



**Montara Water
and Sanitary District**
Serving the Community of Montara and Moss Beach

P.O. Box 370131
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Montara, CA 94037-0131
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To sensitively manage the natural resources entrusted to our care, to provide the people of Montara - Moss Beach with reliable, high – quality water, wastewater, and trash disposal at an equitable price, and to ensure the fiscal and environmental vitality of the district for future generations. Be open to providing other services desired by our community.

AGENDA

District Board of Directors

8888 Cabrillo Highway
Montara, California 94037

December 19, 2019 at 7:30 p.m.

CALL TO ORDER

ROLL CALL

PRESIDENT'S STATEMENT

ORAL COMMENTS (Items other than those on the agenda)

PUBLIC HEARING

CONSENT AGENDA

OLD BUSINESS (none)

NEW BUSINESS

1. [Review and Possible Action Concerning Wastewater Management Specialist Sewer Authority Mid-Coastside Planning Level Cost Evaluation.](#)
2. [Review and Possible Action Concerning Appointment of Board Officers and Committee Assignments for 2020.](#)

REPORTS

1. Sewer Authority Mid-Coastside Meetings (Slater-Carter).
2. MidCoast Community Council Meeting (Slater-Carter).
3. CSDA Report (Lohman).
4. LAFCo Report (Lohman).
5. Attorney's Report (Fitzgerald).
6. Directors' Reports.
7. [General Manager's Report \(Heldmaier\)](#).

FUTURE AGENDAS

CONVENE IN CLOSED SESSION

CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION

(Government Code §54956.9(d)(4))

Initiation of Litigation

Number of cases: 1

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION

(Government Code §54956.9(d)(1))

Case Name: *City of Half Moon Bay v. Granada Community Services District, et al.*

(Santa Clara County Super. Crt. No. 17CV316927)

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

(Government Code §54957(b)(1))

Title: General Manager

REPORT OF ACTION TAKEN IN CLOSED SESSION, IF ANY

ADJOURNMENT

The District has a curfew of 10:30 p.m. for all meetings. The meeting may be extended for one hour by vote of the Board.

NOTE: In accordance with the Government Code, members of the public may address the Board on specific agenda items when the matter is discussed by the Board. Any other items of interest that is within the subject matter jurisdiction of the District may be addressed during the Oral Comments portion of the meeting. Upon request, this Agenda will be made available in appropriate alternative formats to persons with a disability. Request for a disability-related modification or accommodation in order to participate in the public meeting should be made at (650) 728-3545. Materials related to an item on this Agenda submitted to the Board after distribution of the Agenda Packet are available in the District Clerk's office during normal business hours. Such documents may also be available on the District's web site (www.mwsd.montara.org) subject to staff's ability to post the documents before the meeting.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2019**

TO: BOARD OF DIRECTORS

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FROM: Clemens Heldmaier, General Manager

CH

SUBJECT: Review and Possible Action Concerning Wastewater Management Specialist Sewer Authority Mid-Coastside Planning Level Cost Evaluation.

At the December 9, 2019 Sewer Authority Mid-Coastside (SAM) board meeting a presentation by Dan Child with Wastewater Management Specialist, LLC, considered planning level cost for the coming 5 years at the centralized sewer treatment plant in Half Moon Bay.

The risk based assessment considers only repair, upgrades, and replacement of existing treatment plant equipment. It does not consider process upgrades or cost associated with the Intertie Pipeline System and its pump stations.

The current planning level cost estimate provided for treatment plant upgrades in the next 5 years is \$40,000,000.

Dan Child will be available to present the cost evaluation.

RECOMMENDATION:

Receive Dan Child's presentation. This is for Board information only.

Attachment



ORGANIZATIONAL-MANAGEMENT IMPROVEMENT PROGRAM UPDATE

Sewer Authority Mid-Coastside

▶ TEN CATEGORIES OF FINDINGS:

- ▶ FINANCES
- ▶ TRUST
- ▶ BOARD
- ▶ JPA
- ▶ SAM MANAGER
- ▶ COLLECTIONS
- ▶ SAM MANAGEMENT
- ▶ STAFF
- ▶ WASTEWATER TREATMENT PLANT
- ▶ RECYCLED WATER

Sewer Authority Mid-Coastside

- ▶ Critical Path Items to Address:
 - ▶ Finances
 - ▶ Staff Augmentation
 - ▶ Audits
 - ▶ Budget
 - ▶ Reconciliation
 - ▶ Tyler

