trainings	657.00
54174	3/22/2022	Mgmt Conf. & District Meetings	Business Meetings	428.83
54205	3/22/2022	Bank Expenses	Annual Fee	30.00
Bank of the West - Credit Cards				6,831.92

Bank Transfers:

DATE	PAYEE	PURPOSE	AMOUNT
3/2/2022	SVCW	SVCW Monthly Operating Contribution	596,979.00
3/2/2022	Paytrace	Credit Card Processing Fees	570.65
3/7/2022	CalPERS	Retirement Contributions PR 1/28/22	22,663.01
3/8/2022	CalPERS	Retirement Contributions PR 2/11/22	22,980.55
3/10/2022	PrimePay	PrimePay Fees	1,006.35
3/10/2022	CalPERS	Health Premiums	56,085.13
3/11/2022	PrimePay	Employee Payroll & Board of Director Fees - Check Date: 3/11/2022	108,219.07
3/11/2022	PrimePay	Payroll Taxes	33,159.10
3/11/2022	ICMA	Deferred Compensation	12,810.57
3/22/2022	Bank of the West	Bank Fees	317.89
3/23/2022	CalPERS	Retirement Contributions PR 2/25/22	23,035.94
3/25/2022	PrimePay	Employee Payroll - Check Date: 03/25/2022	113,682.26
3/25/2022	PrimePay	Payroll Taxes	34,585.92
3/25/2022	ICMA	Deferred Compensation	13,022.32
3/30/2022	CA State Water Resources Control Board	Sharon Heights Recycled Water Facility SRF Loan 2nd Annual Pmt	662,910.88
Bank Wires/ACHs from BofW Checking			1,702,028.64

Internal Bank Transfers:

DATE	PAYEE	PURPOSE	AMOUNT
3/3/2022	West Bay Sanitary District	Transfer to Navia Commuter Account	1,500.00
3/3/2022	West Bay Sanitary District	Transfer to Vehicle & Equipment Money Market Account	371,315.00
Bank Transfers from BofW Checking			372,815.00

Summaries:

Withdrawal Summary

Total Checks	1,140,589.13
Total Corp Card	6,831.92
Total Bank Wires / ACHs	1,702,028.64
Total Internal Bank Transfers	372,815.00
Total Withdrawals	3,222,264.69

**West Bay Sanitary District
Expenditures By Vendor
7/01/2021 to 03/31/2022**

<u>Regular Payables</u>	<u>Total by Vendor</u> <u>YTD FY 2021-22</u>	<u>Withdrawals</u> <u>March 2022</u>
3T Equipment Company	44,482.00	29,496.01
A-A Lock & Alarm	337.05	-
AAA Fire Protection Services	980.57	-
AAA Rentals	2,056.68	-
Abila	4,649.82	-
Ace Fire Equipment & Service	1,428.52	-
Action Towing	780.00	-
Advanced Laser	1,456.85	1,456.85
Aerzen USA Corp.	10,326.36	-
Airgas Usa, LLC	1,155.77	41.13
Allied Crane	2,013.52	-
The Almanac	12,786.20	132.00
Alpha Analytical Laboratories	18,784.00	1,575.00
Aqua Natural Solutions	2,290.98	-
American Textile & Supply	181.28	-
Anderson Pacific	10,862.63	-
Angel Ambriz	119.00	-
Angulos NorCal Tree Service	4,600.00	-
Marvin Argueta-Ramos	75.00	-
AT&T	10,064.99	1,116.81
Atchison, Barisone & Condotti	81,367.74	9,351.96
Avery Associates, Inc.	5,500.00	-
Aztec Consultants	1,047,773.70	84,361.00
BAGG Engineers	78,468.00	-
Backflow Prevention Specialist	2,974.00	2,974.00
Bank of the West - Credit Cards	70,321.55	6,831.92
Bank of the West	2,899.23	317.89
Battery Junction Wholesale	956.93	-
Bay Alarm	16,148.89	761.00
Bay Area Air Quality Mgmt Dist	3,594.00	1,178.00
Bay Area Paving Co. Inc.	23,440.00	-
Bayside Equipment Company	9,651.27	7,511.21
Annette Bergeron	75.00	-
Bobcat of Fremont	3,322.21	-
Bosco Oil Inc DBA Valley Oil	1,865.00	-
CA Dept Of Tax & Fee Admin	127.57	-
CASA	13,600.00	-
CA State Disbursement Unit	1,726.10	345.22
California Water Service	19,594.38	2,427.92
CalPERS - Actuary Fee	-	-
CalPERS - Unfunded Accrued Liability	-	-
CalPERS - GASB Fee	1,050.00	-
CalPERS - Retirement	427,977.83	68,679.50
CalPERS - Health Premiums	495,949.61	56,085.13
CalPERS - 1959 Survivor Billing	-	-
Calpers Long-Term Care Program	838.88	161.28
Chavan & Associates LLP	14,000.00	-
Cintas	29,534.89	4,713.75
City of Menlo Park	46,054.00	-
City of Menlo Park-Fuel	57,347.41	-
City of Menlo Park - Water	10,276.86	751.23
Cleanserv Universal Services	10,750.00	1,075.00
Comcast	6,187.44	1,267.87
Consolidated Parts, Inc	4,757.81	-
The Concept Genie	5,318.01	-
Core & Main	22,966.03	156.24
Costco	60.00	-
CPS HR Consulting	33,220.00	-
CSDA	8,445.00	-
CSRMA c/o Alliant Insurance	356,158.35	139,489.00
Cues, Inc.	3,950.00	-
CUSI	15,000.00	-
CWEA	1,152.00	-
D & L Supply	11,352.56	-
Dell Marketing L.P.	2,255.10	783.17
Delta Diablo Sanitation Dist.	13,738.44	-
Dept Of Industrial Relations	1,125.00	-
Detection Instruments Corp.	1,847.40	-
Dewey Pest Control	8,327.00	-
Ditch Witch West	2,196.53	953.95
Dolphin Graphics	6,304.27	937.29
Du-All Safety, LLC	18,393.75	1,620.00
Duke's Root Control, Inc	208,018.28	93,350.16
East Bay Municipal Utility	2,458.50	-
Elite Parts LLC	995.23	805.59
Fast Response On-Site Testing	1,737.60	-
Federal Express	3,041.61	-
City Of Foster City	1,040.00	-
Franchise Tax Board	4,664.66	-
Freyer & Laureta	558,484.89	68,561.26
Victor Garcia	489.00	-
Golden Gate Truck Center	116.50	-
Goldstreet Design Agency, Inc.	5,400.00	-
Governmentjobs.com dba NeoGov	4,118.37	-

**West Bay Sanitary District
Expenditures By Vendor
7/01/2021 to 03/31/2022**

Regular Payables	Total by Vendor YTD FY 2021-22	Withdrawals March 2022
Grainger	21,668.61	1,915.30
Granite Rock Company	382.43	200.56
Hach Company	47,914.88	-
Hadronex, Inc.	35,822.97	612.19
Harben California	3,016.43	-
Harbor Ready Mix	547.50	-
Harrington Industrial Plastics	857.08	-
Helix Laboratories, Inc.	2,523.68	-
HF&H Consultants, LLC	49,436.00	18,630.75
Hillyard/San Francisco	1,053.61	-
Home Depot Credit Services	9,587.74	39.62
Bob Hulsmann	267.09	-
ICMA	210,034.88	25,832.89
IEDA	7,326.00	814.00
Innovyze, Inc	8,605.00	-
Instrument Technology Corp.	5,507.03	5,507.03
Interstate Traffic Control	32.78	-
Ironhouse Sanitary District	2,713.45	2,713.45
Isac Inc	2,750.00	-
Jason Kambic	12,235.58	-
Kimball Midwest	2,517.51	-
KIS	10,707.18	10,707.18
Kone Pasadena	3,802.32	282.80
Lasky Trade Printing	2,100.78	871.72
Sione Lolohea	359.94	-
Damian Madrigal	537.00	-
Lisandro Marquez	688.65	250.00
Mallory Co.	12,199.68	1,652.11
Matheson Tri-Gas, Inc.	550.42	63.23
Maxx Metals	194.99	-
MedCo Supply Company	258.65	21.30
Menlo Park Chamber Of Commerce	475.00	475.00
Menlo Park Hardware Co. #14016	433.27	-
Menlo Park Historical Assn.	200.00	-
Mid Peninsula Abstracts	830.00	-
Mission Clay Products, Llc	4,068.09	-
Morse Hydraulics	632.45	483.41
Moss Rubber	365.97	-
Motion Industries, Inc.	58.67	-
Municipal Maintenance Equip.	9,725.37	-
Navia Benefit Solutions	17,573.90	3,031.86
NeoPost	1,550.00	-
Carrie Nevoli	435.31	-
Carrie Nevoli - Petty Cash	232.80	-
Nixon-Egli Equipment Company	163.55	-
Occasions, Etc.	92.69	-
Occupational Health Centers	3,428.00	308.00
Ogasawara Landscape Maint.	16,086.00	1,400.00
Omega Industrial Supply, Inc.	12,824.93	-
Pacific Gas & Electric	167,826.61	18,532.10
Paytrace	6,195.51	570.65
PBM	294.30	294.30
Peninsula Battery Inc.	117.26	-
Peninsula Building Supply	2,418.54	-
Pier 2 Marketing	1,500.00	-
Charles A. Planje	17,622.00	8,910.00
Ponton Industries, Inc.	7,487.50	2,450.00
Precise Concrete Sawing, Inc.	900.00	-
Precise Printing And Mailing	20,638.25	3,236.74
Precision Engineering	2,770,643.97	521,974.02
Preferred Alliance	2,580.87	497.24
PrimePay Fees	6,663.20	1,006.35
Principal Life Insurance	51,369.45	6,217.05
Priority 1 Public Safety	919.75	-
Dominic Proia	69.00	-
Project Ergonomics	904.97	-
Property Owners	168,622.53	-
Quadient Leasing USA, Inc.	832.37	-
Questyme USA	1,390.04	-
R.A. Nosek Investigations	909.00	-
RF Macdonald Co.	2,090.00	-
Sergio Ramirez	439.44	-
Readyrefresh By Nestle	3,425.43	452.01
Recology Peninsula Services	8,060.16	249.39
Red Wing Shoe Store	4,006.81	425.17
Redwood General Tire Co., Inc.	5,120.07	45.01
Redwood City	11,786.68	-
Rich Voss Trucking	696.00	696.00
Roberts & Brune Company	1,553.88	-
SF Bay Conserv & Dev Comm	30,000.00	30,000.00
SVCW - Monthly Operating Contribution	5,372,811.00	596,979.00
SVCW 2018 Bonds	1,838,027.83	-
SVCW 2021 A-B Bonds	2,724,486.24	-
SVCW - SRF Debt	506,765.20	-
Silicon Valley Clean Water	2,775.00	-

**West Bay Sanitary District
Expenditures By Vendor
7/01/2021 to 03/31/2022**

<u>Regular Payables</u>	<u>Total by Vendor YTD FY 2021-22</u>	<u>Withdrawals March 2022</u>
Safety-Kleen Systems, Inc.	2,246.88	-
Rupert Sandoval	50.00	-
County of San Mateo	1,050.00	116.00
San Mateo County Tax Collector	967.52	-
San Mateo County Health	3,360.00	-
County of San Mateo - LAFCO	32,610.00	-
County of Santa Clara	633.00	-
Robert J. Scheidt	1,075.26	-
Dale Scott & Co., Inc.	4,000.00	4,000.00
Seekzen Systems	11,775.00	475.00
Sensera Systems	1,716.00	-
Sharp Business Systems	10,584.15	1,142.15
Snap On Industrial	962.28	-
Spartan Tool	6,408.20	5,037.81
Staples Credit Plan	6,451.05	1,764.64
State Water Resources	19,665.50	-
Steven Creek Quarry, Inc.	2,062.13	-
Sunstate Equipment	4,071.36	-
Sutter EAP	1,268.25	408.50
SWRCB - SHRWF SRF Loan	662,910.88	662,910.88
TPX Communications	27,181.72	3,099.10
Target Specialty Products	1,880.94	-
Teamsters Local No. 350	7,238.00	868.00
Teletrac Navman US	2,447.64	271.96
Telstar Instruments, Inc.	7,363.04	4,006.79
Roy Thiele-Sardiña	1,368.31	-
Total Equip & Rental Of Fremont	1,488.66	-
Town Of Atherton	3,000.00	-
Town Of Los Altos Hills	5,625.00	-
Towne Ford	9,797.25	28.77
Tritech Software Systems	13,309.58	-
U.S. Jetting, LLC.	906.02	-
US Standard Products Corp	1,805.50	1,329.22
Underground, Inc.	116.78	-
Underground Service Alert Of No. CA & NV	13,547.98	-
Univar Solutions USA	9,208.98	2,250.58
VAR Technology Finance	4,166.91	462.99
Valley Heating & Cooling	6,661.79	6,367.79
Veolia Water North America	283.77	38.25
Verizon Wireless	14,883.00	1,308.83
Javier Villalobos	832.88	-
Vision Communications Co.	6,116.75	724.13
Weco Industries	43,267.67	5,576.18
Jonathan Werness	225.00	-
Western States Tool & Supply	1,307.06	-
Western Truck Fabrication, Inc	131.00	-
Wex Bank (Chevron)	300.29	-
Woodard & Curran	56,439.82	-
Anthony Yllan	1,012.73	-
Young's Auto Supply Center	377.61	-
Zion Bank (SVCW) - Misc Fees	25.00	-
Total Regular Payables	19,203,444.46	2,559,803.34
 Wages & Payroll Taxes		
Salaries/Wages - Net Pay	2,287,416.32	218,061.33
Directors Fees - Net Pay	28,080.00	3,840.00
Payroll Taxes	740,430.99	67,745.02
Performance Merit Program - Net Pay	121,884.10	-
Total Wages & Payroll Taxes	3,177,811.41	289,646.35
Total External Withdrawals	22,381,255.87	2,849,449.69
 WBSD Transfers:		
WBSD LAIF Account	21,000,000.00	-
WBSD Investment Accounts	371,315.00	371,315.00
Public Agency Retirement Services	50,000.00	-
Other Transfers	1,500.00	1,500.00
Transfer to WBSD Accounts	21,422,815.00	372,815.00
Total Withdrawals	43,804,070.87	3,222,264.69



**WEST BAY SANITARY DISTRICT
AGENDA ITEM 3C**

To: Board of Directors

From: Bob Hulsmann, Operations Superintendent

Subject: WBSD Operations and Maintenance Report – March 2022

Month	Basin PM Pipe Cleaning Miles	High Freq. PM Pipe Cleaning Miles	Un-Sche. Pipe Cleaning Miles	WBSD CCTV Insp. Miles	Pipe Patch Repairs Qty.	Open Trench Repairs Qty.	Pump Sta. PM Qty.	Pump Sta. Unsch. Repairs Qty.	SSO Cat. 1	SSO Cat. 2&3s	Service Calls- Unit 208			
											Call Outs	Sch PM	Unsch. PM	USA's
January	9.4	4.8	0.1	0.7	3	3	64	0	0	0	83	10	1	164
February	10.2	7.3	1.2	2.8	3	10	46	0	0	0	76	5	0	165
March	14.5	0.2	0.3	2.8	3	12	63	0	0	0	84	14	0	225
Year to date	34.1	12.3	1.6	6.3	9	25	173	0	0	0	243	29	1	554
2022 Goals	120.0	50.0	n/a	45-50	50-65	90	n/a	<10	0-2	5-Mar	n/a	n/a	n/a	n/a
2021 Results	*123	*50	8.6	**46	**55	91	834	2	0	4-Jan	944	n/a	n/a	2294
2020 Results	134.2	51.0	8.4	29.6	72	85	754	6	0	0	1012	89	5	2362
2019 Results	112.0	48.2	6.9	42.7	60	86	967	6	0	4	1063	75	33	2850
2018 Results	134.2	48.5	7.4	42.1	66	63	1256	6	0	4	1139	134	89	2525
2017 Results	126.4	52	6	25	66	97	1265	8	2	3	700	178	61	3218

* = Including Town of Woodside

**= Including Los Altos Hills and Town of Woodside

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To: Board of Directors

From: Bob Hulsmann, Operations Superintendent

Subject: Town of Los Altos Hills - Operations and Maintenance Report for Work Performed by WBSD – March 2022

	Basin PM Pipe Cleaning	High Freq. PM Pipe Cleaning	Un-Sche. Pipe Cleaning	WBSD CCTV Insp.	Pump Sta. PM	Pump Sta. Unsch. Repairs	SSO	SSO	Service Calls
Month							Cat. 1	Cat. 2&3s	Call Outs
Temp Help	Miles	Miles	Miles	Miles	Qty.	Qty.			
January	0.1	0.7	0.0	1.7	5	0	0	0	0
February	1.2	0.2	0.2	1.1	4	0	0	1	0
March	1.5	0.3	0.1	1.3	4	0	0	0	0
*August 21	0.1	1.1	0.0	0.9	4	0	0	1	0
Sept.	1.6	1.3	0.1	0.9	4	0	0	0	0
Oct.	1.1	1.1	0.4	0.7	4	0	0	0	0
Nov.	0.4	1.3	0.0	1.1	4	0	0	1	1
Dec	0.5	0.7	0.5	0.1	4	0	0	0	0
** Yr to date	6.5	6.7	1.3	7.8	33	0	0	3	1
FY21/22Goals	13	16.8	n/a	9.3	52	n/a	n/a	n/a	n/a

* = August- Start of Contract

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**WEST BAY SANITARY DISTRICT
AGENDA ITEM 3E**

To: Board of Directors

From: Bob Hulsmann, Operations Superintendent

**Subject: Town of Woodside Operations and Maintenance Report for Work
Performed by WBSD – March 2022**

Please see next page for work performed.



Yearly Summary Report

4/8/2022
11:17 AM

Dates Between 4/1/2021 and 3/31/2022

Month	Basin PM Pipe Cleaning (miles)	High Freq PM Pipe Cleaning (miles)	Unscheduled Pipe Cleaning (miles)	CCTV Inspection (miles)	Pump Stations Preventive Maintenance Qty	Pump Stations Unscheduled Repairs Qty	SSO Cat 1	SSO Cat 2 & 3	Service Calls Call Outs
January	0.0	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
February	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
March	0.00	0.2	0.0	0.0	8	0.0	0.0	0.0	1.0
April	0.00	0.0	0.0	0.0	10	0.0	0.0	0.0	0.0
May	0.00	0.0	0.0	0.9	8	0.0	0.0	0.0	0.0
June	0.00	0.3	0.0	0.0	8	0.0	0.0	0.0	0.0
July	0.00	0.0	0.0	0.0	13	0.0	0.0	0.0	0.0
August	0.19	0.0	0.0	0.0	10	0.0	0.0	0.0	0.0
September	0.00	0.3	0.0	0.0	12	0.0	0.0	0.0	0.0
October	0.00	0.0	0.0	0.0	9	0.0	0.0	0.0	0.0
November	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
December	4.43	0.0	0.0	0.0	10	0.0	0.0	0.0	0.0
Totals	4.62	0.8	0.0	0.9	112	0.0	0.0	0.0	1.0

M E M O R A N D U M

October 22, 2021

TO: Board of Directors, West Bay Sanitary District
FROM: Tony Condotti, District Legal Counsel
RE: Resolution Authorizing District to Implement Teleconferenced Public Meetings Pursuant to Assembly Bill 361

RECOMMENDATION: Adopt resolution authorizing District to continue the use of teleconferenced meetings pursuant to Assembly Bill 361.

BACKGROUND: On March 4, 2020, Governor Newsom issued a proclamation of State of Emergency in response to the developing COVID-19 pandemic. Due to the continued spread of the virus, the Governor issued Executive Order N-29-20 on March 17, 2020, which included a provision authorizing suspensions to the Ralph M. Brown Act's ("Brown Act") teleconferencing rules in order to facilitate virtual meetings while public health orders were in place.

On June 11, 2021, the Governor issued Executive Order N-08-21, which provided that the Brown Act teleconferencing suspensions would expire after September 30, 2021. On September 16, 2021, the Governor signed Assembly Bill 361 ("AB 361"), an urgency measure taking effect immediately, which amended the Brown Act to allow local legislative bodies to continue using teleconferencing and virtual meeting technology provided certain conditions are met.

DISCUSSION: AB 361 allows for teleconferenced meetings during a declared State of Emergency, as defined under the California Emergency Services Act, if one of the following circumstances apply: (1) State of local officials have imposed or recommended measures to promote social distancing; (2) The legislative body is meeting to determine whether, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees; or (3) The legislative body has determined that, as a result of the emergency, meeting in person presents imminent risks to the health or safety of attendees.¹

The Governor's March 4, 2020 proclamation of State of Emergency is still in effect. Measures continue to exist that impose and recommend measures to promote social distancing. The California Department of Public Health recommends that individuals wear masks in indoor

¹ Cal. Gov't Code § 54953(e)(1)(A)-(C)

public settings.² Additionally, San Mateo County requires that face coverings continue to be worn in indoor settings for all individuals in the County.³

Moreover, in recent months, the highly transmissible delta variant has caused increases in positive cases and hospitalizations locally and throughout the State. According to the CDC, community transmission of COVID-19 in San Mateo County is moderate, however the nature of the pandemic is unpredictable and transmission rates have the potential to rise quickly. As such, holding meetings in person would present imminent risks to the health or safety of attendees due to the continued spread of COVID-19.

To continue teleconferenced meetings under AB 361, the Board of Directors will need to declare every thirty (30) days that it has reconsidered the circumstances of the State of Emergency and either (1) the State of Emergency continues to directly impact the ability of the members to meet safely in person; or (2) State or local health officials continue to impose or recommend measures to promote social distancing.⁴

FISCAL IMPACT: No significant fiscal impact.

² See CDPH, *Guidance for the Use of Face Coverings* (July 28, 2021), <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/guidance-for-face-coverings.aspx>.

³ See <https://cmo.smcgov.org/press-release/oct-7-2021-bay-area-health-officers-issue-criteria-lifting-covid-19-indoor-masking>.

⁴ Cal. Gov't Code § 54953(e)(3).

RESOLUTION NO. _____ (2022)

IN THE DISTRICT BOARD OF THE WEST BAY SANITARY DISTRICT
COUNTY OF SAN MATEO, STATE OF CALIFORNIA

**A Resolution of the District Board of the West Bay Sanitary District
Authorizing Remote Teleconference Meeting of the Legislative Bodies of the
West Bay Sanitary District Pursuant to Brown Act Provisions**

The Board of Directors of the West Bay Sanitary District (“Agency”) does resolve as follows:

WHEREAS, the West Bay Sanitary District is committed to preserving and nurturing public access and participation in meetings of the Board of Directors; and

WHEREAS, all meetings of West Bay Sanitary District’s legislative bodies are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend, participate, and watch the District’s legislative bodies conduct their business; and

WHEREAS, the Brown Act, Government Code section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions; and

WHEREAS, on March 4, 2020, Governor Newsom issued a Proclamation of State of Emergency in response to the COVID-19 pandemic; and,

WHEREAS, on March 17, 2020, Governor Newsom issued Executive Order N-29-20 that suspended the teleconferencing rules set forth in the California Open Meeting law, Government code Section 54950 et seq. (the “Brown Act”), provided certain requirements were met and followed; and

WHEREAS, on June 11, 2021, Governor Newsom issued Executive Order N-08-21 that clarified the suspension of the teleconferencing rules set forth in the Brown Act, and further provided that those provisions would remain suspended through September 30, 2021; and,

WHEREAS, on September 16, 2021, Governor Newsom signed AB 361 which provides that a legislative body subject to the Brown Act may continue to meet without fully complying with the teleconferencing rules in the Brown Act, provided that a State of Emergency is declared by the Governor pursuant to Government Code section 8625, and either state or local officials have imposed or recommended measures to promote social distancing, or the legislative body determines that meeting in person would present imminent risks to the health or safety of attendees, and further requires that certain findings be made by the legislative body every thirty (30) days; and,

WHEREAS, the State of Emergency proclaimed by the Governor on March 4, 2020 remains in effect; and,

WHEREAS, California Department of Public Health (“CDPH”) and the federal Centers for Disease Control and Prevention (“CDC”) caution that the Delta variant of COVID-19, currently the dominant strain of COVID-19 in the country, is more transmissible than prior variants of the virus, may cause more severe illness, and that even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (<https://www.cdc.gov/coronavirus/2019-ncov/variants/delta-variant.html>); and,

WHEREAS, other variants of COVID-19 exist, and it is unknown at this time whether other variants may result in a new surge in COVID-19 cases; and,

WHEREAS, the CDC has established a “Community Transmission” metric with 4 tiers designed to reflect a community’s COVID-19 case rate and percent positivity; and,

WHEREAS, San Mateo County currently has a Community Transmission metric of “moderate” which indicates an elevated risk of transmission;

WHEREAS, due to the seriousness of the current pandemic situation, the CDPH has required that all unvaccinated persons wear facial coverings indoors, and the CDC and CDPH recommend that all persons, regardless of vaccination status, wear facial coverings indoors; and,

WHEREAS, the Board of Directors is empowered to take actions necessary to protect public, health, welfare and safety within the region; and,

WHEREAS, the District has an important governmental interest in protecting the health, safety and welfare of those who participate in meetings of the Board of Directors and other District committees; and,

WHEREAS, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, the Board of Directors deems it necessary to find that meeting in person for meetings of the Board of Directors and District committees and subcommittees would present imminent risks to the health or safety of attendees, and thus intends to invoke the provisions of AB 361 related to teleconferencing as provided in subdivision (e) of Government Code section 54953; and

WHEREAS, all teleconferenced meetings of the District Board of Directors and related committees or subcommittees shall comply with the requirements to provide the public with access to meetings as prescribed in paragraph (2) of subdivision (e) of Government Code section 54953;

WHEREAS, State of California and County of San Mateo health officials recommend various social distancing measures, including wearing mask indoors and limiting occupancies at meeting locations; and

WHEREAS, the Board of Directors does hereby find and determine that the above conditions create a heightened risk to the health and safety of attendees; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the West Bay Sanitary District does hereby resolve as follows:

Section 1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.

Section 2. The Board of Directors finds that as a result of the ongoing proclaimed State of Emergency in California due to the COVID-19 pandemic, and COVID-19's continued spread, holding in person meetings of District legislative bodies would present imminent risks to the health or safety of attendees

Section 3. The General Manager and legislative bodies of West Bay Sanitary District are hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including, conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act.

Section 4. This Resolution shall take effect immediately upon its adoption and shall be effective until the earlier of (i) thirty days from its adoption, or (ii) such time the Board of Directors adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the legislative bodies of West Bay Sanitary District may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

PASSED AND ADOPTED by the District Board of the West Bay Sanitary District at a regular meeting thereof held on 13th day of April, 2022, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

President of the District Board of the
West Bay Sanitary District of San
Mateo County, State of California

Attest:

Secretary of the District Board of the
West Bay Sanitary District of San Mateo
County, State of California

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WEST BAY SANITARY DISTRICT AGENDA ITEM 3G

To: *Board of Directors*

From: *Bill Kitajima, Projects & IT Manager*

Subject: *Consider Authorizing the District Manager to Issue the Class 3 Permits for the Sewer Main Improvements for 180 & 186 Constitution Drive; and 141 Jefferson Drive, Menlo Park, CA*

Background

The property located at 180 & 186 Constitution Drive currently laterals to a 10-inch main along Constitution Drive and the property at 141 Jefferson Drive currently laterals to an 8-inch main along Independence Drive. The mains downstream of these alignments cannot accommodate the additional flows proposed by this development.

Analysis

The Developer is proposing to install a manhole at the connection to the main for Constitution Drive site as Class 3 permit #1617. Two sections of main sewer, one along Jefferson and one along Chrysler Drive, must be upsized due to bottlenecks to accommodate the additional flows, which is proposed under Class 3 permit #1619. The plan set has been reviewed and approved by District staff.

Fiscal Impact

No impact to the District.

Recommendation

The Projects Manager recommends the District Board direct the District Manager to issue Class 3 Sewer Permit No.1617 and 1619 for the work required to provide sewer service for the project.

Attachments: Resolution _____(2022)
Class 3 Permits (1617 & 1619)
Site Map

RESOLUTION NO. _____ (2022)

IN THE DISTRICT BOARD OF THE WEST BAY SANITARY DISTRICT
COUNTY OF SAN MATEO, STATE OF CALIFORNIA

BE IT RESOLVED, by the District Board of West Bay Sanitary District, County of San Mateo, State of California, as follows:

ENVIRONMENTAL IMPACT REVIEW

Name of Project: Site Improvement Plans for 180 & 186 Constitution Drive; and 141 Jefferson Drive

Location: 180/186 Constitution Drive; and 141 Jefferson Drive, Menlo Park, CA

Entity or Person Undertaking Project: Greystar

Determination of the District Board:

The District Board hereby certifies that it has reviewed the Preliminary Review and Notice of Exemption prepared for this project and has considered the contents thereof. The Board finds that this document is adequate for use by the District in its review of the project.

The District Board finds that the following feasible alternatives and/or mitigation measures within its powers, would substantially lessen any significant effects which the project would have on the environment:

N/A

The Board certifies that the Preliminary Review and Notice of Exemption has been prepared and completed in compliance with the California Environmental Quality Act and the State Guidelines.

The Board finds that the project Preliminary Review and Notice of Exemption identifies the following significant effects:

N/A

The Board further finds that for each of these significant effects.

N/A Changes or alterations have been required in, or incorporated, into the project which mitigate or avoid the significant environmental effects thereof as identified in the Final EIR.

N/A Such changes or alterations are within the responsibility and jurisdiction of a public agency other than the District. Such changes have been adopted by such other agency or can and should be adopted by such other agency.

N/A Specific economic, social, or other considerations make infeasible the mitigation measures or project alternatives identified in the Final EIR.

Based upon the foregoing, and upon compliance with District regulations and requirements, as applicable, the project is hereby:

_____ Approved

_____ Disapproved

The District Manager of West Bay Sanitary District is directed to prepare a Notice of Exemption pursuant to the provisions of the State Guidelines Implementing the California Environmental Quality Act adopted by Resolution No. 1105 of this District Board. The District Manager is ~~(further)~~ (not) directed to prepare and file a Statement of Overriding Consideration pertaining to the approval of this project pursuant to the provisions of the same Guidelines.

Passed and adopted by the District Board of West Bay Sanitary District at a regular meeting thereof held on the 13th day of April 2022, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

President of the District Board of the
West Bay Sanitary District of San Mateo
County, State of California

Attest:

Secretary of the District Board of the
West Bay Sanitary District of San Mateo
County, State of California

WEST BAY SANITARY DISTRICT

500 Laurel Street
Menlo Park, California 94025
(650) 321-0384

Permit Number
1617

Type _____

APPLICATION FOR CLASS 3 SEWER PERMIT

To the WEST BAY SANITARY DISTRICT:

The undersigned, being the Owner Owner's Agent of the property located at

180 AND 186 CONSTITUTION DRIVE MENLO PARK CA 94025

does hereby request permission to construct sanitary sewers and related facilities to serve a

Residential Non-residential Development at said location.

