

A G E N D A
SPECIAL MEETING
SAN RAFAEL SANITATION DISTRICT
BOARD OF DIRECTORS
MONDAY – NOVEMBER 13, 2023 - 11:00 A.M.
SAN RAFAEL CITY HALL
1400 FIFTH AVENUE – CONFERENCE ROOM CD3
SAN RAFAEL, CALIFORNIA 94901

Members of the Public may also participate in Open Session through the following:

Zoom link: <https://cityofsanrafael-org.zoom.us/j/83792027349>

Or by Phone: 1 669 444 9171 US

Meeting ID: 837 9202 7349

Public comments for this meeting can be submitted via email to the District Clerk at Kathryn.Nelson@cityofsanrafael.org. The public comment period opens when the agenda is posted online and will close two hours prior to the start of the meeting. Include your name and the item you would like to provide a written comment on.

To provide comments during the meeting, please use the “raise hand” feature in the Zoom Meeting and the host will notify and unmute you when it is your turn to speak.

Members of the public may speak on Agenda items.

1. ROLL CALL

2. OPEN PERIOD

Opportunity for the public to address the Board on items not on the agenda. (Presentations are generally limited to 2 minutes.)

3. CONSENT CALENDAR

a. Minutes of the Meeting – October 20, 2023.

b. Payments – October 2023

4. OTHER AGENDA ITEMS

- a. Discussion on Strategic Planning for the District

5. INFORMATIONAL ITEMS

6. DIRECTOR REPORTS/REQUESTS FOR FUTURE AGENDA ITEMS

7. ADJOURNMENT

The next scheduled meeting is December 15, 2023.

SAN RAFAEL SANITATION DISTRICT
Minutes of the Special Meeting
October 20, 2023

Special Meeting

In Person

The meeting was called to order at 11:03 A.M. by Chair Kate.

Attendance Board: Kate Colin, Chair
 Maribeth Bushey, Secretary/Director
 Katie Rice, Director

Attendance Staff: Doris Toy, District Manager/District Engineer
 Kris Ozaki, Operations and Maintenance Manager
 Tim Tran, Associate Civil Engineer
 Kathryn Nelson, Administrative Analyst
 Rainbow Williams, Administrative Assistant

Attendance Other: Kerry Gerchow, Deputy County Counsel
 Dean DiGiovanni, CMSA Commissioner for SRSD
 Michael Maher, CPA, Maher Accountancy
 Paul Causey, Causey Consulting

1. **ROLL CALL**

A roll call was taken at 11:03 A.M., Director Bushey, Director Rice, and Chair Kate were present. There being a quorum, the meeting began.

2. **OPEN PERIOD**

No one was present to address the Board for open period.

3. **CONSENT CALENDAR**

- a. **Minutes of the Meeting –August 18, 2023.**
- b. **Payments – August 2023 and September 2023**

MOTION by Director Bushey, seconded by Director Rice, to unanimously approve the Consent Calendar, all in favor.

AYES: Director Bushey, Director Rice, Chair Kate
NOES: None
ABSENT: None Motion Carried

4. **OTHER AGENDA ITEMS**

- a. **Presentation of the 2022-23 Financial Statements for acceptance and approval.** (Michael Maher)

Michael Maher explains the 2022-23 Financial Statements to the Board.

MOTION by Director Bushey, seconded by Director Rice, to unanimously approve the 2022-23 Financial Statements, all in favor.

AYES: Director Bushey, Director Rice, Chair Kate

NOES: None

ABSENT: None Motion Carried

- b. **Presentation of the 2022-23 Schedule of Connection Fees for acceptance and approval.** (Michael Maher)

Michael Maher explains the 2022-23 Schedule of Connection fees to the Board.

MOTION by Director Bushey, seconded by Director Rice, to unanimously approve the 2022-23 Schedule of Connection Fees, all in favor.

AYES: Director Bushey, Director Rice, Chair Kate

NOES: None

ABSENT: None Motion Carried

- c. **Approval of a Connection Fee Deferred Payment Plan for Marin Hospitality Inc. for Hilton Hotel at 1075 Francisco Blvd. East.**

The District Manager requests to postpone approval of Marin Hospitality Inc. for Hilton Hotels' request for connection fee deferment and payment plan. The District Manager explains the status of the project and the need for more research. The Board unanimously agrees with the postponement.

