



Board of Directors Regular Meeting
Tuesday, March 23, 2021 at 1:00 PM
Valley Sanitary District
45-500 Van Buren Street, Indio CA 92201

*****SPECIAL NOTICE – VIA VIDEOCONFERENCE*****

Pursuant to the Governor’s Executive Order N-25-20 issued on March 4, 2020 and N-29-20 issued on March 18, 2020; the Board of Directors regular meeting will be conducted remotely through Zoom. **Members of the public wanting to participate in the open session of the meeting may do so via the following Zoom registration link: <https://zoom.us/j/95646096318?pwd=U0dtVEp4bHJkREtGdVI3a0dyVC9RUT09>** Meeting ID: 956 4609 6318 or by calling 669-900-9128. Members of the public wanting to address the Board, either during public comment or for a specific agenda item, or both, are requested to send an email notification no later than 12:30 p.m. on the day of the meeting to the Valley Sanitary District’s Clerk of the Board at hgould@valley-sanitary.org.

Page

1. CALL TO ORDER

- 1.1. Roll Call
- 1.2. Pledge of Allegiance

2. PUBLIC COMMENT

This is the time set aside for public comment on any item not appearing on the agenda. Please notify the Secretary in advance of the meeting if you wish to speak on a non-hearing item.

3. CONSENT CALENDAR

Consent calendar items are expected to be routine and noncontroversial, to be


acted upon by the Board of Directors at one time, without discussion. If any Board member requests that an item be removed from the consent calendar, it will be removed so that it may be acted upon separately.

- 3.1. Approve March 9, 2021 Regular Meeting Minutes 4 - 6
[3.1 9 Mar 2021 Meeting Minutes.pdf](#) 

- 3.2. Approve Warrants for March 4 to March 17, 2021 7 - 8
[3.2 Warrants for March 4 to March 17, 2021.pdf](#) 

- 3.3. Accept Monthly Financial Report for Period Ending February 28, 2021 9 - 13
[3.3 Staff Report Monthly Financial Report for February 2021.pdf](#) 
[3.3 Attachment A Combined Monthly Account Summary.pdf](#) 
[3.3 Attachment B Monthly Income Summary.pdf](#) 
[3.3 Attachment C Summary of Cash and Investments.pdf](#) 

4. NON-HEARING ITEMS

- 4.1. Authorize the General Manager to Execute a Contract with Harris & Associates for Inspection Services for the Sanitary Sewer Pipe Cleaning and Inspection Project in an Amount not to Exceed \$64,927 14 - 18
[4.1 Staff Report Award of Contract Harris CCTV Inspection.pdf](#) 
[4.1 Attachment A Harris Inspection CCTV 03042021.pdf](#) 

- 4.2. Discuss and Establish a Fee for Using the District's RV Dump Station 19 - 20
[4.2 Staff Report RV Dump Station Fees.pdf](#) 

- 4.3. Discuss and Approve the VSD Succession Plan 21 - 33
[4.3 Staff Report Succession Plan.pdf](#) 
[4.3 Attachment A VSD Succession Plan.pdf](#) 

- 4.4. Discuss and Adopt the Brand & Image Use Policy 34 - 36
[4.4 Staff Report Brand and Image Use Policy.pdf](#) 

5. GENERAL MANAGER'S ITEMS

General Manager's items not listed are for discussion only; no action will be taken without an urgency vote pursuant to State law.

6. COMMITTEE REPORTS

6.1. Operations Committee Report

37 - 38

[6.1 Operations Committee Draft 16 Mar 2021 Meeting Minutes.pdf](#) 

7. DIRECTOR'S ITEMS

Director's items not listed are for discussion only; no action will be taken without an urgency vote pursuant to State law.

8. INFORMATIONAL ITEMS

9. ADJOURNMENT

Pursuant to the Brown Act, items may not be added to this agenda unless the Secretary to the Board has at least 72 hours advance notice prior to the time and date posted on this notice.

UNOFFICIAL UNTIL APPROVED

VALLEY SANITARY DISTRICT MINUTES OF REGULAR BOARD MEETING

March 9, 2021

Valley Sanitary District conducted this meeting in accordance with California Governor Newsom's Executive Orders N-29-20 and COVID-19 protocols.

A regular Board Meeting of the Governing Board of Valley Sanitary District (VSD) was held via videoconference, on Tuesday, March 9, 2021.

1. **CALL TO ORDER**

President Sear called the meeting to order at 1:00 p.m.

1.1 Roll Call

Directors Present:

Debra Canero, Dennis Coleman, Mike Duran, Scott Sear, William Teague

Staff Present:

Beverli Marshall, General Manager, Holly Gould, Ron Buchwald, Jeanette Juarez, Branden Rodriguez, and Robert Hargreaves, Best Best & Krieger

Guests:

Greg Clumpner, NBS

1.2 Pledge of Allegiance

1.3 March Anniversaries

- Steve Shepard, Development Services Supervisor – 25 years

The Board congratulated Steve for his years of hard work and dedication to the district.

2. **PUBLIC COMMENT**

This is the time set aside for public comment on any item not appearing on the agenda. Please notify the Secretary in advance of the meeting if you wish to speak on a non-hearing item.

None.

3. **CONSENT CALENDAR**

3.1 Approve February 23, 2021, Regular Meeting Minutes

3.2 Approve Warrants for February 18 to February 28, 2021

3.3 Designate Identified Items as Surplus Equipment and Authorized Disposition as Appropriate

UNOFFICIAL UNTIL APPROVED

ACTION TAKEN:

MOTION: Director Teague a motion to approve the consent calendar items as presented.
Director Duran seconded the motion. Motion carried unanimously.

MINUTE ORDER NO. 2021-3085

4. NON-HEARING ITEMS

4.1 Discuss Proposed 5-Year Sewer Use Rates and Direct Staff to Prepare and Mail the Proposition 218 Notice

Greg Clumpner of NBS presented a wastewater rate study presentation to review and examine four (4) components; Financial Plan, Cost-of-Service Analysis, Rate Design & Proposed Rates, and Monthly Bill Impacts. Mr. Clumpner explained the Cost-of-Service Analysis and how NBS narrowed down the customer rate classes. NBS also presented three (3) different rate structures that included fixed rates and combination fixed/volumetric rates. The proposed rates are also designed in a “fair and equitable” manner that complies with Prop 218. It was the consensus of the Board to move forward with the 70/30 fixed/volumetric rate structure. The Board reviewed the Prop 218 notice that will be sent to the District’s customers. Secretary Canero requested that the formatting of the English and Spanish portions of the notice be formatted in a way that flowed better. The Board also stated the importance of doing outreach to the general public to keep them informed of the rate changes. It was suggested to do press releases to all media outlets and try to attend a City of Indio council meeting.

ACTION TAKEN:

MOTION: Secretary Canero made a motion to approve the 70/30 fixed/volumetric rate increase and authorize staff to mail out the Prop 218 notices. Vice President Coleman seconded the motion. Motion carried by the following roll call vote:
AYES: Canero, Coleman, Duran, Sear, Teague

NOES: None

MINUTE ORDER NO. 2021-3086

4.2 Set Public Hearing Date to Consider and Adopt Sewer Use Rates for May 11, 2021

It is recommended that the Board set a public hearing date of May 11, 2021, to consider the increase in the Sewer Use Fee for Fiscal Years 2021/22 through 2025/26 and approve the Public Hearing Notice for publishing in the Desert Sun. In accordance with California Proposition 218, notice is to be sent to the owners of record and/or tenants via U.S. Mail at least 45 days before the Public Hearing to consider an increase to the Sewer Use rate. Additionally, a notice of the Public Hearing will be advertised in the Desert Sun, a newspaper of general circulation, on March 20, 2021, and March 22, 2021.

