March 17, 2026

Best and final offer prepared for the City of North Richland Hills, Texas

City of North Richland Hills
Attn: Paulette Hartman, City Manager Purchasing Department
4301 City Point Drive
North Richland Hills, TX 76180

Dear Ms. Hartman,

Baker Tilly Advisory Group, LP (Baker Tilly) is pleased to provide our best and final offer (BAFO) as requested by the City of North Richland Hills (the City) as it relates to your Request for Proposal (RFP) for a Utility Billing Operational Efficiency Audit.

Our proposal demonstrates that Baker Tilly possesses the strong interest, expertise and capability to assist the City with your needs.

We are eager to demonstrate our commitment to becoming the City‘s Valued Business Advisor and are confident that choosing Baker Tilly will provide a compelling cost/value arrangement. Although our proposed project fees are already within the City’s budget for this project we are please to extend an additional 2.5% discount as reflected in the table on the following page.

Above all, we will appreciate your business and offer you comprehensive, quality services with personalized, day-to-day attention. We hope you will conclude that our offer provides the best value to the City; however, we are open to discussing how we might adjust the scope of work and/or pricing to meet your specific budget and other requirements.

If you have any questions, please contact me at 312.729.8098 or via e-mail at Caitlin.Humrickhouse@bakertilly.com

Sincerely,

BAKER TILLY ADVISORY GROUP, LP

Caitlin Humrickhouse, MPA, Principal
Baker Tilly Advisory Group, LP
+1 (312) 729 8098 | caitlin.humrickhouse@bakertilly.com

Professional fees

Our rates shown in the table below reflect a 2.5% reduction from our original proposed and a 37% discount off our standard hourly billing rates.

PHASE	FEE
Phase 1 — Plan and manage project	$6,500
Phase 2 — Assess current structure and operations • Information request and review: $6,000 • As Is Process Maps (3 Maps): $10,000 • Employee Interviews (14 Interviews): $7,000 • Peer Benchmarking (5 peers): $9,000 • Customer Satisfaction Survey: $9,000 • Travel (Process map workshops): $4,000	$45,000
Phase 3 — Analyze current state and develop preliminary recommendations	$16,000
Phase 4 — Recommend and report • Report Creation: $16,000 • Travel (In-person Presentation): $1,500	$17,500
Discount	($2,125)
Total Fees	$82,875

Project team adjustments

We have two adjustments to the project team, as outlined below.

Replace Project Manager Isaac Bales with Woody Battle.
Add Tammy Lohr-Schweitzer in a Quality Assurance role.

Tammy Lohr-Schweitzer, Director

Engagement role: Additional quality assurance

Tammy specializes in **operational audits and organizational assessments** for public sector entities, including state and local governments, school districts, and higher education institutions. She evaluates programs, processes, and organizational structures to assess operational efficiency, effectiveness, and alignment with strategic objectives. Her approach integrates data-driven analysis with meaningful engagement of leadership and staff to develop thorough, evidence-based evaluations.
Tammy's work focuses on critical components of operational audits, including assessing governance structures, resource allocation, internal processes, and supporting systems. She identifies opportunities to streamline operations, strengthen internal controls, and enhance organizational performance. By analyzing policies, procedures, and workflow practices, she helps organizations identify operational risks, reduce inefficiencies, and improve service delivery.

She conducts audits in accordance with **applicable professional auditing standards**, ensuring that methodologies, documentation, and reporting meet rigorous requirements for independence, objectivity, and evidence-based conclusions. Her work emphasizes clear findings and practical recommendations that support accountability, transparency, and continuous operational improvement.

Through a collaborative approach, Tammy works closely with client stakeholders to develop reports and recommendations tailored to each organization's unique operational environment. Her deliverables provide leadership with actionable insights that support informed decision-making and sustainable performance improvements.

Prior to joining Baker Tilly, Tammy served as a **Performance Auditor with the Washington State Auditor's Office**, where she conducted independent audits of government programs and operations in accordance with **Government Auditing Standards (GAGAS)**.

Woody Battle - Manager

Engagement role: Project manager

As a public sector advisory manager, Woody has more than six years of experience developing strategic plans, aligning operations to strategy and managing organizational risk. He leverages experience with organizational restructuring and operational audits of public sector organizations, and financial analysis for private multi-national organizations, as well as private sector experience in Fortune 500 supply chain consulting.

February 17, 2026

City of North Richland Hills, TX

Proposal for a Utility Billing Operational Efficiency Audit

Contents

February 17, 2026

Baker Tilly Advisory Group, LP
17 Cowboys Way
Suite 800
Frisco, TX 75034
+1 (972) 748 0300
bakertilly.com

City of North Richland Hills
Attn: Paulette Hartman, City Manager
Purchasing Department
4301 City Point Drive
North Richland Hills, TX 76180

Dear Ms. Hartman:

Baker Tilly understands that the City of North Richland Hills (the City) is seeking a qualified partner to conduct a comprehensive operational efficiency study of the Utility Billing and Collections Department. This proposal is the starting point — our vision of how we can achieve your goals with a focus on identifying actionable improvements to streamline workflows, improve customer service, and enhance operational and financial performance.

Baker Tilly brings a long-standing commitment to public sector excellence—combining deep governmental advisory specialization with the scale to deliver. We are supported by a national platform organized to deliver sector-focused service, enabling us to bring the right blend of utility operations, process improvement, technology optimization, and financial best-practice expertise to engagements like this one.

For state and local government clients specifically, Baker Tilly's public sector practice includes many professionals and subject matter specialists dedicated to improving local government operations nationwide. This depth allows us to bring tested approaches to operational efficiency studies, process improvement, and performance measurement—while still providing a responsive, hands-on engagement team.

Your RFP calls for demonstrated expertise in municipal utility operations, business process re-engineering, and financial best practices, with deliverables that include AS-IS and TO-BE process mapping, peer benchmarking, assessment of customer satisfaction, and an implementation roadmap with ROI considerations. That is the core of the work our public sector advisory teams deliver. Our operational efficiency audit approach is designed to help public-sector operations become more cost-effective and responsive. We accomplish this by identifying the right organizational structure, staffing, roles, process steps, and technology to streamline delivery and align work to priorities and strategy.

We appreciate your consideration and welcome the opportunity to serve as the City's partner in delivering a forward-looking, practical plan to optimize utility billing operations, improve the customer experience, and strengthen financial integrity. We can't wait to get started.

Sincerely,

Caitlin Humrickhouse, M.P.A., SWP, Principal
+1 (312) 729 8098 | caitlin.humrickhouse@bakertilly.com

Experience, qualifications and reputation

Give a brief overview of the firm including, but not limited to, organizational structure and size, areas of specialization, number of years in operation, etc. Include an overview of similar services provided on a regional and local basis.

Baker Tilly at a glance

At Baker Tilly, we bring a legacy and commitment to helping our clients embrace what's next. With more than 11,000 professionals from coast to coast and internationally, our resources fuel our ability to offer clients deep industry insights, bold thinking and holistic solutions. Our ranking as the sixth-largest advisory CPA firm means we're actively shaping the industry landscape across markets.

GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

Baker Tilly will successfully guide the City through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, tax and assurance firms in the United States.

What does our size mean for you? It's about having a powerhouse team of passionate professionals unafraid to roll up their sleeves and provide hands-on support for the City. It's about team members brimming with thoughtful ideas, backed by the scale of a firm genuinely dedicated to your success.

When you choose Baker Tilly, you're not just choosing a leading advisory, tax and assurance firm. You're choosing a skilled navigator for the road ahead.

Bringing greater value, relationships and resources to our clients: Baker Tilly and Moss Adams have joined forces

On June 3, 2025, Baker Tilly and Moss Adams combined to redefine advisory and accounting services for our clients. The merger, which makes Baker Tilly the sixth-largest advisory CPA firm in the United States, brings deeper industry specialization, broader geographic reach and expanded capabilities to the City.

bakertilly X MOSSADAMS

Our unified firm operates under the Baker Tilly name, forming a leading firm positioned to help the middle market navigate an increasingly complex environment. Our combination multiplies the value we can deliver through a shared people-first culture, client-centric service model and steadfast commitment to quality. A fixture on the West Coast, Moss Adams adds a significant presence in Washington, California, Arizona, Colorado and New Mexico, and in Texas.

Upholding tradition while focusing on what's ahead

Where we've been and where we're going with the City

We started by planting strong roots nearly a century ago. From there, we never stopped growing. Since our founding, we have grown to encompass more than 50 different business combinations, each with its own rich history. We have augmented our scope across industries, services and areas of expertise to better serve our clients. And we have expanded our reach from coast to coast and around the globe.

What hasn't changed? Our dedication, values and passion for enhancing and protecting our clients' value. That legacy continues with our service to the City.

Similar services provided on a local and regional basis.

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:	
Accounting services and assurance	**Housing and economic development**
Arbitrage/rebate regulatory compliance	**Human capital services**
Attestation services	**Investment services****
Capital planning	**Organizational management advisory**
Cybersecurity consulting	**Post-issuance compliance**
Economic development	**Public finance/bond issuance***
Efficiency studies	**Process improvement**
Federal funding advisory	**Rate and user fee studies**
Financial management services	**Risk advisory and internal audit**
Financial reporting and GAAP services	**Strategic planning**

** Services provided by Baker Tilly Municipal Advisors, LLC, a registered municipal advisor and controlled subsidiary of Baker Tilly Advisory Group, LP, a tax and advisory firm.*
*** Services provided by Baker Tilly Investment Services, a division of Baker Tilly Wealth Management, LLC, which is a registered investment advisor and controlled by Baker Tilly Advisory Group, LP.*

State whether the firm is local, regional, national, or international. Give the location of the office(s) which will provide the service to the City.

Spanning the nation and the globe with our resources for you

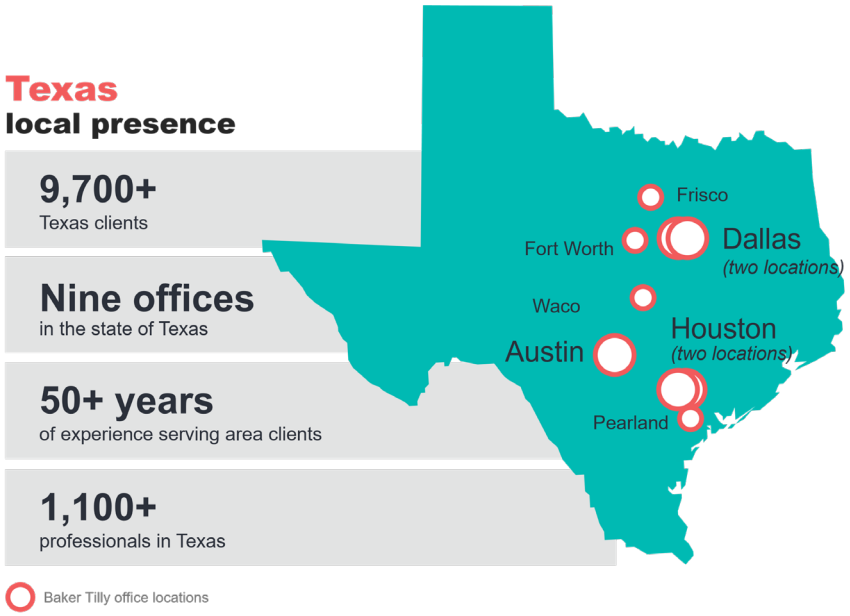
The City will have access to resources in over 100 worldwide Baker Tilly office locations, including 25 U.S. states and 13 international office locations. This means wherever you do business and wherever your business grows — across the nation or around the globe — you'll have a team of specialists who

know the landscape and can help you achieve your goals in compliance with the local laws and regulations.

Local presence in Texas

North Richland Hills will benefit from a responsive, accessible local engagement team based year-round in our Frisco, TX office, while also gaining access to resources that span the nation and the globe. As home to the ninth-largest economy in the world and one of the fastest-growing, most diverse economies in the United States, Texas is a place where growth matters—and we're proud to be growing right alongside you, with more than 1,100 professionals across nine Texas offices serving clients in a wide range of sectors.

For the City, that means exceptional service from a local team passionate about protecting and enhancing your value, with the ability to draw on our firm's broad national resources as your goals or needs evolve.



EXPANDING ACROSS THE TEXAS MAP TO SUPPORT THE CITY

When the City wants a team with an in-depth understanding of economic conditions, knowledge of regional and state regulations and local assistance, you won't have to go far.

List and describe the firm's experience in providing the services being requested. The list should identify a minimum of five (5) clients served, preferably other municipalities or public agencies, during the last five (5) years out of the office that will be serving the City of North Richland Hills. The reference list should include contact names, valid email addresses, phone numbers, dates of service, and a description of the services provided.

Demonstrating that we've been down this path before

The experiences of our clients speak more about Baker Tilly's capabilities than any proposal ever could. That's why we encourage you to talk with our clients. Here are a few individuals who welcome the opportunity to share their Baker Tilly experience.

Each will give you an authentic perspective as you consider your own needs.

CITY OF SANTA MARIA, CA – UTILITIES DEPARTMENT			
Name	Shad Springer	**Title**	Director of Utilities
Phone	+1 (809) 925 0951 ext. 721	**Email**	sspringer@cityofsantamaria.org
Dates of service	12/14/2023 to 2/28/2025		
Services	Baker Tilly was engaged by the City of Santa Maria to conduct a comprehensive assessment of the Utilities Department (providing water, wastewater and solid waste services). The assessment aimed to evaluate the department's current workforce structure, operational efficiency, and preparedness for future growth and challenges. The project involved various activities, including interviews, site visits, analysis / application of best practices, and peer research, to gather insights and inform the recommendations. The project delivered a set of 73 recommendations to enhance the effectiveness and sustainability of the Utilities Department. These recommendations focused on enhancing infrastructure and operational efficiency, strengthening technological capabilities, organizational restructuring, developing master plans and strategic roadmaps, optimizing financial and administrative processes, and improving knowledge management. The assessment provided a staffing model with a ten-year outlook and strategic guidance to help the department navigate the complexities of its operations and demands, ultimately achieving its mission of delivering high-quality utility services to the community.		

NORTH TEXAS MUNICIPAL WATER DISTRICT			
Name	Brian Brooks	**Title**	Assistant Deputy Director
Phone	+1 (972) 442 5405	**Email**	brian.brooks@swbno.com
Dates of service	6/1 2021 to 11/30/2021		
Services	Baker Tilly was engaged to provide an independent review of NTMWD's administrative functions. The report produced 20 recommendations addressing areas such as enterprise risk management, compensation and human capital management, procurement and technology. Baker Tilly used the EPA's EUM framework to assess each area of operations.		

MADISON METROPOLITAN SEWERAGE DISTRICT			
Name	William Walker	**Title**	Deputy Executive Director and Director of Budget and Planning
Phone	+1 608) 235-1033	**Email**	WilliamW@madsewer.org
Dates of service	3/24/2025 to 8/29/2025		
Services	Baker Tilly partnered with the Madison Metropolitan Sewerage District to conduct a comprehensive organizational design assessment aligned with strategic goals. We reviewed budgets, organizational charts, policies, and performance metrics, and gathered insights through employee surveys, interviews, and focus groups. Based on this analysis, we developed multiple future-state organizational structure options with detailed reporting relationships, financial impact analyses, and implementation strategies. Our final report provided actionable recommendations to optimize staffing, improve processes, and enhance technology usage.		