5. **INFORMATIONAL ITEMS**

- a. **Bayside Acres September 30, 2023, Correspondence**

The District Manager explains the status of the unsigned Agreements of the four properties on Oak Drive, The final day to submit their signed Agreement is October 25, 2023, and then the property owners that do not sign will be held to an opt out clause.

- b. The District Manager introduces Rainbow Williams, Administrative Assistant II.

6. **DIRECTOR REPORTS/REQUESTS FOR FUTURE AGENDA ITEMS**

None.

7. **ADJOURNMENT**

There being no further business to come before the Board, the special meeting of October 20, 2023, was adjourned at 11:43 A.M. with the next scheduled meeting on November 17, 2023.

Respectfully submitted,

Maribeth Bushey, Secretary/Director

ATTEST THIS 20th DAY OF OCTOBER 2023

Kate Colin, Chair

SAN RAFAEL SANITATION DISTRICT
PAYMENT SUMMARY
October 1, 2023 - October 31, 2023

| <i>Vendor/Payee</i> | <i>Memo</i> | <i>Class</i> | <i>Account</i> | <i>Amount</i> |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------|---------------|
| ARAMARK UNIFORM SERVICES | Uniforms - weekly service ending 10/03/23 | 200 | 2021 - Uniforms | 254.59 |
| ARAMARK UNIFORM SERVICES | Uniforms - weekly service ending 10/10/23 | 200 | 2021 - Uniforms | 252.01 |
| ARAMARK UNIFORM SERVICES | Uniforms - weekly service ending 10/17/23 | 200 | 2021 - Uniforms | 251.58 |
| AT&T *1523 | Telephone Service - land lines for pump stations and dialers from 9/02/23-10/01/23 | 100 | 2534 - Telephone service | 588.61 |
| AT&T MOBILITY #1362 | Telephone Service - monthly cell phone service through 10/3/2023 | 100 | 2534 - Telephone service | 478.45 |
| AT&T MOBILITY #1362 | Telephone Service - monthly cell phone service through 9/3/2023 | 100 | 2534 - Telephone service | 475.36 |
| AT&T MOBILITY #1362 | Telephone Service - monthly cell phone service through 8/3/2023 | 100 | 2534 - Telephone service | 472.74 |
| AT&T MOBILITY #1362 | Telephone Service - monthly cell phone service through 7/3/2023 | 100 | 2534 - Telephone service | 476.85 |
| BAY AREA NEWS GROUP | 2023 Pipeburst Project - classified advertising bids | 300 | 4355 - 2023 Sewer Pipeburst (80) | 876.40 |
| BWS DISTRIBUTORS | pump stations - gloves | 200 | 2359 - Maint- pump sta's & force mains | 192.01 |
| CALAMP WIRELESS NETWORKS CORPORATION | Vehicles - vehicles GPS monthly services | 200 | 2083 - Parts and repairs vehicles | 249.30 |
| CALCON SYSTEMS, INC. | Pump Stations - Riviera Pump Station level control and Andersen A power issue | 200 | 2359 - Maint- pump sta's & force mains | 5,244.63 |
| CALCON SYSTEMS, INC. | Pump Stations - Riviera Pump Station PLC control | 200 | 2359 - Maint- pump sta's & force mains | 1,885.00 |
| CALIFORNIA DIESEL & POWER INC. (CD&POWER) | Pump Stations - San Pedro Pump Station tree damage diagnostic | 200 | 2359 - Maint- pump sta's & force mains | 590.24 |
| CENTRAL MARIN SANITATION AGENCY | Service Charges - second quarter service charge for 10/01/23-12/31/23 | 400 | 4112 - Sewage treatment | 1,489,306.19 |
| CITY OF SAN RAFAEL | Vehicles - Q1 2023 Fuel Charges from 7/02/23-9/30/23 | 200 | 2083 - Parts and repairs vehicles | 9,542.04 |
| CITY OF SAN RAFAEL - PUBLIC WORKS | Vehicles - vehicle maintenance through 9/25/23 | 200 | 2083 - Parts and repairs vehicles | 5,658.62 |