ACTION TAKEN:

MOTION: Director Teague made a motion to set a public hearing date of May 11, 2021 to consider the increase in the Sewer Use Fee for Fiscal Years 2021/22 through 2025/26 and approve the Public Hearing Notice for publishing in the Desert Sun. Secretary Canero seconded the motion. Motion carried by the following roll call vote:

UNOFFICIAL UNTIL APPROVED

AYES: Canero, Coleman, Duran, Sear, Teague

NOES: None

MINUTE ORDER NO. 2021-3087

5. GENERAL MANAGER'S ITEMS

5.1 Monthly General Manager's Report – January 2021

Ron Buchwald, Engineering Services Manager, gave an update on the Influent Pump Station Bypass Project. He stated it went very well and was able to thoroughly inspect the pump station. Beverli Marshall, General Manager, brought back information from a request made at the last meeting to find out how the District handled the SRF loan application for the Requa Project. Ms. Marshall reported that the District hired a staff member for that project for approximately \$30,000.

6. COMMITTEE REPORTS

6.1 Budget & Finance Committee – Draft March 2, 2021, Regular Meeting Minutes

Vice President Coleman reported on the March 2, 2021, Budget & Finance Committee meeting. He informed the Board about the District's Investment Policy and the District's current investments. He also reported that Jeanette Juarez, Business Services Manager, requested the committee's input on the upcoming Fiscal Year 2021/22 Budget presentation. There will be a special Budget & Finance committee meeting scheduled for March 30, 2021, to review the budget presentation.

7. DIRECTOR'S ITEMS

The Board thanked staff for a productive meeting.

8. INFORMATIONAL ITEMS

There will be a special Operations Committee meeting scheduled for Tuesday, March 16, 2021, at 1:00 p.m.

9. ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 2:40 p.m. The next regular board meeting will be held on March 23, 2021.

Respectfully submitted,

Holly Gould, Clerk of the Board
Valley Sanitary District

DISBURSEMENTS
Approved at the Board Meeting of
March 23, 2021

39066 AUL Health Benefit Trust	Health Reimbursement	\$8,580.00
39067 Desert Cornerstone Insurance Service, Inc	Pollution Liability Insurance Renewal 03/01/2021-02/28/2022	\$17,758.00
39068 E.S. Babcock & Sons, Inc.	Biosolids Class B Testing Febuary 2021	\$361.00
39069 Aqua Staffing	Staffing for Week Ending March 5, 2021	\$7,102.00
39070 Around The Clock Call Center	Call Center Service March 2021	\$147.55
39071 Associated Time Instruments	AOD February 2021	\$291.84
39072 Automation Pride	Gate Clickers	\$530.00
39073 Best, Best & Krieger	General Legal Services February 2021	\$2,867.31
39074 Cole-Parmer	Thermometer and Probe	\$367.75
39075 D & H Water Systems	Tube for Ferric Pump	\$280.83
39076 DC Frost	Secondary Clarifier Scraper Arm Parts	\$1,376.43
39077 Dept. of Motor Vehicles	Full Year Interstate Carrier Fee	\$287.00
39078 Desert Arc	Janitorial Services February 2021	\$3,333.68
39079 Desert Concepts Construction, Inc	*Cabazon Road Slope Stabilization Project 5% Retention	\$3,155.90
39080 Desert Hose & Supply	PVC Discharge Hose	\$391.50
39081 Eisenhower Occupational Health	DOT Exam	\$50.00
39082 Electro-Sensors, Inc	Speed Switch and Bracket Assembly	\$1,993.46
39083 Enthalpy Analytical, LLC	1ST Qtr Monitoring 2021	\$900.00
39084 Grainger	Spring Check Valve	\$329.71
39084 Grainger	Pleated Air Filter	\$137.54
39084 Grainger	Spring Check Valve	\$109.90
39085 Hach Company	IMHOFF Cone with Screw	\$102.78
39085 Hach Company	Sample Cell and Stopper	\$632.06
39086 Healthy Futures, Inc.	Wellness Services Feb 2021	\$1,500.00
39087 Heberto Moreno	Safety Boot Reimbursement	\$250.00
39088 Hopkins Technical Products Inc	Membrane Cap	\$404.64
39089 Innovative Document Solutions	Copier Maintenance February 2021	\$57.71
39090 McMaster-Carr Supply Co.	Stainless Steel Valves	\$327.58
39090 McMaster-Carr Supply Co.	Stainless Steel Rods and CPVC Pipes	\$1,348.09
39090 McMaster-Carr Supply Co.	Flex Socket Adapter	\$28.49
39091 NBS Government Finance Group	Sewer Rate Study Prof. Services Through Feb 2021	\$10,300.00
39092 Northwest Scientific, Inc.	Bottle Wash And Graduate Cylinder	\$665.07
39093 O.G. Customs Auto Body	Repairs to 2014 Ford F150	\$1,819.30
39094 Plumbers Depot Inc.	Cues Repair Kit	\$499.39
39095 Polydyne, Inc.	Polymer Delivery on 3/09/2021	\$7,248.62
39096 Praxair Distribution, Inc.	Tank Rental Febuary 2021	\$140.90
39097 ReadyRefresh by Nestle	Water Delivery Feb 2021	\$553.23
39098 Rudy's Pest Control	Gopher Control 01/20/2021	\$250.00
39098 Rudy's Pest Control	Pest Control on 03/01/2021	\$185.00
39099 SC Fuels	Fuel Delivery 3/01/2021	\$2,213.96
39100 Southwest Networks, Inc.	Desktop Monitors	\$399.33
39100 Southwest Networks, Inc.	LED Desktop Monitors	\$595.08
39100 Southwest Networks, Inc.	Purchased 6 D62 Phone	\$1,174.50
39100 Southwest Networks, Inc.	Guardian BDR Storage April 2021	\$699.00
39100 Southwest Networks, Inc.	Labor for Phone System Upgrade	\$1,971.25
39100 Southwest Networks, Inc.	Maintenance and Support February 2021	\$855.00
39100 Southwest Networks, Inc.	GuardianIT Remote Support 12/01/20-2/28/21	\$528.00
39100 Southwest Networks, Inc.	Office 365 Business 02/19/2021-03/18/2021	\$12.50
39100 Southwest Networks, Inc.	GuardianIT Remote Support QTR 2 03/01/2021-05/31/2021	\$60.00
39100 Southwest Networks, Inc.	Office 365 Annual License Renewal 03/19/2021-03/18/2022	\$5,820.00
39101 Staples Advantage	Office Supplies for February 2021	\$1,693.44
39102 State Board of Equalization	Use Tax Liability for 2020	\$2,390.00
39103 Superior Protection Consultants	Security Patrol February 2021	\$5,928.00
39104 Tops 'N Barricades Inc.	Marking Paint	\$8.59
39104 Tops 'N Barricades Inc.	Vehicle Bumper Lights	\$411.20
39105 Trittech Software Systems	Asset Mgmt. Annual Maint. Fee 4/1/21-3/31/21	\$10,400.01
39106 Underground Service Alert	Dig Alerts for March 2021	\$168.40
39106 Underground Service Alert	Board Fee for March 2021	\$68.64
39107 United States Plastic Corp.	Wide Mouth Bottles	\$142.69
39108 United Way of the Desert	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$25.00
39109 Univar Solutions	Ferric Chloride Del 02/24/2021	\$7,485.48
39109 Univar Solutions	Sodium Hypochlorite	\$7,086.57
39110 WateReuse Association	Membership Renewal for 2021	\$528.75
39111 WaterTrax USA, Inc.	WaterTrax Annual Subscription 05/01/2021-04/30/2022	\$5,597.40
39112 Yellow Mart	Safety Boots	\$216.39
202103101 Burrtec Waste & Recycling Svcs	Grit Removal for February 2021	\$1,486.21
202103101 Burrtec Waste & Recycling Svcs	Trash Service for March 2021	\$241.21
202103102 SoCal Gas	Gas Service for February 2021	\$651.65
202103103 SPOK, Inc.	Pager Service for March 2021	\$24.27
202103121 Frontier Communications	Telephone Service for March 2021	\$320.59
202103122 Paychex - Direct Deposit	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$76,080.03
202103123 Paychex - Fee	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$169.27
202103124 Paychex - Garnishment	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$210.46
202103125 Paychex - Tax	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$35,965.46
202103126 MassMutual	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$10.00

202103127 Vantage Point Transfer Agents - ICMA	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$1,545.00
202103128 CalPERS 457	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$1,025.00
202103129 CalPERS Retirement	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$19,859.68
202103131 Time Warner Cable	Telephone Service for March 2021	\$1,154.59
202103132 UPS	Shipping Charges as of March 6 2021	\$318.52
202103133 FedEx	Shipping Charges from October 2020	\$337.00
202103151 Nationwide Retirement Solution	PR 02/19/2021 - 03/04/2021 PD 03/12/2021	\$1,535.00
202103231 Umpqua Bank	New Charges for February 2021	\$16,342.98
		\$290,420.36



**Valley Sanitary District
Board of Directors Meeting
March 23, 2021**

TO: Board of Directors
THROUGH: Beverli A. Marshall, General Manager
FROM: Jeanette Juarez, Business Services Manager
SUBJECT: Monthly Revenue & Expense Report for the Period Ending February 28, 2021

<input checked="" type="checkbox"/> Board Action	<input type="checkbox"/> New Budget Approval	<input type="checkbox"/> Contract Award
<input type="checkbox"/> Board Information	<input checked="" type="checkbox"/> Existing FY Approved Budget	<input type="checkbox"/> Closed Session

Executive Summary

The purpose of this report is to present the monthly revenue and expenses to the Board and the public for the District for the month of February 2021.

