

Roberts Creek Water District Customer Notes Report

Sort Order: Customer No.
From: 7/1/2017 Through: 8/12/2020

Limited to : Account No 7054000 Location No 3170

Customer No.	Location No.	Customer Name	Location Address	Prints On	Expires
Date Created	User Name	Category	Grace Date		
7054000	3170	RONALD R WILLIAMS	3528, CARNES ROAD		
7/17/2017	David Campos	General			
MRV RE-READ 32780 NOT MOVING-CB					
7/31/2017	David Campos	General			
DID ANOTHER RE-READ ON 7/31/17 AND READING WAS 34050-CB					
7/20/2020	Stacey Werner	General			
MRV REREAD 992. NOT MOVING. DR					
7/30/2020	David Campos	General			
RON CALLED AND SAID HE WANTED TO COME TO THE BOARD MEETING BECAUSE OF THE HIGH USAGE. HE SAID HE TALKED TO SEVERAL PEOPLE AND THAT THEY ADVISED HIM TO COME TO THE MEETING AND THEN HE CAN SUE-BD					

Mr. Ron Williams visited the August 2017 Board meeting suggesting that RCWD overcharged him on his water bill by somehow manipulating his meter reading. Mr. Williams claimed that we were overcharging him in order to recover the costs of the new billing statements. Mr. Williams referred to the Office Manager as a con-man. Mr. Williams has again had a high billing this July, and insisted that he did not use that much water. As you see from the notes above, we verified the meter reading to be correct. The meter reader obtained a reading of 988 for the July billing, and when we checked the meter, the reading was 992. Attached is a usage history chart for Mr. Williams' account.

**MINUTES OF THE
BOARD OF COMMISSIONERS MEETING
ROBERTS CREEK WATER DISTRICT
August 10, 2017**

President Tracey Parker called the meeting to order at 6:00 p.m. Present were Commissioners Phil Bigler, Tom Fullbright, and Steve Lusch. Also present were Office Manager David Campos, Superintendent Alan Paulson, customer Ronald Williams, and visitor Susan Gregg Snyder. Commissioner White was absent.

Customer Ron Williams was asked by President Parker to address the Board. Mr. Williams explained that he had questions and wanted some answers. He had concerns that bill was too high, and that new billing format was being somehow manipulated to overcharge him for water in order to recover additional costs. Mr. Williams explained that he did not have any water leaks, which was verified by our serviceman, and that there was no way he used that much water. Mr. Williams also stated that our serviceman said that checked his house while he was away. Mr. Williams stated that he will get to the bottom of the issue. Superintendent Alan Paulson informed Mr. Williams that he will visit the customer's residence to investigate and try to determine why his consumption was so high. Mr. Williams exited the meeting, and the Board thanked him for attending. A brief discussion followed.

Visitor Susan Gregg Snyder, with Garden Valley Allstate, presented some supplemental insurance options that her company would like to offer to our District employees. Those options included an Accident Injury policy and a Critical Illness policy. The type of policies offered are similar to Aflac, where employees pay for the plans through a payroll deduction. There would be no cost to the District. Mr. Snyder explained that if at least five employees signed up for a policy, the policies would be a guaranteed-issue, meaning that there would be no medical pre-screening. The general consensus of the Board was that it would be great to offer this benefit to the employees. Superintendent Alan Paulson suggested that the Allstate representatives come to the office to present to the employees on September 6, after the morning safety meeting. Ms. Snyder confirmed the meeting for September 6. She thanked the Board and exited the meeting.

Commissioner Fullbright made a motion to approve the following leak adjustment request for Veronica Koenig:

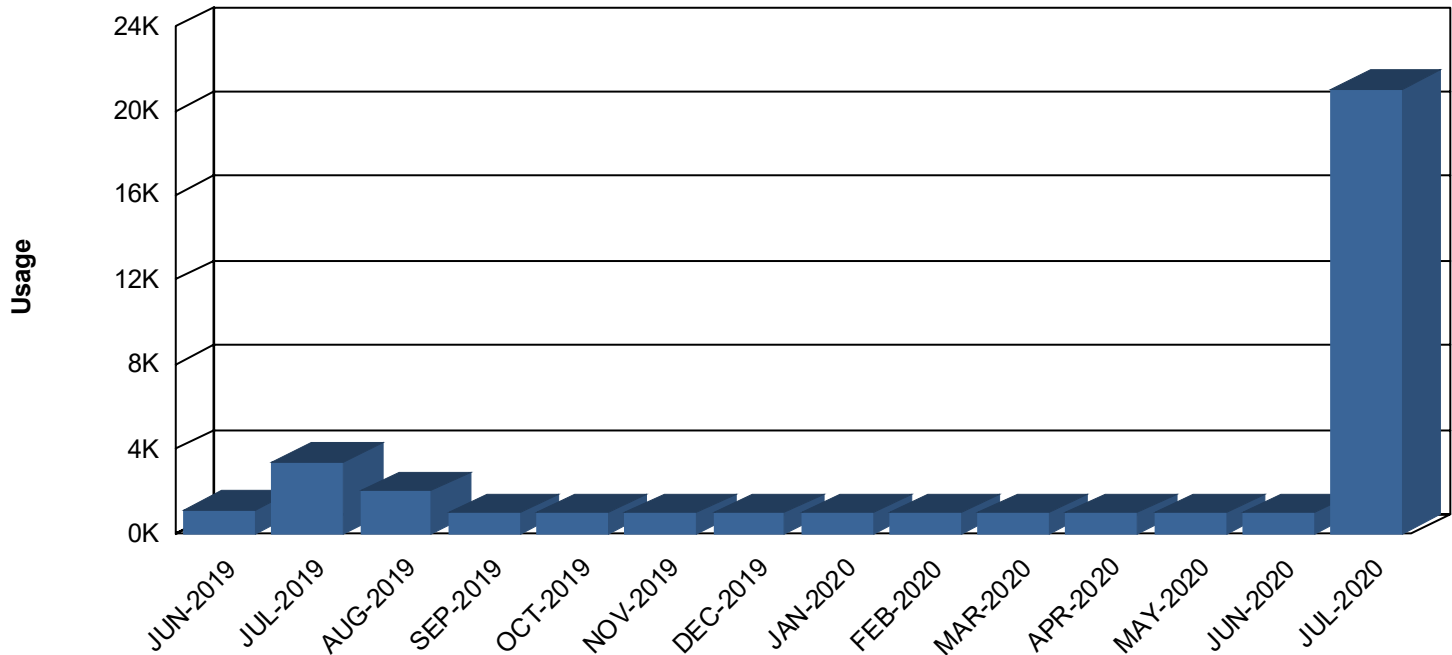
LEAK ADJUSTMENT REQUEST

Veronica Koenig 126 Adams Loop 2617-001

	<u>Gallons</u>	<u>Billing</u>	<u>ADJUSTMENT</u>
June-July 2017	57,100	\$ 182.65	$\$182.65 - 62.60 = \$120.05 / 2 =$ \$ 60.03 credit
June-July 2016	8,100	\$ 62.60	

Consumption History

For Water



Consumption Notes:

July 2017 usage: 11,200 gallons

July 2018 usage: 1,300 gallons

July 2019 usage: 3,400 gallons

July 2020 usage: 21,000 gallons

Nearly every month Mr. Williams' usage is approximately 1,000 gallons



ROBERTS CREEK WATER DISTRICT

Water Leak Credit Request



Per Roberts Creek Water District Water Service Ordinance #2000-3-1, customers are responsible for all water consumption on the customer side of the water meter. As such, consumption charges for water leaks that originate on the customer side of the water meter are the responsibility of the customer.

However, to provide assistance and promote goodwill, the District may consider crediting a water utility customer's account per policy noted in Ordinance #2000-3-1 (rental tenants not eligible for credit). For credit consideration, the water customer account holder **must complete Section 1 below**:

SECTION 1 - TO BE COMPLETED BY THE CUSTOMER

UTILITY CUSTOMER INFORMATION

(Please type or print clearly)

Customer Name: <u>ROBERT HAWKINS</u>		Service Address: <u>2350 JACKIE AVE.</u> <u>ROSEBURG 97471</u>
Daytime Phone: <u>541-679-8995</u>	Service Number: <u>1101000</u>	

REPAIR DATE

LEAK REPAIR RECEIPTS - PLEASE ATTACH

Date Leak Repaired: <u>6/22/20</u>	<input checked="" type="checkbox"/> Attached
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Brief Description of Leak Failure & Repair:
leak - front yard

I certify that I am the account holder and that the leak has been repaired. I request that Roberts Creek Water District consider my request for a water leak credit.