| COLIN, KATE | Director's Fees - Kate Colin on 10/20/23 & special studies session | 100 | 2282 - Director's fees | 200.00 |
| COUNTY OF MARIN | Director's Fees - Katie Rice on 10/20/23 | 100 | 2282 - Director's fees | 200.00 |
| CSW/STUBER-STROEH ENGR GROUP INC. | Miramar and Miraflores - professional services through 9/03/23 | 300 | 4306 - Miramar and Miraflores (80) | 820.00 |
| CSW/STUBER-STROEH ENGR GROUP INC. | Miramar and Miraflores - professional services through 10/01/23 | 300 | 4306 - Miramar and Miraflores (80) | 7,761.50 |
| DNG ENTERPRISES INC | Pump Stations - battery for generator at Bret Hart Pump Station | 200 | 2359 - Maint- pump sta's & force mains | 563.01 |
| ELECTRONICS PLUS | Pump Stations - Riviera Pump Station Fuses | 200 | 2359 - Maint- pump sta's & force mains | 18.57 |
| ENVIRONMENTAL PRODUCTS & ACCESS., LLC | Collection System - vac clamps and leader hose for truck 8150 | 200 | 2360 - O&M - collection systems | 473.56 |
| EVOQUA WATER TECHNOLOGIES, LLC | Odor Control - chemicals delivery from 9/01/23-9/30/23 | 200 | 2106 - Odor control chemicals | 1,899.86 |
| EVOQUA WATER TECHNOLOGIES, LLC | Odor Control - chemicals delivery on 10/02/23 | 200 | 2106 - Odor control chemicals | 10,461.55 |
| EWERS ENGINEERING INC | Isolation Valve Replacement Project - professional services from 9/01/23-9/30/23 | 300 | 4345 - Isolation Valve Replacement (10 | 8,165.00 |
| GRAINGER | Pump Stations - pump floats | 200 | 2359 - Maint- pump sta's & force mains | 335.65 |
| GRAINGER | Pump Stations - breaker for Andersen B Pump I | 200 | 2359 - Maint- pump sta's & force mains | 538.67 |
| JACKSON'S HARDWARE | Collection System - nuts and bolts for rodder | 200 | 2360 - O&M - collection systems | 10.25 |
| KIMLEY-HORN AND ASSOCIATES, INC. | 2023 Sewer Improvements - various locations - for project management and coordination services rendered through 9/30/23 | 300 | 4356 - Sewer Improv-mult Locations80 | 4,507.50 |
| MAHER ACCOUNTANCY | Accounting Services - October 2023 | 100 | 2717 - Accounting services | 4,100.00 |
| MARIBETH BUSHEY | Director's Fees - Maribeth Bushey on 10/20/23 | 100 | 2282 - Director's fees | 200.00 |
| MARIN MUNICIPAL WATER DIS | Water - 1271 Andersen Drive from 8/11/23-10/11/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - Andersen Drive from 8/11/23-10/11/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - Woodland Ave. from 8/11/23-10/11/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - Simms Street from 8/11/23-10/11/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - Castro Avenue from 8/16/23-10/16/23 | 200 | 2536 - Water utility costs | 206.21 |
| MARIN MUNICIPAL WATER DIS | Water - E Francisco Boulevard from 8/16/23-10/16/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - Catalina Boulevard from 8/16/23-10/16/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - 3106 Kerner Boulevard from 8/17/23-10/17/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - Point San Pedro Road from 8/17/23-10/17/23 | 200 | 2536 - Water utility costs | 79.54 |
| MARIN MUNICIPAL WATER DIS | Water - East Francisco Boulevard from 8/17/23-10/17/23 | 200 | 2536 - Water utility costs | 79.54 |

