

STEGE SANITARY DISTRICT BOARD OF DIRECTORS
LONG RANGE PLANNING WORKSHOP
SATURDAY, MAY 14, 2016
9:00AM - 4:00PM

***** **AGENDA** *****

In accordance with California Government Code Section 54957.5, any writing that is a public record and relates to an open session agenda item which is distributed less than 72 hours prior to the meeting shall be available for public inspection at the District Office, 7500 Schmidt Lane, El Cerrito, during regular business hours. Copies of the agenda are posted on the District website at www.stegesd.dst.ca.us. Those disabled persons requiring auxiliary aids or services in attending or participating in this meeting should notify the District at least 48 hours prior to the meeting at 510/524-4668.

I. Call To Order:

II. Roll Call:

Agenda Items: Directors and Officers of the Board will consider and announce if they have any conflicts of interest posted by items on the meeting agenda.

III. Public Comment

(Members of the public are invited to address the Board concerning topics that are not on the agenda)

IV. Long Range Planning Workshop – 2016

(The Board will discuss the following items as listed below at the approximate times.)

REVIEW OF AGENDA AND LAST ACTION PLAN 9:00 – 9:15 A.M.

• **Past 5 Years Budget Review** 9:15 – 10:00

(The Board will review and discuss trends from the District's budget and actual expenditures for the past 5 years)

• **Total Compensation Comparison** 10:00 – 10:45

(The Board will review and discuss the District's salary and benefits vs. comparable agencies)

BREAK 10:45 – 11:00

STEGE SANITARY DISTRICT BOARD OF DIRECTORS
LONG RANGE PLANNING WORKSHOP
SATURDAY, MAY 14, 2016
9:00AM - 4:00PM

- **Strategic Planning** 11:00 – 12:00
(The Board will review and discuss a SWOT analyses and goals matrix)
- **Self Assessment of Governance – Questionnaire** 12:00 – 12:15
- LUNCH** 12:15– 12:45 P.M.
- **Self Assessment of Governance – Review & Discussion** 12:45 – 1:15
- **Strategic Planning** 1:15 – 1:45
(The Board will discuss next steps for the process)
- BREAK** 1:45 – 2:00
- **Northern San Pablo Avenue Sewer Capacity** 2:00 – 3:30
(The Board will review information regarding future capacity along this corridor.)
- WRAP-UP, REVIEW, ACTION ITEMS** 3:30 – 4:00

V. Adjournment

(The next meeting of the Stege Sanitary District Board of Directors will be held on Thursday, May 26, 2016 at 7:00 P.M. at the District office, 7500 Schmidt Lane, El Cerrito, California)

Stege Sanitary District
 Long Range Planning Workshop Agenda
 Saturday, May 14, 2016
 9:00am - 4:00pm

TIME	TOPIC
9:00 AM	<i>Review of Agenda & Last Action Plan</i>
9:15 AM	Past 5 Years Budget and Expenditures Review [0.75 hrs.] The Board will review and discuss trends from the District's budget and actual expenditures for the past 5 years
9:30 AM	
9:45 AM	
10:00 AM	
10:15 AM	Total Compensation Comparison [0.75 hr.] The Board will review and discuss the District's salary and benefits vs. comparable agencies
10:30 AM	
10:45 AM	
11:00 AM	<i>Break</i>
11:15 AM	Strategic Planning [1.0 hr.] The Board will review and discuss a SWOT analyses and goals matrix
11:30 AM	
11:45 AM	
12:00 PM	
12:15 PM	Self Assessment Of Governance - Questionnaire [0.25 hr.]
12:30 PM	<i>Lunch</i>
12:45 PM	Self Assessment Of Governance - Review & Discussion [0.50 hr.]
1:00 PM	
1:15 PM	Strategic Planning [0.50 hr.] The Board will discuss next steps for the process.
1:30 PM	
1:45 PM	
2:00 PM	Northern San Pablo Avenue Sewer Capacity [1.5 hr.] The Board will review information regarding future capacity along this corridor.
2:15 PM	
2:30 PM	
2:45 PM	
3:00 PM	
3:15 PM	
3:30 PM	<i>Wrap Up, Review, Action Items</i>
3:45 PM	

STEGE SANITARY DISTRICT

2015 ACTION PLAN

The following is the status of the items discussed at the May 16, 2015 Long-Range Planning (LRP) Workshop:

1. Past 5 Years Budget Review

The Board reviewed and discussed trends from the District's budgets of the past 5 years. The Board requested the next fiscal review include both budget and actual expenditures in the comparison and that annual budgets explain any major variances between budget and actual expenditures.

Action Item: Include both budget and actual expenditures in the next fiscal review comparison. Explain any major variances between budget and actual expenditures in annual budgets.

STATUS: IN PROGRESS

The "Past 5 Years Budget and Expenditures Review" topic is on the agenda for the Long Range Planning Workshop on May 14, 2016.

2. Performance Report Items

The Board reviewed and discussed the 2014 District Performance Report including the satisfaction survey that is sent to residents following every service call. The Board also reviewed all of the responses to the survey received this calendar year. The Board made several suggestions for subsequent Performance Reports and asked staff to ask District Counsel to determine if the satisfaction surveys received from residents should be redacted, by removing names and addresses, if ever part of a public records request.

Action Item: Incorporate the Board suggestions into subsequent Performance Reports. Ask District Counsel to determine if the satisfaction surveys received from residents should be redacted, by removing names and addresses, if ever part of a public records request.

STATUS: COMPLETE

The Board suggestions were incorporated into the 2015 District Performance Report which is currently available for public review on the District website (www.stegesan.org). On June 4, 2015, District Counsel responded to the Manager by email and stated that if satisfaction surveys are part of a public records request, at the very least, the addresses should be redacted.

3. Self-Assessment of Governance

Each Board member completed a self-evaluation form and discussed their individual assessments. The Board would like to further discuss at a future meeting whether there is a need for a standard procedure for the Board President when reviewing and signing checks.

Action Item: Add for further consideration at a future meeting, a topic regarding a standard procedure for the Board President when reviewing and signing checks.

STATUS: COMPLETE

The “Board President Check Signing Procedure” topic was on the agenda of the Board meeting held on September 10, 2015 and further clarified after Directors James and Gilbert-Snyder’s reported on their attendance at the California Special Districts Association (CSDA) Annual Conference which included a topic regarding internal financial controls.

4. Strategic Planning

The Board reviewed and discussed the strategic plans of local comparable agencies. The Board felt the strategic plans were all very similar and didn’t feel the high cost of hiring a consultant would be worth receiving a similar document. Director Miller provided his summary of the vision, values and goals for the District based on his review of the plans. The Board further defined the goals Miller identified and asked staff to bring it back for further consideration at a future meeting. The Board suggested conducting a strengths, weaknesses, opportunities and threats (SWOT) analysis at the staff level to get their viewpoints added to the strategic planning process.