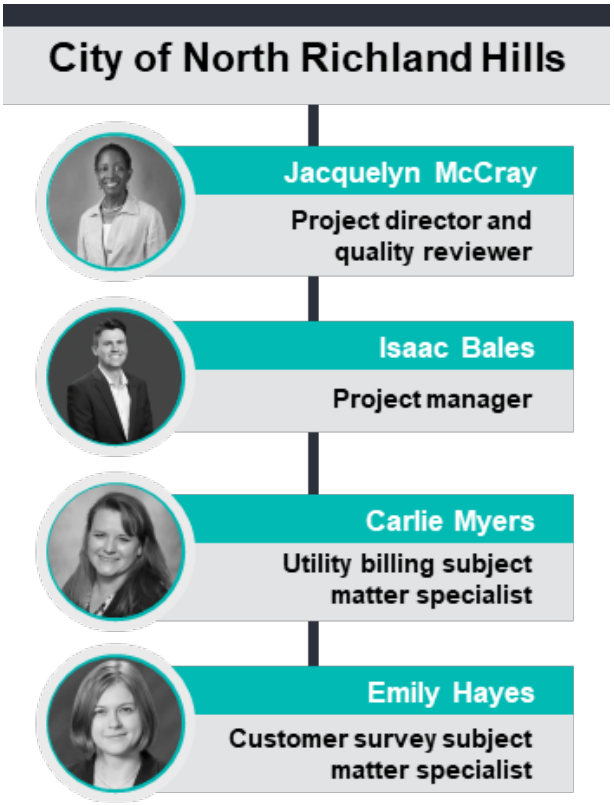
CITY OF SAN LUIS OBISPO, CA			
Name	Greg Cruce	**Title**	Interim Maintenance Operational Manager
Phone	+1 (805) 781 7264	**Email**	gcruce@slocity.org
Dates of service	7/14/2023 to 5/17/2024		
Services	Our team was engaged by the Public Works Department to thoroughly examine the Maintenance Division's organizational structure, work practices, and staffing. Through a comprehensive approach involving staff interviews, document reviews, and the study of best practices, we identified several areas for Improvement. Our primary recommendation involved optimizing the Maintenance Division's organizational structure and staffing distribution. We recommended dividing the division into two sections to enhance management support and streamline operations along with the creation of new roles to foster better management of responsibilities and ensure effective succession planning. Additionally, we emphasized the importance of embracing technology and performance measurement systems to improve communication, streamline processes, and facilitate data-driven decision-making, thereby enhancing overall operational efficiency and responsiveness.		

CITY OF MILBRAE, CA			
Name	Sam Bautista, P.E.	**Title**	Kent County, DE, Director of Public Works
Phone	+1 (302) 744 9725	**Email**	sbautista@kentcountyde.gov
Dates of service	3/29/2023 to 4/13/2024		
Services	Our team conducted a thorough assessment of the department to take a fresh look at the department’s organization structure and staffing to ensure it is rightsized to meet the organization’s core goals. This included a review of succession planning and other operational needs. This evaluation concluded that the department should be restructured into two primary divisions (an Operations Division and a Water and Wastewater Division) to address span of control challenges and provide additional management capacity to ensure key goals are being met. There are also gaps in staffing, such as within the Water Pollution Control Plant, Environmental Programs, and gaps related to the review of new development projects. The department would also benefit by strengthening its capacity in critical areas such as performance measurement, analytics, and its use of technology. Addressing these and other issues will require adding 7.5 full-time equivalent (FTE) positions. Finally, the department has seen a significant turnover of staff members in recent years, which has eroded its capacity and institutional knowledge. This report recommends several succession planning approaches to bolster and rebuild the team and develop a greater level of resilience for the future. Other key recommendations address the need to improve City streets and develop a strategic plan to guide the department in the future.		

EXPERIENCE MATTERS. ESPECIALLY THE EXPERIENCE OUR CLIENTS RECEIVE

Connect with our clients to learn more. Additional references are available by request.

Provide an organization chart for the project team, including any subconsultants. Identify the role and value each staff member with play in the City's projects along with the level of time commitment.

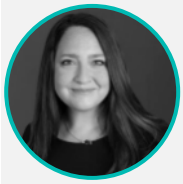


For each key staff member and subconsultant that will be performing detailed, onsite work for the City's project, provide a brief resume that includes an outline of their education, work history, and work on similar projects that makes them a qualified consultant for the City's projects.

Leading the City's operational efficiency audit services and uncovering opportunities along the way

Meet the operational efficiency audit team we've assembled to achieve everything you envision. Selected intentionally for your goals and backed by our specialized resources, these individuals are collaborative and multidisciplinary. Their passion for the public sector will make them an unstoppable force on your behalf. You'll find their bios below and complete resumes in **Appendix A**.

THE TEAM TO ACHIEVE CITY OF NORTH RICHLAND HILLS' GOAL



Caitlin M. Humrickhouse, M.P.A., SWP — Principal

Engagement role: Engagement signer

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection.

Jacquelyn McCray, Ph.D., AICP — Director

Engagement role: Project director and quality reviewer

Jacquelyn has been a key staff member on myriad projects creating strategic plans, facilitating community engagement, and analyzing development review processes, performance measurement and organizational review. She is particularly adept at process improvement, benchmarking, performance management, training and development, strategic planning and priority setting, and focus group facilitation. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity.

Jacquelyn has over twenty-five years of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. She is a member of the American Institute of Certified Planners and the International City/County Management Association.

Isaac Bales — Manger

Engagement role: Project manager

Isaac's sole focus is the public sector, with an eight-year track record of working with public utilities, local governments, special districts and other public sector organizations. Over the years, he has served these organizations in various capacities, including municipal advisor, project manager, and business partner. Isaac's diverse project experience has allowed him to specialize in areas such as human resource process reviews, organizational and operational assessments, cost benefit analyses, and software selection services. While focusing in these areas, his prior experiences allow him to understand the larger goals and objectives at play.

Carlie Myers — Special advisor

Engagement role: Utility billing and operations subject matter specialist

Carlie has 25 years of experience delivering high quality public services in municipal government. She served most recently as the Utilities Assistant General Manager for Finance/Administration in the City of Riverside (CA)'s Public Utilities Department. In that role she managed utility financial-related activities, including operating and capital budgets; rate administration, billing, customer information systems; customer engagement activities and programs; union negotiations, and administration. Carlie also served as Riverside's Deputy City Manager, coordinating the overall administrative activities and operations of the City and managing the Finance Department, the Internal Audit Division, and Community Police Review Commission.
She completed eCornell's Diversity & Inclusion Certificate Program.

Emily Hayes — Manger

Engagement role: Customer survey subject matter specialist

Emily is a manager in Baker Tilly's Management Advisory practice with more than 10 years of experience supporting public, nonprofit, and private sector organizations. She specializes in business process optimization, data transformation, risk assessment, and strategic analysis, delivering clear, actionable insights that drive informed decision-making and long-term effectiveness.

AN INTEGRATED TEAM WORKING TOGETHER FOR SUCCESS

Each professional on your team was selected for a reason, but it's our collective brainpower and collaboration that will ultimately make a difference for the City.

Describe the capacity of your staff and their ability to perform the work in a timely manner relative to the present workload.

Committing now to serving the City for the long term

Your team is excited and deeply committed. In fact, before responding to this RFP, each of them evaluated their workloads to make sure they can deliver the exceptional, attentive, responsive service the City deserves.

Our schedules are clear and we're ready to work closely with your management to co-develop detailed timelines for transition, fieldwork and assurance that meet your deadlines.

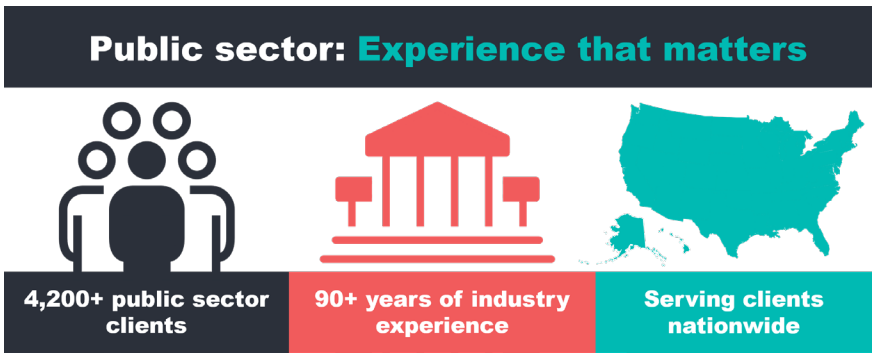
Provide any special circumstances or capabilities that you would like City to know about you and your company's team.

Delivering specialized expertise to our public sector clients

Unlike many other firms, Baker Tilly is organized by sector, not service line. What does this mean for the City? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in the activities of the City. The City of North Richland Hills will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other sectors. Recognizing this complexity and eager to serve as a true valued advisor to the public sector, **more than 550 Baker Tilly professionals — including more than 50 principals —** focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like the City.

Nationwide, our public sector practice serves more than 4,200 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities.



COMMITMENT TO THE PUBLIC SECTOR

Baker Tilly has been in business for nearly a century, and public sector entities were some of our first clients.

In addition to our experienced engagement team, Baker Tilly will draw upon the deep wealth of expertise of firm personnel and many subject matter advisors. Members of the Baker Tilly team have extensive prior careers in all areas of municipal government as former directors and senior managers. This is a strategic talent differentiator for Baker Tilly, and a valuable asset to our public sector clients. Below, we included a table demonstrating the breadth of expertise among our municipal government specialists who can support the core team and the City of North Richland Hills.

Specialists	Admin. Services	Best Practices	Information Technology	Finance & Budget	Performance Metrics & KPIs
Carlos Ramos	●	●			
Chris Bingham		●		●	●
Pete Gonda, MPA, CPPO	●	●		●	
Robert Leland		●		●	
Tyler Schenck	●	●	●		

Provide a minimum of one representative sample of a report that the City will receive at the conclusion of a phase of work.

A representative sample report is provided in **Appendix B**. This sample illustrates the type of deliverable the City will receive at the conclusion of a project phase, including the level of analysis, structure, and clarity of findings and recommendations.

Proposed methodology and tools

Outline how the services will be performed for the operational and efficiency study of the Facilities Construction Management Department operations processes. The outline should include a proposed work plan, timeline of the project, including key milestones and total estimated time needed, and the firm's expectations with regards to City staff assistance that will be needed.

Methodology and Tools: Consultants must provide a detailed description of their proposed methodology, including the analytical tools and techniques they will utilize to conduct the study and develop recommendations. This should include an explanation of how process improvement principles will be applied to identify and analyze operational inefficiencies.

Operational Efficiency Audit

Our team helps make public-sector operations more cost-effective and responsive by transforming departments and entire governments to align with the organization's overall strategy. We help identify the right structure, staffing roles, and process steps to streamline operations and align actions to strategy. This enables our clients to intentionally direct resources toward priorities within the department, for those it supports and across the organization.

Our efficiency audits are critical to determining:

- Strategic visioning and operational alignment
- Division of roles and responsibilities
- Reporting relationships and spans of control
- Workload balance and resource allocation
- Efficient and effective use of technology
- Cultural, environmental and fiscal sustainability

Based on our understanding of the needs of North Richland Hills as outlined in the RFP and based on our prior experience, we have prepared the following plan of work. We are able to modify and refine the proposed phases and activities based on further discussion with you.

Phase 1—Plan and manage project

In this phase we ensure that everyone shares the same understanding of the project scope, objectives, deliverables and timing. We also confirm that both client and consultant have appropriate resources available and are well-coordinated.

1.1—Confirm scope, objectives and timing

This task includes a kick-off meeting with the project steering committee at the City. The following subtasks will be completed to finalize the project design:

- **Define project success**. Discuss how the project aligns or impacts other initiatives and how North Richland Hills wants to use the results of the project to further support its goals. Based on the RFP, our understanding of success is an increased customer satisfaction score, a shortened revenue collection timeline, and identifying measurable process efficiency gains through technology use. These goals will be examined and analyzed in detail, as detailed below.

- **Review work plan**. Review the proposed objectives, scope and approach and make revisions, as needed, based on the project success discussion. We will also introduce the "Information Request" listing key documents needed as a part of our initial data gathering and identify individuals for confidential interviews.
- **Arrange logistics/administrative support**. Agree upon a detailed project schedule, project status meeting frequency and agenda, contact persons, interview schedule and other logistics and support requirements etc.

We are sensitive to your busy schedule and competing deadlines. We begin every engagement with a mutually agreed-upon timeline. Using that timeline, we develop and commit to a project approach to ensure there are no surprises along the way. The agreed-upon project approach serves as a communication and monitoring tool for the City and the Baker Tilly team.

1.2—Finalize project approach and stakeholder outreach

Based on information developed during the kickoff meeting, the Baker Tilly team will prepare a ***Project Inception Report***. The report will solidify the agreed upon project approach, the various internal and external stakeholder interests and groups, suggest engagement methods for each, identify those accountable for completion of the proposed engagement activities, issue complete project schedule, and conclude with execution activities.

Key activities and deliverables

- Conduct virtual kick-off meeting
- Discuss project schedule and key milestones
- Confirm list of stakeholders and project approach
- Issue Project Inception Report

Phase 2—Assess current structure and operations

2.1—Review initial background information

During this step the Baker Tilly team will begin reviewing information provided by the City. We will gather as much of this data/information as obtainable from publicly available websites. Our review may include:

- Department operating budget and strategic plan
- Organization charts and existing process workflow diagrams
- Budgeted full-time equivalent staffing levels by position
- Position descriptions
- Enterprise-wide and department-specific technology systems in use
- Relevant policies and procedures or employee handbooks
- Implementation materials provided by vendor
- Key performance indicators and operating metrics
- Community and employee surveys
- Other relevant information

2.2—Conduct interview and focus group meetings

Baker Tilly will develop the project interview and focus group schedule and questions with the project steering committee. The meetings will include both public sector subject matter experts and generalists. This proposal includes 14 interviews for the following positions/functional areas/stakeholder groups:

- Utility Billing and Collections Department leadership to discuss strategic priorities, staffing challenges, and gaps in services or skillsets to meet strategic priorities.
- Supervisory leadership to discuss daily operations, division of duties, staffing and skillset gaps, technology usage, and identified operation improvements.
- Individual or small focus group meetings with Utility Billing and Collections Department employees to understand how work is distributed, workflows, and technology usage.

We will focus on the organizational structure and staffing, workflow processes and current operations for billing and utility accounts, technology use and data for financial reporting and management, culture, responsibilities and collaboration. The scope of our data gathering may address:

- Primary functions, responsibilities and required skills
- Staffing assignments, turnover and vacancies
- Training and professional development
- Policies, procedures and work order management
- Communication methods and frequency
- Hand-offs within the department and with other departments
- Service needs, met and unmet (with a focus on key performance indicators and reports available/used)
- Role-based system access
- Shadow system usage (including excel spreadsheets)

2.3—Develop current state process maps

The Baker Tilly team will document the current workflows for the utility billing, payment, and collections processes. The process maps will be a visual representation that describes each step, step owner, system used (technology or medium), and identifies risks or inefficiencies found during their creation. This proposal includes development of three ‘AS-IS’ (current state) process maps.

