



1902 - Serving Our Community for over 120 Years - 2026

WEST BAY SANITARY DISTRICT

AGENDA OF BUSINESS

REGULAR MEETING OF THE DISTRICT BOARD

WEDNESDAY, SEPTEMBER 9, 2026 AT 7:00 P.M.

**RONALD W. SHEPHERD ADMINISTRATION BUILDING,
500 LAUREL STREET, MENLO PARK, CALIFORNIA 94025**

Board Members

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

General Manager

Sergio Ramirez

District General Counsel

Anthony Condotti, Esq.

AGENDA OF BUSINESS

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

<https://us06web.zoom.us/j/85013030570?pwd=mWgaRjs6l9WEWVrSFHk4KJJ6f1xYxl.1>

Meeting ID: 850 1303 0570 Passcode: 456925

1. Call to Order and Roll Call

2. Communications from the Public

3. Consent Calendar

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

- A. Approval of Minutes for Regular meeting August 26, 2026 Pg. 3A-1
- B. WBSD Operations and Maintenance Report – August 2026 Pg. 3B-1
- C. Town of Los Altos Hills Operations and Maintenance Report for Work Performed by WBSD – August 2026 Pg. 3C-1
- D. Town of Woodside Operations and Maintenance Report for Work Performed by WBSD – August 2026 Pg. 3C-1
- E. East Palo Alto Sanitary District (EPASD) Operations and Maintenance Report for Work Performed by WBSD – August 2026 Pg. 3E-1

4. General Manager's Report Pg. 4-1

5. Presentation by Operation and Maintenance to add Pipelines to the CIP Project Pg. 5-1

6. Consider Authorizing the General Manager to Purchase a Service Utility Truck Pg. 6-1
7. Consider Approving the 2026-2027 Performance Merit Pay Program Pg. 7-1
8. Discussion and Direction on the District's Succession Plan Pg. 8-1
9. Consideration Approving the Accountant Job Description and Authorizing Staff to Recruit and Fill the Position Pg. 9-1
10. Consider Adopting Regulation Amending the General Code of Regulations to adopt Recycled Water Standard Specifications per Article X (Recycled Water) Pg. 10-1
11. Presentation, Discussion, and Direction on the HF&H Technical Report Regarding Accessory Dwelling Unit Rates Pg. 11-1
12. Discussion and Direction on Sharon Heights Recycled Water Facility Pg. 12-1
13. Discussion and Direction on Bayfront Recycled Water Project and Status Update Pg. 13-1
14. Report and Discussion on RethinkWaste (SBWMA) Pg. 14-1
15. Report and Discussion on Silicon Valley Clean Water (SVCW) Plant Pg. 15-1
16. Closed Session
 - A. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
Significant Exposure to Litigation pursuant to Cal. Gov't. Code §54956.9(d)(2):
(1 potential case)
 - B. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
Initiation of Litigation Pursuant to Govt. Code § 54956.9(d)(4)
(1 potential case)
17. Comments or Reports from Members of the District Board and Consider Items to be Placed on Future Agenda
18. Adjournment

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



1902 - Serving Our Community for over 120 Years - 2026

**WEST BAY SANITARY DISTRICT
MINUTES OF THE REGULAR MEETING OF THE DISTRICT BOARD
WEDNESDAY, AUGUST 26, 2026 AT 7:00 P.M.**

1. Call to Order

President Dehn called the meeting to order at 7:05 PM

Roll Call

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

BOARD MEMBERS ABSENT:

STAFF MEMBERS PRESENT: Ramirez, Heydari, AND G.C. Alex Geise, Reese by Zoom
Others Present: By Zoom: EJ Shalaby, and Michael Miller

2. Communications from the Public: None

3. Consent Calendar

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

- A. Approval of Minutes for Special Meeting August 11, 2026
- B. Approval of Minutes for Regular Meeting August 12, 2026
- C. Approval of the Financial Activity Report Authorizing Payment of Certain Bills and Salaries and Consideration of Other Financial Matters thru July 31, 2026
- D. Consider Approving District Treasury Report Fourth Quarter FY 2025-26

Motion by: Thiele-Sardina 2nd by: Moritz Vote: AYE: 5 NAY: 0 Abstain: 0

Comments: None

4. General Manager's Report

Comments: General Manager Ramirez reported that the Recycled Water Rates Proposition 218 notices were mailed out, and the letters of determination will be sent out by the end of the month. The District is awaiting two SRF reimbursement checks, Nos. 8 and 9, totaling approximately \$27.2 million. The succession plan and job interest forms are being updated. The General Manager will give an update on the succession plan in the upcoming meeting.

The District is scheduled to meet with Cal Water on September 2 at 2:30 PM to discuss the use of recycled water in their service area. The November 3 election for two board member positions was uncontested; therefore, an election will not be held. The City Public Works Event was canceled this year; however, a Halloween Hoopa event is scheduled

for October 24 where staff will participate. The Finance Committee Meeting is scheduled for September 2 from 8:30AM to 1:00 PM to discuss the ADU study and cash flow. The next Board meetings are scheduled for September 9 and 23.

5. Consider Awarding Bid for Gabarda Easement Sewer Main Replacement Project No. 1775.0 to EPS Inc dba Express Plumbing for \$310,050.00

Motion by: Walker 2nd by: Otte Vote: AYE: 5 NAY: 0 Abstain: 0

Comments: District Engineer Heydari reported that Agenda Item No. 5 is for an emergency repair with a budget of \$500,000. He also reported only one bid was received. The bid received was \$310,050. Staff requested approval with a 10% contingency, for a total of \$341,050. The Board approved Agenda Item No. 5.

6. Consider Authorizing the General Manager to Issue the Call for Bids for the District's Capital Improvement Project- Illinois Forcemain Replacement Project No. 1769.0

Motion by: Otte 2nd by: Thiele-Sardiña Vote: AYE: 5 NAY: 0 Abstain: 0

Comments: District Engineer Heydari reported that Agenda Item No. 6 is for the replacement of a 68-year-old force main. The bidding process will be conducted through BidNet Direct. The engineer's estimate for the construction was approximately \$1.1 million. The Board approved Agenda No. 6.

7. Discussion and Direction on Sharon Heights Recycled Water Facility

Discussion/Comments: General Manager Ramirez reported that SH is considering not using a PPA and instead purchasing the solar system outright through a cash purchase, which may make more financial sense.

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

Discussion/Comments: General Manager Ramirez reported that the influent pump station is being constructed and dewatering the trench excavation is necessary. The contractor is coordinating discharge efforts with the SVCW plant.

9. Report, Discussion, and Direction on RethinkWaste (SBWMA)

Discussion/Comments: President Dehn reported that AB 762, concerning embedded batteries for single use vapes, passed both chambers of legislature and is now on the Governor's desk awaiting signature.

There are three options under consideration for the Rethinkwate MRF site master plan, with estimated costs of \$30 million, \$50 million, and \$70 million. The funding includes parking, updates to the MRF, improvements to another buildings, charging stations, and other related improvements. The design team and consultant have additional work to complete and are expected to return to the Board at the September meeting with their results. The master plan will then be formally presented at the Board/Staff retreat meeting in February 2027.

10. Report and Discussion on Silicon Valley Clean Water (SVCW) Plant

Discussion/Comments: General Manager Ramirez reported that there is a TAC meeting scheduled for August 27, 2026.

11. Closed Session

- A. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
Significant Exposure to Litigation pursuant to Cal. Gov't. Code §54956.9(d)(2):
(1 potential case)
- B. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
Initiation of Litigation Pursuant to Govt. Code § 54956.9(d)(4)
(1 potential case)

Entered closed session at 7:38 PM Left closed session at 7:58 PM

Reportable action: None

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

Discussion/Comments: None

13. Adjournment Time: The meeting was adjourned at 8:00 PM

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WEST BAY SANITARY DISTRICT AGENDA ITEM 3B

To: *Board of Directors*

From: *Bob Hulsmann, Operations Superintendent*

Subject: *WBSD Operations and Maintenance Report – August 2026*

	Basin PM Pipe Clean- ing	High Freq. PM Pipe Clean- ing	Un- Sche. Pipe Clean- ing	WBSD CCTV Insp.	Pipe Patch Repairs	Open Trench Repairs	Pump Sta. PM	Pump Sta. Unsch. Repairs	SSO	SSO	Service Calls- Unit 208			
									Cat. 1	Cat. 2,3,4	Call Outs	Sch PM	Unsch. PM	USA's
Month	Miles	Miles	Miles	Miles	Qty.	Qty.	Qty.	Qty.						
January	20.6	3.8	0.0	1.9	9	5	64	0	0	0	69	0	0	331
February	16.7	5.1	0.2	3.6	6	7	64	0	0	0	56	13	0	283
March	24.4	0.2	0.3	4.5	16	1	64	1	0	0	63	0	0	359
April	11.7	2.2	0.2	5.6	7	6	64	0	0	0	67	2	0	415
May	10.9	4.2	0.0	4.8	4	8	69	0	0	0	59	1	0	336
June	13.0	0.2	0.1	3.3	4	4	80	0	0	0	61	4	0	334
July	11.5	4.1	0.0	4.1	2	8	68	0	0	0	62	3	0	400
August														
Sept.														
Oct.														
Nov.														
Dec														
Yr to date	108.8	19.8	0.8	27.8	48.0	39.0	473.0	1.0	0.0	0.0	437.0	23.0	0.0	2458.0
2026 Goals	120.0	50.0	n/a	45-50	50-65	90	n/a	<10	<	4	n/a	n/a	n/a	n/a
2025 Results	147.4	40.0	5.2	**51.6	**67	*90	811	0	0	3	744	83	1	4248
2024 Results	148.9	45.8	n/a	**40.9	**75	99	821	4	0	0	741	106	3	1894
2023 Results	127.7	47.1	8.5	**45.4	52	94	821	0	0	2	832	85	11	3416
2022 Results	120.9	53.6	7.5	**40.3	**92	100	774	0	1	2	858	97	2	3161
2021 Results	*123	*50	8.6	**46	**55	91	834	2	0	4	944	n/a	n/a	2294
2020 Results	134.2	51.0	8.4	29.6	72	85	754	6	0	0	1012	89	5	2362

**= Including LAH, TOW, & EPASD

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WEST BAY SANITARY DISTRICT
AGENDA ITEM 3C

To: Board of Directors

From: Bob Hulsmann, Operations Superintendent

Subject: Town of Los Altos Hills - Operations and Maintenance Report for Work Performed by WBSD – August 2026

Town of Los Altos Hills O & M Report 25/26										
	Basin PM Pipe Clean- ing	High Freq. PM Pipe Clean- ing	Un- Sche. Pipe Clean- ing	WBSD CCTV Insp.	Pipe Patch Repairs	Pump Sta. PM	Pump Sta. Unsch. Repairs	SSO	SSO	Service Calls
Month								Cat. 1	Cat. 2&3s	Call
	Miles	Miles	Miles	Miles	Qty.	Qty.	Qty.			Outs
January-26	1.1	1.2	0.0	0.9	0	4	0	0	0	0
February-26	1.1	0.1	0.0	1.0	2	4	0	0	0	0
March	0.7	1.7	0.0	1.1	0	4	0	1	0	0
April	1.3	1.3	0.0	1.1	2	5	0	0	0	0
May	0.0	1.0	0.0	0.6	1	5	0	0	1	0
June	0.6	0.6	0.0	0.1	7	5	0	0	1	0
July	0.2	1.1	0.0	1.4	0	4	0	0	0	0
August	0.8	0.8	0.0	0.7	2	4	0	0	0	0
Sept.	1.2	0.9	0.0	0.1	0	4	0	0	0	0
Oct.	1.1	1.1	0.0	1.2	0	4	0	0	0	0
Nov.	1.3	0.8	0.0	0.1	0	4	0	0	0	0
Dec	1.0	1.6	0.0	0.9	0	4	0	0	0	0
** Yr to date	10.4	12.2	0.0	9.2	14.0	51	0	1	2	0
FY25/26Goals	10.6	14.4	n/a	8.1	n/a	52	n/a	n/a	n/a	n/a

	Goal	Total	Remain
Cleaning	25	22.6	2.4
Inspection	8.1	9.2	-1.1

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WEST BAY SANITARY DISTRICT AGENDA ITEM 3D

To: *Board of Directors*

From: *Bob Hulsmann, Operations Superintendent*

Subject: *Town of Woodside Operations and Maintenance Report for Work Performed by WBSD – August 2026*



Yearly Summary Report

9/1/2026

7:31 AM

Dates Between 9/1/2025 and 8/31/2026

Month	Basin PM Pipe Cleaning (miles)	High Freq PM Pipe Cleaning (miles)	Unscheduled Pipe Cleaning (miles)	CCTV Inspection (miles)	Pump Stations Preventive Maintenance Qty	Pump Stations Unscheduled Repairs Qty	SSO Cat 1	SSO Cat 2 & 3	Service Calls Call Outs
January	0.0	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
February	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
March	0.00	0.3	0.0	0.0	8	0.0	0.0	0.0	0.0
April	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
May	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
June	0.00	0.3	0.0	0.0	8	0.0	0.0	0.0	0.0
July	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
August	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
September	0.00	0.3	0.0	0.0	8	0.0	0.0	0.0	0.0
October	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
November	0.00	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
December	4.48	0.0	0.0	0.0	8	0.0	0.0	0.0	0.0
Totals	4.48	0.8	0.0	0.0	96	0.0	0.0	0.0	0.0

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WEST BAY SANITARY DISTRICT
AGENDA ITEM 3E

To: Board of Directors

From: Bob Hulsmann, Operations Superintendent

Subject: East Palo Alto Sanitary District/City of East Palo Alto - Operations and Maintenance Report for Work Performed by WBSD – August 2026

EPASD O & M Report 2026										
	Basin PM Pipe Clean- ing	High Freq. PM Pipe Clean- ing	Un- Sche. Pipe Clean- ing	CCTV Insp.	Pipe Patch Repairs	Open Trench Repair	USA Mark	SSO	SSO	Service Calls
Month								Cat. 1	Cat. 2,3,4	Call Outs
	Miles	Miles	Miles	Miles	Qty.	Qty.	Qty.			
Jan	4.4	0.7	0.2	4.0	0	1	44	0	0	7
February	1.1	0.2	0.4	0.8	2	1	19	0	0	8
March	3.6	0.4	0.0	2.8	2	0	53	0	0	9
April	5.5	2.0	0.3	1.3	1	1	70	0	0	5
May	4.1	0.5	0.0	1.5	1	0	75	0	0	15
June	4.6	0.0	1.1	3.6	1	0	43	0	0	14
July	2.9	2.1	0.0	2.2	1	0	73	0	0	9
August	6.4	0.0	0.4	0.3	0	1	63	0	0	2
Sept.										
Oct.										
Nov.										
Dec										
*Yr to date	32.6	5.9	2.4	16.5	8	4	440	0	0	69
2026 Goals	70	10	n/a	24.9	12	12	n/a	n/a	n/a	n/a
2025 Results	58.0	7.3	1.5	28.3	17	8	732	0	1	110

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WEST BAY SANITARY DISTRICT AGENDA ITEM 4

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

Subject: *General Manager's Report*

1) Administrative:

- a. The Recycled Water Rates 218 Notices were mailed out in August.
- b. Letters of Determination were mailed out this week to parcels that are viable recycled water customers.
- c. The Recycled Water Rate Study was shared with Cal Water. Cal Water showed interest in partnering as a recycle water retailer within their service area.

2) Finance:

- a. The District's auditors are expected to be in the administration offices beginning on September 8.
- b. Staff is expecting SRF reimbursement No. 8 for \$11,573,312, No. 9 for \$15,651,409.11 and most recently No. 10 for \$4,508,942 from the State for a total of \$31,700,000 approximately.

3) Capital Improvement Program (CIP):

a. Levee Improvement Project:

- i. The contractor will be installing the last portion of the levee at the front entrance of the FEF once the PG&E powerlines are placed underground.

b. Repair Projects:

- i. The design of the next set of projects is being re-evaluated. More pipeline segments may be added.

c. Construction in Progress:

- i. The High Frequency Repair Project 3B and Grade 4&5 are in construction.

4) Information Technology (IT):

- a. IT continues to support maintenance with the new Mobile MMS database cloud based software.

5) Operations and Maintenance:

a. Collection System:

- i. A select number of crew members will attend hands-on Pump Station training.

- b. **Pump Facilities:**
 - i. The pump crew continues to work with Casey Construction on final punch-list items at the Stowe Lane Pump Station.
- 6) **Water Quality:**
 - a. **Sharon Heights Golf and Country Club (SHGCC):**
 - i. Staff is reviewing the efficiency of the facility and exploring options to use other, more efficient, drum screens.
 - b. **Bayfront Recycled Water Facility (BRWF):**
 - i. Anderson Pacific is constructing the influent pump station for the new Bayfront Facility. Crews continue to work on the advanced treatment portion of the new facility.
 - c. **Flow Study:**
 - i. The flow and loadings study for Multi-family Complexes and Single-Family Residences is nearing completion. The Water Quality department will present findings during the September 23, 2026, regular board meeting.
- 7) **Fleet and Facilities:**
 - a. **Vehicle Maintenance:**
 - i. Repairs to the smaller hydro jetting units are being performed in-house.
- 8) **Personnel:**
 - a. Recruitment to back fill the Pump Facility Supervisor will begin in September.
- 9) **Upcoming Events:**
 - a. **Next Board Meetings:**
 - i. Board Meetings Schedule: Wednesdays, September 9 & 23.
- 10) **Misc. Items:**
 - a. **West Bay:** The General Manager will update the Board on miscellaneous items.



WEST BAY SANITARY DISTRICT AGENDA ITEM 5

To: *Board of Directors*

From: *Robert Hulsmann, Operations Superintendent*

Subject: *Presentation by Operation and Maintenance to add Pipelines to the CIP Project*

Background

During the August 12, 2026 Regular Board Meeting the Board gave staff direction to consider adding pipelines to the CIP project where necessary so that neighborhoods would be less impacted by construction over the coming years. Staff was directed to review video footage of pipelines and assess whether more pipelines should be added to the project. These pipelines would need to be in poor condition requiring repair or replacement.

Analysis

Staff reviewed the two CIP projects (High Frequency Maintenance Rehabilitation Project and the Severity Grade 4 and 5 Project). It was determined that approximately twenty-three pipelines should be added to the project. These pipelines were also in disrepair and would need to be rehabilitated over the next several years.

Adding these additional pipelines will limit the disruption to neighborhoods in the coming years.

The Operations Supervisor and Operation Superintendent will present their findings to the Board of Directors during the Regular Board Meeting of September 9, 2026.

Fiscal Impact

The engineering and design of the additional pipelines may be absorbed using the current approved contingency for the project.

Recommendation

The Operations Superintendent recommend the Board receive the presentation and provide direction to staff.

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WEST BAY SANITARY DISTRICT AGENDA ITEM 6

To: *Board of Directors*

From: *Robert J Scheidt, Assistant Operations Superintendent*

Subject: *Consider Authorizing the General Manager to Purchase a Service Utility Truck.*

Background

The District purchased a 2020 Ford Transit T350 which is used by Staff for service calls. The vehicle is now 6 years old and is due for replacement. The Transit is used seven days a week and is needed to perform routines, USA markings, service calls for the District, LAH, TOW, EPASD.

Analysis

At the 2026-27 Budget Workshop the Staff requested \$130,000 for the replacement of Service Truck to be added to the 26/27 budget.

1. Staff obtained a quote from National Auto Fleet Group (NAFG) for a Ram 3500 Chassis for \$55,036.06 and a quote from Western Truck Fab for the utility bed for \$62,068.13 for a total of \$117,104.19 including tax.
2. Staff also received another quote from Summit Truck Bodies for \$121,500.00 for both the chassis and utility bed. (\$132,890.62 with tax)
3. Staff also requested a quote from Knapheide but they were not responsive on preparing a quote.

According to the Purchasing Policy, cooperative purchase agreements can be utilized to provide financial benefits to the district when purchasing equipment, furniture, vehicles, etc. The district recognizes cooperatives such as Source well (Formerly NJPA) National Joint Powers Alliance, California Multiple Awards Schedule (CMAS), General Services Administration (GSA), California State Bids, H-GAC (Houston-Galveston Area Council) cooperative and other multi-government agency agreements.

Fiscal Impact

The price for the Utility Truck from Western Truck Fabrication is \$117,104.19

The District Board approved \$130,000.00 for the purchase in the FY 26/27 budget year. An additional contingency of \$10,000.00 will be required to purchase safety-traffic lights, radio equipment, and other miscellaneous tools. The total cost will not exceed \$127,104.19 including the contingency.

Recommendation

The Assistant Operations Superintendent recommends the Board authorize the General Manager to purchase a Utility Truck.

Attachments:

1. Western Truck Fabrication
2. National Auto Fleet Group Chassis Quote
3. Summit Truck Equipment Quote

Western Truck Fabrication, Inc

1923 W Winton Ave
Hayward, CA 94545-1205
5107859994
www.westerntruckfab.com



**WESTERN
TRUCK**
FABRICATION, INC.
EST. 1984

QUOTE

ADDRESS

WEST BAY SANITARY
DISTRICT
WEST BAY SANITARY
DISRICT
500 LAUREL STREET
MENLO PARK, CA 94025

SHIP TO

WEST BAY SANITARY
DISTRICT
WEST BAY SANITARY
DISRICT
500 LAUREL STREET
MENLO PARK, CA 94025

QUOTE # 86703**DATE 03/25/2026****DEALER SALES REP**

BOB SCHEIDT

ACTIVITY	QTY	DESCRIPTION
Truck Details	1	YEAR/MAKE: 2026 DODGE MODEL: RAM 2500 WB: CA: 60" SINGLE REAR WHEELS CAB TYPE: FUEL:
WTSB1087938-C	1	FURNISH AND INSTALL WESTERN TRUCK FAB MODEL 1087938-CV SERVICE BODY 108" LONG, 79" WIDE, 38" TALL, 49" FLOOR WIDTH, 15" DEEP COMPARTMENTS CLOSED TOP VERTICAL DOOR CONFIGURATION REAR STEP BUMPER LED TAIL LIGHTS UNDERSEALED AND PAINTED WHITE TO MATCH CAB
MATERIALS SB	1	TAPERED SIDE FULL WIDTH SUPERSTRUCTURE 72" FLOOR TO CEILING HEIGHT TWO (2) REAR BARN DOOR (NO WINDOWS) WITH ADDITIONAL SECURITY LOCK HASP TWO (2) REAR ACCESS DOORS AR SHLF LEVEL TWO (2) FULL LENGTH SHELVES WITH 2" LIP
MATERIALS SB	1	STAINLESS STEEL MASTER BAR LOCK SYSTEM
MATERIALS SB	1	CLASS V (2-1/2") RECEIVER HITCH 7-WAY FLAT (RV) TYPE TRAILER PLUG TWO (2) D RINGS
MATERIALS	1	TOMMY GATE MODEL G2-54-1642 EA48 LIFTGATE

SPECIAL ORDERS ARE NON RETURNABLE AND NON REFUNDABLE.
ALL RETURNED PARTS ARE SUBJECT TO A 25% RESTOCKING FEE.
CREDIT CARD PAYMENTS OVER \$1,000 ARE SUBJECT TO A 3% PROCESSING FEE.