Customer Signature _____ Date _____

SECTION 2 - TO BE COMPLETED BY DISTRICT BILLING DEPT

Date Form Received: <u>6/23/2020</u>	Meter Read Date to use for Water Leak Credit Evaluation: <u>6/10/20 + 7/10/20</u>	If Credit Granted, Utility Bill Anticipated to Show the Credit Amount: <u>39.90</u>
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Estimated leak period based on consumption history (attach service history): 5/11/20 - 6/22/20

Estimated normal ^{billing} usage during leak period: 120.10 Leak month ^{billing} consumption: 199.90

Past average normal ^{billing} usage in same billing cycle (or est ave ^{billing} consumption if less than 1 year): (120.10)
(NOTE: if estimating average consumption, attach calculation documentation)

Estimated leak ^{billing} consumption of the leak billing period divided by 2 = 29.80/2 ----- 39.90

Multiplied by the rate used to calculate billed charges during the leak billing period: ----- X

Calculated water leak credit amount: 59,000 gal vs. 26,000 gal ----- 39.90

Reviewer's Initials: <u>DC</u>	Approver's Initials: _____	<input type="checkbox"/> Credit Granted <input type="checkbox"/> Credit Denied	If Leak Credit Granted: Date Applied: _____
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RECEIVED

JUN 23 REC'D

**MINUTES OF THE ROBERTS CREEK WATER DISTRICT
BOARD OF COMMISSIONERS JOINT MEETING WITH GREEN SANITARY DISTRICT
July 9, 2020**

President Tracey Parker called the meeting to order at 6:00 pm. The following were present at the meeting:

From Roberts Creek Water District: President Tracey Parker, Commissioner Steve Lusch, Commissioner Tom Fullbright, Commissioner Brenda Kingry, Office Manager David Campos, and Superintendent Alan Paulson. Commissioner Carolyn White was absent.

From Green Sanitary District: Board Chair Ron Curry, Board Member Brenda Kingry, Board Member Steve Lusch, Board Member Tom Fullbright, and Employee Shannon Miller.

Also attending the meeting via Zoom were Mark Knudson, of SDAO Consulting Services, and attorney Eileen Eakins, of Northwest Local Government Legal Advisors, LLC.

The meeting began with Mark Knudson introducing himself to the Boards as consultant to the Districts. Mr. Knudson then gave a presentation to the Boards on Tech Memo 1, Authority Formation Work Plan. Mr. Knudson first discussed the benefits of forming a joint authority and the objectives of TM1. He then addressed: key assumptions presented in consideration of forming a joint authority, the highlights of the formation process, options for dissolution of the individual districts, the anticipated schedule and budget for the formation process, and risks to the process.

Commissioner Tom Fullbright asked whether there would be any potential taxes that would apply to the joint authority that do not currently apply to the Districts. Attorney Eileen Eakins confirmed that there are no additional taxes associated with a joint authority.

A short discussion followed on the petition signature requirements. Specifically, how many signatures are required for a successful petition.

Green Sanitary Board Chair Ron Curry asked whether a joint authority would be able to provide other services such as street lighting and storm drain services. Attorney Eileen Eakins stated that she would follow up with definite answer, but she recommended not limiting the services described in the ballot title.

A brief discussion ensued regarding the differences in the “one step vs. two step” approaches in authority formation and districts’ dissolution. The discussion included transfers of rights and obligations from the Districts to a joint authority, and the timing of the formation vs. dissolution.

Office Manager David Campos then stated that the Chief Petitioners needed to be selected. After brief discussion, a resolution authorizing the joint authority formation process and naming of the chief petitioners will be drafted for adoption. The chief petitioners will be the President Tracey Parker and Board Chair Ron Curry.

A discussion then took place on what the name of a joint authority would be. After discussion, the name Roberts Creek Water Sanitary Authority was selected.

It was discussed that a joint authority would consist of a 5-member Board of Directors.

David then presented a letter to the City of Winston drafted by Mark Knudson on behalf of the Districts. The letter informs the City of the Districts' plans to form a joint authority and assures continuation of the positive relationship associated with operation of the regional wastewater treatment plant. For Roberts Creek Water, Commissioner Steve Lusch made a motion to approve and send the letter to the City of Winston. Commissioner Fullbright seconded the motion. For Green Sanitary District, Board Member Brenda Kingry made a motion to approve and send the letter. Board Member Steve Lusch seconded the motion. Approval was unanimous.

David stated that a authority staffing planning meeting will be held tomorrow morning, and a subcommittee of the Boards would be needed for the staffing planning. For Roberts Creek Water, President Tracey Parker made a motion to appoint Steve Lusch and Brenda Kingry to the staffing planning committee. Commissioner Tom Fullbright seconded the motion. For Green Sanitary District, Board member Tracey Parker made a motion to appoint Steve Lusch and Brenda Kingry to the staffing planning committee. Board member Tom Fullbright seconded the motion. Approval was unanimous.

The Boards thanked Mr. Knudson for his help with this process, and also thanked attorney Eileen Eakins for her assistance.

Commissioner Lusch made a motion to adjourn. Board Member Tracey Parker seconded the motion. Approval was unanimous, and the meeting adjourned at 7:40 pm.

Commissioner
Roberts Creek Water District

Commissioner
Roberts Creek Water District

**MINUTES OF THE
BOARD OF COMMISSIONERS MEETING
ROBERTS CREEK WATER DISTRICT
July 9, 2020**

President Tracey Parker called the meeting to order at 7:45 p.m. Present were Commissioners Steve Lusch, Tom Fullbright, and Brenda Kingry. Also present were Office Manager David Campos and Superintendent Alan Paulson.

Commissioner Tom Fullbright made a motion to approve the June Budget Committee Meeting Minutes and Regular Board Meeting Minutes, Financial Statements, and Accounts Payable. Commissioner Steve Lusch seconded the motion. Approval was unanimous.

Office Manager David Campos gave his monthly report. David presented 2019-2020 year-end fiscal reports to the Board for review.

David then informed the Board that the District was able to get a rate revision on its health insurance renewal with SDIS. The original premium increase of 12% will now be an increase of 9%.

David informed the Board that the office has resumed delinquent account shut-off procedures, which were suspended during the COVID-19 lockdown.

Superintendent Alan Paulson gave his report. Alan informed the Board that the 2" water main work on Andorra Drive has been completed.

Alan stated that the 8" main extension on Harmony Lane has been installed and is currently being tested.

Alan stated that the crew has been busy doing blow-offs, leak repairs, and other projects.

Camp Creek Electric is gathering data for the electrical study, which will be used to plan for a backup generator. There were some minor issues that came up with the UV's on the initial run.

Landmark Surveying is working on an updated legal description the District, which is needed for the petition submittal to the County.

The Board then conducted the performance evaluation for Office Manager David Campos. David presented a letter to the Board, requesting an 8% adjustment to the Office Manager salary scale, and to be considered before any merit increase. Commissioner Lusch stated that he could back the scale adjustment and presented a list of David's accomplishments. Commissioner Kingry added that David will have a lot of work in the next year with the authority formation process. After brief discussion, Commissioner Lusch made a motion to adjust the Office Manager salary scale by 8% and advance David to Step 8 on the salary scale. Commissioner Fullbright seconded the motion. Approval was unanimous.

The Board then conducted the performance evaluation for Superintendent Alan Paulson. Commissioner Lusch presented a list of Alan's accomplishments. The Board stated that Alan is very knowledgeable about the District and the water system, is a great leader, and goes above and beyond for the District and its customers. Commissioner Fullbright made a motion to gift Alan a \$200 gift card since Alan is at the top of his salary scale. Commissioner Lusch seconded the motion. Approval was unanimous.

There being no further business before the Board, Commissioner Lusch made a motion to adjourn. Commissioner Fullbright seconded the motion, and approval was unanimous. President Parker adjourned the meeting at 8:16 pm.