Process maps will be developed through workshops (in-person or virtual) with key employees that have a role in billing, payments and collection to discuss the specific steps, from start to end. Workshop participants will be identified through employee interviews and confirmed with the City’s project steering committee. Workshops are collaborative and require participation by City employees to help document the specific steps of each process.

2.4—Develop and conduct customer satisfaction survey

Baker Tilly will develop and conduct a customer satisfaction survey using the Qualtrics Research Core platform. Survey questions will be developed using best practices and Baker Tilly extensive professional experience. Questions will be provided to the project steering committee and updated based on feedback to ensure it captures information to answer the City’s concerns about account setup, service requests, billing and customer service.

Qualtrics supports multiple distribution options—including email distribution through the platform, anonymous open links, QR codes, and embedded website links. This flexibility allows us to meet your customers where they are while still maintaining strong data integrity.

Best practice is to distribute the survey directly from Qualtrics using individualized email links, as this method enables the full suite of automated follow-up capabilities, including:

- Tracking of who has and has not responded

- Scheduled reminder messages targeted only to non-respondents
- Delivery monitoring (bounces, opens, clicks)
- Preventing duplicate responses
- Improved respondent experience, including one-click return to a partially completed survey

A standard cadence includes an initial survey invitation followed by one to two reminders over a 10 to 21-day response window. These reminders can be timed based on response-rate trends, urgency, or your communication preferences. If alternative distribution methods are required (such as a general link provided by the association), we adjust our follow-up plan accordingly, recognizing that some automation and tracking capabilities may be more limited.

All data collected is stored directly within Qualtrics' SOC 2 Type II–certified, encrypted cloud infrastructure. Data is backed up automatically by the Qualtrics platform and is accessible only to authorized members of the Baker Tilly team.

Survey data is exported to secure firm systems only when needed for analysis and reporting. No data is stored on local devices unless encrypted and permitted by firm policy. All handling aligns with our firm's internal confidentiality and data security protocols. Further information related to data security and data integrity will be addressed as requested.

2.5 —Peer Benchmarking

Baker Tilly will benchmark North Richland Hills's utility billing function against industry standards of the American Water Works Association (AWWA) and three comparable peers, as confirmed by the project steering committee. Peer and industry benchmarking will focus on information available through publicly available resources such as industry reports, budget documents, performance dashboards, and other publicly accessible websites. Additionally, Baker Tilly will conduct 30-45 minute meetings with peer organizations to clarify public data and gain additional insights into their operations. This proposal includes data gathering for up to five peers as part of the benchmarking analysis.

The information compiled for North Richland Hills and municipal peers will focus on functional alignment, staffing levels and responsibilities, number of customer accounts, customer satisfaction scores, collection rates, and other key performance indicators.

Key activities and deliverables

- Review of all data provided
- Develop and issue customer satisfaction survey
- Conduct on-site/remote individual interviews, focus group meetings, and process mapping workshops
- Develop and validate current state process maps
- Peer benchmarking

Phase 3—Analyze current state and develop preliminary recommendations

3.1—Develop current state assessment report

The Baker Tilly team will synthesize and analyze the information collected up to this point and develop a ***Current State Assessment Report***; inclusive of initial observations to discuss with the project steering committee. Our observations will identify:

- Gaps in policies, processes, and associated staffing or structure needed to meet strategic goals

- Technology leveraging opportunities
- Resources needed to meet results-based metrics and other performance measures
- Key themes resulting from the customer satisfaction survey, peer benchmarking, and interviews

The Baker Tilly team will discuss report with the project steering committee to solicit feedback and discuss the direction and focus of the next phase. During this meeting, the project team and steering committee will identify high priority items for detailed recommendation development.

3.2—Analyze process and staffing needs

Building from the ***Current State Assessment Report***, Baker Tilly will identify changes to processes, operations, or staffing levels to meet priorities and goals. When available, we will incorporate standard industry metrics and incorporate the benchmarks from Task 2.5 into the analyses, as appropriate. Tasks performed and resources used may include:

- Analyze service delivery metrics
- Identify staff and processes needed to optimize technology capabilities
- Identify employee soft and technical skills needed for responsibility realignments
- Identify communication strategy needs
- Research and identify appropriate industry best practices and organizational alignment based on information and standards from:
  - International City/County Management Association
  - American Water Works Association
  - Public Sector Human Resources Association
  - Society for Human Resources Management
  - Government Finance Officers Association

We will analyze staffing levels, workload, distribution of tasks, skill level needs and workflow and determine optimal staffing for enhanced service levels, while keeping costs as low as possible.

3.3—Create preliminary recommendations

Baker Tilly will prepare preliminary recommendations and meet with the project steering committee to review and discuss them. The preliminary recommendations may include staffing and structure changes such as position moves, new positions, or changes to staffing levels. Process recommendations may include specific changes to workflow steps, technology use, or inter- and inter-departmental communication, etc.

We find that visual aids help facilitate conversation. To supplement our written recommendations, Baker Tilly will also develop draft organizational charts and To-Be (future state) process maps to discuss with the City's project steering committee.

Key activities

- Research industry best practices
- Complete analysis and prepare draft future state recommendations report
- Conduct remote preliminary recommendation review meeting with project steering committee

Phase 4—Recommend and report

4.1—Prepare and issue report

Baker Tilly will prepare a draft report to include the consulting team's observations and recommendations. The report will address:

- Future state process maps – inclusive of changes for process efficiency
- Organizational structure recommendations down to the position and full-time equivalent levels
- Primary roles and responsibilities for new or restructured positions
- Observations and recommendations related to processes and technology as it relates to staffing and efficiency
- Cost-benefit analysis for recommendations, as appropriate
- Details on rationale, metrics, and tools used for our analysis

In addition to the project report, we will prepare an Implementation Action Plan (IAP) incorporating each recommendation. The IAP sets forth the steps required for execution, assigns responsibility for action, and an assigned priority level (immediate, near or long term) for initiating each recommendation. The IAP is prepared as a starting point and roadmap for the City and is provided for ongoing use as a living document to track and update, with specific dates and responsibility owners, as the recommendations are executed.

Baker Tilly consulting teams operate under the principle of “no surprises.” We always make final recommendations with our client’s active involvement and input. We solicit feedback to ensure our facts and conclusions are correct. We want to make sure both the consulting team and the client understand the ramifications of the recommendations and proposed solutions to identified challenges.

We will review the draft report and ***Implementation Action Plan*** with the project steering committee and make needed edits, then issue the final report.

4.2 Present report and provide ongoing support

We are available to present the findings of our report to City leaders (management and City Council), either in person or virtually, at your direction. We are also available to answer questions or provide clarification as officials work to implement the recommendations. We are always only a phone call or email away.

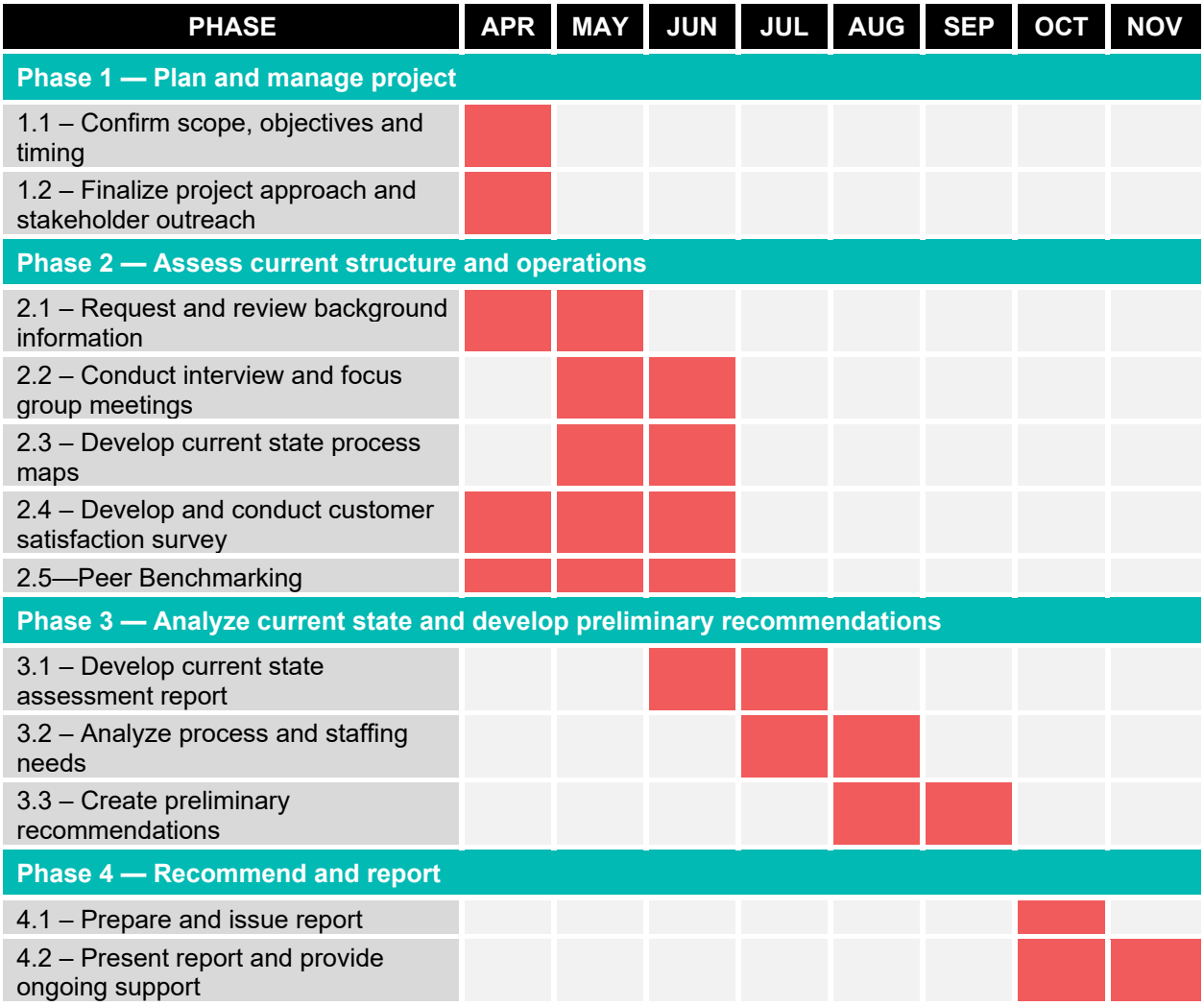
Key activities

- Draft report development
- Draft implementation action plan
- Conduct remote meeting with project steering committee to discuss the draft report
- Incorporate feedback from the City and deliver final report
- Present key findings and recommendations to City leaders

Proposed Timeline: The consultant shall provide a detailed project timeline outlining all phases of the audit and analysis, including key milestones and deliverables. The proposed timeline should demonstrate an efficient and effective approach to completing the project within a reasonable timeframe.

Delivering a project schedule to meet the City's expectations

The chart below represents our customized approach to deliver operational efficiency audit services to the City on time. As appropriate interviews, focus group sessions, workshops and reviews of deliverables will be conducted remotely and/or onsite.



OUR COMMITMENT TO THE CITY

Working closely with you and your team, we will co-develop a timeline to deliver on time or ahead of schedule.

Proposed pricing

Provide a proposed pricing methodology, structure, and proposed pricing for the project. The pricing submittal shall include multiple options for the City to consider and should include an a la carte fee schedule that allows the City to review and select services it feels is in the best interest of the City.

Delivering a professional fee estimate for the City

Project costs are important to the City, as they are to Baker Tilly. We carefully prepared your project budget, based on the needs and objectives described in the City's RFP and our experience conducting similar assignments.

The City of North Richland Hills' RFP outlines a comprehensive scope of services. Our budget estimate allows for a thorough analysis and insightful advice from an experienced team of government consulting professionals, providing a high value for fees. If, however, our project plan and budget do not align with your expectations, we will be happy to review both to achieve an appropriate balance between your desired results and our pricing.

Baker Tilly will provide the services described in this proposal for the total fixed price, inclusive of both professional service fees and out-of-pocket costs, of **$85,000**.

PHASE	FEE
Phase 1 — Plan and manage project	$6,500
Phase 2 — Assess current structure and operations • Information request and review: $6,000 • As Is Process Maps (3 Maps): $10,000 • Employee Interviews (14 Interviews): $7,000 • Peer Benchmarking (5 peers): $9,000 • Customer Satisfaction Survey: $9,000 • Travel (Process map workshops): $4,000	$45,000
Phase 3 — Analyze current state and develop preliminary recommendations	$16,000
Phase 4 — Recommend and report • Report Creation: $16,000 • Travel (In-person Presentation): $1,500	$17,500
Total Fees	$85,000

Pricing additional work

Should the City request and authorize additional work outside the scope of services described in our proposal, we would invoice the City at either our standard hourly rates or at an agreed-upon fee based on the additional scope requested. This may include:

- Work related to a special request
- Additional on-site meetings or presentations

- Additional benchmark comparisons or comparison jurisdictions
- Project delays of more than four weeks attributable to the client
- Ongoing implementation support

The current Baker Tilly professional service billing rates are shown in the table below:

TITLE	HOURLY RATE
Principal	$390
Managing director	$330
Director	$330
Senior manager	$260
Manager	$215
Senior consultant	$175
Consultant	$140
Administrative support	$50

BAKER TILLY'S STANDARD HOURLY RATES

We will base fees for additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and never perform additional work without approval.

Stating our assumptions

We based our project scope and fee quote on the assumptions detailed below. Should any of these change during the engagement, we will bring the matter to the City's attention immediately and prepare a change order detailing the new requirements and corresponding budget impact. We will not undertake additional work without the City's written approval. Assumptions include:

- The City's senior management is fully committed to the success of this project.
- The City will designate and assign a dedicated project manager, who will be responsible for coordinating activities with Baker Tilly and the City personnel, as needed, throughout the project.
- Baker Tilly will have access to and be provided with electronic or other readily available data without the need to conduct data extraction or comprehensive synthesis.
- Information will be provided within the specified timeframes and format.
- There will be no significant changes in scope from that outlined in this proposal.
- Our bid is conditioned upon being afforded the opportunity to propose additional terms and negotiate mutually agreeable revisions to Utility Billing Operational Efficiency Audit Contract prior to executing a final contract.
- The City recognizes that the services provided are advisory in nature only and that the City will assume responsibility for implementation decisions.
- Adherence to project timelines depends upon client personnel's availability to participate in interviews, focus groups, deliverable reviews, etc.
- Work will be performed onsite or virtually as appropriate for the type of work being performed.

Appendix A: Resumes

PRINCIPAL

Caitlin M. Humrickhouse, M.P.A., SWP

Caitlin Humrickhouse is a principal with Baker Tilly's public sector advisory practice.