NOT RESPONSIBLE FOR LOST OR MISSING EQUIPMENT

ACTIVITY	QTY	DESCRIPTION
SB		1,600 LB CAPACITY 49" X 48" + 6" TAPER ALUMINUM PLATFORM
MATERIALS EC	1	TWO (2) SURFACE MOUNT LED WORK LIGHTS MOUNTED ONE (1) EACH SIDE ON BODY END PANEL, FACING REARWARD
MATERIALS EC	1	TWO (2) LED LIGHTS MOUNTED INTERIOR TOP OF CEILING, CURBSIDE REAR POWER SWITCH
MATERIALS EC	1	2500-WATT INVERTER ONE (1) AUXILIARY BATTERY WITH ISOLATED CHARGING CIRCUIT TO TRUCK'S ALTERNATOR REVISED 7-15-2026
MATERIALS SB	1	STAINLESS STEEL MASTER LOCK SYSTEM, ONE (1) EACH SIDE

PLEASE REVIEW AND READ QUOTE CAREFULLY.
THIS QUOTE IS GOOD FOR 30 DAYS FROM THE
DATE OF CREATION.
UPON ACCEPTANCE OF THIS QUOTE CIRCLE
OPTIONS DESIRED.
PLEASE SIGN AND EMAIL BACK TO SALESPERSON.

Accepted By: _____
Date: _____
PO#: _____
Chasis ETA: _____
VIN #: _____

SUBTOTAL 56,748.00
TAX 5,320.13
TOTAL **\$62,068.13**

Accepted By Accepted Date

SPECIAL ORDERS ARE NON RETURNABLE AND NON REFUNDABLE.
ALL RETURNED PARTS ARE SUBJECT TO A 25% RESTOCKING FEE.
CREDIT CARD PAYMENTS OVER \$1,000 ARE SUBJECT TO A 3% PROCESSING FEE.



National Auto Fleet Group

A Division of Chevrolet of Watsonville

490 Auto Center Drive, Watsonville, CA 95076

(855) 289-6572 • (831) 480-8497 Fax

Fleet@NationalAutoFleetGroup.com

7/13/2026

8/26/2026 Re-Configured

Government Quote ID: **43922 R1**

Order Cut Off Date: **TBA**

Robert Scheidt
West Bay Sanitary District
Maintenance

500 LAUREL ST

MENLO PARK, California, 94025-3427

Dear Robert Scheidt,

National Auto Fleet Group is pleased to quote the following vehicle(s) for your consideration.

One (1) New/Unused (2026 Ram 3500 Chassis Cab (DD3L63) Tradesman 2WD Reg Cab 60" CA 143.5" WB,)
and delivered to your specified location, each for

	One Unit (MSRP)	One Unit	Total % Savings	Total Savings
Contract Price	\$55,075.00	\$50,310.68	8.651 %	\$4,764.32
Tax (9.3750 %)		\$4,716.63		
Tire fee		\$8.75		
Total		\$55,036.06		

- per the attached specifications.

This vehicle(s) is available under the **Sourcewell Contract 081325-NAF** . Please reference this Contract number on all purchase orders to National Auto Fleet Group. Payment terms are Net 30 days after receipt of vehicle.

Thank you in advance for your consideration. Should you have any questions, please do not hesitate to call.

Sincerely,

Not Listed
Account Manager
Email: Fleet@nationalautofleetgroup.com
Office: (951) 440-0585
Fax: (831) 480-8497



GMC

Purchase Order Instructions & Resources

Once units are scheduled by OEM, no cancellations are accepted

In order to finalize your purchase please submit this purchase packet to your governing body for a purchase order approval and submit your purchase order in the following way:

Email: Fleet@NationalAutoFleetGroup.com

Fax: (831) 480-8497

Mail: National Auto Fleet Group

490 Auto Center Drive

Watsonville, CA 95076

We will send a courtesy confirmation for your order and a W-9 if needed.

Additional Resources

Learn how to track your vehicle:

www.NAFGETA.com

Use the upfitter of your choice:

www.NAFGpartner.com

Vehicle Status:

ETA@NationalAutoFleetGroup.com

General Inquiries:

Fleet@NationalAutoFleetGroup.com

For general questions or assistance please contact our main office at:

1-855-289-6572

Vehicle Configuration Options

ENGINE	
Code	Description
ESL	Engine: 6.4L V8 HEMI HD, (STD)
TRANSMISSION	
Code	Description
DFX	Transmission: 8-Speed Auto 8HP75-LCV, (STD)
WHEELS	
Code	Description
WBF	Wheels: 18" x 8.0" Steel Painted, (STD)
TIRES	
Code	Description
TCM	Tires: LT275/70R18E BSW On/Off Road, (STD)
PRIMARY PAINT	
Code	Description
PW7	Bright White Clearcoat
SEAT TYPE	
Code	Description
TXX8	Diesel Gray/Black, HD Vinyl 40/20/40 Split Bench Seat
AXLE RATIO	
Code	Description
DMF	4.10 Axle Ratio, (STD)
ADDITIONAL EQUIPMENT	
Code	Description
AAU	Safety Group, -inc: Auto High Beam Headlamp Control, Cluster 7.0" TFT Color Display, Rain Sensitive Windshield Wipers, Drowsy Driver Detection, Steering Wheel Mounted Audio Controls, Luxury Steering Wheel, Security Alarm, Adaptive Steering System, Lane Keep Assist
XBJ	Dual Alternators Rated at 400 Amps
TBB	Full Size Spare Tire, -inc: Jack & Wrench
LPE	Cargo & CHMSL Lamp
XA3	CHMSL & DRVM Camera Relocation Kit

GVWR	
Code	Description
Z3Y	GVWR: 11,040 lbs, (STD)
CPOS PKG	
Code	Description
2UA	Quick Order Package 2UA Tradesman, -inc: Engine: 6.4L V8 HEMI HD, Transmission: 8-Speed Auto 8HP75-LCV

2026 Fleet/Non-Retail Ram 3500 Chassis Cab Tradesman 2WD Reg Cab 60" CA 143.5" WB

WINDOW STICKER

2026 Ram 3500 Chassis Cab Tradesman 2WD Reg Cab 60" CA 143.5"
WB

CODE	MODEL	MSRP
DD3L63	2026 Ram 3500 Chassis Cab Tradesman 2WD Reg Cab 60" CA 143.5" WB	\$48,605.00
OPTIONS		
ESL	Engine: 6.4L V8 HEMI HD, (STD)	\$0.00
DFX	Transmission: 8-Speed Auto 8HP75-LCV, (STD)	\$0.00
WBF	Wheels: 18" x 8.0" Steel Painted, (STD)	\$0.00
TCM	Tires: LT275/70R18E BSW On/Off Road, (STD)	\$0.00
PW7	Bright White Clearcoat	\$0.00
TXX8	Diesel Gray/Black, HD Vinyl 40/20/40 Split Bench Seat	\$0.00
DMF	4.10 Axle Ratio, (STD)	\$0.00
AAU	Safety Group, -inc: Auto High Beam Headlamp Control, Cluster 7.0" TFT Color Display, Rain Sensitive Windshield Wipers, Drowsy Driver Detection, Steering Wheel Mounted Audio Controls, Luxury Steering Wheel, Security Alarm, Adaptive Steering System, Lane Keep Assist	\$2,245.00
XBJ	Dual Alternators Rated at 400 Amps	\$495.00
TBB	Full Size Spare Tire, -inc: Jack & Wrench	\$395.00
LPE	Cargo & CHMSL Lamp	\$95.00
XA3	CHMSL & DRVM Camera Relocation Kit	\$445.00
Z3Y	GVWR: 11,040 lbs, (STD)	\$0.00
2UA	Quick Order Package 2UA Tradesman, -inc: Engine: 6.4L V8 HEMI HD, Transmission: 8-Speed Auto 8HP75-LCV	\$0.00

Please note selected options override standard equipment

SUBTOTAL	\$52,280.00
Advert/ Adjustments	\$0.00
Manufacturer Destination Charge	\$2,795.00
TOTAL PRICE	\$55,075.00

Est City: N/A MPG
Est Highway: N/A MPG
Est Highway Cruising Range: N/A mi

Any performance-related calculations are offered solely as guidelines. Actual unit performance will depend on your operating conditions.

Notes

Quote ID: 43922

Standard Equipment

MECHANICAL

Engine: 6.4L V8 HEMI HD (STD)
Transmission: 8-Speed Auto 8HP75-LCV (STD) Does not have PTO capability.
4.10 Axle Ratio (STD)
GVWR: 11,040 lbs (STD)

EXTERIOR

Wheels: 18" x 8.0" Steel Painted (STD)
Tires: LT275/70R18E BSW On/Off Road (STD)

ADDITIONAL EQUIPMENT

50 State Emissions
Transmission w/Driver Selectable Mode and Oil Cooler
Rear-Wheel Drive
730CCA Maintenance-Free Battery w/Run Down Protection
220 Amp Alternator
Towing Equipment -inc: Trailer Sway Control
Trailer Wiring Harness
5190# Maximum Payload
HD Gas-Pressurized Shock Absorbers
Front Anti-Roll Bar and Rear HD Anti-Roll Bar
Hydraulic Power-Assist Steering
52 Gal. Fuel Tank
Single Stainless Steel Exhaust
Multi-Link Front Suspension w/Coil Springs
Solid Axle Rear Suspension w/Leaf Springs
4-Wheel Disc Brakes w/4-Wheel ABS, Front And Rear Vented Discs
Upfitter Switches
Mechanical Limited Slip Differential
Black Wheel Center Hub
Black Front Bumper w/2 Tow Hooks
Black Side Windows Trim and Black Front Windshield Trim
Black Door Handles
Manual Side Mirrors w/Convex Spotter
Black Exterior Mirrors
Manual Telescoping Mirrors

Manual Folding Exterior Mirrors
Fixed Rear Window
Light Tinted Glass
Variable Intermittent Wipers
Galvanized Steel/Aluminum Panels
Black Grille
Auto On/Off Reflector Led Low/High Beam Daytime Running Lights Preference Setting Headlamps w/Delay-Off
Front Fog Lamps
Cab Clearance Lights
Radio w/Seek-Scan, Clock, Speed Compensated Volume Control, Aux Audio Input Jack, Voice Activation, Radio Data System and External Memory Control
Radio: Uconnect 5 w/8.4" Display
4 Speakers
Streaming Audio
Integrated Roof Antenna
GPS Antenna Input
Apple CarPlay
2 LCD Monitors In The Front
40-20-40 Bench Folding Driver Seat w/4 Way Direction Control -inc: Manual Fore/Aft and Adjustable Headrest
Driver Seat
Manual Adjust 4-Way Driver Seat
40-20-40 Bench Folding Passenger Seat w/4 Way Direction Control -inc: Manual Fore/Aft and Adjustable Headrest
Passenger Seat
Manual Adjust 4-Way Front Passenger Seat
Manual Tilt Steering Column
Gauges -inc: Speedometer, Odometer, Voltmeter, Oil Pressure, Engine Coolant Temp, Tachometer, Oil Temperature, Engine Hour Meter and Trip Odometer
Voice Recorder
Illuminated Front Cupholder
Proximity Key For Push Button Start Only
Cruise Control w/Steering Wheel Controls
Adaptive Cruise Control
Manual Air Conditioning
Glove Box
Interior Trim -inc: Metal-Look Instrument Panel Insert and Chrome/Metal-Look Interior Accents
Full Cloth Headliner
Urethane Gear Shifter Material
HD Vinyl 40/20/40 Split Bench Seat
Day-Night Rearview Mirror

Passenger Visor Vanity Mirror
Mini Overhead Console and 2 12V DC Power Outlets
Front Map Lights
Full Vinyl/Rubber Floor Covering
RAM Connect Tracker System
Smart Device Integration
Global Telematics Box Module (TBM)
Remote USB Port - Charge Only
4G LTE Wi-Fi Hot Spot
Integrated Voice Command w/Bluetooth
Google Android Auto
Connectivity - US/Canada
For Details, Visit DriveUconnect.com
Instrument Panel Bin, Dashboard Storage, Driver And Passenger Door Bins
Manual 1st Row Windows
Delayed Accessory Power
Driver Information Center
Redundant Digital Speedometer
Analog Appearance
Temperature & Compass Gauge
Seats w/Vinyl Back Material
Manual Adjustable Front Head Restraints
40/20/40 Split Bench Seat
Front Armrest w/Cupholders
Sentry Key Immobilizer
2 12V DC Power Outlets
Air Filtration
Electronic Stability Control (ESC)
ABS And Driveline Traction Control
Side Impact Beams
RAM Connect Emergency Sos Capability
Forward Collision Warning-Plus
Collision Mitigation-Front
Dual Stage Driver And Passenger Front Airbags
Airbag Occupancy Sensor
Outboard Front Lap And Shoulder Safety Belts -inc: Height Adjusters and Pretensioners



Summit Truck Bodies

Date: 08/05/2026 Rev: A
QUOTE IS VALID FOR 30 DAYS

Justin Horton
(702) 509-3342 - Mobile
justin.horton@summitbodies.com

To: Robert Scheidt
West Bay Sanitary District
431 Burgess Dr Ste120 Menlo Park, CA 94025
650-477-6416

Again, I want to thank you for the opportunity to serve your needs. Feel free to contact me directly with any questions at (702) 509-3342

FITS TRUCK TYPE	SERVICE BODY TYPE	PAYMENT TERMS	STE / VIN
2027 Dodge 5500 Gas 4 X 2	Summit 7 Series	Due on Unit Completion	

QTY	DESCRIPTION	UNIT PRICE	LINE TOTAL
1	Summit 7-Series 11 Foot Canopy Body. Installed On: 2027 Dodge 5500 Gas 4 X 2, 6.4L Gas Engine, BHP75-LCV Transmission Pending Final Engineering Approval and Pricing	121,305.00	121,305.00
Please sign below or list PO number(s) to place order for this Equipment Accepted By: _____ Date: _____ Please e-mail to: justin.horton@summitbodies.com		TOTAL PRICE	121,305.00
		DELV/HNDLG FEE	195.00
		DELIVERY	0.00
		TOTAL INVESTMENT	\$121,500.00

***Price does not include any applicable taxes**

All quoted prices are subject to change based on parts and materials increases as well as any unforeseen surcharges from our vendors to include transportation. This quote will be repriced if delivery exceeds 150 days from date of signed order.

17327 S. Outer Rd. Belton, MO 64012
WWW.Summitbodies.com

(888) 159-7539 - Mobile
(866) 985-3100 - OFFICE

Body Construction as follows:

- 12ga Galvannealed Steel American Mill - 132" long
- 1/8" Aluminum Doors with Full Length Piano Style Hinges
- Automotive Style Weather Stripping Around all Compartment Doors
- Gas Strut Door Closers
- Compression Latches with Three Point Contact
- 22" Deep Side-packs
- Grab Handles Installed on Rear of Body
- 50" Wide Cargo Floor
- 6000# flush mount swivel D-rings installed in cargo area (three per side)
- 12" High Aluminum Tailgate
- Canopy Body

Driver Side:

- Side-pack - All Compartments 50" High

D1-D2 Combined: 58.5" Wide Compartment

- Three(3) Adjustable Aluminum Shelves with Dividers in Rear Section of Compartment, under the Full Compartment Width Shelf

D - 3: 43" Wide Compartment - Over Wheel Well

- Two(2) Adjustable Aluminum Shelf with Dividers

D - 4: 30.5" Wide Compartment

- Three(3) Adjustable Aluminum Shelves with Dividers

Passenger Side:

- Side-pack - All Compartments 50" High

P1-P2 Combined: 58.5" Wide Compartment

- Three(3) Adjustable Aluminum Shelves with Dividers

P - 3: 43" Wide Compartment - Over Wheel Well

- Two(2) Adjustable Aluminum Shelves with Dividers

P - 4: 30.5" Wide Compartment

- Install 6 Switch Panel on Inside of Door
- Three(3) Adjustable Aluminum Shelves with Dividers

Electrical Features:

- 12v LED Light Fixture in Each Compartment with Switches Installed in Crane Pedestal Compartment
- Compartment Lights Automatically Turn On When Park Brake Is Set

Additional Features:

- G2-54-1342-EA38 Tommygate Liftgate on Rear of Body w/Additional Structure for Support
- One(1) Hose Retainer (Shipped Loose)
- Installation of Chassis Supplied Backup Camera

Paint and Placards:

- Paint Body Single Stage White
- Epoxy Primer Seal for Adhesion
- Rubberized Undercoat Applied to Underside of Body
- Safety Placards and Decals
- Parts and Operations Manuals for All Furnished Equipment

Bed-Liner Applied To:

- Cargo Area
- Bumper Top and Step
- Lower Edge of Side-packs (Full Length)
- Front of Side-packs (Full Length)
- Rear of Side-packs (Full Length)
- Top of Side-packs (Full Length)
- Wheel Wells
- Inside Of Canopy Body Doors

TERMS AND CONDITIONS OF SALE

1. **TRADE-INS.** The Purchaser agrees to deliver the trucks being traded-in in the same condition as they were in at the time of inspection by the Seller. Reasonable wear and tear excepted, and the Purchaser represents that each truck is free and clear of all liens and encumbrances and that it is of the type described elsewhere in this order.
2. **TERMS OF PAYMENT.** The terms, unless otherwise agreed, are cash on completion. The balance is due when Seller notifies Purchaser that the Truck is complete and ready for delivery or pickup. Any payment which is not made when due shall bear interest thereafter at the rate of prime plus 4% per annum or the maximum permitted under any applicable state law, whichever is less. If shipments are delayed by the Purchaser, payment shall become due on the date when the Seller is prepared to make shipment. If the financial condition of the Purchaser at any time does not, in the judgment of the Seller, justify continuance of the work to be performed by the Seller hereunder on the terms of payment as agreed upon, the Seller may suspend such work and deliveries and require such assurances of Purchaser's performance as Seller deems adequate, including full or partial payment in advance, or Seller may cancel this order and shall receive reimbursement for its reasonable and proper cancellation charges. In the event of bankruptcy or insolvency of the Purchaser or in the event any proceeding is brought against the Purchaser, voluntarily or involuntarily; under the bankruptcy or any insolvency laws, the Seller shall be entitled to cancel any order then outstanding at any time during the period allowed for filing claims against the estate and shall receive reimbursement for its reasonable and proper cancellation charges.
3. **CANCELLATION.** Purchaser may cancel this order only by written notice received by Seller at least thirty (30) days prior to the earlier of (a) the scheduled manufacture date or scheduled Work commencement date, or (b) the actual manufacture date or Work commencement date of the truck. Upon any cancellation or failure to accept delivery, the Purchaser shall pay cancellation charges as reasonably and properly calculated by Seller.
4. **SALES AND OTHER TAXES.** The Seller's prices include federal excise tax unless otherwise stated. Sales, use, and similar taxes may be collected by Seller where required by applicable law. Consequently, in addition to the price specified herein, the amount of any present or future sales, use, or other similar tax applicable to the sale or use of the truck(s) purchased hereunder shall be paid by the Purchaser, or, in lieu thereof, the Purchaser shall provide Seller with a valid tax exemption certificate acceptable to the taxing authorities.
5. **DELIVERY.** All trucks furnished hereunder shall be delivered to the Purchaser at the factory or other point of shipment. Unless provided to the contrary, deliveries will be made via carriers and routes selected by the Seller with freight charges to be assumed by the Purchaser. The risk of loss or damage, latent or otherwise, shall pass to the Purchaser upon delivery to the carrier. If Purchaser (or its agent) takes delivery by picking up any truck at Seller's facility or other point of shipment, the risk of loss or damage, latent or otherwise, shall pass to Purchaser upon Seller's tender of delivery and making the truck available for pickup, including any loading performed by Seller. If shipments are delayed by the Purchaser, trucks held for the Purchaser shall be at its risk and expense. Delivery dates are approximate and are based upon receipt of all necessary information from the Purchaser. The Seller shall not be liable for delays in delivery or failure to manufacture or deliver due to: (1) causes beyond its reasonable control; (2) acts of God, acts of the Purchaser, acts of civil or military authorities, priorities, fire, strikes, floods, epidemics, war, riot, delays in transportation; or (3) inability due to causes beyond its reasonable control to obtain necessary labor, materials, components, or manufacturing facilities. In the event of any such delay, the date of delivery shall be extended for a period equal to the time lost by reason of the delay.
6. **TECHNICAL CHANGES.** The Seller reserves the right to change the design or specifications of the truck(s) at any time with no obligation to make such changes in similar trucks previously delivered to the Purchaser. In addition, Seller reserves the right, subsequent to the receipt of this order, to make design changes and substitution of materials which, in the Seller's opinion, are necessary to improve the truck. The Purchaser agrees to accept any such changed truck in full settlement of the Seller's obligations under this order for such truck.
7. **REQUIRED EQUIPMENT.** This order shall be deemed to include, whether or not specified herein, all equipment or accessories required by law or regulation in effect at the time of delivery. It is agreed that any additional or different equipment not specified that is required to meet federal, state or local standards at the time of delivery will be added at additional cost to Purchaser.
8. **CREDIT DEDUCTIONS.** Purchaser agrees that in making payments to Seller, no deductions of any credits for warranty claims or otherwise shall be made unless Purchaser has received written notice from Seller approving such credit.
9. **NOTICE OF CLAIMS; INSPECTION; REVOCATION.** Purchaser shall inspect each truck promptly upon completion and/or delivery, as applicable, and shall give Seller written notice of any alleged breach, nonconformity, shortage, or damage within a reasonable time after Purchaser discovers or should have discovered it, and Purchaser's failure to provide such notice shall bar any claim to the maximum extent permitted by law. To the maximum extent permitted by law, Purchaser may not revoke acceptance of, return, or withhold payment for any truck unless Purchaser has first given Seller written notice and a reasonable opportunity to inspect and cure, and any revocation must occur within a reasonable time and before any substantial change in the truck not caused by its own defects.
10. **TITLE AND REMEDIES.** Until full payment of all obligations of the Purchaser hereunder, the Seller reserves the title to all equipment furnished hereunder. If the Purchaser defaults in payment or performance hereunder or becomes subject to insolvency, receivership, or bankruptcy proceedings or makes an assignment for the benefit of creditors or without the consent of the Seller voluntarily or involuntarily sells, transfers, leases, or permits any lien or attachment on the equipment delivered hereunder, the Seller may treat all amounts then or thereafter owing hereunder by the Purchaser to be immediately due and payable (subject only to credits required by law) and the Seller may repossess said equipment by any means available by law. Purchaser shall execute and deliver to Seller such financing statements and other writings as Seller may deem appropriate to evidence, perfect and protect its security interest in the trucks subject to this order and the priority thereof.
11. **DISPUTES.** Any and all disputes and claims of any kind and nature whatsoever arising under this Agreement (including by reference the provisions set forth in the Owner's Warranty Information Book) shall be handled as provided in this Section. This Agreement shall be deemed to have been made in the State of Colorado and shall be governed by and construed and interpreted in accordance with the internal laws of the State of Colorado (without regard to the conflict of law principles of the State), including all matters of construction, validity and performance regardless of the location of the truck supplied hereunder. Seller and Purchaser agree that this Agreement was entered into at Seller's address set forth above. Purchaser expressly waives any and all right to a jury trial regarding any dispute hereunder. Purchaser hereby irrevocably submits to the exclusive jurisdiction and venue of courts sitting in Adams County, Colorado. Purchaser hereby irrevocably waives, and hereby agrees not to assert by way or motion, defense, or otherwise, any claim that Purchaser is not subject personally to the jurisdiction of such courts, that the truck or other vehicle or equipment to be supplied hereunder or any other property of Purchaser is exempt or immune from attachment or execution, that any action brought under this Agreement is brought in an inconvenient forum, that the venue of the action is improper or that this Agreement cannot be enforced by any such courts. Notwithstanding the foregoing, Seller may bring an action in replevin, trespass, detinue, trover or any similar action in any jurisdiction in which the property subject to such action is located.
12. **ATTORNEY'S FEES AND COSTS.** In the event of litigation relating to this Agreement, the substantially prevailing party shall be awarded its reasonable attorneys' fees, costs, and expenses (including, but not limited to, expert fees and expenses) incurred in connection with such litigation.
13. **GENERAL.** Purchaser may not assign this order or any rights hereunder without Seller's written consent; any attempted assignment is void. Seller may correct clerical errors by written notice to Purchaser from a duly authorized representative. No waiver, alteration, or modification is binding unless in a writing signed by a duly authorized representative of Seller. This writing, including the Owner's Warranty Information Book incorporated by reference, is the entire agreement, and no other understandings or obligations bind Purchaser or Seller. Purchaser's order is subject to acceptance by SUMMIT TRUCK EQUIPMENT, evidenced by execution by Seller's Sales Manager of this Purchase Agreement.