Strategic Plan Compliance

This item complies with VSD Strategic Plan Objective 5: Long-Term Financial Strength.

Fiscal Impact

There is no fiscal impact from this report.

Background

The adopted Comprehensive Budget for Fiscal Year 2020/21 includes \$13.9 million in revenues, \$9.2 million in Operating & Maintenance expenditures, and \$10.4 million in CIP expenditures. Attached please find the expenditures (Attachment A) and revenue (Attachment B) for the period ending February 28, 2021, which represents 67% of the fiscal year. Fiscal year to date, the District has received \$12,406,682 in revenue and expended \$4,789,570. The cash balances in the various accounts are presented in the attached Summary of Cash and Investments report (Attachment C).

Recommendation

Staff recommends that the Board accept the Revenue and Expense report for the period ending February 2021.

Attachments

- Attachment A: Combined Monthly Account Summary for February 2021
- Attachment B: Monthly Income Summary for February 2021
- Attachment C: Summary of Cash and Investments for February 2021

Valley Sanitary District
Combined Monthly Account Summary
February 2021 (UNAUDITED)

Account Description	Current Month	Fiscal YTD	Annual Budget	% Expended	Balance
Operating Expenses					
Salaries	272,349	1,986,596	2,832,728	70 %	846,132
Callout	377	4,702	16,200	29 %	11,498
Group dental/vision	3,366	23,500	20,466	115 %	(3,034)
Group disability	732	5,910	9,640	61 %	3,730
Group health	35,269	286,516	469,709	61 %	183,193
Group life	523	4,180	7,030	59 %	2,850
Longevity	2,862	23,792	37,900	63 %	14,108
Overtime	2,144	14,775	23,800	62 %	9,025
Payroll taxes	19,937	143,365	216,300	66 %	72,935
Retirement	25,636	189,120	297,400	64 %	108,280
Standby	3,120	25,324	37,500	68 %	12,176
Unemployment	0	(142)	0	0 %	142
Workers comp	4,611	34,417	56,020	61 %	21,603
Certifications	572	3,340	12,810	26 %	9,470
Chemicals	27,061	264,913	427,560	62 %	162,647
Clothing/Safety	1,447	14,614	27,750	53 %	13,136
Comprehensive insurance	25,678	205,427	308,300	67 %	102,873
Contract services	83,951	329,562	704,027	47 %	374,465
County charges	37	19,086	22,000	87 %	2,914
Directors' fees	5,250	29,500	46,500	63 %	17,000
Election	0	0	70,000	0 %	70,000
Electricity	44,095	395,212	607,750	65 %	212,538
Gas/Oil	1,948	21,168	52,000	41 %	30,832
Memberships/Subscriptions	3,001	33,878	41,495	82 %	7,617
Natural gas	652	2,770	6,000	46 %	3,230
Office expense	3,277	10,321	16,000	65 %	5,679
Operating supplies	14,982	125,915	215,200	59 %	89,285
Other expenses	443	13,661	107,000	13 %	93,339
Permits & fees	3,268	31,985	93,650	34 %	61,665
Professional/Legal	3,125	88,929	212,750	42 %	123,821
Publications	635	1,034	2,000	52 %	966
Repairs/Maintenance	14,890	348,309	648,120	54 %	299,811
Research & monitoring	3,349	38,214	100,000	38 %	61,786
Small tools	2,136	6,051	33,500	18 %	27,449
Telephone	1,759	14,006	20,500	68 %	6,494
Trash collection	1,727	19,216	25,500	75 %	6,284
Travel/Mtgs/Ed	296	17,964	104,000	17 %	86,036
Water	1,495	12,438	21,500	58 %	9,062
Total Expenses	615,998	4,789,570	7,950,605	60 %	3,161,035

Valley Sanitary District
Combined Monthly Account Summary
February 2021 (UNAUDITED)

Account Description	Current Month	Fiscal YTD	Annual Budget	% Expended	Balance
Capital Expenses					
Capital O & M Fund 11	15,054	79,817	179,644	44 %	99,827
Capital Replacement Fund 12	221,061	1,301,387	9,917,318	13 %	8,615,931
Capital Improvement Fund 13	0	4,673	2,599,487	0 %	2,594,814
Total Capital Expenses	236,115	1,385,877	12,696,449	11 %	11,310,572

Valley Sanitary District

Monthly Income Summary

February 2021 (UNAUDITED)

	<u>Current Month</u>	<u>Fiscal YTD</u>	<u>Annual Projection</u>	<u>% Received</u>	<u>Balance</u>
Revenues					
Sewer Service Chgs-Current	\$13,320	\$11,376,980	\$11,979,000	95 %	\$602,020
Permit & Inspection Fees	\$1,015	\$17,985	\$15,000	120 %	(\$2,985)
Saddles/Disconnect Fees	\$0	\$80	\$0	0 %	(\$80)
Plan Check Fees	\$650	\$7,175	\$10,000	72 %	\$2,825
Other Services	\$0	\$0	\$1,800	0 %	\$1,800
Sale of Surplus Property	\$0	\$15,191	\$0	0 %	(\$15,191)
Taxes - Current Secured	\$0	\$474,172	\$700,000	68 %	\$225,828
Taxes - Current Unsecured	\$0	\$28,986	\$25,000	116 %	(\$3,986)
Taxes - Prior Secured	\$11,406	\$11,406	\$6,000	190 %	(\$5,406)
Supple Prop. Taxes - Current	\$0	\$4,351	\$6,000	73 %	\$1,649
Supple Prop. Taxes - Prior	\$0	\$3,940	\$2,000	197 %	(\$1,940)
Homeowners Tax Relief	\$3,310	\$3,310	\$6,000	55 %	\$2,690
Interest Income	\$496	(\$23,940)	\$300,000	(8)%	\$323,940
Unrealized gains (losses)	(\$2,131)	(\$3,195)	\$0	0 %	\$3,195
Rebate Income	\$0	\$1,435	\$0	0 %	(\$1,435)
Non-Operating Revenues - Fnd 11	\$0	\$213	\$500	43 %	\$287
Interest Income	\$0	(\$30,887)	\$0	0 %	\$30,887
Connection Fees	\$44,730	\$525,578	\$748,000	70 %	\$222,423
Interest Income	\$0	(\$6,098)	\$100,000	(6)%	\$106,098
Total Revenues	\$72,796	\$12,406,682	\$13,899,300	89 %	\$1,492,618

VALLEY SANITARY DISTRICT
SUMMARY OF CASH AND INVESTMENTS

FOR THE PERIOD: 02/01/2021 TO 02/28/2021 (UNAUDITED)