Commissioner
Roberts Creek Water District

Commissioner
Roberts Creek Water District

Roberts Creek Water District
Profit & Loss
July 2020

	Jul 20
Ordinary Income/Expense	
Income	
401-a · Water Rates to Plant Upgrade	40,000.00
401 · Water Sales	139,449.87
402 · Meter Sales	1,500.00
408 · Backflow Test Receipts	365.80
409 · Water Service Fees	1,740.00
410 · Miscellaneous Income	2,232.85
412 · Interest	548.08
Total Income	185,836.60
Gross Profit	185,836.60
Expense	
501 · Office Manager	6,991.00
502 · Office Assistants	7,755.87
507 · Office Supplies	645.61
508 · Telephone & Internet	784.60
509 · Electricity (office)	187.18
510 · Social Security	1,124.44
511 · Workmen's Comp.	6.48
512 · Legal Fees	2,700.00
515 · Health Insurance (office)	6,064.12
517 · Repair & Maint. Office	273.70
518 · Administrative	100.00
519 · Contract Services	2,269.57
520 · Dues & Subscriptions	494.00
522 · Budgeting	241.36
525 · Misc. Expense	172.36
527 · Office Equipment.	349.99
528 · Postage	1,101.80
530 · Unemployment Comp.	16.18
532 · Billing Costs	1,819.70
534 · Capital Project Rate Transfer	40,000.00
536 · Debit/Credit Card customer fees	1,502.97
538 · Website	200.00
539 · Consulting Services	2,650.00
601 · Plant Superintendent	7,470.25
602 · Service Crew	25,274.08
603 · Backflow Tests	574.30
605 · Freight	17.55
606 · Tools	881.04
607 · Supplies & Safety Items	182.15
608 · Telephone / Internet	552.88
609 · Plant Electricity & Gas	8,584.17
610 · Social Security/Plant	2,494.65
611 · Workmen's Compensation	9.29
612 · Fees & Dues	133.80
613 · Fuel	432.44
614 · Vehicle Maintenance	868.12
615 · Health Insurance (plant)	10,852.66
617-A · R & M - Field	1,800.97
617-B · R & M - Plant	1,280.08
620 · Water Samples	296.60
624 · Meter Installations	344.34
630 · Unemployment Comp. Plant	32.74
640 · New Connection Materials	726.27
675 · Inventory Adjustment	5,106.54
Total Expense	145,365.85
Net Ordinary Income	40,470.75
Net Income	40,470.75

ROBERT CREEK CAPITAL PROJECTS
Profit & Loss
July 2020

	<u>Jul 20</u>
Ordinary Income/Expense	
Income	
402 · METER SALES	13,563.00
412 · INTEREST	2,112.77
416 · TRANS GEN FUND to PLANT UPGRADE	40,000.00
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Total Income	55,675.77
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Gross Profit	55,675.77
Expense	
625 · MISCELLANEOUS	0.10
627 · RESERVOIR CONSTRUCTION	4,100.00
628 · LINE REPLACEMENT	2,626.96
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Total Expense	6,727.06
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Net Ordinary Income	48,948.71
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Net Income	<u><u>48,948.71</u></u>

ROBERTS CREEK WATER DISTRICT
ACCOUNTS PAYABLE
JULY 2020

Avista Utilities	Natural gas at office/plant/Carnes	75.74
Bassett-Hyland Co.	Fuel for company vehicles	432.44
BMS Technologies	June statement fees + Authority insert letter	1,819.70
Canon Solutions America	Office/Plant copiers service agreement 5/20-6/19	56.24
Cardmember Service (Visa)	Tools, green spray paint, tool caddy, meeting food, 100 books of stamps, Zoom Webinar subscription, OSCPA dues - David, Office 365/Webroot/Quickbooks Enterprise subscriptions, Epson printer (David), office fountain pump, janitorial, COVID-19 masks, budget meeting food	2,687.27
Continental Utility Solutions, Inc	June merchant fees	1,502.97
David Birch	9 non-comp backflow tests + 2 test cocks	415.00
David Campos	Mileage May / June 2020	71.63
Digital Deployment Inc.	Monthly website fee	200.00
Douglas Co. Farmers Co-op	Supply parts, batteries, brass nipple, chemical line tube	147.35
Douglas Fast Net	Internet	179.77
Fastenal	Hole saw, arbor	49.99
Flury Supply	2-ton cable	80.00
Green Sanitary District	Office/Plant/Carnes sewer service (2 months)	228.00
Iconix Water Products	Valve keys, 6" pvc green pipe, 36" hand pumps, rolls blue monster, ball valves, inventory parts	8,214.49
Industrial Tire Service	Tires for gray service pickup	746.23
IVR Technology Group	June IVR maintenance/transaction fees	127.96
Long's Building Supply	Redi mix bags	14.19
Meterreaders	July meter readings	2,269.57
Nexcom, LLC	Office and Plant VOIP phones and fax	166.00
News Review	Budget Hearing notice publication	202.50
NW Local Government Legal Advisors	Legal services & meetings re: Authority formation	2,700.00
One Call Concepts, Inc.	June locate tickets	88.80
Oregon Linen	Monthly rug service - office	68.69
Oregon PERS	Admin fee	15.00
Pacific Power	Plant/Shop/Office electricity	8,695.61
PollardWater	Cable grip + shipping	302.55
Platt Supply	20-amp fuses	187.48
Payroll: Office	Payroll	12,465.29
Plant	Payroll + draws	24,629.10
Commissioners	Board Compensation	92.26
Oregon Dept. Revenue EFTPS	Payroll Withholding	3,252.00
Federal Withholding EFTPS	Payroll Withholding, Social Security & Medicare	12,434.08
Oregon Dept. Revenue	Qtr 2 OR-STT	148.55
Allstate	Supplemental insurance (EE paid)	256.96
Quill	Logo window envelopes	429.95
Refunds	Overpayment & Service Deposit refunds	413.06
Rock-It Man Trucking	Rock Haul	165.00
Rokus Plumbing	Backflow repair @ 1120 Rolling Hills Rd (non-comp)	159.30
SDAO Consulting Services	RCWD / GSD Org Planning - Joint Authority	2,650.00
SDIS	August health/supplemental insurance premiums	17,589.84
Staples	Paper for budget docs, envelopes, copy paper, coffee, binders, binder tabs	189.14
UBOS	Annual dues 20-21	30.00
Umpqua Research	Water sample testing	296.60
RCWD Crew Staff	Cell phone stipend for July	350.00
Verizon Wireless	Tablet service line	45.08
Winston Auto Parts	2 cycle oil, hydraulic oil, funnel, hoses, hose ends	135.87
Winston Sanitary	Dumpster at Carnes shop	77.90

TOTAL GEN. FUND PAYABLES for July 2020	107,555.15
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Ferguson Waterworks	Harmony line extension materials	1,576.96
i.e. Engineering	Carnes Rd project plans and specs	1,050.00
SHN Consulting Engineers	Town tank engineering - May	4,100.00

TOTAL CAP PROJECTS PAYABLES for July 2020	6,726.96
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Office Manager's Report

August 2020 Meeting

SALES	July	June	July Last Year
Gallons	41,937,800	28,457,600	42,090,400
Revenue	\$202,956	\$165,574	\$203,133
Meters Sold	3	4	0

COMPARISONS	This FYTD	Last FYTD	Net Over/Under Last Yr.
Gallons	41,937,800	42,090,400	(152,600)
Revenue	\$202,956	\$203,133	(\$176)

July Merchant Svcs	Credit/Debit	ACH	Total
\$ Transacted	\$56,538	\$5,217	\$61,755
# of Transactions	988	96	1,084
Fees Charged*	\$1,497	\$72	\$1,569

*does not include \$40 maintenance fee

CHECKING ACCTS. AS OF July 31, 2020	
General Checking	\$264,531
General Fund Reserve	\$531,341
Surcharge Savings	\$65,502
Capital Checking	\$96,300
Capital Projects Reserve	\$1,476,590
Plant Upgrade Debt Reserve	\$622,096
	\$3,056,360

Although the Authority TM2 – Staffing Plan was discussed at the Green Sanitary District Board meeting, I would like to discuss this at our meeting so that we are all on the same page, and for any Board members who were not involved in the previous discussion.

There have been some issues lately with A/P checks not reaching their destination, so I would like to discuss alternative payment options where they may be available.

A letter was sent along with last month's billing statements, informing customers of our intentions to form a Joint Water Sanitary Authority. A copy of the letter, along with Frequently asked questions, is posted at www.rcwaterdistrict.com/authority.