ENGINEER'S

BLF
Name

1730 N. FIRST STREET, SUITE 600
Address SAN JOSE, CA 95112

CONTRACTOR'S

GREYSTAR LP
Name

750 BERKING DRIVE, SUITE 200
Address HOUSTON TX 77057

OWNER'S

CHAD ZAKSKORN CLIFF CREEK TR MENLO PARK, CA
Name

450 SANSOME STREET, SUITE 500
Address SAN FRANCISCO CA 94111

[Signature]
Applicant's Signature

BREAN POOLEE
Signed by - Please Print Name

750 BERKING DRIVE, SUITE 200
Address HOUSTON TX 77057

Receipt of \$ 2,585.00 Application Fee is hereby acknowledged T. Reel 3/23/22
Date

Receipt of \$ 2,000.00 Cash Deposit or Performance Bond

Comments INSTALL ~~XXXXXXXXXXXX~~ NEW SEWER MANHOLE AND CONNECTION
TO SEWER MAIN.

Approved by the District Board on _____.

Application approved and permit issued:

WEST BAY SANITARY DISTRICT
Sergio Ramirez, District Manager

Date _____

By _____

Final Acceptance by the District Board on _____.

WEST BAY SANITARY DISTRICT

500 Laurel Street
Menlo Park, California 94025
(650) 321-0384

Permit Number
1619

Type _____

APPLICATION FOR CLASS 3 SEWER PERMIT

To the WEST BAY SANITARY DISTRICT:

The undersigned, being the Owner Owner's Agent of the property located at

141 JEFFERSON DRIVE, MENLO PARK, CA 94025

does hereby request permission to construct sanitary sewers and related facilities to serve a

Residential Non-residential Development at said location.

ENGINEER'S

BKF

Name

1730 N. FIRST STREET, SUITE 600
Address SAN JOSE CA 95112

CONTRACTOR'S

GREYSTAR LP

Name

750 BERENGA DRIVE SUITE 200
Address HOUSTON TX 77057

OWNER'S

CHAD ZAKSORN CLIFF GRP UPTOWN MENLO PARK LLC

Name

450 SANSOME ST. SUITE 500
Address SAN FRANCISCO CA 94111

[Signature]

Applicant's Signature

BRIAN ROOZEE

Signed by - Please Print Name

750 BERENGA DRIVE SUITE 200
Address HOUSTON TX 77057

Receipt of \$ 3,585.00 Application Fee is hereby acknowledged 7. Roozee 3/23/22 Date

Receipt of \$ 2,000.00 Cash Deposit or Performance Bond

Comments INSTALLING (2) NEW 10" SEWER, NEW SEWER MANHOLES AND CONNECTIONS

TO SEWER MAIN. UPSIZING SANITARY SEWER AT CHEVYER DRIVE REMOVE/REPLACE

EXISTING 10" SEWER MAIN WITH 12" SEWER MAIN. UPSIZING SANITARY SEWER AT JEFFERSON DRIVE REMOVE/REPLACE EXISTING 8" MAIN WITH NEW 10" MAIN.

Approved by the District Board on _____.

Application approved and permit issued:

WEST BAY SANITARY DISTRICT
Sergio Ramirez, District Manager

Date _____

By _____

Final Acceptance by the District Board on _____.

3G-5

“PRELIMINARY REVIEW”

180/186 Constitution and 141 Jefferson Drive, Gravity System
April 7, 2022

INTRODUCTION. At the April 13, 2022 District Board Meeting, the Board will consider the approval of the two class 3 sewer permits for the construction of a new sewer manhole, two gravity sewer main lines for 180, 186 Constitution Drive and 141 Jefferson Drive; and the authorization for the filing of a California Environmental Quality Act (CEQA) “Notice of Exemption” for the project. This project is proposed by the property owner, Greystar.

EXEMPTION REVIEW. In compliance with CEQA Guidelines, this “preliminary review” of the gravity sewer mainline construction on Chrysler Drive was conducted to determine whether the project is exempt from CEQA. Based on this review, staff has concluded that the project is exempt from CEQA under several sections of the guidelines. In summary, the project would not have any significant impacts on the environment because it includes little or no expansion of capacity, and will employ mitigation measures to alleviate any impacts.

This preliminary review presents and elaborates upon the rationale for the conclusions reached by staff.

Staff has concluded that all project elements are exempt under CEQA Guidelines section 15061(b)(3) (known as the “General Rule”), since it can be “seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment.”

This certainty is based on the District’s past experience with numerous sewer construction projects of this nature, and the mitigation measures included in all such projects to alleviate any impacts.

Past Experience. The District has completed many miles of sewer construction projects and pump station rehabilitation projects in residential and non-residential areas throughout Menlo Park, Atherton, and the County of San Mateo. While construction-related impacts on land use, traffic, noise, air quality, erosion, drainage, public safety, and cultural resources can occur, no significant environmental impacts have resulted from this work.

The reasons these have been “less-than-significant” include the short-term nature of construction activities, application of the District’s standard construction mitigation measures, good community relations outreach programs to inform project area residents of construction activities, and active coordination with local jurisdictions.

Construction Mitigation Measures. Specific impact mitigation measures will be included in the proposed project to avoid, minimize, reduce, or rectify for construction-related impacts. These measures are used on all sewer construction projects. The measures address dust control; erosion control; noise control; protection of soils; provision for adequate drainage; protection and restoration of structures; precautions for working

near sensitive and unique vegetation, protection and restoration of vegetation, landscaping, and improvements; public health and safety precautions; community notifications; traffic control; and preservation of cultural resources.

Most project elements also are exempt as:

Staff has concluded that most project elements are “categorically exempt” under CEQA Guidelines Section 15301(b) (existing facilities); or Section 15302(c) (replacement or reconstruction). These exemptions require repair, maintenance, or minor alteration of existing structures or facilities.

This project is being implemented to provide sanitary sewer service to these parcels.

CONCLUSION. Based on the information presented herein, staff has concluded that all of the installation of the gravity sewer connection and main line extension is exempt from CEQA under the CEQA Guidelines Section 15061(b)(3) (the General Rule), and that most project elements are also exempt under CEQA Guideline Section 15301(b) , (existing facilities) or Section 15302(c), (replacement or reconstruction).



To: *Board of Directors*

From: *Sergio Ramirez, District Manager*

Subject: *District Manager's Report*

1) Administrative:

- a. Staff has submitted the SB1383 Initial Jurisdiction Compliance Report with assistance from South Bay Waste Management Authority (SBWMA) staff.
- b. Staff continues to work on the Sanitary Sewer Management Plan (SSMP) five year audit with Fisher Compliance. An update meeting took place on April 7, 2022.
- c. The District was asked to be part of the Request for Proposals process in selecting the consultant for the Site Optimization Study and Design Development of the Shoreway Environmental Center.

2) Finance:

- a. Staff continues to develop the Fiscal Year 22/23 Budget. The proposed budget will be presented to the Board at the Budget Workshop on Monday, May 9, 2022 at 12pm.
- b. Staff is working with Automated Data Processing (ADP) on migrating away from Prime Pay. ADP payroll should be implemented by June 2022.
- c. The District received a partial Sewer Service Charge fee payment from San Mateo County for approximately \$1.5 million.

3) CIP & IT Projects:

a. Levee Improvement Project:

- i. The National Fish and Wildlife Foundation has made the District aware in an email that it will be able to fund the full grant request from \$3.9 million to \$4.9 million. The additional grant funds gives the District an additional \$1 million to apply towards the Ecotone Levee.
- ii. F&L is working on the permitting of the levee project in anticipation of construction later in 2022. Coordination with SVCW is taking place regularly.
- iii. The District has prepared comments to the Friends of Bedwell Bayfront Park, Sequoia Audubon Society, Santa Clara Valley Audubon Society and Sierra Club Loma Prieta Chapter's Bay Alive Campaign through the United States Army Corps of Engineers (USACE) permit process.
- iv. Staff and F&L have responded to comments from the Environmental Protection Agency and forwarded the comments through USACE.

Report to the District Board for the Regular Meeting of April 13, 2022

Additional information or topics may be introduced by the DM verbally during the Board meeting.

b. Construction Capital Improvement Program (CIP)

- i. Staff has assessed the High Frequency pipeline maintenance list and has identified 112 pipe segments that should be repaired in order to reduce high frequency cleaning efforts. The list includes pipe segments West of El Camino Real. The average repair is approximately 10 feet in length. A Capital Improvement Project will be proposed during the budget setting process. A second High Frequency pipeline maintenance list, East of El Camino Real, is being assessed next.
- ii. Staff and F&L are finalizing the bid packet for the Bayfront Entrance Improvements. The project will include the replacement and upsizing of the final effluent pipeline to the Menlo Park Pump Station. The pipeline was found to be in disrepair.

4) Operations and Maintenance:

a. Collection System:

- i. Crews continue to catch up on pipeline maintenance after the latest COVID-19 surge caused many absences.

b. Training:

- i. New maintenance staff will be sent to the Entry Level Driver Training (ELDT) for their Commercial Driver's License (CDL). The ELDT is a new requirement by the Department of Motor Vehicles for commercial drivers.
- ii. The California Water Environmental Association training conference will take place from April 11th to April 14th. Operations Supervisor, Heath Cortez, will be awarded the Supervisor of the Year during the conference.
- iii. The District will be hosting a Hands-On training in Bypass Pumping and Emergency Response class through the California Water Environment Association.

5) Water Quality:

a. Sharon Heights Golf and Country Club (SHGCC):

- i. Sharon Heights Golf and Country Club (SHGCC) participated in the March 23, 2022 Regular Board Meeting to discuss a Solar Plan for the facility. District Counsel is reviewing and preparing the Power Purchase Agreement.
- ii. The Avy Altschul Pump Station is moving forward. Staff is working with the School District to acquire the necessary easements.

b. Bayfront Recycled Water Facility (BRWF):

- i. Signature Group has reviewed the Bayfront Recycled Water Facility draft agreement for the Willow Village project. Minimal comments were received. A meeting will be scheduled to discuss the comments.

c. Menlo Country Club:

- i. SFPUC has given Menlo Country Club a letter of support for the Woodside Recycled Water Facility.
- ii. The State has given preliminary approval to the Feasibility Study grant for the Woodside Recycled Water Facility at Menlo Country Club (Club). The District will need to enter into an agreement with Woodard & Curran to support the process. The agreement will be funded by the Club.

Report to the District Board for the Regular Meeting of April 13, 2022

Additional information or topics may be introduced by the DM verbally during the Board meeting.

- d. **West Bay:**
 - i. Staff prepared the Notice for a Public Hearing on the Sewer Connection Fees. The Public Hearing is scheduled for April 27, 2022.

- 6) **Fleet and Facilities:**
 - a. **Vehicle Maintenance:**
 - i. Staff is waiting for an update on its first all-electric vehicle order from Ford Motor Company.

- 7) **Personnel:**
 - i. Recruitment for the Utility Worker position continues. The position will assist in the Step and Grinder Systems in the On-Site Wastewater Disposal Zone and with the Recycled Water facility.
 - ii. Staff has been working with Shepard and Associates on the Vision, Dental, and Long Term Disability plans. The Long Term Disability paid for by the District will decrease from last year's costs.

- 8) **Upcoming Events:**
 - a. **Next Regular Board Meetings:** Wednesday, April 13, 2022 and April 27, 2022.

- 9) **Misc. Items:**
 - a. **LAFCo:** District Staff has reviewing the draft Municipal Services Review report.
 - b. **West Bay:** The District has not experienced any SSO's in 2022.
 - c. **Town of Los Altos Hills:** The Town experienced 0 SSO's in March 2022.
 - d. **Town of Woodside:** The Town has not experienced any SSO's in 2022.

Report to the District Board for the Regular Meeting of April 13, 2022

Additional information or topics may be introduced by the DM verbally during the Board meeting.

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**WEST BAY SANITARY DISTRICT
AGENDA ITEM 5**

To: Board of Directors

From: Sergio Ramirez, District Manager

Subject: Presentation by Woodward & Curran on the Bayfront Recycled Water Project to Menlo Park City Council

Dave Richardson with Woodward & Curran will give a preview of the presentation to Menlo Park City Council on the Bayfront Recycled Water Project.

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WEST BAY SANITARY DISTRICT AGENDA ITEM 6

To: *Board of Directors*

From: *Sergio Ramirez, District Manager*

Subject: *Discussion, Direction and Consider Approval of Updated Strategic Goals Plan*

Background

At the Board meeting of January 26, 2021, the District Manager reported that the current Strategic Goals Plan is in need of updating to include reference the District's recycled water efforts. A Committee was formed to review the Strategic Goals Plan. Director Moritz and Director Otte were selected to meet with staff to review and update the plan.

Analysis

The Strategic Goals Plan Committee met on with District staff on February 15, 2022 and prepared a draft updated Strategic Goals Plan. Attached to this report are a track changes and a clean version of the updated plan.

Fiscal Impact

There is no fiscal impact at this time.

Recommendation

The District Manager recommends the Board review, discuss, and approve the updated Strategic Goals Plan.



Strategic Plan 2022

**An Initial 5 year Strategic
Plan document**

Dated: March 26, 2014

APPROVED:

March 26, 2014

Revised:

March 14, 2018

Restated and Revised:

April 13, 2022



**Consultant
Brent Ives,
BHI Management Consulting**

Governing Board of Directors

- Fran Dehn, President
- David Walker, Secretary
- Roy Thiele-Sardina, Treasurer
- Edward P. Moritz, Director
- George Otte, Director

District Staff

- Sergio Ramirez, District Manager
- Bill Kitajima, Projects & IT Manager
- Jed Beyer, Water Quality Manager
- Debra Fisher, Finance Manager
- Robert Hulsmann, Operations Superintendent
- Todd Reese, Office & Communications Manager

Consultants

- Brent H. Ives, Managing Consultant (original 2014 version)
- Revised by District Staff and Strategic Goals Committee (2022)





**West Bay Sanitary District
Strategic Plan
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1.1 Introduction

A Strategic Plan is a document for an organization to set a clear direction over all operational aspects of its mission. It serves as a framework for decision making over a 5-year period. It is intended to guide decisions that shape what an agency plans to accomplish by selecting a rational course of action.

The plan identifies actions, activities, and planning efforts that are currently active and needed for continued success in operations and management of the District, and provides a bases to periodic review and updates.

The strategic planning is focused on several or all of the following task areas:

- Employee Development
- A commitment to infrastructure health.
- Community relations.
- Collaboration with partner agencies.
- The need to balance projected programs and assets against with constraints that exist now and in the future.
- Workplace health.



Definitions:

1. **Mission Statement:** A declaration of an organization’s purpose, why the organization exists.
2. **Vision Statement:** A statement that articulates where the organization would like to be over the term of the Plan.
3. **Strategic Elements:** These are the areas of District operations, planning, and management that organize the Plan and need to be addressed and supported by Strategic Goals to ensure progress.
4. **Strategic Goals:** Strategic Actions are specific and measurable activities or targets that address the strategic elements. Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the Strategic Goals are accomplished.

1.2 Plan Development

The Strategic Plan Committee reviewed the last Strategic Plan and made edits to reflect the current position of the District and its future plans.



1.3 Mission and Vision

MISSION OF THE WEST BAY SANITARY DISTRICT

The West Bay Sanitary District is dedicated to protecting the public health and the environment by providing cost effective sanitary sewer service.

We are committed to providing our customers with wastewater disposal services utilizing the highest technical, environmental, and safety standards available; to providing the very best customer service; to ensuring the fiscal viability of our District by applying sound business principles and to ensuring the optimum operation of our infrastructure by employing professional maintenance and replacement practices.



VISION OF THE WEST BAY SANITARY DISTRICT

Our Vision is ...

- *We manage costs, levels of service and investments to protect future rate affordability.*
- *We improve our customer service, public education and information methods to assure community support, and enhance public trust.*
- *We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission.*
- *We practice environmental stewardship for multiple benefits and protecting our resources.*
- *We invest in our infrastructure to maintain reliable and efficient services.*
- *We cooperate with strategic partners to provide best quality wastewater services.*
- *We make the highest and best use of all District assets.*
- *We explore opportunities for wastewater reuse.*
- *We engage our State and Federal representatives with a clear legislative agenda.*

1.4 Strategic Elements and Goals

Strategic Elements and Strategic Goals represent the vital areas of the District’s operation, planning, and management. Strategic Elements are derived from the foundational Mission and Vision statements of the District. They are linked to action through Strategic Goals within the five-year period that serve to assure that important areas of the District are well supported and moved forward per Board direction. Strategic Elements and supportive Strategic Goals, along with action dates within the planning period, are presented in tabular form in Appendix 1.

The Strategic Elements are:

- **1.0 Organizational Health and Personnel**
- **2.0 Collection System Infrastructure**
- **3.0 Facilities and Land Assets**
- **4.0 Vehicles and Equipment**
- **5.0 Fiscal Planning**
- **6.0 Strategic Partners and Public Affairs**
- **7.0 Administrative Systems**

1.0 Organizational Health and Personnel

Element Objective and Strategy: *Our objective is to employ and retain a high quality, motivated workforce. We will do this by utilizing sound policies and personnel practices, offering competitive compensation and benefits, providing opportunities for training, development and professional growth, while ensuring a safe and secure workplace.*



1.1 Succession Plan for the District – A succession plan allows an organization to look into the future to mitigate issues with potential staffing gaps, analyze pending issues with staffing, as well as single point information failures. The plan analyzes the known planned attrition and the organization as it relates to potential upcoming staffing issues. The succession plan evaluates the growth of internal staff for career progression. A revision of the Strategic Plan will be performed in-house by June 2022.

1.2 Organization Chart Evaluation – The Board of Directors should know the structure and size of the organization for which they provide oversight. The District Manager will periodically outline the organizational structure with the Board to assure that the organization is structured for efficient operations and proper organizational flow and function.

1.3 Employees

- Employees are the most important asset to a service entity. The recruitment, selection, training, and advancement of employees establishes a culture of excellence that can survive over time.
- When recruiting new employees it is important to select candidates that are team players. They must show respect for their other team members and a willingness to complete any assignment given them. The one-year probation period provides time to observe each recruit's skills as well as their attitude towards teamwork and the continuance of a positive culture.
- Training programs that increase employee skills are provided in-house and professional associations. The District invests in these training programs to provide an ongoing pool of talent that can complete multiple tasks. The District also provides tuition support to employees as incentive to reduce employee turnover and create future candidates for management positions.
- Safety training is provided to protect employees from harm and reduce risk.
- Management evaluates individual employees with an eye towards future promotion. There are a variety of reasons that could cause an employee to leave the District or no longer be able to perform their assigned duties. Succession Planning is an on-going activity for management



1.4 Employee Retention – It is important to an organization to achieve a high rate of employee retention to promote the health of the organization, to maximize the rate of return on training and education dollars, and promote continuity of operations. Career development opportunities, competitive salaries and benefits, and sound policies are important components of a good Employee Retention program. We will:

- Assess retention methodologies – An assessment of ongoing practices such as safety training, vocational certification training, college education reimbursement programs, and computer classes. This will determine the effectiveness of these programs in retaining employees and identify gaps in our methodologies or areas of improvement.
- Personnel Policy Review and Update – The Personnel Policy will be reviewed annually to meet applicable State and Federal laws in-house with the assistance of District Counsel. Any recommended changes or updates will be presented to the Board for discussion and approval.



2.0 Collection System Infrastructure

Element Objective and Strategy: *Our objective is to efficiently collect and transport wastewater to meet the needs of existing and future customers. We will do this by the careful management of the collection infrastructure using prudent planning and maintenance, with financial strategies to maintain sufficient capacity and respond to changing regulatory demands.*

2.1 Pipeline Maintenance & Assessment – In order to reduce or eliminate SSOs, and ensure a collection system that is reliable, it is imperative to perform proactive maintenance and assessment of the pipelines through the continuance of an aggressive yearly pipeline cleaning program, the High Frequency cleaning program, the 6 year CCTV inspection program, Quality Control CCTV Inspections, the Strategic Root Control program, as well as schedule and perform in-house pipe patch repairs, and open trench repairs based on pipeline inspection, including the District’s reclamation system.

2.2 Data Collection: Technology and Field Integration

2.3 Asset Management and Data Collection Programs – The District’s Asset Management and Data Collection programs are important tools to assist Operations Managers in determining priorities for establishing proactive maintenance schedules for cleaning, television inspecting, and repairs of pipelines.

2.4 Regulatory Requirements – Compliance with regulatory requirements. It reduces District liability, improves the District’s credit score, and promotes good morale among the employees. Annually monitoring, assessing, and making the necessary adjustments to the performance of the Sewer System Management Plan (SSMP) elements ensures the plan is current and meets or exceeds the requirements of the State’s General Wastewater Discharge Requirement.

2.5 Telemetry System – The Telemetry System is vital to monitoring and operating the District’s pump stations to convey wastewater to the Treatment plant. Staff receives alarms 24/7 in the event of pump station irregularities or failure and can remotely stop or start pumps in emergency situations through computer portals to the telemetry system. The District’s Telemetry System monitors the 12 Public Pump Stations and the 89 plus Private STEP and Grinder Stations, in the Wastewater Disposal Zone Area.

2.6 Master Plan –

- The systematic replacement of the WBSD’s collection system infrastructure is one of the District’s main priorities. Staff will review annually for necessary



adjustments and perform a 10-year update in 2023.

- Prepare a Water Reclamation section to the District’s Master Plan. The section will include water reclamation goals and objectives, as well as pipeline distribution goals.

2.7 Capital Improvement Program (CIP) – The CIP is the implementation of the District’s Master Plan to systematically design and replace the collection system infrastructure in a planned and efficient approach. The District’s infrastructure shall have an annual investment in accordance with the District Master Plan. The following are to be implemented in the next five years:

2.7.1 Flow Monitoring will be performed and the Hydraulic Modeling will be adjusted and recalibrated as necessary to identify any pipeline capacity issues or Inflow/Infiltration issues within the system which will then be prioritized for Replacement/Rehabilitation.

2.7.2 The District’s Standards and Specifications for Construction will be reviewed every five years and revised as necessary.

2.7.3 Update the Capital Improvement Projects list during the budget setting process.

3.0 Facilities and Land Assets

Element Objective and Strategy: *Our objective in the area of facilities and land assets is to manage, maintain, and leverage these assets in the public's best interest. We will accomplish this by utilizing the best practices in asset management, scheduling maintenance, and assuring the highest and best use of our land assets.*

3.1 Pump Stations – Pump Station Maintenance and Rehabilitation is important to reliably convey the wastewater flows through the District collection system and to the treatment plant without spills or pump station failures. Regular and predictive maintenance is not only important for regulatory compliance, but also for avoidance of pump station failures to reduce the District's risk and liability from environmental impacts due to spills. Staff must adhere to the Pump Station Maintenance schedule and Pump Station Rehabilitation Schedule, and budget annually for upcoming pump station rehabilitation.

3.2 Flow Equalization Facility (FRREF) – The FRREF is the old treatment plant grounds. Staff will be continuing to maximize its use. Planning is in an advanced stage to raise the boundaries of the FERRF to protect it from expected sea rise. Completion of this project is vital and will take several years to complete. Planning is also underway for the construction of a second recycled water plant within the District's boundaries. The plant will be located within the area of the FERF and will take years to complete.

3.3 Facilities – This includes improvement projects to ensure that the District's buildings comport to aesthetic and structural requirements as prescribed in the District's Conditional Use Permit and meet or exceed lifecycle expectations in order to avoid premature capital expenditures on major building renovations. Staff will continue to work on the design of a new maintenance building at 500 B Laurel Street maintenance yard site.

3.4 Vehicles and Equipment – A fund is dedicated to the replacement of vehicles and equipment. Vehicles and equipment that are out of service for repair have an immediate impact on scheduled maintenance of the collection system. An inventory worksheet is kept that tracks the expected useful life of each vehicle and piece of equipment. Replacement of each item is managed from this worksheet. The productivity of our human assets relies on having equipment that are operational and up to date. Staff will research moving to an electric or alternative fuel fleet and implement where feasible while following applicable state guidelines.



5.0 Fiscal Planning

Element Objective and Strategy: *Our objective is to manage public funds to provide for financial stability, rate equity, and long-term rate management. We will do this by controlling costs, establishing rates that support policy objectives, implementing viable alternative revenue options and managing risks, investments and debt in a way that ensures funds are available when needed.*

5.1 Financial Plan – In order to maintain a clear financial picture and provide for proper planning of future revenues and expenses, and to avoid sharp rate hikes. It will be key to have a broad and comprehensive update to the Financial Plan. The Financial Plan is included within the Collection System Master Plan and will be updated in conjunction with the Master Plan update. When complete, the updated plan can be incorporated into the annual budget. The next update should also include:

- **Investment Policy** – a description of the District’s current Investment Policy as well as updating the projection for Sewer Service Charges for the next several years and an updated correlating cash flow projection.
- **Revenue Options** – Incorporate into the Financial Plan and budget any non-rate, revenue –generating opportunities from the FRREF or any other source that fit within the District’s mission, either on its own or through private/public partnerships.
- **Vehicle and Equipment Replacement** – Adhere to the Vehicle and Equipment Replacement Program and budget according to the schedule. The District has established a vehicle and equipment replacement schedule that helps avoid large spikes in these expenses from one year to the next and attempts to even out the spending to help stabilize rates. This planned approach also helps avoid breakdowns, minimize repair costs, and provides for efficiency in productivity.

5.2 Rate Studies – WBSD shall perform rate studies to account for recent changes in expenses, as well as any changes in operating, bond, and other debt expenses at SVCW and SBWMA. In the case of SVCW, their expenses (operating and bond repayment) make up 58 percent of WBSD annual expenses.

- Perform a rate study for Sewer Service Charges (SSC) prior establishing rates.
- Perform a rate study for Solid Waste Collection rates prior to establishing rates.
- Utilize the latest SVCW Financial Plan and current debt schedules to be included in the rate study in order to have the Board approve SSC rates by April of each year.
- Utilize the SBWMA review of the Recology and SBR annual reports to assist in



the Solid Waste rate study in order to have the Board approve Solid Waste rates in December of each year.

5.3 Connection Fees – Include an evaluation of the District’s connection fees in the rate study every even year and make adjustments as necessary to ensure an accurate calculation to recover from those that are adding connections or EDUs to the sewer system. The connection fee must include both the replacement cost of linear assets, facilities, and other assets, including Silicon Valley Clean Water infrastructure improvements.

5.4 Audit – Performing an annual audit of the Financial Statement is not only required of the District but it also allows the District to maintain its transparency to the public and provides an objective viewpoint into the financial planning and operation of the District. Further, an audit can help determine if any procedural changes are necessary in the accounting system. Staff will perform a Request for Proposals (RFP) every five years.

6.0 Strategic Partners and Public Affairs

Element Objective and Strategy: *Our objective is to foster beneficial relationships to accomplish the goals of the District and to insure a well-informed public regarding District business and planning. We will do this by embracing strategic ties with other organizations, When mutually beneficial working closely with regulators, developing a deliberate legislative and regulatory agenda and participating in professional associations. We will also proactively communicate the District’s business and plans to our public while being open and transparent in all that we do.*

6.1 Mutual Aid –

- **Shared Training:** This allows the District to mitigate the impact of specialized and sometimes expensive training in a manner that spreads the cost and provides opportunity for multiple agencies to participate. The District will seek local agency partners to share training on topics such as CPR, Confined Space Entry, Trench Rescue etc., on an ongoing basis.
- **Shared Equipment/Personnel:** During emergencies, it could prove difficult to acquire seldom-used equipment when rental facilities could be overwhelmed with requests. Personnel may be scattered or unable to get to their primary place of employment. Mutual aid agreements that allow for the sharing of equipment and personnel can be beneficial to the parties of an agreement in the event of emergencies or natural disasters by sharing of equipment and personnel. Additionally, qualified personnel can be more easily made available for a disaster stricken agency through a mutual aid agreement.



6.2 Interagency Maintenance Agreements – The District will seek to maintain the maintenance agreements with other agencies such as Town of Los Altos Hills or the Town of Woodside for collection system maintenance as long as these entities provide compensation that covers the cost of providing the assets to complete the service (both human and capital assets).

6.3 Public/Private Partnerships

Lateral Protection Program – The District has established with HomeServe USA a lateral protection policy for homeowners that will cover the cost of cleaning, repairing, and partially replacing private sewer laterals. This can benefit homeowners by reducing the impact of emergency sewer repairs.

6.4 Public Outreach/Education: As a government agency there’s an expectation of transparency from the constituents to maintain the public trust and foster goodwill. As such, the District will:

- **Effectively Communicate using our Website** –To provide this transparency and maintain the public trust the District must make an effort to communicate to the public and educate them on the operations, business, and plans of the District. The website is one valuable tool in reaching out to the public and providing educational material. Items such as agendas, minutes, staff reports, budgets, audits, Performance Measurement Reports, announcements, CIP updates, public hearings, required reports and postings including salary schedules will continue to be posted. Announcements, such as, awards will also be posted.

A comprehensive review of the website should occur periodically and may lead to a significant update of the website’s configuration depending on how “dated” the website is perceived to be at that time.



- Utilize Annual Newsletters for Public Education Purposes – The District will reach out to the public in an annual newsletter. The newsletter will be crafted to be prominently displayed within the local newspaper. Periodic press releases will be produced on an as needed basis, sent to local newspapers and the CWEA Bulletin and posted on the District website.
- Use Public Events to Increase Public Awareness of the District–The District’s participation in the Block Party each year (when not affected by a pandemic) will look for other opportunities to participate in a local street fair type event to reach out to the public and develop goodwill. The District staff will also seek to make an informational presentation to local organizations such as Kiwanis and Rotary Clubs on an annual basis.
- Utilize Print Communications for Increased Outreach – Print communications can be helpful to provide Notice as required by statute, provide transparency and deliver educational materials that will improve the District’s ability to avoid spills and convey wastewater in a reliable and safe fashion. The District will continue its efforts to provide educational brochures, door hangers and notices such as 218 notices to keep the public aware of rate changes, easements, Fats, Oils & Greases (FOG), and non-flushables.
- Incorporate Social Media as a Means to Increase Public Visibility – Social media is an important means of communication with the public in the future and provides transparency and educational information. When appropriate, the District will use social media message platforms such as Twitter, Facebook, blogs, and email blasts.

6.5 Legislative and Regulatory Agenda – The District Manager will utilize sources such as the Tri-TAC committee, CASA, CWEA, BACWA, CSRMA, and CSDA to monitor legislation and offer comment on, or support or oppose. This list can be updated quarterly or more frequently if needed and scheduled as a Board agenda item for discussion and planning purposes.

6.6 Professional Associations – Involvement with such professional associations that can provide benefits of keeping up to date with education materials and pending and proposed legislation or regulations. Some of these associations are also beneficial in certifications, continuing education, vocational training, and career development.



7.0 Administrative Systems

Element Objective and Strategy: *Our objective is to create, maintain and implement policies and procedures to ensure sound management of the District. We will conduct periodic reviews, refine and implement policies and procedures, and assure the District Manager has the direction and tools necessary for successful District operations.*

7.1 Code of General Regulations – It is important the Code of General Regulations are kept up to date since the Code of General Regulations provides the legal authority the District requires to exist, charge fees, enforce regulations, accept annexations, and levy fines etc. This effort will include an update to the fee schedule and enhancement of the FOG section of the Code.