Action Item: Add Miller’s summary of the vision, values and re-defined goals for further consideration at a future meeting. Conduct a strengths, weaknesses, opportunities and threats (SWOT) analysis at the staff level to get their viewpoints added to the strategic planning process.

STATUS: COMPLETE

The “Strategic Planning” topic was on the agenda of the Board meetings held on November 19, 2015 and January 14, 2016, each of which included Miller’s summary of the vision, values and re-defined goals. The strengths, weaknesses, opportunities and threats (SWOT) analysis was conducted by District staff on November 19, 2015 and added to the information provided at the January 14, 2016 Board Meeting.

STEGE SANITARY DISTRICT

BUDGET - COMPOSITE 5 YEAR REVIEW

ITEM	FINAL BUDGET 2011-2012	FINAL BUDGET 2012-2013	FINAL BUDGET 2013-2014	FINAL BUDGET 2014-2015	FINAL BUDGET 2015-2016	5yr Avg BUDGET	% Inc/(Dec) 10/11 to 11/12 BUDGET	% Inc/(Dec) 11/12 to 12/13 BUDGET	% Inc/(Dec) 12/13 to 13/14 BUDGET	% Inc/(Dec) 13/14 to 14/15 BUDGET	% Inc/(Dec) 14/15 to 15/16 BUDGET	5yr Avg % Inc/(Dec) BUDGET
OPERATING EXPENSES:												
010 Salaries & Wages	\$ 880,980	\$ 949,687	\$ 981,249	\$ 1,000,320	\$ 1,002,990	\$ 963,045	-1%	8%	3%	2%	0%	2%
020 Employee Benefits	\$ 416,085	\$ 428,082	\$ 484,499	\$ 504,900	\$ 524,880	\$ 471,689	4%	3%	13%	4%	4%	6%
030 Directors' Expenses	\$ 38,020	\$ 43,500	\$ 40,000	\$ 40,000	\$ 36,500	\$ 39,604	0%	14%	-8%	0%	-9%	2%
040 Election Expense	\$ -	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ 12,000	-100%	0%	-100%	0%	-100%	-50%
060 Gasoline, Oil, Fuel	\$ 18,000	\$ 19,000	\$ 19,000	\$ 22,000	\$ 22,000	\$ 20,000	20%	6%	0%	16%	0%	10%
070 Insurance	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500	\$ 102,500	24%	0%	0%	0%	0%	6%
080 Memberships	\$ 17,300	\$ 13,100	\$ 14,100	\$ 21,100	\$ 18,100	\$ 16,740	31%	-24%	8%	50%	-14%	16%
090 Office Expense	\$ 7,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 7,900	-7%	14%	0%	0%	0%	2%
100 Operating Supplies	\$ 33,200	\$ 33,200	\$ 33,200	\$ 38,200	\$ 40,000	\$ 35,560	18%	0%	0%	15%	5%	8%
110 Contractual Services	\$ 131,110	\$ 138,260	\$ 151,000	\$ 151,500	\$ 95,880	\$ 133,550	14%	5%	9%	0%	-37%	7%
120 Professional Services	\$ 228,100	\$ 235,600	\$ 228,100	\$ 199,600	\$ 115,100	\$ 201,300	-43%	3%	-3%	-12%	-42%	-14%
130 Printing & Publications	\$ 17,100	\$ 36,800	\$ 21,800	\$ 24,800	\$ 29,000	\$ 25,900	0%	115%	-41%	14%	17%	22%
140 Rents & Leases	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	0%	0%	0%	0%	0%	0%
150 Repairs & Maintenance	\$ 61,310	\$ 74,960	\$ 91,960	\$ 89,400	\$ 85,200	\$ 80,566	1%	22%	23%	-3%	-5%	11%
160 Revenue Collection Expenses	\$ 12,500	\$ 12,000	\$ 12,000	\$ 12,000	\$ 14,000	\$ 12,500	0%	-4%	0%	0%	17%	-1%
170 Travel & Meetings	\$ 14,700	\$ 15,350	\$ 15,350	\$ 15,350	\$ 15,350	\$ 15,220	2%	4%	0%	0%	0%	2%
190 Utilities	\$ 23,740	\$ 26,000	\$ 27,000	\$ 27,000	\$ 30,200	\$ 26,788	27%	10%	4%	0%	12%	10%
200 Other Expenses	\$ 16,700	\$ 35,700	\$ 73,700	\$ 163,700	\$ 59,600	\$ 69,880	104%	114%	106%	122%	-64%	111%
203 First Aid Supplies	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	0%	0%	0%	0%	0%	0%
204 Safety Equipment and Gloves	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	80%	0%	0%	0%	0%	20%
205 Uniforms and Boots	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	-4%	0%	0%	0%	0%	-1%
206 Safety Incentive Program	\$ 1,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,200	0%	25%	0%	0%	0%	6%
410 Pump Stations	\$ 6,380	\$ 9,170	\$ 15,924	\$ 15,740	\$ 15,060	\$ 12,455	0%	44%	74%	-1%	-4%	29%
207 Contracted Repairs	\$ 35,000	\$ 54,000	\$ 56,000	\$ 57,000	\$ 58,000	\$ 52,000	-30%	54%	4%	2%	2%	7%
TOTAL OPERATING EXPENSES	\$ 2,079,625	\$ 2,285,059	\$ 2,395,531	\$ 2,543,260	\$ 2,292,510	\$ 2,319,197	-6%	10%	5%	6%	-10%	4%
CAPITAL EXPENSES:												
650 DEBT REPAYMENT	\$ 308,623	\$ 308,577	\$ 223,045	\$ 148,200	\$ 148,200	\$ 227,329	0%	0%	-28%	-34%	0%	-15%
300 CAPITAL EQUIPMENT	\$ 157,000	\$ 360,000	\$ 25,000	\$ 20,000	\$ 70,000	\$ 126,400	128%	129%	-93%	-20%	250%	36%
400 CONSTRUCTION	\$ 1,215,000	\$ 1,475,000	\$ 1,727,000	\$ 1,780,000	\$ 2,156,000	\$ 1,670,600	17%	21%	17%	3%	21%	15%
TOTAL CAPITAL EXPENSES	\$ 1,680,623	\$ 2,143,577	\$ 1,975,045	\$ 1,948,200	\$ 2,374,200	\$ 2,024,329	19%	28%	-8%	-1%	22%	9%
TOTAL BUDGET	\$ 3,760,248	\$ 4,428,636	\$ 4,370,577	\$ 4,491,460	\$ 4,666,710	\$ 4,134,801	4%	18%	-1%	3%	4%	-11%