Baker Tilly Advisory Group, LP

400 North Ashley Drive
Suite 1600
Tampa, FL 33602
United States

T: +1 (312) 729 8098
caitlin.humrickhouse@bakertilly.com

bakertilly.com

Education

Master of Public Administration with a concentration in financial management
University of Illinois at Chicago

Bachelor of International Business
Bachelor of Spanish
University of Illinois at Urbana–Champaign

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.

Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- International City/County Management Association (ICMA)

Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

DIRECTOR

Jacquelyn McCray, Ph.D., AICP

Jacquelyn McCray is a director with Baker Tilly's public sector advisory practice.

Baker Tilly Advisory Group, LP

140 E Town St
Suite 1275
Columbus, OH 43215
United States

T: +1 (513) 394 7369
jacquelyn.mccray@bakertilly.com

bakertilly.com

Education

Ph.D. in leadership and change
Antioch University
(Culver City, California)

Master of public administration
Bachelor's degree in urban planning
University of Cincinnati

Jacquelyn is a professional urban planner. She has worked on numerous projects involving development review, organizational and workflow analyses, performance measurement, strategic benchmarking and planning, and service sharing. Jacquelyn has experience in process improvement and re-engineering of local government development review processes involving multiple departments and agencies.

She also has excellent interview and facilitation skills and frequently conducts leadership, employee and stakeholder focus group meetings. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity.

Jacquelyn previously held positions as a budget analyst, project manager and land-use manager with the City of Cincinnati. After concluding her tenure with Cincinnati, she served as vice chairperson and member of the Cincinnati City Planning Commission for nine years.

Specific experience

- Extensive experience helping local governments create strategic plans and community visions, reform and improve development review processes, analyze organizations and workflows, develop performance measures and analyze peer benchmarking data
- Designed and facilitated strategic planning and goal-setting workshops for municipalities and organizations across the U.S.
- Performed organization and operations analysis for municipalities and organizations across the U.S.
- Refined experience in analyzing organizational operations, conducting development review process analyses and identifying improvement projects for planning and land use management organizations

MANAGER

Isaac Bales

Isaac is a manager with Baker Tilly's public sector practice.

Baker Tilly Advisory Group, LP

66 Hudson Blvd E
Suite 2200
New York, NY 10001
United States

T: +1 (317) 465 1659
isaac.bales@bakertilly.com

bakertilly.com

Education

Bachelor of Science in finance
Butler University
(Indianapolis, Indiana)

Isaac is a trusted advisor to public utilities, local governments and special districts, serving as a project manager and strategic business specialist. He brings deep expertise in human resource process reviews, organizational and operational assessments and software selection initiatives. His broad project experience enables him to align tactical improvements with the strategic goals of public sector organizations, driving efficiency, accountability and long-term value.

Specific experience

- Leads organizational and operational reviews to enhance efficiency, optimize staffing, streamline processes and evaluate alternative service delivery models
- Conducts business process assessments to identify improvement opportunities, strengthen internal controls and align operations with industry best practices
- Delivers end-to-end technology consulting including needs assessments, request for proposal (RFP) development, vendor evaluation and demo facilitation for enterprise resource planning (ERP), asset management and other enterprise systems

Industry involvement

- American Public Works Association (APWA)
- American Public Power Association (APPA), Business and Finance Conference Planning Committee
- Public Sector HR Association (PSHRA)
- Project Management Institute (PMI)

Thought leadership

- Core workout with Core Competencies, North Carolina – PSHRA Conference, speaker, 2025
- Building a talent pipeline, APPA National Conference, speaker, 2023
- Utility University: Workforce development- helping you transition towards new energies, presenter, 2022

Continuing professional education

- Project Management Professional (PMP)
- Public Sector HR Association – Certified Professional (PSHRA-CP)
- Registered municipal advisor representative

SPECIAL ADVISOR

Carlie Myers

Carlie is a special advisor with Baker Tilly's public sector advisory practice.

Baker Tilly Advisory Group, LP

2050 Main St
Suite 700
Irvine, CA 92614
Unites States

T: +1 (949) 222 2999
carlie.myers@bakertilly.com

bakertilly.com

Education

Bachelor of Science in Business Administration
University of Phoenix

Diversity and Inclusion Certificate Program
Cornell University
(Ithaca, New York)

Carlie has 25 years of experience delivering high quality public services in municipal government. She is skilled in developing strong internal and external relationships to facilitate collaboration within the organization, other agencies and community partners to achieve high priority goals.

Specific experience

- Served as utilities assistant general manager finance/administration for the city of Riverside, California's Public Utilities Department
- Managed all utility financial related activities, including operating and capital budgets; rate administration, billing, customer information systems; customer engagement activities and programs; union negotiations and administration
- Prepared board and city council reports and presentations including five year electric and water rate increases; self generation program; reserve policy review; capital improvement budgets and revenue bond issuance
- Member of the citywide equity team to ensure an inclusive and diverse workplace and ensure city programs and services continue to meet community needs
- Served as Riverside's deputy city manager
- Responsible for complex professional administrative work while assisting the city manager and assistant city manager with the coordination of the overall administrative activities and operations of the city
- Managed the finance department, the internal audit division and community police review commission, to promote effective and efficient operations throughout the organization
- Lead city efforts, outreach and council discussions for new policies addressing the California public employee's retirement scheme (CalPERS) pension unfunded accrual liability debit for, providing a long term fiscal sustainability for the city's financial health

MANAGER

Emily Hayes, CIA

Emily is a manager with Baker Tilly's management advisory practice.

Baker Tilly Advisory Group, LP

601 W Riverside
Suite 1800
Spokane, WA 99201-0663
United States

T: +1 (206) 302 6204
emily.hayes@bakertilly.com

bakertilly.com

Education

Master of Science in information management
University of Washington

Bachelor of Arts in international studies
American University

Emily is a seasoned consulting professional with more than a decade of experience delivering strategic, operational, and risk management advisory services to public, private, Tribal, healthcare, higher education and nonprofit organizations. She collaborates with a diverse portfolio of municipal, state, transit, utility, housing, and county agencies, as well as mission-driven and commercial entities, to strengthen performance, resilience and accountability. Emily specializes in business process assessment and optimization, data transformation, compensation and benchmarking studies, market and economic analysis, risk assessment, and business continuity planning. Known for her strong research and information management background, she provides clients with clear, actionable insights that support informed decision-making, operational efficiency and long-term organizational effectiveness.

Specific experience

- Association of Local Government Auditors (ALGA)
- Institute of Internal Auditors (IIA)
- International City and County Manager's Association (ICMA)

Continuing professional education

- Certified Internal Auditor (CIA)

Appendix B: Sample report

Utilities Department Assessment

February 4, 2025

bakertilly

February 4, 2025

Baker Tilly Advisory Group, LP
2570 W El Camino Real, Suite 640
Mountain View, CA 94040
+1 (949) 809-5588
bakertilly.com

[redacted]

[redacted]

Baker Tilly is pleased to transmit this report summarizing our assessment of the [redacted] (City) Utilities Department. The focus of this assessment was to evaluate the department's current workforce structure, operational efficiency, and preparedness for future growth and challenges.

The report presents our observations as well as a set of proposed recommendations to enhance the effectiveness and sustainability of the Utilities Department in meeting the growing needs of the community. Specifically, we have outlined strategies to optimize staffing levels, improve resource allocation, and streamline operational processes to ensure the department's continued success in providing essential utility services to the residents of the City.

We wish to thank City staff for their assistance in providing us with a variety of information and having candid discussions with our team members to inform this assessment. Their cooperation and insights have been invaluable in shaping our understanding of the department's operations and challenges.

We believe that the recommendations outlined in this report will provide a solid foundation for the Utilities Department to navigate the complexities of its operations and demands and ultimately achieve its mission of delivering high-quality utility services to the community.

Thank you once again for the opportunity to collaborate on this important initiative.

Sincerely,

Carol Jacobs, Managing Director
Baker Tilly Advisory Group, LP
+1 (949) 809-5588 | carol.jacobs@bakertilly.com

Table of Contents

Tables

Figures

Executive Summary

Baker Tilly was engaged by the City Utilities Department to provide the department with a comprehensive strategy to achieve its vision for the future, address staffing challenges, and scale up as the City grows.

Despite its establishment nearly 20 years ago, the Utilities Department remains relatively new and underdeveloped, lacking the infrastructure and strategic framework necessary to function as a fully realized department. The creation of the department, as a split from the Public Works Department, was a fairly sudden step, and may not have been accompanied by thorough consideration of the department's long-term needs and objectives. As a result, there are opportunities to refine and improve the department's structure and organization.

Overall, the department's ad-hoc creation and development continue inhibiting its operations and strategic thinking. It has gained some wonderful tactical instincts, but, for the second-largest department in the City, it has an underdeveloped organizational capacity when it comes to strategic planning and development. This is particularly important in the utility environment, and improvements in this area will bring dividends to the City and its residents. This deficiency is not a result of individual or management failings but is more a result of the fact that this is a new department that was created without adequate planning. In such an environment, tactical and operational imperatives are always going to be prioritized over long-run strategic needs. The advantage of an analysis such as this is to bring such strategic issues into the focus they deserve.

Our recommendations provide a ten-year outlook and guide the department toward becoming a real, sustainable entity, equipped to meet the evolving needs of the community. By providing actionable insights and strategic guidance, this report serves as a roadmap for the department's transformation, empowering its leaders to develop and cultivate the department for the benefit of all stakeholders.

This report provides 71 recommendations which are contained in Attachment A.

Major Areas of Focus and Recommendations

As part of our assessment process, we engaged in various activities, including interviews, site visits, analysis of best practices, and peer research. These activities provided valuable insights that informed the major areas of focus and recommendations outlined in this report, guiding department leaders toward strategic priorities for the near term. These areas of focus include:

1. ***Enhancing infrastructure and operational efficiency:*** Strengthening information technology (IT) and technological capabilities: Expanding IT capacity and creating a dedicated IT strategic plan are essential for leveraging existing systems like SCADA and implementing new tools such as a computerized maintenance management system (CMMS) to enhance operational efficiency. A CMMS, in particular, will allow the department to better understand both planned and unplanned maintenance requirements and to apply resources appropriately.
2. ***Strengthening technological capabilities:*** To enhance its operational effectiveness, the department must invest in expanding IT capacity and developing a strategic plan that integrates existing and emerging technologies. This includes fully leveraging the SCADA system, implementing a comprehensive CMMS, as mentioned above, and utilizing data analytics to drive decision making. A clear technology roadmap will provide direction for the department, ensuring that technological investments align with broader organizational goals and improve overall service delivery.

3. ***Organizational restructuring and staffing enhancements:*** The current structure of the Utilities Department limits its ability to function as a fully developed, independent entity. A key focus is restructuring the department to better align with strategic objectives, including creating new divisions and enhancing leadership roles. Strategic staffing enhancements - hiring specialized technical staff, expanding regulatory compliance positions, and reorganizing existing teams - will address skill gaps and position the department to manage growth effectively. This restructuring creates a more agile, accountable, and strategically focused organization.
4. ***Developing master plans and strategic roadmaps:*** Master planning is crucial for setting a clear direction for the department's future. By updating and/or developing comprehensive master plans for water, solid waste, and other critical areas, the department will create a strategic framework that aligns with industry standards and the City's projected growth. These plans will serve as roadmaps for infrastructure investments, operational improvements, and long-term sustainability, ensuring the department can meet the evolving needs of the community.
5. ***Optimizing financial and administrative processes:*** Streamlining financial and administrative processes will enhance efficiency and accountability within the department. This includes clarifying procurement guidelines, standardizing processes for equipment replacement, and distinguishing between sole and single-source procurements. Additionally, empowering staff with the necessary access and authority to manage financial tasks will improve workflow and reduce delays. These optimizations will create a more responsive and well-managed department that can adapt quickly to operational and financial challenges.
6. ***Improving knowledge management:*** The success of the Utilities Department hinges on its ability to attract, retain, and develop a skilled workforce. Recommendations include implementing structured training and career development programs, conducting retirement eligibility analyses to anticipate future staffing needs, and creating knowledge transfer tools to ensure continuity. Fostering a culture of continuous learning and professional growth will enable the department to build a capable and motivated team that is prepared to meet future demands.

These focus areas provide a strategic pathway for the Utilities Department to build a stronger, more sustainable organization capable of adapting to the City's growth and evolving needs. Implementing these recommendations will empower the department to fulfill its vision and better serve its community.

Organization of the Document

This report is organized into the following major sections:

- Project Approach;
- Streamlining Operations and Leveraging Technology;
- Inter-Departmental Coordination;
- Strategic Planning for Future Growth;
- Safety;
- Succession Planning; and,
- Organization Structure and Staffing.

Background and Project Approach

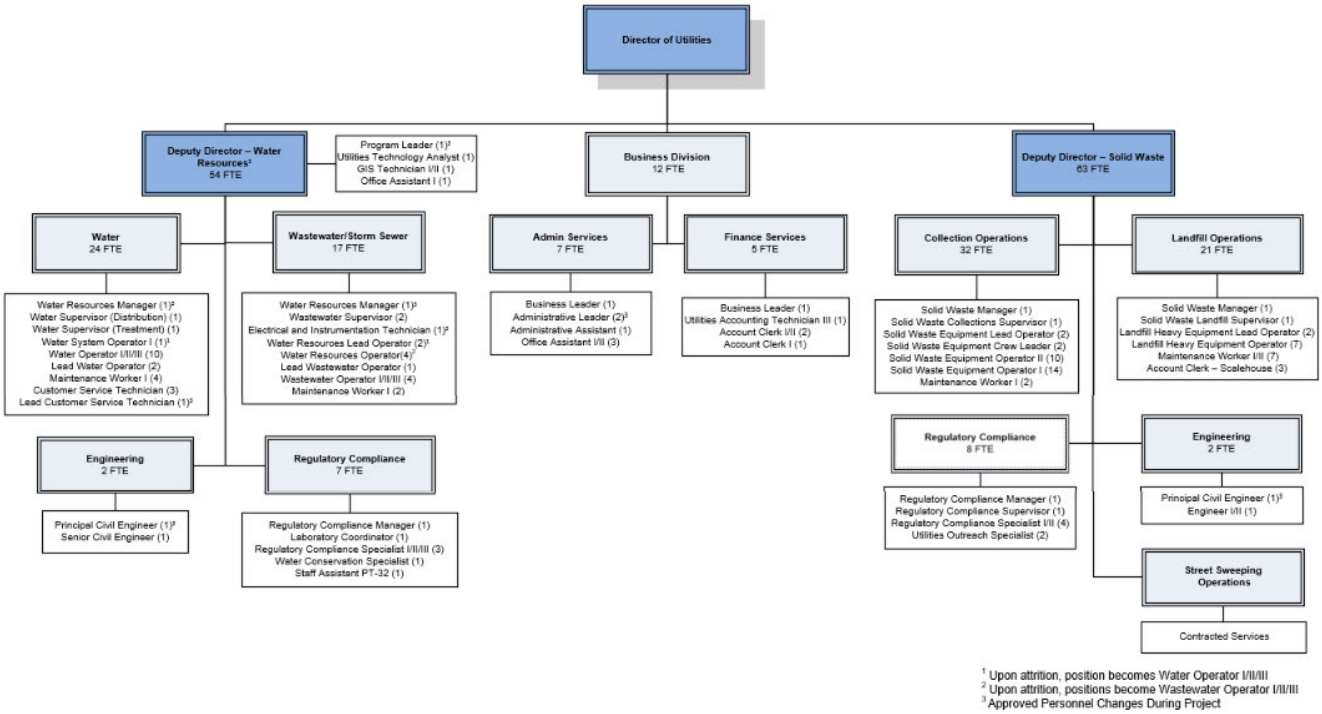
Background

Located on California's Central Coast, [redacted] stands as the largest municipality in population and geographic area within [redacted] County. Boasting a diverse population of over 109,000 residents, the City has experienced significant growth, surpassing [redacted] as the county's most populous city in 2006. With forecasts predicting a 32 percent population increase by 2050[1], strategic planning becomes paramount to meet the rising demand for essential utilities.