Agenda Item No. _____

INVESTMENTS

LAIF Fund 4 - Agency Fund		
Beginning Balance (Fund 4)	530,117	
Net Transfer from (to) Fund 11	(111,900)	
Fair Value Factor for quarter ending 06/30/2020	0	
Interest (Pd quarterly - Int. Rate 0.63%)	0	
Fund 04 Ending Balance	418,217	
LAIF Fund 6 - Wastewater Revenue Refunding Bonds		
Beginning Balance (Fund 6)	2,791	
Net Transfer from (to) Fund 11	0	
Fair Value Factor for quarter ending 06/30/2020	0	
Interest (Pd quarterly - Int. Rate 0.63%)	0	
Fund 06 Ending Balance	2,791	
LAIF Fund 11 - Operating Fund		
Beginning Balance (Fund 11)	14,795,704	
Net Transfer from (to) Fund 04	111,900	
Net Transfer from (to) Fund 06	0	
Net Transfer from (to) Fund 12	221,061	
Net Transfer from (to) Fund 13	(28,945)	
Fund Transfer from (to) LAIF - WF	5,300,000	
Fair Value Factor for quarter ending 06/30/2020	0	
Interest (Pd quarterly - Int. Rate 0.63%)	0	
Fund 11 Ending Balance	20,399,720	
LAIF Fund 12 - Reserve Fund		
Beginning Balance (Fund 12)	24,949,688	
Net Transfer from (to) Fund 11	(221,061)	
Fair Value Factor for quarter ending 06/30/2020	0	
Interest (Pd quarterly - Int. Rate 0.63%)	0	
Fund 12 Ending Balance	24,728,627	
LAIF Fund 13 - Capital Improvement Fund		
Beginning Balance	6,861,540	
Connection Fees	44,730	
(Disbursements) or Reimbursements	(15,785)	
Net Transfer from (to) Fund 11	28,945	
Fair Value Factor for quarter ending 06/30/2020	0	
Interest (Pd quarterly - Int. Rate 0.63%)	0	
Fund 13 Ending Balance	6,890,485	
TOTAL LAIF INVESTMENTS: FUNDS 04, 06, 11, 12 AND 13	52,439,839	

CASH IN CHECKING ACCOUNT

WELLS FARGO - FUND 11

Beginning Balance	8,502,253	
Deposits	320,904	
Fund Transfer from (to) LAIF (net)	(5,300,000)	
Disbursements and Payroll	(1,124,673)	
Wells Fargo Ending Balance	2,398,484	

CALTRUST - FUND 11

Beginning Balance	1,096,228	
Unrealized Gain / <Loss>	(2,130)	
Interest Income	496	
CalTRUST Ending Balance	1,094,594	

TOTAL WELLS FARGO AND CALTRUST CHECKING

3,493,078

TOTAL CASH AND INVESTMENTS

55,932,917

The Board certifies the ability of the District to meet its expenditure requirements for the next six (6) months, as per Government Code 53646(b)(3).

This report is in compliance with the District's Investment Policy under Government Code 53646(b)(2).



**Valley Sanitary District
Board of Directors Meeting
March 23, 2021**

TO: Board of Directors

THROUGH: Beverli A. Marshall, General Manager

FROM: Ronald Buchwald, Engineering Services Manager

SUBJECT: Authorize the General Manager to Execute a Contract with Harris & Associates for Inspection Services for the Sanitary Sewer Pipe Cleaning and Inspection Project in an Amount Not to Exceed \$64,927

<input checked="" type="checkbox"/> Board Action	<input type="checkbox"/> New expenditure request	<input checked="" type="checkbox"/> Contract Award
<input type="checkbox"/> Board Information	<input checked="" type="checkbox"/> Existing FY Approved Budget	<input type="checkbox"/> Closed Session

Executive Summary

The purpose of this report is for the Board of Directors to review and discuss the proposal from Harris & Associates.

Strategic Plan Compliance

This item complies with VSD Strategic Plan Objective 3: Excellent Facilities.

Fiscal Impact

The total cost of this proposal is \$64,927. The current budget for the Collection System Rehabilitation & Program Management project is \$876,260 and is included in the FY 2020/21 Capital Improvement Budget.

Background

The goal of the Sanitary Sewer Pipe Cleaning and Inspection project is to clean and televise sewer mains located within the District’s boundary that the collections department is unable to televise due to pipe size, siphons and/or high flow level. The data collected will then allow Harris and VSD to prioritize the pipes for repair or replacement. Some work will be conducted at night to take advantage of lower flows. Inspection services are required to make sure the contractor performs the required work per the project specifications. VSD staff will be involved in these efforts but need outside assistance to perform the daily inspection tasks, especially for night work.

Recommendation

Staff recommends that the Board of Directors authorize the General Manager to execute a contract with Harris & Associates in an amount not to exceed \$64,927 to provide inspection services for the Sanitary Sewer Pipe Cleaning and Inspection Project and authorize the General Manager to execute Task Order No. 21-01.

Attachments

Attachment A: Harris & Associates proposal dated March 4, 2021.



March 4, 2021

Ron Buchwald, PE
District Engineer
Valley Sanitary District
45500 Van Buren Street
Indio, California 92253

TASK ORDER FOR INSPECTION SERVICES FOR THE SANITARY SEWER PIPE CLEANING AND INSPECTION PROJECT

Dear Mr. Buchwald:

Harris & Associates (Harris) appreciates the opportunity to present our proposal for inspection services for the Valley Sanitary District (District) Sanitary Sewer Pipe Cleaning and Inspection Project (Project). This Project consisting of cleaning and inspecting existing sewer mains and is anticipated to take less than 40 days. Harris is registered with the DIR and is experienced in inspecting this type of work.

SCOPE OF SERVICES

Field Inspection Services:

- Review work for conformance with contract specifications and plans. Review Contractor's work and operations regarding safety, traffic control, quality and quantity of work. Review Contractor's adherence to the environmental and regulatory conditions of the contract.
- Maintain complete and accurate daily contract records (including photographs) for work performed.
- Check for incorporation of approved changes into the work.
- Communicate daily with the Project Manager on status of all work and issues.

STAFF

We are proposing a qualified and experienced Senior Inspector in the area. We are providing you Kenneth Hicks resume for proposed staff for Inspection Services on the Project. Kenneth Hicks is currently working with the District's staff on the inspection of the construction of the Indio Boulevard Sewer Rehabilitation Project, so it makes good sense to maximize continuity by utilizing him on the Project.

PROPOSED FEES

Harris proposes to provide the Inspection Services detailed above for the hourly not-to-exceed "time and materials" fees presented below:

- Harris Senior Inspector (40 working days x \$196.27/hour for this prevailing wage work): \$62,807
- Other Direct Cost: Vehicle (2 months x \$1,060/month): \$2,120
- **Grand Total = \$64,927**

We look forward to continue to work with the District on this important project. Please do not hesitate to contact me with any questions.

Sincerely,
Harris & Associates, Inc.



Ehab Gerdes, PE
Senior Vice President
(949) 683-2011 ■ Ehab.Gerges@WeAreHarris.com

Kenneth Hicks, QSP

CONSTRUCTION INSPECTOR

Kenneth has more than 16 years civil construction inspection experience on large civil infrastructure projects including sewer systems, water systems, storm drains, dams, and roadways. Determining quality, materials, and workmanship through his inspections, Kenneth provides inspections of construction work for underground pipelines including rehabilitation by CIPP lining installation; restoration of all in place landscaping and irrigation; and street repair including PCC sidewalk, curb and gutter, and paving—all to plans, specifications and all contract documents. He supports project managers with documentation, schedule and budget management, reviewing potential change orders, conducting project meetings, and keeping the District regularly informed of progress and any issues or concerns.