I am currently preparing the Economic Feasibility Statement to be included with Authority petition to Douglas County. I should have my draft to Mark Knudson by early next week.

I will have a resolution authorizing the formation of a joint authority at the meeting for adoption.

David Campos, CPA
Office Manager

Date: July 30, 2020

To: David Campos, CPA, Roberts Creek Water District
Kay Huff, Green Sanitary District

From: Mark Knudson
Special Districts Association of Oregon, Consulting Services Program

Subject: Organizational Planning Services
TM2 - Staffing Plan

- FINAL -

The Special Districts Association of Oregon Consulting Services Program (SDAO CSP) is pleased to submit the following technical memorandum (TM2). In accordance with our consulting services agreement of May 20, 2020, this TM2 is intended to present a recommended staffing plan for a proposed new joint water and sanitary authority formed by Roberts Creek Water District (RCWD) and Green Sanitary District (GSD) [“the Districts”]. This TM2 includes:

- A summary of objectives for staffing the proposed new joint authority
- A summary of functions to be accommodated by the staffing plan
- An overview of optional staffing concepts, staffing levels and organizational strategies
- A recommended staffing plan, including staffing levels, organizational structure, functional assignments, and recommendations for continued planning and implementation of this plan

1. Planning Process, Assumptions, Objectives and Functions

1.1 Staff Planning Process

This Technical Memorandum (TM2) is intended to:

- Identify the staffing levels, functions and organizational structure to support the proposed new joint water and sanitary authority.
- Facilitate input by key stakeholders in establishing the recommended staffing plan.
- Serve as input to the Economic Feasibility Statement for formation of the proposed authority.

Roberts Creek Water District & Green Sanitary District

Organizational Planning Services – TM2, Staffing Plan

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Additional background on the formation process and SDAO CSP's engagement are detailed in the accompanying TM1, Authority Formation Work Plan.

To achieve the objectives for this TM2, SDAO CSP undertook the following activities:

- Coordinated with the Districts' managers and key staff.
- Participated in a meeting of the Districts' Staff Planning Task Force (Task Force), which includes a Board representative and managers from each District. The Task Force met on July 10, 2020 to evaluate the proposed criteria, functions and staffing concepts.
- Prepared a Draft TM2 for review by the Districts' managers.
- Prepared a Final TM2 based on final comments and input by the Districts' managers.

1.2 Assumptions

A fundamental goal for the new authority is to provide cost-effective, efficient and reliable water and sanitary services for the customers of RCWD and GSD. To achieve this goal, SDAO CSP made the following assumptions in preparing the recommended staffing plan:

- The staffing plan would be designed to provide efficient, effective and reliable performance based on a defined set of objectives for the new organization rather than simply assuming "how we've always done it."
- The staffing plan would be based on a concept that "form follows function" to help assure the functional requirements of the new authority are considered and reflected in the recommended staffing levels and organizational structure.
- Current staffing levels would be based on the Districts' adopted budgets for fiscal year 2020-21 and would not include potential changes that might be made after the date of this report (e.g., anticipated reclassification of existing positions).
- Recommended staffing levels would be based on existing conditions and would not include additional capacity to meet future potential needs such as growth or new regulations.
- The staffing plan would not make specific personnel assignments to positions; instead, the District's managers would subsequently establish a timeline and approach for implementation of this plan to take full advantage of the knowledge, skills and abilities of the existing staff to meet the needs of the new organization.

1.3 Objectives & Evaluation Criteria

To help achieve the goals for this plan, SDAO CSP worked with the Districts' managers to identify specific objectives and criteria for evaluating alternative staffing levels and organizational structures. These staffing objectives and evaluation criteria are summarized in the Table 1 and were reviewed by the Staffing Task Force on July 10, 2020.

Roberts Creek Water District & Green Sanitary District

Organizational Planning Services – TM2, Staffing Plan

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Table 1 – Staffing Plan Objectives & Evaluation Criteria

“A good staffing plan will: ...”

Item*	Objective
1	Identify the staff needed for operation, maintenance and management of the Authority
2	Maximize opportunities for efficiency and effectiveness; avoid duplication and creation of multiple hierarchical layers
3	Take advantage of the depth of knowledge and expertise of the combined staff
4	Take advantage of anticipated retirements and resulting vacancies
5	Establish positions based on functional needs and objectives (e.g., avoid “we’ve always done it this way” thinking)
6	Encourage retention of institutional knowledge and take advantage of the knowledge, skills & abilities of existing staff
7	Assume managers and supervisors “do work” (e.g., managers don’t just manage; they step up and get their hands dirty)
8	Satisfy regulatory requirements including certification requirements and assignment of direct responsible charge
9	Anticipate after-hours and emergency response duties
10	Establish clear lines of authority and reporting relationships
11	Support the existing Districts’ commitment to quality, reliability and customer service
12	Preserve flexibility, and allow for changes over time as needed to respond to unforeseen events and new objectives
13	Follow best practices for “span of control” and reporting assignments
14	Provide opportunities for staff development and growth in skills and responsibilities
15	Help accommodate separation of “cost pools” for water and sanitary services

* Numbering is for identification only; does not reflect a priority or ranking of importance

1.4 Functions

A summary of existing functions for RCWD and GSD was compiled based on available information, managers’ input and industry experience. Although a comprehensive inventory of all existing functions, activities and tasks was beyond the scope of SDAO CSP’s engagement, this inventory included a “high level” summary of essential functions anticipated to be performed by the new joint authority. These functions are summarized in Table 2.

Roberts Creek Water District & Green Sanitary District

Organizational Planning Services – TM2, Staffing Plan

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Table 2 – Functions and Roles Addressed by Staffing Plan

“Functions addressed in the staffing plan include: ...”

Item*	Function
1	Organization Management – oversight and administration of organization; Board support (board-staff coordination, Board meeting planning & execution); strategic planning; human resources management (staffing, workforce development, benefits administration, regulatory compliance, labor-management); risk management (insurance, safety & OSHA compliance)
2	Finance – budget preparation and reporting; financial tracking and reporting; financial oversight; accounting (GL, AP); audit; rate setting; financial planning; purchasing & procurements; SDC calculations and updates
3	Billing & Customer Service – meter reading; billing system (bill preparation); customer interface; billing exceptions; shut-off/turn-on; move-in/move out; sales of new services/SDC
4	Administrative Support – support resources for management, finance, billing & customer service; public records management & public records requests;
5	Water Supply O&M – water production; treatment plant operation & maintenance; water quality monitoring; water supply planning; water rights reporting
6	Water Distribution System O&M – main repairs; flushing; valve exercise; new service connections
7	Wastewater Collection System O&M – pump station O&M; collection system inspection, cleaning & repairs; new service connections
8	Wastewater Treatment Coordination – interface and coordination with City of Winston for O&M of WWTP
9	Public Agency Coordination – coordination with federal, state & local agencies for regulatory compliance, planning, IGAs, and public affairs (e.g., EPA, DEQ, OHA, cities, county, etc.)
10	Technical Services Coordination – development services (plan review, new services, development & engineering standards); capital planning for renewal & replacement of collection and distribution systems; maintenance of GIS / mapping records; asset management / CMMS records
11	Fleet – maintenance & supplies for vehicles and equipment; capital planning for fleet renewal & replacement
12	Facility Maintenance – maintenance of buildings & grounds (HVAC, lighting, grounds, etc.)
13	Emergency Management – emergency planning; exercises; mutual aid planning & coordination

* Numbering is for identification only; does not reflect a priority or ranking of importance

Roberts Creek Water District & Green Sanitary District

Organizational Planning Services – TM2, Staffing Plan

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1.5 Existing Staffing

To further guide the definition of roles and responsibilities for the new joint authority, the staffing and structures of the existing Districts were compiled. The existing staffing and organizational structures for the existing Districts are presented in Figures 1 and 2 below.