7.2 General Board Rules – General Board Rules are important for the organized operation of the District Board; to make clear expectations of conduct, to make clear roles and terms of officers, and to clarify procedures to be followed by Board members in the performance of their duties. The Board will review and update the Conflict of Interest policy every two years (even years) and since this is contained within the General Board Rules, it follows that this document will also be reviewed and updated at the same time.

7.3 Standard Specifications and Details – The District’s specifications provide the guidelines for construction and repair of District linear assets and facilities and must be kept up to date in order to comply with Uniform Plumbing Codes, State Codes as well as recent industry accepted changes in construction methods. The District Standard Specifications and Details have not had a comprehensive update in many years. Staff will review and update these standards within the next two years. Some outside engineering assistance will be required.



7.4 Board Development – It is important that Board members, new Board members in particular, are educated on how a Board works, communicates and functions together as a team to ensure the proper operation and health of the organization as a whole. For these reasons, it will be important to develop and implement a Board Development plan. A plan for Board approval may include components such as:

- Self-Assessment of the Board
- Conference Attendance - CASA and CSDA

Retirement System Evaluation – It is important to ensure long-range financial sustainability for the District. Therefore, the District will assess options relative to OPEB, PERS, and Employee Benefits to ensure sustainability.

7.5 Performance Measures Report – It is important to the health of the organization to know if the efforts in the past year have been successful; if we are achieving our goals and if there are any performance trends, we should track and be aware of. Annually, in March, staff will produce a Performance Measures Report on the previous calendar year with metrics showing the success, progress or failure of achieving Staff and Board goals. This report includes over 70 metrics measuring nine attributes of an effectively managed wastewater utility. This report measures not only inputs and outputs, but measures efficiency and effectiveness. Measures from the Strategic Plan will also be included to help the Board determine whether the District is achieving its goals.

7.5 Strategic Plan Update – A review and update of the Strategic Plan will help ensure the Board and Staff can stay on course with planning goals, remaining adequately prepared, and being flexible to meet opportunities and challenges expected in the near future. A five-year update will help develop strategies for more long range planning by the District Board._

District Boundary Map





TABLE 1

BOARD OF DIRECTORS VISION STATEMENT	IMPLEMENTING ACTIONS
<ul style="list-style-type: none"> • <i>We manage costs, levels of service and investments to protect future rate affordability</i> 	Sec. 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 6.1, 6.3, 6.4, 6.6, 6.7, 6.8.
<ul style="list-style-type: none"> • <i>We improve our customer service, public education and information methods to assure community support and enhance public trust</i> 	Sec. 3.1, 3.4, 3.5, 4.1, 4.2, 4.3, 4.5, 4.6, 4.8, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8.
<ul style="list-style-type: none"> • <i>We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission</i> 	Sec. 4.1, 4.2, 4.4, 4.8, 5.1, 5.2, 5.3, 6.6, 6.7.
<ul style="list-style-type: none"> • <i>We practice environmental stewardship for multiple benefits and protecting our resources</i> 	Sec. 1.1, 1.3, 1.5, 2.1, 4.7, 4.8, 6.1, 6.3, 6.5, 6.7
<ul style="list-style-type: none"> • <i>We invest in our infrastructure to maintain reliable and efficient services</i> 	Sec. 1.1, 1.2, 1.5, 1.6, 1.7, 2.1, 4.2, 6.4, 6.7
<ul style="list-style-type: none"> • <i>We cooperate with strategic partners to provide best quality wastewater services</i> 	Sec. 2.2, 3.1, 3.3, 4.1, 4.2, 4.3, 4.4.
<ul style="list-style-type: none"> • <i>We make highest and best use of all District Assets</i> 	Sec. 1.2, 1.6, 2.2, 2.3, 3.1, 4.2, 4.1, 4.3, 6.5, 6.6, 6.7, 6.8
<ul style="list-style-type: none"> • <i>We explore all opportunities for wastewater reuse</i> 	Sec. 2.2, 4.7, 4.8, 6.5.
<ul style="list-style-type: none"> • <i>We engage our State and Federal representatives with a clear legislative agenda</i> 	Sec. 1.3, 4.7, 4.8, 6.5.



Strategic Plan 20~~22~~14

An Initial 5 year Strategic
Plan document

Dated: March 26, 2014

APPROVED:

March 26, 2014

Revised:

March 14, 2018

Restated and Revised:

March 23, 2022



Consultant
Brent Ives,
BHI Management Consulting



Governing Board of Directors

~~Fran Dehn~~
~~Ronald Shepherd~~, President
David Walker, Secretary
~~George~~
~~Otte~~ ~~Fran Dehn~~, Director
Edward P. Moritz, Director
Roy Thiele-Sardina, Director

District Staff

~~Sergio Ramirez~~ ~~Phil Scott~~, District Manager
Bill Kitajima, Projects & IT Manager
~~Jed Beyer~~ ~~John Simonetti~~, Water Quality
Manager ~~Regulatory Compliance~~ ~~Coordinator~~ ~~Robert~~
~~Hulsmann~~ ~~Sergio Ramirez~~, Operations Maintenance
Superintendent

Consultants

Brent H. Ives, Managing Consultant (original 2014 version)
Revised by District Staff and Strategic Goals Committee (2022)





West Bay Sanitary District
Strategic Plan
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1.1 Introduction

A Strategic Plan is a ~~top level planning~~ document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision-making over a 5-year period. It is a ~~disciplined effort to produce fundamental~~ intended to guide decisions that shape what an agency plans to accomplish by selecting a rational course of action.

~~Late in 2012 the Board of Directors of the West Bay Sanitary District (District) retained BHI Management Consulting (BHI) to facilitate and coordinate the initial Strategic Plan development. This plan has incorporated an assessment of the present state of District operations, gathering and analyzing information, setting goals, and making decisions for the future. Input has been gathered from various sources to add to the veracity of the Vision and implementation presented herein. The plan seeks to strengthen and build upon opportunities while addressing areas of concern.~~

The plan identifies actions, activities, and planning efforts that are currently active and needed for continued success in operations and management of the District, and provides a b a s e for periodic reviews and updates.

The strategic planning ~~effort basis~~ focused on several or all of the following task areas:

- Employee Development
- A ~~clear~~ commitment to infrastructure health.
- Community relations.
- Collaboration with partner agencies.
- The need to ~~address the challenges of providing a balance~~ projected of programs and ~~facilities assets that are needed against~~ with ~~the very real~~ constraints that exist now and in the future.
- Workplace health ~~that is critical to meeting the District's service goals.~~



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.

1.

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 to in order to be met.

2.

3. **Strategic Elements:** These are the broad, primary areas of District operations, planning, and management that organize the Plan and need to be addressed and supported by Strategic Goals to ensure optimum progress.

4. **Strategic Goals:** Strategic Actions are specific and measurable activities or targets that address the strategic elements. Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the Strategic Goals are accomplished.

1.2 Plan Development

BHI first gathered input from the employee base at WBSD, then interviewed individual Board members to get their one-on-one perspectives. The following items were discussed; mission statement, core values, District strengths, weaknesses, opportunities and threats, current and future issues and important future projects.

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. A Board/Key Staff workshop was conducted to develop the following plan elements: strategic elements, write objective and strategy statements for each strategic element and initial work on Strategic Goals. The Strategic Plan Committee

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Strategic Plan 20~~22~~14

reviewed the last Strategic Plan and made edits to reflect the current position of the District and its future plans.



Strategic Plan 2022~~14~~

~~Key staff worked with BHI to complete the list of Strategic Goals in support of the Vision and strategic elements and refine the Plan prior to presentations to the full Board for initial review and final approval.~~

~~A key part of the Strategic Planning process is to conduct an annual review and update of the plan. These reviews allow for maintenance of the plan so that it reflects the actual progress and needs of the District. The reviews will be documented, and followed up with by either a plan supplement or an updated plan. A 5 year planning horizon will be maintained.~~



1.3 Mission and Vision

MISSION OF THE WEST BAY SANITARY DISTRICT

The West Bay Sanitary District is dedicated to protecting the public health and the environment by providing cost effective sanitary sewer service.

We are committed to providing our customers with wastewater disposal services utilizing the highest technical, environmental, and safety standards available; to providing the very best customer service; to ensuring the fiscal viability of our District by applying sound business principles and to ensuring the optimum operation of our infrastructure by employing professional maintenance and replacement practices.



VISION OF THE WEST BAY SANITARY DISTRICT

Our Vision is ...

- *We manage costs, levels of service and investments to protect future rate affordability,*
- *We improve our customer service, public education and information methods to assure community support and enhance public trust,*
- *We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission,*
- *We practice environmental stewardship for multiple benefits and protecting our resources,*
- *We invest in our infrastructure to maintain reliable and efficient services,*
- *We cooperate with strategic partners to provide best quality wastewater services,*
- *We make the highest and best use of all District assets*
- *We explore ~~all~~ opportunities for wastewater reuse*
- *We engage our State and Federal representatives with a clear legislative agenda*



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The Strategic Elements are:

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- **7.0 Organizational Health and Personnel**
- **8.0 Administrative Management Systems**

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1.0 Organizational Health and Personnel

Element Objective and Strategy: *Our objective is to employ and retain a high quality, motivated workforce. We will do this by utilizing sound policies and personnel practices, offering competitive compensation and benefits, providing opportunities for training, development and professional growth, while ensuring a safe and secure workplace.*

1.1 Succession Plan for the District – A succession plan allows an organization to look into the future to

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Strategic Plan 2022-24

mitigate issues with potential staffing gaps, analyze pending issues with staffing, as well as single point information failures. The plan analyzes the known planned attrition and the organization as it relates to potential upcoming staffing issues. The succession plan evaluates the growth of internal staff for career progression. A revision of the Strategic Plan will be performed in-house by June 2022.

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Strategic Plan 2022-24

1.4 Employee Retention – It is important to an organization to achieve a high rate of employee retention to promote the health of the organization, to maximize the rate of return on training and education dollars, and promote continuity of operations. Career development opportunities, competitive salaries and benefits, and sound policies are important components of a good Employee Retention program. We will:

- Assess retention methodologies – An assessment of ongoing practices such as safety training, vocational certification training, college education reimbursement programs, and computer classes. This will determine the effectiveness of these programs in retaining employees and identify gaps in our methodologies or areas of improvement.
- Personnel Policy Review and Update – The Personnel Policy will be reviewed annually to meet applicable State and Federal laws in-house with the assistance of District Counsel. Any recommended changes or updates will be presented to the Board for discussion and approval.

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Employees

Employees are the most important asset to a SERVICE entity. The recruitment, selection, training and advancement of employees establishes a culture of excellence that can survive over time.

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When recruiting new employees it is important to select candidates that are team players. They must show respect for their other team members and a willingness to complete any assignment given them. The one year probation period provides time to observe each recruit's physical skills as well as their attitude towards teamwork and the continuance of a positive culture.

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Training programs that increase employee skills are provided through their house and CSMSA professional associations. The District invests in these training programs to provide an ongoing pool of talent that can complete multiple tasks. The District also provides tuition support to employees as incentive to reduce employee turnover and create future candidates for management positions.

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Safety training is provided to protect employees from harm and reduce insurance risk expense.

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1.4 Management evaluates individual employees with an eye towards future promotion. There are a variety of reasons that could cause an employee to leave the District or no longer be able to perform their assigned duties. Succession Planning is an on-going activity for management.



21.0 Collection System Infrastructure

Element Objective and Strategy: *Our objective is to efficiently collect and transport wastewater to meet the needs of existing and future customers. We will do this by the careful management of the collection infrastructure using prudent planning and maintenance, with financial strategies to maintain sufficient capacity and respond to changing regulatory demands.*

2.1 Pipeline Maintenance & Assessment – In order to reduce or eliminate SSOs, and ensure a collection system that is reliable, it is imperative to perform proactive maintenance and assessment of the pipelines through the continuance of an aggressive 3-yearly pipeline cleaning program, the High Frequency cleaning program, the 5-6 year CCTV inspection program, Quality Control CCTV Inspections, the Strategic Root Control program, as well as schedule and perform in-house pipe patch repairs, and open trench repairs based on pipeline inspection, including the District’s reclamation system.

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2.2 Data Collection: Technology and Field Integration

2.2 Asset Management and Data Collection Programs – The District’s Asset Management and Data Collection programs are important tools to assist Operations Managers in determining priorities for establishing proactive maintenance schedules for cleaning, television inspecting and repairs of pipelines. ~~District Staff will need to evaluate the program’s ease of use to establish criticalities in the collection system and determine life cycle assessments for infrastructure replacement. Within the next two years Staff will determine whether the current asset management program remains the appropriate software program to accomplish the District’s objectives or if an investment in new software is required.~~

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2.3 Regulatory Requirements – Compliance with regulatory requirements, ~~is necessary for long term sustainability as well as~~ it reduces District liability, improves the District’s credit score, and promotes good morale among the employees. Annually monitor and assess the performance of the Sewer System Management Plan (SSMP) elements to ensure the plan is current and meets or exceed the requirements of the State’s General Wastewater Discharge Requirement and make adjustments as necessary.

2.4 Field Tablets – ~~Field tablets have been purchased, allowing real time data transmission will to improve the accuracy of data collection. They also enable quick, provide accurate information and resources to field personnel and reduce time collecting data on paper forms and then translating that data into the Computerized Maintenance Management System database. Staff will implement the use of field tablets for data collection by 2015.~~

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~~which are capable of real-time data retrieval and transmission. These units will need to be also capable of accessing the network database~~



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~~including mapping capabilities to be effective and save time. They can be used for work order completion, real time work order creation, logging of inspections, spill estimation and data gathering, and serve as a library of reference material for safety information and SOPs etc.~~

~~2.5 Telemetry System~~ – The Telemetry System is vital to monitoring and operating the District’s pump stations to convey wastewater to the Treatment plant. ~~Not only will s~~Staff receives alarms 24/7 in the event of pump station irregularities or failure, ~~but also staff and~~ can remotely stop or start pumps in emergency situations through computer portals to the telemetry system. ~~We will need to evaluate t~~The District’s ~~current~~ Telemetry System ~~which monitors the 12 Public Pump Stations and the 50 plus Private STEP and Grinder Stations, in the Wastewater Disposal Zone Area. Evaluate alternatives and implement.~~ ~~to determine if the technology is still reliable and robust enough to meet the District’s current and future needs. This assessment will require outside assistance. If it’s determined that a new Telemetry~~

~~2.5~~ System is required, it will be brought to the Board for consideration by 2017.

~~2.6 Master Plan~~ –

~~2.6.1~~ The systematic replacement of the WBSD’s collection system infrastructure is one of the District’s main priorities. ~~An annual review and a five year update of the District Master Plan are crucial to provide an efficient planning methodology to maintain infrastructure reliability and ensure sufficient system capacity.~~ Staff will review annually for necessary adjustments and perform a ~~105-year update in 2023, in 2016 or 2017 with assistance from an outside firm annually.~~

~~1.52.6.2~~ Prepare a Water ~~Reclaim~~Reclamationed section to the District’s Master Plan. The section will include water reclamation goals and objectives, as well as pipeline distribution goals.

~~1.62.7 Capital Improvement Program (CIP)~~ – The CIP is the implementation of the District’s Master Plan to systematically design and replace the collection system infrastructure in a planned ~~and~~ efficient approach. The District’s infrastructure shall have an annual investment in accordance with the District Master Plan. The following ~~notable projects are planned to be implemented in the next five years:~~

~~The Burns Easement Rehabilitation and North Palo Alto area sewer replacement project to be completed in 2014.~~

~~East Side Triangle (Bell Haven) Sewer Replacement & Improvement Project Phases 1, 2, 3, & 4 to be started in 2015 and fully completed by 2018/2019.~~

~~2.7.1~~ Flow Monitoring will be performed ~~annually~~ and the Hydraulic Modeling will be adjusted and recalibrated as necessary to identify any pipeline capacity issues or Inflow/Infiltration issues within the system which ~~can will~~ then be prioritized for Replacement/Rehabilitation.

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2.7.2 The District's Standards and Specifications for Construction will be reviewed every five years and revised as necessary.

• 2.7.3 Update the Capital Improvement Projects list during the budget setting process.

• The District's Standards and Specifications for Construction will be reviewed, revised and submitted for Board approval in their next a five year cycles.

~~The above measures will no doubt require a significant commitment of resources for personnel, consultant assistance and/or equipment and material.~~

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32.0 Facilities and Land Assets

Element Objective and Strategy: *Our objective in the area of facilities and land assets is to manage, maintain and leverage these assets in the public’s best interest. We will accomplish this by utilizing best practices asset management, scheduled maintenance and assuring highest and best use of our land assets.*

3.1 Pump Stations – Pump Station Maintenance and Rehabilitation is important to reliably convey the wastewater flows through the District collection system and to the treatment plant without spills or pump station failures. Regular and predictive maintenance is not only important ~~for~~ a regulatory compliance, ~~standpoint~~ but also for avoidance of pump station failures, ~~is important in order~~ to reduce the District’s risk and liability from environmental impacts due to spills. Staff must adhere to the Pump Station Maintenance schedule and Pump Station Rehabilitation Schedule, ~~as prescribed within the Capital Improvement Plan included in the Master Plan~~ and budget annually for upcoming pump station rehabilitation, ~~to assure the facilities are in optimum operating condition and continue to meet flow needs. The Sausal Vista pump station will be upgraded and rehabilitated, in a three phase approach.~~

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3.2 Flow Equalization Facility (FRREF) – The FRREF is the old treatment plant grounds. ~~Staff will be continuing to maximized its use. A new, larger storage building is being built. This will provide sufficient space for pump repair and storage of a portion of the District’s trucks and trailers.~~ Planning is in an advanced stage to raise the ~~boundries~~ boundaries of the FERF to protect it from expected sea rise. Completion of this project is vital and will ~~take~~ take several years to complete. Planning is also underway for the construction of a second recycled water plant within the District’s boundaries. The plant will be located within the area of the FERF and will also take years to complete, ~~and is currently underutilized and could be made to be a productive asset possibly generating a revenue stream that may assist in the overall goal of rate stabilization. Best use alternatives will be developed for the FEF, or portions thereof including but not limited to; Long Term Lease agreements with SVCW (Silicon Valley Clean Water Regional Wastewater Treatment Plant) for flow equalization, Building of Joint Storage Facilities, Recycled Water Production/Storage, Pre-treatment of Storm Water, Kitchen Waste Digesting, or Renewable Energies, for the purpose of maximizing space use, producing a revenue stream for the District, or producing a public benefit. This will require outside assistance and possibly one or more detailed report(s) analyzing feasible options over the next 5 years beginning in 2014.~~

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3.3 Buildings Facilities – This includes improvement projects to ensure that the District’s buildings comport to aesthetic and structural requirements as prescribed in the District’s Conditional Use Permit and meet or exceed lifecycle expectations in

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order to avoid premature capital expenditures on major building renovations. Staff will continue ~~the implementation of a multi year plan for upkeep and maintenance of the interior and exterior of the District's Buildings~~ to work on the design of a new maintenance building at 500 B Laurel Street maintenance yard site.

3.4 Vehicles and Equipment - ~~An investment~~ fund is dedicated to the replacement of vehicles and equipment. Vehicles and equipment that is out of service for repair have an immediate impact on scheduled maintenance of the collection system. An inventory worksheet is kept that tracks the expected useful life of each vehicle and piece of equipment. Replacement of each item is managed from this worksheet. The ~~predictivity~~ productivity of our human assets relies on having equipment that operational and up to date. Staff will research moving to an electric or alternative fuel vehicle fleet and implement where feasible while following applicable state guidelines.



43.0 Fiscal Planning

Element Objective and Strategy: *Our objective is to manage public funds to provide for financial stability, rate equity, and long-term rate management. We will do this by controlling costs, establishing rates that support policy objectives, implementing viable alternative revenue options and managing risks, investments and debt in a way that ensures funds are available when needed.*

3.1 Financial Plan – In order to maintain a clear financial picture and provide for proper planning of future revenues and expenses, and to avoid sharp rate hikes it will be key to have a broad and comprehensive update to the Financial Plan. The Financial Plan ~~of 2011 was~~ is included within the Collection System Master Plan and will be updated in conjunction with the Master Plan update. When complete the updated plan can be incorporated into the annual budget. The next update should also include:

- **Investment Policy** – a description of the District’s current Investment Policy as well – as updating the projection for Sewer Service Charges for the next several years and an updated correlating cash flow projection.
- **Revenue Options** – Incorporate into the Financial Plan and budget any non-rate, revenue –generating opportunities from the FRREF or any other source that fit within the District’s mission, either on its own or through private/public partnerships.
- **Vehicle and Equipment Replacement** – Adhere to the Vehicle and Equipment Replacement Program and budget according to the schedule. The District has established a vehicle and equipment replacement schedule that helps avoid large spikes in these expenses from one year to the next and attempts to even out the spending to help stabilize rates. This planned approach also helps avoid breakdowns, minimize repair costs, and provides for efficiency in productivity.

3.2 Rate Studies – ~~It is important~~ WBSD shall ~~to~~ perform **annual** rate studies to account for recent changes in ~~revenue needs, expenses, and frequent~~ as well as any changes in non-operating expenses such as operating, and bond, and other debt expenses at SVCW costs to allow for proper revenue stream and SBWMA. In the case of SVCW, their expenses (operating and bond repayment) make up 58% percent of WBSD annual expenses.

- Perform a rate study for Sewer Service Charges (SSC) ~~each year~~ prior establishing rates.
- Perform a rate study for Solid Waste Collection rates ~~periodically each year~~ prior to establishing rates.
- Utilize the latest SVCW Financial Plan ~~or and more current debt schedules~~ to be included in the rate study in order to have the Board approve SSC rates by April of each year.
- Utilize the SBWMA review of the Recology and SBR annual reports to assist in



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the Solid Waste rate study in order to have the Board approve Solid Waste rates in December of each year.



~~3.3 Obtain Current SVCW Financial Plan~~ – Since the SVCW expenses equate to ~~50%~~ of all West Bay General Fund expenses, it is extremely important to accurately budget SVCW’s anticipated expenses within each fiscal year’s budget and provide for adequate revenue in the SSC rates to pay those expenses. ~~Obtaining an updated and accurate Financial Plan from SVCW prior to West Bay completing the annual SSC rate study will be key to West Bay’s financial health and planning.~~

- ~~• WBSD must insist on SVCW’s timely Financial Plan each winter to ensure proper knowledge transfer to enable WBSD to develop an accurate rate study with forecastable cash flow projections.~~
- ~~• West Bay may need to consider diplomatic and tactical measures such as special meetings with SVCW or the exercise of veto power for SVCW budget adoption and Bond issuance if the SVCW Financial Plan is not updated and received in-time for WBSD budget preparation or if the SVCW Financial Plan is not adhered to or altered mid-budget cycle.~~

~~3.43.3 Connection Fees~~ – Include an evaluation of the District’s connection fees in the rate study every even year and make adjustments as necessary to ensure ~~equity and fairness by an accurate~~ calculation ~~ing the proper “buy-in” amount~~ to recover from those that are adding connections or EDUs to the sewer system. The connection fee must include both the replacement cost of linear assets, facilities, and other assets, ~~including Silicon Valley Clean Water infrastructure improvements, as well as the cost of the planned linear assets and facilities that will be added over the next two years per the CIP plan.~~

~~3.53.4 Audit~~ – Performing an annual audit of the Financial Statement is not only required of the District but it also allows the District to maintain its transparency to the public and provides an objective viewpoint into the financial planning and operation of the District. Further, an audit can help determine if any procedural changes are necessary in the accounting system. ~~Staff will perform a Request for Proposals (RFP) every five years.~~

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4.0 Strategic Partners and Public Affairs

Element Objective and Strategy: *Our objective is to foster beneficial relationships to accomplish the goals of the District and to insure a well-informed public regarding District business and planning. We will do this by embracing strategic ties with other organizations, When mutually beneficial working closely with regulators, developing a deliberate legislative and regulatory agenda and participating in professional associations. We will also proactively communicate the District's business and plans to our public while being open and transparent in all that we do.*

4.1 Mutual Aid–

- **Shared Training:** This allows the District to mitigate the impact of specialized and sometimes expensive training in a manner that spreads the cost and provides opportunity for multiple agencies to participate. The District will seek local agency partners to share training on topics such as CPR, Confined Space Entry, Trench Rescue etc., on an ongoing basis.
- **Shared Equipment/Personnel:** During emergencies it could prove difficult to acquire seldom used equipment when rental facilities could be overwhelmed with requests. Personnel may be scattered or unable to get to their primary place of employment. Mutual aid agreements that allow for the sharing of equipment and personnel can be beneficial to the parties of an agreement in the event of emergencies or natural disasters by sharing of equipment and personnel. Additionally, qualified personnel can be more easily made available for a disaster stricken agency through a mutual aid agreement.

~~The District will continuously seek to enter into formal and informal agreements with neighboring agencies such as the Cities, Fire Districts and JPA organizations when there is mutual benefit.~~

~~**4.2 Interagency Maintenance Agreements – Interagency Maintenance Agreements** such as the equipment maintenance agreement with the City of Menlo Park can be beneficial by allowing the District to realize savings in the cost of equipment and vehicle maintenance. Other types of agreements may allow for economies of scale to be realized thus helping in the stabilization of rates. For example, The District will seek to maintain the opportunities to enter into maintenance agreements with other agencies such as Town of Los Altos Hills or the Town of Woodside for collection system maintenance and possibly City of Belmont for pump station maintenance, as long as these entities provide compensation that covers the cost of providing the assets to complete the service (both human and capital assets).~~



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4.3 Consolidation— Consolidation can allow for economies of scale benefits and reduce overhead for special districts. The District will actively explore the possibility of consolidating with other agencies. This could provide a benefit to the prospective agency in the form of a better maintained collection system and better service to their customers. This could also provide a benefit to the District by spreading cost over a larger base and supplementing the cost of District administrators. A feasibility study and financial assessment of the short and long term benefits of the condition of the prospective agency will be required may take two to three years and require outside assistance.

4.4 Project Partners— Project partners could reduce the cost of certain projects to the District. Partnering on shared use of the PEF land or facilities in exchange for land or lease payments could be beneficial. The exploration of partnering with water purveyors such as Cal Water could possibly result in a cost effective installation of recycled water transmission/distribution lines to supply the region with an alternative water source. The District will work to facilitate discussions with select agencies. The District will work to facilitate discussions with these agencies in anticipation of drafting agreements as mentioned above.

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4.5 Public/Private Partnerships

Lateral Protection Program— The District has established with HomeServe USA a lateral protection policy for home owners that will cover the cost of cleaning, repairing and partially replacing private sewer laterals. This can benefit homeowners by reducing the impact of emergency sewer repairs. The District will continue to assess competitive lateral protection warranty offerings for the benefit of the customer.

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4.6 Public Outreach/Education: As a government agency there's an expectation of transparency from the constituents to maintain the public trust and foster goodwill. As such the District will:

- Effectively Communicate using Our Website—To provide this transparency and maintain the public trust the District must make an effort to communicate to the public and educate them on the operations, business and plans of the District. The website is one valuable tool in reaching out to the public and providing educational material. Items such as agendas, minutes, staff reports, budgets, audits, Performance Measurement Reports, announcements, CIP updates, public hearings, required reports and postings, i.e. salary including salary schedules, will continue to be posted, and updated on the website. Individual staff members will be assigned specific areas of the website to maintain and post updated materials. Current "What's New" articles will be posted quarterly to keep the public abreast of recent events throughout the District. Announcements, and such as, awards will also be posted.

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A comprehensive review of the website should occur ~~biennially~~ periodically and may lead to significant update of the website configuration depending on how “dated” the website is perceived to be at that time.



- Utilize Annual Newsletters for Public Education Purposes – The District will reach out to the public in an annual newsletter. The newsletter will be crafted to be prominently displayed within the local newspaper. ~~advertisements rather than incur the expense of mass mailing. Local newspaper advertisements and advertisements in the Chamber of Commerce directory will serve to expand the District’s messaging to the public.~~ Periodic press releases will be produced on an as needed basis and sent to local newspapers, the CWEA Bulletin and posted on the District website.
- Use Public Events to Increase Public Awareness of the District- The District participates in the Block Party each year ~~(when not affected by a pandemic)~~ and look for ~~another opportunity~~ to participate in a local street fair type event to reach out to the public and develop goodwill. ~~The District will participate in the Block Party, or other similar local street fair events, to reach out to the public and develop goodwill.~~ The District staff will also seek to make an informational presentation to a local organizations such as Kiwanis and Rotary Clubs on an annual basis.
- Utilize Print Communications for Increased Outreach – Print communications can be helpful to provide Notice as required by statute, provide transparency and deliver educational materials that will improve the District’s ability to avoid spills and convey wastewater in a reliable and safe fashion. The District will ~~increase~~ ~~continue~~ its efforts to provide educational brochures, door hangers and notices such as 218 notices to keep the public aware of rate changes, easements, Fats, Oils & Greases (FOG), and non-flushables. ~~The District will distribute to the general public and targeted audiences send some of these notices to the public in general and some to targeted audiences as deemed appropriate.~~
- Incorporate Social Media as a Means to Increase Public Visibility – Social media ~~may be~~ is an important means of communication with the public in the future and provide transparency and educational information. ~~When appropriate, the District will investigate the necessity and benefits, if any, of using~~ ~~employ~~ use social media message ~~platforms~~ such as Twitter, Facebook, blogs and email blasts.

4.7 Legislative and Regulatory Agenda – ~~Developing a deliberate legislative agenda and keeping it current is of significant importance to the District in preparing for potentially costly new legislative or regulatory requirements. By developing an agenda of topics to watch and voice our concern on, the District can plan to attend or host events where local legislators or regulatory agencies can hear the District’s concerns on proposed legislation or anticipated regulation. To create a legislative/regulation agenda, the District Manager will utilize sources such as the Tri-TAC committee, CASA, CWEA, BACWA, CSRMA, and CSDA to list proposed or pending~~ monitor legislation ~~to watch, and offer~~ comment on, or support or oppose. This list can be updated quarterly or more frequently if needed and scheduled as a Board



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agenda item for discussion and planning purposes. ~~From this agenda the Board can determine course of action: comment letters, community or town hall meetings, public forums, conferences or legislative meetings. Staff will work with the Board to develop a legislative agenda by the end of 2014.~~

4.8 Professional Associations – Involvement with such professional associations that can provide benefits of keeping up to date with education materials and pending and proposed legislation or regulations. Some of these associations are also beneficial in certifications, continuing education, vocational training and career development. ~~Continued participation in specific agencies may provide the District a larger voice for expressing support or opposition to pending legislative/regulatory changes.~~





5.0 Organizational Health and Personnel (move to section 1)

Element Objective and Strategy: Our objective is to employ and retain a high quality, motivated workforce. We will do this by utilizing sound policies and personnel practices, offering competitive compensation and benefits, providing opportunities for training, development and professional growth, while ensuring a safe and secure workplace.