Sewer Authority Mid-Coastside

- ▶ Critical Path Items to Address:
 - ▶ Plant and IPS Condition
 - ▶ Due Diligence Audit
 - ▶ Staff, Structure – Management/Supervision, Capital, O&M Practices
 - ▶ Odor and Corrosion Control
 - ▶ Identify and Prioritize Needs
 - ▶ Present Plan/Budget Estimate to Board

Sewer Authority Mid-Coastside

- ▶ Critical Path Items to Address:
 - ▶ Ongoing Support of Acting GM and SAM O&M Needs
 - ▶ Continue to build Trust through Communication and Interaction with MAs and Board Members
 - ▶ Policy Updates
 - ▶ Provide Expert Support for Operational and Maintenance Needs with the Plant and IPS
 - ▶ Evaluate and Recommend Management Structure
 - ▶ Intermediate and Long-term Manager Options
 - ▶ Board Directed

Sewer Authority Mid-Coastside

- ▶ Critical Path Items to Address:
 - ▶ Collection Systems Service Contracts
 - ▶ Standardize Contract to Meet MA Needs and Improve Understanding of SAM Services
 - ▶ Better Define Services Needed
 - ▶ Identify Equipment Needs
 - ▶ Identify Training Needs
 - ▶ Prepare Cost and Budget for Board Consideration

Sewer Authority Mid-Coastside

▶ Critical Path Items to Address:

▶ Process Control Management Program

- ▶ Start for Plant and Collections in Phase 2

- ▶ 18-month Process of Development and Implementation

- ▶ Will Develop as SOPs for Finance and Administration

Sewer Authority Mid-Coastside

▶ Deliverables:

- ▶ Short Term – at or before the next Board Meeting (12/9/2019)
 - ▶ Coordinate and set-up the first meeting with each MA for reconciliation of billings (sometime in Nov. or Dec.)
 - ▶ Develop Tyler Training Needs and Proposed Schedule
 - ▶ Develop 1st Draft of Improved Financial Reporting Format to Board
 - ▶ Draft Odor and Corrosion Alternative Analysis and Recommendation
 - ▶ Preliminary “Equipment Only” Due Diligence Evaluation of Plant needs

Sewer Authority Mid-Coastside

▶ Stage 1 Deliverables:

- ▶ Between December 1, 2019 and June 30, 2020
 - ▶ Finalize Reconciliation with MA's on Billings
 - ▶ Finalize FY 2017-2018 Audit and Initiate FY 2018-2019 Audit
 - ▶ Develop and/or Revise SOPs for 3 Finance Functions to be Identified
 - ▶ Present the Preliminary Plant and IPS Action Plan
 - ▶ Staff, Structure – Management/Supervision, Capital, O&M Practices

Sewer Authority Mid-Coastside

▶ Stage 2 Deliverables:

- ▶ Between July 1, 2020 and June 30, 2021
 - ▶ Finalize FY 2018-2019 Audit and Initiate and Finalize FY 2019-2020 Audit
 - ▶ Develop and/or Revise SOPs with Annual Review for all Finance Functions
 - ▶ Initiate and Lead Development of the Process Control Management Plan with Plant and Collections
 - ▶ Initiate Discussion and Formalize Information for a Decision on Recycled Water Implementation
 - ▶ Complete the Preliminary and Present Final Version for Approval of the "Plant and IPS Action Plan"
 - ▶ Staff, Structure – Management/Supervision, Capital, O&M Practices

Sewer Authority Mid-Coastside

▶ Stage 3 Deliverables:

- ▶ Between July 1, 2021 and December 31, 2021
 - ▶ Initiate and Finalize FY 2020-2021 Audit
 - ▶ Finalize and Implement the Process Control Management Plan with Plant and Collections
 - ▶ Assist as Directed in Implementation of Recycled Water Program
 - ▶ Assist with Recruitment of General Manager (As Needed)
 - ▶ Implement at SAM Board's Direction the Plant and IPS Action Plan
 - ▶ Staff, Structure – Management/Supervision, Capital, O&M Practices

Sewer Authority Mid-Coastside

- ▶ Program

- ▶ Overall Program will be completed on or before December 31, 2021

- ▶ Phase 1 (December 1, 2019 thru June 30, 2020)

- ▶ Finance Department Improvements & Assistance - 600 hours (20 hrs./week)

- ▶ PCMP - 0 hours

- ▶ Succession Plan - 0 hours

- ▶ JPA Assistance - 0 hours

- ▶ Plant O&M Optimization/CIP & Recycled Water - 300 hours (10 hrs./week)