The City operates under a Council-Manager form of government, comprising ten departments in total. As the second largest department within the City, the Utilities Department oversees four enterprise funds: water, wastewater, solid waste collections, and solid waste disposal. It is currently organized into three divisions: water resources, solid waste, and business (see Figure 1).

With 132 authorized full-time equivalents (FTEs), the Utilities Department accounts for nearly 20 percent of the City's workforce. However, positions are not always filled after attrition, leading existing employees to take on additional responsibilities. This has led to new unique positions as the department adapts to evolving needs and workloads.

Figure 1. Existing Utilities Department Organizational Structure



[1] [redacted]

Project Approach

Baker Tilly and Utilities Department leadership staff began the project with a kickoff meeting to discuss the project's objectives and timeline. Baker Tilly obtained information to inform the recommendations in this report through various activities as discussed below.

Interviews

- Utilities Department leadership team
- Directors and/or managers from Human Resources, Finance, Community Development, Public Works and Information Technology

Site Visits

- [redacted] Regional Landfill
- Wastewater Treatment Plant

Employee Survey

Peer Agency Comparison

- Data figures were provided by the cities of [redacted], [redacted] [redacted] [redacted] Sanitation District and [redacted] County
- The cities of [redacted], as well as the County of [redacted], did not provide data

Process Maps

- Edit List, Meter Exchange, New Water Meter Installs, Temporary Construction Meters, Leak Adjustments, Starting and Stopping Water Service, Delinquent Accounts, Water Reconnect, Starting Trash Service, Transferring Trash Service, and Closing Trash Accounts

Staffing Model and Projection

Engagement Themes

Baker Tilly used a multifaceted approach to gather insights from departmental staff in our assessment of the Utilities Department. Through interviews, process mapping meetings, and an employee survey, we gained a comprehensive understanding of the operational landscape, identified challenges, and uncovered opportunities for growth. The following themes capture the perspectives shared by staff. The complete interview themes and survey results are in Attachments B and C, respectively.

Our findings depict a department poised for transformative growth amidst operational challenges, mainly stemming from its ad-hoc creation and development. Staff engagement revealed staffing and resource concerns. Employees expressed dissatisfaction with staffing levels, mirroring management's acknowledgment of the need for additional supervisory and middle management roles to enhance oversight, better support data analysis, and facilitate effective decision-making capabilities.

The department's technological landscape presents both challenges and opportunities. The absence of a CMMS and the underutilization of a Geographic Information System (GIS) and Supervisory Control and Data Acquisition (SCADA) system highlights the need for a robust technology infrastructure and specialized staff to fully utilize collected data. The successful implementation of Routeware and the current transition to SpryPoint for utility billing signal important and successful steps toward modernization.

The employee survey highlights discrepancies in accountability measures and teamwork dynamics, indicating areas for improvement in organizational health. The need for enhanced communication, improved morale, and a strategic focus on innovation is evident.

The department's tactical approach toward long-term Capital Improvement Planning (CIP) and master planning, primarily driven by state-mandated tasks and immediate project demands, has not been a priority historically because it has fallen on Public Works. However, this is inconsistent with the department's responsibility for several types of infrastructure. The recent hire of a principal engineer in Water Resources for CIP development is promising, yet the capacity for future-focused planning is limited by current project workloads. Moreover, the infrastructure requires attention, with aging water meters and the need for a comprehensive water meter replacement program.

Interdepartmental collaboration, particularly with Finance and Utility Billing, is marked by a blend of ineffective communication and systemic inefficiencies, with duplicate systems stemming from restricted access to finance systems.

The engagement underscores a department at a crossroads, with a clear recognition of the challenges ahead and a determination for improvement. By focusing on these key aspects, the Utilities Department can improve operational efficiency, employee morale, and service delivery.

Peer Learning

In our analysis of the Utilities Department, we conducted a detailed comparison with peer agencies, including the cities of [redacted], [redacted] [redacted] Sanitation District and [redacted] County. This comparison covered critical operational areas such as collections, disposal and landfill, and water resources. Our team reviewed organization charts, position titles, and the number of FTEs. This provided us with the necessary details to formulate well-informed staffing proposals tailored to enhance the efficiency and effectiveness of the Utilities Department.

We developed a benchmark survey to gather detailed budgetary information, discern the scope of services offered versus those contracted to other entities, and evaluate performance metrics. This approach enables us to identify areas where the department excels and opportunities for improvement. By leveraging the data, we can ensure that the department not only meets but exceeds standards set by its counterparts, thereby delivering superior service to the community.

Despite our efforts to obtain data for a thorough comparison of the department's solid waste landfill and collections metrics, we were unable to gather the necessary information. This lack of data presents a challenge in benchmarking the department's performance against industry standards. We made multiple email and phone call attempts to the [redacted] for collections data, and to the Counties of [redacted] [redacted] for disposal and landfill metrics but were unsuccessful in conducting our survey. To address this gap, our teams also researched the California Association of Sanitation Agencies (CASA) and the Solid Waste Association of North America (SWANA). Unfortunately, neither organization had publicly available performance measures suitable for benchmarking. While SWANA provides agency members access to performance measures, their most recent data was from 2018, which is too outdated to effectively serve our benchmarking needs.

We were, however, able to obtain comparison data for Water Resources. The metrics received for Water Resources reveal that the department operates at a significantly higher capacity, managing more water and sewer accounts, and overseeing an extensive network of water and sewer mains. Notably, the average water demand is more than double that of four peers, with 13,126 acre-feet compared to their 6,230 acre-feet, underscoring the department's operational scale.

We used benchmarks from the American Water Works Association's 2023 Utility Benchmarking report (AWWA report). This report compiles performance data from utilities across North America, including summaries categorized by customer base. With a service population of around 110,000, [redacted] is on the cusp between two data subsets. Therefore, we present averages from both the 50,000-100,000-population group and the 100,000-500,000-population group to compare [redacted] performance.

Regarding overall staffing, the Water Resources Division aligns closely with the median staffing levels of water utilities in the 50,000-100,000-population group and is significantly lower than those in the larger utility group. On the wastewater side, [redacted] is near the 25th percentile of the smaller wastewater

utilities and again falls well below the range for larger utilities. This indicates that the Division is operating with fewer resources compared to similar and larger utilities. Staff feedback highlighted that they are currently understaffed. To take on more responsibilities and implement necessary infrastructure changes, an increase in staffing levels is essential. Visual comparisons of staffing levels are provided in the charts below in Figures 2 - 9.

Figure 2. Water Utility FTEs

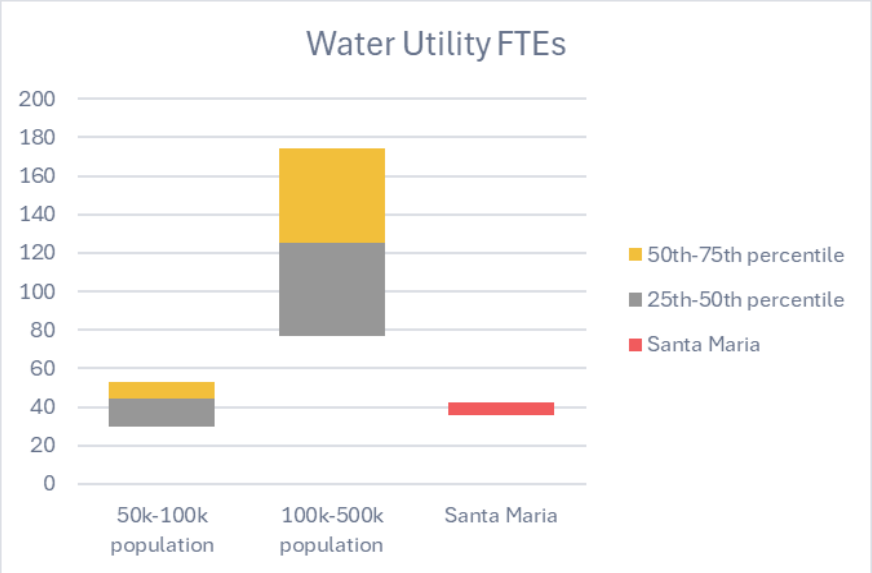
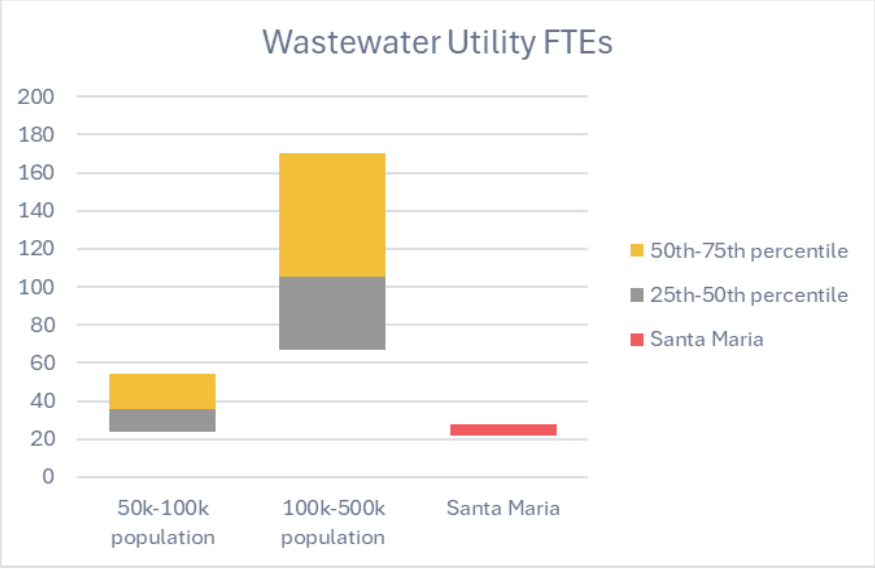


Figure 3. Wastewater / Storm Sewer Utility FTEs



In comparing output, we observe that [redacted] production of potable water per FTE comes in significantly higher than the range for smaller utilities, and comparable to the 75th percentile for larger utilities. For wastewater processing, [redacted] performance is considerably higher than the ranges for smaller and larger utilities. This indicates that Water Resources is operating at a strong and efficient level. Staff feedback indicates that maintaining and enhancing this efficiency, along with handling additional responsibilities, may require further support and resources.

Figure 4. Water Production per FTE

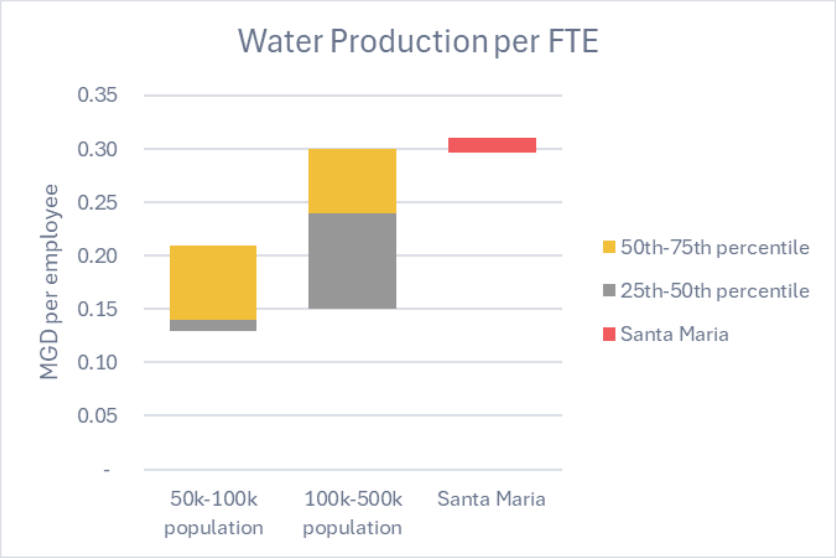
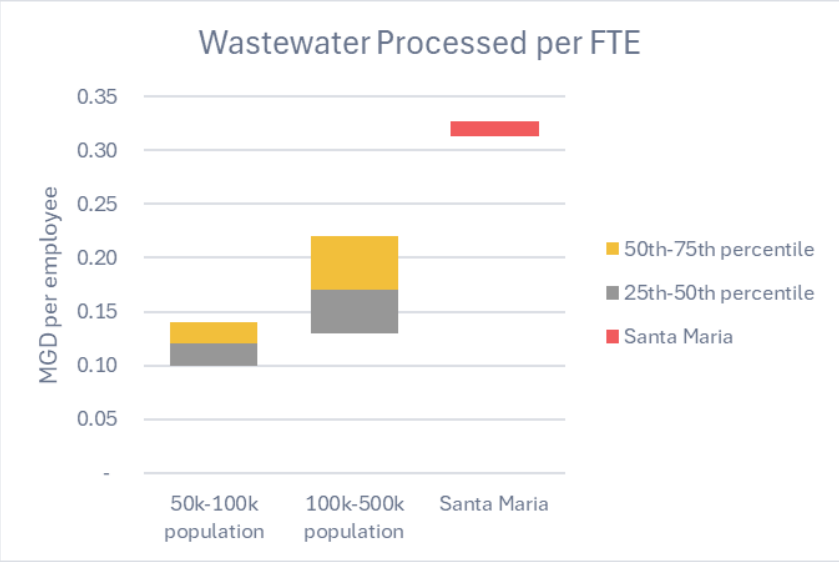


Figure 5. Wastewater Processed per FTE



Considering customer accounts instead of treated volume, [redacted] number of water accounts per FTE is similar to the 75th percentile of larger utilities and exceeds the overall range of smaller utilities. For wastewater accounts, [redacted] significantly surpasses the range for both utility sizes. This demonstrates that Water Resources is efficiently managing a high volume of customer accounts with fewer staff compared to other utilities. While this showcases the Division's strong performance and capability, maintaining this efficiency and accommodating future growth or additional responsibilities will necessitate increased support and resources.