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5.1 Succession Plan for the District A succession plan allows an organization to look into the future to mitigate issues with potential staffing gaps, analyze pending issues with staffing, as well as single point information failures. The District has never performed and documented such an analysis. As the baby boomer wave of employees reach or anticipate retirement, it is important that organizations properly plan. The plan will analyze the known planned attrition and the organization as it relates to potential upcoming staffing issues. Further, it will document methods already in place and possibly propose other methods to ensure appropriate organizational depth in critical functional areas to determine if critical information is held by singular employees and explore methods to share this information such as cross training, written work procedures, delegation of duties, and identifying outside resources for contingencies. The plan will assure proper information spread to provide for adequate staffing in the future. The succession plan will also evaluate means for allowing and promoting the growth of internal staff for career progression. Training plans will be proposed to promote career development progression in a planned way as currently done in performance evaluations. An outside firm may be engaged to assist with this effort. This work will be planned for 2017-18.

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5.2 Organization Chart Evaluation The Board of Directors should know the structure and size of the organization for which they provide oversight. The District Manager will periodically outline the organizational structure with the Board to assure that the organization is structured for efficient operations and proper organizational flow and function. The evaluation will be presented to the Board of Directors for their review every two years (even years) or as changes or new positions are proposed.

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~~5.3 Employee Retention It is important to an organization to achieve a high rate of employee retention to promote the health of the organization, to maximize the rate of return on training and education dollars, and promote continuity of operations. Career development opportunities, competitive salaries and benefits, and sound policies are important components of a good Employee Retention program. We will:~~

- ~~• Assess retention methodologies An assessment of ongoing practices such as safety training, vocational certification training, college education reimbursement programs, and computer classes etc., will be performed in 2016 to determine the~~

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~~effectiveness of these programs in retaining employees and identify gaps in our methodologies or areas of improvement.~~

- ~~• Personnel Policy Review and Update—The Personnel Policy will be reviewed annually to meet applicable State and Federal laws in-house with the assistance of District Counsel. Any recommended changes or updates will be presented to the Board for discussion and approval.~~

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6.0 Administrative Management

Element Objective and Strategy: *Our objective is to create, maintain and implement policies and procedures to ensure sound management of the District. We will conduct periodic reviews, refine and implement policies and procedures, and assure the District Manager has the direction and tools necessary for successful District operations.*

6.1 Code of General Regulations – It is important the Code of General Regulations are kept up to date since the Code of General Regulations provides the legal authority the District requires to exist, charge fees, enforce regulations, accept annexations, and levy fines etc. ~~Additions and changes have been made on an as-needed basis over many years but over the next five years a comprehensive review and update should occur. The District will require outside assistance for this effort.~~ This effort will include an update to the fee schedule and enhancement of the FOG section of the Code.

6.2 General Board Rules – General Board Rules are important for the organized operation of the District Board; to make clear expectations of conduct, to make clear roles and terms of officers, and to clarify procedures to be followed by Board members in the performance of their duties. ~~To remain in compliance with State Law t~~ The Board ~~must will~~ review and update the Conflict of Interest policy every two years (even years) and since this is contained within the General Board Rules it follows that this document will also be reviewed and updated at the same time.

6.3 Standard Specifications and Details – The District’s specifications provide the guidelines for construction and repair of District linear assets and facilities and must be kept up to date in order to comply with Uniform Plumbing Codes, State Codes as well as recent industry accepted changes in construction methods. The District Standard Specifications and Details have not had a comprehensive update in many years. Staff will review and update these standards within the next two years. Some outside engineering assistance will be required.

~~**6.4 Billing Software** – The Billing software is essential to producing a tax roll and ensures the collection of revenues for the District’s continued operation. We must look to replace the outdated COSMO billing and tax roll system. This is a custom program developed in the 80’s jointly between West Bay Sanitary District, Union Sanitary District and West Valley Sanitation District. There is no longer support for this computerized system and the District will require rewriting of the software or replacement of the program. This should be completed in the next two years and will require a budget appropriation.~~



6.56.4 Board Development – It is important that Board members, new Board members in particular, are educated on how a Board works, communicates and functions together as a team to ensure the proper operation and health of the organization as a whole. For these reasons it will be important to develop and implement a Board Development plan. A plan for Board approval may include components such as;

- Self-Assessment of the Board
- Conference Attendance - CASA and CSDA
- ~~Adult Learning Techniques – an introduction on how adults learn; focused on the audience building an understanding through active engagement versus lectures~~
- ~~GoodBoardWork.com – weekly email training tips for good Board workings~~

6.6 Retirement System Evaluation – It is important to ensure long-range financial sustainability for the District. Therefore, the District will assess options relative to OPEB, PERS, and Employee Benefits to ensure sustainability using a PERS and a financial expert consultant to facilitate and drive to conclusion plan and layout benefits and impacts of each option with a target completion of 2018.

6.76.5 Performance Measures Report – It is important to the health of the organization to know if your efforts in the past year have been successful; if we are achieving our goals and if there are any performance trends we should track and be aware of. Annually, in March, staff will produce a Performance Measures Report on the previous calendar year with metrics showing the success, progress or failure of achieving Staff and Board goals. This report includes over 70 metrics measuring 9 attributes of an effectively managed wastewater utility. This report measures not only inputs and outputs, but measures efficiency and effectiveness. Measures from the Strategic Plan will also be included to help the Board determine whether the District is achieving its goals.

6.8 Strategic Plan Update – A review and update of the Strategic Plan will help ensure the Board and Staff can stay on course with planning goals and remain adequately prepared flexible to meet opportunities and challenges expected in the near future. ~~Annually, in February, it will be important to review the progress made toward the Strategic Plan and update any portion of the plan that may need adjustment due to shifts in priorities or unexpected challenges.~~ A five-year update will help develop strategies for more long range planning by the District Board. ~~These updates and reviews will also help provide leadership consistency even as the Board composition changes over the years.~~

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District Boundary Map





Table 1—Five Year Plan at-a-glance

<i>Strategic Element</i>	<i>Strategic Goals</i>	<i>Completion Timeframe (FY)</i>
1.0 Collection System Infrastructure	1.1 Pipeline Maintenance & Assessment	14, 15, 16, 17, 18
	1.2 Asset Management and Data Collection Programs	15
	1.3 Regulatory Requirements	14, 15, 16, 17, 18
	1.4 Field Tablets	15
	1.5 Telemetry System	17
	1.6 Master Plan	17, 18
	1.7 Capital Improvement Program (CIP)	
	• Burns Easement Rehabilitation & NPA	14
	• East Side Triangle (Bell Haven)	15, 16, 17, 18
	• Flow Monitoring	14, 15, 16, 17, 18
• Standards and Specifications	14	
2.0 Facilities and Land Assets	2.1 Pump Station Maintenance	14, 15, 16, 17, 18
	2.3 Flow Equalization Facility (FEF)	14, 15
	2.4 Building Maintenance	14, 15, 16, 17, 18
3.0 Fiscal Planning	3.1 Financial Plan	
	• Investment Policy	16
	• Revenue Options	16
	• Vehicle and Equipment Replacement	14, 15, 16, 17, 18
	3.2 Rate Studies	14, 15, 16, 17, 18
	3.3 Obtain Current SVCW Financial Plan	14, 15, 16, 17, 18
	3.4 Connection Fees	14, 16, 18
	3.5 Audit	14, 15, 16, 17, 18
4.0 Strategic Partners and Public Affairs	4.1 Mutual Aid	
	• Shared Training	14, 15, 16, 17, 18
	• Shared Equipment/Personnel	15



Table 2—Vision to Action Table

	4.2 Interagency Maintenance Agreements	<i>14,15</i>
	4.3 Consolidation	<i>15,16</i>
	4.4 Project Partners	<i>15,16,17,18</i>
	4.5 Lateral Insurance	<i>14</i>
	4.6 Public Outreach/Education	
	• Website communication	<i>14, 15, 16, 17, 18</i>
	• Annual Newsletters	<i>14, 15, 16, 17, 18</i>
	• Public Events	<i>14, 15, 16, 17, 18</i>
	• Print Communications	<i>14, 15, 16, 17, 18</i>
	• Social Media	<i>14, 15, 16, 17, 18</i>
	4.7 Legislative and Regulatory Agenda	<i>15, 16, 17, 18</i>
	4.8 Professional Associations	<i>14, 15, 16, 17, 18</i>
5.0 Organizational and Personnel	5.1 Succession Plan	<i>17, 18</i>
	5.2 Organization Chart review	<i>15, 17</i>
	5.3 Employee Retention	
	• Assess retention methodologies	<i>16</i>
	• Personnel Policy Review and Update	<i>17, 18</i>
6.0 Administrative Management	6.1 Code of General Regulations	<i>17, 18</i>
	6.2 General Board Rules	<i>14, 16, 18</i>
	6.3 Standard Specifications and Details	<i>14, 15</i>
	6.4 Billing Software	<i>15</i>
	6.5 Board Development	
	• Self Assessment of the Board	<i>14</i>
	• Conference Attendance	<i>14, 15, 16, 17, 18</i>
	• Adult Learning Techniques	<i>14, 15</i>
	• GoodBoardWork.com	<i>14, 15, 16, 17, 18</i>
	6.6 Retirement System Evaluation	<i>18</i>
	6.7 Performance Measures Report	<i>14, 15, 16, 17, 18</i>
	6.8 Strategic Plan Update	<i>14, 15, 16, 17, 18</i>



BOARD OF DIRECTORS VISION STATEMENT	IMPLEMENTING ACTIONS (Document Section)
• We manage costs, levels of service and investments to protect future rate affordability	Sec. 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 6.1, 6.3, 6.4, 6.6, 6.7, 6.8.
• We improve our customer service, public education and information methods to assure community support and enhance public trust	Sec. 3.1, 3.4, 3.5, 4.1, 4.2, 4.3, 4.5, 4.6, 4.8, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8.
• We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission	Sec. 4.1, 4.2, 4.4, 4.8, 5.1, 5.2, 5.3, 6.6, 6.7.
• We practice environmental stewardship for multiple benefits and protecting our resources	Sec. 1.1, 1.3, 1.5, 2.1, 4.7, 4.8, 6.1, 6.3, 6.5, 6.7
• We invest in our infrastructure to maintain reliable and efficient services	Sec. 1.1, 1.2, 1.5, 1.6, 1.7, 2.1, 4.2, 6.4, 6.7
• We cooperate with strategic partners to provide best quality wastewater services	Sec. 2.2, 3.1, 3.3, 4.1, 4.2, 4.3, 4.4.
• We make highest and best use of all District Assets	Sec. 1.2, 1.6, 2.2, 2.3, 3.1, 4.2, 4.1, 4.3, 6.5, 6.6, 6.7, 6.8
• We explore all opportunities for wastewater reuse	Sec. 2.2, 4.7, 4.8, 6.5.
• We engage our State and Federal representatives with a clear legislative agenda	Sec. 1.3, 4.7, 4.8, 6.5.

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WEST BAY SANITARY DISTRICT AGENDA ITEM 7

To: *Board of Directors*

From: *Sergio Ramirez, District Manager*

Subject: *Consideration to Accept the District's 2021 Performance Measurement Report*

Background

West Bay Sanitary District staff has prepared the annual Performance Measurement Report on the District's key performance indicators. The report is structured and based on the Effective Utility Management (EUM) framework for evaluating water and wastewater utilities. EUM was developed cooperatively with the United States Environmental Protection Agency, Water Environment Federation, American Water Works Association, American Public Works Association, National Association of Clean Water Agencies, other professional associations, and professional utility managers from the water and wastewater sectors. West Bay staff has evaluated EUM and believes it is applicable and highly relevant to the West Bay Sanitary District.

EUM has identified ten attributes of effectively managed water sector utilities. One attribute, Water Resource Adequacy was felt not to be applicable to the West Bay Sanitary District since the District manages a satellite collection system and the pipeline infrastructure. It is intended that focusing on nine of these attributes will help the District maintain a balanced focus on all important areas of managing the District's wastewater utility. The performance measurement report has been divided into the following nine attributes:

1. Product Quality
2. Customer Service
3. Employee and Leadership Development
4. Resource Optimization
5. Financial Viability
6. Infrastructure Stability
7. Operational Resiliency
8. Community Sustainability
9. Stakeholder Understanding & Support

Analysis

For each of the nine attributes, there are a number of quantitative and qualitative measures show how the District is performing. Overall, most of the indicators are positive and show the District is performing optimally. However, there are some areas where the District could take action to improve the management of the utility.

There is an executive summary at the beginning of the report, as well as a summary of measures and ratings. The summary is followed by detailed descriptions, analysis, and charts for each of the specific measures.

In 2021 the District experienced several significant accomplishments, including cleaning over 100 miles of pipeline, performing over 100 pipeline repairs, zero lost time accidents, and worked through the COVID-19 Pandemic. It is important to note even though some targets were not met, other areas improved to a point where the District succeeded in accomplishing less overflow spills than most agencies in the region, which is the ultimate measurement of a well-run collection system agency. However, more effort will be spent on reducing Sanitary Sewer Overflows even further.

Staff will consider using the tenth measurement in the EUM. The tenth measures Water Resource Adequacy. This measure assesses short-term and long-term water supply adequacy and explores related long-term supply considerations. The District could benefit from this measurement as it applies to Recycled Water.

Fiscal Impact

None at this time.

Recommendation

The District Manager recommends the Board accept the District's 2021 Performance Measurement Report.

Attachments: WBSD 2021 Performance Measurement Report

Performance Measurement Report

Performance Measurements
for the West Bay Sanitary
District Using the “Effective
Utility Management”
Framework

Includes Data and Analysis for
Calendar Year 2021



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 5. Financial Viability..... 36

 6. Infrastructure Stability..... 41

 7. Operational Resiliency 53

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Introduction to the Report

This report is the tenth of what is intended to be an annual report by the West Bay Sanitary District regarding the performance of the District. It includes performance measures that, when taken as a whole, should give the reader a sense of how well the utility is performing and being managed. This report is prepared by management for use by the District's Board of Directors and by the general public.

The District has chosen to use the Effective Utility Management (EUM) framework for presenting this information. This framework is specific to water and wastewater utilities and provides for the possibility of comparing the District to other wastewater utilities once more providers begin using EUM for measuring and reporting on performance.

About Effective Utility Management

Effective Utility Management (EUM) is a framework for evaluating water and wastewater utilities. In May 2007, six major water and wastewater associations and the United States Environmental Protection Agency (EPA) agreed to support EUM collectively and individually throughout the water sector. EUM is designed to help utility managers make practical, systematic challenges to achieve excellence in utility performance, and encapsulates the collective knowledge and experience of utilities leaders who are committed to helping improve water and wastewater management.

EUM has identified Ten Attributes of Effectively Managed Water Sector Utilities. This performance measurement report has been divided into Nine of those attributes. As they are intended to help utilities maintain a balanced focus on all important operational areas rather than quickly moving from one problem to the next.

More can be learned about Effective Utility Management by visiting the website www.waterEUM.org.

About Performance Measures

Performance measures are those things that are measured by an organization to evaluate the performance of that organization. There are several types of measures, including input, output, efficiency and effectiveness. Input and output measures tend only to capture the amount of work performed by departments or organizations. This report focuses on efficiency and effectiveness measures, measure that are meaningful to management of the District and which the District has some ability to influence.

Quick-Glance Ratings

This report includes an analysis of how the District is doing within the measured area. Additionally, next to each graph or qualitative measure is an icon to help the reader assess how the District is performing against that measure. Those icons are as follows:



“Satisfactory” (green star) – signifies that the District has met its goals, or that the trend is positive



“Goals met but Watch” (blue & white thumbs up) – signifies that the District has met its goals but needs to watch the trend further



“Watch” (orange diamond) – signifies that the District is in danger of not meeting its goals, that the trend is indeterminate, or that there is insufficient data to make an assessment



“Unsatisfactory” (red triangle) – signifies that the District has not met its goals or that the trend is negative



“No Measure” (blue circle with slash) – signifies that the District has not developed a measurement for this performance indicator

This Performance Measurement Report is produced by the West Bay Sanitary District. It is the District's intention to produce this report annually. The report is structured around Nine of the Ten Attributes of Effectively Managed Water Sector Utilities, as developed in Effective Utility Management.

This report will be used by management of the District to identify specific trends or issues regarding the nine attributes. The Report is also intended to provide a partial answer to the question asked by the Board of Directors and the ratepayers alike, "Is the West Bay Sanitary District a well-run utility?" This document may be used by the District's Board of Directors as a source of information for setting District goals and priorities.

The following is a summary of the 2021 Performance Measurement Report.

#1

Product Quality – The District continues to meet or exceed regulatory compliance requirements within the Collection System. Significant changes and additions, in 2010, 2011, 2014 and again in 2019, to the Preventative Maintenance program has produced excellent results. The establishment of productivity goals, root foaming, basin to basin cleaning, scheduling of High Frequency cleaning including placing all small pipes on a 12-15 month schedule as well as patching and repairing of pipe defects have resulted in a great reduction of Sanitary Sewer Overflows. The District had zero SSO's in 2020 and four in 2021, two of the SSO's were caused by outside influence and contractors. Both the number and volume of spills are significantly below the State and Regional average. The number of plugged main lines are down from 81 in 2011 to only 16 in 2021.

#2

Customer Service –2021 data on response times to calls for service continues to improve. The Project Management staff continues to maintain its performance goal to plan review on-time, 95% of the time by achieving 100% for the third year in a row.

#3

Employee and Leadership Development – There was higher than usual turnover due to retirements in 2017, causing a spike in experience turnover. Employee survey responses indicate that there is no strong indication of unhappiness nor a desire to seek employment elsewhere. The measures on training indicate there is steady improvement in some training categories. In 2015 the District developed a Succession Plan for key positions, and will continue to work on a Succession Plan for other positions. Though not due to retirements, in 2016 the District experienced a turnover of 3 of the maintenance staff. Two were maintenance technicians and one was a field supervisor (lead worker). One individual left to become a union business representative, one left to "get out of California" and the last one left to further his education and start a new and different career path. In 2020 five employees were promoted including the District Manager and Operations Superintendent. In 2021, maintenance workers promoted to pump maintenance mechanic and CCTV technician.

#4

Resource Optimization – Staff is constantly looking for ways to increase its buying power, save the District money, and maximize its manpower. Staff implemented a rescheduling of sewer main cleaning cycles to minimize travel time and save man-hours; these man-hours were then used to clean other sewer lines elsewhere in the system. Staff developed ways to use chemicals for odor control at pump stations rather than installing expensive infrastructure. Additionally, staff implemented the practice of purchasing fleet vehicles on state bid lists, and using Co-Op purchasing agreements for purchasing equipment, saving the District tens of thousands of dollars each year. Finally, the implementation of cured-in-place pipe not only increased production but resulted in an increase in net value of District resources. The net value of pipe patching after deducting labor and materials is \$296,000/year to the District.

#5

Financial Viability –The ratio of revenue to expenditures increased in the prior year, back to former levels. In the prior two years funds were used to pay off debt for SVCW. The positive ratio indicated funds are collected for capital. The ratio of capital expenditures and the debt service coverage ratio is sustainable. The District maintains appropriate policies and internal controls. Sewer service charges are evaluated regularly for the ability to cover life-cycle cost of service and capital funding options. The District’s reserves are maintained to provide stable rates.

#6

Infrastructure Stability – The District has performed an inventory of critical assets as part of the Collection System Master Plan update in 2013. The District also performs condition assessments of the collection system via CCTV every 6 years. The District had been spending over \$1M on renewal & replacement projects to meet minimum standards and targets, and increased its commitment to the infrastructure by increasing CIP spending to \$6-7 M per year.

The District is performing well regarding collection system failure rates. Planned maintenance as a percentage of total maintenance is high in the collections system, and the District regularly scheduled restaurant inspections to help prevent fats, oils, and grease (FOG) problems in the collection system. This resulted in no SSO’s due to commercial FOG issues.

Working with VW Housen and Associates, District staff has developed a Linear Asset Management Plan (LAMP) to assist the District to more scientifically prioritizing pipeline rehabilitation and replacement in order to manage risk. The LAMP consists of a numerical asset management prioritization tool using Microsoft Access. This tool refines project rehabilitation priorities by calculating Likelihood and Consequence of Failure, taking into account a wide range of criteria, for each asset (i.e. pipelines or manholes). These two components, when combined, determine the Risk of Failure for each asset. The tool assigns a Risk Score to every asset in the system, which is then reviewed in GIS to establish more rigorous and precise process for pipeline rehabilitation and replacement.

#7

Operational Resiliency – The District’s total recordable accident rates have met or exceeded the industry standard for several years. The previous four years, the District had been lost time accident free until November 2011. Insurance claims have been declining over time, and have not been considerably expensive. The District’s Experience Modification Rate (a measure of worker accidents) had gone down steadily. A serious accident of 2011 has caused the Experience Modification Rate to increase in 2012. In 2020 the ex-mode rate was 1.22; and down to 0.76 in 2021. The District maintains adequate Emergency Response Plans and trains on them regularly. The District is well prepared in its operational resiliency under emergency conditions.

#8

Community Sustainability – The District has invested in programs that encourage reduced potable water consumption, environmental protection and awareness, and has incorporated “green” practices into its capital planning. Our Water Quality Department works with commercial customers to explore ways to reduce water usage in their businesses and prevent unnecessary wastewater from entering the collection system and requiring treatment. Staff requires dischargers to adhere to a set of Best Management Practices appropriate for individual businesses that help reduce water used for landscape irrigation, Food Service Establishments (FSE), and encourages the use of low flow sprayers and equipment. Staff has also incorporated specifications for the use of “green” technologies for pipe rehabilitation and replacement within the Capital Improvement Program. Techniques such as “pipe bursting” and “horizontal directional drilling” replace pipe without needing to open trench the entire pipeline, requiring only a pit at the beginning and end of the pipeline. Techniques such as “Cured In-Place Pipe lining” (CIPP) allows the rehabilitation of pipes at a significant savings and is also considered “trenchless”. These methods significantly reduce asphaltting, landfill waste, the use of rock and cement etc., and thus reduces fossil fuel emissions from associated equipment. CIPP has the side benefit of stretching the District’s capital dollars to rehabilitate or replace more pipe and collection system infrastructure.

The District has sought opportunities to replace vehicles and equipment with higher fuel efficiency than in the past thus further reducing greenhouse gas (GHG). The use of field tablets and smart phones for data capturing and access of safety information has increased the community stability component, improved productivity, and reduced paper waste.

The District successfully began the Sharon Heights Recycled Water Treatment Plant which during just 2021, delivered the Sharon Heights Golf and Country Club with more than 54 million gallons of recycled water.



#9

Stakeholder Understanding and Support – While the District has summoned out customer input and engagement through various news articles, the media coverage for the District has increased recently and is generally neutral or favorable regarding the District. The District has long sought out customer input and engaged through customer survey (post service delivery) and through annual newsletter articles in the Almanac. Before the pandemic the District had been increasing its outreach by sponsoring booths at the Chamber of Commerce Block Party, Movie Night, and Facebook picnics and game nights, and CWEA job fairs. In 2021, because of COVID-19 public events were cancelled, so the District focused more efforts on YouTube, Facebook, and Almanac online ads with positive results. In 2021 the District received the CWEA Collection System of the Year Award for outstanding service.



Summary of Measures and Ratings

More information about the specific measures and the rationale for the ratings can be found on the page number provided.

 Satisfactory  Good but Watch  Watch  Unsatisfactory  No Measure	Product	Sanitary Sewer Overflows (SSOs) 2012-2021	Pg. 11
	Quality	Category 1 (SSOs)	Pg. 12
		Category 2 (SSOs)	Pg. 13
		Category 3 (SSOs)	Pg. 14
		Volume of Sewage Overflow	Pg. 15
		WBSD Average Spill Volume in Gallons	Pg. 16
		Cost of Responding to SSOs Yearly	Pg. 16
		Plugged Main Lines	Pg. 17
		Mainline Cleaning Quality Control Monthly Assessments	Pg. 18
		Service Calls to District for Laterals	Pg. 19
		Service Call Response Time	Pg. 20
	Customer Service	Average Response Time to Mitigate SSO's (after hours)	Pg. 21
		Average Response Time to Mitigate SSO's (regular work hours)	Pg. 21
		Development Review Response Time	Pg. 22
		Customer Survey Results	Pg. 23
		Experience Turnover Rate	Pg. 24
		Eligible & Anticipated Retirements	Pg. 25
		"I feel I am valued by my work unit"	Pg. 26
		"I tell others that WBSD is a great place In which to work"	Pg. 26
	"I will not look for work outside the District within the next year"	Pg. 27	
	Safety Training Class Hours	Pg. 29	
	Succession Planning	Pg. 29	
	CWEA Certificates	Pg. 30	
	CWEA Grades	Pg. 31	
Employee and Leadership Development	5 or More Years of Service	Pg. 32	
	College Education	Pg. 32	



	Career Development Goals	Pg. 33
	“I feel ready for my next promotional level or position”	Pg. 33
Resource	Total Fuel Used	Pg. 34
Optimization	Co-operative Purchases	Pg. 35
	Revenue-to-Expenditure Ratio	Pg. 36
Financial	Capital Expenses as a Percentage of Operating Expenses	Pg. 37
Viability	Debt Service Coverage Ratio	Pg. 38
	Sewer Service Charge Compared to Inflation	Pg. 40
Infrastructure	Asset Inventory	Pg. 41
	Mainline Sewer CCTV	Pg. 42
	Renewal & Replacement of Assets	Pg. 43
	Manhole Rehabilitation/Replacement	Pg. 44
	Collection System Repairs (open-trench)	Pg. 46
	Collection System Repair (pipe patching)	Pg. 47
	Lift Station Planned Maintenance Performed	Pg. 48
	Sewer Main Line Cleaning (Miles)	Pg. 49
	Routine Basis Cleaning (Basin-Basin)	Pg. 50
	Collection System Maintenance (Inc. CCTV)	Pg. 51
	Number of Pollution Prevention Inspections	Pg. 52
Operational	Recordable Incident Rates	Pg. 53
Resiliency	Lost Time Hours	Pg. 54
	Insurance Claims	Pg. 55
	Severity of Insurance Claims	Pg. 56
	Experience Modification (XMOD) Rate	Pg. 57
	Pump Station Pumps-Uptime	Pg. 59
Community	Power Resiliency	Pg. 60
Sustainability	Affordability of Sewer Service Charges (SSCs) & Number of Copies Printed	Pg. 63
	Number of Reams of Paper Purchased & Comparative Rate Rank	Pg. 64
Stakeholder	Newspaper Articles Per Year	Pg. 65
Satisfaction	Tone of Newspaper Articles	Pg. 66
	Accuracy of Newspaper Articles	Pg. 67

Performance Measurement Report

For CY 2021



<https://westbaysanitary.org/about-us/budget-and-finance-2/>



Sanitary Sewer Overflows (SSOs): On September 9, 2013 The State Water Board revised the Monitoring and Reporting Program Guidelines for Sanitary Sewer Overflows by adding a third category Type 3 SSO and required written water quality monitoring program for spills greater than 50,000 gallons. There are now 3-Types of SSO categories; Category-1 is any volume reaching a surface water, drainage channel tributary to a surface water or Municipal Separate Storm Sewer System (MS4) not fully recovered, which requires the implementation of the “Water Quality Monitoring Program-Technical Report within 45 days of the overflow. Category Type-2 SSO’s are discharges of 1,000 or greater fully recovered and Category-3 SSO’s are discharges less than 1,000 gallons, fully recovered and returned to the collection system.

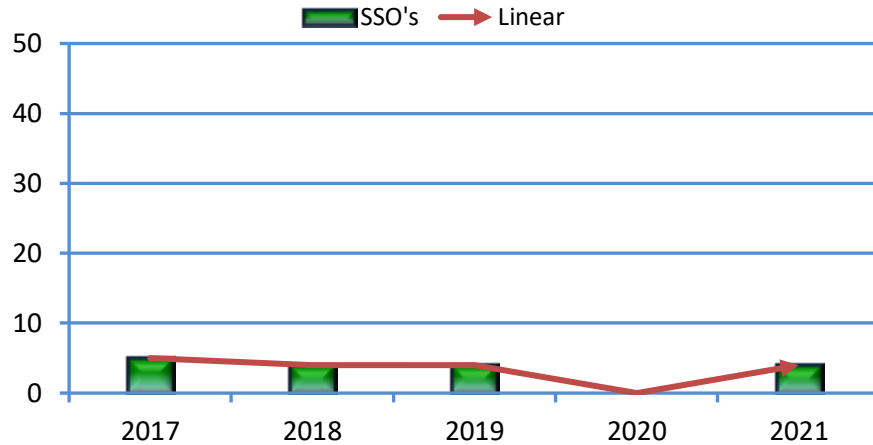
The District’s goal is to maintain the sewer collection system so that there are no SSOs. Especially important is to prevent overflows that reach a creek, tributary-drainage channel or other body of water, all of which are considered “Category 1 SSOs.” While the overall goal is to prevent all overflows, the interim goal of the District is to have fewer overflows within Region-2 of the San Francisco Bay Area.



(Example of overflowing manhole)

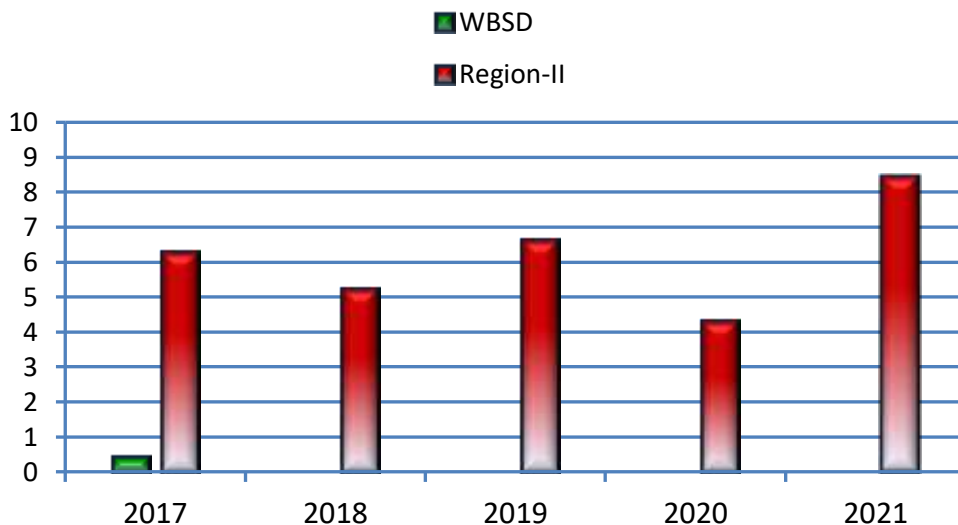


Sanitary Sewer Overflow (SSOs) 2017 to 2021



Analysis: Over the last eleven years the District has implemented a rigorous maintenance program to reduce and prevent future SSO's. The implementation of an aggressive cleaning coupled with the Root Foaming Program in 2010, has resulted in a reduction from 55-SSO's in 2008 to zero SSO's in 2020. There were four SSO's in 2021. This is the seventh consecutive year in the District's history to record single digit numbers, however, the 5 year average is 3.4 SSO's per year.