- ▶ Management Support Including Succession Plan/
JPA Assistance - 300 hours (10 hrs./week)

- Total Hours - 1,200 hours

Sewer Authority Mid-Coastside

▶ Program

▶ Phase 2 (July 1, 2020 thru June 30, 2021)

- ▶ Finance Department Improvements - 260 hours (5 hrs./week)
- ▶ PCMP - 1040 hours (20 hrs./week)
- ▶ Succession Plan - Included Below
- ▶ JPA Assistance - Included Below
- ▶ Plant O&M Optimization/CIP & Recycled Water - 390 hours (7.5 hrs./week)
- ▶ Management Support including Succession Plan/
JPA Assistance - 390 hours (7.5 hrs./week)

Total Hours - 2,080 hours

Sewer Authority Mid-Coastside

- ▶ Program

- ▶ Phase 3 (July 1, 2021 thru December 31, 2021)

- ▶ Finance Department Improvements - 130 hours (5 hrs./week)
 - ▶ PCMP - 520 hours (20 hrs./week)
 - ▶ Succession Plan - Included Below
 - ▶ JPA Assistance - Included Below
 - ▶ Plant O&M Optimization/CIP & Recycled Water - 195 hours (7.5 hrs./week)
 - ▶ Management Support including New Manager Recruitment Assistance/JPA Assistance - 195 hours (7.5 hrs./week)

Total Hours - 1,040 hours

Sewer Authority Mid-Coastside

- ▶ Cost Breakdown for 28-month Program
- ▶ Initial Work through December 9, 2019 - \$ 91,000 (Does not include \$30K Initial Investigation effort)

- ▶ Phase 1
 - ▶ WMS Principal (1200 hrs.) - \$318,000
 - ▶ WMS Direct Sub-Contractors (175 hrs.) - \$ 46,375
 - TOTAL PHASE 1 - \$364,375

- ▶ Phase 2
 - ▶ MS Principal (2080 hrs.) - \$551,200
 - ▶ WMS Direct Sub Contractors (300 hrs.) - \$ 79,500
 - TOTAL PHASE 2 - \$630,700

Sewer Authority Mid-Coastside

▶ Phase 3		
▶ MS Principal (1040 hrs.)	-	\$275,600
▶ WMS Direct Sub Contractors (150 hrs.)	-	<u>\$ 39,750</u>
TOTAL PHASE 2	-	\$315,350
▶ Program Cost over 28 months		
▶ Work to Date	-	\$ 91,000
▶ Phase 1	-	\$ 364,375
▶ Phase 2	-	\$ 630,700
▶ Phase 3	-	\$ 315,350
▶ TOTAL PROGRAM COST	-	\$1,401,425
▶ "Total Compensation" Analysis (By Others)	-	TBD

Sewer Authority Mid-Coastside

- ▶ Member Agency Managers' Recommendation (Proposed Agenda Action)
 - ▶ 13 Month Initial Scope – Now thru end of 2020
 - ▶ Dollar Limit for WMS - \$390,000 (1500 hours) – for one year
 - ▶ Scope Limit – Very Little Finance Oversight – Only as Needed to Accomplish Wastewater Specific Work
 - ▶ Focus on Wastewater Treatment and Related
 - ▶ Plant O&M Optimization
 - ▶ CIP
 - ▶ Management Support Including Succession Plan/JPA Assistance
 - ▶ PCMP
 - ▶ Recycled Water

Sewer Authority Mid-Coastside

- ▶ Pros and Cons
 - ▶ Advantage - Cost and Scope are Limited
 - ▶ Advantage - Can easily evaluate need next year for renewal
 - ▶ Disadvantage - No Sub-consultant Funding
 - ▶ Disadvantage – Spending Money without Commitment to Finish Long-term Programs
 - ▶ Disadvantage – Implementation of Administrative Organization and PCMP type of Work will be limited or not begin
- ▶ “Total Compensation” Analysis (By Others) - TBD

Sewer Authority Mid-Coastside

- ▶ WMS Lump Sum Cost Savings Proposal
 - ▶ Initial Proposed Base Completion Cost - \$1,310,425 (includes subs est.)
 - ▶ Enter Long-term Contract “Lump Sum” through December 2021 to Accomplish all Deliverables and pay monthly rate based on following:
 - ▶ Original Cost to Complete - \$ 1,310,425
 - ▶ Discount rate by 12% - \$ 157,251
 - ▶ Total Long-term Contract Price - \$ 1,153,174 (includes subs est.)
 - ▶ Payable as \$40,000 per month plus sub-consultant’s actual costs up to the maximum contract amount