STEGE SANITARY DISTRICT

ACTUAL - COMPOSITE 5 YEAR REVIEW

ITEM	FINAL EXPENSE 2010-2011	FINAL EXPENSE 2011-2012	FINAL EXPENSE 2012-2013	FINAL EXPENSE 2013-2014	FINAL EXPENSE 2014-2015	as of 2/29/16 EXPENSE 2015-2016	5yr Avg EXPENSE	% Inc/(Dec) 10/11 to 11/12 EXPENSE	% Inc/(Dec) 11/12 to 12/13 EXPENSE	% Inc/(Dec) 12/13 to 13/14 EXPENSE	% Inc/(Dec) 13/14 to 14/15 EXPENSE	4yr Avg % Inc/(Dec) EXPENSE
OPERATING EXPENSES:												
010 Salaries & Wages	\$ 888,656	\$ 888,667	\$ 929,658	\$ 965,148	\$ 999,622	\$ 567,818	\$ 934,350	0%	5%	4%	4%	3%
020 Employee Benefits	\$ 283,547	\$ 375,075	\$ 411,245	\$ 452,771	\$ 444,648	\$ 339,898	\$ 393,457	32%	10%	10%	-2%	13%
030 Directors' Expenses	\$ 30,425	\$ 30,861	\$ 32,463	\$ 27,714	\$ 25,300	\$ 15,642	\$ 29,353	1%	5%	-15%	-9%	-4%
040 Election Expense	\$ 400	\$ -	\$ 384	\$ -	\$ 22,082	\$ -	\$ 4,573	-100%	0%	-100%	0%	-50%
060 Gasoline, Oil, Fuel	\$ 18,528	\$ 22,202	\$ 19,616	\$ 23,755	\$ 22,507	\$ 10,257	\$ 21,322	20%	-12%	21%	-5%	6%
070 Insurance	\$ 150,091	\$ 67,352	\$ 78,051	\$ 100,807	\$ 52,283	\$ 109,992	\$ 89,717	-55%	16%	29%	-48%	-15%
080 Memberships	\$ 17,322	\$ 12,180	\$ 11,943	\$ 12,848	\$ 15,069	\$ 11,169	\$ 13,872	-30%	-2%	8%	17%	-2%
090 Office Expense	\$ 6,322	\$ 5,536	\$ 4,492	\$ 6,851	\$ 5,414	\$ 4,135	\$ 5,723	-12%	-19%	53%	-21%	0%
100 Operating Supplies	\$ 28,328	\$ 32,050	\$ 28,122	\$ 28,009	\$ 35,222	\$ 16,889	\$ 30,346	13%	-12%	0%	26%	7%
110 Contractual Services	\$ 102,592	\$ 115,718	\$ 131,791	\$ 147,031	\$ 75,181	\$ 83,610	\$ 114,462	13%	14%	12%	-49%	-3%
120 Professional Services	\$ 347,379	\$ 204,922	\$ 217,115	\$ 211,827	\$ 97,389	\$ 46,762	\$ 215,727	-41%	6%	-2%	-54%	-23%
130 Printing & Publications	\$ 678	\$ 1,688	\$ 17,117	\$ 12,681	\$ 22,822	\$ 8,995	\$ 10,997	149%	914%	-26%	80%	279%
140 Rents & Leases	\$ 628	\$ 612	\$ 654	\$ 604	\$ 610	\$ 413.12	\$ 622	-3%	7%	-8%	1%	-1%
150 Repairs & Maintenance	\$ 63,573	\$ 82,400	\$ 43,435	\$ 36,151	\$ 86,625	\$ 27,562	\$ 62,437	30%	-47%	-17%	140%	26%
160 Revenue Collection Expenses	\$ 14,358	\$ 10,861	\$ 10,852	\$ 17,248	\$ 14,434	\$ 6,001	\$ 13,550	-24%	0%	59%	-16%	5%
170 Travel & Meetings	\$ 15,774	\$ 13,293	\$ 10,829	\$ 5,745	\$ 7,436	\$ 2,453	\$ 10,615	-16%	-19%	-47%	29%	-13%
190 Utilities	\$ 21,492	\$ 11,960	\$ 22,005	\$ 26,151	\$ 27,387	\$ 19,317	\$ 21,799	-44%	84%	19%	5%	16%
200 Other Expenses	\$ 15,649	\$ 19,264	\$ 39,892	\$ 19,308	\$ 86,622	\$ 6,951	\$ 36,147	23%	107%	-52%	349%	107%
203 First Aid Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	0%	0%	0%	0%
204 Safety Equipment and Gloves	\$ 4,751	\$ 1,868	\$ 1,505	\$ 1,509	\$ 3,108	\$ 853	\$ 2,548	-61%	-19%	0%	106%	7%
205 Uniforms and Boots	\$ 10,433	\$ 10,977	\$ 12,146	\$ 10,503	\$ 11,209	\$ 5,816	\$ 11,054	5%	11%	-14%	7%	2%
206 Safety Incentive Program	\$ 1,107	\$ -	\$ 792	\$ 862	\$ 853	\$ -	\$ 723	-100%	0%	9%	-1%	-23%
410 Pump Stations	\$ 18,017	\$ 6,274	\$ 14,107	\$ 31,140	\$ 5,925	\$ 23,268	\$ 15,092	-65%	125%	121%	-81%	25%
207 Contracted Repairs	\$ 52,564	\$ 38,677	\$ 34,242	\$ 55,972	\$ 48,278	\$ 19,798	\$ 45,946	-26%	-11%	63%	-14%	3%
TOTAL OPERATING EXPENSES	\$ 2,092,613	\$ 1,952,435	\$ 2,072,455	\$ 2,194,634	\$ 2,110,026	\$ 1,327,599	\$ 2,084,433	-7%	6%	6%	-4%	0%
CAPITAL EXPENSES:												
650 DEBT REPAYMENT	\$ 308,623	\$ 308,623	\$ 309,148	\$ 223,001	\$ 148,220	\$ 148,220	\$ 259,523	0%	0%	-28%	-34%	-15%
300 CAPITAL EQUIPMENT	\$ 219,520	\$ 93,508	\$ 338,330	\$ 4,726	\$ 27,889	\$ 15,676	\$ 136,795	-57%	262%	-99%	490%	149%
400 CONSTRUCTION	\$ 952,628	\$ 886,013	\$ 1,237,409	\$ 1,419,193	\$ 1,735,026	\$ 1,245,724	\$ 1,246,054	-7%	40%	15%	22%	17%
TOTAL CAPITAL EXPENSES	\$ 1,480,771	\$ 1,288,144	\$ 1,884,888	\$ 1,646,920	\$ 1,911,135	\$ 1,409,619	\$ 1,642,371	-13%	46%	-13%	16%	9%
TOTAL EXPENSE	\$ 3,573,384	\$ 3,240,579	\$ 3,957,342	\$ 3,841,554	\$ 4,021,161	\$ 2,737,218	\$ 3,726,804	-9%	22%	-3%	5%	4%