Figure 1 – Roberts Creek Water District Existing Staffing

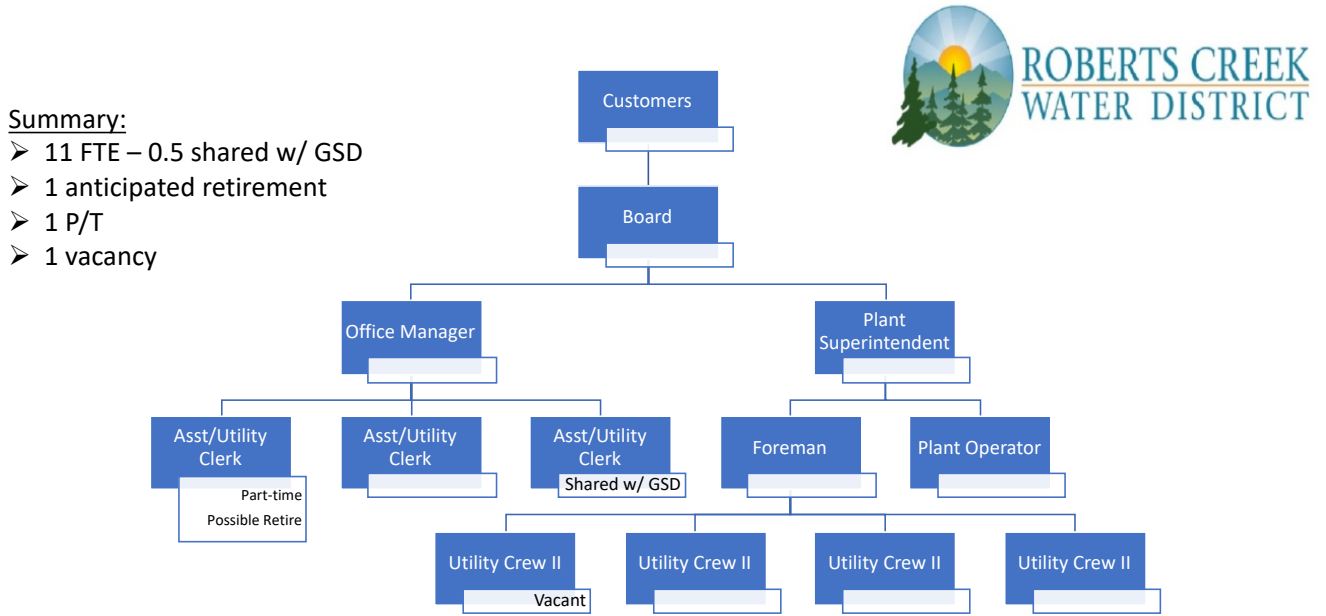
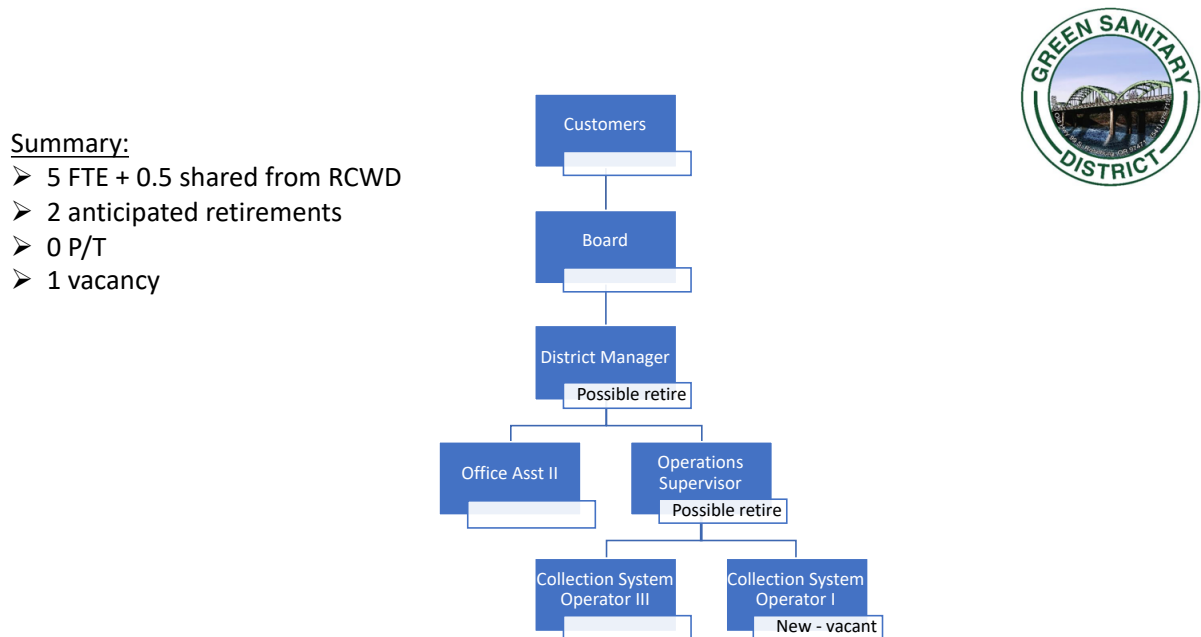


Figure 2 – Green Sanitary District Existing Staffing



Roberts Creek Water District & Green Sanitary District

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In evaluating the existing staffing of the Districts, it was noted there is a high level of coordination and collaboration between the existing staffs of RCWD and GSD. For example:

- RCWD currently provides GSD about 0.5 FTE of an Office Assistant/Utility Clerk to assist GSD in coverage of office and customer service duties (time allocation varies by week based on specific needs and assignments).
- RCWD and GSD field crews provide backup, assistance and mutual aid to each other in response to specific needs, assignments and work schedules.
- RCWD field staff have started GIS mapping of the existing RCWD distribution system based on direction and guidance by GSD to assure consistency and compatibility of mapping standards.

This coordination and collaboration of personnel is implemented through an existing intergovernmental agreement (IGA) between the Districts and has resulted in significant staffing efficiencies.

2. Alternative Staffing Concepts

Based on the organizational objectives, functional requirements and existing duties, SDAO CSP generated three alternative staffing concepts, reflecting alternative staffing assignments and structures for the new joint authority.

These three staffing concept options are summarized below and presented graphically in Figures 3, 4 and 5.

2.1 Staffing Concept Option 1

This concept would establish a General Manager position with responsibility for oversight and management of the entire organization. The General Manager would become the primary point of interface between the Board and staff and would provide overall management direction for the new authority. This “General Manager Model” is considered a best practice since it establishes a direct line of communication between the Board and staff and preserves the General Manager’s accountability for performance of the entire organization.

Office functions, including finance, customer service and billing functions would be supported by two Utility Clerk positions, which would be supervised by a Finance & Customer Services Supervisor. The Supervisor would have primary responsibilities related to finance, budget and accounting, and the Utility Clerks would have lead responsibilities for billing and customer service functions. SDAO CSP considers this to be a relatively “lean” level of staffing for these functions. This is workable since the Finance & Customer Services Supervisor is intended to be a “working supervisor,” providing support to the Utility Clerks with customer service-related duties, and Utility Clerks supporting finance duties, as needed.

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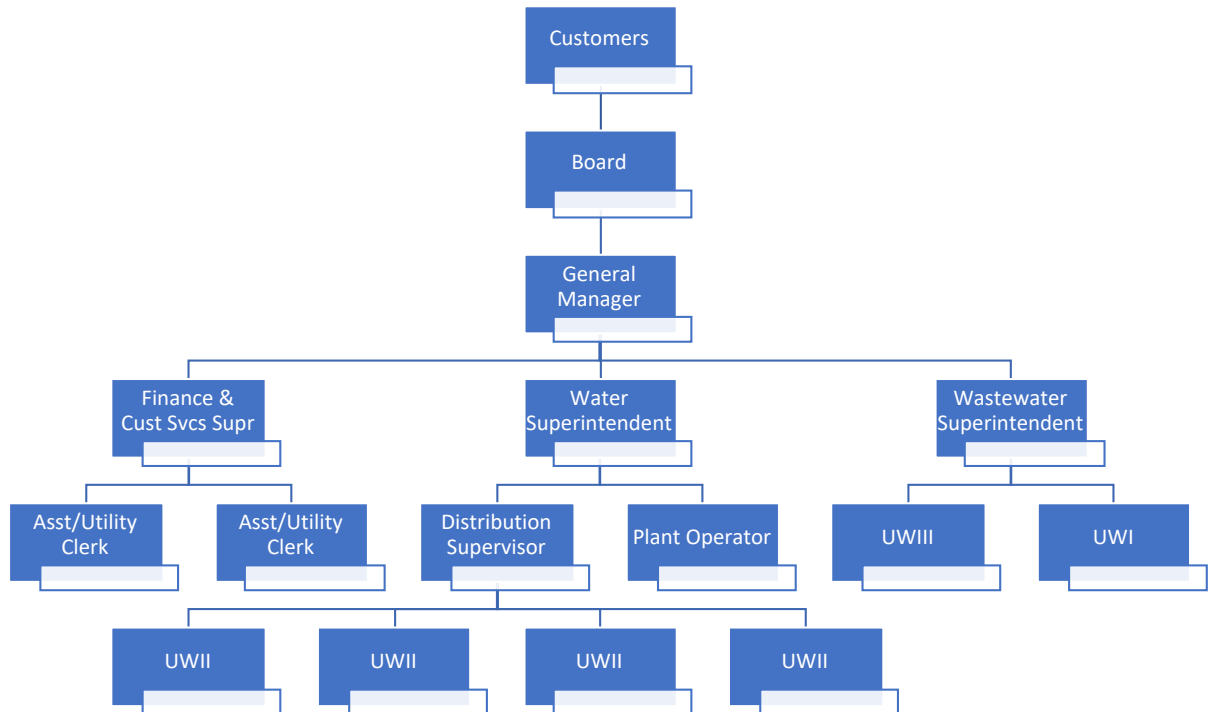
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Option 1 includes two separate departments for plant and field operations; a water department and a wastewater department, each with a department superintendent. Staffing within the water department would be consistent with the existing operations staffing of RCWD and, similarly, wastewater department staffing would be consistent with GSD's existing operations staffing. Although organized in two departments, there would be an expectation of a high level of interaction, coordination and sharing of available resources between the water and wastewater departments.