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**WEST BAY SANITARY DISTRICT
AGENDA ITEM 7**

To: *Board of Directors*

From: *Bob Hulsmann, Operations Superintendent*

Subject: *Consider Approving Performance Merit Pay Program for 2026-2027*

Background

In October 2010, the Board requested the General Manager to draft a program to recognize employees for their outstanding achievements in meeting productivity goals and exceeding standard performance measures. In September of 2012 the Board approved the Performance Merit Pay Program (Program). Additionally, the Program was introduced by the Board to Staff and approved during negotiations. Staff immediately began working on the Program's aggressive goals in October of 2012.

The Board discussed and approved a maximum program budget which was included in the past twelve fiscal budgets and approved the criteria with the established goals based on recommendations from the General Manager.

The program has been very successful in achieving high productivity and efficiency throughout the District compared to peers in the industry. Staff remains motivated and engaged in accomplishing the goals of the District.

Analysis

The Board adopted Director Moritz' template for using performance measures identified in our monthly Operations & Maintenance reports. Using this template, the General Manager and staff inserted figures for the expected base productivity level for each performance measure and the optimum target goal productivity level. The program also includes a scenario of productivity falling somewhere between the base and target goal productivity levels to show an example of achieving a portion of the goal and how its weight factor affects the overall total performance (see Exhibit A.)

The purpose of such a program is to reward staff for meeting or exceeding performance goals. The goals are not for normal performance (base) but to recognize extraordinary performance. The Performance Merit Pay Program is not guaranteed; payouts may vary from one year to the next. The intent of this program is to continue productivity at a high level, sustain high productivity levels, and reward the efforts of District staff for their performance in continuing the efficiency and quality of work and reducing Spills (Sanitary Sewer Overflows). Management recalculates and reassesses the base for each performance measure and the goal that is expected to be achieved from one year to the next.

There are nine performance elements with the greatest weight given to the reduction of Spills. In 2025 Sewer Service Charge Manual Collections goal was removed because the Board did not feel it helped with the overall goal of reducing spills.

The CIP Spot Repair Project goal timelines were adjusted in 2024. The new description for the CIP Spot Repair Project goal will continue to be as follows:

CIP/ Spot Repair Project - The timely design, bid packets produced, contract award, and Notice to Proceed of the "Point Repair Phase 4" Project. The Spot Repair Project will Call for bids by March, Award Project by May, and Notice to Proceed by July 2027, if the initial bids are accepted by the Board of Directors.

Miles of Pipe Cleaned per Man-Hour – The average miles of pipe cleaned in the Basin and High Frequency cleaning each month will be calculated over the twelve-month period of the PMPP period. Calculation will be made to the nearest tenth of a mile. The average monthly number of man-hours spent on the task of cleaning pipe will be calculated. This goal of 160 base miles and 170 target miles per year has been consistently accomplished for the past 5 years. The goal will be raised to 170 base and 180 target.

The remaining goals appear to be valid and not easily attainable; therefore, Management recommends the goals remain as proposed.

Staff is requesting the Board approve the Performance Merit Pay Program for 2026-2027 (Oct. 1, 2026 through Sept. 30, 2027) to be paid out in FY 2026/27 (November 2027) and provide for the consideration of exception to a Spill when it clearly derives from a contractor's negligence or pandemic related issues.

Fiscal Impact

The total proposed budgeted amount for FY2026/2027 is \$286,000 maximum pay out. This will provide for a maximum merit payout of up to \$6500 for each Full-time employee, as well as a percent of the payout to any part-time employees who qualify.

Recommendation

The Operations Superintendent and the General Manager recommend the Board approve the Performance Merit Pay Program for 2026-2027 per Exhibit "A".

Exhibit A: West Bay Sanitary District Performance Merit Pay Program 2026-2027



Exhibit "A"

WEST BAY SANITARY DISTRICT
PERFORMANCE MERIT PAY PROGRAM 2026-2027

Purpose

Performance Merit Pay Program (PMPP) is meant as an award for meeting or exceeding performance goals. The goals are not for "normal" performance. They are to recognize extraordinary performance. The annual goals are not static from one year to another. The goals can be expected to increase each year. The annual budget for payouts, if any, and goals are established at the sole discretion of the WBSD Board of Directors and after the year's end, taking into consideration the recommendations of the General Manager.

Caveats

PMPP is not guaranteed a payout. Participants should be aware that a payout in one year may not be the same as the following year, or that it's possible no payout will be made.

If ANY evidence is found that any report required by a government agency is not filed timely and without accurate data, this program will be cancelled for the entire year for all participants.

Participants

This program would apply to all bargaining unit members and unrepresented employees except:

- Any employee terminated for cause or during probationary period
- Any employee who has been disciplined for cause by suspension without pay or temporary pay reduction in lieu of suspension
- Any employee who voluntarily separates employment with the district, except for retirement.

All other employees who are on the WBSD payroll during the 12-month period designated for the PMPP and have worked more than 90 days in the PMPP year, are eligible to participate in the achieved payout. This includes full-time, temporary employees, and employees on leave of absence without pay. Payouts will be pro-rated based on percent of time worked based on the full year being 100%. Pro-rated payments will be determined by dividing the actual number of workdays an individual worked in the year by the maximum workdays in the annual PMPP period.

EXAMPLE:

- A long-time employee retires on March 31.
- There were 126 workdays between October 1 and March 31(See definition of annual period below).
- There are 247 workdays in a full year.
- Thus, the retiree would receive 126/247nds, or 51% of an annual payout.

Payments

PMPP payments will be made after all data has been collected to calculate performance. Each PMPP period will begin October 1 and run through September 30. Assuming no problem is encountered with the data collection and completion of all calculations, payout checks can be expected to be issued in mid-November.

Payments are treated as normal income to the individual participant and are subject to all applicable taxes. Those taxes will be withheld by WBSD and sent to the applicable tax authority, same as in the case of a normal paycheck.

Individual payouts to eligible participants will be determined by dividing the full and pro-rated amounts into the Total Available PMPP Payout that has been designated by the WBSD Board of Directors for the budget period in which the payout is to be made.

Total Available Payout

Each budget period, or mid-year budget, the WBSD Board of Directors may designate a Total Available PMP Amount that will be available to cover the cost of participant payments. This amount will also be known as the Maximum Merit Payout. The final Total Payout Amount will be calculated by multiplying the sum of all Performance Merit Factors by the Total Available PMP Amount (Not to exceed \$6500 per FTE)

EXAMPLE: For the period October 1, 2026, through September 30, 2027, Total PMPP Amount is set at \$286,000.00.

The MAXIMUM Merit Payout (100%) would be calculated as follows:
Assuming 41 employees who worked the entire period (October through September).
 $44 \times 247 \text{ workdays} = \underline{10,868 \text{ workdays}}$

However, of the 44 FTE's:

One individual retired on July 15, 2025,
The period October 1 through July 15 had only 196 workdays.

There were also two part-time employees who each were employed for a period of 100 workdays.
 $2 \text{ workers} \times 100 \text{ workdays} = \underline{200 \text{ workdays}}$

The maximum factor payout per workday would be:
 $\$286,000.00 / 10,868 \text{ workdays} = \underline{\$26.32 \text{ per workday}}$

The full-time workers could receive up to:	$247 \text{ workdays} \times \$26.32 = \$6,500.00$
The retiree could receive:	$196 \text{ workdays} \times \$26.32 = \$5,158.00$
Each of the part time employees could receive:	$100 \text{ workdays} \times \$26.32 = \$2,632.00$
Total Possible Payout:	$= \$276,922.00$

NOTE: Each of the MAXIMUM Merit Payout amounts would be subject to the final Total Performance Factor that is described and calculated in the next section.

Performance Factors

A set of ten Performance Elements will be tracked and included in the calculation of a final Total Performance Factor. A Base Level and Target Goal Level will be set for performance in each Performance Element for the PMP period. The difference between the Base Level and the Target Goal Level will be measured as a percent of attainment. Each Performance element is “weighted” in its portion of the Total PMP Performance Factor. The sum of all the Performance Elements may not exceed 100%. Total PMP Performance Factor is used to calculate the final payouts.

EXAMPLE: (Numbers are fictitious)

Final Annual Payouts:

● Full Time Employees - $\$6,500.00 \times 75.97 \% = \$4,938.05 \times 41$

• Retiree	- \$5,158.00	x 75.97 %	= \$ 3,918.53	x 1
• Part Time employee	- \$2632.00	x 75.97 %	= \$ 1,999.53	x 2
	Total		= \$210377.64	

<u>Performance Element</u>	<u>Target</u>			<u>Actual</u>	<u>% of Goal</u>	<u>Weight</u>	<u>Value</u>
	<u>Base</u>	<u>Goal</u>	<u>Spread</u>				
1. Customer Satisfaction (Surveys) (Good or better responses) Formula: Actual minus base, difference divided by spread (Goal minus base) (96.5-90=6.5; 6.5 / 8=81.3%)	90%	98%	8	96.5%	81.3 %	0.08	0.065
2. Safety, (Incidents of Work Lost/Yr.) (3=0%, 2=33%, 1=66%, 0=100%)	3	0	3	0	100.0 %	0.08	0.080
3. Miles Pipe CCTVed / Man-hour (Base is 40 miles@4,860 man-hours (3 ee x1620 hrs) (Goal is 50 miles@3,240 man-hours (2 ee x 1620 hrs) (Senario Actual 50 miles, 3,704 hours (2.28 ee x 1620 hrs/ee))	.0082	.0154	.0072	.0135	88 %	0.09	0.079
4. Miles Pipe Cleaned / Man-hour (Base = 170 miles @ 4,617 man-hours (2men @1443 hrs + 2men 3days/wk@865hrs) (Goal = 180 miles @ 4,617 man-hours (3,240 hrs + 1,944 hrs = 4,617) (Scenario Actual = 189 miles @ 4,617 man-hours)	.0347	.0366	.0019	.0365	95%	0.15	0.143
5. FOG inspections (449= 0%, 450 = 50%, 500 = 75%, 550 = 100%)	450	550	100	455	50%	0.08	0.016
6. Pipe Repair / Man-hour (Base = 125 (1620 x 3 = 4,860 hrs) (Goal = 165 (1620 x 3 = 4,860 hrs) (Scenario Actual = 90@ 4,860 man-hours (3men@1640/2 hrs))	.0309	.0370	.0061	.0370	100 %	0.15	0.150
7. CIP/ Spot Repair Project (Base = January Call for Bids) (Goal = May Notice to Proceed – NTP) (Scenario Actual = NTP June 20, 2025)	.33	1.00	.66	1.00	100 %	0.05	0.050
8. Spill's (Any Category) (Base of 7, Goal of 4) (Scenario Actual) (7=0%, 6/33%, 5/67%, 4/100%)	7	4	3	1	67 %	0.25	0.168
9. Quality Control – line cleaning (test 60) (Base=8, Goal=0, Scenario Actual= 3 to be re-cleaned) 8=0%, 7=12.5%, 6= 25%, 5=37.5%, 4=50%, 3=62.5%, 2=75%, 1=87.5%, 0=100%	8	0	8	7	12.5%	0.07	0.0087
						1.0	0.7597

DEFINITIONS

Base – The Base figure will be the level of performance below which no PMPP will be paid.

Target Goal – This level of productivity will be set to reflect extraordinary performance. Achieving or exceeding the goal for each Performance Factor will result in the calculation of 100% payout for the given Performance Factor. 100% is the maximum performance for any single element.

Weight – Each factor is assigned a portion of the total weight of 100%. The amount of weight indicates the importance of the factor relative to the other factors.

Value – The difference between the Base and the Goal level will determine the Percent Factor shown as the Value in the table above that will be paid for each Performance Factor. The sum of all Performance Factors will be the Payout during each annual period.

Spread – The difference between the **Target Goal** and the **Base**. The **Actual** minus the **Base** is then divided by the **Spread** to find the **% of Goal** achieved.

Customer Satisfaction – An ongoing survey of all WBSD customers that call in for service will be made to measure the level of customer satisfaction with the service provided by the District. The results of that survey will determine the level of satisfaction used in the annual PMPP. The base performance measure is 90% of all surveys collected result in an Excellent or Above Average rating in each of the overall category. The survey will be conducted monthly and tabulated from October through September with the results calculated for November payout, if approved.

Safety Incidents of Work Lost / Yr. – The number of incidents that result in work lost due to a work-related accident. This lost time accident would not be a first aid incident but an accident/injury that resulted in the employee being required to recover at home prior to returning to work.

Miles of Pipe CCTV'd per Man-Hour – The average miles of pipe CCTV'd each month will be calculated over the twelve-month PMPP period. Calculation will be made to the nearest tenth of a mile. The average monthly number of Man-Hours spent on the task of CCTV will be calculated. The average miles will be divided by the average Man-Hours to determine the monthly average number of miles of pipe CCTV'd per Man-Hour.

Miles of Pipe Cleaned per Man-Hour – The average miles of pipe cleaned in the Basin and High Frequency cleaning each month will be calculated over the twelve-month period of the PMPP period. Calculation will be made to the nearest tenth of a mile. The average monthly number of man-hours spent on the task of cleaning pipe will be calculated. The Average Miles will be divided by the Average Man-Hours to determine the monthly average number of miles of Pipe Cleaned per Man-Hour.

FOG Inspections, Annual Total – FOG inspections are performed on a regular basis at commercial facilities and maintain consistent compliance with the District's Code of General Regulations. Reducing FOG in the collection system helps reduce sanitary sewer overflows.

Pipe Repairs / per Man-Hour - The average number of pipe repairs, patches, and dig-ups each month will be calculated over the twelve-month period of the PMPP period. Calculation will be made to the nearest whole number. The average monthly number of man-hours spent on the task of making pipe repairs and patches will be calculated. The Average Repairs and Patches will be divided by the Average Man-Hours to determine the monthly average number of Pipe Repairs per Man-Hour.

CIP/ Spot Repair Project - The timely design, bid packets produced, contract award, and Notice to Proceed of the 2026-2027 Spot Repair Project. The Spot Repair Project will Call for bids by March, Award Project by May, and Notice to Proceed by July 2026, if the initial bids are accepted by the Board of Directors.

Spill's (any Category), Annual Total – A sanitary sewer overflow, Spill, as defined by the State Water Resources Control Board. The base and target goal should decrease each year until the optimum spill ratio is reached.

Quality Control –Sewer main pipelines are picked at random for CCTV inspection from the list of lines cleaned the previous month to assess the quality of cleaning performed. Any lines inspected which are found to need further cleaning count against the goal but more importantly are reviewed to determine if a change in cleaning methods is appropriate, if a repair is necessary, or if operator error is a factor.



WEST BAY SANITARY DISTRICT AGENDA ITEM 8

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

Subject: *Discussion and Direction on the District's Succession Plan*

Background

On December 2, 2024 the District concluded the Succession Planning and Workforce Development plan with the assistance of CPS HR Consulting. The plan has been incorporated into staff's annual performance appraisal reviews.

Three positions requiring a succession plan were identified in late 2024. The positions were:

1. Finance Manager
2. Associate Engineer
3. Information Technology Analyst
4. Personnel and Accounting Specialist

The plan has assisted with the successful succession of the Water Quality Manager, Engineering Technician, Field Supervisor, Pump Mechanic, CCTV Technician, and Rehabilitation Technician.

Field staff is encouraged to fill out a "Job Interest Form" every six months. Most recently, the form was incorporated into the administrative staff to encourage succession and employee development.

In early 2026 the Board requested an update to the Succession Plan.

Analysis

The General Manager will give a presentation on the Succession Plan and will share examples of the "Job Interest Forms" which serve a key role in the development of staff. He will also give an update on the succession of other vital positions.

Fiscal Impact

None currently.

Recommendation

The General Manager recommends the Board of Directors receive the presentation and provide direction regarding the succession plan if necessary.

Attachments:

1. CPS HR Succession Plan December 2, 2024
2. Example of Job Interest Form



WEST BAY SANITARY DISTRICT INTEREST CARD 2026

NAME: _____

DATE: _____

CURRENT POSITION: _____

I AM INTERESTED IN THE FOLLOWING POSITION (S) TO FURTHER MY CAREER AT WBSD (Pick no more than 3 positions and Rank in the order of preference from 1-3 with 1 being the preferred):

- | | |
|---|---|
| ☐ General Manager | ☐ Office Manager |
| ☐ Operations Superintendent | ☐ District Engineer |
| ☐ Asst. Operations Superintendent | ☐ Water Quality Manager |
| ☐ Operations Supervisor | ☐ Source Control Inspector |
| ☐ Field Supervisor (Rehab, Maint., CCTV <cir.1>) | ☐ Chief Plant Operator |
| ☐ Pump Facility Supervisor | ☐ OIT or Operator I or II |
| ☐ Maintenance Mechanic | ☐ Finance Manager |
| ☐ Rehab Technician | ☐ Accountant |
| ☐ Associate Engineer | ☐ Accountant Technician |
| ☐ Engineering Technician | ☐ Admin Technician |
| ☐ CCTV Technician | ☐ IT Analyst |
| ☐ Construction Inspector | ☐ Other - _____ |

Why you are interested in the checked position(s) and how you have been preparing to further your career:

How would West Bay benefit from you filling this position(s)?

What have you done to prepare yourself to fill this position(s)?

Final Report

West Bay Sanitary District

Succession Planning and Workforce Development Program

December 2, 2024

PREPARED BY:

CPS HR Consulting

2450 Del Paso Rd, Suite 220

Sacramento, CA 95834

P: 916-263-3614

www.cpsshr.us



Your Path to Performance

West Bay Sanitary District Succession Planning and Workforce Development Program

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West Bay Sanitary District Succession Planning and Workforce Development Program Summary Report

Executive Summary

Background and Methodology

West Bay Sanitary District (West Bay) partnered with CPS-HR to refresh the Succession Planning and Workforce Development Program to address immediate and long-term workforce needs.

Below we describe the CPS-HR 4 step model and the project work that was completed as well as proposed next steps relative to the model.

STEP 1	STEP 2	STEP 3	STEP 4
Identifying Key Incumbent and Potential Successor Positions	Preparing Aspiring Leaders	Developing Aspiring Leaders	Monitoring Progress & Recognizing Achievement

- **Step 1 – (Completed for 12 positions) Identifying Key Incumbent and Potential Successor Positions:** The first step involves identifying the key Incumbent Leader (IL) and Potential Successor (PS) positions. Key Incumbent positions are key leadership or technical positions that are critical for business continuity and the organization’s future success. Potential Successor positions are the positions that report into the Incumbent Leader positions.