*Category 1 Sanitary Sewer Overflows (SSOs) # of SSOs Per 100 miles Region 2 San Francisco Bay Area



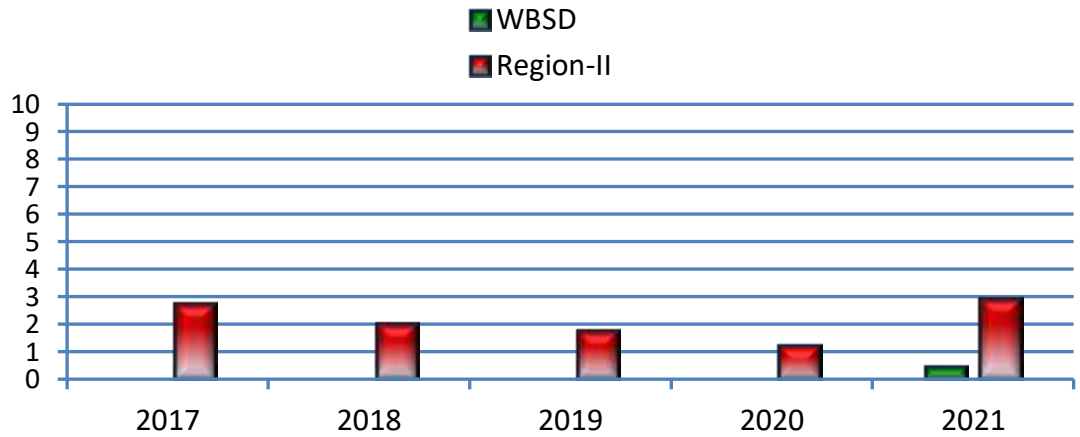
***Analysis:** Region 2 had an average of 8.44, Category 1, SSO's per 100 miles of pipe in 2021. The District had 0 Category-1 SSO's in 2021.

*Updated according to the data from the CIWQS website.



Category-2 SSO's: Are greater than 1,000 gallons, have been fully contained, recovered and returned to the sanitary sewer system. The chart below shows the number of Category 2 SSO's by the District compared to Region 2's sphere of influence.

***Category 2 Sanitary Sewer Overflows (SSOs)
Per 100 Miles of pipe**



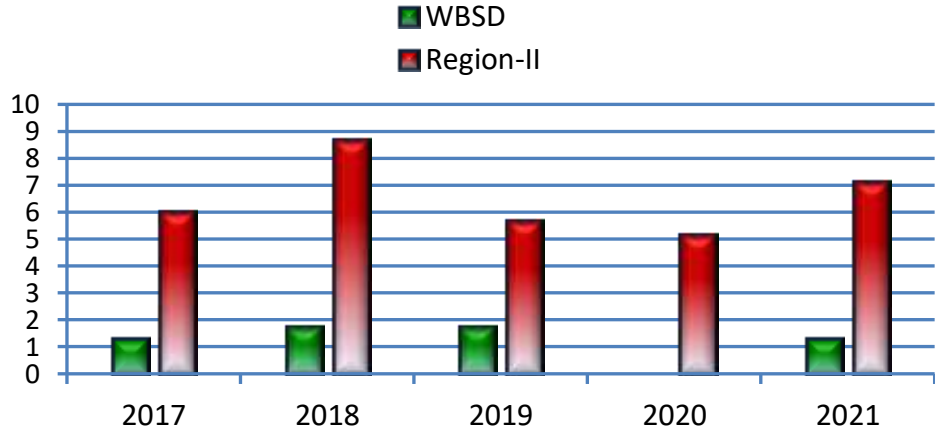
***Analysis:** The District had one Category type 2 SSO's in 2021. Region 2 had an average of 2.94 Category 2 SSO's per 100 miles of pipe.

*Updated according to the data from the CIWQS website.



Category-3 SSO's: Are spills less than 1,000 gallons that have been fully contained, recovered and returned to the sanitary sewer system.

***Category 3 Sanitary Sewer Overflows (SSOs)
100 Miles Per pipe**



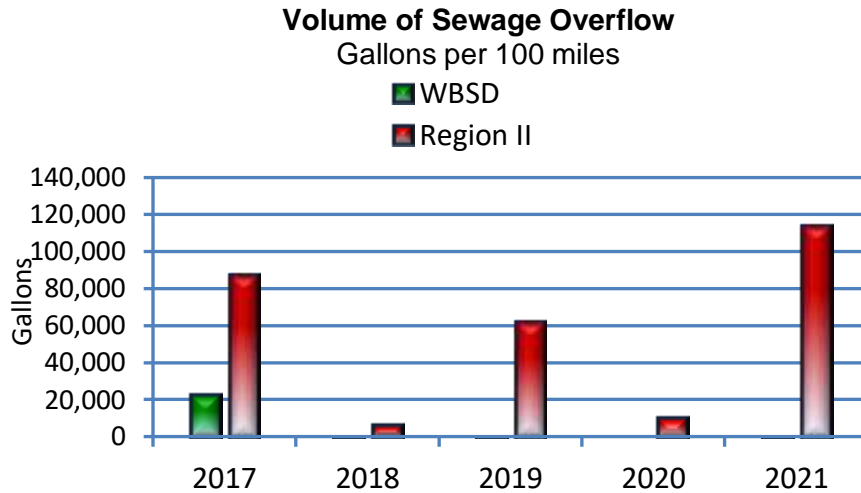
***Analysis:** In 2021, the District reported 3 Category 3. Region II had 7.13 Category 3 SSO's per 100 miles of Pipe. This success is due to the Root Foaming Program and increased maintenance by placing all 4, 6, 8 and 10- inch pipes (considered small) on a 12- month cleaning cycle, as well as using hydraulic root cutter with flexible finishing blades and using proofing skids on water jet nozzles to ensure a thorough cleaning of each line segment.

*Updated according to the data from the CIWQS website.



Volume of Sewage Overflows:

It is the District’s goal to prevent Sanitary Sewer Overflows. However, when an SSO occurs, the District strives to respond quickly to prevent as much spillage as possible. This measure is the volume of sewage spilled per 100 miles of sewer.



Analysis: The average volume of SSO’s in Region 2 for 2021 was 114,329 gallons per 100 miles of pipe for Category 1, 37,076 gallons per 100 miles for Category 2, and 543 per 100 miles for Category 3. The District’s Sewage spill rate in 2021 was 825 gallons per 100 miles of pipe for Category 2, and 594 gallons per 100 miles of pipe for Category 3 SSO’s. The District’s quick response time, training, keeping lines cleaner, and performing root control both mechanical and chemical, have allowed for lower spill volumes.

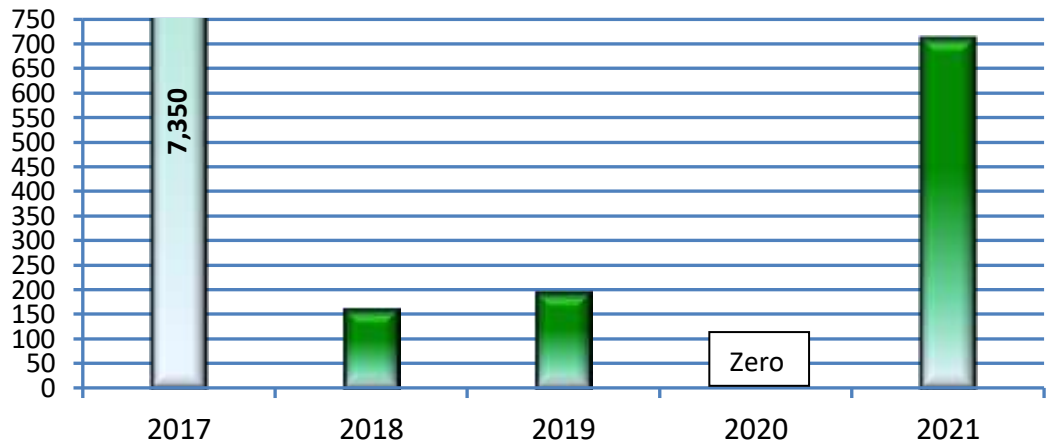
EUM Attribute #1
Product Quality



The charts below reflect the average volume per SSO and the cost to mitigate each SSO. The District's SSO volumes have been low in volume due to our customers calling in when an SSO is found and our employees rapid response to minimize the impact SSO's could have on creeks, streams, and public health.

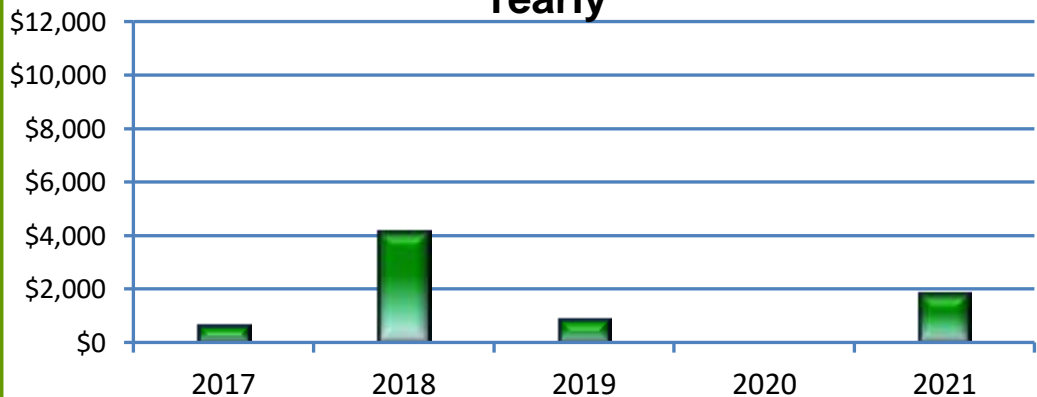
It is interesting to note as we have fewer and fewer SSO's the average volume per spill may increase slightly.

WBSD Average Spill Volume in Gallons



The average spill volume for 2021 was 710 gallons per SSO. Note: One spill in 2017 caused by contractor cutting water main and flooding out pump stations was 7,350 gallons and spiked the average spill volume.

WBSD Cost of Responding to SSO's Yearly



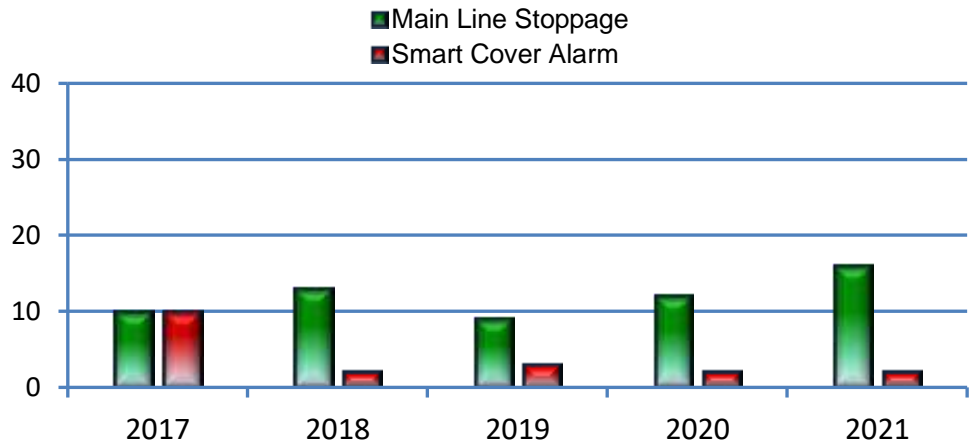


2. Product Quality Service Delivery

Product Quality Service Delivery assesses quality service based on District-established objectives and service level targets. It focuses on non-regulatory performance targets.

- **Plugged Main Lines:** This is the number of sewer mains that were plugged and needed immediate attention, but did not result in a Sanitary Sewer Overflow (SSO).

Plugged Main Lines



Analysis: The District has made significant improvements in this area and stoppages have dramatically been reduced. A downward trend is indicative of a well-focused maintenance program. 2015 equaled 28 main line stoppages identified by staff during routine maintenance. An additional 10 Smart Cover alarms were installed and several of those prevented potential SSO's in environmentally sensitive areas. In 2018 the District had found 13 sections of mainlines holding prior to performing routine maintenance and 2-smart cover alarms indicating potential problems for a total of 15.

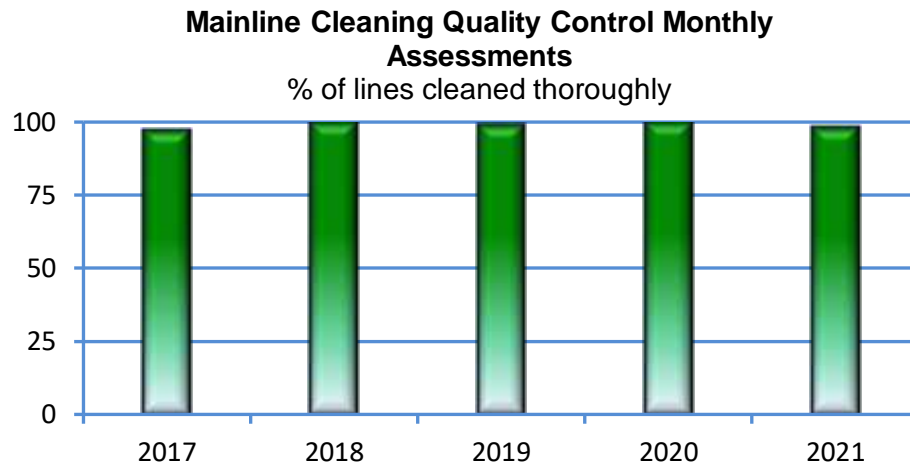
In 2021, the District found 16 plugged mainlines and were received by 2 Smart Cover Alarms. The Smart Cover alarms not only have prevented an SSO from occurring but have also provided an upward "Level Trend" report allowing staff to respond to potential blockages before they occur.

Smart covers have an electronic package attached to the underside of a manhole cover. When sewage levels rise beyond normal levels or if the manhole cover is opened, alarms are generated and sent to District personnel cell phones (typically within 30 seconds). In all instances our alarms employees are able to respond quickly and avert potential SSO's.



3. Mainline Cleaning Quality Control Monthly Assessments:

CCTV inspections for cleaning assessments were performed on a monthly basis, lines cleaned during Regular PM, and High Frequency PM cleaning cycles. Lines not meeting the standard receive additional cleaning and/or the cleaning methods are adjusted to ensure more efficient cleaning.



Analysis: In 2011 mainline cleaning quality control and monthly assessments were implemented. In 2014 we surveyed a total of 60 line segments, and the percentage cleaned thoroughly was 83%. In 2015 we increased the amount of line segments surveyed for quality control from 5 to 6 per month. We also introduced the use of “proofing skids” on all hydro flush cleaners. Proofing skids are placed between the end of the cleaning hose and the cleaning nozzle to ensure that the roots or grease in the pipe is cleaned, at a minimum, to the diameter of the proofing skid. In 2020 the District had 100% quality control. Proofing skids and hydraulic root saw have been the best contributor to these results, coupled with proper maintenance worker training. In 2021, 98% of the lines passed the quality control assessments. Employee training was conducted after a line did not pass to train staff on the deficiency.



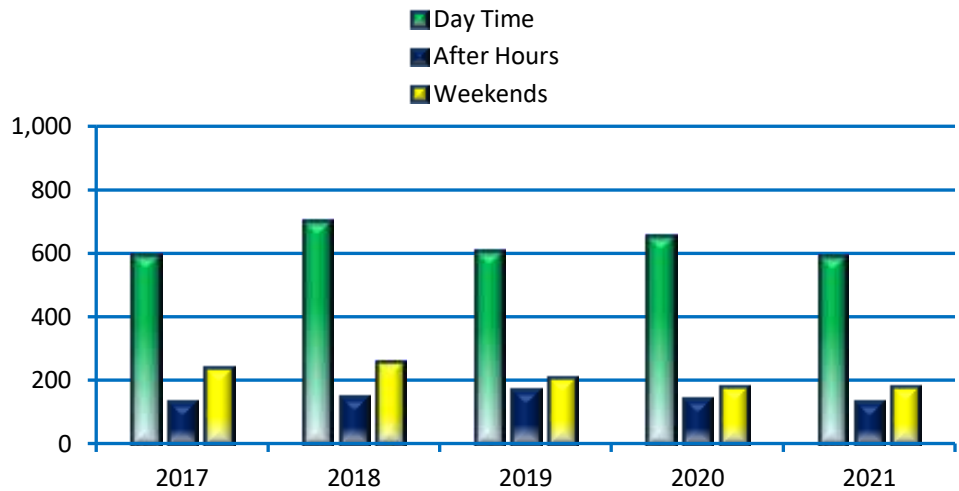


1. Customer Complaints

Customer Complaints assesses the complaint rates experience by the District. Currently, the District responds to Customer Complaints that are received through customer surveys, in-person or via telephone or email.

- **District Service Calls for Laterals:** The District uses the number of service calls for laterals as a proxy for determining customer complaints, as these problems lead to backups. The goal is to see a downward trend in this number.

Service Calls to District for Laterals
of service calls



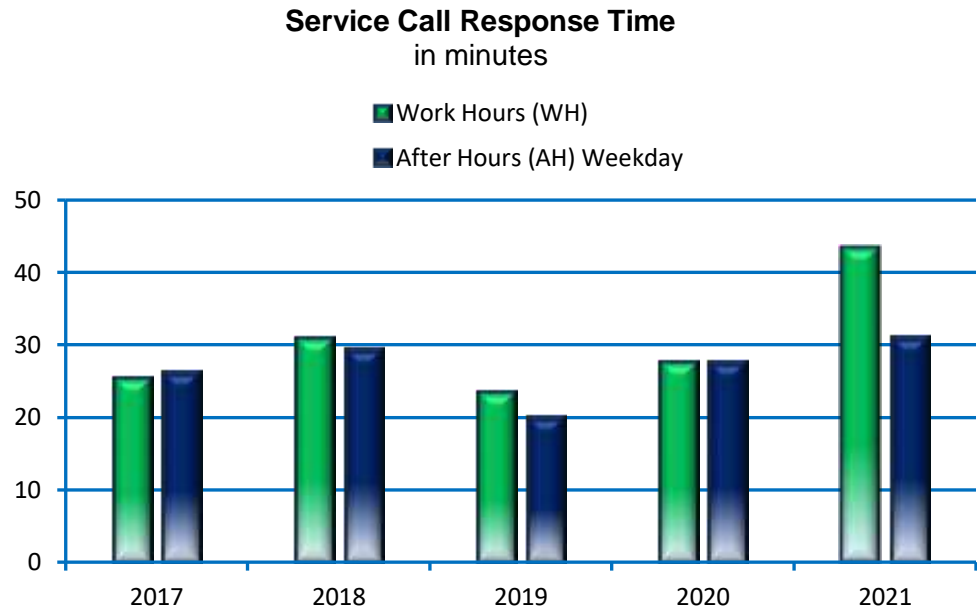
Analysis: Over the past several years, the District has focused on preventive maintenance, partially in an effort to reduce these types of call outs. In 2018 weekend service calls were up slightly in part due to increased awareness by customers to “Call Us First.” Although, the District does not own the laterals, an effort was made in 2019 to reduce the number of lateral service calls due to stoppages, by reassessing the way the District crews clean the private laterals. In 2021, day time and after hours service calls are trending lower.



2. Customer Service Delivery

This is a measure of the District's own service level targets as they relate to customer service.

- **Service Call Response Time:** The District maintains a goal of responding to service calls for sewer backups within 45 minutes of the call. This measure shows the average response time within 45 minutes.



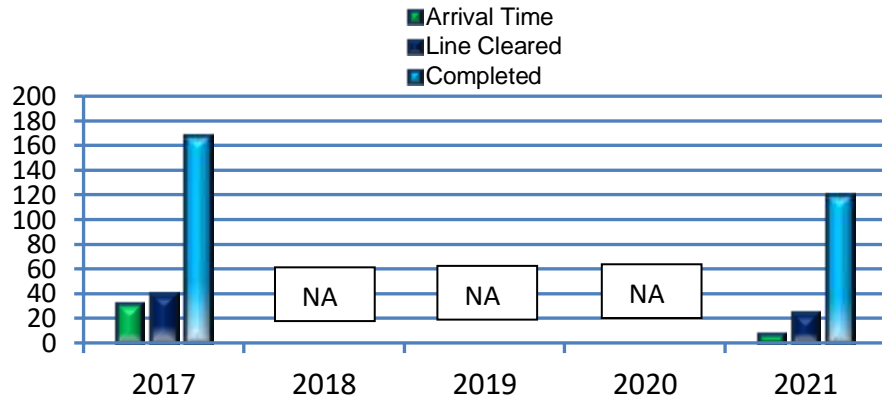
Analysis: The District began tracking the response time requirement, in 2012. The service call response time is facing an ever increasing challenge due to increased traffic in the area since Facebook has begun expanding their employee base as well as other business in the District. Response time was down in 2016 due to the fewer service calls and new on-call employees living closer to the District. In 2019 response time was reduced again, this time to the lowest response time on record. In 2021 the District continued to use the Vallombrosa Center in Menlo Park for some of its on call personnel which assisted in keeping the response time low. In 2021 the response time increased slightly because of the newer, less experienced staff.

**EUM Attribute #2
Customer Service**

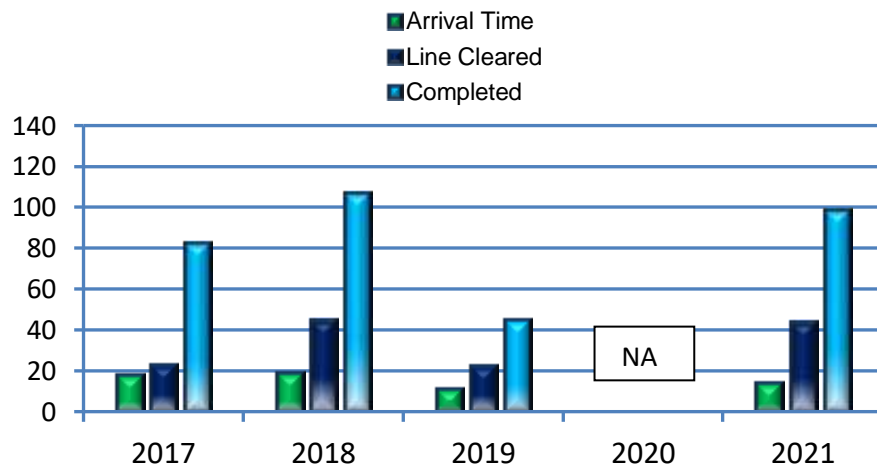
- SSO Response Time:** In 2008 the State Water Board amended the WDR by requiring a “2-Hour Reporting time frame” on SSO’s impacting a water body. To ensure the District met this requirement, staff members living within a 35 mile radius from the District were allowed to take the District “Response” vehicle home, allowing them to be on sire within 45 minutes, mitigate the SSO, call in addition resources if needed and complete the operation within the 2 hours reporting requirement of the WDR.



Average Response Time to Mitigate SSOs
(After hours - Minutes)



Average Response Time to Mitigate SSOs
(Regular Hours - Minutes)

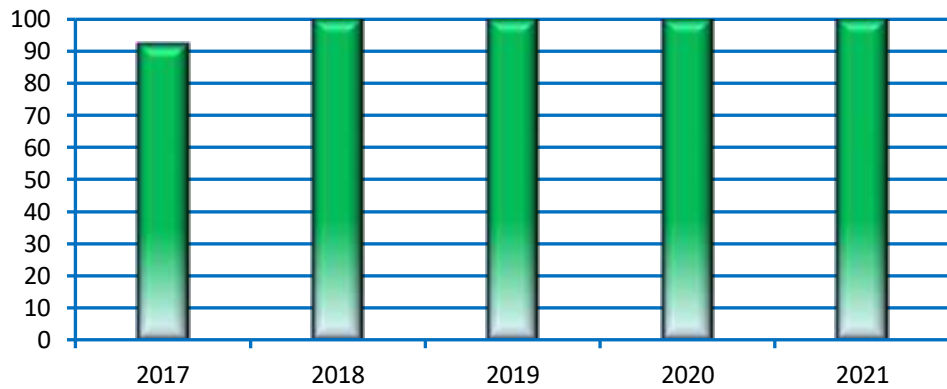


Analysis: Staff has been able to arrive on site well within the District’s standard 45 minute window, and in most cases have the blockage cleared, leaving enough time to report a category-1 spill. Average arrival time during regular hours was 7 minutes all SSO’s in 2021 were within working hours and 14 minutes after hours.



3. Development Review Response Time: The District maintains a goal of completing review of development within 30 days for receipt of the plans. This chart shows the percentage of plans that were reviewed and returned within that goal.

Development Review Response Time
% of plans reviewed within 30 days



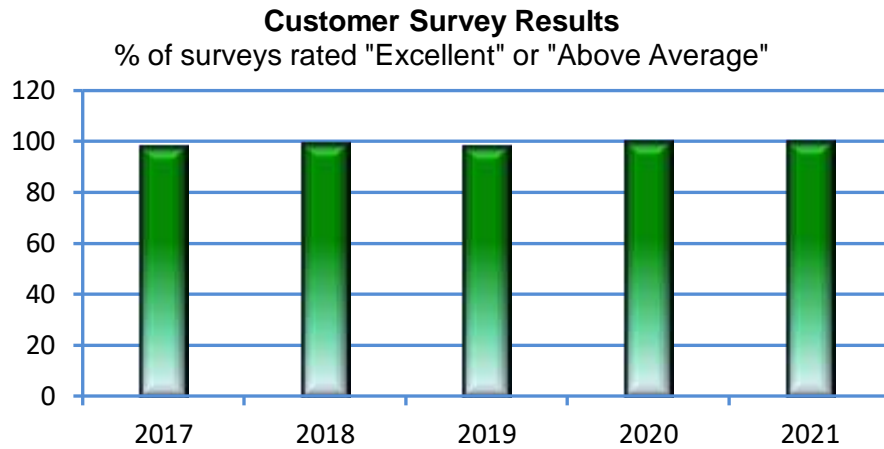
Analysis: Over the past five years that this data was captured, the percentage of plans reviewed within the goal of 30 calendar days had a decrease due to the increase of development in the area. The Department has also established and strengthened expectations among staff regarding the 30-day goal. In 2015 there was a slight decline in the percentage of plans reviewed in 30 days due to the increased number of plans submitted and the increased duties of the Projects and IT Manager. Percentage stayed the same for the following year as new Engineering Tech was in training. In 2018, 2019, 2020 and 2021 the percent is up to 100%.



3. Customer Satisfaction

This is an overarching customer satisfaction measure based on requested customer feedback (surveys), not calls received or internal customer satisfaction service level commitments.

- **Customer Satisfaction:** This is the measure of how well District staff performed according to the customer who was directly impacted by that work.



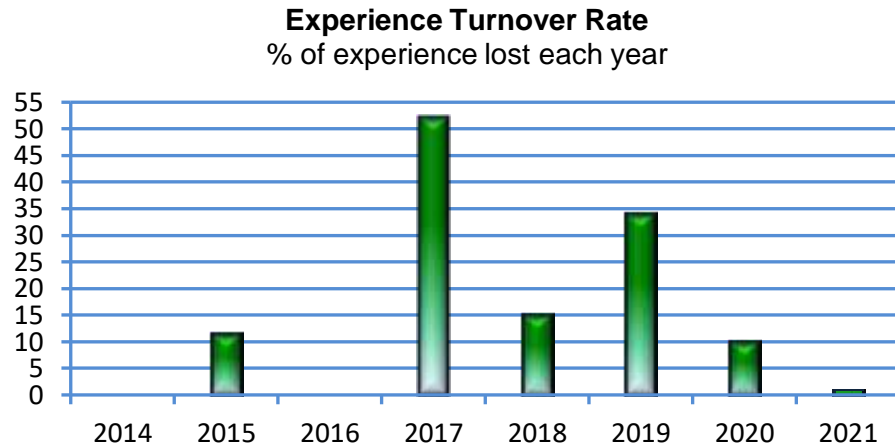
Analysis: Customer satisfaction is a measurement of customer survey results on an annual basis over the past 5 years. The goal is to achieve greater than 90% of the surveys received rating the District Excellent or Above Average. The goal was achieved for all the previous 5 years. In 2010 we began counting calls that we responded to where the home was on the Main Line Only Service List (MLO). This resulted in lower overall scores in recent years but is a more honest reflection of customer satisfaction. 2014 results are higher than previous years coming in at 97.64%. In 2015 the District rated at 98.29% up slightly from 2014. In 2018 customer survey results measured 99% Excellent or Above Average. In 2021 99.9% measured Excellent or Above Average.



1. Employee Retention and Satisfaction

This measure gauges the District's progress toward developing and maintaining a competent and stable workforce.

- **Experience Turnover Rate:** This is the percentage of years that retiring employees worked at the District compared to the total number of years of experience for all employees. It measures the amount of experience lost in any given year due to retirements at the District.

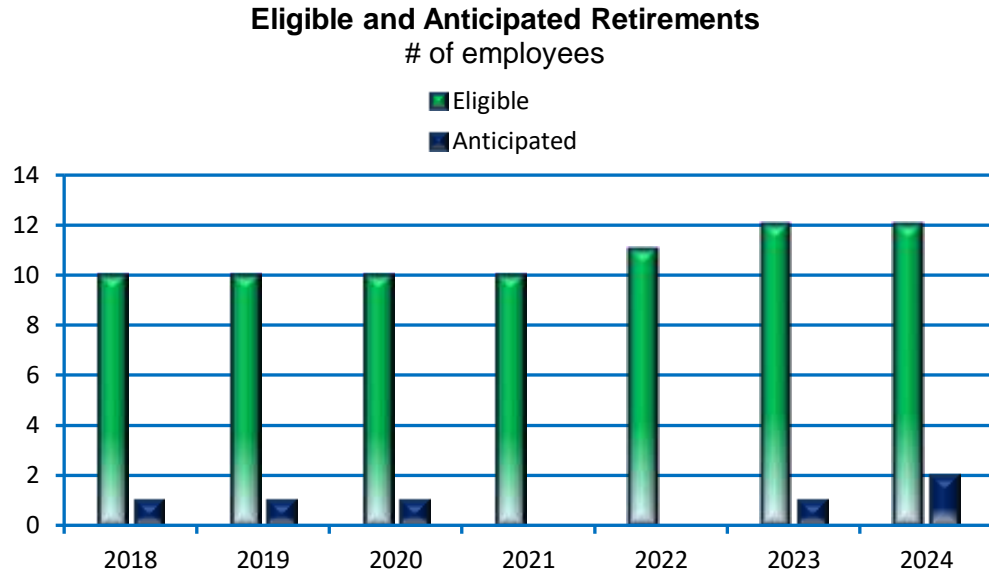


Analysis: Most employees who left employment from the District would do so through retirement. In 2008, there were three retirements of long-term employees, two of which were known and planned for, and one unplanned retirement that contributed to a 28% loss in District experience. In 2011, the two retirements were planned for and known. In 2012-2014 there were no retirements. In 2015 one employee retired. In 2016 there were no retirements. Anticipated retirements; have been addressed through the succession plan implemented in 2015. For 2016 the District began to include turnover other than retirements also. In 2017 two District employees retired with 52 years of experience. In 2018 one District employee retired with 28 years of service. In 2019 two employees retired with 34 years of experience and in 2020 the District Manager retired with 10 years of West Bay experience. In 2021 the District saw one retirement in the Maintenance Department.