Option 1 places water and wastewater options on equal standing within the organization, with both superintendents reporting directly to the General Manager and serving on the authority's management team. This structure has a slightly flatter (more horizontal) structure and provides an advancement opportunity by having two operations superintendents compared to the "single department" structure of Option 2. However, success of this model would require a high level of cooperation between the two superintendents to fully realize the potential benefits of sharing resources between the water and wastewater departments.

Option 1 includes 14 full time equivalent (FTE) positions, resulting in a savings of two FTEs compared to the existing separate staffing levels of RCWD and GSD.

Figure 3 - Staffing Concept Option 1
New Joint Water & Sanitary Authority



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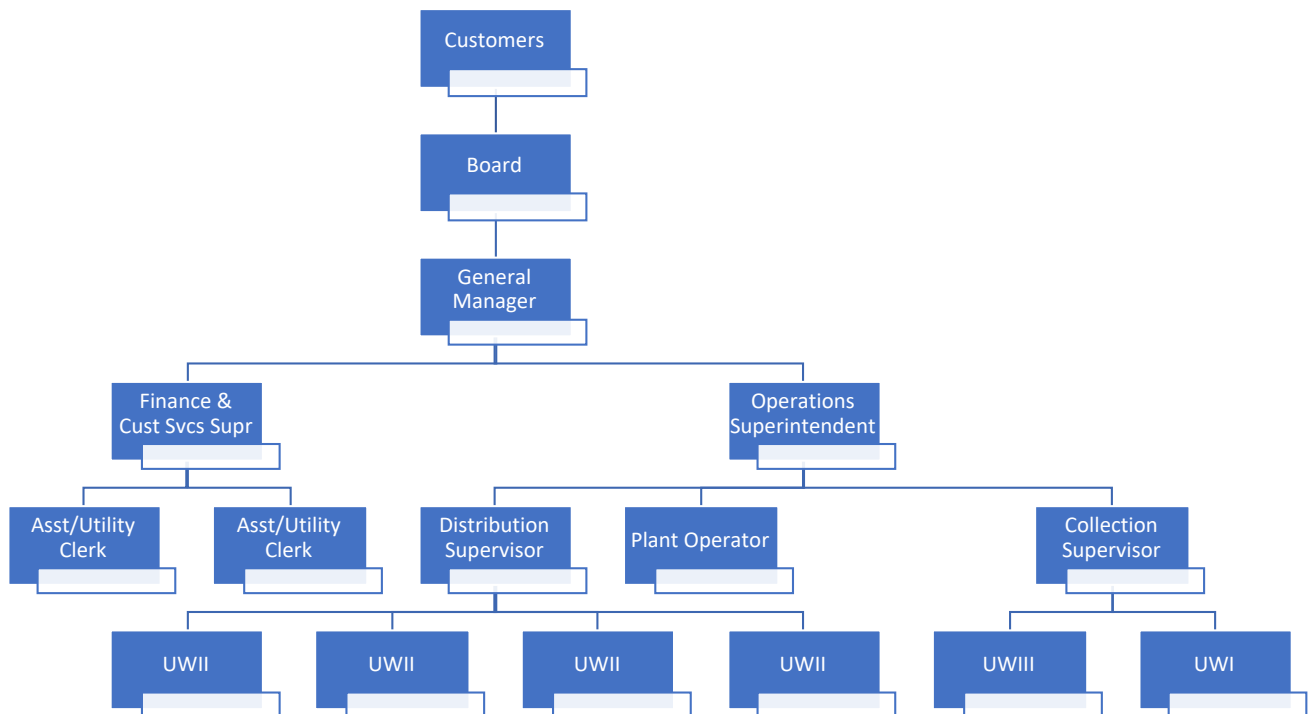
2.2 Staffing Concept Option 2

Option 2 differs from Option 1 by placing all plant and field operations under a single Operations Superintendent position. Option 2 is intended to structurally enhance coordination between the water and wastewater departments by placing both groups under a single superintendent. Option 2 includes a Collection System Supervisor to provide oversight of collection system operations and maintenance.

The Collection System Supervisor would report to the Operations Superintendent and essentially replaces the Wastewater Superintendent included in Option 1. In this structure, the Collection System Supervisor should provide regular updates directly to the Board and management staff to ensure wastewater operations and maintenance functions are fully represented in planning and policy decisions of the new authority.

The total staffing level for Option 2 is the same as Option 1 at 14 FTEs. This results in a savings of two FTEs compared to the separate staffing levels of the Districts.

Figure 4 - Staffing Concept Option 2
New Joint Water & Sanitary Authority



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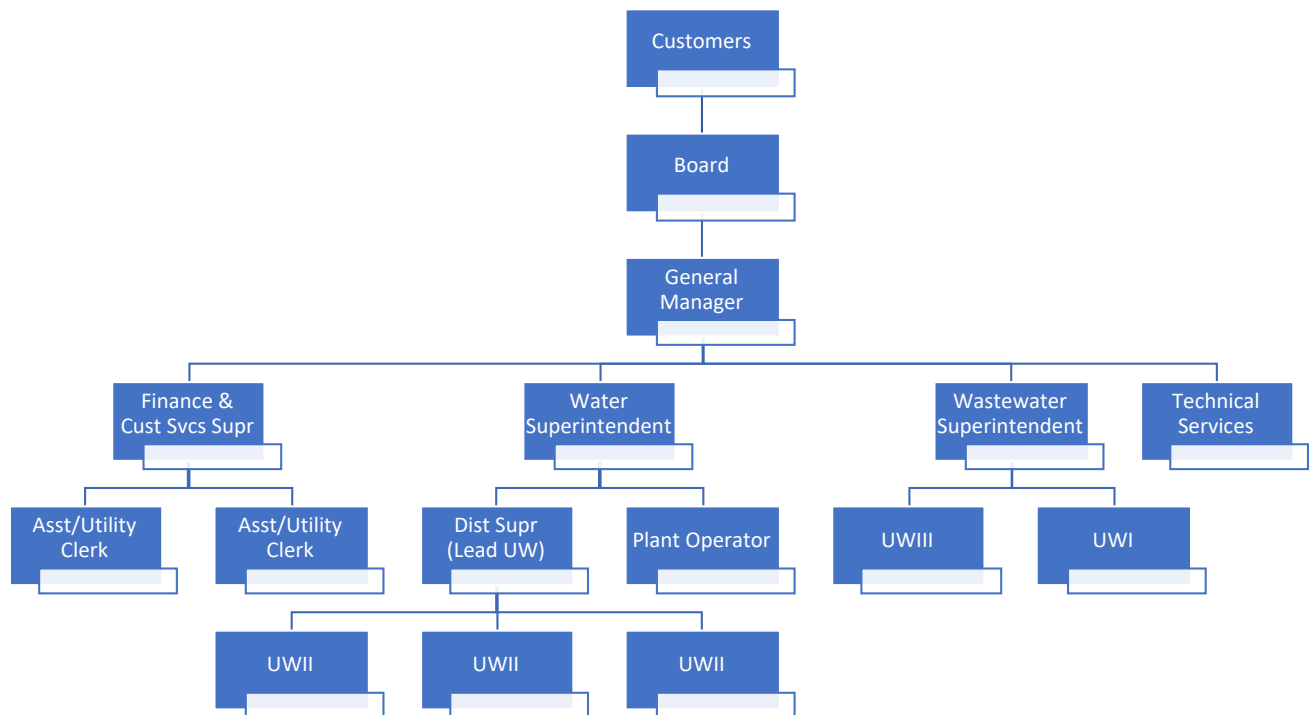
2.3 Staffing Concept Option 3

Option 3 differs from Option 1 by establishing a new Technical Services Coordinator position. The Technical Services Coordinator would be responsible for plan review of all new water and wastewater services, water main and sewer extensions, development review, establishing and implementing the authority’s engineering and construction standards, and potentially could manage the authority’s capital improvement projects.