RELEVANT EXPERIENCE

- **City of San Mateo/Kennedy Jenks, Basin D Sanitary Sewer Rehabilitation.** Construction Inspector. Harris is providing construction management and inspection services for the City of San Mateo for rehabilitation and repairs of its aging Sanitary Sewer system Basin D quadrant. We have been monitoring multiple work crews performing 300+ repairs, line and manhole replacements, and rehabilitation of the system on behalf of the City. Construction management duties include schedule and budget management, reviewing potential change orders, conducting project meetings and keeping the City regularly informed of progress and any issues or concerns.
- **City of Hermosa Beach, Sewer Improvements Phase 2 (CIP 17-416).** Construction Inspector. The general scope of work for this project is the rehabilitation or replacement of approximately 30 sewer segments and 60 manholes throughout the City of Hermosa Beach using a variety of methods, dependent on the severity of pipe or manhole defects. The project consists of replacement or rehabilitation of multiple sewer segments and manholes throughout the city of Hermosa Beach. A variety of pipe rehabilitation methods are recommended dependent on the severity of defects within the pipes, including root removal, CIPP lining installation, point repair replacement, and full pipe replacement. The project also includes recommended rehabilitation methods for 59 manholes based on a field inspection of approximately 90 existing manholes in the City.
- **City of Indio, I-10 and Jefferson St. Interchange.** Construction Inspector. This \$42 million project involved the modification and construction of on-ramps and off-ramps, traffic signals at on and off-ramps, construction of a new six-lane bridge with bicycle lanes and sidewalk over the I-10 freeway, and demolition of existing I-10 overcrossing and northbound Indio Boulevard overcrossing. Kenneth provided inspection services on all elements of this project.
- **City of Culver City, LA Metro Expo Light Rail Line.** Construction Inspector. The Metro Expo Line is a 15.2-mile light rail that runs from downtown Los Angeles to Santa Monica. Phase 1 was comprised of 8.6-miles from downtown to Culver City with most stations opening in 2012. Phase 2 was a 6.6-mile portion between Culver City and Santa Monica. Kenneth's responsibilities included assisting with general inspections for street improvements, traffic signals, street lighting, signing striping and drainage, monitoring night construction of sanitary sewer and relocation of utilities in the public right-of-way, assisting with "over the shoulder" inspections of constructions of bike paths and pedestrian connections, and photographing site, documented existing conditions and assisted with Daily Construction Reports (DCR'S).



REGISTRATIONS

Qualified SWPPP Practitioner,
California Stormwater Quality
Association

CERTIFICATIONS

OSHA 10-Hour Construction
Nuclear Gauge Certification



**Valley Sanitary District
Board of Directors Meeting
March 23, 2021**

TO: Board of Directors

THROUGH: Beverli A. Marshall, General Manager

SUBJECT: **Discuss and Establish a Fee for Using the District’s RV Dump Station**

<input checked="" type="checkbox"/> Board Action	<input type="checkbox"/> New Budget Approval	<input type="checkbox"/> Contract Award
<input type="checkbox"/> Board Information	<input type="checkbox"/> Existing FY Approved Budget	<input type="checkbox"/> Closed Session

Executive Summary

The purpose of this report is for the Board to discuss establishing a fee for using the RV dump station.

Strategic Plan Compliance

This item complies with VSD Strategic Plan Objective 5.1: Align long-term financial planning with strategic priorities.

Fiscal Impact

The estimated revenue from the proposed fee depends upon the number of users. Since the District has not tracked users in the past, there is no estimate of the number of non-district users that may take advantage of this service.

Background

The District contracted with NBS to perform a cost-of-service analysis and rate study for its wastewater service charges. As part of that analysis, staff asked them to determine what the appropriate fee should be to recover the cost of treating discharge to the RV dump station.

The following table shows the estimated cost associated with a typical RV discharge at the dump station. Based on this analysis, the cost is approximately \$10 per customer. For reference, the cost of dumping at a local commercial outlet is \$10.00.

Calculation of RV Dump Charges

Customer Class	One-Time Effluent Volume (HCF) ^(a)	Biochemical Oxygen Demand (BOD)		Total Suspended Solids (TSS)	
		Avg. Strength Factor (mg/l) ^(b)	Lbs. of BOD ^(c)	Avg. Strength Factor (mg/l) ^(b)	Lbs. of TSS ^(c)
RV Dump Charge Components:					
1. Septage Vol., Strength, and lbs.	0.053476	5,400	1.80	12,000	4.00
2. Unit costs (\$/HCF or /lbs.) ^(d)	\$ 1.80		\$ 1.25		\$ 0.76
3. Charge (1. x 2.)	\$ 0.10		\$ 2.25		\$ 3.04
Total Flow & Strength Charges	\$ 5.39				
Admin. Charges (.1 hrs @ \$46/hr)	\$ 4.60				
RV Dump Charge (\$/40-gal)	\$ 9.99				

Notes

- a. Assumes standard RV dump of 40 gallons.
- b. Typical septage strength from Water Resource Control Board Guidelines (Appendix G).
- c. Formula: Effluent Volume (HCF)*748/gal/HCF*Strength Factor (mg/L)*(8.34/10⁶).
- d. From COSA results (Table 30: Flow, BOD and TSS Costs divided by system-wide units).

Based on staff's historical observations, a significant number of users of the District's RV dump station are from outside of the District's service area. These individuals should be assessed a fee for the treatment of their discharged septage. Residents of the District already pay the annual sewer use rate and, therefore, should not be assessed a fee for using the District's dump station.

Recommendation

Staff recommends that the Board establish a fee of \$10.00 for use of its RV dump station for all users who are not residents of the VSD service area. Residents of the District's service area should be allowed to continue to use the RV dump station free of charge. Proof of residence will be required to access the dump station. The effective date of the fee will be May 1, 2021 to allow time for the public to be notified of the new service fee.

Attachments

None



**Valley Sanitary District
Board of Directors Meeting
March 23, 2021**

TO: Board of Directors

FROM: Beverli A. Marshall, General Manager

SUBJECT: Discuss and Approve the Succession Plan and Approve

<input checked="" type="checkbox"/> Board Action	<input type="checkbox"/> New Budget Approval	<input type="checkbox"/> Contract Award
<input type="checkbox"/> Board Information	<input type="checkbox"/> Existing FY Approved Budget	<input type="checkbox"/> Closed Session

Executive Summary

The purpose of this report is to discuss the Succession Plan.

Strategic Plan Compliance

This item complies with VSD Strategic Plan Objective 1.2: Improve preparation for both unexpected events and planned succession of all key positions.

Fiscal Impact

The total fiscal impact of this Plan depends on the timing and phasing of implementation. The estimated fiscal impact for Fiscal Year 2021/22 is \$450,000.

Background

The Strategic Plan, adopted by the Board in April 2020 and reaffirmed by the Board in November, identified staffing as the District’s greatest strength and one of the biggest challenges faced by the District. The Board asked staff to develop a succession plan to address retirements, recruitment, and retention issues and prepare for regulatory changes.

The attached draft Succession Plan addresses the following key components.

1. Risk Assessment
2. Needs Assessment
3. Match Strategies to Risks
4. Develop Individual Plans for Key Positions
5. Align Policies to Support the Plan
6. Anticipate and Address Barriers
7. Monitor, Review, and Update the Plan

Based on the risk assessment, one quarter of VSD’s positions are identified as highly critical and two-fifths are moderately critical. Of all employees, over one quarter can

retire within five years and nearly half can retire within 10 years. In addition, four employees are likely to leave for reasons other than retirement.

The combination of these risks places the District at very high risk for vacancies, which is in addition to the issues identified in the 2019 staffing analysis.

There are six key recommendations in the Plan to address both the succession and staffing needs of the District.

1. Staff needs to document work processes and update standard operating procedures while long-term staff are still available to capture their knowledge.
2. Design a training program to transfer knowledge and cross-train staff for redundancy.
3. Address barriers to recruitment and retention, including wages, benefits, and quality of life issues.
4. Add positions to address workload, operational needs, and prepare for regulatory and process changes.
5. Create opportunities for current staff to challenge themselves and prepare for lead and supervisory opportunities.
6. Develop a talent pipeline to increase availability of knowledgeable and qualified applicants.

It will take some time to implement all aspects of this plan, but staff recommends addressing items 1, 3, and 4 starting in Fiscal Year 2021/22 with an object to complete all recommendations within five years.

This item was discussed with the Operations Committee on March 16, 2021.

Recommendation

Staff recommends that the Board discuss and approve the VSD Succession Plan.

Attachments

Attachment A: VSD Succession Plan



When trained, skilled employees retire or leave the District, they take knowledge, problem-solving skills, and experience with them. A succession plan is a necessary step for ensuring that VSD continues to thrive even in the event of loss of leadership. A succession plan can help prepare for the future, avoid miscommunication, and make sure that the District's values and goals are upheld.