Figure 6. Water Accounts per FTE

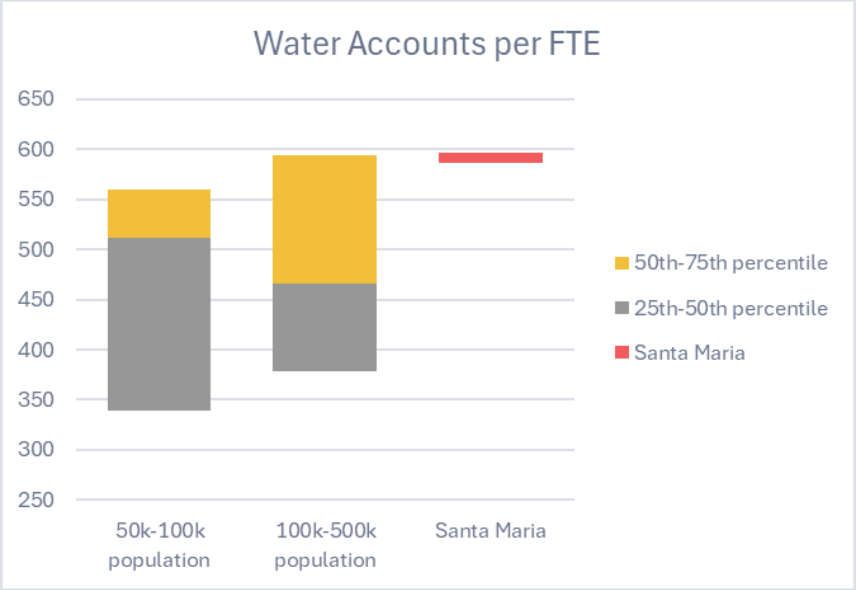
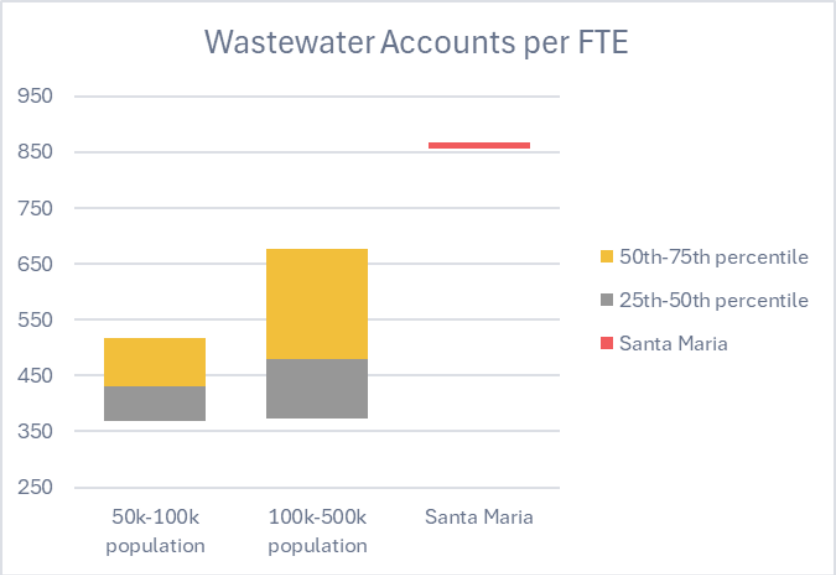
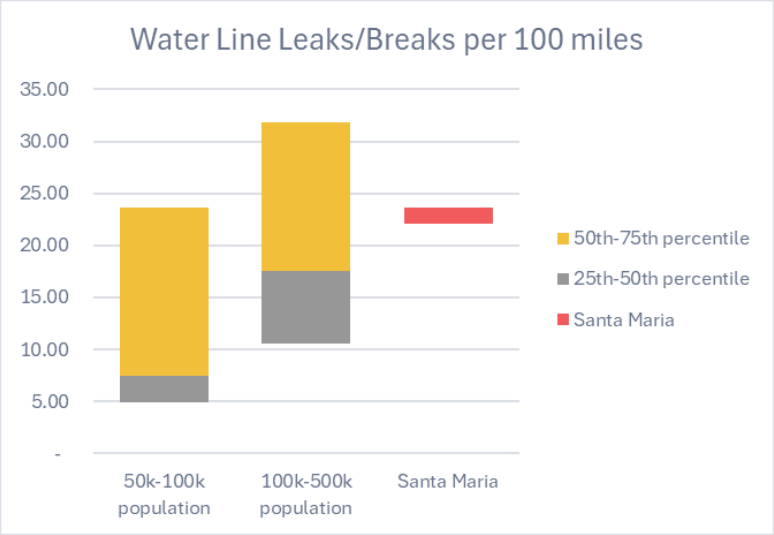


Figure 7. Wastewater Accounts per FTE



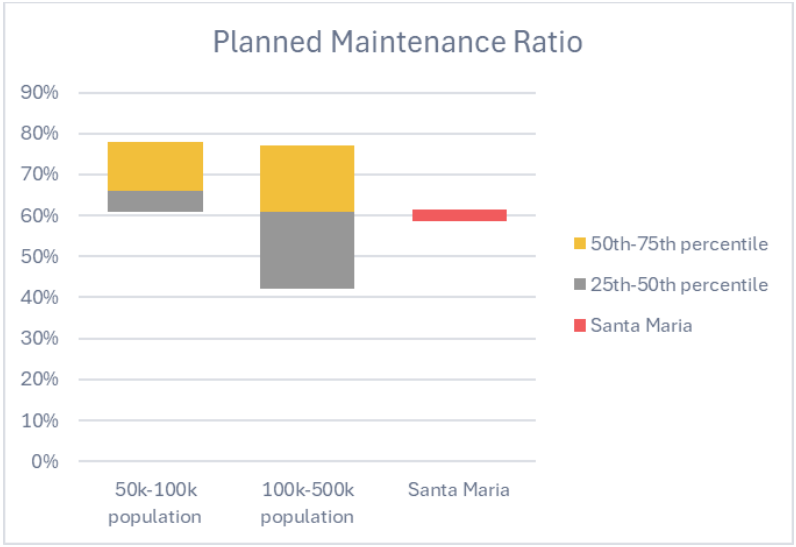
In addition to the per-employee measures, we reviewed two key metrics of system maintenance and reliability. The first metric is the number of breaks or leaks in the waterlines. [redacted] was near the 75th percentile of smaller utilities and above the median value for larger utilities. This metric is heavily influenced by the age of the utility system's assets and the historical maintenance efforts. While [redacted] system is relatively reliable, there is room for improvement, particularly in addressing aging infrastructure and enhancing maintenance practices.

Figure 8. Water Line Leaks/Breaks per 100 Miles



The final performance measure we examined was the utility's planned maintenance ratio, which compares the time spent on regular or preventive maintenance to unplanned maintenance due to leaks or breaks. On this metric, [redacted] is comparable to the 25th percentile of smaller utilities and close to the median value for larger systems. This comparison indicates that the department spends more on reactive maintenance than preventative maintenance. This could lead to higher costs and service disruptions, unless a greater emphasis is placed on preventative maintenance. However, given the lower staffing levels that [redacted] utilizes, this is the expected outcome.

Figure 9. Planned Maintenance Ratio



Our analysis reveals that while the Utilities Department demonstrates strong operational efficiency, particularly in water production and wastewater processing, it operates with fewer resources compared to similar and larger utilities. The department efficiently manages a high volume of customer accounts with fewer staff, but maintaining this efficiency and accommodating future growth may require additional support and resources.

Based on our peer learning and benchmarking research, it is evident that [redacted] faces significant staffing inefficiencies impacting various aspects of the department. This report systematically addresses

these issues, proposing detailed recommendations to rectify them and ensure a more efficient staffing structure. Moreover, once the recommendations in this study are implemented, there may be a need to increase front-line staff. However, this determination cannot be made until the processes are streamlined and the impact of these changes is fully assessed. This comprehensive approach ensures that all necessary responses to the comments from this section are effectively summarized and addressed.

Streamlining Operations and Leveraging Technology

The Utilities Department operates in a dynamic environment where technological advancements play a pivotal role in enhancing operational efficiency and service delivery. Over the past year, significant strides have been made with the introduction of GIS, which has streamlined processes. However, despite this progress, the department faces challenges in effectively analyzing and utilizing the increasing volume of data generated. There is a critical need to leverage technology more effectively to capitalize on the data insights provided by GIS and other systems. By embracing modern solutions such as SCADA systems, advanced metering infrastructure (AMI), and comprehensive data analysis tools, the department can optimize its operations, improve decision-making processes, and enhance service reliability. This section outlines strategic recommendations aimed at harnessing the power of technology to streamline workflows, minimize costs, and deliver superior services to the community.

Technology Governance

The Enterprise Resource Planning (ERP) system's update and the transition to SpryPoint for utility billing are pivotal for the department's future. However, relying solely on ERP to fix citywide issues is misguided. Proper implementation, training, and access to information are essential for the system's effectiveness. Historically, the Finance Department's control has limited data access, creating challenges. If these practices persist, the department may continue to face inefficiencies, data silos, compliance risks, and missed strategic opportunities. Utilities must play a significant role in utility billing and for the ERP's citywide implementation to be collaborative, ensuring comprehensive benefits and strengthening the City's infrastructure. (See Inter-Departmental Coordination, below)

The SCADA system and data analysis are critical for the department, yet both are underutilized due to insufficient IT capacity. This inefficiency could lead to operational setbacks, strategic oversights, and increased risks, especially as the sole SCADA maintainer nears retirement. Recently, the department received approval for an Electrical and Instrumentation Technician (EIT) dedicated to the SCADA system, which is a positive step toward enhancing its maintenance and utilization. To further mitigate these issues, it is imperative to expand IT capacity, ensuring robust data analysis and strategic use of SCADA, thereby enhancing departmental efficiency and decision making, and ultimately strengthening the City's infrastructure. (See Organization Structure and Staffing for additional information)

Recommendation 1. Expand IT capacity to fully leverage the SCADA system and data analysis capabilities, ensuring these critical tools are utilized to their fullest potential for the department's operations.

The current deployment of technology within the department lacks a cohesive strategic direction, resulting in fragmented IT initiatives and suboptimal utilization of technological resources. There is a notable absence of a unified roadmap that aligns technology investments with departmental goals and operational priorities. As a result, there may be inefficiencies in resource allocation, missed opportunities for technological integration, and challenges in achieving optimal performance from existing IT systems. Creating an IT strategic plan will provide a structured approach to prioritize and synchronize IT projects, ensuring they align with departmental objectives and enhance operational efficiency. By defining clear goals, timelines, and performance metrics, the IT strategic plan will guide future technology investments, promote coordination among IT initiatives, and facilitate the effective deployment and management of technology solutions. This proactive approach will ultimately support the department in leveraging technology as a strategic asset to meet evolving service demands and improve overall organizational effectiveness.

Recommendation 2. Create an IT strategic plan to establish a clear roadmap for technology within the department.

Computer Maintenance Management System (CMMS)

As noted above, the department spends more time reacting to unscheduled maintenance events than on planned preventative maintenance. This is inefficient. Implementing a CMMS and preventative

maintenance program is essential for the department to enhance operational efficiency and reduce downtime. An appropriate rollout and implementation of such a system will ensure that maintenance tasks are performed proactively, leading to cost savings and improved asset management. If the department continues without a CMMS, it may face increased maintenance costs, equipment failures, and potential service disruptions. Therefore, it is crucial to prioritize the implementation of a CMMS with a strategic and well-planned approach to maximize its benefits and support the department's long-term success. This will facilitate data-driven decision making and help capture institutional knowledge within the department.

An appropriate rollout and implementation of such a system will ensure that maintenance tasks are performed proactively, leading to cost savings and improved asset management. To achieve this, the department should configure the CMMS to work seamlessly with SpryPoint, ensuring streamlined workflows and efficient tracking of work orders. A robust work order system within the CMMS will enable the department to track the lifecycle of work orders effectively, minimizing errors and delays associated with manual processes.

In developing and implementing a CMMS, it is crucial to evaluate similar software or systems used by other City departments to determine if the same system can meet the specific needs of the Utilities Department. Utilizing a system already in use by another department, such as Public Works, can provide several benefits, including consistency across departments, which is essential for seamless integration and operational efficiency. Additionally, using the same system can facilitate knowledge sharing and resource optimization, as staff from different departments can collaborate and share insights on best practices and troubleshooting. While an evaluation of the CMMS used by Public Works was not within the scope of this assessment, it is important to note that these systems are typically designed to handle a suite of public works functions, which includes utility functions. This means that the system is likely capable of meeting the needs of the Utilities Department as well. Best practice suggests adopting the same system as another department within the city unless there is a disqualifying reason, such as specific functional requirements that the system cannot meet or significant integration challenges.

Recommendation 3. Implement a CMMS and preventative maintenance program to streamline maintenance processes, improve operational efficiency, and reduce equipment downtime.

Recommendation 4. Integrate the new CMMS with SpryPoint.

Recommendation 5. If possible, align the new CMMS with the CMMS in the Public Works Department.

Our experience is that implementing these systems successfully requires active participation in the implementation process by the staff members who will use the system going forward. Developing a comprehensive implementation plan for the new CMMS is imperative (the implementation action plan that follows this report will serve as a starting point). This plan should include identifying a dedicated project manager and allocating temporary staff or consultants to support deployment efforts.

Selecting the right project manager for a CMMS implementation is crucial for success. The project manager should have experience in managing similar projects, particularly CMMS or other enterprise software systems, and be familiar with project management methodologies and change management practices. Strong leadership and communication skills are essential to coordinate with stakeholders, including IT staff, department heads, and end-users, and to clearly articulate project goals, timelines, and expectations. While technical expertise is not mandatory, a good understanding of the CMMS and its integration with other systems is important for informed decision-making and addressing technical challenges. The project manager should also be skilled in identifying potential issues and developing solutions to mitigate risks, ensuring the project stays on track.

With the additional recommended staff in the Engineering and Technology Division and Business Division, there is a strong likelihood that the ideal candidate for the project manager role can be found within these divisions. However, there may be a need to expand the use of temporary staff to cover the

project manager's day-to-day work during the period when the employee is focused on CMMS implementation.

Such a structured approach will ensure smooth integration, minimize disruptions, and maximize the system's effectiveness in improving departmental operations.

Recommendation 6. Develop an implementation plan for the CMMS that includes identifying an internal project manager within the Utilities Department to oversee the implementation.

Recommendation 7. Expand the use of consultants or temporary staff to temporarily backfill key City staff during implementation.

Process Workflows

Efficient process workflows are a critical part of an effective maintenance management system. The workflow establishes process steps that staff and customers follow. As shown in the “as is” process maps (Attachment D), these workflows are currently manual and labor-intensive, requiring significant time and effort from staff to ensure each step is completed accurately. The transition to SpryPoint will assist in automating many of these routine responsibilities, significantly increasing operational efficiency. However, there are still areas for improvement that need to be addressed to fully optimize the system.

One such opportunity for improvement is to change the location of where door tags for 48-hour water shut-off notices are printed. Currently, Utility Billing staff print the door tags downtown and the Customer Service Technicians in Water Resources retrieve them. This practice is inefficient and time consuming, as it disrupts workflow and reduces the time available for other critical tasks. The manual nature of this process adds unnecessary steps and complexity to the workflow. To address this inefficiency, Customer Service should generate and print the list of door tags, thereby reducing the number of trips to the Utility Billing counter. By transferring the responsibility of printing door tags to Customer Service staff, redundant steps can be eliminated to improve overall process efficiency.

Recommendation 8. Move door tag printing operations from Utility Billing to Customer Service.

Currently, whenever trash service is stopped, containers are picked up and then re-delivered when service is started. This practice is labor-intensive and unnecessary. It requires significant time and effort from staff, diverting resources from more critical tasks. The manual handling of containers consumes valuable time and increases the risk of injury and wear on equipment. This process adds extra complexity to the workflow, making it less efficient and more costly.