EUM Attribute #3
**Employee and
Leadership
Development**



The experience turnover rate from retirements at the District is not a controllable measure, and as such this is not a performance measure as much as it's a data set that helps to inform whether there are trends in the workforce to which management needs to respond. Eligible and anticipated retirements for the next 5 years are as follows:



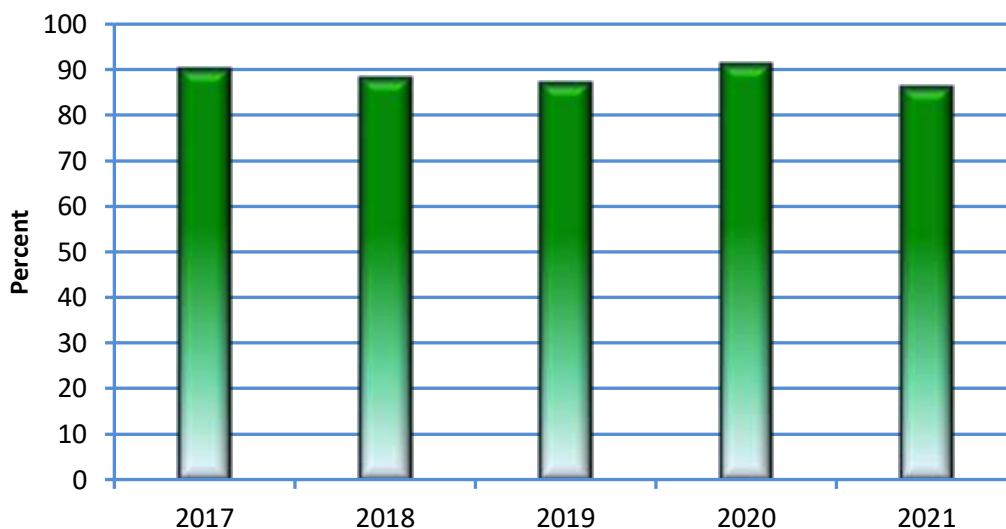
Analysis: There is nothing in the data to suggest that employees are retiring faster than would normally be expected.

EUM Attribute #3
**Employee and
Leadership
Development**

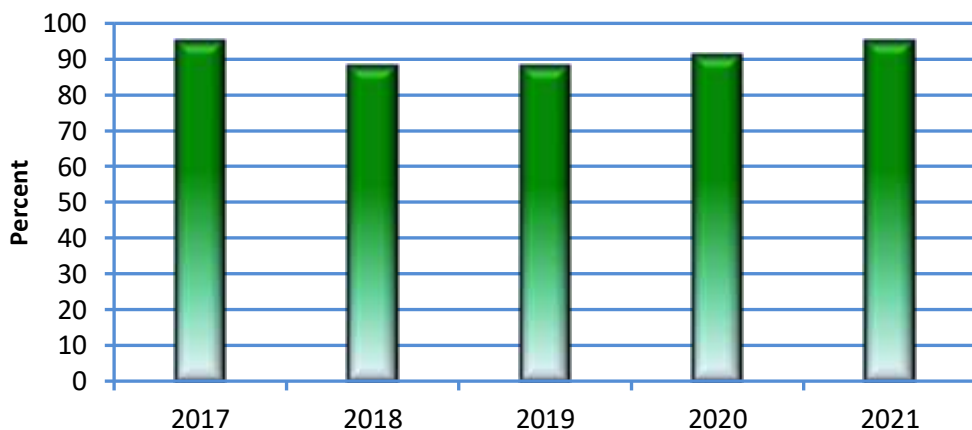


- **Employee Survey Response:** The following charts show the response to three questions asked during an annual employee survey. These questions are designed to gauge employee satisfaction. The first survey was conducted in 2011.

"I feel that I am valued by my work unit."
% of employees responding "Agree" or "Strongly Agree"



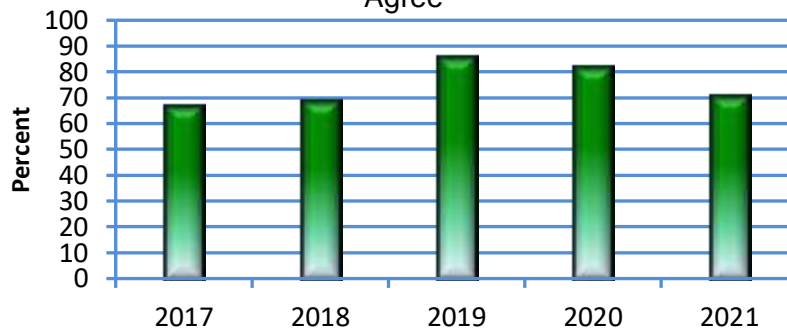
"I tell others that WBSD is a great place in which to work."
% of employees responding "Agree" or "Strongly Agree"



EUM Attribute #3
Employee and
Leadership
Development



"I will not look for work outside the District within the next year."
% of employees responding "Agree" or "Strongly Agree"



Analysis: 2011 was the first time the District surveyed its employees on these three attributes. They were graded “watch” (orange diamond) only because of the lack of data to determine whether there is an upward downward or stable trend at the District in the area of employee retention and satisfaction. In 2014 responses increased positively “telling others WBSD is a great place to work” and “I will not look for work outside the District within the next year.” In 2015 we saw an over 10% decrease in this survey possibly due to the on-going union negotiations and longer travel times to the District. The 2016 results indicate employee satisfaction with a positive increase of 10% compared to the previous year. In 2021 71% of staff responded, “I will not look for work outside the District within the next year”. This is a decrease of 12% from the previous year.





2. Management of Core Competencies

This measure assesses the District's investment in and progress toward strengthening and maintaining employee core competencies.

- **Vocational Training:** The District has focused intently on providing vocational training and certification that would provide recognition of levels of competence of certificate holders. The training program has resulted in approximately a 60% increase in certificate holders and many of the certificate holders have progressed in the grade level of the certificates (i.e. from Grade I to Grade II and so on) thus increasing their vocational proficiency. Additionally, staff has assisted the Menlo Park Fire District in trench rescue training (a 24 hour long certified course in 2012 and 2015), and provides training to members of their Local Section and the CWEA on a regular basis. The District has 92% or 22 of 24 Field/Maintenance/Water Quality employees certified in CWEA that are significantly involved with system operations.

- **Management Training:** Management receives increased training on policies, regulations, and Coaching and Mentoring techniques. New and revised policies are developed collaboratively with management staff and affected staff trained on the changes. Regulation updates are regularly presented and discussed in monthly management meetings and any required changes in procedures are planned for by management staff and implemented within the work teams. The District Manager has an ongoing program to work with the management team to incorporate Coaching and Mentoring techniques in their management style. Techniques such as employing SMART Goals, providing substantial Performance Reviews, Constructive Feedback, Tutoring with Questions, Performance Improvement Plans, and more are taught and implemented. The District sent 2 employees to first line supervisor training management topics such as evaluations, discipline, harassment, etc. for 3 days, 1 day per month.

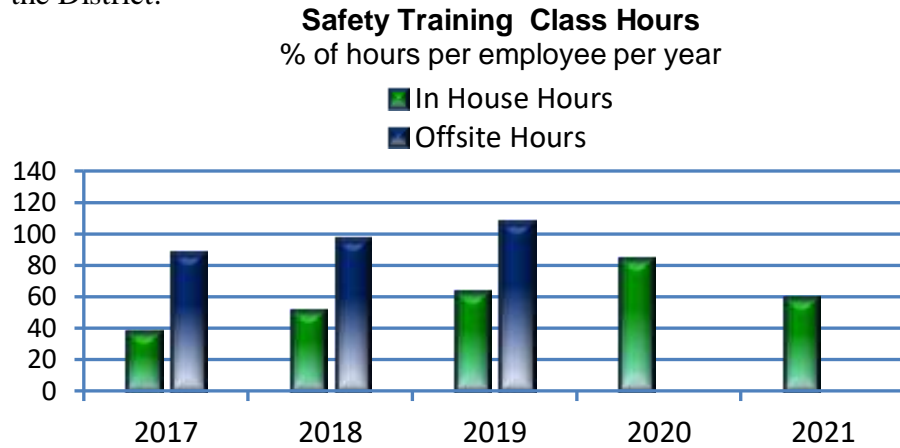
The District implemented a succession plan in 2015, and revised in 2018, that requires each manager to work on training subordinates to perform duties that would prepare them for promotional opportunities. This is one component of the succession plan that will help the District in making smooth transitions when senior employees retire without loss of institutional knowledge while enhancing employee retention.

The District also works to enhance employee's computer skills to help stay abreast of software and technology changes. This gives the District a business advantage in manipulating, acquiring, storing and interpreting data, as well as video information and GIS mapping. The total training hours graph includes time





- **Total Training Hours:** This is the total training hours provided in-house and participating off-site at CWEA Vocational Training programs to employees of the District.



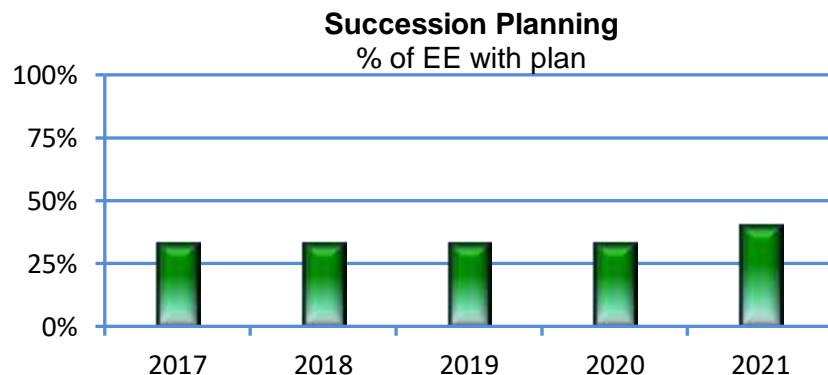
Analysis: Training hours now include hours of training performed or made available through outside associations such as California Water Environment Association. The total number of training hours will also increase in years with first year employees and then decrease slightly as they become more proficient. Field crews were sent to approximately 59.5 hours of safety training in, however, All were on-site, via zoom due to the COVID-19 Pandemic.

3. Workforce Succession Preparedness

This measure assesses the District’s long-term workforce succession planning efforts to ensure critical skills and knowledge are retained and enhanced over time, particularly in light of anticipated retirement in future years. Focus is on preparing for workforce succession, including continued training and leadership development.

- **Succession Planning:** Percentage of key positions covered by long-term workforce succession planning.

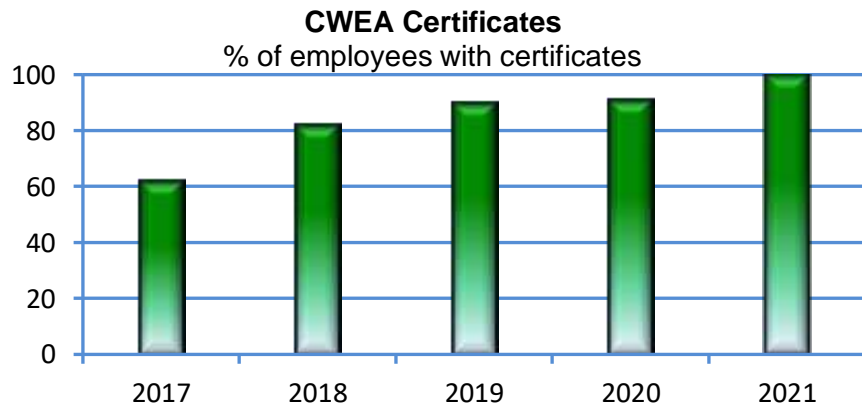
Succession planning includes many facets, typical indicators to watch for are employee(s) (EE’s) years of experience with the District, vocational certificates, college education levels, EE’s with career development goals, and



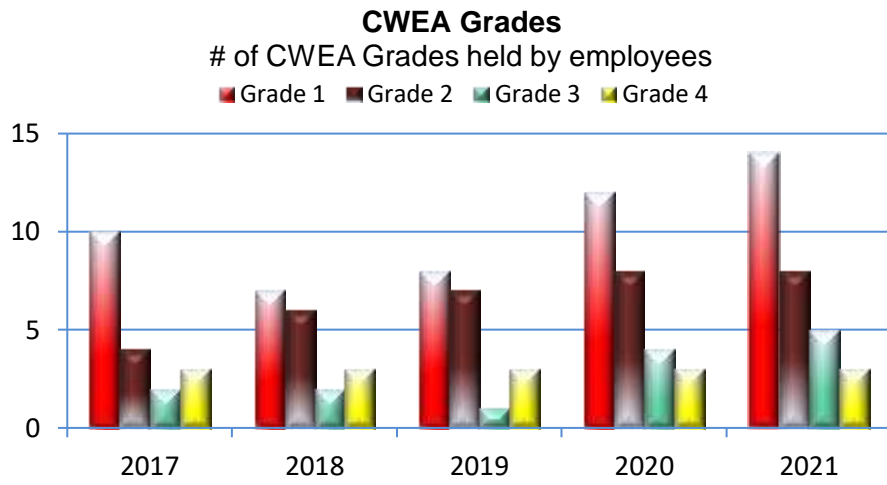
**EUM Attribute #3
Employee and
Leadership
Development**

While assessing the succession plan will be somewhat subjective, overall the succession plan contained several positive components. One component of the succession plan was to recruit and hire replacement staff for key positions such as the Operations Superintendent and Pump Facility and Field Supervisor before the incumbents retired so as not to lose institutional knowledge. In 2020 the Water Quality Manager and the Operation Superintendent participated in succession planning.

Cross training 2 maintenance workers to perform Construction Inspector duties, FOG inspections and having 1 other employee trained and certified as Safety Specialists in 2012, has significantly enhanced our succession planning goal. This cross training led to recruitment of an in-house employee as the new Construction Inspector. In 2016 a maintenance worker was cross trained in pump station maintenance. The worker was selected based on his interest, aptitude, and his proximity to the District. Seven CWEA certificates were achieved in 2014. In 2016, four CWEA Certificates were achieved. In 2016 the District created a new chart listing CWEA certificates earned by grades. In 2017 17 staff out of 28 hold certificates. In 2017 we lost two grade 3 to other employers. We lost two experienced grade 1 and 2's due to retirements, but we had several new employees obtain a grade 1 certificates. In 2018 we lost one grade 2 to an outside agency; 3 employees require CWEA certification out of 21 field and maintenance staff. As of December 2021, all of the 21 employees who are required to be certified hold at least a Grade 1.



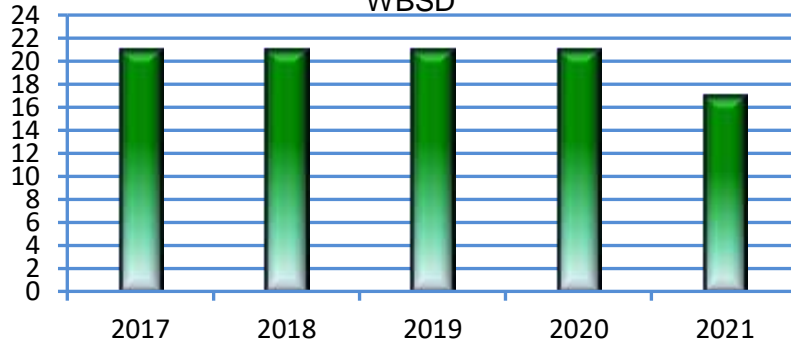
EUM Attribute #3
**Employee and
Leadership
Development**



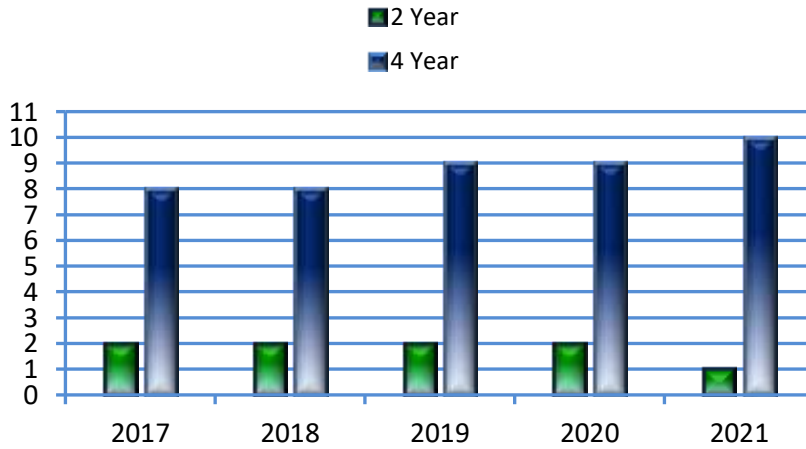
EUM Attribute #3
Employee and
Leadership
Development



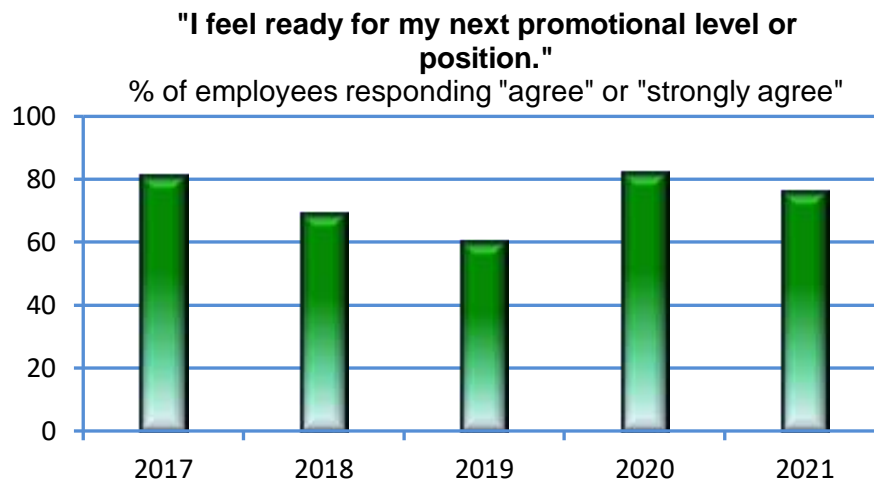
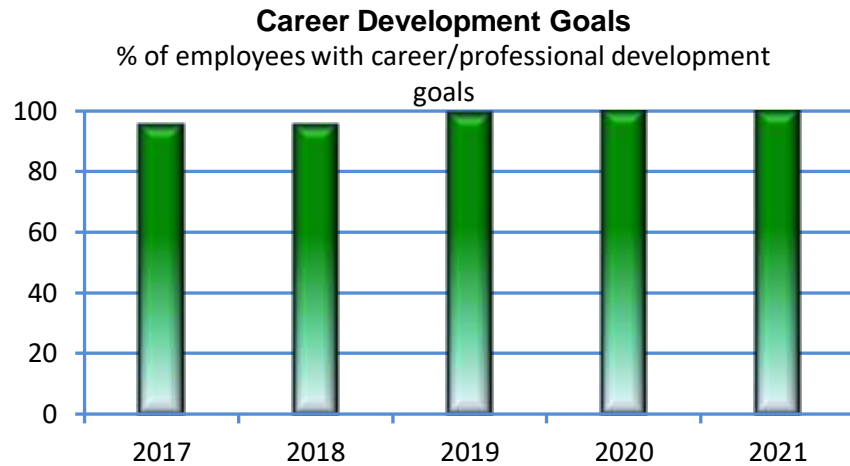
5 or More Years of Service
of employees with five years of service with
WBSD



College Education
of employees with two and four year degrees



EUM Attribute #3
Employee and Leadership Development



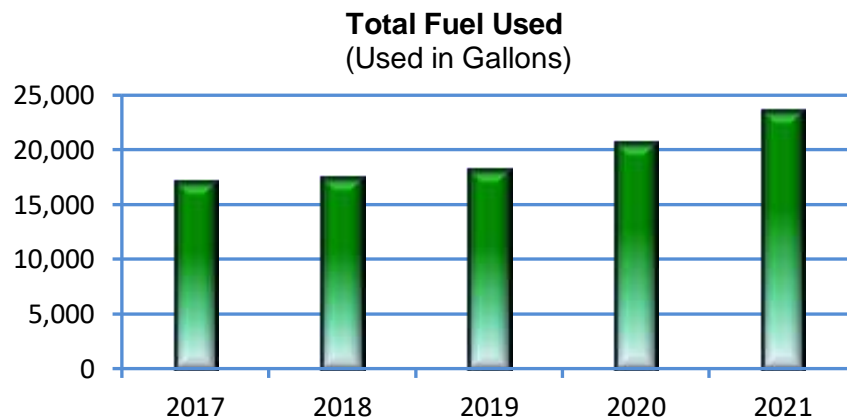
Analysis: In 2010, management implemented a new performance evaluation form to include written goals and objectives written collaboratively by the employee and their supervisors to set short term and long term goals. Responses for 2012 were provided by employees in the employee survey and offered options to disagree. 2013 and 2014 data has held steady with 2012 data. In 2015 there was an increase in the area possibly due to the increased opportunities for employees to cross-train in other job categories. In 2016 and 2017 maintenance department employees were also cross-trained in CCTV and construction inspection. In 2018 staff were trained in the source control and construction and rehabilitation departments. In 2020 two new employees were trained in pump maintenance. One employee was promoted to Pump Facility Supervisor and another was promoted to Pump Station Mechanic. In 2021 one maintenance worker was able to be promoted to CCTV Tech due to continued cross training.

EUM Attribute #4
Resource
Optimization



Resource Optimization: This measurement examines resources used efficiently, including labor, supplies & service. The District tracks such items as:

- Cost of Cleaning Sewer Mains Per Foot: The District’s burdened rate is approximately \$0.49 per foot compared to a contracted rate of \$0.88 per foot.
- Labor Savings Ideas Put In Use: The District has realized savings from changing cleaning routes; by focusing on area cleaning (or basin by basin cleaning) on a 3 year schedule and localizing “High Frequency Cleaning” to areas to minimize mobilization and travel time.
- Fuel Savings: In 2015 fuel usage decreased to a 5-year low to 12,612 gallons due to rescheduled our small diameter pipe cleaning, so the crew is driving even less than they were before with our new more aggressive schedule. In 2016 fuel usage increased to 15,627 gallons due to more aggressive cleaning schedules and the Los Altos Hills and the Town of Woodside contracts. In 2017 fuel usage was 17,098 gallons. The increase may be due to more cleaning and T.V. efforts in Los Altos Hills and an increase in USA calls for markings. In 2018 fuel usage was 17,427. Fuel usage in 2019 was 18,201 gallons. In 2020 and 2021 fuel use was up due to commuter benefit program which has gotten 9 EE vehicles off the road.



EUM Attribute #4
Resource
Optimization



- Savings in Purchases: Co-operative purchases have resulted in significant savings, including:

Vehicle Unit No.	*M.S.R.P. (Price Inc. Tax & Delivery)	Actual State or HGAC Cost	Savings
Unit 207 – Proj. Mgr.	\$40,270	\$36,589	\$3,681
Unit 202 – Asst. Supt. F250	\$45,158	\$32,226	\$12,932
Unit 213 Transit	\$26,761	\$24,953	\$1,826
Backhoe	\$126,843	\$121,691	\$5,152
Unit 208 Service Truck	\$63,800	\$53,000	\$7,500
Unit 216 CCTV	\$350,000	\$265,8000	\$84,200
Unit 205 Aquatec	\$369,000	\$334,768	\$34,232
Unit 214- Source Control	\$44,000	\$29,000	\$15,000
Unit 217- 3Ton Pump Truck	\$41,000	\$31,000	\$10,000
Unit 210 -5Ton Pump Truck	\$48,000	\$47,000	\$1,000
Unit 206 Superintendent	\$45,000	\$30,000	\$15,000
Unit 220- F550 Flatbed	\$59,000	\$54,000	\$5,000
Unit 220 – Jetter only	\$53,500	\$45,000	\$8,500
K2 Easement Camera	\$90,500	\$60,000	\$30,500
Unit 211 – Inspector Truck	\$36,850	\$31,721	\$5,129
Unit 221 – Pipehunter	\$263,943	\$242,352	\$21,591
Unit 224 – F250 Pickup	\$42,270	\$34,801	\$7,496
Unit 206 – Supt. Pick Up	\$50,636	\$46,794	\$3,961
Unit 208 – Service Truck	\$51,353	\$42,801	\$8,552
Unit 221 – ½ Jetter Unit	\$260,854	\$213,410	\$47,444
Unit 228 – 3Ton Pump Trk	\$171,460.92	\$131,500.22	\$39,960.70

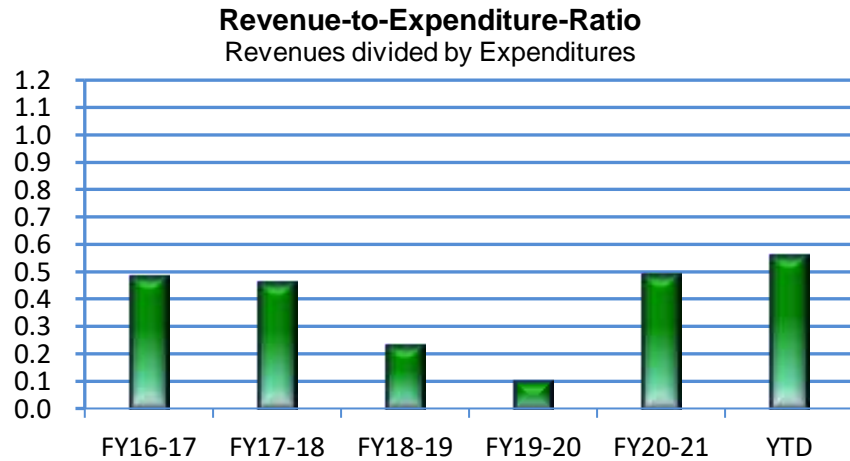
MSRP was taken from the Ford website and vendor’s retail prices.

Analysis: The District makes a considerable effort to make large purchases through the Bid Process or by using co-operatives to make sure the District obtains the best price for its necessary products and equipment. In 2019 Units 206, 208 and 221 were replaced. A total of \$59,957 was saved by using the STATE bid cooperative. In 2021, \$39,960 was saved.

1. Budget Management Effectiveness

This measure includes commonly used financial performance indicators to show the short term health and long term financial trends of the District.

- **Revenue-to-Expenditure Ratio:** This ratio is total revenue from all sources divided by total expenditures, including debt service, but excluding depreciation, minus 1. This ratio shows the annual impact to fund equity. A ratio below 0 means that there were more expenses than revenues in that year, while a number above 0 means there was more revenue than expenditures. The ratio can fluctuate above and below 0, depending on the financial plan for the year, but a long-term trend of expenditures greater than revenues (a ratio of less than 0) is problematic and indicative that reserves are being used to finance the ongoing expenses of the District and that a course correction is likely.

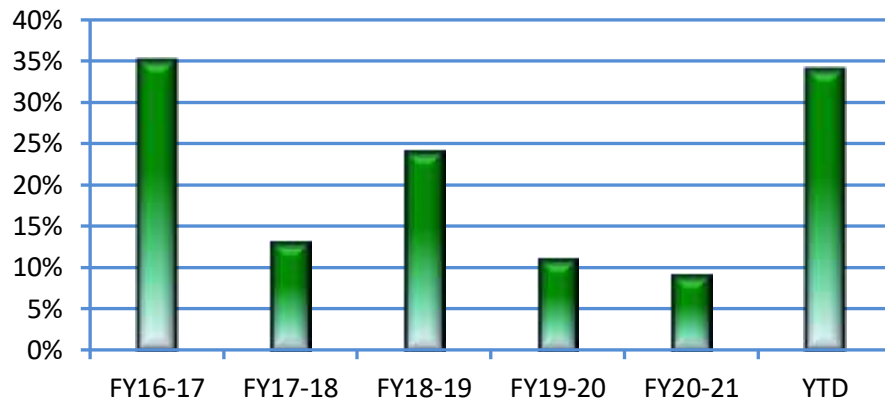


Analysis: Steady increases in sewer service fees over the past 5 years have offset increases in operating expenses. The Revenue to Expenditure Ratios were stable through 2017-18, decreasing by half in 2018-19, due to cash paid in lieu of increasing debt for the 2018 Bond with Silicon Valley Clean Water (SVCW). The District paid an additional \$6.6 million in 2018-19 and \$6.416 in 2019-20, reducing the Revenue to Expenditure Ratio to 0.23 and 0.13, respectively in these two years. In 2020-21, the ratio increased to 0.49, slightly higher than in 2016-17 and 2017-18. Through 12/31/21, the ratio is 0.56. SVCW refinanced debt in 2020-21, which reduced debt payments, increasing the ratio slightly, SVCW debt will remain flat until 2024-25.



- **Capital Expenses Compared to Operating Expenses:** Capital expenses as a percentage of operating expenses (less depreciation) is a measure that has meaning only when compared against itself over time, or compared to other similar agencies. An upward trend is indicative of an expansion period or a period focused on renewal and replacement of capital assets, while a downward trend is indicative of decreased growth or less investment in system renewal and replacement.

Capital Expenses as a Percentage of Operating Expenses



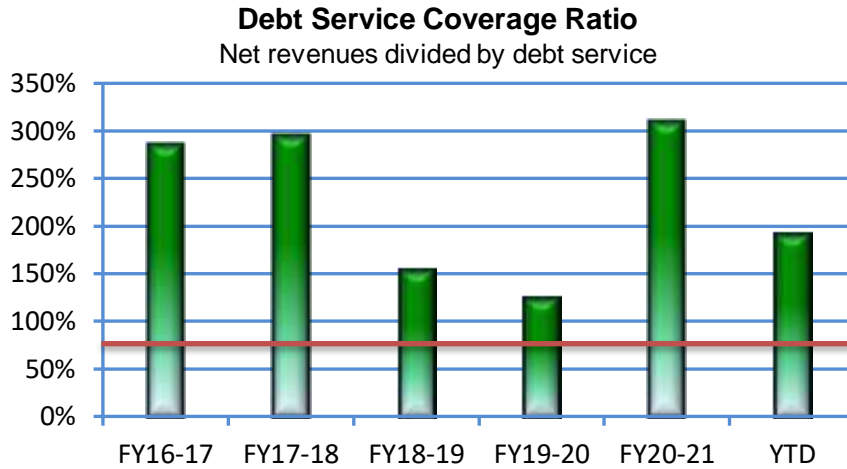
Analysis: More study is necessary to determine what an appropriate “baseline” or “target” number should be, although the District currently maintains a Capital Improvement Plan that shows \$80 million over 10 years for pipeline replacement and rehabilitation alone. Annual capital expenditures have been on track to achieve this goal. A total of \$19.6 million has been spent during the past 5 years on capital equipment and projects.

Note: Capital expenditures exclude the \$22.6 million that the District has spent on the recycled water treatment plant for Sharon Heights Golf & Country Club. SHGCC will be responsible for the debt service payments on the SRF loan that was acquired to fund the project through an agreement with the District.





- **Debt Service Coverage Ratio:** The ratio is a measure of all revenue sources minus all operating expenses (excluding depreciation and debt service) divided by total debt service.