DETAIL SHEET

STEGE SANITARY DISTRICT
ACCOUNT NO. 41 - OPERATIONS

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
010 SALARIES AND WAGES					
011 Engineering Salaries	\$ 372,744	\$ 363,750	2%	\$ 376,000	\$ 398,560
011.6 Cell Phone (3)	2,160	2,160	0%	2,160	2,160
012 Collection System Salaries	399,443	401,910	-1%	380,000	387,600
012.6 Cell Phone (5)	3,840	3,600	7%	3,600	3,600
013 Overtime - Service Calls	9,704	15,400	-37%	15,400	15,400
014 Overtime - Engineering/Inspection	-	500	-100%	500	500
015 Standby	32,850	32,850	0%	40,150	41,610
017 Performance Incentive	12,266	12,000	2%	12,000	12,000
TOTAL SALARIES AND WAGES	\$ 833,007	\$ 832,170	0%	\$ 829,810	\$ 861,430
020 EMPLOYEE BENEFITS					
021 Retirement	\$ 148,883	\$ 187,590	-21%	\$ 190,510	\$ 198,110
021a Deferred Comp Match (\$240 Max Per Mo.) Cafeteria Plan	24,000	23,040	4%	23,040	23,040
'022 Health Care Admin Fees	4,774	480	895%	480	480
'027 Cash, Dependent Care & Medical	140,250	132,000	6%	144,000	156,000
023 Life Insurance and Dental	14,137	15,480	-9%	14,400	14,400
024 Workers' Compensation Insurance	12,277	12,830	-4%	12,830	12,830
025 Unemployment Insurance	3,075	4,360	-29%	4,450	4,540
026 Medicare	12,734	16,720	-24%	17,050	17,390
Retiree Medical & ARC					
'028 Retiree Medical (AnnReq'dContrib ARC)	3,814	800	377%	1,600	1,600
'029 Retiree Health Care Premium	10,119	13,070	-23%	13,650	13,650
030 Social Security (On Call Maintenance)	940	940	0%	940	940
TOTAL EMPLOYEE BENEFITS	\$ 375,004	\$ 407,310	-8%	\$ 422,950	\$ 442,980
MAINTENANCE					
060 GAS, OIL AND FUEL	\$ 22,507	\$ 22,000	2%	\$ 22,000	\$ 22,000
070 CLAIMS	(22,273)	15,000	-248%	15,000	15,000
080 MEMBERSHIPS	1,466	3,000	-51%	3,000	3,000
100 OPERATING SUPPLIES					
101 Rods and Augers	23,782	25,000	-5%	25,000	25,000
102 Chemicals	-	1,000	-100%	1,000	1,000
104 Hose and Nozzles	5,000	5,000	0%	5,000	5,000
105 Emergency Readiness	351	200	76%	500	500
107 Engineering and Inspection Supplies	-	2,000	-100%	2,000	2,000
108 Computer/Supplies	6,089	5,000	22%	6,500	6,500
Forward totals to next page	36,922	78,200	-53%	80,000	80,000

DETAIL SHEET

STEGE SANITARY DISTRICT ACCOUNT NO. 41 - OPERATIONS

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
Totals from previous page	\$ 36,922	\$ 78,200	-53%	\$ 80,000	\$ 80,000
110 CONTRACTUAL SERVICES					
111 Phone Service (Answering Service)	\$ 1,267	\$ 1,560	-19%	\$ 1,440	\$ 1,440
112 Manhole Level Monitors	7,236	8,000	-10%	2,500	2,500
115 Sewer Root Foaming	65,602	70,000	-6%	75,000	75,000
116 Radio and Test Equipment Maintenance	-	500	-100%	500	500
117 Utility Marking Service	512	600	-15%	600	600
118 DOT Regulatory Compliance	565	840	-33%	840	840
119 Collection System JPA	-	15,000	-100%	15,000	15,000
120 Smoke Testing	-	55,000	-100%	-	-
120 PROFESSIONAL SERVICES					
121 Technical/Legal Support	\$ 21,716	\$ 75,000	-71%	\$ 15,000	\$ 15,000
122 Safety Consultant	-	1,000	-100%	1,000	1,000
123 Flow Monitoring Modeling	930	15,000	-94%	15,000	15,000
124 Enforcement	-	6,000	-100%	6,000	6,000
140 RENTS AND LEASES	-	1,000	-100%	1,000	1,000
150 REPAIRS AND MAINTENANCE					
151 Vehicle Maintenance	\$ 19,780	\$ 27,500	-28%	\$ 27,500	\$ 30,000
152 Equipment and Shop Maintenance	5,268	9,000	-41%	9,000	9,000
153 Sewer Materials					
a. Pipe and Fittings	755	4,000	-81%	4,000	4,000
b. Manholes	2,738	1,500	83%	1,500	4,500
c. Castings	-	1,000	-100%	1,000	1,000
154 Emergency Sewer Replacement	24,753	12,500	98%	12,500	12,500
155 Engineering Equipment	59	1,000	-94%	-	-
156 Building Maintenance	1,780	2,000	-11%	1,800	1,800
157 Janitorial Services	3,932	3,600	9%	4,500	4,500
158 Yard Maintenance	2,400	4,000	-40%	2,400	2,400
159 Refuse Service	3,803	3,800	0%	4,000	4,000
159a Refuse Service-Vactor	2,373	12,500	-81%	3,000	3,000
160 Video Inspection Equipment Repair	12,347	3,000	312%	10,000	10,000
170 TRAVEL AND MEETINGS					
171 Training and Testing	\$ 3,682	\$ 3,000	23%	\$ 3,000	\$ 3,000
173 Travel Reimbursement	1,141	6,000	-81%	6,000	6,000
174 Meetings and Conference	1,349	4,000	-66%	4,000	4,000
Forward totals to next page	\$ 220,909	\$ 426,100	-48%	\$ 308,080	\$ 313,580

DETAIL SHEET

**STEGE SANITARY DISTRICT
ACCOUNT NO. 41 - OPERATIONS**

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
Totals from previous page	\$ 220,909	\$ 426,100	-48%	\$ 308,080	\$ 313,580
193 WATER - HYDRO FLUSHER	\$ 4,216	\$ 3,000	41%	\$ 3,000	\$ 3,000
203 FIRST AID SUPPLIES	-	500	-100%	500	500
204 SAFETY EQUIPMENT AND GLOVES	3,108	4,500	-31%	4,500	4,500
205 UNIFORMS AND BOOTS	11,209	12,000	-7%	12,000	12,000
206 SAFETY INCENTIVE PROGRAM	853	1,250	-32%	1,250	1,250
TOTAL MAINTENANCE/ENGINEERING	\$ 240,295	\$ 447,350	-46%	\$ 329,330	\$ 334,830
41.2 BURLINGAME PUMP STATION					
150 Repairs (Contracted)	\$ 856	\$ 3,500	-76%	\$ 2,000	\$ 3,800
150a Annual Inspection	-	3,500	-100%	3,500	3,500
151 Electricity	875	720	22%	900	900
152 Telephone	792	520	52%	900	900
153 Maintenance and Landscaping	960	1,020	-6%	960	960
41.4 CANON PUMP STATION					
150 Repairs (Contracted)	665	2,500	-73%	2,500	4,300
150a Annual Inspection	-	2,500	-100%	2,500	2,500
151 Electricity	976	960	2%	900	900
152 Telephone	800	520	54%	900	900
TOTAL PUMP STATIONS	\$ 5,925	\$ 15,740	-62%	\$ 15,060	\$ 18,660
207 CONTRACTED REPAIRS	\$ 48,278	57,000	-15%	58,000	59,000
TOTAL - MAINT/ENG EMPLOYEE SALARIES	\$ 833,007	\$ 832,170	0%	\$ 829,810	\$ 861,430
TOTAL - MAINT/ENG EMPLOYEE BENEFITS	375,004	407,310	-8%	422,950	442,980
TOTAL OTHER MAINTENANCE/ENGINEERING	240,295	447,350	-46%	329,330	334,830
TOTAL - PUMP STATIONS	5,925	15,740	-62%	15,060	18,660
TOTAL CONTRACTED REPAIRS	48,278	57,000	-15%	58,000	59,000
TOTAL OPERATIONS	\$ 1,502,508	\$ 1,759,570	-15%	\$ 1,655,150	\$ 1,716,900