Key Job Profiles are then developed for the Key Incumbent leader positions that contain competencies critical for success and suggested development opportunities for their Potential Successors.

- **Step 2 – Preparing Potential Successors:** This step focuses on developing a key job profile for the Potential Successors (PS) which are designed to assess their knowledge and proficiency in relation to their Incumbent Leaders (ILs), identifying competency gaps which will form the foundation for creating the PS Individual Development Plans (IDPs).

PS job profiles were completed for eight positions in this project. See Appendix B.

The IDP process should emphasize collaboration between participants and supervisors/mentors to tailor developmental strategies based on individual needs and learning styles. Specific templates and guidance were provided to facilitate this process. We have developed an IDP template and Facilitator Guide to frame the discussion and assist ILs and PSs with co-creating an action plan to close the gap in key competency areas. See Appendices C and D.

- **Step 3 – Developing Potential Successors:** Involves executing the activities outlined in the Aspiring Leader IDPs, such as internal/external training, coaching and mentoring, job shadowing, and providing relevant on-the-job experiences. Suggestions include leveraging existing development opportunities, partnering with educational institutions, and involving key stakeholders in knowledge transfer initiatives. Step 3 activities were not completed as part of the current project.
- **Step 4 – Monitoring Progress and Recognizing Achievement: Encompasses ongoing** program support, communication, and recognition. This includes providing support or resources to the supervisors and mentors as well as the Potential Successors, reviewing milestone status reports to monitor progress, and communicating program outcomes to executive leadership and/or the Board. Regular communication with stakeholders and executive leadership is essential for program refinement. Step 4 activities were not completed during the course of the current project with CPS, but guidance has been provided in the Succession Planning and Workforce Development Program Toolkit (that encompasses all four steps of the model).

Staffing Findings and Considerations

This section outlines some of the key findings related to the number of potential successors for each position, the anticipated development horizon, and staffing conditions that are relevant to the succession planning program.

Based on self-reports, the majority of the incumbents interviewed during this process described their likely retirement or departure timeframe as 7 – 10 years. This length of time allows sufficient time to provide the necessary training, coaching, and hands-on development activities needed to prepare the Potential Successors to fill vacancies when they occur.

The most urgent exception is for the Finance Manager position. The incumbent is planning to retire in the Spring of 2025. As a result, the District is planning to engage with an executive search as soon as possible so that the successful candidate can shadow the incumbent for 1-2 months prior to her departure to ensure a transfer of knowledge and a smooth transition without any operational interruption.

As you can see in the table below, in addition to the Finance Manager, there are three other positions that do not have a succession pool (Associate Engineer, Information Technology Analyst, and Personnel and Accounting Specialist). As individual contributors with no staff, it is important to document critical Standard Operating Practices (SOPs) to ensure work can continue in their absence (e.g., vacations, illness, turnover). By creating these SOPs (e.g., desk procedures, checklists, screen shots, videos, etc.), the District maintains operational stability.

The roles and responsibilities of the Personnel and Accounting Specialist (PAS) have shifted. There is a much heavier emphasis on and need for the Human Resources tasks and expertise. This focus will grow as the District adds seven employees for the East Palo Alto Waste contract). As such, the Administrative Technician (AT) is being cross trained in accounting duties to allow the PAS more time to concentrate on the human resources aspect of the job. At the same time, it increases the capabilities and engagement of the AT.

In order to provide some support and back-up for key individual contributor positions, the newly approved Engineering Technician will divide their time between the Associate Engineer (75%) and Information Technology Analyst (25%).

Table 1. Distribution of Potential Successors Across the District

Number of Completed Self-Evaluations = 23	# of Potential Successors
Assistant Operations Superintendent	4
Associate Engineer	0
District Engineer	1
Finance Manager	0
General Manager	3
Information Technology Analyst	0
Office & Communications Manager	1
Operations Superintendent	3
Operations Supervisor	6
Personnel and Accounting Specialist	0
Pump Facility Supervisor	1
Water Quality Manager	4

Next Steps

In the current project, CPS collaborated with the District to complete Step 1 of the model by creating the Incumbent Leader Job Profiles. We completed the first half of Step 2 by administering and analyzing the self-evaluation data to create the Potential Successor Job Profiles. The remaining steps of the 4-part model are referenced below and further detail is available in the Succession Planning and Workforce Development Program Toolkit and reference materials.

Preparing Potential Successors (Step 2, Part 2)

Using the Aspiring Leader Key Job profile developed earlier in step 2, all Potential Successors will co-create an individual development plan (IDP) with their supervisor and/or mentor, as appropriate, to outline their unique development strategy.

Developing Potential Successors (Step 3)

Subsequently, Potential Successors are expected to undertake the developmental activities outlined in their development plan, including internal and external training, certification, coaching/mentoring, job shadowing, and on-the-job (OJT) experiences in alignment with the milestones and objectives in their IDP.

Monitoring Progress and Recognizing Achievement (Step 4)

This step encompasses ongoing program support for the Potential Successors and Incumbents, communication, recognition, and performance metric assessments to ensure the program is meeting its objectives. There is also a need to communicate program successes to the executive sponsor and the Board and share success stories to promote transparency and engagement across the District.

West Bay Sanitary District Succession Planning and Workforce Development Program Summary Report

Project Background and Methodology

Background

The West Bay Sanitary District (West Bay) partnered with CPS HR Consulting (CPS HR) to engage in updating and refreshing the Succession Planning and Workforce Development Program. This program is designed to address both immediate and long-term workforce needs, focusing on talent continuity for key positions critical to the District's success.

CPS HR's role included conducting assessments of key leadership and technical positions to identify critical competencies for success and potential development opportunities for individuals who aspire into those key positions. CPS has documented a repeatable process for identifying, assessing, and developing potential successors for key positions within the organization.

CPS Succession Planning and Workforce Development Program 4-Step Model

Below we describe the CPS-HR 4 step model and the project work that was completed as well as proposed next steps relative to the model.



- **Step 1 – (Completed for 12 positions) Identifying Key Incumbent and Potential Successor Positions:** The first step involves identifying the key Incumbent Leader (IL) and Potential Successor (PS) positions. Key Incumbent positions are key leadership or technical positions that are critical for business continuity and the organization's future success. Potential Successor positions are the positions that report into the Incumbent Leader positions.

Key Job Profiles are then developed for the Key Incumbent leader positions that contain competencies critical for success and suggested development opportunities for their Potential Successors.

- **Step 2 – Preparing Potential Successors:** This step focuses on a) developing a key job profile for the Potential Successors (PS) which are designed to assess their knowledge and proficiency in relation to their Incumbent Leaders (ILs), identifying competency gaps and b) creating the PS Individual Development Plans (IDPs) based on that self-evaluation. Eight PS job profiles were completed in this project and are shown in Appendix B.

As the District moves forward with the IDP process, it's important to emphasize the importance and value of collaboration between participants and supervisors/mentors to tailor developmental strategies based on individual needs and learning styles.

We have provided an IDP Facilitator Guide and template to frame that discussion and assist ILs and PSs with co-creating an action plan to close the gap in key competency areas. See Appendix D.

- **Step 3 – Developing Potential Successors:** Involves executing the activities outlined in the Aspiring Leader IDPs, such as internal/external training, coaching, and mentoring, job shadowing, and providing relevant on-the-job experiences. Suggestions include leveraging existing development opportunities, partnering with educational institutions, and involving key stakeholders in knowledge transfer initiatives. Step 3 activities were not completed as part of the current project and will be completed by the District as part of the ongoing development of staff competencies.
- **Step 4 – Monitoring Progress and Recognizing Achievement:** Encompasses ongoing program support, communication, and recognition. This includes providing support or resources to the supervisors and mentors as well as the Potential Successors, reviewing milestone status reports to monitor progress, and communicating program outcomes to executive leadership and/or the Board. Regular communication with stakeholders and executive leadership is essential for program refinement. Step 4 activities were not completed during the course of the current project with CPS, but guidance has been provided in the Succession Planning and Workforce Development Program Toolkit and related guides (that encompass all four steps of the model).

Methodology

Below we describe the various activities conducted during the course of the project.

Project Initiation

June 2024

The kickoff meeting focused on introducing key team members from West Bay and CPS and providing an overview of the project plan including scheduling multiple interviews with each incumbent.

Incumbent Interviews

July – August 2024

One-on-one interviews were conducted with the following West Bay incumbents to develop succession planning job profiles.

Table 2. Incumbents Interviewed

Job Title	Incumbent Name
Assistant Operations Superintendent	Bob Scheidt
Associate Engineer	Yutian Lei
District Engineer	Fariborz Heydari
Finance Manager	Debra Fisher
General Manager	Sergio Ramirez
Information Technology Analyst	Aurora Ledesma
Office & Communications Manager	Todd Reese
Operations Superintendent	Bob Hulsmann
Operations Supervisor	Heath Cortez
Personnel and Accounting Specialist	Annette Bergeron
Pump Facility Supervisor	Lisandro Marquez
Water Quality Manager	Jed Beyer

Incumbent Leader Key Job Profile Development (Step 1)

The Key Job Profile is used to define the critical competencies needed for an Incumbent Leader position. It serves as a tool to assess where Potential Successors (PSs) are in relation to their Incumbent Leaders, and to identify competency gaps which will serve in the creation of PS individual development plans. PSs are individuals who report to an IL and aspire to take on that role in the future.

Each Key Job Profile consists of two main categories of competencies: People & Operational and Technical. People competencies encompass skills such as leadership, communication and strategic thinking, while competencies, often involved in the day-to-day operations, are focused on areas such as project management, decision-making, and workload management. Technical competencies pertain to specialized knowledge and proficiency in specific tools, equipment, or methodologies specific to a particular business function. Additional detail was gathered for each

of these competencies, giving clear examples of what it means to be proficient in them and providing relevant suggestions that PSs can follow to develop these competencies.

A series of structured meetings, as outlined below, were conducted to define the competencies and development opportunities for each IL.

Meeting Title	Meeting Purpose
1. Incumbent Leader (IL) Initial Interview	Gather insights into IL responsibilities; identify the Critical or Key Competencies needed to successfully complete job.
2. Incumbent Leader Drill-Down Interview	Obtain additional detail on competency application and development suggestions.
3. Validation of Incumbent Leader Profile	Validation of critical competencies, application to the position, and development suggestions with IL and the direct supervisor.

A sample profile for the Operations Superintendent position is included in Appendix A to illustrate the level of detail and specific suggestions for development activities.

Potential Successor Self-Evaluation Survey Administration

August – September 2024

The Potential Successor survey was designed to identify the PSs preparedness to compete for the designated incumbent position based on self-rated proficiency ratings on the validated competencies. PSs represent individuals within the organization who aspire to take on IL roles in the future.

The following employees were selected to participate as potential successors and declined the invitation for a variety of reasons including plans to retire soon, no desire to be promoted currently, or other personal reasons: George Sanchez, Debra Fisher, Aurora Ledesma, Robert Hulsmann, Todd Reese, Carrie Nevoli, Desiree Slate, Victor Garcia. Dominic Nanni left the organization during the evaluation phase of the project.

Potential Successors were emailed a link to access the survey along with a pre-recorded webinar explaining the survey instructions. In the survey, participants evaluated themselves against one or more incumbent profiles to identify areas for improvement. The sample findings, shown in Appendix B, will be used in Step 3 of the Succession Planning Model to create Individual Performance Plans.

The PSs provided two self-ratings on their current proficiency level on the knowledge and application for each competency identified by the IL. Ratings were based on a three-point scale to indicate they had a lower/basic level of competency, moderate level, or higher/more advanced level of competency. The definition of this three-point scale and how to distinguish between knowledge and application are provided below.

Category Definitions	Current Proficiency Level
Knowledge (K) = An awareness and theoretical understanding of the concept(s) in the competency.	Lower (L) – has up to a basic understanding of the concept(s). Can apply with guidance.
Application (A) = Ability to apply and demonstrate the concept(s) with varying degrees of guidance.	Moderate (M) – is able to analyze and apply the concept(s) to routine situations.
	High (H) – has a thorough understanding of concept(s); is able to analyze and apply to complex or unusual situations; can guide others.

PSs were encouraged to provide candid ratings that accurately reflected their current familiarity and comfort with performing the tasks and demonstrating the key competencies identified for the position. They were instructed to rate their current level of knowledge and application for each competency using a lower, moderate, or higher scale, guided by the definitions. When deciding between two ratings, participants were encouraged to select the lower rating to prompt further discussion and maximize the developmental opportunities they could receive.

Create Potential Successor Profiles

September – October 2024

The PS survey results were compiled and analyzed to identify the number of potential successors for each position and how they evaluated themselves against one or more incumbent profiles. Please note, surveys were completed for 8 of the 12 positions selected for this first round of succession planning. There were no PSs for the Finance Manager, Associate Engineer, Information Technology Analyst, or Personnel and Accounting Specialist positions.

A sample of these results from the survey are shown in Appendix B.

These tables provide an overview of the ratings and can be used by the incumbent or immediate supervisor to target common areas for training, coaching, job shadowing, and hands-on practice opportunities.

Guidance Documents

CPS has provided guidance documents including a Succession Planning and Workforce Development Toolkit and detailed guides for the District to complete the remainder of the steps going forward. These tools and templates are described in more detail below.

Some modifications were made to the usual project plan to accommodate the District's needs and interests as well as lessons learned from other recent client engagements. While the

conceptual framework and steps used in this project are consistent with the Toolkit and related content we made the following adjustments:

- Changed the name from “Aspiring Leader” to “Potential Successor” to account for those who aspire to a technical or individual contributor role that does not include leadership responsibilities and encompasses cross-functional rather than vertical career advancement.
- Streamlined the Potential Successor Rating Scale to Knowledge and Application (by eliminating the Skill category which previous clients found to be confusing and provided little unique value in the eventual development planning process)
- Increased the flexibility of the 3 x 3 Competency model by focusing on Technical competencies and a combination of People & Operations (to avoid the overlap between leadership and business competencies). We also allowed for a tenth competency, if needed, to ensure all critical facets of the job were included.
- Used online surveys rather than one-on-one interviews to collect Potential Successor self-evaluation ratings to allow maximum scheduling flexibility and remove the perceived time limit.

The following documents have been provided to the District to assist with implementing the succession planning and workforce development process:

1. Succession Planning and Workforce Development Toolkit:

This document serves as a comprehensive guide for developing a succession plan within the organization. It includes guiding principles, policies, and supporting tools aimed at facilitating the creation of a systematic process for monitoring workforce data, evaluating activities, tracking plan progress, and making necessary adjustments. The toolkit provides a structured framework to ensure smooth succession planning and effective talent management.

2. Detailed Guides and Templates:

- a. **Key Job Profile IL and PS Process Guide:** This guide offers detailed instructions and best practices for conducting the IL and PS interviews. It outlines the interview process, including preparation, questioning techniques, and evaluation criteria, to ensure consistency and fairness.
- b. **Templates for IL/PS Process:** Pre-designed templates and resources are provided for the District to continue to capture the IL and PS key job profile information in a consistent fashion. This includes a sample competency grid outlining the three types of competencies, sample key job profile templates at different phases of the process, and an excel spreadsheet capturing the key job profile and Aspiring Leader information in a format that is directly transferable to a database, as needed.

- c. **Individual Development Plan (IDP) Template:** This template can be utilized for PSs to create their Individual Development Plan. This includes a focus on competency development with space to incorporate information from the Development Database or IL profiles to fill in potential development opportunities linked to specific competencies. Refer to Appendix C.
- d. **Individual Development Plan (IDP) Facilitator Guide:** This guide provides a consistent framework for reviewing the PS self-evaluations to determine the highest priority development needs and the most effective development activities to reach proficiency (training, coaching, mentoring, job shadowing, or hands-on assignments and practice with feedback from the supervisor or mentor). Refer to Appendix D.

Next Steps

In the current project, CPS collaborated with the District to complete Step 1 of the model by creating the Incumbent Leader Job Profiles. We completed the first half of Step 2 by administering and analyzing the self-evaluation data to create the Potential Successor Job Profiles. The remaining steps of the 4-part model are referenced below and further detail is available in the Succession Planning and Workforce Development Program Toolkit and reference materials.

Preparing Potential Successors (Step 2)

Using the Aspiring Leader Key Job profile developed earlier in step 2, all Potential Successors will co-create an individual development plan (IDP) with their supervisor and/or mentor, as appropriate, to outline their unique development strategy. While the same critical competencies apply to everyone in a particular position, employees have varying developmental needs based on individual strengths and weaknesses. Crafting IDPs tailored to each employee's needs and learning styles fosters a more productive, efficient, and cost-effective approach to professional development.

Creating Individual Development Plans (IDPs)

The information from the Potential Successor Job Profiles / self-assessments serves as the foundation for the conversation about what development opportunities are best suited to the PSs level of proficiency in each of the key competency areas.

1. Incumbent Leaders schedule a Review and Development meeting with each potential successor to review their self-evaluation and begin to co-create a development plan.

CPS has provided a Facilitator's Guide and Succession Development Plan template for those meetings with suggested questions.

For Potential Successors (PSs) who evaluated themselves against multiple incumbents, we recommend that the PS meets with the team of the incumbent leaders in positions they are pursuing to prioritize development needs and identify which incumbent leader is best suited to lead the development effort. Ultimately, the PS's immediate supervisor will be responsible for arranging training, making assignments, and adjusting workload to accommodate developmental activities, so it's important that those efforts are coordinated through them.

2. The Executive Team reviews the self-assessment results to identify key development themes and ways to leverage training and shadowing opportunities. For example, if multiple PSs indicate project management as an area for development, the District may choose to deliver group training (from internal or external sources) or select an ongoing project that could be used as a training ground for multiple PSs. This type of group training increases consistency, encourages collaboration among staff, and helps to build cross-functional relationships.
3. Schedule Quarterly check-ins to evaluate PS progress against their development plan and make any adjustments based on completion of key tasks, changes in priorities or workload, and/or new assignments. The purpose is to keep these development efforts top of mind and to stay focused on steady progress toward competency in each of the key areas associated with the profile.

Developing Potential Successors (Step 3)

Subsequently, Potential Successors are expected to undertake the developmental activities outlined in their development plan, including internal and external training, certification, coaching/mentoring, job shadowing, and on-the-job (OJT) experiences in alignment with the milestones and objectives in their IDP.

Additional recommendations for this step include:

- Partnering with local educational institutions to complement developmental strategies.
- Coordinating with internal department leaders to arrange OJT opportunities.
- Collaborating with other departments and subject matter experts to develop and deliver formal classroom training for internal formalized development opportunities.
- Involving key stakeholders and executive sponsors of the succession planning initiative in efforts related to knowledge management, such as OJT development and in-class

facilitation.

- Posting all development options for all employees to view and/or access.
- Developing and/or documenting Standard Operating Procedures (e.g., desk manuals, checklists, flowcharts, etc.) for critical tasks with an emphasis on those positions with no staff or back-up in the event of emergencies, vacations, etc. to ensure operational continuity and stability.

Monitoring Progress and Recognizing Achievement (Step 4)

This step encompasses ongoing program support, communication, recognition, and performance metric assessments.

Ongoing program support, communication, and recognition

- Implementing stakeholder support mechanisms, including:

Potential Successor Support

- Providing work flexibility for Potential Successors to fulfill developmental commitments while managing core job duties.
- Offering Potential Successors opportunities to integrate new knowledge and skills into ongoing job duties.
- Directing Potential Successors to internal and external resources that can complement their competency development.

Supervisor Support to Assist Potential Successors

- Ensuring supervisors are well-informed about their employees' developmental activities to reinforce new learning on the job through relevant assignments and constructive feedback.
 - Providing guidance to supervisors on effective planning and implementation of OJT development within the unit.
- Using outcomes to generate milestone status reports and summary reports for individuals and the program year.
 - Communicating reports and successes to the executive sponsor and the Board.
 - Making program modifications annually based on information collected during this step.
 - Sharing successes throughout the organization to foster transparency and recognition of achievements.

Appendix A: Sample Job Profile for Operations Superintendent

Key Job Profile: Operations Superintendent

People & Operational Competencies:

1. Planning:

Creates maintenance and operational plans for the organization (including phased implementation, resource allocation, anticipating obstacles, and determining/adjusting priorities).

Greater Detail

1. Manage staff based on constantly changing priorities and resource availability.
2. Develop Master Plans with staff and stakeholder input.
3. Coordinate with internal stakeholders to gather information needed for the Master Plans.
4. Work with Operations Supervisor on scheduling to understand the complexity.
5. Encourage crews to share needs, while managing expectations that not all requests can be accommodated.
6. Understand the system to anticipate repairs and funding needed before failure to extend/maximize equipment/system lifecycle.
7. Balance resources realistically (proactive/reactive) based on lifecycle and replacement estimates.
8. Develop and update emergency plans and SOPs on a regular basis.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Participate in morning briefings to understand work assignments
3. Work with Operations Supervisor on scheduling to understand the complexity
4. Provide input on emergency plans and SOPs
5. Participate in ride alongs with multiple crews to learn more about the work they do and how it impacts the system, the equipment they use, and safety issues

2. Teamwork & Collaboration:

Works effectively with others inside and outside the organization. Collaborates and coordinates efforts to achieve goals. Builds trust, demonstrates respect, empathy, and compassion in all interactions.

Greater Detail

1. Work with other department heads to support District objectives and projects.
2. Support other departments and agencies if they need help or support (e.g., inspections, reclaimed water, Engineering).
3. Provide staff to fill in for other departments.
4. Respond promptly to questions or requests.
5. Provide cross training opportunities to enhance skills.
6. Focus on the District's needs above department or personal needs.
7. Participate in industry and vendor events to stay current on trends and regulations, build connections and relationships that can serve the District, and learn/share best practices.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Training: Building Relationships, Interpersonal Skills (e.g., trust, empathy, respect)
3. Hands-on practice working with other departments
4. Actively participate in CWEA or similar associations to learn about trends, build relationships, and share best practices

3. Communication:

Provides clear, well-organized, and accurate information in a timely manner with an appropriate tone and level of detail tailored to the audience. Listens actively, asks questions for clarification, and reflects back information to ensure understanding.