Total staffing level is the same as Option 1 by converting a vacant Utility Worker II (Field Crew II) position from the water department to create the new Technical Services Coordinator position.

This option helps ensure consistent application of the authority’s standards by placing all plan review and development responsibilities into a single position. However, this results in a relatively lean staffing level in field operations.

Figure 5 - Staffing Concept Option 3
New Joint Water & Sanitary Authority



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3. Evaluation of Staffing Concepts

The three staffing concepts were presented at a meeting of the Staffing Task Force on July 10, 2020. The Task Force agreed that all three options satisfy the objectives presented in Table 1 and account for the functions presented in Table 2.

The Task Force identified that the Technical Services Coordinator identified in Option 3 is redundant with the GIS knowledge and skills of GSD's existing Collection System Operator III. This individual currently provides in-house mapping for the GSD collection system and provides guidance and oversight of GIS mapping of the RCWD water distribution system. In addition, the Staffing Task Force indicated there are intrinsic benefits of the current approach of having water and sewer plans reviewed separately by water and sanitary specialists. Given these concerns and limitations, Option 3 was dropped from further consideration at this time. The authority may wish to reconsider the need for a technical services position in the future if the authority experiences significant growth in its service area or customer base.

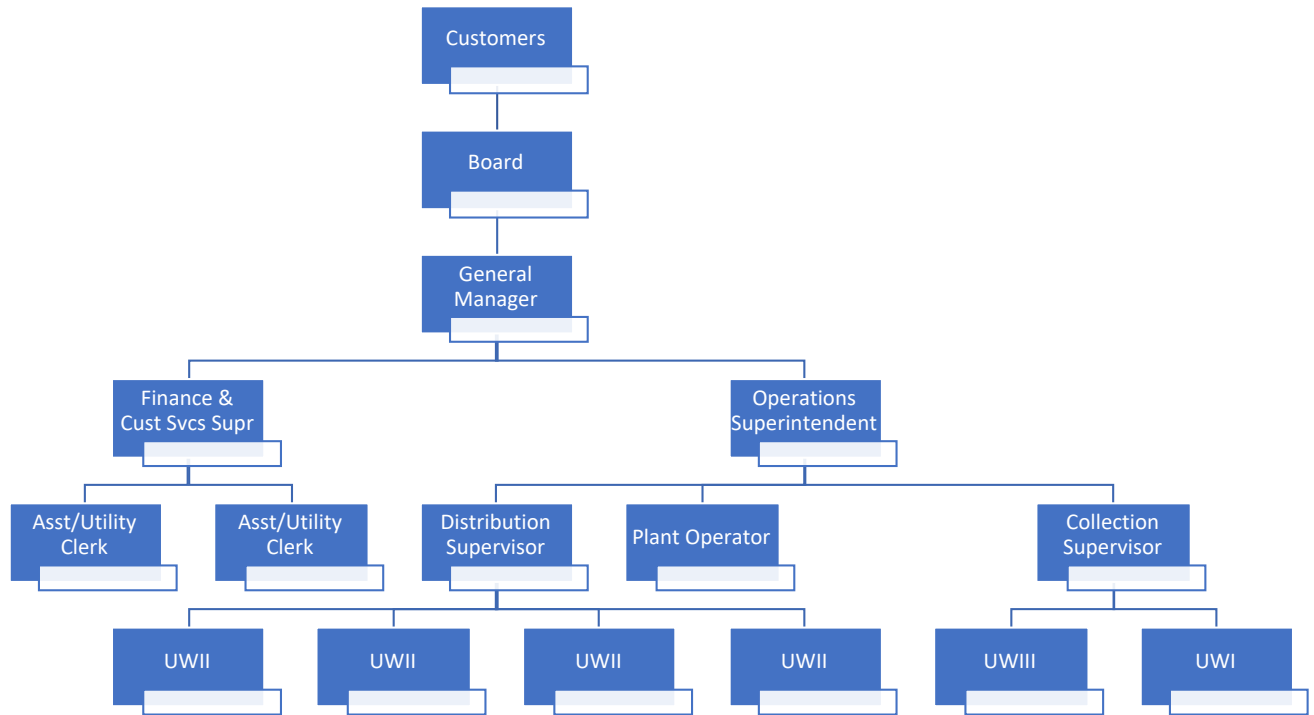
The Task Force further agreed that both Options 1 and 2 could work given the high level of cooperation that currently exists between the field staff of RCWD and GSD. As noted above, both Options 1 and 2 include significant benefits and relatively few limitations. After much discussion, the Staffing Task Force reached a consensus that Option 2 would work best for the authority initially, with interest in growing into the Option 1 structure at some time in the future, depending on the evolving needs of the organization.

4. Recommendations

4.1 Staffing Recommendations for the Economic Feasibility Statement

SDAO CSP recommends the Districts use Option 2, as described above, to prepare the Economic Feasibility Statement described in TM1. This recommended staffing and organization structure are summarized in Figure 6. Proposed functional assignments for each recommended position are presented in Table 3.

Figure 6 – Recommended Staffing & Organizational Structure
New Joint Water & Sanitary Authority



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Table 3 – Recommended Staffing and Functional Assignments¹
New Joint Water and Sanitary Authority

Classification ²	FTEs ³	Primary Functions ⁴	Additional Responsibilities ⁴
General Manager	1	<ul style="list-style-type: none"> Organizational Management Board Coordination & Support 	<ul style="list-style-type: none"> Finance Billing & Customer Service
Finance & Customer Services Supervisor	1	<ul style="list-style-type: none"> Finance Billing & Customer Service 	<ul style="list-style-type: none"> Administrative Support
Utility Clerk	2	<ul style="list-style-type: none"> Billing & Customer Service Administrative Support 	<ul style="list-style-type: none"> Other duties as assigned
Operations Superintendent	1	<ul style="list-style-type: none"> Water and Wastewater Systems O&M (water supply, water distribution, wastewater collection) 	<ul style="list-style-type: none"> Organization Management
Water Distribution Supervisor	1	<ul style="list-style-type: none"> Water Distribution System O&M 	<ul style="list-style-type: none"> Emergency Management
Water Treatment Plant Operator	1	<ul style="list-style-type: none"> Water Supply O&M 	<ul style="list-style-type: none"> Public Agency Coordination
Wastewater Collection System Supervisor	1	<ul style="list-style-type: none"> Wastewater Collection System O&M Public Agency Coordination 	<ul style="list-style-type: none"> Technical Services Emergency Management
Utility Worker III	1	<ul style="list-style-type: none"> Wastewater Collection System O&M Technical Services Coordination 	<ul style="list-style-type: none"> Fleet Facility Maintenance
Utility Worker II	4	<ul style="list-style-type: none"> Water Distribution System O&M Water Supply O&M 	<ul style="list-style-type: none"> Wastewater Collection System O&M Technical Services
Utility Worker I	1	<ul style="list-style-type: none"> Wastewater Collection System O&M 	<ul style="list-style-type: none"> Water Distribution System O&M
Total	14		

Notes:

1. This table reflects positions and functional assignments of the recommended staffing for the new joint authority; this table does not offer recommendations for assignments of existing personnel to the proposed positions.
2. Classification titles are suggestions; final titles are subject to review by the authority’s human resources advisor.
3. FTE = Full Time Equivalent positions.
4. Functions are as described on Table 2 of this TM2; all positions include additional duties, as assigned.