While some hiring practices and transparency rules of the public sector seem to limit what can be done to prepare for vacancies, there is much that can be done to mitigate the coming wave of retirements and separations and shortage of potential candidates to replace them. This includes:

- Career paths that retain skilled employees and prepare them for promotion
- Leadership development programs to prepare the next generation of managers
- Cooperative programs with local colleges and trade schools to expose potential employees to the profession and prepare them to be successful candidates
- Capturing the knowledge of senior employees in a way that is accessible and transferable, before they walk out the door

VSD is committed to planning for current and future needs of its human resources. It supports this commitment through its vision to provide a healthy work environment, cutting edge equipment, and exceptional training opportunities for staff, its most important asset. Objective 1.2 in its Strategic Plan is: Improve preparation for both unexpected events and planned succession of all key positions. This Plan was developed with this commitment as its foundation.

I. Plan

Succession planning is most successful when it is done from the point of view of risk assessment and mitigation. This Plan addresses succession planning in seven steps:

Step 1: Perform a risk assessment

Step 2: Perform an assessment of future needs

Step 3: Match strategies to risks

Step 4: Create individual succession plans for key employees

- Step 5: Align organizational policies to support succession planning
- Step 6: Anticipate and address barriers to implementation
- Step 7: Monitor, review and update the plan

A. Risk Assessment

Identifying critical positions and competencies is crucial to an effective succession plan. It provides the agency with a full-scale look at how it conducts business, identifies workplace gaps, and allows managers to understand the risks of vacancies in certain areas.

A critical position, if vacant, creates a significant impact within the team, agency, or community. The vacancy would affect things like safety, fiscal responsibility, regulatory compliance, project implementation, responding to customer demands, equipment maintenance, etc. A review of all positions to determine vacancy impact allows the agency to be better prepared when vacancies, both anticipated and unanticipated, occur.

When doing the critical position analysis, managers should focus on each position’s duties and competencies, not the person in the position. The following chart will help determine a position’s criticality level.

LOW CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • High likelihood of internal promotion
MODERATELY CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause an impact • Some specialized knowledge or skills required • Challenging recruitment potential • Moderately competitive compensation package • Skill set in demand • Moderate likelihood of internal promotion • Anticipate vacancy within one to five years
HIGHLY CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause a significant impact • Specialized knowledge or skills required • Very challenging recruitment potential • Compensation package is not competitive or there are compression issues • Skill set in high demand • Low/no likelihood of internal promotion • Anticipate vacancy within one to two years

1. Each position should be examined based on the above risks and assigned a criticality level.

Chart 1 reflects the distribution of positions into one of the three criticality levels. Based on the assignment criteria, one quarter (24%) of VSD’s

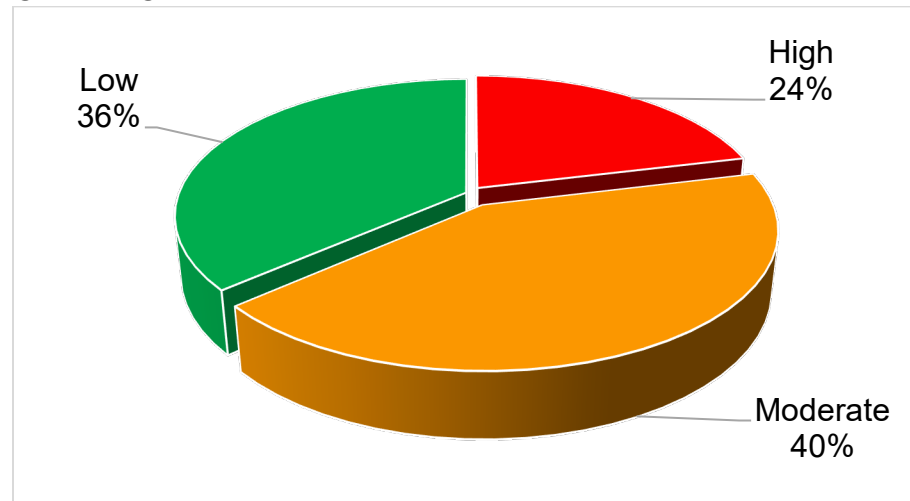
positions are identified as **highly critical**. The following are the top three reasons for positions being assigned to this category.

- Vacancy would cause a significant impact
- Specialized knowledge or skills required
- Compensation package is not competitive resulting in challenging recruitment potential

Two-fifths (40%) are **moderately critical**. The following are the top three reasons for positions being assigned to this category.

- Vacancy would cause an impact
- Some specialized knowledge or skills required
- Moderately competitive compensation package resulting in challenging recruitment potential

Chart 1: Critical Position Distribution



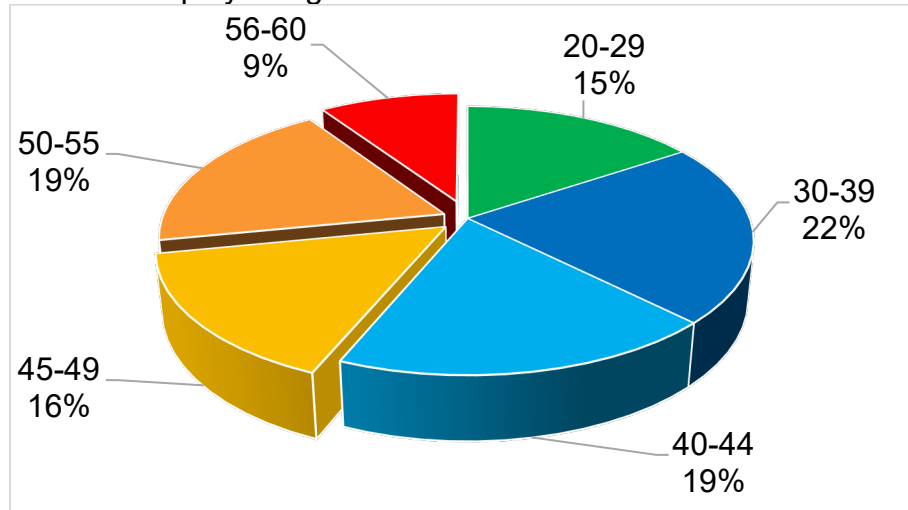
2. Each employee's status should be examined to determine the following.

- Likelihood of retirement

Eligibility to retire within one, five, and 10 years based on age.

Chart 2 shows the age distribution of current employees. The District is facing a potential loss of over one-quarter (28%) of its employees within five years, and nearly half (44%) within 10 years, due to retirement.

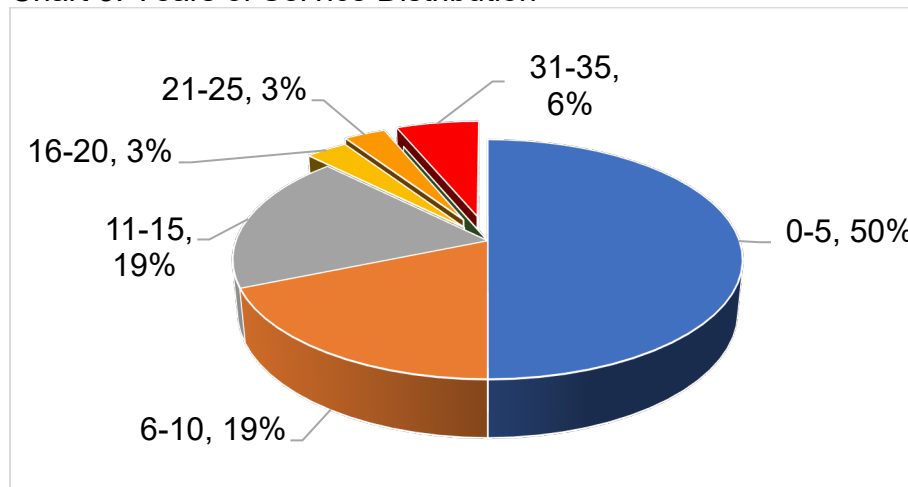
Chart 2: Employee Age Distribution



Eligibility to retire within one, five, and 10 years based on years of service.

Chart 3 illustrates the distribution of current employees by years of service. Half (50%) of current employees have been with the District for five years or less. An additional one-fifth (19%) have six to 10 years of service. This demonstrates that the District has a workforce that is newly hired or less experienced with VSD functions and equipment.

Chart 3: Years of Service Distribution



Typically, public agency employees work 20 years before retiring. Three (10%) of VSD employees have achieved that milestone with one more reaching it within three years.

How many employees in critical positions are eligible to retire within 10 years?