Greater Detail

1. Conduct morning briefings and various meetings (e.g., project, budget, and District and Department goals) with internal and external customers to share and solicit information.
2. Use written communication for daily correspondence, disciplinary documents, and staff reports to the Board.
3. Develop inter-agency invoices and correspondence.
4. Convey accurate and sufficient detail, rationale for decisions or recommendations, and the operational and fiscal impacts of those actions.
5. Provide rationale for process changes, major purchases, performance goals, goals achieved/missed, and PMPP rates.
6. Develop and deliver industry association presentations (e.g., CWEA).
7. Deliver internal department training (e.g., new processes, policies, or equipment) and presentations.
8. Make Board presentations for any major purchases or goal related issues.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Training: Business Writing, Public Speaking, Presentation Skills

3. Participate in CWEA and other industry associations to build relationships with other organizations/agencies, represent the District, and practice public speaking skills
4. Assist with the development and delivery of presentations and training
5. Hands-on practice with reviewing contracts and writing staff reports with feedback

4. Performance Management/Coaching/Training /Hiring:

Sets SMART goals and clear expectations. Provides growth and development opportunities to enhance skills and employee engagement. Actively participates in hiring decisions.

Greater Detail

1. Use interest cards to guide work assignments.
2. Identify career interests and look for opportunities to fill those skill gaps.
3. Provide constructive feedback to improve performance and/or enhance capabilities.
4. Lead all progressive disciplinary actions and discussions (based on input from Ops Supervisor).
5. Share information, insights, and guidance to develop skills in staff.
6. Work with HR to post positions, review applications, develop interview questions and skills tests, conduct interviews, and make hiring decisions.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching & Mentoring
2. Participate on internal and external hiring panels (screening and interviews)
3. Training: Performance Management, General Supervision, Coaching (e.g., Community Colleges, San Mateo County)
4. Read and understand MOU and West Bay Personnel policies

5. Customer Service:

Responds to customer inquiries, requests, and complaints in a timely and professional manner.

Greater Detail

1. Demonstrate empathy and understanding without overcommitting.
2. Determine when it's appropriate to go above and beyond for the customer.
3. Be respectful in all interactions.
4. Represent West Bay in a manner that maintains/enhances its reputation.
5. Provide accurate and relevant information.
6. Be able and willing to have difficult conversations and avoid setting precedents by making exceptions.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Training: Customer Service, Empathy, Emotional Intelligence
3. Practice responding to customer complaints with manager's feedback
4. Shadowing the Ops Superintendent during customer interactions

6. Negotiation and Contract Management:

Handles daily MOU management and other agency agreements.

Greater Detail

1. Ensure that MOU policies are being adhered to (e.g., using the seniority list, not setting inappropriate precedents).
2. Handle discipline in alignment with MOU policies.
3. Conduct monthly check-ins to verify work is being completed.
4. Relay all findings and concerns to external agencies.
5. Prepare invoices and contract amendments.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Read and understand MOU and West Bay Personnel policies
3. Read and understand the contracts with outside agencies (e.g., LAH, Woodside, EPASD)
4. Participate in meetings with the union and other agencies
5. Participate in contract reviews and invoicing

Technical Competencies

Behaviors related to demonstrating technical competence in specific subject matter areas for your position at West Bay.

1. Regulatory Compliance & Reporting:

Is aware of and enforces local, state, and federal regulations. Maintains confidentiality and secures sensitive information. Promotes and enforces safety standards. Leads by example.

Greater Detail

1. Understand the regulatory environment.
2. Review and certify State Board reports (CIWIQS).
3. Maintain CIWIQS file of details to defend findings as needed.
4. Conduct site visits to ensure crews are complying with safety regulations.
5. Ensure the budget is sufficient for safety needs.
6. Encourage staff to offer suggestions related to improved safety.

Suggested Development Opportunities to Provide to Potential Successors:

1. LRO Training
2. Attend SSMP and WDR Training through CWEA (state requirement)
3. Participate in budget meetings

4. Assist with or conduct site visits
5. Read the General Order to understand requirements

3. Knowledge of Pump Station and Collection System Operations and Maintenance:

Understands the maintenance required, job hazards, and budget needed for those facility.

Greater Detail

1. Understand what an effective maintenance program entails.
2. Determine when program changes are required and implement those changes.
3. Offer guidance to supervisors regarding day-to-day activities.
4. Understand when there is a need for additional outside resources/contractors.
5. Understand job related safety hazards and how to mitigate or remove them.
6. Understand the telemetry needed to monitor the pump stations.
7. Stay current with new technologies, best practices, and regulations.
8. Network with other agencies and industry leaders to build relationships and gain insights to apply at the District.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Attend industry conferences, training, webinars to stay current
3. Attend internal operation and planning meetings
4. Participate with crews to understand field conditions and hazards
5. Participate in designing and implementing program changes
6. Network with other agencies and industry leaders

4. Budgeting:

Assists in developing the annual budget to meet current and future needs in alignment with the strategic direction. Manages the approved departmental budget throughout the year.

Greater Detail

1. Ensure resources are available throughout the year to meet objectives.
2. Conduct monthly management meetings to track budget performance.
3. Review department budget to ensure expenses align with the budget year expectations.
4. Review and approve purchase orders.
5. Budget for equipment, tools, vehicles, and day-to-day consumables.
6. Stay current with equipment and technology changes.
7. Anticipate the impact of procedural, equipment, technological, and regulatory changes on budget and staffing needs.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Training: Budgets, Purchasing policy
3. Participate in the budgeting process, management meetings, purchasing
4. Stay current with equipment and technology changes (attend industry events, expos, reading industry publications)

4. Proficiency with District Technologies (CMMS, SCADA, and Telemetry):

Uses CMMS to run compile data, review system and property histories, generate reports, and issue/track work orders. Use SCADA and telemetry to monitor facilities.

Greater Detail

1. Review and analyze CMMS data to identify preventative maintenance and repair needs in alignment with the 10-year Master Plan.
2. Review reports input by staff to oversee progress and identify any issues.
3. Generate reports or pull up customer records (e.g., work order history) to understand the inquiry and respond accurately and thoroughly.
4. Understand the telemetry needed to monitor the pump stations.
5. Respond to customer inquiries regarding sewer line history.

Suggested Development Opportunities to Provide to Potential Successors:

1. Coaching and mentoring
2. Training: In-house or vendor training on the software and equipment
3. Hands-on practice: collect and analyze data, make recommendations, respond to customer questions/complaints

Appendix B: Summary of Potential Successor (PS) Profile Assessments by Position

Summary tables of the PS self-evaluations were created for eight of the twelve positions included in this succession planning phase. Please note, there were no PSs for the Finance Manager, Associate Engineer, Information Technology Analyst, or Personnel and Accounting Specialist positions. The summary results should be distributed to the Incumbent Leaders and Potential Successors to facilitate the IDP co-creation discussion.

The ratings for each competency are divided into 2 categories: Knowledge and Application. Knowledge is defined as an understanding of concepts and principles. Application represents the PS's ability to apply the knowledge and skills in common, complex, and unique situations with varying levels of direction or supervision.

Category Definitions	Current Experience Level
Knowledge (K) = Awareness and theoretical understanding of the concept(s) in the competency.	Lower (L) – Has up to a basic understanding of the concepts. Can apply the knowledge with guidance.
Application (A) = Ability to demonstrate the concept(s) to successfully complete work tasks.	Moderate (M) – Fully understands the concepts. Can assess the situation and apply the knowledge in routine situations with little or no supervision.
	Higher (H) – Thoroughly understands the concepts. Can apply the knowledge in complex or unusual situations. Can guide others.

The sample table provides an overview of the ratings and can be used to target common areas for training, coaching, job shadowing, and hands-on practice opportunities. The ratings are color-coded (**HIGHER**, **MODERATE**, and **LOWER**) for quick reference and identify the competencies that require the most development.

SAMPLE POTENTIAL SUCCESSOR PROFILE SUMMARY SHEET

This table summarizes the self-evaluations for three fictitious Potential Successors for the General Manager position and can be used as the foundation for building each PSs Individual Development plan and also shows opportunities for group training or cross-functional collaboration.

General Manager				
		Andy	Ben	Carl
Performance Management/Coaching/Training	Knowledge	MOD	MOD	HIGH
	Application	MOD	LOW	MOD
Teamwork & Collaboration	Knowledge	HIGH	MOD	HIGH
	Application	MOD	LOW	MOD
Communication	Knowledge	MOD	MOD	MOD
	Application	MOD	LOW	MOD
Business Acumen	Knowledge	MOD	MOD	HIGH
	Application	MOD	LOW	HIGH
Budget & Finance	Knowledge	MOD	MOD	HIGH
	Application	MOD	n/a	HIGH
Strategy Implementation	Knowledge	HIGH	MOD	MOD
	Application	MOD	LOW	MOD
Operational Knowledge	Knowledge	MOD	HIGH	HIGH
	Application	MOD	MOD	HIGH
Manage Inter-agency Agreements	Knowledge	HIGH	HIGH	MOD
	Application	MOD	MOD	MOD
Regulatory Compliance	Knowledge	HIGH	MOD	MOD
	Application	HIGH	LOW	MOD
Water Reclamation	Knowledge	HIGH	MOD	MOD
	Application	HIGH	LOW	MOD

Appendix C: Sample Individual Development Plan Template

	Succession Development Plan For [Insert Successor Name Here] Target Position: [Insert Job Title Here]				
Target Competency	Developmental Activities	Resources Needed	Achievement Outcome	Timing	
What specific competency or skill requires development?	Training courses, self-learning, temporary assignments, projects, continuing education, certification, OJT, coaching, mentoring, etc. (Be specific)	Time, money, support, access to SMEs, etc.	How will you demonstrate your new level of competency? What does success look like?	Target dates for completion:	
				Start	Complete
1					
2					
3					

Other Comments or Notes:

Employee's Signature: _____ **DATE:** _____

Supervisor's Signature: _____ **DATE:** _____

Appendix D: Individual Development Plan Facilitator Guide

A GUIDE TO CREATING AN INDIVIDUAL SUCCESSION DEVELOPMENT PLAN

1. Review the Succession Profile and Potential Successor Self-Evaluation Ratings.

Come prepared with questions to gain an understanding of why your employee selected their ratings and a few ideas about a potential action plan to move forward. Ask your employee to do the same prior to your meeting. Solicit input from your employee about their ideas before you share yours. Make this a collaborative (rather than directive) effort. By co-creating the development plan, the employee has a higher level of commitment and buy-in.

2. Identify any specific aspects of the profile and/or Greater Detail section that impacted the self-ratings (e.g., “I scored myself low because I have no experience with line items #2 and #5”). This will help you pinpoint development needs and target your efforts and resources.

Here are some suggested prompts to get you started:

- Are there specific items on the profile that you’d like to focus on?
- What aspects of (the Competency or the profile as a whole) are most interesting or challenging for you?
- Which competency is most important for you to develop? What makes that your top priority? How might this also help in your current job (as well)?
- What prompted your rating on (Competency)? Let’s talk more about what you’re already doing and where you want to go next.
- What do you think would be the best way for you to learn more about (Competency or Greater Detail Line Item)?

3. Interpret the Results and Prioritize. While each case will be unique, there are some general guidelines that will be helpful.

High-High rating: Likely not a high priority unless there is a specific line item that you feel needs attention because of current behavior or changing organizational demands.

Moderate-Moderate rating: This is likely an area to explore in greater detail. The priority level will depend on the criticality of the competency or skill to the success of current or near-future projects, the employee's interest, and resources available (e.g., workload demands, your availability for mentoring, opportunities for the employee to participate in current or upcoming projects).

Low-Low Rating: While this may seem like an obvious priority, there may be instances where the specific issues (greater detail in the profile) are not urgent or critical especially for potential successors who are relatively early in the development process and have an extended time horizon to develop skills.

Mixed Ratings: When the level of knowledge is lower than the application score, that lends itself to training or shadowing. It's important to explain or demonstrate the concepts to create a sound foundation. When the knowledge level exceeds the application, it may be time to introduce more hands-on practice activities with time built in brainstorming and debriefing to provide feedback about what went well and what could be improved upon.

Select 1-2 areas to work on at a time to avoid overwhelm and increase focus. Prioritize the competency areas or specific skills that are most important (based on urgency, the time horizon needed to develop the skill, and the employee's interests).

As milestones are accomplished, you can select another assignment or competency area to address. The key is to leverage any and all existing skills and abilities so that you help your employee acquire new skills, gain greater perspective, and build their confidence to take on more challenging assignments and assume increased levels of responsibility.

4. **Select Effective Development Opportunities.** Determine what type of development opportunity would be most effective (and is currently available). Would the skill gap be best addressed through classroom training or webinars, shadowing you or a peer at specific meetings, attending an industry conference and reporting out on what they learned, reviewing draft documents, sharing strategies or rationale for decisions, or assigning them to a project team? Refer to the Suggested Development Opportunities section of the profile and build on that with your employee.
5. **Establish a reasonable timeline.** Set some due dates for completing the tasks to encourage progress and accountability (for you and your employee). Take workload and resource availability into account. It's easy to let development fall by the wayside in favor of day-to-day operations.

6. **Schedule regular follow-up meetings to check on progress.** These meetings provide an opportunity to check status, offer assistance, and adjust the development strategies as needed. This can be an informal five-minute conversation or included as part of your one-on-one meetings.

7. Make adjustments to the plan as needed. Be willing to adjust workload to accommodate the employee's development (extend task deadlines, reassign projects, help them delegate other work more effectively, etc.). Reprioritize if conditions change. The Development Plan is a living document and roadmap for enhancing the employee's readiness to compete for future position vacancies, so needs to be updated on a regular basis.

Appendix E: About CPS HR Consulting

Report Contributors	
Chris Atkinson, MS	Project Manager
Kammy Haynes, Ph.D.	Project Consultant
Paula North, M.A.	Project Consultant

CPS HR is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients for more than 35 years. The distinctive mission of CPS HR is to transform human resource management in the public sector.

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of classification and compensation, organizational strategy, recruitment and selection, and training and development.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority (JPA), whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 80 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that transform public sector organizations to positively impact the communities they serve.



WEST BAY SANITARY DISTRICT AGENDA ITEM 9

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*
Vivian Chu, Finance Manager

Subject: *Consider Approving the Accountant Job Description and Authorizing Staff to Recruit and Fill the Position*

Background

West Bay Sanitary District ("District") maintains financial operations associated with wastewater utility services, sewer service charges, capital improvement programs, grants, and other District activities. To support these operations and provide additional professional accounting capacity, staff has developed an Accountant position to perform professional accounting work under the general direction of the Finance Manager or designee.

As part of the Fiscal Year 2026-27 budget process, the Board of Directors approved the adopted budget with funding for the proposed Accountant position. Establishment of the position will provide additional accounting capacity to support the District's financial operations and ensure adequate resources are available to perform essential accounting and revenue-related functions.

The Accountant position will provide accounting support for the District's financial operations, with responsibilities including sewer service charge calculations, revenue accounting, general ledger maintenance, financial reporting, budgeting, capital asset accounting, audit support, grant accounting, and compliance with applicable governmental accounting standards and regulations.

The position requires a bachelor's degree in accounting, finance, business administration, or a closely related field and two to five years of progressively responsible professional accounting experience. Experience in public agencies, enterprise funds, wastewater utilities, capital project accounting, grant accounting, or governmental accounting is highly desirable. CPA, CPFO, or similar professional certification is desirable but not required.

The Accountant will receive general direction from the Finance Manager or designee and will not typically have direct supervisory responsibilities. The position may provide technical guidance, training, and assistance to administrative or accounting support staff as assigned. The position is classified as unrepresented and non-exempt.

Analysis

As the District transitions from a wastewater collection agency to a recycled water treatment and distribution agency, it is imperative that appropriate staff is designated and responsible for the billing and accounting of such new business aspects of the agency. Additionally, the District is transitioning to a multitiered Sewer Service Charge tax roll system to include a Single Family, Multi-Family, and Accessory Dwelling Unit rate structure which makes the tax roll process with the County Assessor's Office more involved and thus requires additional quality control.

The Accountant position will provide professional accounting support to the District's financial operations, with particular emphasis on two critical areas: quality control review of annual Sewer Service Charge calculations and accounting for tax and non-operating revenues.

The Accountant will review annual Sewer Service Charge calculations to help ensure accurate billing, reporting, and revenue collection. This function provides an important quality-control step in the District's annual revenue process and helps identify and resolve discrepancies before billing and reporting are finalized.

The position will also account for tax and other non-operating revenues, including Accessory Dwelling Unit (ADU) fees, Multi-Family Residence (MFR) fees, infrastructure capacity fees, recycled water billing, and other District revenue sources. Accurate accounting and reconciliation of these revenues are essential to maintaining reliable financial records and supporting the District's financial reporting and budget processes.

In addition to these primary responsibilities, the Accountant will provide general accounting, reconciliation, financial reporting, budget, audit, capital asset, grant, and compliance support as assigned. The position will also assist with process improvements, documentation, and internal controls to enhance the accuracy and efficiency of the District's financial operations.

Establishing the Accountant classification will provide the District with dedicated professional-level accounting expertise and additional capacity to support timely, accurate, and well-documented financial information.

Fiscal Impact

The salary will be paid for using the sewer fund, recycled water fund, and the non-operation (interagency agreements) revenues. Hours will be tracked using the ADP payroll system. The salary range for the Accountant position is \$110,000 to \$137,000 annually, exclusive of benefits and other employer-paid personnel costs. The actual salary will be determined based on the selected candidate's qualifications and experience, consistent with District policies.

The Board has approved funding for the Accountant position as part of the FY 2026-27 adopted budget. Accordingly, establishment and filling of the position is within the personnel funding included in the adopted budget. Additional fiscal impact will include applicable employee benefits, payroll-related costs, and other personnel expenses associated with the position.

Recommendation

Staff recommends that the Board of Directors:

1. Approve the Accountant position and associated job description, effective September 2026; and
2. Authorize staff to recruit and then fill the position by January 2027 in accordance with the approved job description, District policies, and applicable budget and personnel requirements.

Attachment:

1. Resolution
2. Accountant Job Description

RESOLUTION NO. XXXX (2026)

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE WEST
BAY SANITARY DISTRICT APPROVING THE ACCOUNTANT JOB
DESCRIPTION AND AUTHORIZING STAFF TO RECRUIT AND FILL
THE POSITION**

WHEREAS, the West Bay Sanitary District (“District”) maintains financial operations associated with wastewater utility services, sewer service charges, capital improvement programs, grants, and other District activities; and

WHEREAS, as part of the Fiscal Year 2026-27 budget process, the Board of Directors approved the adopted budget with funding for the proposed Accountant position; and

WHEREAS, the District has determined that establishing an Accountant position will provide additional professional accounting capacity to support the District’s financial operations and ensure adequate resources are available to perform essential accounting and revenue-related functions; and

WHEREAS, the Accountant will provide quality-control review of annual Sewer Service Charge calculations to help ensure accurate billing, reporting, and revenue collection and to identify and resolve discrepancies before billing and reporting are finalized; and

WHEREAS, the Accountant will account for and reconcile tax and other non-operating revenues, including Accessory Dwelling Unit (“ADU”) fees, Multi-Family Residence (“MFR”) fees, infrastructure capacity fees, recycled water billing, and other District revenue sources; and

WHEREAS the Accountant position will perform professional accounting work under the general direction of the Finance Manager or designee, including sewer service charge calculations, revenue accounting, general ledger maintenance, financial reporting, budgeting, capital asset accounting, audit support, grant accounting, and compliance with applicable governmental accounting standards and regulations; and

WHEREAS, the Accountant will also provide general accounting, reconciliation, financial reporting, budget, audit, capital asset, grant, compliance, process improvement, documentation, and internal control support as assigned; and

WHEREAS, the Accountant position requires a bachelor’s degree in accounting, finance, business administration, or a closely related field and two to five years of progressively responsible professional accounting experience, with experience in public agencies, enterprise funds, wastewater utilities, capital project accounting, grant accounting, or governmental accounting highly desirable; and

WHEREAS, the Accountant position is classified as unrepresented and non-exempt, will receive general direction from the Finance Manager or designee, and will not typically have direct supervisory responsibilities; and

WHEREAS, the salary range for the Accountant position is \$110,000 to \$137,000 annually, exclusive of benefits and other employer-paid personnel costs, with the actual salary to be determined based on the selected candidate's qualifications and experience and consistent with District policies; and

WHEREAS, funding for the Accountant position is included in the District's adopted Fiscal Year 2026-27 budget, and establishment and filling of the position is within the personnel funding authorized by the Board of Directors; and

WHEREAS, the Board of Directors desires to approve the Accountant job description, establish the Accountant position effective August 2026, and authorize staff to recruit and fill the position in accordance with the approved job description, District policies, and applicable budget and personnel requirements.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the West Bay Sanitary District as follows:

1. Approval of Accountant Position and Job Description. The Board of Directors hereby approves the Accountant position and the associated Accountant job description, effective September 2026.
2. Authorization to Recruit and Fill Position. The Board of Directors hereby authorizes District staff to recruit and fill the Accountant position in accordance with the approved job description, District policies, and applicable budget and personnel requirements.
3. Salary and Classification. The Accountant position shall be classified as an unrepresented, non-exempt position with an annual salary range of \$110,000 to \$137,000, exclusive of benefits and other employer-paid personnel costs. The actual salary shall be determined based on the selected candidate's qualifications and experience, consistent with District policies and the adopted budget.
4. Authority to Implement. The General Manager, Finance Manager, and/or their designees are authorized to take such administrative and personnel actions as may be necessary or appropriate to implement this Resolution, including recruitment, selection, and appointment to the Accountant position, provided such actions are consistent with the adopted budget and applicable District policies and requirements. The position will be filled in January 2027 or thereafter.
5. Effective Date. This Resolution shall take effect immediately upon its adoption.

AYES:

NOES:

ABSENT:

ABSTAIN:

Fran Dehn, President
Board of Directors
West Bay Sanitary District

ATTEST:

David Walker, Secretary
Board of Directors
West Bay Sanitary District

WEST BAY SANITARY DISTRICT

Job Description ACCOUNTANT

DEFINITION

Under general direction, performs professional accounting work in support of the District's financial operations, including general ledger maintenance, financial reporting, budget support, revenue accounting, audit support, and compliance with governmental accounting standards. The Accountant ensures the accuracy, transparency, and timeliness of financial information related to wastewater utility operations, sewer service charges, capital programs, and other District financial activities.

