



**MINUTES OF THE SPECIAL MEETING OF THE BOARD OF DIRECTORS OF THE RODEO SANITARY DISTRICT**  
**LOCATION: JOHN SWETT UNIFIED SCHOOL DISTRICT BOARD ROOM, 400 PARKER AVE., RODEO, CA**

A Special Meeting of the Governing Board was held at 1:30 p.m. on January 23, 2024. Pursuant to the authorizations provided by Government Code section 54953, this meeting was available telephonically, using the Zoom video conferencing system. Members of the public were provided options to participate in the meeting as provided on the agenda.

1) **ROLL CALL**

President Callaghan called the meeting to order at 1:34 P.M.

**Directors Present:** Maureen Brennan, Janet Callaghan, Tara Shaia

**Staff/Consultants Present:** Steve Beall, General Manager, Nancy Lefebvre, District Administrator, Jeffrey Greer, Operations Manager, Martin de los Angeles\*, District Counsel

**Absent:** Director Angela Noble

**Others Present-** None

\*via video-conference

a) **PLEDGE OF ALLEGIANCE TO THE FLAG-** General Manager Steve Beall led the pledge of allegiance.

2) **PUBLIC COMMENTS-Communication from the public on subjects not on the agenda-** None

3) **CALL FOR REQUESTS TO CONSIDER ITEMS OUT OF ORDER-** None

4) **REPORTS-** None

5) **CONSENT CALENDAR-** None

6) **EMERGENCY SITUATIONS REQUIRING BOARD ACTION-** None

7A) **OLD BUSINESS: -**

8) **NEW BUSINESS-**

**A) DISTRICT GOALS AND FUTURE WORK DEVELOPMENT WORKSHOP (DISCUSSION)**

The Board and Staff discussed current projects, District goals, future projects from all aspects of District Administration, Engineering, Capital Projects, Regulatory Development, and Prioritization. Below is a summary of what was discussed.

District Manager Beall explained how the District's work load has increased incredibly since he started with the District in 2002. At that time the District had seven full-time employees and one half-time employee. In 2024, there are eight full-time employees, which is not really an overall change in the size of the District Staff.

The District has grown enormously since 2002. This is figurative rather than quantitative. The regulations that have been developed and implemented since 2002 are far too numerous to list and/or discuss in this forum. Some of the major ones include but are not limited to:

- Pollution Prevention Program
- Certified Laboratory
- Environmental Health Reporting
- Hazardous Materials Communication Reporting
- Nutrient Monitoring and Reporting

The list above amounts to approximately 500 hours of additional work annually. Other major regulatory and District function additions include:

- Sewer System Management Plan
- Lateral Program
- SB 1383 (solid waste regulations)

The list above amounts to at least 1000 hours of additional work annually constituting the bulk of the current work and the biggest potential for a continued expansion of more work in the near future from the ever-changing and evolving regulations.

The District has also added approximately 1500 hours of preventative maintenance and operations related tasks annually. Fortunately, the new Bar Screen is proving to be very reliable and removing the nuisance rags from the waste stream...we can assume about a 500 hours per year in reactive maintenance for dealing with rags has been eliminated. The District's philosophy of performing construction projects in-house has also added on the order of 1000 hours per year for District staff. This has a direct benefit of saving the District in annual capital expenses. This may wane over time as the aged equipment gets replaced/rehabilitated.

As mentioned above, there are 8 full-time employees operating and administering the District. It is clear, that the District's employees are not solely responsible for this additional several thousand hours of tasks added to the District over the last 20+ years.

Several consultants and contractors support the District and its goal to operate efficiently while protecting public health, employee safety, and the environment. This practice has become costly to the District due to the unprecedented inflation we are experiencing today. District staff are beyond the limit of their ability to perform the daily, weekly, monthly, yearly tasks in operating, administering, and maintaining the District. The Professional/Administrative staff needs significant outside support in order to complete anything beyond the most simple policies or code-related items.

The District is also in a succession planning phase. Several staff members are at or near the end of their Career. The forced practice and fortuitous creation of employees that have an extreme number of associated tasks has created unique specialized positions. Both the District Administrator and District Manager perform the tasks of 4-6 separate individuals at other agencies. The process has begun for the District Manager with the hiring of the Operations Manager. The Operations Manager will develop into an Assistant Manager/Operations Manager with the likely outcome of succession. The District's Administrator succession planning must begin in 2024. It is anticipated the need of a new hire in the summer of 2024 so a new employee can parallel the District's Administrator. Like the District Manager's plan to remain in a limited role (District Engineer), the District's Administrator will likely remain in a part time role completing accounting functions. This is still under discussion.

The Board and Staff reviewed the list of each person's ranking of priorities created at the April 26, 2022 Board Meeting and revised at the November 14, 2023 Board Meeting. Below is a new priority list that was created after input from the Board and Staff.

- Sewer Service Fee: Currently in progress. RFP has been sent out for sewer rate study.
- ADU's
- Encroachment Permit: Development of a permit system for contractor work on sewer laterals.
- Connection (Capacity) Fees: Revision of current rates. This is included in the Sewer Rate Study RFP.
- Construction In Progress- Upcoming Capital Improvement Projects.
- Human Resources-Succession Planning, District Manager and District Administrator.
- Hercule/Pinole JPA-Future Projects-Insurance-Renew Agreement

In summary, a properly sized and equipped staff will be able to meet the challenges faced by aging infrastructure by implementing timely repairs. Proper staffing will also allow the District to cope with the evolving regulatory environment. The District has sent out an RFP request for a Sewer Service Fee and Connection Fee Rate Study. The Rate Study will evaluate and take into consideration the following:

- Cost of Service-O&M: The cost of providing sewer service could be seen as the total cost to collect sewage, convey it to the treatment plant and to treat it to meet the District's NPDES permit.
- Cost of Service-Capital Improvements: There are several capital improvements already implemented as necessary to treat wastewater to meet our NPDES permit standards. The District also has significant construction projects planned. Consultant will make recommendations on the allocation of these costs within the calculations for cost of service and evaluate costs associated with depreciation or replacement of collection and treatment plant assets in the future.
- Increase staffing levels for the District. RSD intends to increase the operations professional team by at least one Full Time Equivalent within the next year. The study will show how the District will find this new position.

- Rate Methodology: The Consultant should consider a rate methodology that is consistent with industry practice for sewer collection and treatment rates in the State of California.
- 5. Reserves: Consultant should be prepared to research, evaluate, and recommend whether the District's current reserve funding policy is adequate or should be revised.
- 6. Public Outreach: The draft recommendations from the consultant will be presented to various stakeholder groups for input prior to presentation to the Board of Directors. The consultant may be asked to participate in outreach meetings as needed. Consideration should be given to the presentation and rationalization of recommendations in terms the general public and interested stakeholders can relate to. Public outreach may be facilitated by teleconference, but Board meetings will be held in person.

The RFP was included in the board packet.

- 9) **PUBLIC HEARING-** None
- 10) **COMMUNICATION:** None
- 11) **CLOSED SESSION-** None
- 12) **REPORT OUT OF CLOSED SESSION-** Nothing to report.
- 13) **SUGGESTIONS FOR FUTURE AGENDA ITEMS-** None
- 14) **ADJOURNMENT**

Meeting adjourned at 3:09 p.m. The next meeting of the Rodeo Sanitary Board of Directors will be held on Tuesday February 13, 2024 at 1:30 P.M.at John Swett Unified School District Board Room.

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Maureen Brennan, Vice President  
Rodeo Sanitary District

Countersigned:

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Nancy Lefebvre, District Administrator  
Rodeo Sanitary District