Of the District's eight **highly critical** positions, three (38%) are likely to retire within five years. An additional two **highly critical** positions (25%) will likely become vacant within 10 years due to retirements. The result is that five (63%) of the District's eight **highly critical** positions will likely retire within 10 years.

- Likelihood of voluntary resignation

Leave due to lack of promotional opportunities

Leave due to role dissatisfaction or high demand for skillsets

Leave due to better compensation or quality of life elsewhere

Of the employees not eligible for retirement within 10 years and who have not reached the 20-year milestone, four (13%) are likely to leave voluntarily within five years. Of these, one is in a **highly critical** position, making the total loss of highly critical positions at six out of eight (75%) within the next five to 10 years.

B. Needs Assessment

In addition to the risks discussed above, various other conditions and circumstances should be assessed to determine if new or different positions or additional staffing is needed.

1. Evaluate needs to cover key positions for various expected and unexpected events.
 - Older and more tenured staff typically accrue vacation leave faster and are likely to have higher vacation and sick leave balances.
 - Short-term planned (coverage during vacation or planned sick leave) and unplanned (illness, family emergencies, emergency projects) events
 - Long-term planned (maternity leave, promotions) or unplanned (voluntary resignations, lengthy recruitments) events

Due to the age and longevity of staff in critical positions, the District is at **high risk** for staffing shortages from both short-term expected (vacation) and unexpected (family emergencies) events. Due to below-market wage rates and lack of promotional opportunities for several key classifications, the District is at **very high risk** for vacancies due to voluntary resignations and lengthy recruitments.

2. Consider short- and long-term projects and assignments that can affect workload and working conditions.

Based on the current budgeted positions, the District is likely to have a lack of adequate and appropriate staffing to manage and support the complex and crucial projects identified in the 5-Year Capital Improvement Plan while meeting required functions.

3. Consider new or changing skills needed to meet future service demands and changing regulatory requirements.
 - Changes in mandated permit requirements
 - Technology and equipment changes
 - Voluntary upgrades to tertiary or recycled water
 - Growth and expansion
 - Training and professional development

With the plant expansion project, there will be a need for additional staff to assist during the project and maintain the additional equipment once the project is complete.

To implement the strategies identified in this Plan, additional staffing is needed to allow for cross-training, professional development, and development or updating of standard operating procedures (SOPs) and desk manuals.

C. Match Strategies to Risks

For each high-risk position, management should identify potential strategies based on the identified risks and the critical tasks included in that position. Strategies should focus on one or more of the following goals.

- Preparing current staff for promotion
- Preparing to train a newly hired or promoted employee
- Covering critical tasks in the short-term
- Preparing to recruit for this position

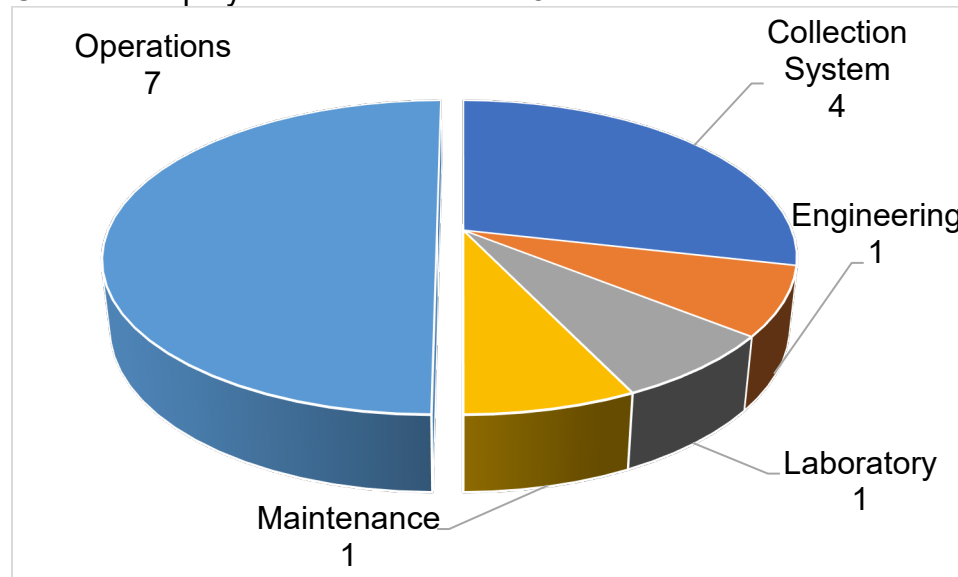
The following is a list of strategies to be implemented to address identified risks.

1. Employees in critical positions eligible for retirement
 - Document and test work process through (SOPs), process maps, desk manuals, etc.
 - Cross-train employees in critical skills and give them experience by rotating work or making temporary assignments.
2. High percentage of employees in key positions eligible to retire
 - Capture knowledge of experienced employees.
 - Design training program to transfer knowledge.
 - Overlap outgoing employees with newly hired employees for several months to allow time for training.
 - Update job descriptions and recruitment materials.

3. High percentage of employees in key positions likely to leave for reasons other than retirement

Chart 4 demonstrates employee turnover within the past five years. These are employees whose time with the District was five years or less who left for reasons other than retirement. This high rate of turnover, especially in Operations and the Collection System, places an additional burden on the other staff because of the constant need to train the newly hired replacements while maintaining their regular workload.

Chart 4: Employee Turnover in Past 5 Years



- Create opportunities for employees to gain experience through more challenging assignments.
 - Offer competitive wages and benefits to retain employees.
 - Implement quality of life programs to retain employees.
4. Additional positions needed to address current workload and changes in regulatory compliance and technology
 - Focus training programs on preparing current employees for promotion through technical and leadership training.
 - Encourage employees to obtain other relevant certifications or higher certification levels.
 - Offer competitive pay and benefits to attract skilled candidates.
 5. Low availability of qualified internal candidates
 - Focus training programs on preparing current employees for promotion through technical and leadership training.
 - Encourage employees to obtain other relevant certifications or higher certification levels.

- Update policies to ensure alignment with training goals.

6. Low availability of qualified external candidates

- Partner with College of the Desert to implement apprenticeship program.
- Participate in job fairs, community outreach events, and professional organizations to reach potential candidates.
- Offer competitive pay and benefits to attract skilled candidates.

D. Create individual succession plans for key positions

The data presented above demonstrates that there is a significant gap in experience at the District, which will require a significant commitment to training and professional development of existing employees and the likelihood that key positions will need to be recruited from outside the organization.

Employees who are responsible for critical functions will work with their supervisors to implement a plan to backup critical tasks, develop potential successors to their position, and prepare to hire and train their replacement. The plan activities will be incorporated into the employees' performance goals and the plan updated as necessary to meet changing needs. Attachment B is an example of an individual plan.

E. Align organizational policies to support succession planning

In addition to implementing the individual succession plans, the District will make organization-wide improvements that support succession planning.

- Create a system to identify and develop employees that indicate interest in higher positions.
- Formalize leadership development programs to prepare the next generation of managers.
- Create programs and promotional paths that allow the District to hire employees with basic skills and attributes and train them in specific jobs.
- Ensure that HR policies are aligned with staffing goals (education reimbursement, out of class pay, etc.).
- Ensure that job descriptions are current (less than 2 years old).
- Document process and systems by updating SOPs, manuals, as-built drawings etc.

F. Anticipate and address barriers

The main barrier to implementing succession plans is lack of time in the workday to do classroom and on-the-job training and to document process and procedures. Increase staff numbers to cover these activities to allow for these important activities and give the Plan the best possibility for success.

G. Monitor, review and update the plan

To avoid the possibility of the Plan sitting on a shelf and not being implemented, activities in the individual plans will be incorporated into the monthly coaching sessions. Supervisors will review individual plans at least once each year or whenever the situation changes due to a new hire or promotion. Management will evaluate organizational changes periodically to assess implementation progress and effectiveness.