SUPERVISION RECEIVED AND EXERCISED

General direction is provided by the Finance Manager or designee.

Responsibilities do not typically include direct supervision of staff; however, the position may provide technical guidance, training, and assistance to administrative or accounting support staff, as assigned.

EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:

1. Provides quality control review of annual Sewer Service Charge calculations to support accurate billing, reporting, and revenue collection.
2. Accounts for tax and non-operating revenues, including Accessory Dwelling Unit (ADU) fees, Multi-Family Residence (MFR) fees, infrastructure compacity fees, recycled water billing, and other District revenue sources.
3. Maintains and reconciles the general ledger, including preparation and review of journal entries, account analyses, and supporting schedules.
4. Prepares monthly, quarterly, and annual financial statements, reports, and schedules in accordance with generally accepted accounting principles and Governmental Accounting Standards Board (GASB) requirements.
5. Supports the annual budget process by preparing financial data, tracking expenditures, reviewing budget activity, and performing variance analysis.
6. Tracks and accounts for capital assets and infrastructure projects; maintains fixed asset records, depreciation schedules, and related documentation.
7. Monitors and reconciles cash, investments, accounts payable, accounts receivable, payroll-related accounts, and other assigned financial accounts.
8. Provides support for the annual independent audit and Single Audit, including preparation of schedules, research of accounting issues, and timely response to auditor requests.
9. Ensures compliance with applicable federal, state, and local regulations, District policies, accounting standards, and internal control requirements.
10. Prepares and files required financial, statistical, regulatory, and governmental reports.
11. Assists with grant accounting, cost tracking, reimbursement requests, and related financial documentation, as applicable.

12. Identifies and recommends process improvements to enhance accounting efficiency, reporting accuracy, documentation, and internal controls.
13. Performs related duties as assigned.

OTHER JOB RELATED DUTIES

14. Assists with payroll, special financial studies, cost analyses, rate-related data, and other financial projects as assigned.
15. May provide staff support to District committees, consultants, auditors, or outside agencies regarding financial matters.
16. Supports the development, maintenance, and documentation of accounting policies, procedures, and internal controls.

JOB RELATED AND ESSENTIAL QUALIFICATIONS**Knowledge of:**

- Principles and practices of governmental, fund, and enterprise accounting, including generally accepted accounting principles and GASB standards.
- General ledger systems, financial reporting tools, account reconciliation methods, and journal entry preparation.
- Budgeting practices, expenditure tracking, variance analysis, and financial forecasting techniques.
- Internal control principles, audit processes, accounting documentation standards, and financial record retention practices.
- Capital asset accounting, infrastructure asset tracking, depreciation schedules, and capital project cost accounting.
- Revenue accounting practices, including sewer service charges, property tax revenues, connection fees, ADU fees, and other non-operating revenues.
- Applicable federal, state, local, and District laws, rules, regulations, policies, and procedures governing public agency financial administration.
- Principles and practices of accounts payable, accounts receivable, cash management, payroll-related accounting, grant accounting, and financial reporting.
- Modern office practices, financial software applications, spreadsheet tools, and data analysis techniques used in governmental accounting.

Ability to:

- Prepare accurate, complete, and timely financial statements, accounting reports, reconciliations, schedules, and analyses.

- Analyze financial data, identify discrepancies, research accounting issues, and prepare appropriate corrections or recommendations.
- Communicate clearly and concisely in English, both orally and in writing, with District staff, management, auditors, consultants, and outside agencies.
- Interpret, explain, and apply accounting standards, financial regulations, District policies, and internal control procedures.
- Maintain complex accounting records and financial data with a high degree of accuracy and confidentiality.
- Use financial management systems, spreadsheets, databases, and other software to prepare reports and analyze financial information.
- Support audits by preparing documentation, responding to requests, and assisting with implementation of audit recommendations.
- Organize work, manage multiple priorities, meet established deadlines, and exercise sound judgment within established guidelines.
- Prepare financial information for budgets, capital projects, sewer service charges, grants, required filings, and management reporting.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Identify opportunities to improve accounting processes, internal controls, documentation, and reporting practices.
- Exercise tact, discretion, and professionalism when handling sensitive financial information.
- Follow all District policies and procedures.
- Work well independently and in a team environment.
- Provide technical assistance and guidance to staff regarding accounting procedures and financial documentation, as assigned.

Experience:

- Two (2) to five (5) years of progressively responsible professional accounting experience.
- Public sector, special district, enterprise fund, capital project accounting, grant accounting, or utility accounting experience is desirable.

Education:

Requires graduation from an accredited college or university with a bachelor's degree in accounting, finance, business administration, or a closely related field; and two (2) to five (5) years of progressively responsible professional accounting experience. Experience in a public agency, enterprise fund, wastewater utility, capital project accounting, or governmental accounting environment is highly desirable.

License:**Required Certifications:**

Possession of, or ability to obtain prior to appointment, a valid California driver's license with the ability to maintain insurability under the District's Vehicle Insurance Policy may be required. Certification as a Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or similar professional certification is desirable, but not required.

Special Requirements:

Essential duties require the following physical abilities and work environment:

Ability to work in a standard office environment; sit for prolonged periods of time; operate a computer, calculator, and standard office equipment; read, interpret, and prepare detailed financial documents; and communicate in person, by telephone, and in writing.

Employees of West Bay Sanitary District are by State and Federal law, Disaster Service Workers. In the event of a declaration of emergency, any employee may be assigned activities which promote the protection of public health and safety or the preservation of lives and property either at the District or within the locale, or your own community.

Effective Date: September, 2026

Position Status: Unrepresented, non-exempt



WEST BAY SANITARY DISTRICT AGENDA ITEM 10

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

Subject: *Consider Adopting Regulation Amending the General Code of Regulations to adopt Recycled Water Standard Specifications per Article X (Recycled Water)*

Background

GENERAL REGULATION NO. 2026-001

“A GENERAL REGULATION ADDING A NEW ARTICLE X “RECYCLED WATER” TO THE WEST BAY SANITARY DISTRICT CODE OF GENERAL REGULATIONS AND RENUMBERING ARTICLES X “ENFORCEMENT” THROUGH ARTICLE XIII “CODE OF GENERAL REGULATIONS IN FORCE” AS ARTICLES XI THROUGH XIV, RESPECTIVELY”

Section 1002 Mandatory Use of Recycled Water and Regulations Governing such use establishes Rules and Regulations Governing the use of Recycled Water.

The section states that the District will establish, by resolution, rules and regulations and standard specifications establishing the requirements for the planning, design, construction, operation, and maintenance of customer-owned recycled water systems in compliance with District Standards and the requirements of other regulatory agencies, including the California State Water Quality Control Board (SWQCB) Division of Drinking Water (DDW), and San Francisco Bay Regional Water Quality Control Board (RWQCB).

Analysis

The purpose of the Standard Specifications is to provide direction in the application of improvements or adoption of recycled water systems which are to be dedicated to the public or remain private and accepted by the District. The Standard Specifications must change as industry standards, procedures, and materials are updated and amended. The Recycled Water Specifications are in line with current Uniform Plumbing Code requirements, State Recycled Water Guidelines and best practices.

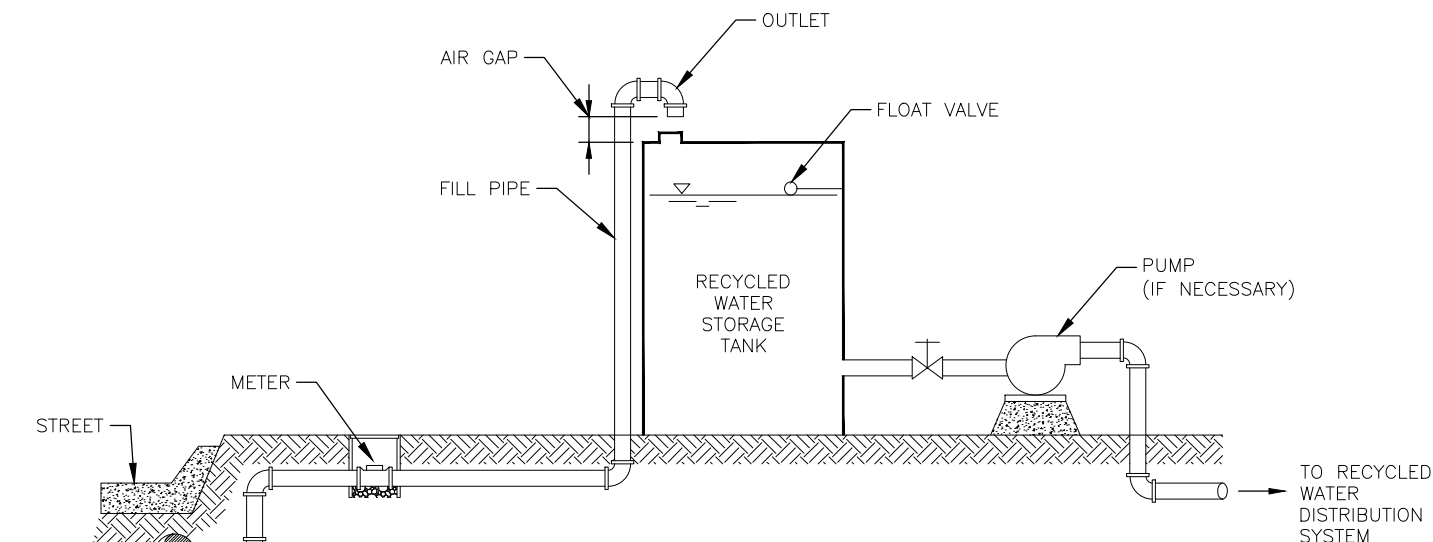
Fiscal Impact

None currently.

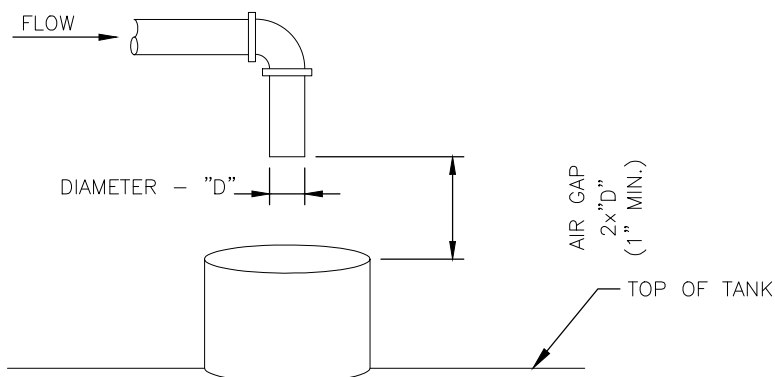
Recommendation

The General Manager recommends the Board adopt a regulation amending the General Code of Regulations to adopt the Recycled Water Standard Specifications, by motion, and approve the proposed ordinance.

Attached: Recycled Water Standard Specifications



SCHEMATIC STORAGE FACILITY
NOT TO SCALE



AIR GAP
NOT TO SCALE

NOTES:

1. THE TERM "AIR GAP" SHALL MEAN A PHYSICAL SEPARATION BETWEEN THE FREE FLOWING DISCHARGE END OF A RECYCLED WATER SUPPLY PIPELINE AND AN OPEN OR NON-PRESSURE RECEIVING VESSEL. AN "APPROVED AIR GAP" SHALL BE AT LEAST DOUBLE THE DIAMETER OF THE SUPPLY PIPE MEASURED VERTICALLY ABOVE THE OVERFLOW RIM OF THE VESSEL—IN NO CASE LESS THAN 1 INCH.

WEST BAY
SANITARY DISTRICT

AIR GAP SEPARATION

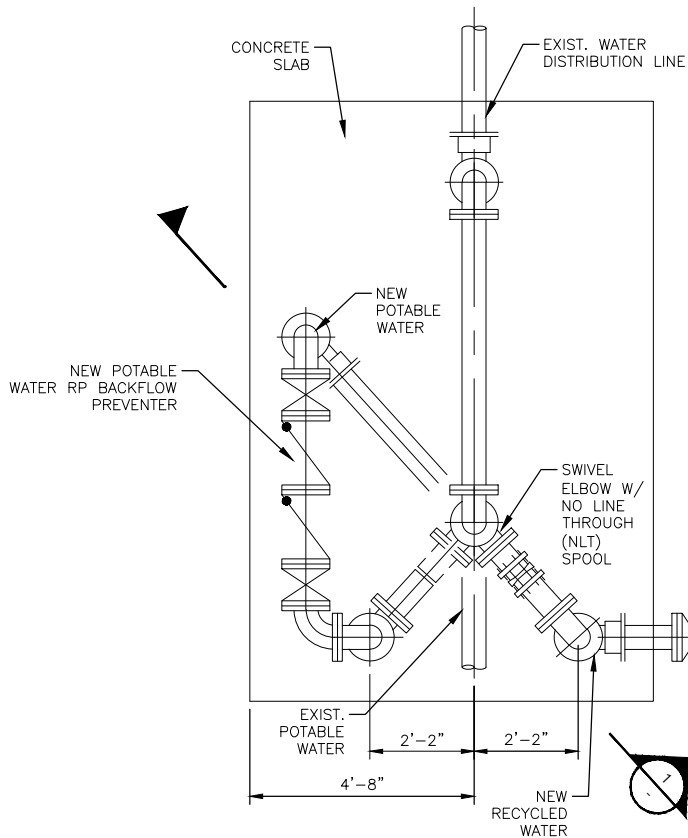
APPROVED BY:

/S/ - SERGIO RAMIREZ

GENERAL MANAGER

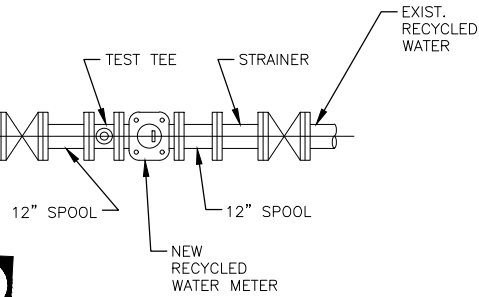
STANDARD
DRAWING NO.

DATE: 10-3-10 RW-1

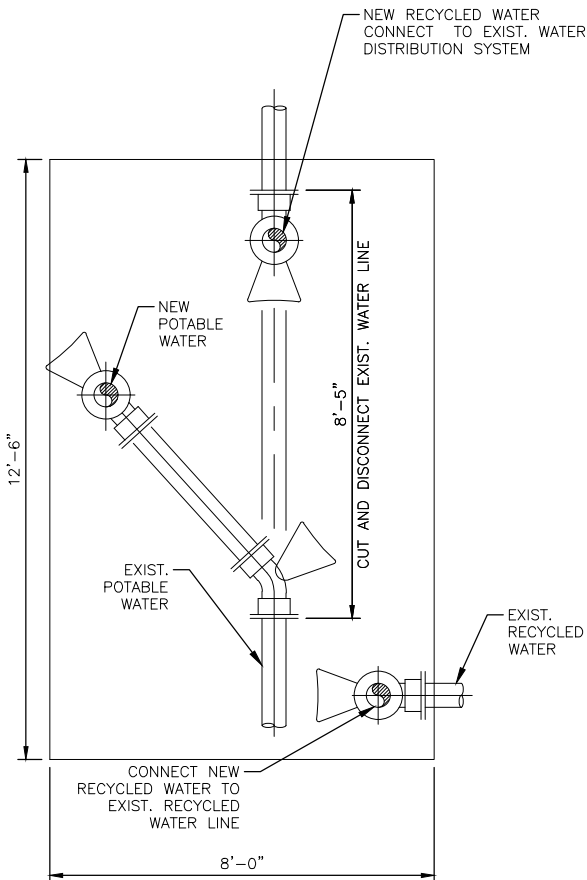


NOTES:

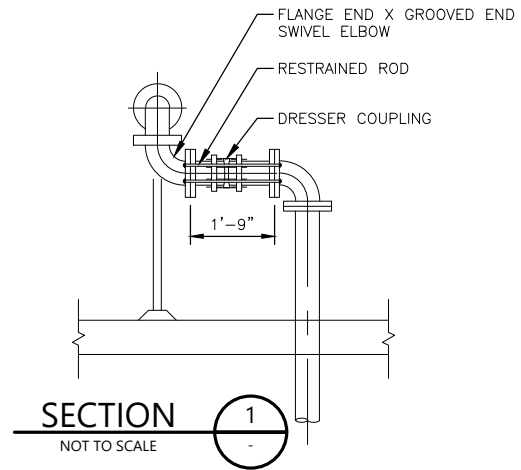
1. THE POTABLE SUPPLY LINE AND THE RECYCLED WATER SUPPLY LINE MUST BE OFFSET IN A MANNER THAT ENSURES A TEE CONNECTION, SPOOL OR OTHER PREFABRICATED MECHANICAL APPURTENANCE COULD NOT BE READILY UTILIZED IN LIEU OF THE SWIVEL ELL CONNECTION, NOR RESULT IN CONCURRENT SUPPLY OF RECYCLED WATER AND POTABLE WATER.
2. THE RECYCLED WATER PIPELINE SHALL BE COLORED PURPLE (PANTONE 512).



PLAN
NOT TO SCALE



PLAN - BELOW GRADE ELEVATION
NOT TO SCALE



SECTION
NOT TO SCALE

WEST BAY
SANITARY DISTRICT

SWIVEL ELL CONNECTION

APPROVED BY:

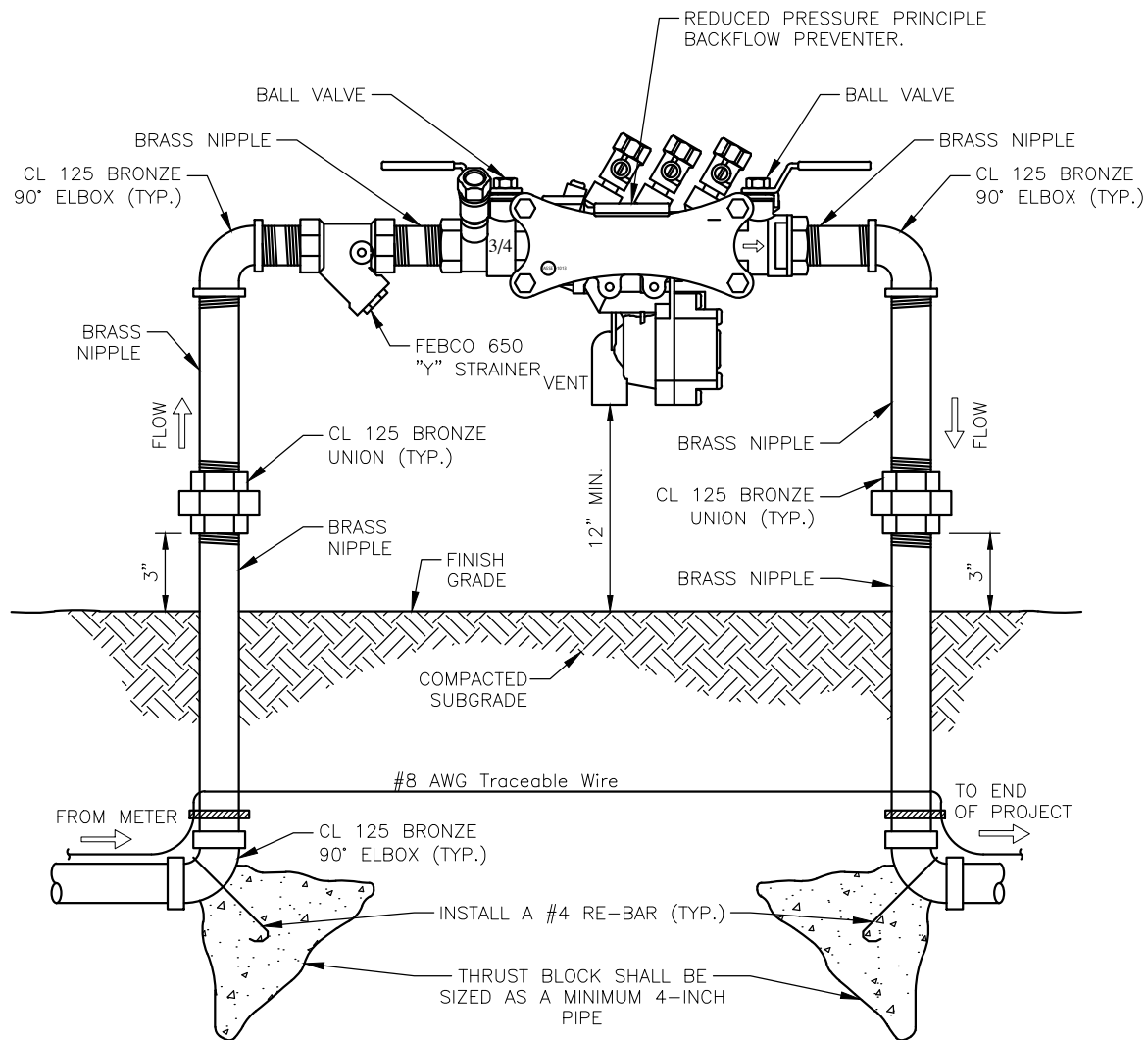
/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

DATE: 10-4

BW-2



NOT TO SCALE

NOTES:

1. WHEN LOCATED IN THE PUBLIC RIGHT OF WAY OR WHEN SUSCEPTIBLE TO BEING DAMAGED AND IF REQUIRED BY WBSD OR CITY OF MENLO PARK, A BACKFLOW ENCLOSURE SHALL BE INSTALLED, PER CITY OF MENLO PARK STANDARD DETAIL WA-21.
2. THE BACKFLOW DEVICE SHALL BE INSTALLED AS CLOSE TO THE METER AS FEASIBLE. THE LOCATION SHALL BE APPROVED BY WBSD AND CITY OF MENLO PARK.
3. THIS DETAIL SHALL BE USED FOR 2" AND SMALLER ONLY. LARGER DEVICES SHALL BE DESIGNED BY THE PROJECT AND SUBMITTED FOR REVIEW AND APPROVAL.
4. RECYCLED WATER RP BACKFLOW DEVICES SHALL BE A MODEL THAT CONSISTS OF A BRONZE OR NYLON VALVE BODY, AND IS LISTED IN THE CURRENT USC APPROVED BACKFLOW LIST.
5. RECYCLED WATER PIPELINES SHALL BE COLORED PURPLE (PANTONE 512).