DETAIL SHEET

STEGE SANITARY DISTRICT
ACCOUNT NO. 45 - ADMINISTRATIVE AND GENERAL

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
010 SALARIES AND WAGES					
011 Administration Salaries	\$ 148,985	\$ 151,330	-2%	\$ 156,000	\$ 160,680
011.7 Scanning Support Salaries	13,829	13,320	4%	13,680	14,400
017 Performance Incentive	3,800	3,500	9%	3,500	3,500
TOTAL - SALARIES & WAGES	\$ 166,614	\$ 168,150	-1%	\$ 173,180	\$ 178,580
020 EMPLOYEE BENEFITS					
021 Retirement	\$ 11,288	\$ 37,080	-70%	\$ 39,310	\$ 40,490
021a Deferred Comp Match (\$240 Max Per Mo.) Cafeteria Plan	5,760	5,760	0%	5,760	5,760
'022 Health Care Admin Fees	(44)	360	-112%	360	360
'027 Cash, Dependent Care & Medical	33,660	33,000	2%	36,000	39,000
023 Life Insurance and Dental	2,941	5,000	-41%	3,000	3,000
024 Workers' Compensation Insurance	3,069	3,200	-4%	3,200	3,200
025 Unemployment Insurance	-	430	-100%	440	450
026 Medicare	2,732	3,420	-20%	3,870	4,330
Retiree Medical					
'028 Retiree Medical (AnnReq'dContrib(ARC))	638	500	28%	800	800
'029 Retiree Health Care Premiums	6,762	6,530	4%	6,850	6,850
029a Social Security	2,839	2,310	23%	2,340	2,380
TOTAL - EMPLOYEE BENEFITS	\$ 69,644	\$ 97,590	-29%	\$ 101,930	\$ 106,620
GENERAL EXPENSES					
030 DIRECTORS' EXPENSES					
031 Board Meeting Compensation	\$ 18,000	\$ 24,000	-25%	\$ 20,500	\$ 20,500
032 Travel Reimbursement	4,075	10,000	-59%	10,000	10,000
033 Meetings & Conference	3,100	5,000	-38%	5,000	5,000
034 Training	125	1,000	-88%	1,000	1,000
TOTAL - DIRECTORS' EXPENSES	\$ 25,300	\$ 40,000	-37%	\$ 36,500	\$ 36,500
040 ELECTION EXPENSES	\$ 22,082	\$ 30,000	-26%	\$ -	\$ 30,000
070 INSURANCE					
071 Liability and Property Insurance	\$ 74,556	\$ 110,000	-32%	\$ 110,000	\$ 110,000
072 Dividends (CREDIT)	-	(22,500)	-100%	(22,500)	(22,500)
080 MEMBERSHIPS					
081 Memberships	\$ 13,603	\$ 18,000	-24%	\$ 15,000	\$ 15,000
082 Memberships - Board	-	100	-100%	100	100
Forward totals to next page	135,541	175,600	-23%	139,100	169,100

DETAIL SHEET

**STEGE SANITARY DISTRICT
ACCOUNT NO. 45 - ADMINISTRATIVE AND GENERAL**

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
Totals from previous page	\$ 135,541	\$ 175,600	-23%	\$ 139,100	\$ 169,100
090 OFFICE EXPENSES					
091 Stationery, Postage, Supplies	\$ 2,055	\$ 4,000	-49%	\$ 4,000	\$ 4,000
092 Subscriptions	3,004	3,000	0%	3,000	3,000
096 Bank Charges	355	700	-49%	700	700
120 PROFESSIONAL SERVICES					
121 Legal Services	\$ 55,653	\$ 33,000	69%	\$ 33,000	\$ 33,000
123 Audit and Special Reports	12,900	55,000	-77%	25,000	25,000
124 Resources Consultant	-	-	0%	5,000	5,000
125 Administrative Support	-	4,000	-100%	4,000	4,000
126 Labor Relations/HR Training	91	600	-85%	100	100
127 Litigation Expenses	-	5,000	-100%	5,000	5,000
129 ADP Payroll Expenses	6,099	5,000	22%	6,000	6,000
130 PRINTING AND PUBLICATIONS					
131 Meetings and Hearings Notices	\$ 5,312	\$ 5,000	6%	\$ 7,500	\$ 7,500
132 Newsletters	16,836	18,000	-6%	20,000	20,000
133 Publications (Ordinances & Notices)	674	1,300	-48%	1,000	1,000
134 Job Advertising	-	500	-100%	500	500
140 RENTS AND LEASES	\$ 610	\$ 800	-24%	\$ 800	\$ 800
150 BUILDING REPAIRS AND MAINTENANCE					
151 Administration Offices	\$ 3,442	\$ 1,000	244%	\$ 1,000	\$ 1,000
155 Office Equipment	3,195	3,000	6%	3,000	3,000
Forward totals to next page	245,768	315,900	-22%	259,100	289,100