| | | | | | |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----|------|---------------------------------|---------------------|
| MARIN MUNICIPAL WATER DIS | Water - Montecito Road from 8/17/23-10/17/23 | 200 | 2536 | Water utility costs | 79.54 |
| MARIN ROTO-ROOTER SEWER SERVICE, INC | Standby - backup inspection at 156 Park Street | 200 | 2363 | Standby services | 400.00 |
| MAZE & ASSOCIATES, INC. | Consulting Services - audit of financial statements for FY2022-2023 - September 2023 | 100 | 2325 | Consulting services | 14,445.00 |
| MAZE & ASSOCIATES, INC. | Consulting Services - audit of financial statements for FY2022-2023 - October 2023 | 100 | 2325 | Consulting services | 1,605.00 |
| MILLER PACIFIC ENGINEERING GROUP INC | 2020 Sewer Pipe Repair and Replacement Project - compaction testing | 300 | 4342 | 2020-21 Sewer Improvement (80) | 15,418.80 |
| MUNICIPAL RESOURCE GROUP, LLC | Staff Training - ESL Coaching services through 9/30/23 | 100 | 2388 | Training and education | 337.50 |
| NUTE ENGINEERING INC | Consulting Services - engineering services for pump station condition assessment from 9/01/23 - 9/30/23 | 100 | 2325 | Consulting services | 62.00 |
| NUTE ENGINEERING INC | North Francisco and West Railroad Pump Stations - engineering related services from 9/01/23-9/30/23 | 300 | 4155 | N. Francisco/WRR Pump St (10) | 1,260.00 |
| NUTE ENGINEERING INC | Bayside Acres Beach Sewer Improvements Project - engineering services from 9/01/23-9/30/23 | 300 | 4338 | Rehab Beach Swr Baysid PhABC-ξ | 8,775.75 |
| PACE SUPPLY | Collection System - parts for vacotr suction hose | 200 | 2360 | O&M - collection systems | 215.08 |
| PG&E a/c 2480926202-5 | Power - electric service for pump stations from 9/08/23-10/16/23 | 200 | 2535 | Electric utility costs | 20,011.29 |
| SCHAAF & WHEELER, INC | 2023 Sewer Pipe Repair and Replacement Project - professional engineering services through 9/30/23 | 300 | 4351 | 2023 Sewer Rehabilitation (80) | 34,870.00 |
| SCHAAF & WHEELER, INC | 2020 Sewer Repair Project - professional engineering services through 9/30/23 | 300 | 4342 | 2020-21 Sewer Improvement (80) | 4,602.50 |
| SHAMROCK | Pump Stations - crushed rocks for landscaping at Railroad Pump Station | 200 | 2359 | Maint- pump sta's & force mains | 127.59 |
| SHAMROCK | Pump Stations - crushed rocks for landscaping at Glenwood Pump Station | 200 | 2359 | Maint- pump sta's & force mains | 133.53 |
| TIFCO INDUSTRIES | Pump Stations - duct and electrical tape | 200 | 2359 | Maint- pump sta's & force mains | 226.58 |
| US BANK CORPORATE PAYMENT | Office Supplies - monitor | 100 | 2133 | Office & shop supplies | 125.16 |
| US BANK CORPORATE PAYMENT | Memberships and Subscriptions - Lorman all-access pass member | 100 | 2131 | Memberships and subscriptions | 559.20 |
| US BANK CORPORATE PAYMENT | Memberships and Subscriptions - license renewal for doris toy | 100 | 2131 | Memberships and subscriptions | 180.00 |
| US BANK CORPORATE PAYMENT | Collection System - manhole noise reduction cushion | 200 | 2360 | O&M - collection systems | 88.37 |
| USPS | Bulk Mailing - isolation valve replacement | 300 | 4345 | Isolation Valve Replacement (10 | 35.94 |
| USPS | Sewer Pipe Burst Project - bulk mailing | 300 | 4355 | 2023 Sewer Pipeburst (80) | 81.31 |
| VERIZON WIRELESS(242395655) | Telephone Service - private IP addresses for the San Pedro and Peacock Pump Stations from 8/18/23-9/17/23 | 100 | 2534 | Telephone service | 129.43 |
| WATER COMPONENTS & BLDG SUPPLY | Pump Stations - valve (ARV) gasket | 200 | 2359 | Maint- pump sta's & force mains | 10.27 |
| WATER COMPONENTS & BLDG SUPPLY | Pump Stations - chop saw blade for cutting pipe | 200 | 2359 | Maint- pump sta's & force mains | 14.67 |
| WATER COMPONENTS & BLDG SUPPLY | Collection System - emergency spot repair: clamps 6 inches at East and Francis | 200 | 2360 | O&M - collection systems | 229.92 |
| WECO INDUSTRIES LLC | Collection System - rod and guide hose for rodder | 200 | 2360 | O&M - collection systems | 9,193.66 |
| WECO INDUSTRIES LLC | Collection System - new push camera | 200 | 2360 | O&M - collection systems | 13,551.37 |
| | | | | | 1,684,741.27 |