It is recommended to discontinue picking up trash containers when service is stopped. Instead, leaving the containers in place can save time and resources, allowing staff to focus on more essential duties. This change will streamline operations by eliminating unnecessary trips to pick up and re-deliver containers. As a result, labor costs will be reduced, and overall efficiency within the department will be improved.

Adopting this approach aligns with industry-best practices, which emphasizes minimizing unnecessary tasks to enhance operational efficiency and resource allocation. By eliminating this unnecessary task, the department can better allocate its resources to areas that directly impact service quality and operational effectiveness. This shift will also reduce the physical strain on staff and decrease the utilization of equipment, leading to longer service life and lower maintenance costs.

Furthermore, maintaining containers in place will provide a more consistent service experience for customers, as they will not have to wait for containers to be re-delivered when service resumes. This continuity can enhance customer satisfaction and reduce the administrative burden of managing container logistics.

However, we recognize that this is a significant change in operations and may result in additional challenges. To address these concerns, we recommend implementing this change on a trial basis. This

will help identify any issues and determine if they can be resolved while maintaining the high level of customer service that [redacted] prides itself on.

Recommendation 9. Discontinue picking up containers when trash service is stopped on a trial basis.

Automation

As the Department transitions to SpryPoint, staff should look to automate routine responsibilities to significantly increase operational efficiency. Currently, much of the workflow is manual, which can be time-consuming and prone to errors.

An area that remains highly manual in the current workflow is scheduling work with customers. For example, staff frequently make manual phone calls to schedule large meter sets, collect or drop off trash containers, and address other service-related tasks. The process relies heavily on staff making manual phone calls and other direct communications, which is time-consuming and susceptible to errors or delays. This inefficiency slows down operations and impacts customer satisfaction. To further enhance efficiency, the Department should implement a self-scheduling tool that allows customers to book appointments, eliminating the need for manual phone calls. Since SpryPoint does not appear to offer a built-in self-scheduling feature, the Department should select a scheduling tool that integrates seamlessly with SpryPoint. This will streamline appointment-setting processes, reduce staff workload, and improve customer experience.

Once these new tools are deployed, there may be opportunities for additional streamlining through PowerApps. It is recommended that staff work with their new IT team to create and maintain any developed applications. This collaboration will ensure that the Department continues to innovate and optimize its processes, further enhancing operational efficiency and service delivery. Implementing SpryPoint and additional automation could occur faster and more efficiently as shown in the “to be” process maps (Attachment E).

Recommendation 10. Leverage automation to enhance operational efficiencies of mundane responsibilities.

Recommendation 11. Implement a self-scheduling tool to eliminate the need for routine customer contacts.

Recommendation 12. Collaborate with IT to create and maintain applications from PowerApps to further streamline department workflows.

Advanced Metering Infrastructure (AMI)

The City currently employs an AMI system where meter readings are communicated via radio to towers, enabling efficient data collection. All meters in [redacted] can be read through this AMI system. However, in cases where a communication error or other issues prevent the read from being communicated, Customer Service Technicians perform manual reads. AMI provides significant benefits, primarily through faster and more accurate meter readings in real time, which ensures precise billing and immediate detection of anomalies in water usage. This capability helps address issues proactively, before they escalate into significant problems. One of the critical advantages of AMI is its ability to detect leaks swiftly. For instance, if a customer is out of town and service pipes burst or if there is a substantial leak, the AMI system alerts both the Utilities Department and customer (if they have opted for high-water usage alarms). While the Department has a procedure in place where it notifies customers where continuous consumption is recorded over a 72-hour period, significant damage could occur before such a notification is sent. This early detection prevents water wastage and mitigates potential damage to properties.

AMI also enhances data accessibility, delivering a wealth of data that can be made available to customers. This allows them to monitor their water usage patterns closely, leading to more informed consumption behaviors and better water conservation practices. Additionally, automated reading technology inherent in AMI systems reduces many recurring operating costs associated with manual

meter readings. This efficiency gain translates into cost savings for the department, which can be redirected to other critical infrastructure needs. The system can also identify drops in water pressure, which may indicate leaks or other issues in the distribution network, helping to maintain the integrity of the water supply and prevent service interruptions.

To fully leverage the benefits of AMI, the Utilities Department should investigate newer AMI programs compatible with the new meters, considering factors such as interoperability, data security, ease of integration, and cost effectiveness. The technology associated with AMI is evolving and getting better at detecting leaks and allowing for customers to understand usage patterns to control their use and costs in real time. Implementing new AMI software will provide better water usage data for both the Utilities Department and customers. Customer engagement is also crucial; educating customers on the benefits of AMI and how to use the data provided to manage their water usage effectively can help them set up alerts for high water usage and track their consumption patterns. Operational training for Utilities staff will ensure they are proficient in using AMI systems and interpreting the data, allowing them to respond quickly to issues and provide better service to customers. Establishing a system for ongoing monitoring and assessment of the AMI program's performance will help refine processes, enhance system functionality, and ensure that the department continues to meet the evolving needs of its customers. By implementing new AMI software, the Utilities Department can achieve significant improvements in water management, operational efficiency, and customer service, paving the way for a more sustainable and responsive water utility.

Recommendation 13. Investigate newer AMI programs compatible with the new meters.

Recommendation 14. Implement new AMI software that will provide better water usage data for the Utilities Department and provide customers the option of a portal to allow easy access to water use data, receive immediate leak detection alerts and water system notifications and pay their monthly bill.

Performance Measures

The Utilities Department tracks a comprehensive list of performance measures for Water Resources and Solid Waste to ensure efficient service delivery and environmental compliance. These metrics include water demand/workload, sewer and storm sewer effectiveness and efficiencies, collections by accounts served, tons collected and hauled, and tons per load, providing a holistic view of operational effectiveness. The data gathered from these measures enables the Utilities department to identify areas for improvement, allocate resources more effectively, and enhance overall service quality.

Additionally, this information proves invaluable for long-term planning and sustainability efforts, as it offers insights into consumption patterns and waste management efficacy. In addition to the existing performance measures, Baker Tilly recommends incorporating additional measures to further improve the department’s capabilities. With the Water Resources Division’s recent transition to a GIS-based work order system, it is anticipated that more metrics will be tracked in the future.

Recommendation 15. Measure the frequency of valves being exercised, hydrant flushing, and how often meters are replaced and tested.

Purchasing

While oversight of the City’s Purchasing Guidelines is not within the department’s purview, feedback from staff in Utilities indicates that the City’s Purchasing Guidelines currently hinder streamlined procurement of specialized equipment. The City’s Purchasing Guidelines are designed to be a comprehensive policy tool, yet their extensive content and detailed appendices appear to be overwhelming for staff who often require quick access to information for specialized purchases. This complexity can lead to delays and errors in procurement processes, as staff may struggle to find the relevant information promptly. A more streamlined manual, with a clear standardization process for equipment and explicit details on

cooperative purchasing, would prevent procurement inefficiencies and potential missteps due to the current flexibility in budget-approved purchases without council oversight.

Our team suggests working with the City Manager's Office and Finance Department to recommend several key improvements. By collaborating with these departments, the Utilities Department can work towards streamlining procurement procedures, reducing delays, and enhancing resource allocation. This approach will ensure that the department can operate more effectively and continue to provide high-quality services to the community.

By relegating detailed appendices to separate reference documents, the manual becomes a more practical tool for everyday use, enhancing efficiency and reducing the likelihood of errors. Standardization would ensure that all departments use the same equipment, simplifying training, maintenance, and procurement processes. This consistency would not only streamline operations but also reduce costs associated with maintaining a diverse range of equipment. Additionally, the manual lacks sufficient information on equipment standardization and sourcing justifications, leading to confusion and frustration among staff. A formal standardization process would provide clear guidelines for purchasing, reducing the risk of procurement errors and ensuring that all purchases align with the City's strategic goals. Furthermore, the manual does not adequately explain cooperative purchasing programs, which could facilitate equipment purchases.

Recommendation 16. Collaborate with the City Manager's Office and Finance Department to address purchasing challenges.

Recommendation 17. Establish a formal process for standardizing equipment to eliminate confusion and enhance consistency across the department, leading to smoother operations and maintenance.

The City's policy of allowing equipment purchases without Council approval, if budgeted, provides flexibility but can cause confusion if replacements are not identified in the budget. The adherence to the California Uniform Public Construction Cost Accounting Act (CUPCCAA) guidelines for public works projects complicates equipment purchases related to infrastructure improvements, as it requires determinations on applicable policy requirements. CUPCCAA facilitates efficient public construction work management, allowing for projects up to $60,000 to be handled internally or through negotiated contracts, and up to $200,000 via informal bidding, standardizing cost accounting and bidding procedures.

Recommendation 18. Ensure the budget identifies equipment replacements.

Federal funding adds another layer of complexity, with references to federal procurement standards, notably 2 CFR 200.318 to 327, and special provisions for Federal Transportation Procurements needing to be correctly understood and applied. Federal funding standards impose stringent procurement requirements that necessitate detailed documentation and adherence to overarching laws. These requirements ensure the fulfillment of contractor agreements and maintain ethical standards to uphold transparency and accountability with federal awards. This dual framework of local and federal guidelines ensures that the department's procurement activities meet the highest standards of fiscal responsibility and regulatory compliance.

Clarifying cooperative purchasing programs will expedite procurement and improve pricing through collective bargaining power. Distinguishing between sole and single-source procurement will prevent misunderstandings and streamline decision making, ensuring that the right procurement method is used in each situation. Strengthening the justification for sole-source purchases, especially when using federal funds, will ensure compliance with grant requirements and protect the department against audit risks. Finally, clarifying local agency procurement adoption by stating that local agencies are leveraging the procurement process, not the contract, of the initiating agency will provide clearer guidance and reduce confusion. These improvements aim to enhance the efficiency, clarity, and compliance of the procurement process within the Utilities Department.

Recommendation 19. Clarify cooperative purchasing programs to expedite procurement and ensure better deals are secured through collective bargaining power.

Recommendation 20. Distinguish between sole and single-source procurement to prevent misunderstandings and streamline decision making.

Recommendation 21. Strengthen the justification for sole-source purchases, especially when using federal funds, to ensure compliance with grant requirements and protect against audit risks.

Interdepartmental Coordination

Effective coordination and collaboration between departments are essential components of a well-functioning Utilities Department. During its nearly two-decade tenure, the department has encountered challenges related to siloed operations and inconsistent communication channels with other City departments. These issues have resulted in duplicated efforts, missed opportunities for synergy, and inefficiencies in service delivery. To overcome these barriers and foster a cohesive organizational culture, it is imperative to prioritize interdepartmental coordination. This section focuses on strategic initiatives of establishing clear communication protocols, defining roles and responsibilities, and enhancing collaboration across departments. By fostering stronger relationships and aligning efforts, the Utilities Department can achieve operational excellence and better meet the evolving needs of its stakeholders.

Over the years, the Utilities Department has often taken on tasks originally assigned to other departments due to gaps in responsibility allocation, leading to inefficiencies and duplicated efforts. One prevalent example is the management of cell tower leases, which does not align with the core functions and expertise of the department. By formalizing a structured process for assigning and regularly reviewing departmental responsibilities, the department can clarify roles, reduce overlap, and ensure that tasks are handled by the most suitable department, thereby enhancing overall operational efficiency and focus. This approach will also foster a culture of accountability and collaboration across the organization, aligning efforts more effectively with strategic objectives.

Recommendation 22. Establish a formal process for assigning and reviewing departmental responsibilities to ensure tasks are appropriately delegated and avoid unnecessary assumptions by the Utilities Department.

Recommendation 23. Reassign the management of cell tower leases to a more appropriate department consistent with the revenues generated from the leases.

Integrating Service Level Agreements (SLAs) can further enhance service delivery and accountability among the various departments. SLAs serve as contractual agreements between service providers and stakeholders, defining the expected level of service and the metrics by which performance will be measured. They are essential tools for ensuring transparency, accountability, and quality in service provision. SLAs outline responsibilities, helping to clarify who is accountable for what tasks and functions, thus addressing the current issue of unclear responsibilities and ownership among departments. Integrating SLAs into the department's operations enhances efficiency and promotes a culture of accountability and continuous improvement in service delivery, both within the Utilities Department and in collaboration with other departments providing services for utilities. Two example SLAs between city departments will be provided under separate cover to the client as part of the final report.

Recommendation 24. Develop SLAs with partnering departments to clearly define roles and responsibilities.

Another significant area requiring attention is the overlap and inefficiencies between the Finance Services section of the Business Division and the Finance Department. Finance Services has taken on tasks traditionally managed by the Finance Department but lacks the necessary access and authority in the ERP system, currently Eden, to perform these tasks efficiently. This lack of access leads to duplicative efforts and operational bottlenecks. The City is currently implementing a new ERP system, making this an opportune time to address these issues and streamline operations.

For example, the Finance Services section handles tasks such as billings at the landfill scale house and the septage receiving station at the Wastewater Treatment Plant (WWTP), which overlap with the Finance Department’s functions. However, due to a lack of access to the ERP system, the division cannot handle adjustments or interact directly with the system, causing inefficiencies. The division manually processes approximately 75 journal entries per year, which are then entered by the Finance Department due to the Utilities Department’s lack of direct access to the financial system. This additional step adds unnecessary

complexity and delays. Providing access to the financial system will reduce the back-and-forth with the Finance Department and streamline operations.

Additionally, the Finance Services section faces challenges in converting City budget and accounting information into a pro-forma format for rate-setting purposes. Currently, this process is manual, prone to errors, and time-consuming. It involves reconciling budget data with operational needs and historical expenditure patterns, often leading to discrepancies between projected rates and actual financial outcomes. This inefficiency can result in inconsistencies in rate adjustments and impact the department's ability to accurately forecast revenue and expenditure trends.

The new ERP system should integrate directly with the pro forma and rate-setting process. This would significantly improve efficiency and accuracy. By integrating budget data directly into the rate-setting framework, the Finance Services section can streamline financial forecasting and rate adjustments. An integrated system would automate calculations based on real-time financial data, ensuring that rate adjustments align closely with budgetary requirements and operational needs. This approach reduces manual work and enhances transparency and accountability in financial planning and decision making.

The Finance Services section currently uses a variety of asset management systems, most of which are Excel-based and lack integration. This fragmented approach results in inefficiencies, difficulties maintaining accurate and up-to-date information, and increases the risk of human error. Utilizing a true asset management system as part of the CMMS recommended in an earlier section of this report would centralize asset management, streamline maintenance scheduling, improve data accuracy, and enhance overall operational efficiency. By moving all asset management functions to a CMMS, the Finance Services section can eliminate the redundancy and manual data entry associated with multiple disparate systems, thus improving reliability and effectiveness.

Recommendation 25. Establish a formal process for assigning and reviewing departmental responsibilities to ensure tasks are appropriately delegated and avoid unnecessary assumptions by the Utilities Department.

Recommendation 26. Empower Utilities Department staff to handle financial and customer service issues by providing appropriate access and authority in the financial system to allow them to handle financial adjustments, journal entries, and other related tasks efficiently.