DETAIL SHEET

**STEGE SANITARY DISTRICT
ACCOUNT NO. 45 - ADMINISTRATIVE AND GENERAL**

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
Totals from previous page	\$ 245,768	\$ 315,900	-22%	\$ 259,100	\$ 289,100
160 REVENUE COLLECTION EXPENSES					
162 CCC Assessment Collection Fees	14,434	12,000	20%	\$ 14,000	\$ 14,000
170 TRAVEL AND MEETINGS					
173 Travel Reimbursement	\$ 673	\$ 700	-4%	\$ 700	\$ 700
174 Meetings and Conferences	591	1,650	-64%	1,650	1,650
190 UTILITIES			0%		
191 Gas and Electricity	\$ 8,464	\$ 10,000	-15%	\$ 10,000	\$ 10,000
192 Telephone & Computer Internet	8,689	9,000	-3%	11,000	11,000
193 Water	4,024	3,000	34%	4,200	4,200
194 Security System	1,994	2,000	0%	2,000	2,000
200 OTHER EXPENSES					
201 Miscellaneous	\$ 4,705	\$ 4,000	18%	\$ 5,000	\$ 5,000
202 Property Taxes	64	200	-68%	100	100
203 LAFCO Net Cost Apportionment	-	1,500	-100%	1,500	2,500
204 Public Outreach	12,984	18,000	-28%	18,000	18,000
205 Penalties & Fines	68,870	140,000	-51%	35,000	35,000
TOTAL - GENERAL EXPENSES	\$ 371,259	\$ 517,950	-28%	\$ 362,250	\$ 393,250
TOTAL - ADMIN. EMPLOYEE SALARIES	\$ 166,614	\$ 168,150	-1%	\$ 173,180	\$ 178,580
TOTAL - ADMIN. EMPLOYEE BENEFITS	\$ 69,644	\$ 97,590	-29%	\$ 101,930	\$ 106,620
TOTAL - ADMINISTRATION & GENERAL	\$ 607,517	\$ 783,690	-22%	\$ 637,360	\$ 678,450
TOTAL OPERATIONS & ADMIN. (3418)	\$ 2,110,026	\$ 2,543,260	-17%	\$ 2,292,510	\$ 2,395,350

DETAIL SHEET

**STEGE SANITARY DISTRICT
ACCOUNT NO. 41 - CAPITAL EQUIPMENT EXPENSES**

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
CAPITAL EQUIPMENT EXPENSES					
300 CAPITAL OPERATIONS (3421)					
315 Flow Meters	\$ -	\$ -	0%	\$ 25,000	\$ 25,000
319 Manhole Level Monitors	-	-	0%	15,000	10,000
324 Vehicle Replacement	20,974	20,000	5%	30,000	330,000
326 Cyclone Fence	6,915	-	0%		
Sub-Total Capital Operations	\$ 27,889	\$ 20,000	39%	\$ 70,000	\$ 365,000
TOTAL - CAPITAL EQUIPMENT EXPENSES (3421)	\$ 27,889	\$ 20,000	39%	\$ 70,000	\$ 365,000

DETAIL SHEET

**STEGE SANITARY DISTRICT
ACCOUNT NO. 41 - CAPITAL EXPENSES**

ITEM	Final 2014-2015 Expenditures	Fiscal Year 2014-2015 Budget	Over/Under Budget (%)	Fiscal Year 2015-2016 Budget	Fiscal Year 2016-2017 Budget
411 MANHOLES					
Manhole Adjustments	\$ 14,750	\$ 30,000	-51%	\$ 25,000	\$ 25,000
428 RENEWAL & REPLACEMENT					
a. Interceptor Cleaning	\$ -	\$ 25,000	0%	\$ 50,000	\$ 50,000
b. Pump Station Rehab	-	-	0%	-	16,000
SUB TOTAL (428)	\$ -	\$ 25,000	0%	\$ 50,000	\$ 66,000
434 STANDARD SEWER REHABILITATION (3423)					
a. Construction Costs	\$ 1,720,276	\$ 1,725,000	0%	\$ 2,081,000	\$ 2,220,000
SUB-TOTAL (434)	\$ 1,720,276	\$ 1,725,000	0%	\$ 2,081,000	\$ 2,220,000
TOTAL CONSTRUCTION COSTS (400s)	\$ 1,735,026	\$ 1,780,000	-3%	\$ 2,156,000	\$ 2,311,000
650 DEBT REPAYMENT (SRF LOANS)					
a. Repayment Project 99201	104,281	104,300	0%	104,300	104,300
b. Repayment Project 02203	43,939	43,900	0%	43,900	43,900
TOTAL DEBT REPAYMENT (650)	\$ 148,220	\$ 148,200	0%	\$ 148,200	\$ 148,200
TOTAL CAPITAL EXPENSES (400-650)	\$ 1,883,246	\$ 1,948,200	-3%	\$ 2,304,200	\$ 2,824,200

FY2015-16 Monthly Salary Survey Data

Job Title	Number of Positions	Average Range		Median Range	
		Min	Max	Min	Max

Collection System Worker I	5	4,657	5,834	4,616	5,752
Collection System Crew Member I	1	4,492	5,536	4,492	5,536
Maintenance Worker I	2	5,054	6,305	5,054	6,305
All CSW I Comparable Positions	8	4,736	5,915	4,674	5,774
Current Salary Range				4,244	5,476
Suggested				4,534	5,850

7%

Collection System Worker II	5	5,200	6,513	5,089	6,536
Maintenance Repair II	1	6,395	6,715	6,395	6,715
Maintenance Worker II	2	5,362	6,682	5,362	6,682
All CSW II Comparable Positions	8	5,390	6,581	5,362	6,565
Current Salary Range				4,648	5,997
Suggested				5,096	6,575

10%

Collection System Worker III	3	5,584	7,151	5,479	7,161
Maintenance Worker III	1	5,673	7,241	5,673	7,241
Pipeline Inspection Tech II	1	4,940	7,335	4,940	7,335
Collection System Worker I-III	1	5,477	6,657	5,477	6,657
All CSW III Comparable Positions	6	5,474	7,114	5,478	7,192
Current Salary Range				5,479	7,070
Suggested				5,565	7,180

2%

Maint Superintendent (Collection System Worker IV)	4	7,865	10,458	7,449	9,950
Collection System Manager	2	7,693	9,807	7,693	9,807
Plant Operations Supervisor	1	7,468	9,200	7,468	9,200
Maint Supervisor	2	7,418	9,217	7,418	9,217
Field Maint Supervisor	1	8,363	11,207	8,363	11,207
Collection System Sup	2	7,659	9,309	7,659	9,309
Assistant Maint Superintendent	1	7,297	9,850	7,297	9,850
Senior Maint Supervisor	1	7,262	9,269	7,262	9,269
Lead Maintenance Repair Worker	1	7,773	8,162	7,773	8,162
Supervisor Maintenance Lead	1	6,808	8,275	6,808	8,275
All Maint Super Comparable Positions	16	7,623	9,654	7,423	9,688
Current Salary Range				7,377	9,519
Suggested				7,498	9,675

2%

Tech/Inspector	2	6,076	7,795	6,076	7,795
District Inspector	2	5,619	7,225	5,619	7,225
District Inspector II	1	6,315	8,228	6,315	8,228
Construction Inspector I	5	6,145	7,857	6,257	7,605
Construction Inspector II	2	6,546	7,955	6,546	7,955
Construction Inspector III	1	7,158	8,700	7,158	8,700
Engineering Assistant	2	5,904	6,848	5,904	6,848
Engineering Tech	2	5,788	7,216	5,788	7,216
All Tech/Inspector Comparable Positions	17	6,121	7,664	6,209	7,545
Current Salary Range				5,746	7,414
Suggested				5,890	7,600