- ▶ “Total Compensation” Analysis (By Others) - TBD

Sewer Authority Mid-Coastside

▶ Pros and Cons

- ▶ Advantage - Cost and Scope are Complete and Defined
- ▶ Advantage - Receive all Deliverables without Risk of Overrun
- ▶ Advantage - Sub-consultant Funding Included
- ▶ Advantage - SAM Commitment to Finish Long-term Programs
- ▶ Disadvantage - Commitment to Full Program Cost Now
- ▶ Disadvantage – Some Risk if WMS does not Perform, but can cancel contract for non-performance

Sewer Authority Mid-Coastside



► Options:

1. Continue as now on a month to month basis with potential total cost of \$1,401,425
2. Move forward with Member Agency Manager's Recommendation of \$390,000 for the next year and evaluate future needs in a year
3. Move forward with the Full Program Discount Lump-sum Cost for 2 years for \$1,153,174 (plus \$91,000 already spent, Total \$1,242,174)

Sewer Authority Mid-Coastside

THANK YOU



“PLANNING LEVEL” WASTEWATER TREATMENT PLANT
CAPITAL IMPROVEMENT PROGRAM EVALUATION

Sewer Authority Mid-Coastside

- ▶ Wastewater Treatment Plant Only Capital Improvement Program
- ▶ “Planning Level” Evaluation and Associated Costs
 - ▶ Evaluated to Meet Needs for 20 Years
- ▶ Next Step is 5-year Capital Improvement Program Development
 - ▶ Also Develop 10-Year Capital Improvement Outlook
 - ▶ Update both on an annual basis to maintain a rolling program
- ▶ Corrosion and Age are the major items the Treatment Plant is facing
- ▶ No Process Upgrades are included
- ▶ No Scheduling at this time - An Evaluation for Implementation is Needed

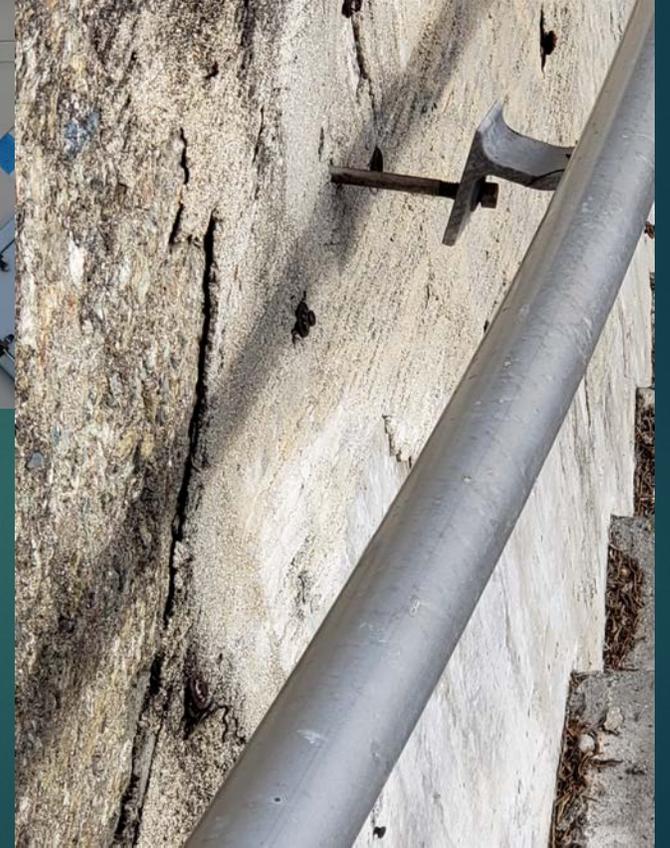
Sewer Authority Mid-Coastside

- ▶ Projects Areas Identified Include:
 - ▶ Member Agency/Influent Flow Monitoring
 - ▶ Sewer Gas Corrosion Control and Monitoring
 - ▶ Headworks – Barscreens and Washer Compactors
 - ▶ Primary Clarifiers/Raw Sludge Handling
 - ▶ Aeration Basins
 - ▶ Secondary Clarifiers
 - ▶ Rotary Drum Thickener
 - ▶ Digesters
 - ▶ Biosolids Dewatering
 - ▶ Electrical System
 - ▶ Flammables Storage Building
 - ▶ Building Ventilators
 - ▶ Programmable Logic Controllers