Analysis: The District carries no debt for General Operations. The District has a Recycle Water Facility SRF loan, which is paid through a long-term agreement with Sharon Heights Golf & Country Club (SHGCC). As a member of a JPA for waste treatment provided by Silicon Valley Clean Water, the District is obligated to pay its share of debt for bonds and SRF loans secured by the treatment facility. Using the District's share of SVCW debt service, the District has a 184% average ratio over the prior five years.

The District's \$17 million SRF loan for Sharon Heights Recycled Water Treatment Plant, is pre-funded each year by SHGCC, which also pays the operation and maintenance costs in exchange for recycled water for irrigating the golf course.



2. Financial Procedure Integrity

These are questions that gauge the presence of “best practices” and internal processes to ensure a high level of financial management integrity.

- **Does the District have financial accounting policies and procedures? (Y/N)**

Yes. Comprehensive policies were adopted in June 2008, and are revised and updated annually at each fiscal year end as needed.

- **Are the financial results and internal controls of the District audited annually? (Y/N)**

Yes. The District is required to conduct an annual audit.

- **Have the number of control deficiencies and material weaknesses been reduced from previous audits? (Y/N)**

The management letters in the audit reports have stated that no control deficiencies or material weaknesses were found in any of the years contained in this report (FY 2014-15 through FY 2019-20).

- **Has the District established rates that fully consider the life-cycle cost of service and capital funding options? (Y/N)**

Yes. Rates are set based on capital improvement needs and SVCW operational and capital needs. Rate studies do consider operational and life cycle capital costs.

- **Does the District maintain a rate stabilization reserve to sustain operations in addition to operating reserves? (Y/N)**

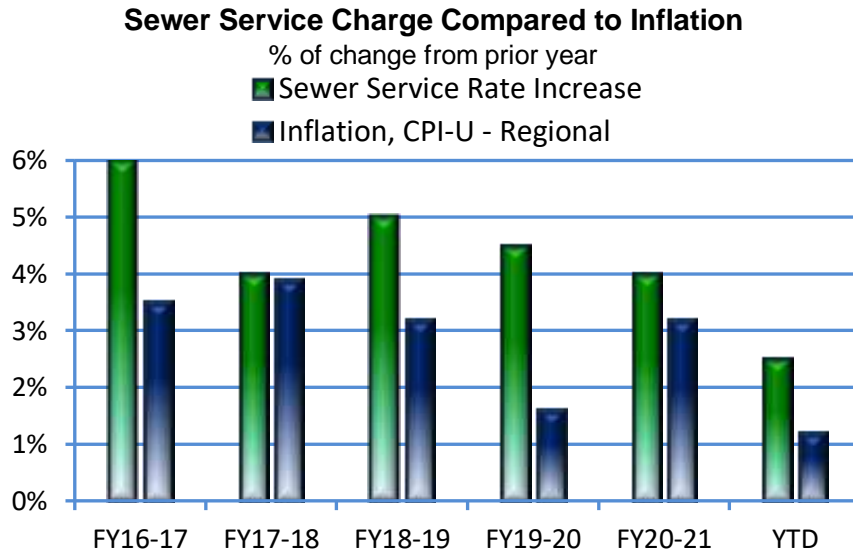
Yes. In addition to maintaining Operating Reserves equal to 5 months operating budget, an Emergency Capital Reserve, and a Capital Project Reserve, the District added a Rate Stabilization Reserve in October 2015 and a Recycled Water Cash Flow Reserve in December 2016. The District maintains total reserves over the \$28 million target for all reserves.

Analysis: Sewer Service Charges (SSC’s) constitute an average 94% of District revenues over the last five years, with the significant majority of that revenue coming from residential customers. SSC’s are collected as an assessment on the property tax statements. This factor helps to provide adequate revenue stability for the District. The establishment of the reserves, which are fully funded, help to provide financial stability.

3. Rate Adequacy

These measures help the District consider its sewer service rates relative to factors such as external economic trends, short-term financial management, and long-term financial health.

- **Sewer Service Charges Compared to Inflation:** The annual increase in sewer service charges (SSC) compared with the Consumer Price Index for all Urban Consumers (CPI-U) in the San Francisco/Oakland/San Jose area.



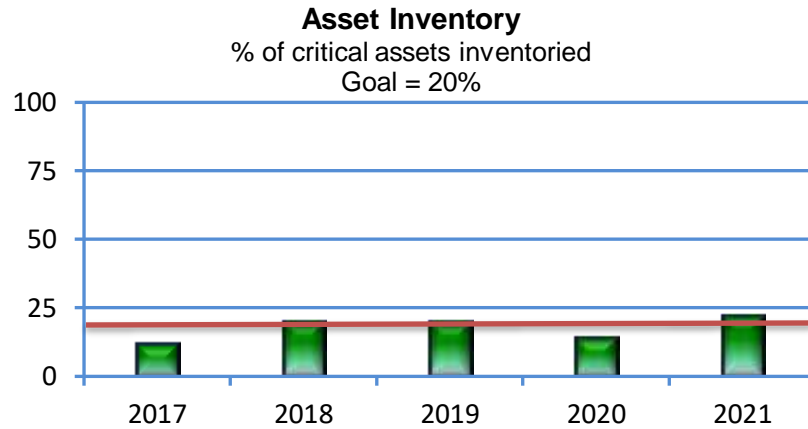
Analysis: There were SSC increases from FY 2015-16 through FY 2020-21, of 9%, 6%, 4%, 5%, 4.5% and 4% respectively. These rate increases were intended to bring the rate up to meet operational demands within the collection system and at the treatment plant and to fund capital improvements. Although inflation in 2022 is expected to reach new highs, the District will not be required to raise rates at those levels, instead a modest 2% increase is expected.



1. Asset Inventory and Condition Assessment

These measure gauges the District's efforts to assess assets and asset conditions, as a first step toward building a comprehensive asset management program.

- **Asset Inventory:** This is the percent of the District's critical assets that have been inventoried within the past 5-10 years.

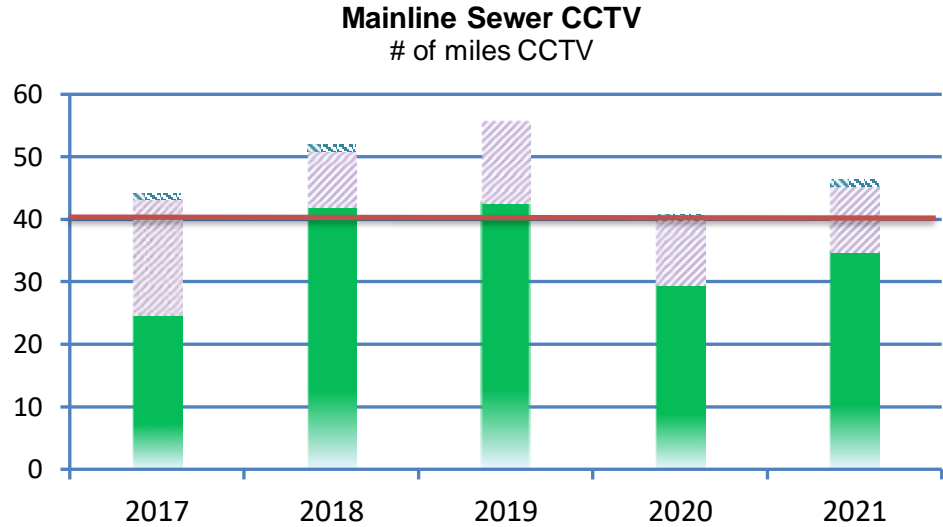


Analysis: The District inventoried all assets in 2010 in preparation for the 2011 Collection System Master Plan. In 2011 we re-assessed by visually inspecting approximately 25% of our assets by CCTV in miles of pipes and manholes. 14 miles were done by an outside contractor in 2011 approximately 23% of our assets were re-assessed. The remainder of the re-assessments were all performed in-house. The annual goal is 16% per year. In 2021 District crews re-assessed 16.6% of the system.





- **Sewer Main Condition Assessment:** This graph shows the percent of sewer main lines that are video inspected each year and assessed for condition and maintenance problems.



Analysis: The District has renewed its focus on CCTV and invested in maintaining proper inventory, spare CCTV cameras and setting SMART goals for productivity. As a result, CCTV inspection performance has dramatically improved and productivity increased over the last 9 years. In 2020 the District’s CCTV crew inspected 29.6 miles of pipe in the District as well as 11.2 miles in Los Altos Hills (LAH) and the Town of Woodside (TOW). The total miles CCTVed is lower in 2020 because this operation was shut down for 2 ½ months and the crew focused on cleaning because of the unknown effects of the COVID-19 Pandemic. In 2021 the Districts CCTV crew inspected 34.9 miles of pipe in the District as well as 10.4 miles in LAH and 1 mile in Woodside.

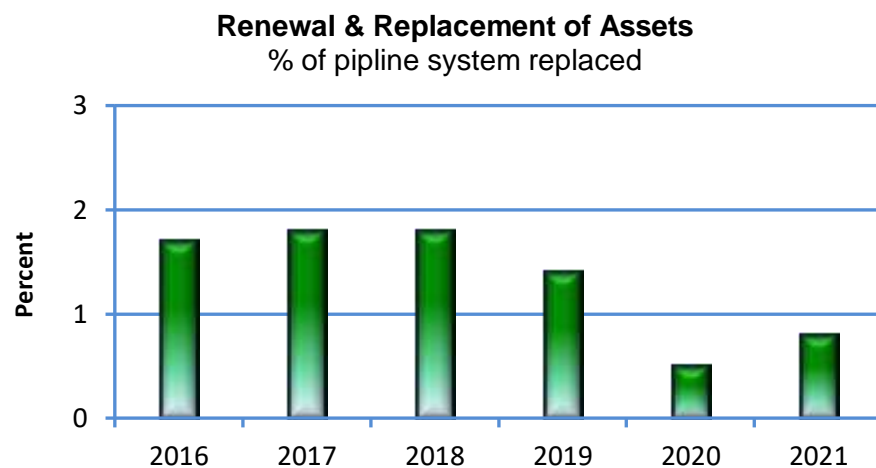
(The shaded areas on the bar graph represent the CCTV footage for LAH and TOW).



2. Asset Renewal/Replacement

This measure assesses asset renewal/replacement rates over time. The measure should include targets, based on the District's determination of acceptable risk for different asset classes.

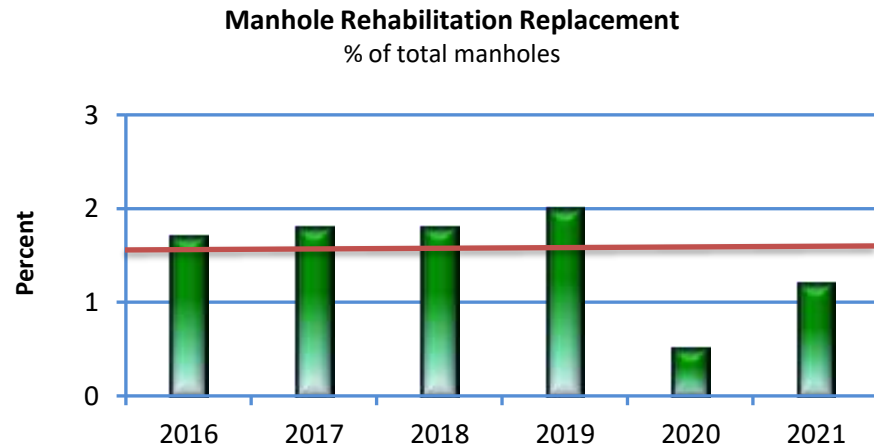
- **Renewal & Replacement of Pipeline:** This graph shows the amount of pipeline actually renewed or replaced as a percentage of the total pipeline infrastructure in the District.



Analysis: The District should be replacing between 1% to 2% of its pipeline assets, on average, through renewal and replacement of those assets. The District has done well in recent years. The planned Capital Improvement program was increased in 2010 and is scheduled to continue over the next 10 years. By maintaining appropriate funding for CIPs and maximizing dollars by rehabilitating pipe via cured in place pipe when possible the District can make progress on the back log of pipeline repairs with the ultimate goal of replacing pipelines before exceeding their useful life. In 2020 0.5% of the District's system was replaced and rehabilitated due to delays in permitting and capital outlays to the treatment plant. In 2021 .8% of the system was replaced.



- **Manhole Rehabilitation/Replacement:** This graph shows the amount of manholes rehabilitated or replaced as a percentage of the total manholes within the collection system (5,000 manholes).



Analysis: The District should be replacing/rehabilitating 1.5% to 2% (75-100 manholes) of its manholes through the CIP program, and has been achieving this goal the last several years. In 2020 the District replaced and rehabilitated 25 manholes or 0.5% and 60 manholes or 1.2% in 2021.





3. Collection System Integrity

This measure examines the frequency of collection system failures. When tracked over time, the District can evaluate whether the rate is increasing, stable or decreasing.

- **Collection System Failure Rate:** A collection system failure is when a portion of sewer pipe collapses and flows become obstructed or uncontained from that collapse, rather than being caused by sediment, grease, roots or some other foreign object.

- 2019 6” VCP Oakley Ave and Alameda De Las Pulgas Pipeline Failure.
- 2018 none
- 2017 Alameda & Campo Bello Pipelines Failure
- 2016 none
- 2015 none
- 2014 none
- 2013 none
- 2012 none
- 2011 none
- 2010 –24” CMP on Haven after contractor had struck pipe, years ago.
- 2009 – Cotton Avenue Pipeline failure in 2009.

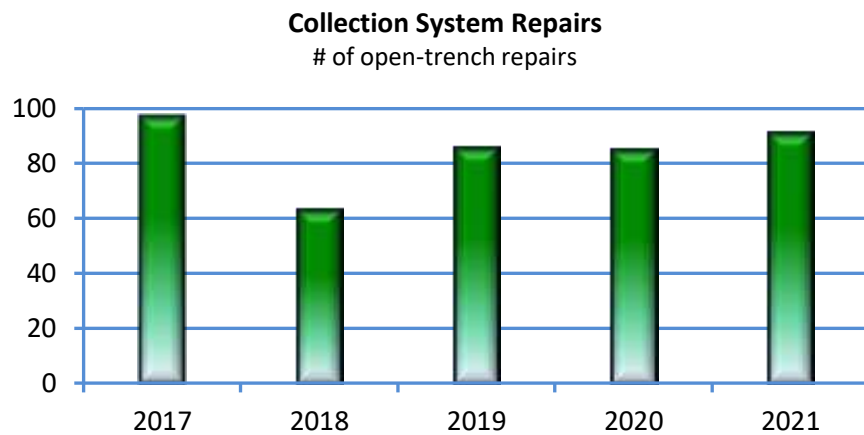
Analysis: There are so few of these types of failures that a graph would not be meaningful. The District’s record of failure rates is outstanding with zero in 2020 and 2021.



EUM Attribute #6
Infrastructure
Stability



- **Collections System Repairs:** This is the total number of open-trench repairs made to the collection system by staff.



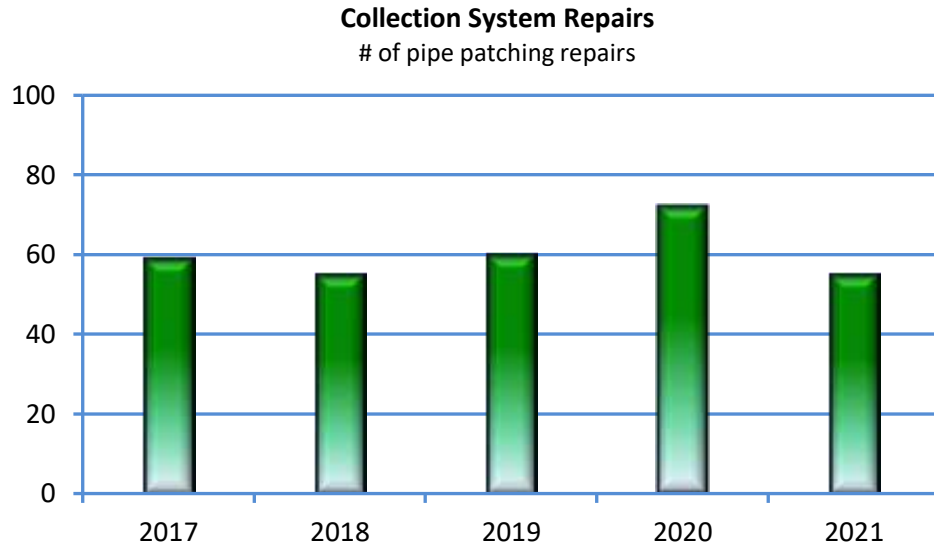
Analysis: With an improved CCTV inspection program, management has renewed its focus on repairing sewer lines in-house and dedicates three full-time staff to perform open-trench repairs safely and efficiently. In 2015 District crews performed 90 open-trench repairs with a contract value of \$720,000 based on \$8,000 per repair. In 2017 District crews performed 97 open-trench repairs with a contract value of \$776,000. The Districts costs were approximately \$625,000, including paving. Each in house repair costs \$6,443, on average. 2018 and 2019 were the lowest number of repairs than in past years in large part due to staff turnover in the construction team and the Coyote Hill retain wall easement project. In 2020 District crews performed 85 open trench repairs. In 2021 the crews performed 91 open trench repairs.



EUM Attribute #6
Infrastructure
Stability



- **Collections System Pipe Patching:** This is the total number of Cured In-Place Pipe liner type repairs made to the collection system by the staff without cutting the street. This method saves asphalt, permit and labor costs.



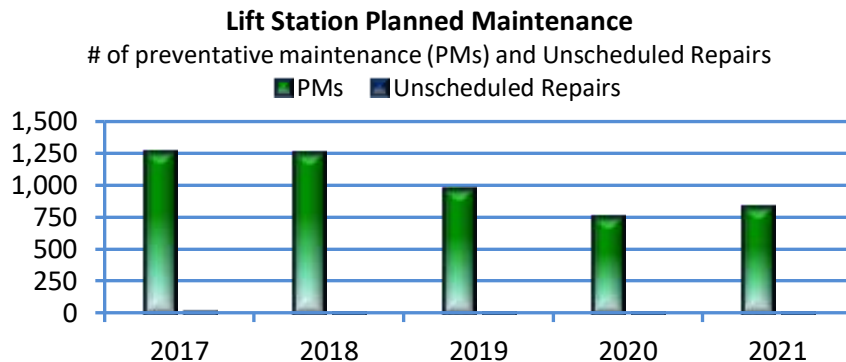
Analysis: The pipe patch program was implemented in 2010 and staff has been successful repairing sewer lines without open-cut trenching when possible. This method not only saves costs but reduces risk to the workers. The pipe patching method is allowing the District to maintain and improve its collection system’s integrity. In 2017 District crews performed 59 pipe patch repairs with a contract value of \$129,000.00 or \$2,200.00 per patch. The District’s in-house costs are \$1,128 per patch on average. In 2018 District crews’ pipe patched 55 spot repairs, saving over \$70,000 conservatively. In 2020 District crews pipe patched 72 spot repairs. In 2021 the crews pipe patched 43 spot repairs as well as 12 spot repairs in LAH. The reduction of pipe patched can be attributed to a drop in the workforce due to the COVID-19.



4. Planned Maintenance

Planned maintenance includes both predictive and preventative maintenance, and is performed according to a predetermined schedule and goals rather than in response to failure. Predictive maintenance is initiated when signals indicate that maintenance is due, specifically for Pump Stations. All other maintenance is categorized as preventative, specifically for maintenance performed to the Collection System.

- Lift Station Planned Maintenance Ratio:** The chart below indicates Preventative Maintenance Repairs (PM) and Unscheduled Repairs performed throughout the year. There is a direct correlation between the number of Preventative Maintenance Repairs and low number of Unscheduled Repairs. As the crew performs more PM Repairs, less Unscheduled Repair need to be performed in an emergency situation thus improving the planned maintenance ratio. Since West Bay adopted a “predictive maintenance strategy” more repairs are being performed before components fail.

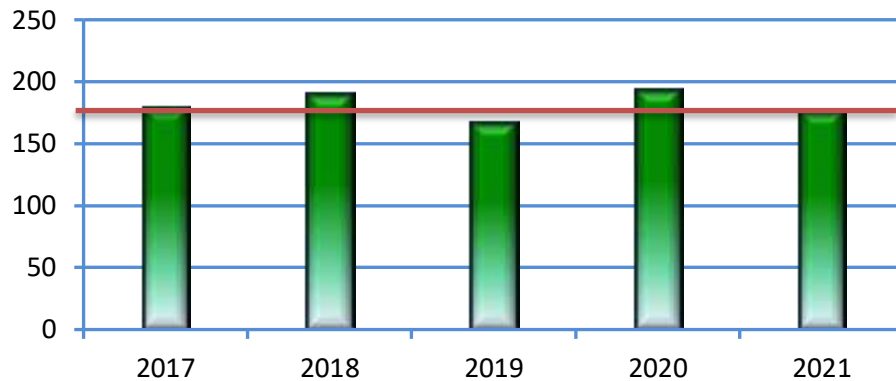


Analysis: Reliable data for this measure starts in 2011. Prior to 2011 such PMs or repairs were not being tracked in this manner. In 2017 crews performed 1265 PMs and only 8 unscheduled repairs. As more and more pumps and valves are replaced there, and replaced according to schedule, less “unscheduled” repairs to be made. In 2018 crews performed 1256 PMs and only 6 unscheduled repairs. In 2019 crews performed 967 PMs and 6 unscheduled repairs. The drop in PMs is partly attributed to the elimination of the Corte Madera Pump Station. In 2020 the crew performed 754 PMs and 5 unscheduled repairs. The high turnover of the Pump Crew personnel in 2020 is an attribute to the lower amount of PMs because of high amount of training which occurred during the PM work performed. In 2021 the crews performed 834 PM and only 2 unscheduled repairs as well as 156 PMs under contract with the TOW and LAH.



- **Sewer Main Line Cleaning:** The following two charts show the total number of miles of pipe cleaned and the percentage of sewer main lines cleaned during the year, compared to the District’s goals and previous 5 years.

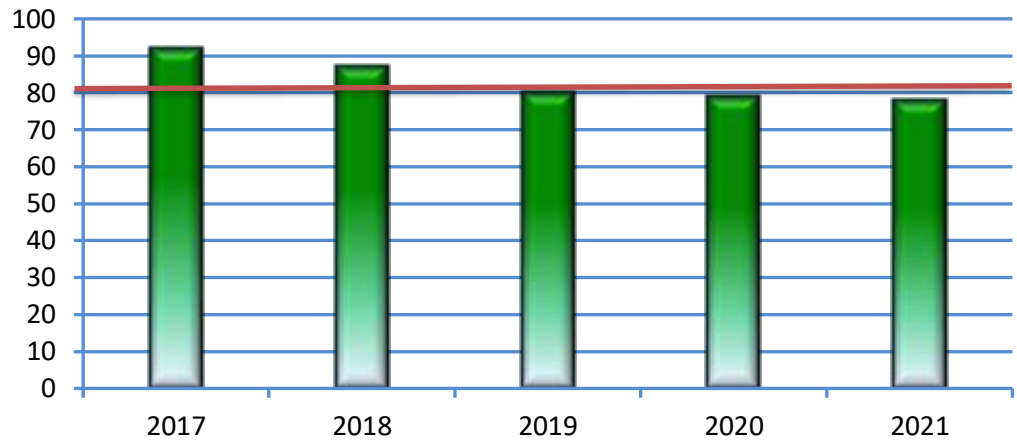
Sewer Main Line Cleaning
 # of miles of pipe cleaned in total
 District Goal : —



Analysis: In 2012 we re-assessed many of our high frequency lines and pushed their frequency back. We also removed some lines from our high frequency due to a successful pipe line replacement program. In 2014 we began to clean 4”, 6” 8” and 10” pipes on an annual basis, based on the fact that our SSOs were from smaller diameter pipe and a more aggressive root growth during the recent drought. In 2017 crews cleaned 179.6 miles of pipe. In 2018 crews cleaned 190 miles of pipe. In 2019 crews cleaned 167 miles of pipe. In 2020 the crews cleaned 193.6 miles of pipe. In 2021 crews cleaned 176.3 miles of District pipe as well as 28.8 miles under contract with TOW and LAH.



Routine Basis Cleaning
% of system cleaned on "routine" basis
District goal: —

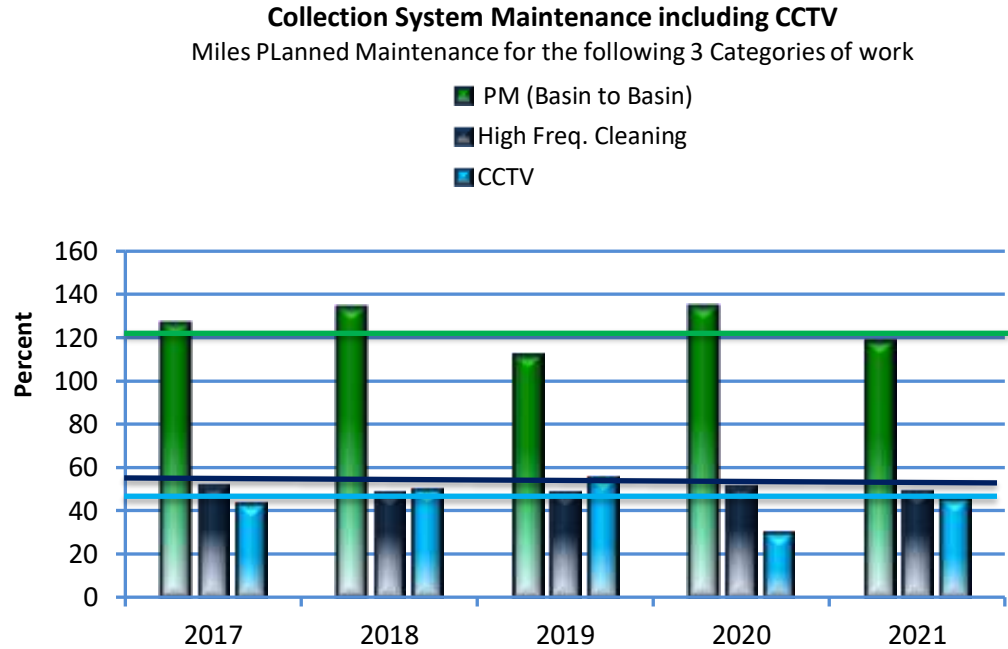


Analysis: Over the past 7 years, the District has increased its efforts in preventative maintenance and cleaning of sewer mains. In September 2013 crews finished cleaning the entire system for the first time. In May of 2014 crews began to clean all small pipes (4-10 inch size) every 12-15 months in order to reduce SSO's even further. In 2019 crews cleaned an equivalent of 80% of the system, resulting in only 4 SSO's. 2 SSO's were caused by contractor error and vandalism. In 2021 the crews cleaned 78% of the entire system.





- **Collections Planned Maintenance Ratio by Hours:** This is the total number of staff hours spent on planned maintenance in the collection system divided by the total number of hours spent doing any maintenance activity (planned and corrective).



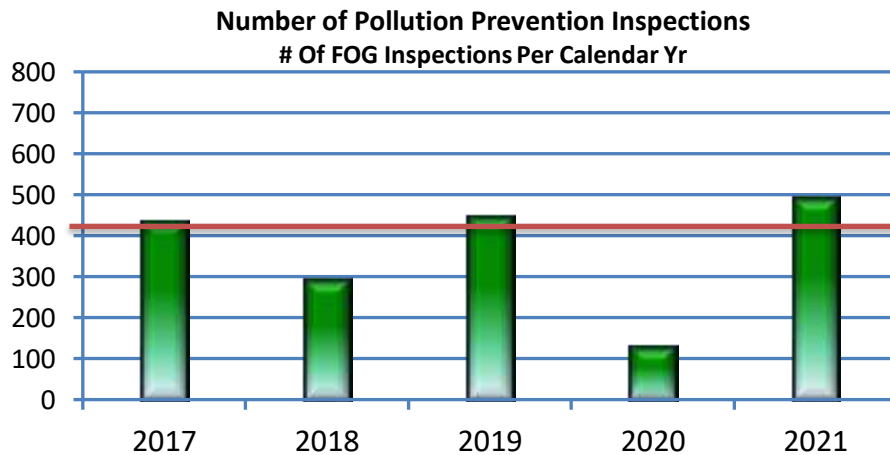
Analysis: This data represents 3 collection system categories. PM (basin to basin) cleaning, high frequency cleaning and CCTV operations. In 2017 the target goals were 120 miles of basin cleaning, 51 miles of high frequency cleaning and 45 miles of CCTV pipe inspection. Crews cleaned 126.4 miles of pipe, 51.5 miles of High Frequency cleaning and 24.8 miles of CCTV (in addition to 18.4 miles for Town of Los Altos Hills and Town of Woodside), for a total of 43.2 miles. In 2019 crews cleaned 112 miles of pipe, 48.2 miles of High Frequency Cleaning and 55.2 miles of CCTV. In 2021 crews clean 118.7 miles of pipe, 49 miles of high frequency, and 34.9 miles of CCTV (in addition to 28.8 miles cleaned and 11.4 miles CCTVed for TOW and LAH under contract). High frequency cleaning was down for the sixth year in a row because of in house spot repairs and miles of completed capital improvement projects. CCTV was down in 2021 due to the COVID-19 Pandemic restrictions.



5. FOG Program:

The fats, oils and grease (FOG) program includes food establishments and other businesses to reduce FOG in the collection system.

- **Pollution Prevention Inspections:** Pollution prevention inspections ensure that restaurants and other businesses are properly maintaining their grease traps/interceptors and oil water separators while following Best Management Practices. Properly maintaining this equipment results in fewer corrective maintenance problems in the collection system related to Fats, Oil and Grease (FOG). The number of inspections per each bar is inclusive of FOG inspections only and does not include commercial or industrial inspections.

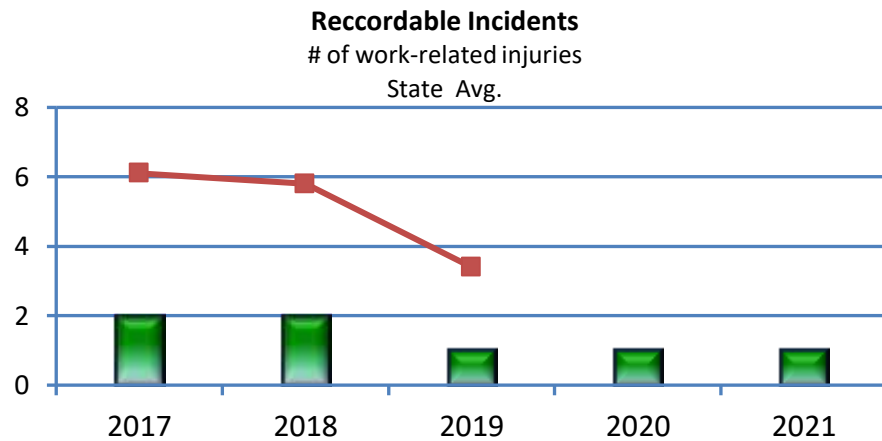


Analysis: This program began in 1992. A concerted effort was implemented in October 2011 to increase the number of inspections and re-inspections of restaurants and facilities, to encourage the proper maintenance of devices and other Best Management Practices. Prior to FY 14/15 and current District Goal was to perform 600 inspections and was reduced to 500 inspections per year. Due to the COVID-19 Pandemic, in 2020, inspections were down to 120, from over 400 per year. 494 inspections were performed in 2021 with a 64% compliance rate.