3%

FY2015-16 Monthly Salary Survey Data

Job Title	Number of Positions	Average Range		Median Range	
		Min	Max	Min	Max
Assistant Engineer	7	7,448	9,321	7,461	8,724
Field Engineer	1	7,791	9,470	7,791	9,470
All Asst Engr Comparable Positions	8	7,491	9,340	7,492	8,935
		Current Salary Range		6,491	8,376
			Suggested	7,130	9,200 10%
Associate Engineer	7	7,827	9,956	7,777	9,771
		Current Salary Range		7,573	9,771
			Suggested	7,673	9,900 1%
Senior Engineer	2	8,993	11,262	8,993	11,262
Engineering Manager	1	9,042	10,991	9,042	10,991
District Engineer	2	10,554	13,807	10,554	13,807
All Senior Engineer Comparable Positions	5	9,627	12,226	9,140	11,414
		Current Salary Range		8,846	11,414
			Suggested	9,145	11,800 3%
District Manager	6	16,155	16,953	15,756	16,525
General Manager	5	17,088	17,088	16,988	16,988
All District Manager Comparable Positions	11	16,579	17,015	16,314	16,988
		Current Salary Range		14,125	14,125
			Suggested	17,000	17,000 20%
Administrative Specialist I	3	4,621	5,725	4,379	5,648
Admin Specialist II	1	4,931	5,993	4,931	5,993
Administrative Analyst	1	5,386	6,638	5,386	6,638
Administrative Clerical Unit	1	4,490	5,532	4,490	5,532
Administrative Assistant	6	4,709	5,854	4,773	5,802
Administrative Assistant II	2	4,651	5,917	4,651	5,917
Personnel & Acct Tech	2	4,919	6,405	4,919	6,405
District Secretary	1	5,596	6,803	5,596	6,803
Admin Secretary	1	5,474	6,654	5,474	6,654
Administrative Tech	1	4,506	5,478	4,506	5,478
All Admin Specialist Comparable Positions	19	4,823	6,002	4,818	5,993
		Current Salary Range		4,379	5,648
			Suggested	4,650	6,000 6%
Administrative Supervisor	2	6,758	8,439	6,758	8,439
Senior Accountant	2	8,241	10,209	8,241	10,209
Finance Supervisor/Manager	3	8,409	10,639	8,492	10,323
Coach of Business Services	1	7,542	9,899	7,542	9,899
Business Services Manager	1	10,183	12,614	10,183	12,614
Financial/ Admin Analyst	1	7,286	8,856	7,286	8,856
Admin Services Manager	2	8,464	10,757	8,464	10,757
Accountant	2	6,792	8,766	6,792	8,766
Director Admin Services	1	9,237	12,385	9,237	12,385
Accounting Manager	1	9,296	11,865	9,296	11,865
All Admin Sup Comparable Positions	16	8,080	10,242	7,882	10,126
		Current Salary Range		5,992	7,731
			Suggested	7,905	10,200 32%

FY2015-16 Benefits Survey Data

Benefits	Castro Valley Sanitary	Central Marin Sanitation	Napa Sanitary District	Novato Sanitary	Oro Loma Sanitary	Ross Valley Sanitary	Union Sanitary	West Bay Sanitary	West County Wastewater	West Valley Sanitary	STEGE SANITARY DISTRICT	AVG	MED
Medical	Kaiser Family	Kaiser Family	Kaiser Family	Kaiser Family	Kaiser Family	Kaiser Family	Kaiser Family	\$1,025-\$2,150	Kaiser Family	Kaiser Family	\$ 1,625		
Medical Opt Out	50% Kaiser Single	\$ -	\$ 500	\$ 350	50% Kaiser Single	\$ 200	\$150-\$400	\$ 200	\$ 500	Max \$1,250 to Deferred Comp	\$ 1,000		
Dental	\$ 136.06	\$ 232.35	\$ 188.20	Fully Paid		Fully Paid	\$54.60-\$143.85	Fully Paid	Fully Paid	\$ 114.18	\$ 131.99		
Life	\$ 50,000	\$ 100,000	\$100k Mgr \$50k Emp \$28k Bd Members \$7.5k Retiree >65	\$ 50,000		2 x Salary	\$ 25,000	1.5 x Salary	1.5 x Salary	\$ 25,000	\$ 50,000		
Sick Days	12	12	12	12	12	12	12	12	12	12	12	12	12
Vacation Days	11.75-21.5	10-20	15-23	10-25	11-25	10-25	10-25		15-30	10-22	10-20	24	25
Holidays	12	10	11	11	11	12	11	8	10	13.5	11	11	11
Floating Holidays	0	3	0	2	7	4	2	5	4	4	2	3	3.5
Retirement Classic Member	8%	0%	0%	4.5%		0%	0%	4%	2%	3%	7%		
Retirement New Member	0%	0%	0%	0%		0%	0%	0%	0%	2%	0%		
Deferred Comp Match	0-2 Yrs Srvc \$800 3-4 Yrs Srvc \$1,600 4+ Yrs Srvc \$2,400	\$ -	\$1,200 Staff \$3,000 Mgr	\$ -	\$ 750	\$ -	\$ -		\$ -	\$ -	\$ 2,880		
Retiree Medical	50% Kaiser after 10yrs Srvc 5% additional after each year of srvc	Not offered	Fully Paid (Single Only)	\$ 119.00	50% Kaiser Single	40% of medical	\$375-\$575		Fully Paid	\$ 675.67	\$ 280		
Vision	\$350	\$329.88	\$313.20	Fully Paid		\$250	\$276.48	Fully Paid	Fully Paid	\$313.32	Not offered		
Bereavement Days	Not offered	3	5	5	5	5	3		3	3	Not offered	4	4
Boot Allowance	\$150	\$230	\$250	\$150	\$185	\$250	\$208		\$200	\$200	\$175	\$203	\$200
Long Term Disability	Fully Paid	Fully Paid	Fully Paid	Not offered		Fully Paid	Fully Paid	Fully Paid	Fully Paid	Paid By Employee	Paid By Employee		
Short Term Disability	Fully Paid	Not offered	Fully Paid	Not offered		Fully Paid	Fully Paid		Not offered	max \$939.40	Not offered		