SAN RAFAEL SANITATION DISTRICT
Agenda Item No. 4.a.

DATE: November 13, 2023
TO: Board of Directors, San Rafael Sanitation District
FROM: Doris Toy, District Manager/District Engineer
SUBJECT: Discussion on Strategic Planning for the District

SUMMARY:

During the August and October Study Sessions, there were discussions on the following topics:

- The August 2021 Municipal Resource Group, Organizational Review and Analysis Report, which included a Proposed Workplan listing approximately 30 recommended items.
- The difficulty in recruiting and retaining employees, which resulted in a Compensation Lite Study performed in Spring 2023.
- The future outlook to be successful as an organization.
- Capital Improvement Project planning.
- Increase regulations from Regional Water Quality Control Board and local agencies.

From those topics, we developed the attached list of options and alternatives for consideration to assist the District to plan, grow and be successful with present and future demands and expectations. The staff then interviewed representatives from the following agencies to gather information:

- Local Agency Formation Commission (LAFCO);
- Central Marin Sanitation Agency (CMSA);
- City of San Rafael, Human Resources Dept.;
- District Board members;
- Deputy County Counsel for the District; and
- Staff

Please see the attached for staff's findings of issues to be addressed and advantages and disadvantages for several options.

ACTION REQUIRED:

1. Board to provide direction to staff regarding which option(s) to pursue and continue to gather additional information; or
2. Board to provide other directions to staff.

Attachments:

SRSD Consideration of Strategic Planning Options and Alternatives

**San Rafael Sanitation District
Consideration of Strategic Planning Options and Alternatives
District Special Board Meeting
November 13, 2023**

1. Do Nothing – remain as currently structured and staffed.
 2. Terminate City Services and Expand Staff and Support Services Staffing
 - 3. Retain City support services but convert staff to District employees not City employees.**
 - 4. Establish a Separate Representation for District Personnel**
 5. Contract with Private Services Company – all services
 - a. All services
 - b. Sewer Cleaning
 - c. Emergency response
 - d. Asset condition assessment
 - e. Engineering
 - f. Support Services
 - 6. Enter into a Shared Services Agreement with CMSA or other JPA Member(s) – any or all services**
 - a. Cleaning and emergency response services
 - b. Engineering Services
 - c. All support services
 7. Dissolve the District and Return to City Public Works Department
 8. Convert District to Stand Alone Publicly Elected Sanitary District Board, hire full staff
 9. Merge with another Public Agency or JPA Member
- * Board directed review and consideration of these options at August Study Session.**

Option 3

Convert City Employees to District Employees

Option Description

This option involves the complete withdrawal of all current District classifications from City employment and retains these employees as new District employees. This change would apply to all positions from the District Manager to the Sewer Maintenance Workers. The option would end current City support services and would require the District to replace current City support services either by new support services agreement and/or outside agency/consultant or handling all support services by District management.