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4.2 Recommendations for Continued Planning and Implementation

The Districts are encouraged to continue staff planning efforts as formation of the new authority moves forward during the next year. SDAO CSP offers the following additional recommendations related to implementation of the staffing plan:

- **Communicate with Staff.** Existing staff are undoubtedly interested in how formation of the new authority will affect their current jobs and careers. Managers are encouraged to meet with staff to discuss the plan's recommendations, limitations of this plan, and the potential for additional changes that may occur in the future.
- **Communicate with Customers.** The staffing plan may be useful in demonstrating to customers how a new joint authority results in efficiencies, while preserving the high levels of reliability and service customers obtain from the Districts.
- **Update Job Descriptions and Titles.** This plan provides suggested position titles. The Districts are encouraged to work with a human resources consultant to confirm the position titles and job descriptions for all positions within the new authority. The following positions are highlighted as having notable changes from existing positions or duties:
 - **General Manager** – this is a new position and will require an all-new job description. The position title of General Manager is common within the water/wastewater community.
 - **Finance & Customer Services Supervisor** – This position includes many of the functions of RCWD's Office Manager and GSD's District Manager existing positions, with notable differences of less management and greater emphasis on customer service. The title of Finance & Customer Services Supervisor is consistent with the anticipated duties of this position.
 - **Utility Clerk** – These positions are similar to RCWD's existing Office Assistant / Utility Clerk position and GSD's existing Office Assistant II position. The title of Utility Clerk is suggested for simplicity and is consistent with the wide range of duties assigned to these positions.
 - **Operations Superintendent** – This position is similar to RCWD's existing Water Superintendent but will include water and wastewater responsibilities in the new organization.
 - **Distribution Supervisor** – This position is similar in role and scope to RCWD's existing Foreman position. It is recommended the title of this position be updated to be consistent with industry standards and the organizational structure of the new authority.
 - **Collection System Supervisor** – This position is similar in role and scope to GSD's existing Operations Supervisor position. It is recommended the title of this position be updated to be consistent with the organizational structure of the new authority.

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- Utility Worker – RCWD’s existing field positions are titled Utility Crew and GSD’s existing field positions are titled Collection System Operator. It is recommended the new authority adopt an industry standard title such as Utility Worker for field crew positions. This general classification can readily include sub-classifications such as UW-I, UW-II and UW-III to reflect differences in the scope of duties, responsibilities and certification requirements for positions. This title also accommodates assignments within both water distribution and wastewater collection work groups.
- Review Compensation for New and Modified Positions. The formation of the new joint authority presents a unique opportunity to review and update compensation for the authority’s employees. It is recommended the Districts retain a human resources consultant to conduct a classification and compensation analysis for new and substantially modified positions, including the General Manager, Finance & Customer Services Supervisor, and Operations Superintendent positions. This work would include identification of competitive compensation for similar positions within the authority’s labor market.
- Conduct a Pay Equity Study. It is recommended the new authority retain a human resources consultant to complete a pay equity study of all positions after the authority has been formed. This work is intended to verify ongoing compliance with State of Oregon requirements for pay equity and would include an internal comparison of pay for each position within the new authority based on education, duties, experience, certification, and other factors. This analysis would not include evaluation of compensation for similar positions outside the organization.
- Continue Succession Planning and Workforce Development. In addition to the collaboration that currently exists between RCWD and GSD, the Districts should plan and prepare for implementation of the staffing plan, including:
 - Continuing shared activities such as shared support for customer service at GSD, GIS support by GSD for mapping of the RCWD distribution system, and coordination of work assignments to schedule field crews from one district to provide support to the other district.
 - Training of staff in their anticipated future roles with the authority, including cross training of water and wastewater operations staffs.
 - Identify and make assignments that satisfy the requirements for operator certification testing for water and wastewater operators, with the ultimate goal of water distribution operators becoming certified as wastewater collection system operators.
 - Continue planning for impending retirements to capture institutional knowledge, including operations and maintenance procedures, system vulnerabilities as well as asset location (mapping), materials, age and condition to populate an asset management system.

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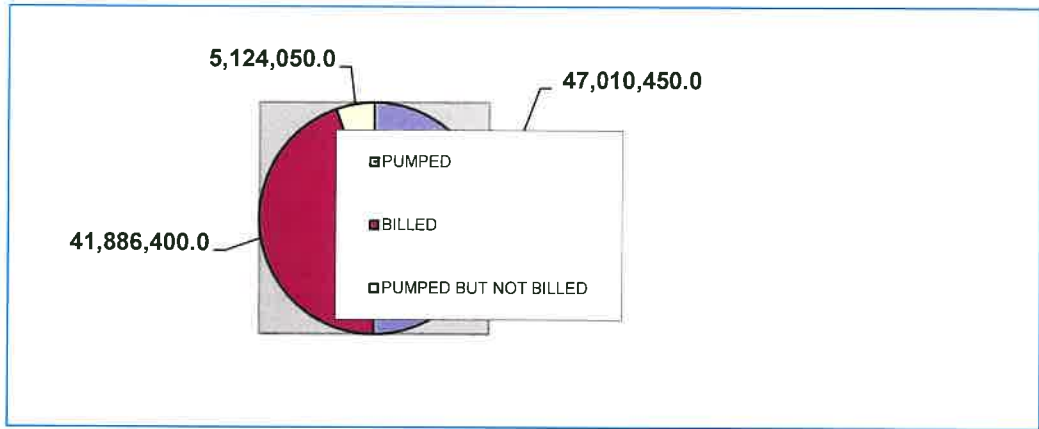
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- Plan for Billing Conversion of Sanitary Customer Accounts. SDAO CSP recommends the Districts continue with ongoing planning for migration of GSD's existing customer accounts to RCWD's existing billing system. That planning effort should include development of a work plan (e.g., schedule, resources, and budget) for the conversion and may identify the need for additional part-time or limited-term assistance during the billing system conversion process.

GALLONS PUMPED	GALLONS BILLED	PUMPED BUT NOT BILLED
47,010,450	41,886,400	5,124,050

Jul-20



30 DAYS IN BILLING CYCLE: 6/11/20 TO 7/10/20

Repairs, leaks, etc. rendering unverifiable consumption

6/12/20	4073 DEPRIEST	REPAIR SERVICE
6/16/20	2020 BEL AIR CT	REPAIR SERVICE
6/18/20	4073 DEPRIEST	REPAIR SERVICE
6/18/20	4093 DEPRIEST	REPAIR SERVICE
6/25/20	2057 LINNELL	REPAIR SERVICE
6/30/20	123 KARUK LN	LEAK ON OUR SIDE
7/2/20	4052 HANNA	REPAIR SERVICE
7/10/20	2029 CASTLE	REPAIR SERVICE

2020-2021	DIFFERENCE	2021-2022	DIFFERENCE	2022-2023	DIFFERENCE
JULY	5,124,050	JULY		JULY	
AUGUST		AUGUST		AUGUST	
SEPTEMBER		SEPTEMBER		SEPTEMBER	
OCTOBER		OCTOBER		OCTOBER	
NOVEMBER		NOVEMBER		NOVEMBER	
DECEMBER		DECEMBER		DECEMBER	
JANUARY		JANUARY		JANUARY	
FEBRUARY		FEBRUARY		FEBRUARY	
MARCH		MARCH		MARCH	
APRIL		APRIL		APRIL	
MAY		MAY		MAY	
JUNE		JUNE		JUNE	

Roberts Creek Water District

Superintendents Report

August 2020

Camp Creek Electric and the electrical engineer have been onsite collecting data for the electrical study, so we can get specific information for a generator. They should have their report ready soon.

We have had an issue with one of the air compressors that operate the plant controls. The parts should be here this week, and it'll be up and running.

We had a power supply fail on one of the MIOX machines. This was covered under warranty, and should be fixed by next week.

A representative for Dupont (previously Siemens) did a site visit to the plant to help us with an issue we were having with switching between the basin and running direct. While on site he had a recommendation regarding our membranes, and I'd like to discuss his thoughts with the board.

As you know from my previous e-mail, Shawn Hastings is leaving as of August 22nd. We have advertised for an opening and have narrowed down the list of applicants. I will be doing interviews over the next couple of weeks. I'd like to discuss this with the board.

If you have any questions, please feel free to give me a call at 541-670-1215
Thanks Alan