WEST BAY
SANITARY DISTRICT

RECYCLED WATER REDUCED PRESSURE PRINCIPLE
BACKFLOW PREVENTION DEVICE FOR IRRIGATION AND
DOMESTIC SERVICES

APPROVED BY:

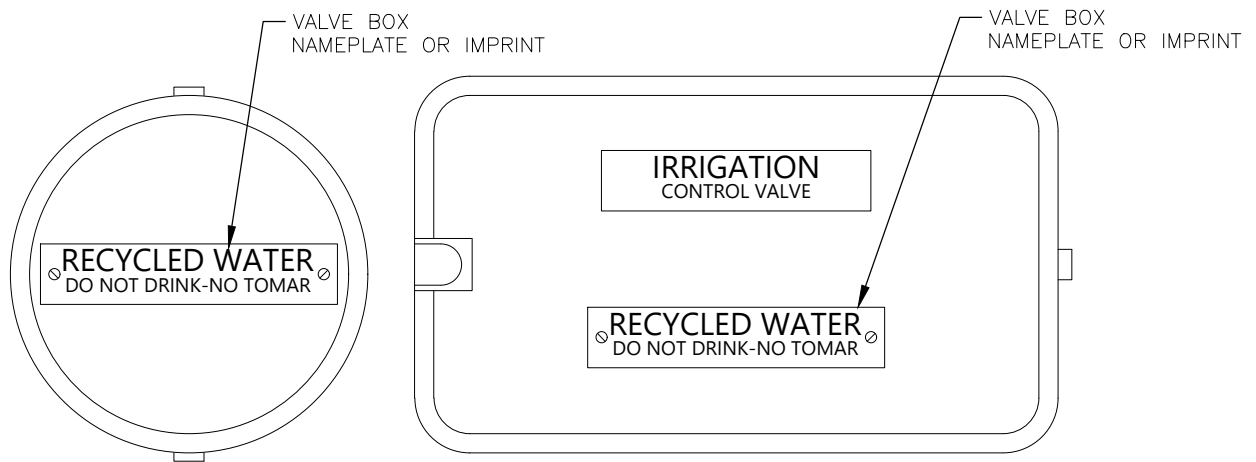
/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

DATE:

10-5 RW-3



NOT TO SCALE

NOTE:

1. T. CHRISTY ENTERPRISES, INC. P/N: 3800 (OR EQUAL)

WEST BAY

SANITARY DISTRICT

RECYCLED WATER
IRRIGATION BOX LID IDENTIFICATION

APPROVED BY:

/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

DATE:

10-6 RW-4

WARNING TAG DETAILS

RECYCLED WATER

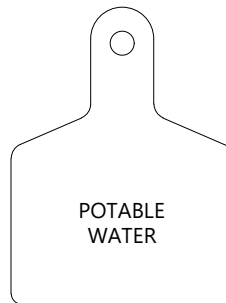


FRONT



BACK

POTABLE WATER

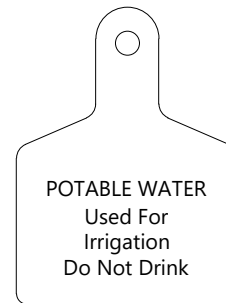


FRONT



BACK

POTABLE WATER (USED FOR DUAL IRRIGATION SITES)



FRONT



BACK

NOTE:

1. RECYCLED WATER TAG SHALL HAVE PURPLE BACKGROUND WITH BLACK LETTERING
2. T. CHRISTY ENTERPRISES INC. P/N. ID-MAX-P2-RC006 (OR EQUAL)
3. POTABLE WATER TAG SHALL HAVE BLUE BACKGROUND WITH BLACK LETTERING
4. T. CHRISTY ENTERPRISES INC. P/N. ID-MAX-B2-PW015 (OR EQUAL)
5. POTABLE WATER IRRIGATIONS TAG SHALL HAVE YELLOW BACKGROUND WITH BLACK LETTERING
6. T. CHRISTY ENTERPRISES INC. P/N. ID-MAX-Y2-PW017 (OR EQUAL)

RECYCLED WATER PIPE IDENTIFICATION

BURIED PIPES AND SLEEVES SHALL BE IDENTIFIED BY ONE OF THE FOLLOWING METHODS:

PURPLE PVC PIPE CONTINUOUSLY LABELED "CAUTION: RECYCLED WATER-DO NOT DRINK." PIPE SHALL BE LAID WITH WORDS FACING UPWARDS.

PURPLE IDENTIFICATION TAPE OR DECALS LABELED "CAUTION: RECYCLED WATER-DO NOT DRINK"; ADHESIVE, PERMANENT, AND RESISTANT TO COLOR FADING AND ENVIRONMENTAL CONDITIONS; IDENTIFICATION SHALL BE AFFIXED ALONG TWO (2) SIDES OF THE PIPE AT TEN (10) FEET INTERVALS AND WHERE THE PIPE CHANGES DIRECTIONS. PURPLE BANDS MAY ALSO BE PAINTED AROUND THE PIPE.

ABOVE GROUND PIPES SHALL BE PAINTED PURPLE (PANTONE #512) AND IDENTIFIED USING PURPLE IDENTIFICATION TAPE OR DECALS LABELED "CAUTION: RECYCLED WATER-DO NOT DRINK" ALONG TWO (2) SIDES OF THE PIPE AT TEN (10) FEET INTERVALS.

ALL WATER METERS, AIR/VACUUM RELIEF VALVES, PRESSURE REDUCING VALVES, PRESSURE SUSTAINING VALVES, CORPORATION STOPS, BLOWOFF ASSEMBLIES ETC. SHALL BE TAGGED OR LABELED INDICATING WHETHER THE DEVICES ARE ON RECYCLED WATER OR POTABLE WATER SYSTEM

WEST BAY

SANITARY DISTRICT

RECYCLED WATER
WARNING TAG DETAIL AND
PIPE IDENTIFICATION

APPROVED BY:

/S/ - SERGIO RAMIREZ

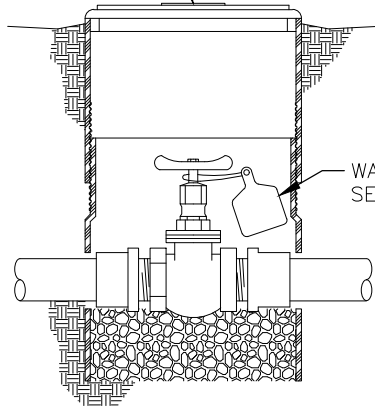
GENERAL MANAGER

STANDARD
DRAWING NO.

DATE:

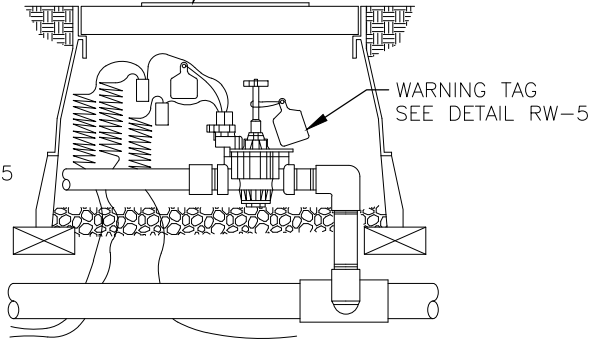
10-7 RW-5

LID IDENTIFICATION
SEE DETAIL RW-4



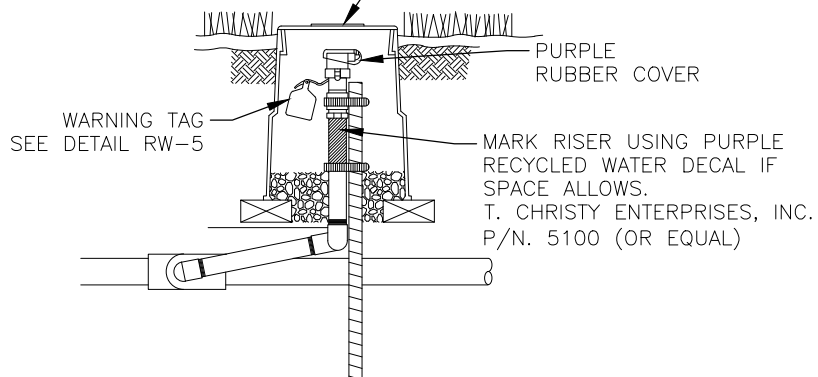
GATE VALVE
NOT TO SCALE

LID IDENTIFICATION
SEE DETAIL RW-4



REMOTE CONTROL VALVE
NOT TO SCALE

LID IDENTIFICATION
SEE DETAIL RW-4



QUICK COUPLING VALVE
NOT TO SCALE

WEST BAY
SANITARY DISTRICT

RECYCLED WATER
VALVE LABELING

APPROVED BY:

/S/ - SERGIO RAMIREZ

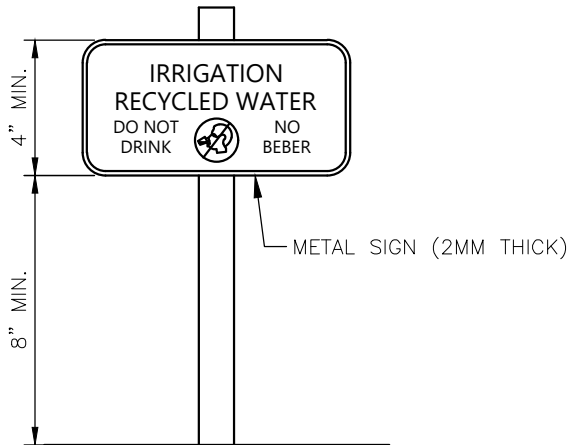
GENERAL MANAGER

STANDARD
DRAWING NO.

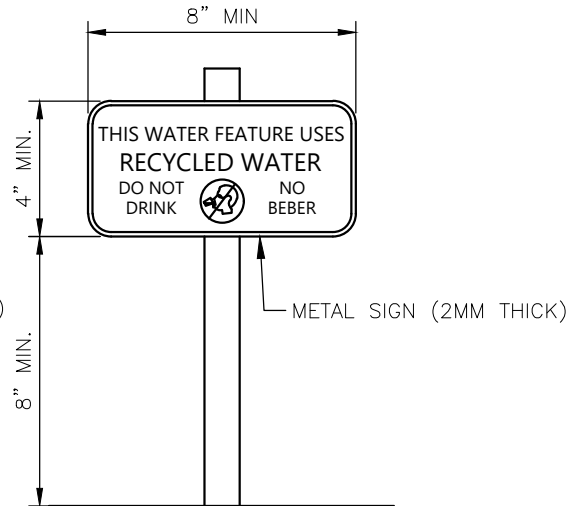
DATE:

10-8 RW-6

IRRIGATION ADVISORY SIGN



WATER FEATURE ADVISORY SIGN



NOT TO SCALE

NOTES:

1. MOUNT SIGNS ON 4"x4" REDWOOD POSTS OR AFFIX TO OTHER PERMANENT STRUCTURES.
2. MOUNT SIGNS SO THEY ARE CLEARLY VISIBLE AND NOT OBSCURED BY MATURE PLANTS.
3. LETTERING MUST BE LEGIBLY PRINTED ON A CONTRASTING BACKGROUND.
4. T. CHRISTY ENTERPRISES, INC. P/N: ID-SGN9X12WRW (OR EQUAL)

WEST BAY
SANITARY DISTRICT

RECYCLED WATER
ADVISORY SIGNS

APPROVED BY:

/S/ - SERGIO RAMIREZ

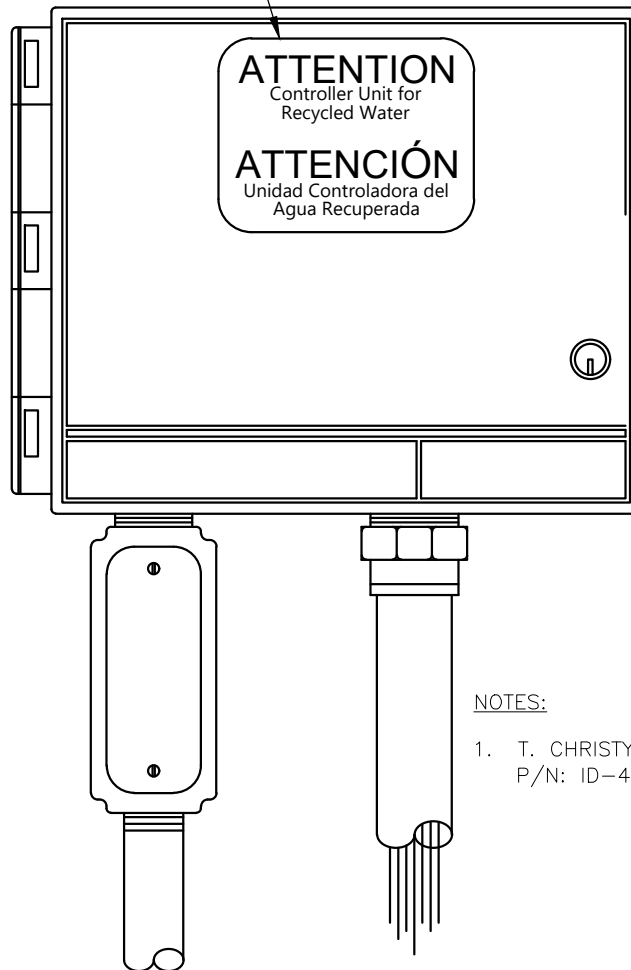
GENERAL MANAGER

STANDARD
DRAWING NO.

DATE:

10-9 BW-7

MARKING DECAL SHOWN
AFFIXED TO BOX EXTERIOR
(ALSO AFFIX TO INTERIOR OF
BOX IF POSSIBLE)



CONTROLLER BOX

NOTES:

1. T. CHRISTY ENTERPRISES, INC.
P/N: ID-4100 (OR EQUAL)

NOT TO SCALE

WEST BAY
SANITARY DISTRICT

RECYCLED WATER
CONTROLLER BOX IDENTIFICATION

APPROVED BY:

/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

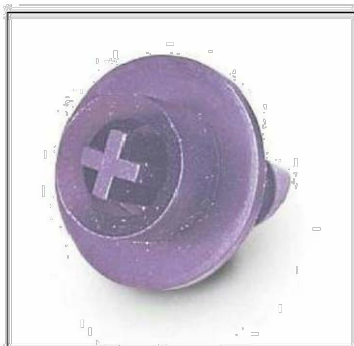
DATE: 10-10-10 RW-8



ROTORS



SHRUB SPRAY WITH DECAL



PURPLE DRIP HEAD



PURPLE DRIP LINE



PURPLE SPRAY HEADS

WEST BAY SANITARY DISTRICT

IRRIGATION HEAD AND DRIP LINE COLOR CODING

APPROVED BY:

/S/ – SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

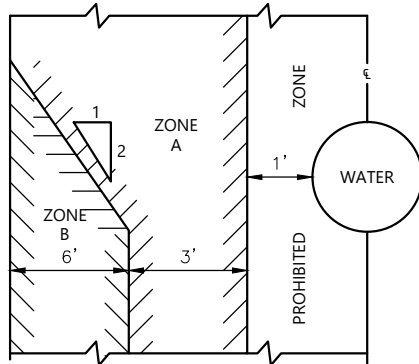
DATE: 10-11-11 RW-9

BASIC SEPARATION STANDARDS

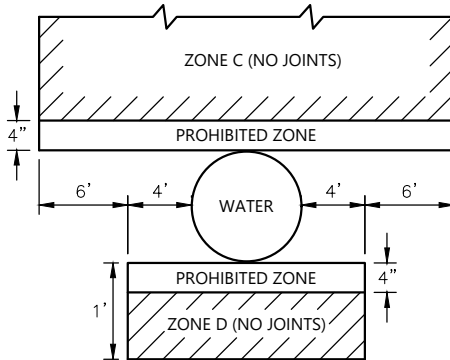
1. PARALLEL CONSTRUCTION: THE HORIZONTAL DISTANCE BETWEEN DOMESTIC WATER AND RECYCLED WATER LINES AND SEWER LINES SHALL BE AT LEAST 10 FEET, OUTSIDE OF PIPE TO OUTSIDE OF PIPE.
2. PERPENDICULAR CONSTRUCTION (CROSSING): WATER LINES SHALL BE AT LEAST ONE FOOT ABOVE SEWER AND RECYCLED WATER LINES WHERE THESE LINES MUST CROSS.
3. SPECIAL PROVISIONS: WHERE THE BASIC SEPARATION STANDARDS CANNOT BE ATTAINED, ALTERNATIVE CONSTRUCTION CRITERIA ARE SHOWN BELOW.

SITUATION:

LOCATION OF NEW SEWER AND RECYCLED WATER LINES TO EXISTING DOMESTIC WATER LINE.



PARALLEL CONSTRUCTION



PERPENDICULAR CROSSING

NOT TO SCALE

IF ANY SEWER OR RECYCLED WATER PIPELINES ARE TO BE CONSTRUCTED WITHIN ANY OF THE ABOVE INDICATED ZONES, SPECIAL CONSTRUCTION SHALL BE REQUIRED AS DESCRIBED BELOW.

ZONE SEWER

- DO NOT LOCATE ANY PARALLEL SEWER OR RECYCLED WATER LINES IN THIS AREA WITHOUT PRIOR STATE AND LOCAL HEALTH DEPARTMENT APPROVAL.
- USE VCP, DR 14 PVC – AWWA C-900, OR DIR WITH COMPRESSION JOINTS.
- USE DR 14 PVC – AWWA C-900
- USE DR 14 PVC – AWWA C-900

RECYCLED WATER

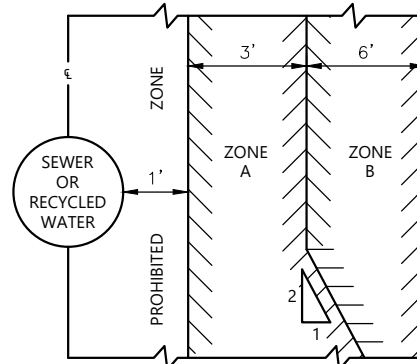
- USE DIP, WELDED CML&C STEEL, OR DR 14 PVC – AWWA C-900
- USE DIP, WELDED CML&C STEEL, OR DR 14 PVC – AWWA C-900
- USE DIP, WELDED CML&C STEEL, OR DR 14 PVC – AWWA C-900

GENERAL NOTES:

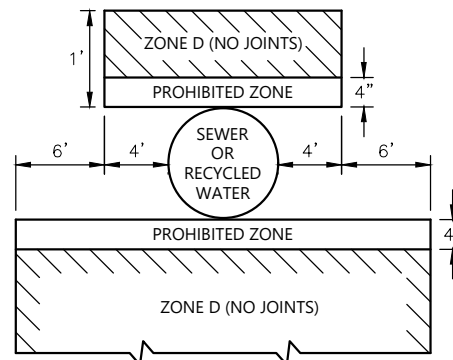
1. NO PIPE JOINTS SHALL BE PERMITTED WITHIN ZONE D.
2. NO JOINTS ARE PREFERRED WITHIN ZONE C. IF THAT CANNOT BE ACCOMPLISHED, THE NEW LINE SHALL BE ENCASED FOR THE FULL LENGTH OF ZONE C.
3. SEWER FORCE MAINS SHALL NOT BE PERMITTED IN ZONES A THROUGH D.
4. THE MATERIALS OF NEW LINES AT CROSSINGS SHALL BE CONSISTENT WITH OTHER NEW MATERIALS, I.E., STEEL ON A STEEL LINE.
5. THESE CONSTRUCTION CRITERIA APPLY TO HOUSE SEWER LATERALS THAT CROSS ABOVE A WATER LINE, BUT NOT TO THOSE THAT CROSS BELOW A WATER LINE.

SITUATION:

LOCATION OF NEW DOMESTIC WATER LINE TO EXISTING SEWER AND RECYCLED WATER LINES.



PARALLEL CONSTRUCTION



PERPENDICULAR CROSSING
NOT TO SCALE

IF ANY WATER LINE IS TO BE CONSTRUCTED WITHIN ANY OF THE ABOVE INDICATED ZONES, SPECIAL CONSTRUCTION SHALL BE REQUIRED AS DESCRIBED BELOW.

ZONE DOMESTIC WATER

- DO NOT LOCATE ANY PARALLEL DOMESTIC WATER LINE IN THIS AREA WITHOUT PRIOR STATE AND LOCAL HEALTH DEPARTMENT APPROVAL.
- USE DIP, WELDED CML&C STEEL, OR DR 14 PVC – AWWA C-900.
- USE DIP, WELDED CML&C STEEL, OR DR 14 PVC – AWWA C-900.
- USE DIP, WELDED CML&C STEEL, OR DR 14 PVC – AWWA C-900.

WEST BAY SANITARY DISTRICT

WATER AND SEWER SEPARATION STANDARDS

APPROVED BY:

/S/ – SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

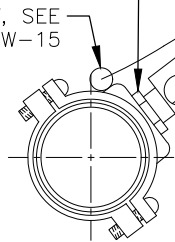
DATE: 10-12-10 RW-10

NOTES:

1. METER BOX SHALL BE INSTALLED AS SHOWN IN THE LOCATION DETAIL SHOWN BELOW.
2. ALL BENDS IN PLASTIC PIPE SHALL HAVE A MINIMUM RADIUS OF 30 PIPE DIAMETERS
3. NO COUPLINGS OR UNIONS IN PLASTIC PIPE UNLESS AS SHOWN PER DETAIL.
4. PROVIDE 2' MIN. OF COVER OVER SERVICE LATERAL PIPE IN ALL LOCATIONS.
5. INSTALL 6" PORTLAND CEMENT CONCRETE FOOTING UNDERNEATH TRAFFIC RATED METER BOXES.
6. ALL DRY AND WET TAPS SHALL BE PERFORMED ACCORDING TO THE PIPE MANUFACTURERS RECOMMENDATION.
7. ALL RECYCLED PIPES SHALL BE INSTALLED A MIN OF 4' FROM ALL POTABLE WATER MAINS AND SERVICES.
8. ALL HDPE PIPE SHALL BE PURPLE.
9. STAMP "RW" ON TOP OF THE CURB IN FRONT OF METER BOX.
10. PAINT INSIDE BOX PURPLE (PANTONE 512)

FRIALEN ELECTROFUSION SERVICE SADDLE W/ UNDERCLAMP MIN. CL200, AS MANUFACTURED BY FRIATEC PRODUCTS, OR APPROVED EQUAL. PROVIDE W/ SS316 BOLTS. PROVIDE SS316 HOSE CLAMPS TO MAINS 10" AND LARGER.