Issues to be Addressed

- Requires submittal of termination of the 1987 City services agreement to City Municipal Employee Relations officer for changes. Will terminate both support and staffing currently provided by City.
- Upon notification of service agreement termination, City would notify lay-off all impacted District positions. District would then need to rehire laid off City employees as District employees.
- How would non-management personnel be represented? Rehired?
- Board would need to adopt employer-employee rules and regulations.
- May require full total compensation evaluation as MRG Salary Lite only compared salaries.
- Board would be required to establish salary and benefits for all new District classifications through negotiations with non- management employees and direct Board agreements with management employees.
- Employees would need to either establish representation or determine to self-represent themselves with District management.
- Requires updating of classification descriptions by the effective date.
- Board would need to establish support services with a new agency, contractor or add staff to handle all necessary support services terminated with the City – could consider both financial and support services providers from consultants.
- Evaluate and resolve continued use of the City Public Works Yard for District activities and equipment storage.
- A determination of who would negotiate on behalf of District management and employees.
- Preparation of a District Salary schedule and employee benefits.
- Establish payroll processes for employees' salaries.
- Resolve City unfunded liabilities for post-employment benefits following termination of the services agreement.
- Development of a District workers compensation program including removal from City program.
- Requires evaluation of impacts of salary and benefit increases on District budget and funding.
- How to handle GIS and CMMS software support services currently used by the City.

Advantages

- Requires District to terminate the City services agreement on a specific date.
- Would allow Board to establish competitive salaries and benefits for future District recruitment and retention based on full total compensation study.
- Makes the Board and District Manager responsible for all human resources responsibilities,
- Probably can be completed by July 1, 2024.
- Does not require compliance with the City Employer-Employee Relations Resolution Number 12189.
- Creates SRSD identity and brand.
- Eliminates current confusion about who is the employee's employer.
- Preferred by current represented District staff members.

Disadvantages

- May require District to coordinate and fund additional total compensation study to add benefit comparisons to the MRG Lite Study.
- Requires District to establish full employer-employee relationships and employment activities and agreements with miscellaneous employees and management level employees.
- Would require Board and management engagement in negotiations activities.
- Requires the Board to negotiate salary and benefits for all District classifications and establish management staff agreements.
- Must establish all current City provided support services at the District – either by hiring staff or thru professional service contracts.
- May allow laid-off City employees working in District classifications to accept similar City positions during the 30-day lay-off notice period and reject District re-employment.

Option 4

Establish Separate Representation for District Personnel

Option Description

This option involves creation of a separate bargaining unit for the District classifications within the current City employee relations program. This would require the creation of a new bargaining unit(s) for only District employees within the current representation of SEIU and WCE. This option would continue the current support services provided by City staff outlined in the 1987 City Services Agreement and would not impact the three unclassified City management positions at the District.

Issues to be Addressed

- Must be approved by the City Employee Relations Officer.
- Requires approval by the existing representing bargaining units.
- Need to confirm the following from SEIU Agent:
 - All SEIU and WCE Members will need to separately vote to allow SRSD employees to leave.
 - If leaving, they cannot form their own group for 6 months to a year following decision by bargaining units?
 - Thus, Business Agent is recommending that they bring to City the Comp Study and show them that the benchmarks need to be changed for the SRSD employees. If employees increase salary, then City will also increase their 10% administration fee since it's based on the salary/benefits.
 - Staff asked if SEIU would take the engineering staff, since they were unsure if WCE would change their benchmark.
- Prepare and submittal of Severance Request pursuant to the City Employer-Employee Relations Resolution to the City Employee Relations Officer by March 1, 2024.
- Timing for the severance requirements must occur 120 days prior to MOU expiration on July 1, 2024.
- Impacts 13 positions at the District; no impact on 3 management positions which would remain in the mid and executive management unrepresented groups.
- Decision on one or two new bargaining units would be required.
- Review and approval of City Employee Relations Officer.
- City agreement of the change and SEIU and WCE acceptance.
- Determination on impacts on current employee negotiations for a new MOU effective 7/1/24
- Requires separate MOU to be negotiated with the new bargaining unit(s) to be effective on unit initiation date – could be substantially later maybe up to a year or more.
- Challenges could result in submittal to the California State Mediation and Conciliation Service or neutral third party for affirmative determination of the bargaining unit change.
- Requires evaluation of impacts of salary and benefit increases on District budget and funding.

Advantages

- Allows for negotiated salary based upon current salary lite evaluation – survey did not include benefit evaluations.
- Creates salary equity for current represented positions.
- Improves future recruiting and retention of District employees.
- Continues City support services.
- Does not require evaluation or resolution of use of City Public Works Yard Facilities.
- Continues existing status for the payment of unfunded post-employment benefits for contracted staff.
- Represented staff have limited interest in this Option if this will result with a period of no representation.