Attachment A

Table 1: Risk Assessment of Existing Positions

Position Title	Years w/ District	Eligible to Retire Now	Eligible to Retire w/in 5 Years	Eligible to Retire w/in 10 Years	Likely to Leave Voluntarily	Highly Critical Position	Moderately Critical Position
Accounting Analyst	7	X					X
Administrative Assistant	2						
Assistant Engineer	4						X
Business Services Manager	<1					X	
Collection System Supervisor	15						X
Collection System Technician I	1						
Collection System Technician I	1						
Collection System Technician II	6						
Collection System Technician II	2						
Development Services Supervisor	24		X				X
Development Services Tech III	6		X				
Electrical/Instrument Supervisor	30	X				X	
Electrical/Instrument Technician I	<1						X
Engineering Services Manager	8		X			X	
Environmental Compliance Tech I	2						X
Facilities Maintenance Supervisor	4				X		X
Facility Operations Manager	17			X		X	
General Manager	1.5		X				X
Human Resources Specialist	11						X
Laboratory & Comp Supervisor	7				X	X	
Laboratory Technician I	<1				X		X
Maintenance Technician I	14			X			

Maintenance Technician I	<1			X			
Maintenance Technician I	2						
Maintenance Technician III	8	X					
Operations Supervisor	14			X		X	
Operator-in-Training	<1				X		X
Operator-in-Training	<1		X				
WW Operator I	5						X
WW Operator II	30		X				X
WW Operator III	11					X	
WW Operator III	14		X			X	
		3	7	4	4	8	13



**Valley Sanitary District
Board of Directors Meeting
March 23, 2021**

TO: Board of Directors
FROM: Beverli A. Marshall, General Manager
SUBJECT: Discuss and Approve the Brand & Image Use Policy

<input checked="" type="checkbox"/> Board Action	<input type="checkbox"/> New Budget Approval	<input type="checkbox"/> Contract Award
<input type="checkbox"/> Board Information	<input type="checkbox"/> Existing FY Approved Budget	<input type="checkbox"/> Closed Session

Executive Summary

The purpose of this report is to discuss the Brand & Image Use Policy.

Strategic Plan Compliance

This item complies with VSD Strategic Plan Objective 4: Increase Community Understanding and Support.

Fiscal Impact

There is no fiscal impact in adopting this policy.

Background

The Strategic Plan, adopted by the Board in April 2020 and reaffirmed by the Board in November, identified outreach as one of the four key areas of focus. The Board asked staff to develop a plan to build a brand for the District and to ensure that the public knows it. The first step in this process was to develop a new logo for the District, which was completed and adopted by the Board on March 24, 2020. Staff implemented the new logo and applied it to various items (vehicles, uniforms, hats, business cards, etc.).

The next step in the rebranding process is to ensure that the VSD brand is used appropriately and reflects positively on the District. With that in mind, staff drafted the attached Brand & Image Use Policy. The purpose of the Policy is to establish and strengthen the VSD brand through a unified message, repetition, and consistency.

This item was discussed with the Operations Committee on March 16, 2021.

Recommendation

Staff recommends that the Board discuss and adopt the Brand & Image Use Policy.

Attachments

Attachment A: VSD Brand & Image Use Policy



Adopted: _____/2020

I. PURPOSE

The purpose of this policy is to establish and strengthen the VSD brand through unified messaging, repetition, and consistency.

II. POLICY

The VSD brand is more than just its logo. It is the perception of the district, its strengths, differentiators, and everything that encompasses how it is described. Ultimately the brand is defined by residents, business owners, and visitors and how they perceive these elements working together. While VSD cannot completely control everyone's opinion, this Policy ensures a greater level of communication success by staying true to these elements to actively influence VSD's reputation.

III. REQUIREMENTS

1. Tagline

Taglines are the cornerstone of a brand and become the main theme of the brand's mission. Taglines differentiate one brand from the others. It should capture the attention of an audience and start a conversation. VSD has adopted the following as its tagline.

Giving Water Another Chance
~~*Reclaiming ~~the~~ One Drop at a Time*~~
~~*Waste to Reuse*~~
~~*Keeping it Local*~~

2. Logo

The adopted logo provides an image that is easily identifiable as VSD. This image is to be used within the established standards and for official VSD business purposes only.

- a. Size: Logo size is important when applying the image to a variety of media. The minimum size is .75" x .75" to ensure legibility and impact.
- b. Use: All collateral materials should include an approved version of the VSD logo. Keeping a consistent look or identity will prevent any confusion among the audience.

- c. Color: The VSD brand should always appear with the following approved colors: PMS 364, PMS 298, Pantone 7483C, or Pantone 2995C. Make sure that the colors appear accurately across different types of media and paper as well as on digitally distributed materials. Please note that the colors shown in this brand book may not match the Pantone® Color Standards.

3. Fonts

Euphemia is the approved font for the VSD logo, tag line, and headlines. Arial is the approved font for general text and content. However, Gisha or other sans serif fonts may be used instead for artistic purposes, such as newsletters, marketing, and collateral material. At no time shall a font be used for printed materials that is less than 12 points in size.

Euphemia (Use in VSD logo, tagline, and headlines)

a b c d e f g h i j k l m n o p q r s t u v w x y z
A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
1 2 3 4 5 6 7 8 9 0

Arial (Preferred font for use in printed materials)

a b c d e f g h i j k l m n o p q r s t u v w x y z
A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
1 2 3 4 5 6 7 8 9 0

Gisha (Alternate font for general text and content)

a b c d e f g h i j k l m n o p q r s t u v w x y z
A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
1 2 3 4 5 6 7 8 9 0

**VALLEY SANITARY DISTRICT
OPERATIONS COMMITTEE MEETING MINUTES**

March 16, 2021

Valley Sanitary District conducted this meeting in accordance with California Governor Newsom's Executive Orders N-29-20 and COVID-19 protocols.

A special meeting of the Valley Sanitary District (VSD) Operations Committee was held via videoconference on Tuesday, March 16, 2021.

1. CALL TO ORDER

Beverli Marshall called the meeting to order at 1:00 p.m.

1.1 Roll Call

Committee Members Present:

Debra Canero, Director

William Teague, Director

Committee Members Absent:

Ron Buchwald, Chair

Staff Present:

Ian Wilson, Facility Operations Manager, Beverli Marshall, General Manager, Jeanette Juarez, Business Services Manager, Holly Gould, Clerk of the Board

1.2 Pledge of Allegiance

2. PUBLIC COMMENT

This is the time set aside for public comment on any item not appearing on the agenda. Please notify the Secretary in advance of the meeting if you wish to speak on a non-hearing item.

None.

3. DISCUSSION / ACTION ITEMS

3.1 Review the Draft Succession Plan and Provide Direction to Staff

Beverli Marshall, General Manager, presented the draft Succession Plan to the Operations Committee. The plan addresses retirements, recruitment, retention issues, and preparations for regulatory changes. Ms. Marshall discussed the key components of the Succession Plan that include risk and needs assessments, managing strategies to risks, developing individual plans for key positions, policies, barriers, and the need to review and update regularly. The has plan identified six key recommendations to address both the succession and staffing needs of the District. Of the six recommendations, staff suggests addressing three of the six items starting in Fiscal Year 2021/22 with an object to complete all recommendations within five years. A discussion took place on the possibility of implementing a lead position in certain

departments, and the option of working out-of-class. A discussion also took place regarding the apprenticeship program Ms. Marshall is working on implementing with the local community colleges. The next step of the Succession Plan is to bring it before the full board for review and comment.

3.2 Review the Draft Brand & Image Use Policy and Provide Direction to Staff

Beverli Marshall, General Manager, reported that in April 2020 the Board asked staff to develop a plan to build a brand for the District and to ensure that the public knows it. The first step was to develop a new logo for the District, which was completed and adopted by the Board on March 24, 2020. Staff implemented the new logo and applied it to VSD vehicles, uniforms, hats, business cards, and other District items. The next step in the rebranding process is to ensure that the VSD brand is used appropriately and reflects positively on the District. With that in mind, staff drafted the Brand & Image Use Policy. The purpose of the Policy is to establish and strengthen the VSD brand through a unified message, repetition, and consistency. A discussion took place about adopting a tagline and a mascot. The Brand & Image Use Policy will be brought before the full board for review at the next board meeting.

4. FUTURE MEETING ITEMS

None.

5. ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 2:38 p.m. The next regular committee meeting will be held April 6, 2021.

Respectfully submitted,

Holly Gould, Clerk of the Board
Valley Sanitary District