Sewer Authority Mid-Coastside



Sewer Authority Mid-Coastside



Sewer Authority Mid-Coastside



Sewer Authority Mid-Coastside

- ▶ Cost Estimate
 - ▶ Developed as a Range
 - ▶ Planning Level Costs are -30% to +50%
 - ▶ Useful for Gross Budget Evaluation
 - ▶ Tighter cost estimating can be done after design
 - ▶ Costs become realistic at bid opening
 - ▶ Final Costs are Truly Only Known at Project Completion

Sewer Authority Mid-Coastside

- ▶ Cost Estimate

- ▶ Range of Costs is:

- ▶ \$11.87 Million to \$36.42 Million with no contingency
 - ▶ Recommend 25% Contingency for Unknowns
 - ▶ \$14.84 Million to \$45.53 Million with Contingency

- ▶ Recommend Planning Level Budget of \$40.0 Million

Sewer Authority Mid-Coastside

Questions and Discussion

Sewer Authority Mid-Coastside

THANK YOU



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2019**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager *CH*

**SUBJECT: Review and Possible Action Concerning
Appointment of Board Officers and Committee
Assignments for 2020**

The attached chart indicates the current positions and committee assignments for each Board member. There is a space to select the person or persons for each such position for this calendar year. The assignments will become effective January 2020.

RECOMMENDATION:

Appoint District Officers and Committee assignments for 2020.

Attachment

**MONTARA WATER AND SANITARY
DISTRICT**
**BOARD OFFICERS, AGENCY REPRESENTATIVES
AND COMMITTEE ASSIGNMENTS**

BOARD OF DIRECTORS

POSITION	APPOINTMENTS FOR 2019	CURRENT APPOINTMENTS 2020
President	Kathryn Slater-Carter	
President Pro Tem	Jim Harvey	
Secretary	Ric Lohman	
Secretary Pro Tem	Alternates: Jim Harvey Scott Boyd	
Treasurer	Ric Lohman	

AGENCY REPRESENTATIVES

AGENCY	APPOINTMENTS FOR 2019	CURRENT APPOINTMENTS 2020
SAM Representatives	Kathryn Slater-Carter Ric Lohman Alternates: Scott Boyd Jim Harvey	
CSDA Member	Ric Lohman Scott Boyd (Alternate) Jim Harvey (Alternate) Kathryn Slater-Carter (Alternate)	
ACWA Member	Ric Lohman	

MONTARA WATER AND SANITARY DISTRICT

STANDING COMMITTEES

COMMITTEE	APPOINTMENTS FOR 2019	CURRENT APPOINTMENTS 2020
Budget and Finance	Kathryn Slater-Carter Ric Lohman	
Personnel	Jim Harvey	

AD HOC COMMITTEES

COMMITTEE	APPOINTMENTS FOR 2019	CURRENT APPOINTMENTS 2020
Recycling/Solid Waste	Kathryn Slater-Carter Jim Harvey	
Outreach/ Newsletter	Kathryn Slater-Carter Jim Harvey	
Legislative	Kathryn Slater-Carter	
Planning Committee (PWP)	Kathryn Slater-Carter Jim Harvey	
Big Wave	Kathryn Slater-Carter Jim Harvey	
Connection Fee Committee	Kathryn Slater-Carter Ric Lohman	
Strategic Plan Progress	Kathryn Slater-Carter Ric Lohman	

Note: Terms for all positions begin January 1, 2020 and end December 31, 2020 unless otherwise indicated by the Board of Directors.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **December 19, 2019**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

SUBJECT: General Manager's Report

Operations: The pump test at Portola 3 Well has been successfully completed. Results are transferred and discussed with State regulators at this time.

Projects: Construction of the new Airport 3 Treatment Plant is close to completion. SCADA integration is almost complete, final testing and State notification still outstanding.

The Highway 1 crossing Sewer Project is also close to completion. Hydroseeding on MWSD property is still outstanding. A possible change order to further improve the MWSD access road runoff may be brought to the MWSD board soon.

Meetings: The General Manager met with Lou Wall, community member and longtime MWSD board member to record and transcribe thoughts on the history and development of MWSD.

Manager Leave: The General Manager will be on vacation December 23, 24, 26, and 27, 2019.

RECOMMENDATION:

This is for Board information only.

Attachment