<i>SLOT/SWOT Analyses and GOALS Matrix</i>	Maintain and Improve Infrastructure	Ensure Financial Stability	Comply with state and federal regulations	Provide safe and rewarding work environment that recognizes the worth and value of employees	Plan for the loss of key employees	Maintain and improve community outreach and communication	Promote professional excellence and recognition
<u>STRENGTHS (BOARD SLOT)</u>	9	13	11	18	8	18	15
Successfully transitioned to new District Manager				X	X		X
Board is respectful and open with each other				X			X
Provide leadership to engage other agencies in cooperative efforts	X	X	X	X		X	X
Knowledgeable; wide range of experience	X	X	X	X	X	X	X
Focus on what's best for the District and take a "we" approach to decision-making (as opposed to individual interest)	X	X	X	X		X	X
Competency and commitment of employees (ownership)	X	X	X	X	X	X	X
Positive work environment				X			X
Set the standard of what can be done	X	X	X	X	X	X	X
High level of service (i.e., maintenance)	X	X	X	X		X	
Customer service – callers get a real person when they call for help (24/7)						X	
Recognized for excellence (operations and engineering)				X			X
Capable in-house staff (don't need to contract out)	X	X	X	X		X	X
Adaptable – learn and do more	X	X	X			X	
Board updates District residents						X	
District of Distinction; Certificate of Transparency						X	
Working toward the best interests of residents		X	X			X	
Low sewer service charge rates		X				X	
Maintain reserves		X					
Rapid response times						X	
Staff Size small - flexible				X	X		
Everyone is cross trained				X	X		X
Everyone knows each other - lots of communication			X	X	X	X	X
New facility				X			
Single purpose	X	X	X	X		X	X
Effective transitions; rotating supervisors		X		X	X		X
Locally responsive						X	
Good relationships with peers and local agencies – respected				X		X	X
<u>WEAKNESSES (BOARD SLOT)</u>	4	2	3	3	3	7	3
Do work in house (also a strength)	X		X	X	X	X	X
Not everyone in the community knows to call us first						X	
Not well known						X	
Aging system (infrastructure)	X	X	X			X	
Lack of back flow devices	X					X	
No infinite source of revenue	X	X	X	X	X		X
Relationships with other elected officials could be strengthened						X	
Small size: If staff person is out, impacts others				X	X		X
• Requires greater redundancy						X	
<u>OPPORTUNITIES (BOARD SLOT)</u>	3	5	2	3	2	15	4

<i>SLOT/SWOT Analyses and GOALS Matrix</i>	Maintain and Improve Infrastructure	Ensure Financial Stability	Comply with state and federal regulations	Provide safe and rewarding work environment that recognizes the worth and value of employees	Plan for the loss of key employees	Maintain and improve community outreach and communication	Promote professional excellence and recognition
Continue to analyze costs of service (in-house vs. contract)	X	X	X				
Educate the public on benefits of “water” recovery		X				X	
Present benchmark results to the board annually (i.e.: service costs)							X
Opportunities for how to utilize sewage (water)						X	
(Re)Introduce ourselves to residents						X	
Educate the public on the “what’s, why’s and how’s” of the District						X	
• Including rate methodology		X				X	
Take advantage of newsletters for messaging		X		X	X	X	X
Look at how we accelerate our upgrades	X					X	
100th celebration – get the board out into the public (change stealthy nature of the organization)						X	
Continue relationship with Kids for the Bay						X	
Explore scholarships locally						X	
Identify and explore (stay up with) new technology	X		X			X	
Achieve certificate of transparency						X	
Planning for climate change (design)						X	
Pursue opportunities to get positive press (“Around town”)						X	
Inform the public regarding EPA consent decree requirements – (after information is public)						X	
Review check issuance process		X					
Transition planning (succession)				X	X		X
• Rotations/lead opportunities				X			X
THREATS (BOARD SLOT)	5	9	4	5	2	11	5
Public backlash on rate increases		X				X	
Retirement of collection system supervisor (or others who may transition)		X		X	X		X
Legislative action encouraging elimination/consolidation of special districts	X	X		X		X	X
Takeover by another agency (LAFCO)	X	X				X	
Public misperception re: the safety of sewage						X	
Consent decree		X				X	
EBMUD claim (disputing)						X	
Climate change	X	X	X	X	X	X	X
Earthquake, fire, heavy winds, heavy rains	X	X	X	X		X	X
Major issue/event affecting the system	X	X	X	X		X	X
City repaving costs						X	
Lawyers		X	X			X	

<i>SLOT/SWOT Analyses and GOALS Matrix</i>	Maintain and Improve Infrastructure	Ensure Financial Stability	Comply with state and federal regulations	Provide safe and rewarding work environment that recognizes the worth and value of employees	Plan for the loss of key employees	Maintain and improve community outreach and communication	Promote professional excellence and recognition
<u>STRENGTHS (STAFF SWOT)</u>	7	8	6	14	10	13	7
Answer, Respond – Human response						X	
Employers available & responsive				X		X	
Customers – Positive view of District						X	
Quick response						X	
Present solutions to customers						X	
Little Bureaucracy				X	X		X
Easy access to: Board (Customers & Staff)				X	X	X	X
Size small: tight – knit				X	X		
Compassionate / flexible: dealing with customers						X	
Non-profit don't have to cut corners	X		X	X			
Special District: focus on specialty	X	X	X	X		X	X
Defined level of service: don't have to sacrifice integrity	X		X		X		
Low turnover of Staff				X	X		
Innovative: willing to change, try new things	X	X	X	X	X	X	
Self-sufficient: don't contract out too much		X		X		X	
Good culture: hard working, willing to save money		X		X	X		
Good staff: knowledge, experience, competent & qualified	X	X	X		X		X
Do "a lot with a little"	X	X		X		X	
Employees care about District's reputation				X	X	X	X
Multi-lingual staff						X	X
No responsibility for lower laterals	X	X		X			
Management supports staff		X	X	X	X		X
<u>WEAKNESSES (STAFF SWOT)</u>							
Enforcement: limited ability			X	X			
Small Size: less resources – small	X	X				X	
Too many easements	X	X	X				
Little control over other Public Agencies & Utilities	X		X				
Old system	X		X				
Can be slow to change	X		X	X		X	
Small staff: limits activities	X		X	X		X	
Difficult to compare – salaries & benefits to larger agencies – leads to limited ability to recruit in future		X		X			X
Size: limited ability for promotions, growth				X			X
Sometimes too "work-like" less family atmosphere disconnect between office & crews				X	X		X
"Culture change" affects morale, difficult transition				X	X		X

<i>SLOT/SWOT Analyses and GOALS Matrix</i>	Maintain and Improve Infrastructure	Ensure Financial Stability	Comply with state and federal regulations	Provide safe and rewarding work environment that recognizes the worth and value of employees	Plan for the loss of key employees	Maintain and improve community outreach and communication	Promote professional excellence and recognition
<u>OPPORTUNITIES (STAFF SWOT)</u>	1	2	0	0	0	1	0
Public Ed /Outreach: Enhanced newsletters						X	
Shared services: with other East Bay agencies	X	X					
Possible Contracted Services: to other agencies Revenue enhancement (Albany)		X					
<u>THREATS (STAFF SWOT)</u>	1	8	2	4	4	6	4
Outsource / Privatization private contractors		X		X	X		X
Benefits - Costs hhh (up) - Public perception, money		X		X	X		X
Rising Costs Operating		X		X	X		X
Regulations – Cost of doing business, fines, costs & unfunded Mandates		X	X			X	
Lateral Responsibility Mandated	X		X			X	
Perception of Financially Irresponsible		X				X	
Consolidation		X		X	X	X	X
Third Parties Lawsuits: Bay keeper		X				X	
Claims / Lawsuits		X				X	