WIRE NUT, SEE DETAIL RW-15



LOCATOR WIRE WITH PURPLE JACKET SEE DETAIL RW-15

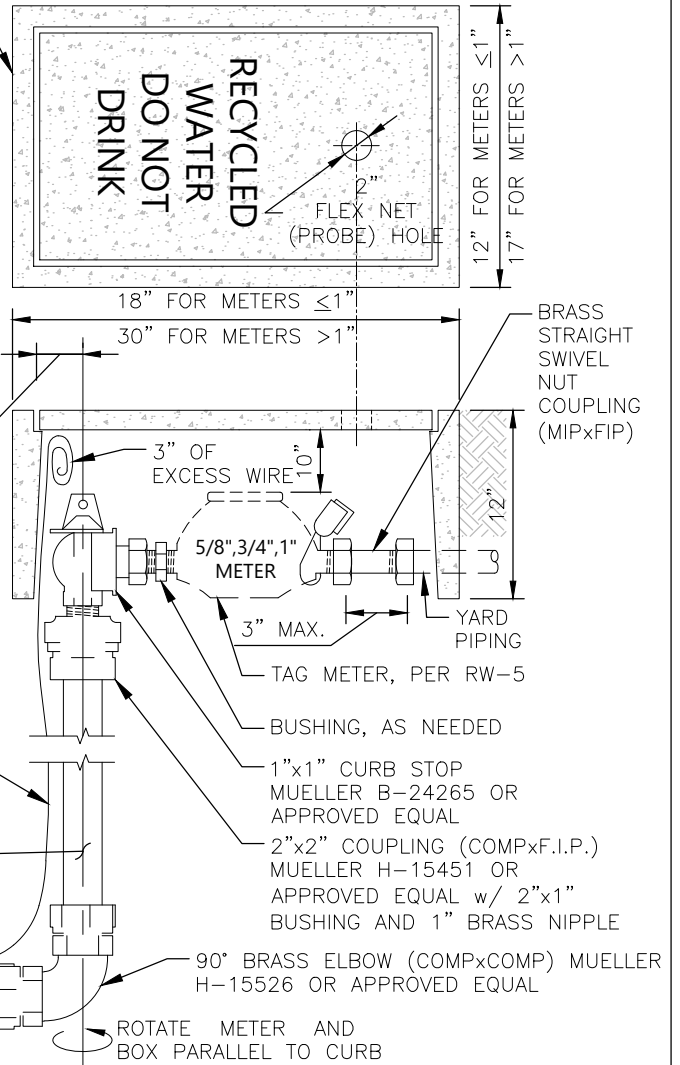
2" PURPLE PIPE CLASS 250 HDPE/PE 4710 ASTM D2737 w/ ID: 1.653" & OD: 2.125"

1" WIDE TAPE SCOTCH #898 OR APPROVED EQUAL 3' MIN. SPACING

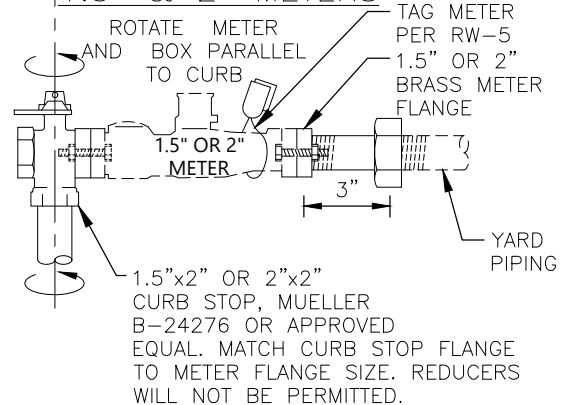
2" CORPORATION STOP MUELLER B-25028

NOT TO SCALE

SEE METER BOX TABLE, BELOW



COUPLINGS FOR 1.5" & 2" METERS



METER BOX TABLE

METER SIZES	ARMORCAST BOX	ARMORCAST LID	TRAFFIC RATED LID
5/8" & 3/4" & 1"	A600 1429	A600 1428-H7	A600 1428T-H7
1.5" & 2"	A600 1640PCX12	A600 1947-H7	A600 1947T-H7

WEST BAY
SANITARY DISTRICT

RECYCLED WATER SERVICE LINE CONNECTIONS TO HDPE MAINS FOR 5/8" TO 2" METERS

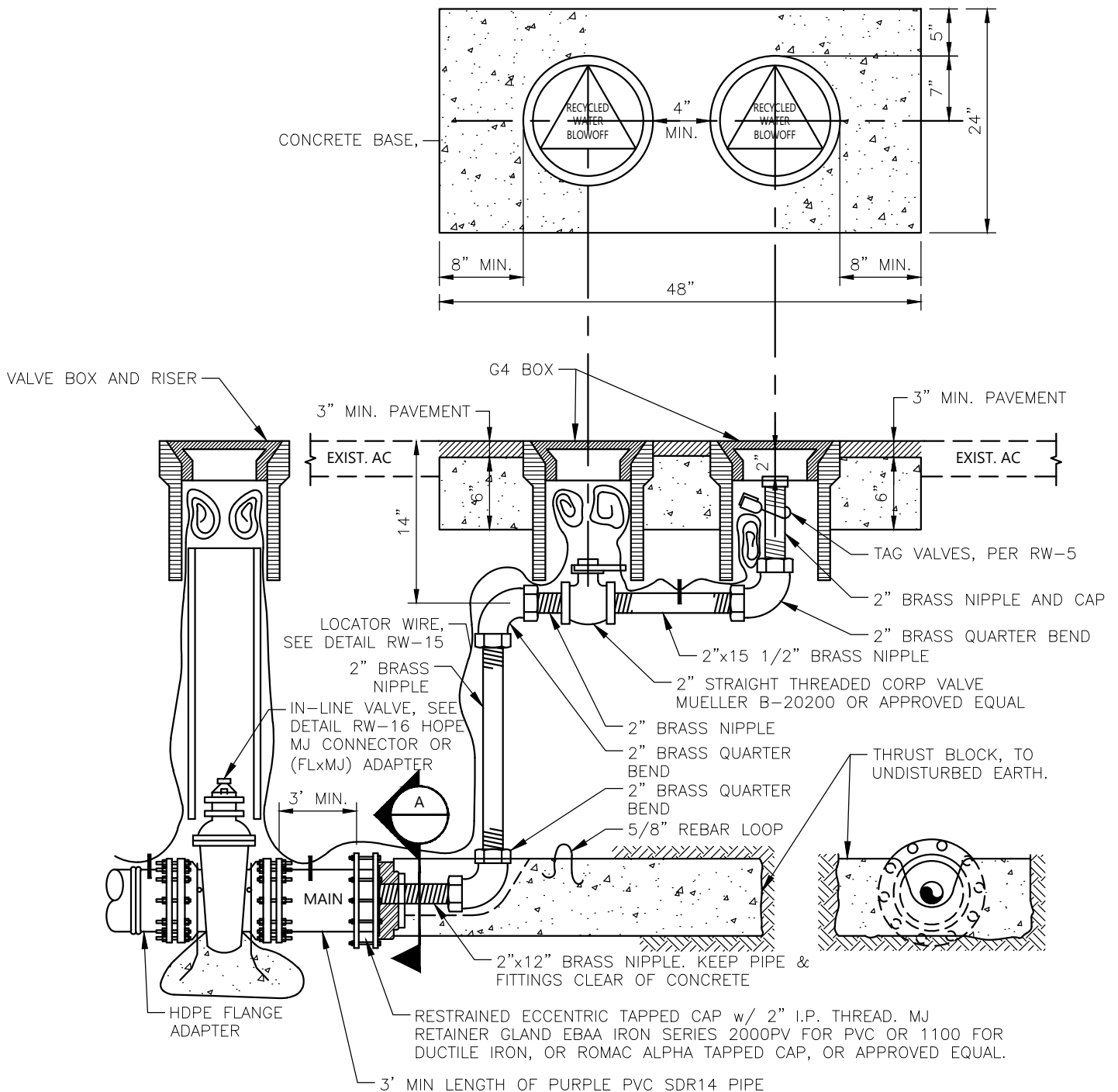
APPROVED BY:

/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

DATE: 10-13-13 RW-11



SECTION

A-A

NOT TO SCALE

NOTES:

1. LOCATOR WIRE SHALL BE CAPABLE OF EXTENDING 2' ABOVE VALVE BOXES.

WEST BAY
SANITARY DISTRICT

2" BLOW OFF

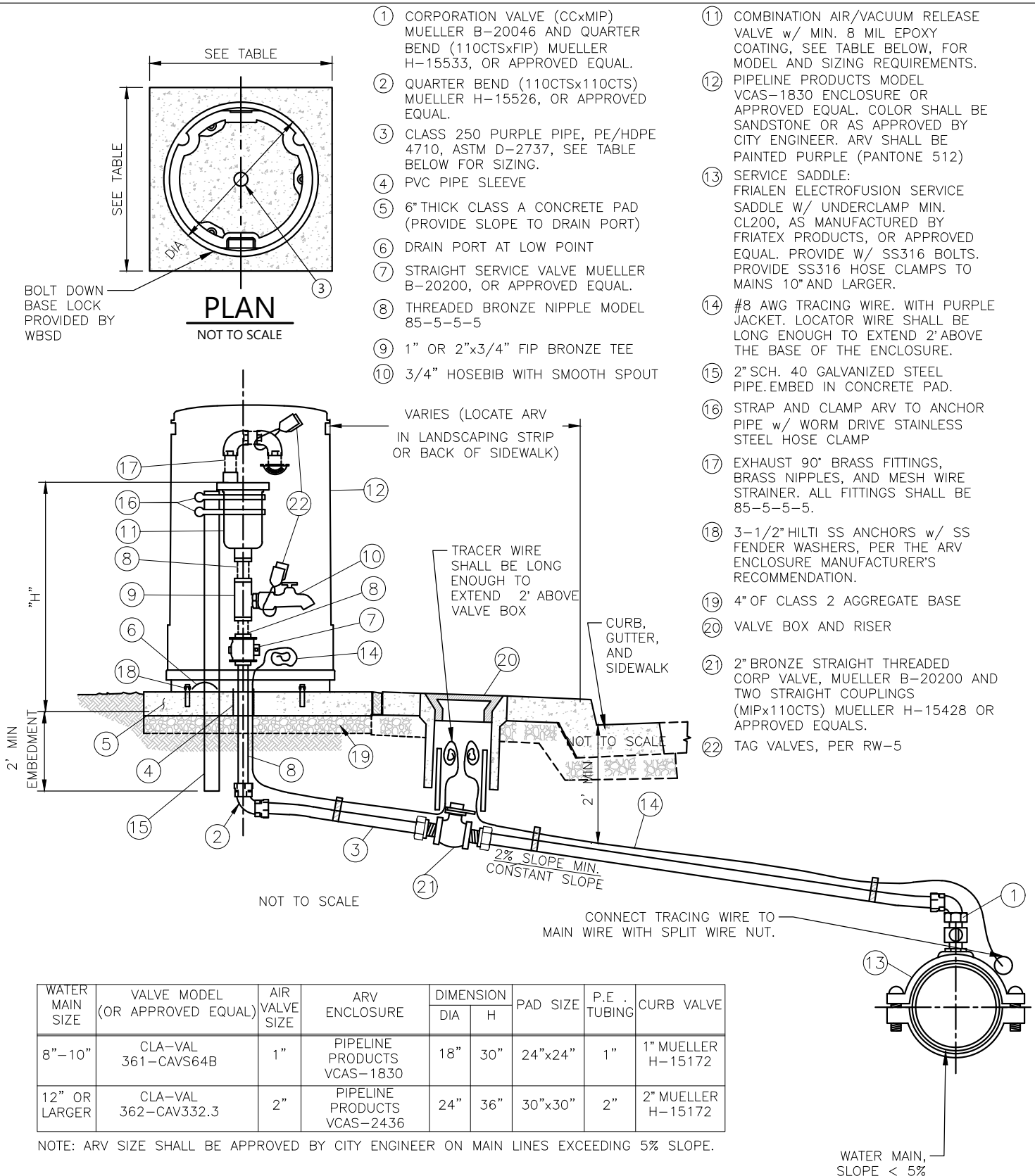
APPROVED BY:

/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

DATE: 10-14-12 RW-12



WEST BAY

SANITARY DISTRICT

ABOVE GROUND
COMBINATION AIR/VACUUM
RELEASE VALVE

APPROVED BY:

/S/ - SERGIO RAMIREZ

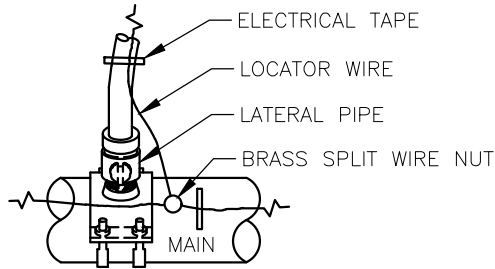
GENERAL MANAGER

STANDARD
DRAWING NO.

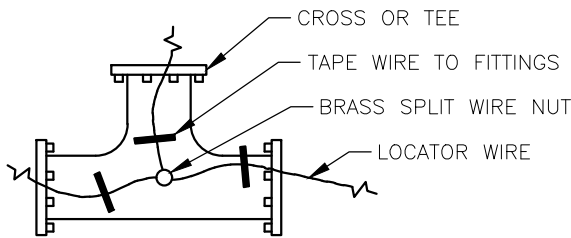
DATE: 10-15-15 RW-13

NOTES:

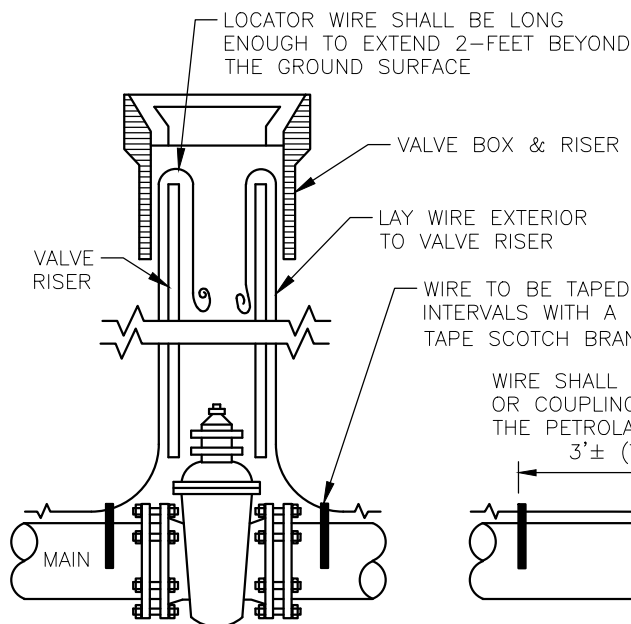
1. TRACING WIRE SHALL BE NO. 8 THHN OR HMWPE SINGLE STRANDED ELECTRICAL WIRE WITH A SOLID PURPLE JACKET.
2. TRACING WIRE SHALL BE EXTENDED TO THE TERMINUS OF EVERY LATERAL INCLUDING EXTENSION TO THE END OF BOVS, ARVs, WATER METERS, HYDRANTS, ETC.
3. TAPE LOCATOR WIRE TO ALL PIPES AT 3' INTERVALS.
4. 3M DIRECT BURY WIRE SPLICE KIT MAY BE USED IN-LIEU OF BRASS SPLIT WIRE NUT AND COATING.



LATERALS



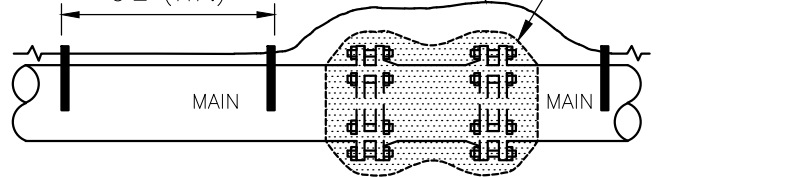
TEES AND CROSSES



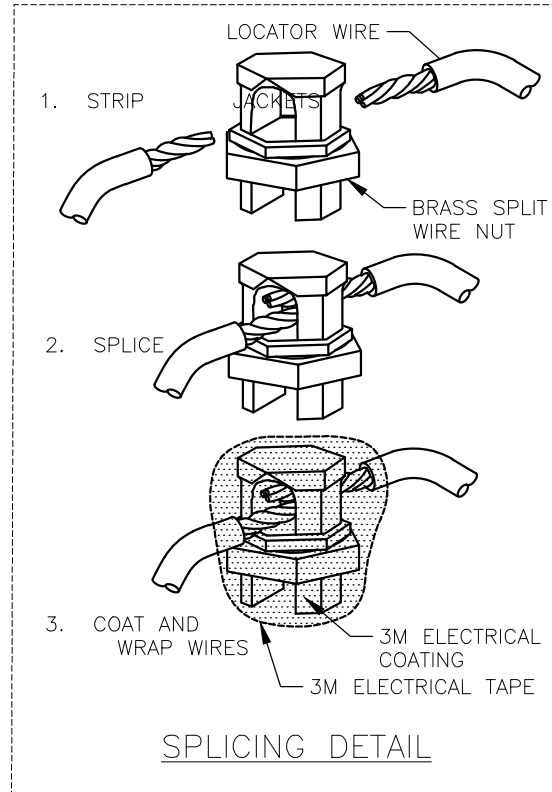
VALVES

WIRE TO BE TAPED TO TOP OF MAIN AT ABOUT 3' INTERVALS WITH A 6" LENGTH OF 1" WIDE FILAMENT TAPE SCOTCH BRAND NO. 898 OR EQUAL. (TYP.)

WIRE SHALL BE LOOSE OVER JOINTS OR COUPLINGS AND EXTERIOR TO THE PETROLATUM TAPE SYSTEM
3'± (TYP.)



MAINS



SPLICING DETAIL

WEST BAY
SANITARY DISTRICT

LOCATOR WIRE

APPROVED BY:

/S/ - SERGIO RAMIREZ

GENERAL MANAGER

STANDARD
DRAWING NO.

DATE: 10-17-15

RW-15

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WEST BAY SANITARY DISTRICT AGENDA ITEM 11

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

Subject: *Presentation, Discussion, and Direction on the HF&H Technical Report Regarding Accessory Dwelling Unit Rates*

Board to receive a presentation by HF&H Consultants regarding the Accessory Dwelling Unit Rate study. Staff will seek direction regarding the study.

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WEST BAY SANITARY DISTRICT AGENDA ITEM 12

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

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

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

Recycled Water Facility Production Data:

2026	Processed	Delivered
January	5.2MG	143K
February	4.2MG	55.6K
March	5.9MG	3.9MG
April	7.5MG	2.8MG
May	10.2MG	7.5MG
June	10.6MG	8.9MG
July	10.3MG	8.9MG
August	11.1MG	9.0MG

2025	Processed	Delivered
January	5.3MG	663K gallons
February	5MG	532K
March	7.2MG	2.4MG
April	9.1MG	5.8MG
May	8.6MG	8.1MG
June	9.6MG	9MG
July	10.3MG	8.8MG
August	10MG	8.4MG
September	10.6MG	7.4MG
October	7.9MG	2.4MG
November	6.5MG	568K
December	5.7MG	58K

2024	Processed	Delivered
January	5.8MG	175K gallons
February	5.6MG	464K
March	6.5MG	1.5MG
April	8.1MG	4.4MG
May	10.6MG	9.3MG
June	10.7MG	9.9MG
July	11.3MG	9.9MG
August	10.7MG	9.3MG
September	7.8MG	7MG
October	8.8MG	5.4MG
November	4.6MG	530K
December	5.3MG	82K

2023	Processed	Delivered
January	5MG	0 gallons
February	3.3MG	0 gallons
March	3.5MG	0 gallons
April	4.9MG	32k gals. Dust Control
May	5.1MG	432k gals. Dust Control
June	4.8MG	456k gals. Dust Control
July	6.2MG	1.05MG Dust Control
August	8.1MG	2.7MG (+ 1.5 MG Dust Control)
September	8.4MG	4MG (+ 1.04 MG Dust Control)
October	9.6MG	7.4MG
November	7.7MG	3.7MG
December	7.4MG	970K

2022	Processed	Delivered
January	4.4MG	97,000 gallons
February	4.4MG	1.5MG
March	6.6MG	3.5MG
April	7.6MG	3.8MG
May	9.2MG	7.4MG
June	9.8MG	8.7MG
July	9.6MG	8.1MG
August	9.2MG	8.1MG

September	8.6MG	6.7MG
October	7.9MG	4.6MG
November	5.9MG	310,000 gallons
December	5.4MG	154,690 gallons

2021	Total Processed	Total Delivered
Yearly Total	88.2MG	56.26MG (*) (**)
2020	Total Processed	Total Delivered
August-Dec.	34.1MG	19.75MG

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

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

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

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**WEST BAY SANITARY
DISTRICT AGENDA ITEM
13**

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

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

A discussion will be held on the District's Bayfront Recycled Water Projects and other events related to the recycled water project.

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

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**WEST BAY SANITARY
DISTRICT AGENDA ITEM
14**

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

Subject: *Report and Discussion on RethinkWaste (SBWMA)*

The District's representative to RethinkWaste (SBWMA), President Fran Dehn, will report on any pertinent items regarding RethinkWaste (SBWMA) business.

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WEST BAY SANITARY DISTRICT AGENDA ITEM 15

To: *Board of Directors*

From: *Sergio Ramirez, General Manager*

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

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

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