1. Total Recordable Incident Rate:

This is the number of work-related injuries and illnesses times 20,000 divided by the number of employee hours worked. This is the standard formula used by OSHA to normalize data. The 200,000 represents 100 employees working 40 hours per week, 50 weeks per year, and provides for the compatibility of incidence rates.

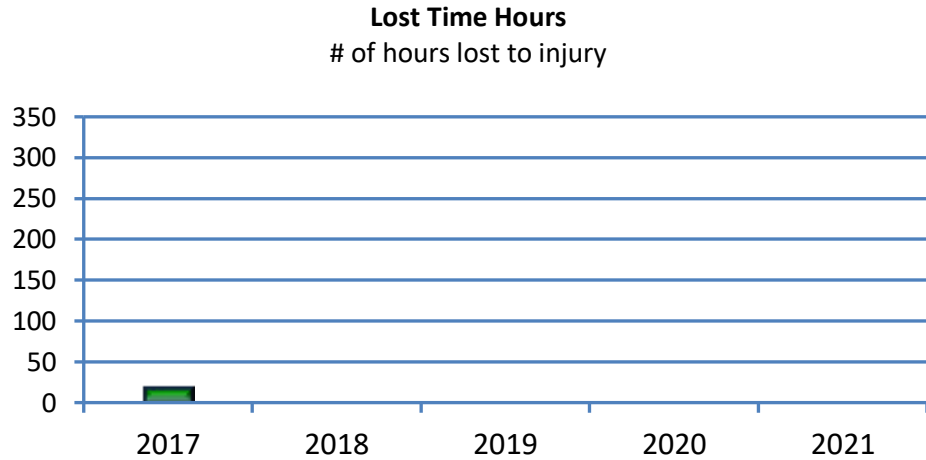


Analysis: The District is compared here to the “Utility: Sewage Treatment Facility” industry category as reported by the U.S. Bureau of Labor Statistics. The District’s incident rate is slightly below the state average in California for our industry when compared with 2014 data. In 2015 the District was slightly above the Industry Average of 3.8 with 4 recordable incidents. The 2016 State average for work-related injuries was 6.3 with four recordable incidents. In 2018, we had two injuries. In 2021 there was 1 injury.

EUM Attribute #7
**Operational
Resiliency**



Lost Time Hours: This is the number of hours that a worker could not work due to a work-related injury or illness. Lost time begins to accrue once an employee misses one full day of work.



Analysis: In 2021 we had zero Lost Time incidents. As of December 31, 2021 we have gone 1686 days without a Lost Time Accident. The previous record for days without Loss Time is 1382 or 3.78 years.

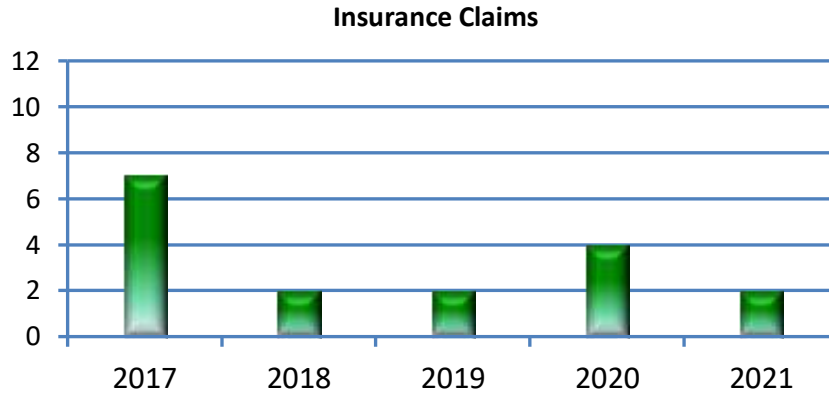




2. Insurance Claims

These measures examine the number, type and severity of insurance claims to understand insurance coverage strength or vulnerability.

- **Number of Insurance Claims:** This is the number of general liability and automobile liability claims per year.

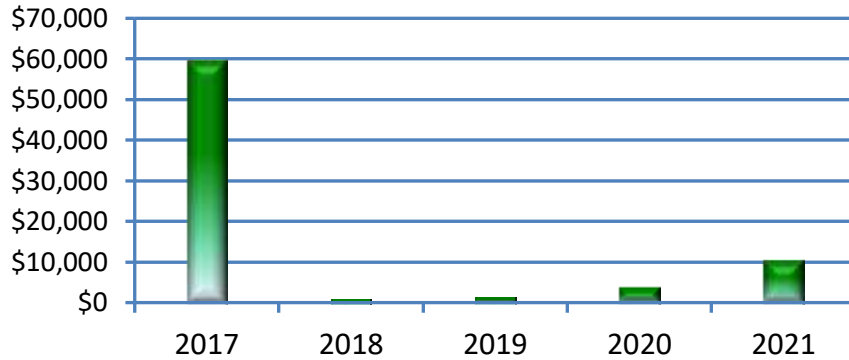


Analysis: In 2016 we had 8-claims; 6 Residential backups, 1 Air Issue (caused by CIPP on Marsh Road) and 1-Auto incident, three claims have been settled, 5 are pending. In 2017 we had 7 claims. In 2018 and 2019 the District had two claims (one auto, one sewer backup) and in 2020 it had 4 claims. In 2021 the District had two claims, 1 sewer back up and 1 auto incident.



- **Severity of Insurance Claims:** This is the total amount paid out for general liability and automobile liability claims per year.

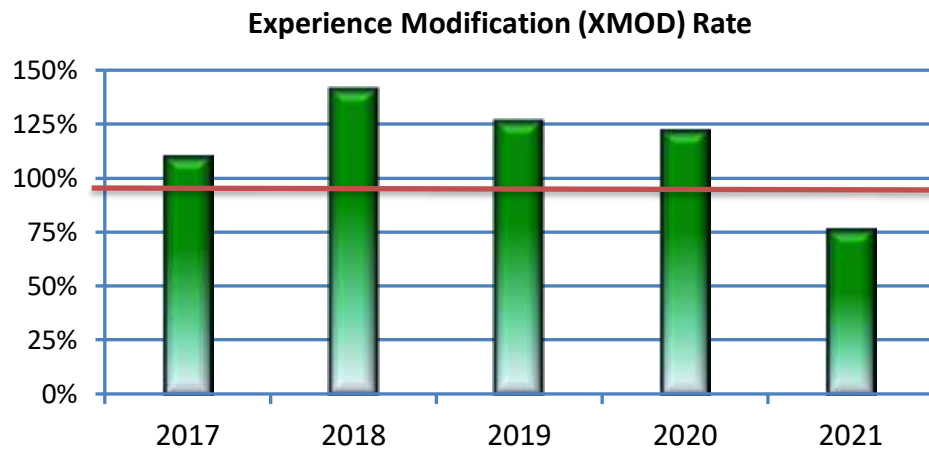
Severity of Insurance Claims



Analysis: The District continues to maintain a lower rate of insurance claims over the past several years. In 2016, we had 8 claims; all have been closed, with a current liability of \$13,581.35. In 2017 we had 8 claims, several are still open cases with potential liability of \$59,583.00. In 2018 the District had two claims for a total cost of \$1069.60. In 2019 the District had claims totaling \$342 and in 2020 the District had claims totaling \$4,754. In 2021 the District has one closed and open claim with costs totaling \$10,567



Experience Modification (XMOD) Rate: This is the rate used by the Worker’s Compensation Insurance Company to determine the Districts workers compensation experience. One hundred is considered the industry average, while numbers below 100 are better than the average.



Analysis: The District’s XMOD rate had remained below 100 percent for many years. However, in late 2011 one very serious accident caused our rate to increase. In a letter written to the District in April of 2012, “The workers compensation Insurance Bureau made several adjustments to the experience rating formula effective January 1, 2012, which resulted in an average increase in CSRMA’s Ex-Mod of 5%.” The adjusted increase in 2013 is significantly higher than in previous years. This is due to the increase in the number of worker compensation claims (4) in 2013 at the District and State modifications to the system. One claim from 2011 closed out in 2016. In 2014 we had 2 reportable worker compensation claims, in 2015 we had 4 reportable compensation claims and we had 4 worker compensation claims in 2016, (but no lost time accident). With the two lost time incidents of 2017 our Ex-Mod factor went up to 110% an increase of 6 percent from the previous year. The 2018 XMOD factor was 1.41. In 2019 XMOD factor was 1.26. In 2020, West Bay Sanitary District’s Ex-Mod was 1.22. In 2021, the ex-mod is 0.76; which is a decrease of 0.46, well below the industry standard.



3. Risk Assessment and Response Preparedness

This measure asks whether the District has assessed its all-hazards (natural and human-caused) vulnerabilities and risks and made corresponding plans for critical needs.

Are Emergency Response Plans in place for the following? (Y/N)

Lift Stations: Yes

Collection System: Yes

Administration & Maintenance Buildings: Yes
(E.A.P. Written, Training performed annually)

Analysis: Emergency Response Plans for the lift stations and collection system are in place, and are trained and practiced regularly. The Collection System staff has plans and equipment for system bypasses. Additionally, the District had performed a “Safety Compliance Assessment” in August of 2011 which identified areas within the Safety Program requiring updates, which were completed in 2012. An Emergency Action Plan was written in 2012 to include both the Administration and Maintenance buildings. In 2012 after updating our safety program we were recognized by CSRMA and received the Gold level SHELL Award for safety, health, environment, losses and liabilities. In 2013, training was completed in October and the District participated in the California Shake Out Earthquake and Evacuation Drill at 10:17am on October 17th. Staff reviews the GAP annually and will practice evacuation every other year.

Frequency of Emergency Response Plan (ERP) Trainings: The maintenance crew performs Emergency Response Training annually.

Analysis: Maintenance Personnel trains on and practices its Emergency Response Plan training once per year. In 2014, staff reviewed EAP and agreed we should implement additional Disaster Response Training and incorporate training with the local E.O.C. in 2015. Program review was performed in 2019, and continues every other year, next in 2021.

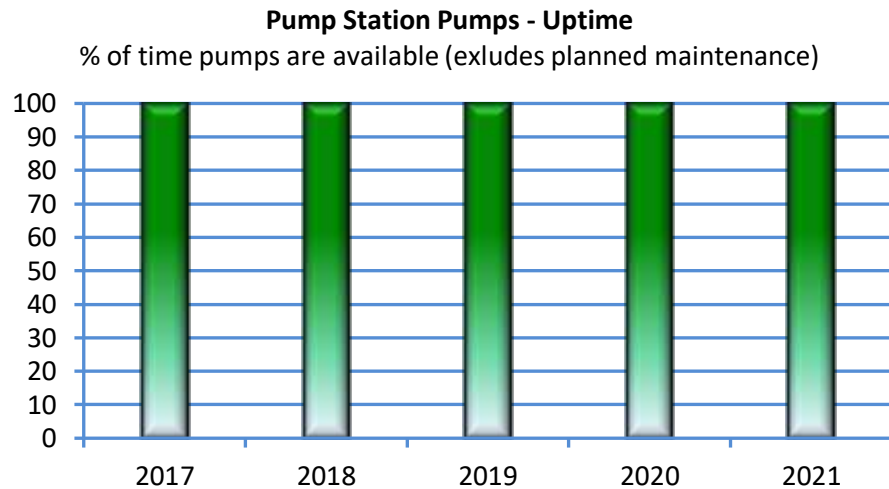




4. Ongoing Operational Resiliency

This measure assessed the District's operational reliability during ongoing or routine operations.

- **Uptime for Pumps at Pump Station:** There are two pumps at all of the Pump Stations (However, University Pump Station is a Tri-Plex Station), the pump stations lift the sewage up from the collection system throughout the District and into a higher point in the system. Uptime is defined as the percentage of days that all pumps are operational and in service.



Analysis: Staff has in stock some of the more difficult parts to acquire in order to avoid long term breakdowns. In 2012 the Board approved a budget that included capital funds for planned rehab and replacement of lift station pumps and valves. From 2014 through 2021 the District experienced no major down time where both pumps at a station were down simultaneously.





5. Operational Resiliency Under Emergency Conditions

This measure assesses the operational preparedness and expected responsiveness in critical areas under emergency conditions.

- **Power Resiliency:** This is the number of hours that backup power is available at the pump stations and the “Time to Overflow” if all things failed. Note: Excluding the FERRF, every pump station in the collection system has a backup standby generator and pump bypass capability.

Hamilton Henderson	42 hours of Power /24 minutes to Overflow
Willow	60 hours of Power/22 minutes to Overflow
Menlo Industrial	104 hours of Power/38 minutes to Overflow
University	104 hours of Power/58 minutes to Overflow
Illinois	70 hours of Power/68 minutes to Overflow
Vintage Oaks 1	151 hours of Power/61 minutes to Overflow
Vintage Oaks 2	151 hours of Power/61 minutes to Overflow
Stowe Lane	70 hours of Power/43 minutes to Overflow
Los Trancos	20 hours of Power/53 minutes to Overflow
Sausal Vista	36 hours of Power/6 hours to Overflow
Village Square	20 hours of Power/180 minutes to Overflow

Analysis: These times indicate how long the facilities could operate during peak pumping without electricity from the grid and without additional deliveries of diesel fuel for the generators. During power outages longer than 20 hours, staff is required to refuel any given generator. Many agencies in the area have less than 12 hours backup power, some have no backup to many of their pump stations.



In late 2019, PG&E conducted their “Public Safety Power Outage” which affect there of the publicly owned pump stations. All three had generator back up power and worked well. After about 10 hours of run time. The Sausal Vista Generator failed. It took approximately two hours to have another generator installed. No SSO occurred as a result. In 2020 the District purchased a portable generator to serve as back up to the stationary generators.

EUM Attribute #7
**Operational
Resiliency**



- **Critical Parts and Equipment Resiliency:** This is a measure or evaluation of lead times for the repair or replacement of operationally critical parts or equipment.
- **Pump Stations:** The pumps and controllers at the pump stations can be the most critical equipment. Other components of the process could be down and it would be less critical. During most cases, one pump is needed to manage the influent.
To mitigate problems should a pump be out of commission, the pump crew prepares one of two 6” by-pass pumps and is ready to mobilize and connect the by-pass pump should the final lead pump fail.
- **Standby GenSet:** in 2014 replaced 2 standby generators at Hamilton & Henderson and Village Square Pump Stations. In 2020 a spare portable generator was purchase.
- **Sausal Vista Pump Station:** in 2016 reconstruction of the Sausal Vista Pump Station to connect exiting flows from Corte Madera in order to eliminate the Corte Madera Pump Station and has been completed.
- **Backup Power:** backup generators are tested weekly and load tested monthly and Preventative Maintenance is performed annually. The District performs weekly checks and contracts out the annual services and 3-year load bank testing. All of the District’s pump stations have backup generators.
- **Critical Staff Resiliency:** This is a measure of the ability for backup staff to cover critical operations and maintenance positions.
- **Collections:** All collection system workers are cross trained on tasks and equipment. Regular tasks are rotated to ensure continued familiarity with all tasks during emergency events. Of the 12 field maintenance workers, all are required to be on the standby rotation.
- **Pump Station Maintenance:** Both staff positions are cross trained in pump operation, repairs, standby generator operation and by-pass equipment. We are currently training additional staff to rotate through the Pump Station Maintenance functions and operation. Both staff positions are required to be on the standby rotation. The Operations Superintendent is the backup person should they not be able to fulfill their commitment. In 2012 we trained a collection system technician to perform basic pump checks and repairs and continued this cross-training in 2013. Beginning in 2015 the backup person was able to cover during standby. This effort shall continue through 2020.

Analysis: There is significant cross training for critical operations and maintenance positions to ensure adequate coverage with the appropriate knowledge, skills, experiences and ability. Note: All sixteen (16) personnel in the maintenance department are cross trained in emergency by-pass and response.

1. Green Infrastructure

“Green infrastructure” includes both the built and natural/non-built environment. This measure assesses the extent to which the District promotes or engages in practices that protect natural resources and the environment.

• Does the District have procedures that incorporate green infrastructure approaches and performance into new infrastructure investments? (Y/N)

Yes

Analysis: The District has implemented the following programs or practices:



- **Pipe Bursting and Cured-in-Place Pipe (CIPP) Lining** – the District has developed a preference for pipe bursting or CIPP lining to replace or rehabilitate sewer mains, wherever feasible. These processes eliminate most of the trenching required, thus reducing landfill waste, reducing the use of rock, cement and asphalt to backfill, and reducing diesel emissions from associated equipment.
- **Pipe Patching with In-House Crew-** the District has implemented a Pipe Patch process as part of its Re-Habilitation program. Pipe Patching has many benefits including; not having to excavate soil and remove asphalt. The process for re-constructing both can be very expensive and time consuming. District Crew’s perform 2 to 3 Pipe Patches per day when assigned to perform such work.
- **Hybrid Vehicle** – In 2012 the District performed research on alternative fuel vehicles and determined a hybrid vehicle would be the most efficient type and economical to serve the District’s needs. The District has purchased its first hybrid vehicle, and will consider replacing non-emergency vehicles with hybrid units.
- **Tablets Increase Efficiency in the Field** – District staff members are now able to conduct data entry in the field with a tablet computer, eliminating the extra time it takes to travel to the office for that purpose. With advances in new technology our crews can truly go paperless with inexpensive handheld tablets and spend more time in the field. They also have the added efficiency of having maps, safety procedures and infrastructure information literally at their fingertips.
- **Purchase Construction Material in Bulk** – In 2014 District staff began to purchase large amounts of ¾” rock and aggregate base material for its construction operations. This not only saves the District money but it also saves in fuel since staff does not need to travel to purchase small amounts of material every day an open trench repair is performed.
- **Recycled Water Project** - The District has completed construction of a Satellite Recycled Water Treatment Facility at Sharon Heights that will deliver up to 400,000 gallons of recycled water per day. The district has also completed a feasibility study on a Bayfront recycled water facility.



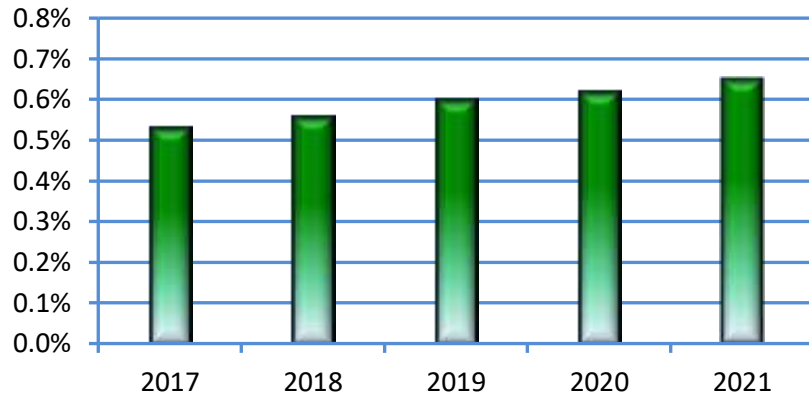
1. Service Affordability

Wastewater service affordability centers on community members' ability to pay for sewer services. The District must balance keeping sewer service affordable while ensuring the rates needed for long-term infrastructure and financial integrity.

- **Sewer Service Charge Bill Affordability:** Affordability is subjective. However, tracked over time, the District can evaluate whether the sewer service charges (SSCs) are becoming more or less affordable as compared to median household incomes for the District, using U.S. Census Bureau data.

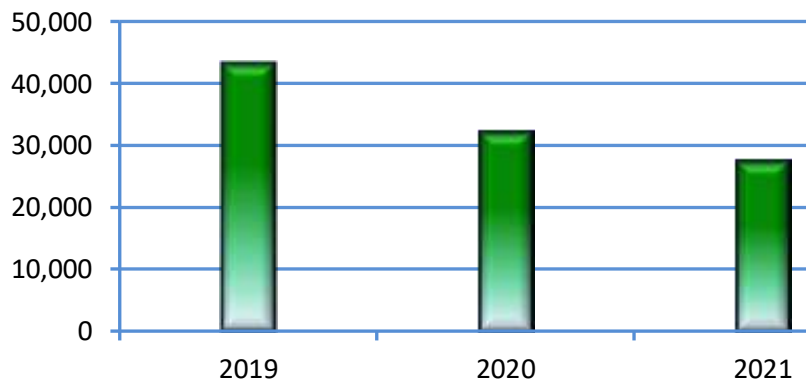


Affordability of Sewer Service Charges (SSCs)
SSCs as a % of median household income

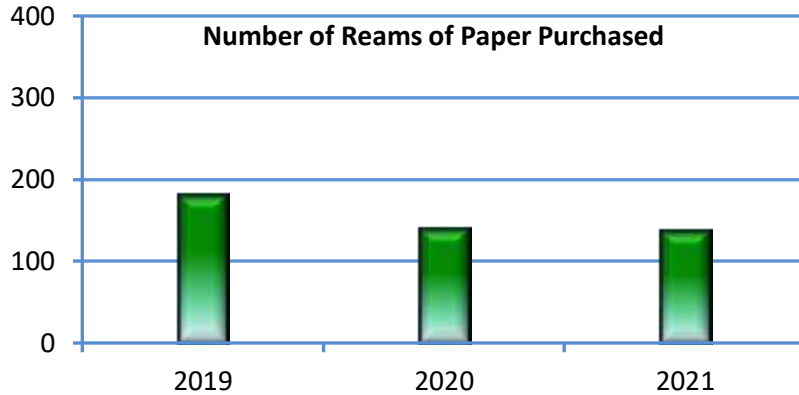


Analysis: The most recent data from 2020 reports Median Household Income (MHI) on Data USA as \$154,137 and Atherton is \$250,000 MHI. The SSC as a percentage of MHI went up from FY16 to FY20.

Number of Copies Printed



Analysis: The District made significant efforts to reduce paper. In 2020 staff printed an approximate 10,000 copies less than in 2019.



Analysis: In 2019 staff purchased 181 reams of paper. In 2020 and 2021 140 reams of paper were purchased showing a reduction in 2020 of 41 reams of paper or 20,500 sheets of paper.

EUM Attribute #9
Stakeholder
Understanding &
Support



1. Stakeholder Satisfaction

This measure addresses stakeholder perceptions of the District. Possible calculations of stakeholder satisfaction include overall satisfaction surveys, or message recollection for outreach programs.

- The District provided surveys at the Chamber of Commerce street faire – the results are as follows: 79% of those surveyed thought that WBSD provides wastewater collection only, while 49% believed that the District provided both wastewater and garbage collection. 100% responded they were aware the District provides a courtesy cleaning from sewer laterals and 85% said they have never had to call WBSD for any sewer problems.
- The District also sends customer service surveys to residents who call for service. The results are on page 25.

2. Comparative Rate Rank

This measure depicts how the District's sewer service charge compares to similar service providers in the region (i.e., local area wastewater providers with treatment and/or collections systems.).

- **Comparative Rate Rank:** The measure takes the District's sewer service charge (SSC) and graphically compares it with the SSC for comparable wastewater providers in the region.

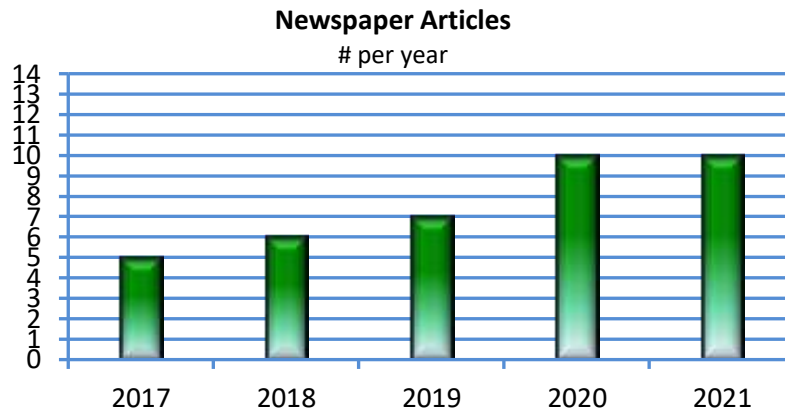
Analysis: The District's 2019 SSC ranks in the mid-range as compared to other providers in the region. The District also compares well (upper mid-range) with SVCW partners, shown in blue.



3. Media/Press Coverage

This measure captures media portrayal of the District in terms of awareness, accuracy and tone.

- **Amount of Coverage:** This is the total number of Almanac News and Daily Post articles concerning the District per year.

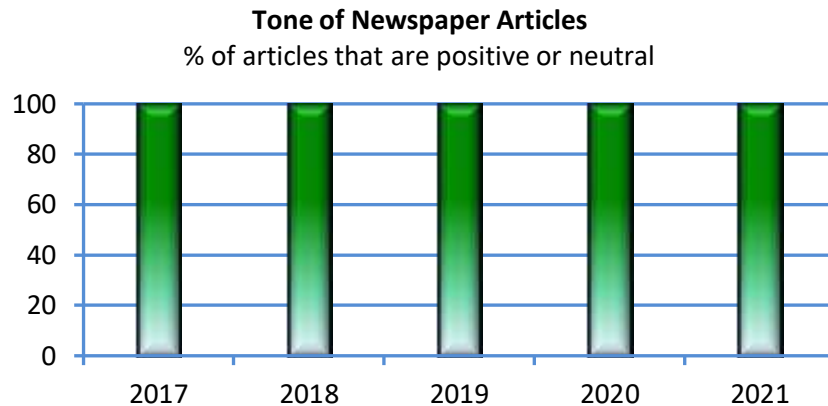


Analysis: Currently, news releases includes District awards, partnerships with HomeServe USA and OpenGov, fee schedule changes, FOG ordinance changes, and the District’s Annual Winter Bulletin. In 2018, 2019, and 2020 news articles increased from the previous years due to articles on the District’s recycled water project and an increase in wipes during the COVID-19 Pandemic.

EUM Attribute #9
**Stakeholder
Understanding &
Support**



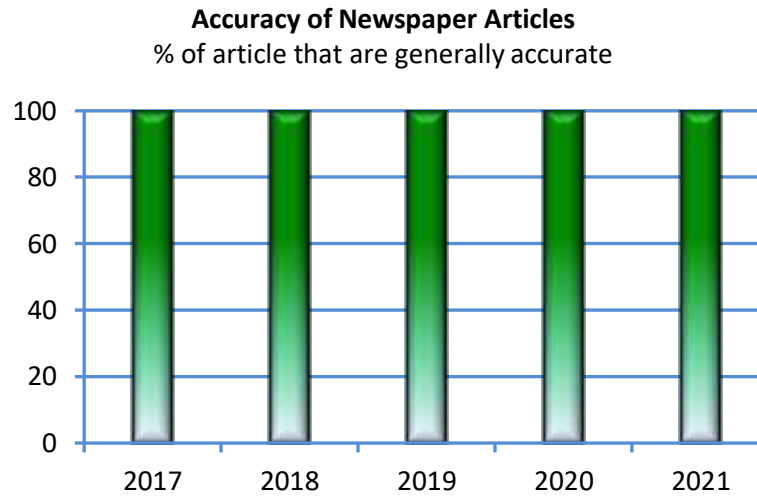
- **Media Coverage Tone:** This is the percent of newspaper stories that cover the District in a positive or neutral way.



Analysis: Coverage of the District’s activities, programs and policies has been predominantly covered in a neutral or positive tone. This includes editorials and opinion columns. In 2020 the tone of newspaper articles have stayed consistent with previous years. The District’s YouTube ads were viewed approximately 58,000 times by local residents and Facebook ads were viewed by approximately 27,000 local residents.



- **Media Coverage Accuracy:** This is the percent of the accuracy of newspaper stories that cover the District.



Analysis: “Accuracy” can be subjective, so here it has been defined narrowly as meaning that there were no significant factual errors in the story that could cause a reader to misinterpret what was being reported. Media coverage continues to be very accurate over the past 5 years. In 2021 the accuracy of newspaper articles has stayed consistent with previous years.



**WEST BAY SANITARY
DISTRICT AGENDA ITEM 8**

To: Board of Directors

From: Sergio Ramirez, District Manager

**Subject: Discussion and Direction on the West Bay and Sharon Heights
Recycled Water Facility**

A discussion will be held on the Sharon Heights Recycled Water Facility and other events related to the recycled water plant. The Board will have opportunity to provide direction to staff and legal counsel.

Recycled Water Facility Production Data:

2020	Treated	Delivered
August	8.8MG	8.2MG
September	8.2MG	5.1MG
October	7.4MG	4.5MG
November	5MG	1.4MG
December	4.7MG	.55MG
2021	Treated	Delivered
January	4.8MG	.23MG
February	4.4MG	.13MG
March	5.9MG	1.8MG
April	8.5MG	7.6MG
May	9.3.MG	8.2MG
June	9.8MG	8.7MG
July	9.5MG	9.1MG
August	9.4MG	9.0MG
September	9.1MG	6.9MG*
October	7.6MG	2.6MG**
November	5.2MG	0
December	4.7MG	0
2022	Treated	Delivered
January	4.4MG	97,000 gallons
February	4.4MG	1.5MG
March	6.6MG	3.5MG

* Sharon Heights substantially tapered off their water usage for September which is the reason for the large discrepancy between treated and delivered.

** Treatment was reduced in the second half of the month. Rain in late October and an irrigation equipment malfunctions caused water delivery to decrease.

The following is a disclosure statement required for any document, written report or brochure prepared in whole or in part pursuant to the Finance Agreement with the State Water Resources Control Board for the West Bay Sanitary District Recycled Water Project - Sharon Heights: Funding for this project has been provided in full or in part through an agreement with the State Water Resources Control Board. California's Clean Water State Revolving Fund is capitalized through a variety of funding sources, including grants from the United States Environmental Protection Agency and state bond proceeds. The contents of this document do not necessarily reflect the views and policies of the foregoing, nor does mention of trade names or commercial products constitute endorsement or recommendation for use.



**WEST BAY SANITARY DISTRICT
AGENDA ITEM 9**

To: Board of Directors

From: Sergio Ramirez, District Manager

**Subject: Discussion and Direction on the Bayfront Recycled Water Project
and Status Update**

A discussion will be held on the District's Bayfront Recycled Water Projects and other events related to the recycled water projects including financing, environmental review, design/build issues and grant applications.

The Board will have opportunity to provide direction to staff and legal counsel.

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**WEST BAY SANITARY DISTRICT
AGENDA ITEM 10**

To: Board of Directors

From: Sergio Ramirez, District Manager

Subject: Report and Discussion on South Bayside Waste Management Authority (SBWMA)

The District's representative to South Bayside Waste Management Authority (SBWMA), President Fran Dehn, will report on any pertinent items regarding SBWMA business.

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**WEST BAY SANITARY DISTRICT
AGENDA ITEM 11**

To: Board of Directors

From: Sergio Ramirez, District Manager

**Subject: Report and Discussion on Silicon Valley Clean Water (SVCW)
Plant**

The District's representative to Silicon Valley Clean Water (SVCW), Commissioner George Otte, will report on pertinent items regarding SVCW Operations, CIP and Finance.

Report to the District Board for the Regular Meeting of April 13, 2022

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