Disadvantages

- Creates expanded management responsibilities for implementation and operation of the new bargaining unit(s).
- Could create apparent inequity with similar City positions.
- Could be opposed by one or both of the current bargaining units.
- Does nothing for management position recruiting and retention.
- Changes could be challenged by existing bargaining units delaying implementation.
- Could create significant implementation delays in resolving issues for this recruitment and retention and salary and benefit increase for employee.
- Requires compliance with the City Employer-Employee Relations Resolution Number 12189.
- Continues City support services potentially.
- Requires working with two bargaining units to implement.

Option 6

Shared Services Agreement with CMSA or Other JPA Member

Option Description

This option would require the District to withdraw all employee classifications from the City by termination of the 1987 services agreement. Negotiations of a new services agreement that would move all District employees to CMSA or other JPA member and then provide all District management and operations through a services agreement. This could be completed for the full range of services or could be phased in to provide all necessary support services first and then at a different time move selected maintenance areas to the selected service provider.

Issues to be addressed

- Board should request interest from service agency Board of willingness to negotiate.
- Requires submittal of termination notice of the 1987 City services agreement to City Municipal Employee Relations officer for changes.
- Development of issues for negotiations for the services agreement.
- Requires approval from service provider agency. (*What's in it for them? It will be more work for them to support SRSD. - - move closer to single agency, assist another JPA*)
- Issues for hiring of laid-off employees by new service provider agency.
- Direction and negotiation of a comprehensive services agreement for District services.
- Determination of the agency to pursue a services agreement with.
- Completion of new services agreement prior to termination notice to City.
- Develop salary and benefit issues with the service provider agency classifications.
- Determination of operational efficiencies through the service agreement.
- Requires negotiations to add employee classifications to service provider agreements.
- Requires evaluation of the need for phased implementation i.e., support services, pump stations, collections, management classifications (District Manager, Principal Engineer, O&M Manager), etc.
- Determination of service agreement phases if determined desirable.
- Requires Ciin lay-offs and District or service agreement requiring post 30-day notification procedures at the City.
- Requires determination of impacts to the existing employee retirement program – PERS vs. MCERA or other service agreement agency retirement program.
- May require LAFCO processing and/or approval.
- Resolution of use of the City Public Works facility or use of service agreement agency facilities.
- Establishment of Board operating procedures and responsibilities resulting from the services agreement.
- Requires evaluation of service charge processing and revenue.
- Selection of an effective date for the service agreement to be effective.
- Resolve unfunded post-employment liability benefits for contract staff with the City.
- Implementation of revised salary and benefits compared to the service agreement agency.

- Requires evaluation of impacts of salary and benefit increases on District budget and funding.
- Development of a District workers compensation program including removal from City program.
- Does service agreement agency have adequate space for staff additions and supporting equipment and materials.

Advantages

- Terminates all City support services and relationships.
- Removes all employees from City Employer-Employee relationships.
- Results in competitive salaries and benefits that will enhance future recruitment and retention.
- May result in a single bargaining unit for all represented classifications.
- Could lead to ultimate efficiencies of the District long term with the new service provider with positive impacts on customer rates and charges.
- Does not require action or compliance with the City Employer-Employee Relations Resolution Number 12189.
- Can be timely implemented or shortly following start of fiscal year.

Disadvantages

- Could be delayed based upon negotiations issues and completion.
- Could require phased implementation over months or years.
- Could generate possible public or JPA member Board opposition to a services agreement.
- Terminates all City support services and relationships.
- Upon notification of service agreement termination, City would notice lay-off of all impacted District positions for 30 days and the City could offer employees other City employment opportunities leaving vacant service agreement support positions for District sewer program.
- Staff concerned with expanded roles responsibilities at larger service agreement agency.
- Staff and equipment are no longer housed at Public Works Facility.
- Upon lay-off would service agency need the same staffing level as the District currently utilizes.
- Staff concerns with new GIS and CCMS support services and software.
- Staff concern with or changes to position classification titles.