Recommendation 27. Integrate and standardize asset management systems across the Utilities Department through a CMMS to replace the current hodgepodge of systems.

Recommendation 28. Integrate the new ERP system with the pro forma and rate-setting process that aligns with the City's budget and accounting practices.

Over the years, the Utilities Department has often taken on tasks originally assigned to other departments due to gaps in responsibility allocation, leading to inefficiencies and duplicated efforts. By formalizing a structured process for assigning and regularly reviewing departmental responsibilities, the department can clarify roles, reduce overlaps, and ensure that tasks are handled by the most suitable department, thereby enhancing overall operational efficiency and focus. This approach will also foster a culture of accountability and collaboration across the organization, aligning efforts more effectively with strategic objectives.

Strategic Planning for Future Growth

As of January 1, 2022, the estimated population of the City had already reached nearly [redacted] surpassing [redacted] as the most populous city in the county. Projections indicate that this growth trend will continue, with the population forecasted to increase by 32 percent to 143,100 by 2050[2]. Such significant population growth poses opportunities and challenges for the department. As demand for water and solid waste services escalates alongside the expanding population, the strain on existing infrastructure, staffing, and resources become increasingly apparent. In response to this anticipated growth, the City has undertaken various expansion projects to address immediate needs. However, while the department has excelled tactically, the focus on urgent matters, like regulatory issues, has sometimes overshadowed strategic planning and long-term vision. Strategic foresight is essential to ensure that the utilities can effectively meet the evolving demands of a burgeoning population. This section outlines recommendations for current expansions and discusses additional implementations necessary to sustainably accommodate the City's projected growth in the coming years.

The department is preparing for two significant expansions, the development of a new landfill site and the expansion of the WWTP. With the demand for waste management and wastewater treatment services expected to increase alongside population growth, it is essential to plan these expansions meticulously to ensure they align with the long-term goals and sustainability objectives. Additionally, the department is planning to relocate water resources staff housed at the WWTP to the current landfill site to optimize operations and resource allocation. This consolidation and proposed staffing increases underscore the need for an expanded space. A well-designed building will reduce operational costs through functional efficiencies and help attract and retain top talent.

Ensuring sufficient capacity and effective project management are paramount. The recent departure of the deputy director overseeing Solid Waste, who was instrumental in designing the new landfill site, adds a layer of urgency to these efforts. While the City is in the process of recruiting to fill the vacant deputy director position, there is an immediate need to maintain momentum on this critical project. As one of the key individuals responsible for overseeing the development of the new landfill site, the new deputy director will play a vital role in ensuring effective project management and timely completion.

Additionally, with the impending closure of one of the few remaining nearby public landfills, Tajiguas Landfill, there is added pressure to expedite the opening of the new site. This closure will impact the available space at the new landfill site, necessitating prompt action to ensure adequate waste management capacity for the City's future needs. The City must begin coordination for long-term contracts to plan for the transfer work.

The future transition to the new landfill at [redacted] is a critical juncture for the City, with significant financial and operational implications. The design and opening of a new landfill by 2030 represent a substantial investment and a strategic move toward modernized waste management. However, the risks associated with establishing a new landfill cannot be overlooked. These include the costs of construction, potential regulatory hurdles, and the need for effective transition planning.

The interim period will require dual operations, managing the new [redacted] site and the current regional landfill until its closure is finalized. This phase is particularly challenging, as it demands precise planning to ensure seamless operations, compliance with environmental regulations, and uninterrupted service to the community.

Recommendation 29. Develop a comprehensive transition plan for the new landfill at [redacted] to ensure a smooth changeover, addressing potential challenges and opportunities that come with this critical juncture for the City.

The transition to an electrified fleet, driven by the California Air Resources Board (CARB) is a crucial environmental initiative for Solid Waste Collections. However, the department faces challenges with

[2] [redacted] County Association of Governments (SBCAG): Regional Growth Forecast 2050

technology limitations, evident from an electric vehicle's inability to complete a full route, as well as the financial implications of vehicle costs and charging infrastructure. Electric vehicles currently struggle to complete a full route due to their limited battery life of 6-8 hours and reduced carrying capacity of 8 tons compared to 10 tons for diesel trucks. Additionally, the cost of electric trucks is substantially higher, at around $1,000,000 each, compared to $500,000 for diesel trucks. This financial burden necessitates careful planning and budgeting to ensure compliance with the 2031 California regulations, which mandate a shift from diesel to electric vehicles.

To meet these requirements, the team is purchasing new vehicles and upgrading existing ones to electric, aiming to have seven side loaders and six front loaders by 2031. This will accommodate potential route expansions and ensure compliance with the diesel cutoff date. The Interim Solid Waste Manager has developed a fleet and staffing evaluation, which can be found under Attachment F.

The long-term implications of these regulations include the need for additional infrastructure to support electric vehicles and the potential impact on service delivery. Diesel trucks can be used until the end of their lifecycle post-2031, after which they must transition to electric. Until electric vehicles can match the productivity of diesel vehicles, the City will need more vehicles and additional staffing to accomplish the same number of daily pickups. Currently, electric automated side-loading residential loaders are approximately 70-80% as productive as their diesel counterparts and twice as expensive.

Recommendation 30. Create an electrified fleet implementation strategy that aligns with CARB's mandate, detailing timelines, budget and staffing requirements, and staff training programs to facilitate the department's transition.

If these issues are not addressed, the department may face increased operational costs and service disruptions. Balancing environmental goals with operational feasibility is essential, and solutions like hybrid models or a phased approach to electrification should be considered to ensure the department's sustainability and efficiency. Moreover, the upgrade to scale software for improved compliance reporting and the need to staff mandated programs like the diversion program are vital for regulatory adherence and the department's future sustainability.

Updating and replacing infrastructure, similar to the future development of the new landfill at [redacted] and upgrades to the WWTP, will ensure the reliability and efficiency of the Utilities Department. Assessing and upgrading meters, pipes, and other infrastructure will prevent potential failures and reduce maintenance costs. This proactive approach will enhance service quality and customer satisfaction.

Before February 2022, the City was permitted under Central Coast Regional Water Quality Control Board ("Central Coast Water Board") Order No. R3-2010-0001 for individual waste discharge requirements for discharges of domestic wastewater to land from the City WWTP, located on South Black Road in [redacted]

On September 25, 2020, the Central Coast Water Board adopted *General Waste Discharge Requirements Order No. R3-2020-0020 for Discharges from Domestic Wastewater Systems with Flows Greater than 100,000 Gallons per Day*. The City was required to enroll under the General Permit and meet its increased and more stringent discharge requirements. The WWTP cannot currently meet the requirements; as a result, the City will need to upgrade the plant and has already engaged a consultant to manage the project.

IMPORTANT NOTE: The upgrade to the WWTP will require different treatment processes to meet the new discharge requirements. These processes will most likely involve a more complex treatment process that will require an increase in staffing. Recommendations for necessary staffing to properly operate and maintain the plant and meet new discharge requirements will require careful consideration as the project advances in order to maintain high standards and operational efficiency.

Recommendation 31. Evaluate staffing for the WWTP upgrade.

Recommendation 32. Assess infrastructure and equipment necessary for operations and update and/or replace where necessary.

The Wastewater Master Plan was last updated in 1993 and used during the last two treatment plant expansions in 1996 and 2008. With the projected growth, anticipated higher household size and new discharge requirements from the State, it is essential to update the master plan. The City is planning to develop a new Master Plan as part of the WWTP upgrade project to comply with these new requirements.

The new Master Plan will not only update, replace, and expand on the 1993 version but also ensure that the WWTP has the necessary capacity and employs efficient processes and advanced technologies to treat liquids and solids in conformance with current and anticipated environmental standards. This forward-thinking strategy will outline the long-term vision and actions needed to manage the City's water resources sustainably, ensuring the protection and optimal use of these resources. The plan should include an assessment of existing infrastructure, identify infrastructure needs, and set long-term goals, with updates recommended every five years to stay ahead of changing conditions and regulations.

It is recommended to proceed with the new Wastewater Master Plan, incorporating a regular update cycle every five years, to ensure ongoing compliance with state regulations, accommodate future growth, and maintain the efficiency and sustainability of the wastewater treatment facilities.

The City does not have a water master plan but has an urban water master plan last updated in 2020. There is a need to develop a comprehensive Water Master Plan that aligns with the latest industry standards and growth projections. This strategic update will ensure the water management system is equipped to handle future demands efficiently and sustainably. A thorough assessment of the existing infrastructure within this plan will highlight necessary improvements and help establish long-term goals, securing the City’s water resources for the coming years and fostering a proactive approach to environmental conservation and resource management.

Recommendation 33. Develop the water master plan to reflect the latest industry standards and growth projections, ensuring the Department’s infrastructure can meet future demands.

Developing a Solid Waste Master Plan is essential to align with the recent changes and projected growth. Best practices and data indicate that efficient and sustainable waste management is crucial for meeting future demands and environmental standards.

This plan will enhance the department’s operations by ensuring that solid waste management practices are efficient, sustainable, and capable of handling increased waste volumes. The impact will be significant, leading to improved operational efficiency, reduced environmental footprint, and better resource management, ultimately supporting the City’s long-term sustainability goals.

Recommendation 34. Develop a Solid Waste Master Plan.

Water meters can lose accuracy as they age. Newer meters provide more accurate water consumption data; this will allow the utility to charge more accurately. Reducing the amount of unbilled water will increase utility revenue. Meters should be replaced every 15 to 20 years. Establishing a replacement program provides an annual replacement budget amount necessary to fund the replacement program.

Recommendation 35. Establish a water meter replacement program.

Safety

A critical area that requires continued attention is expanding the department's existing safety program. Recognizing the department's recent designation of a dedicated safety position and update of its safety plan, it is evident that the department has taken proactive steps toward bolstering its safety program. Utilities has established a specialized safety program to strengthen existing protocols and ensure compliance with industry standards, as well as to foster a culture of safety through targeted training and rigorous oversight. Centralizing safety management under a designated administrative leader will enable the department to effectively manage risks, reduce incidents, and safeguard personnel and the public, thereby reinforcing organizational stability and financial health.

Currently, each of the solid waste collection vehicles has safety cameras installed. However, there are additional features that are not installed, which are considered best practices in the industry. In addition to the current cameras, there is an option to install an internal-facing camera, which is not utilized in [redacted] These interior cameras help with accident investigations and could decrease liability by providing a clear view of the driver's actions and the vehicle's interior environment. The City of San Antonio conducted a pilot program from 2009 to 2011, where they installed interior cameras in their collection vehicles. This program resulted in a significant reduction in collection vehicle accidents - from 142 accidents in 2009 to 57 in 2011, a decrease of nearly 60%[3]. Additionally, there is a feature that sends a signal for a distracted driver, alerting the driver to potential safety risks in real time. Implementing these advanced features can significantly enhance the overall safety of the operations, improve accountability, and reduce accidents and associated costs. By adopting these industry-best practices, the department can ensure a higher standard of safety and efficiency in its solid waste collection operations.

Recommendation 36. Implement an interior monitoring system in the collection vehicles to ensure safety and efficiency.

Recommendation 37. Introduce a distraction alert system in the collection vehicles that send signals to drivers when they are detected to be distracted.

To further enhance safety and encourage best practices among drivers, it is recommended to establish a driver scoring system for the collections vehicles. This system would evaluate drivers based on key performance metrics such as adherence to safety protocols, driving behavior, and incident records and recognize drivers who achieve above a certain score (for example, a score of 90% or higher). While this initiative may represent a significant investment, the potential benefits of reducing liability and enhancing operational safety are substantial. The scoring system promotes accountability and continuous improvement, fostering a culture of excellence within the department. By recognizing top-performing drivers, the department can motivate all drivers to adopt safer driving habits, ultimately reducing the risk of accidents and enhancing overall operational efficiency. This approach aligns with industry-best practices and supports the department's commitment to safety, efficiency, and employee engagement, making the initial costs justified by the long-term gains.

Recommendation 38. Establish a driver scoring system for solid waste collections vehicles and introduce a recognition program for drivers who achieve above a certain score.

[3] KENS Channel 5, San Antonio, Texas: Smile, you're on garbage-cam! City monitors drivers, roadways

Succession Planning

The employee survey revealed concerns in talent management. 65% of staff expressed doubts about the City's capability to attract and retain talent, mirroring sentiments from staff interviews, highlighting a critical area for improvement in human resources (HR) strategies.

Succession planning is a strategic practice of cultivating a talent pipeline within an organization to ensure the continuity of service delivery by identifying and preparing potential leaders for future leadership roles. Succession planning nurtures growth and enhances the retention of employees. Effective succession planning helps employees see a well-defined career trajectory within the organization. This inspires individuals to invest in their professional development and cultivate a sense of loyalty and commitment to the organization. The result is a more engaged and dedicated workforce.

Significant turnover has tangible implications for the department and the community. With each separation, the department loses institutional knowledge and expertise. The turnover affects project continuity, collaboration, and efficiency within the department's workforce. As remaining team members take on an additional workload, the potential for burnout and decreased job satisfaction may also increase, which can exacerbate the cycle of turnover. Over time, morale may suffer, and a sense of instability can permeate the workplace. This can make attracting and retaining top talent difficult.

The loss of experienced personnel hampers the ability to deliver timely and high-quality services. As a result, projects may experience delays, maintenance schedules might be disrupted, and critical upgrades could be deferred. In the long term, this could erode public trust in the department's ability to meet their needs effectively, potentially leading to broader community-wide consequences.

To mitigate these risks, the new organizational structure recommended in the below section supports succession planning by ensuring no more single points of failure. This structure promotes a more resilient and adaptable workforce capable of maintaining operational continuity despite personnel changes. By distributing critical responsibilities and knowledge among multiple employees, the department can better preserve institutional knowledge and expertise, reducing the impact of turnover and enhancing overall stability.

The department should a comprehensive retirement eligibility analysis to identify those positions that are likely to become vacant due to retirements. This analysis will enable the organization to proactively plan for succession, ensuring a smooth transition of knowledge and responsibilities. By anticipating vacancies, the organization can develop targeted recruitment and training programs to prepare internal candidates for advancement, thereby reducing the disruption caused by employee turnover. This foresight allows the organization to preserve institutional knowledge, maintain continuity in critical roles, and foster employee development by creating clear career pathways. Although conducting a retirement analysis was beyond the scope of this project, an examination of employment dates provided by the City revealed that the average tenure of Utilities Department employees is approximately 8.53 years with nine employees having worked for over 20 years, and 25 employees for 15 or more years. This aging workforce indicates anticipated turnover in the coming years, particularly among field employees. All Solid Waste Equipment Operator IIs have worked more than 10 years, while the Solid Waste Equipment Lead Operators have worked more than 20 years and are expected to retire over the next year. A full retirement eligibility analysis would provide a more detailed and precise forecast of impending vacancies, enabling even more targeted and effective succession planning efforts.

Recommendation 39. Conduct a comprehensive retirement eligibility analysis.

Once at-risk positions are identified through the retirement eligibility analysis, training and development opportunities can be created to target the competencies and specific skills needed to ensure a seamless transition, maintain operational continuity, and prepare the next generation of leaders within the organization.

Additionally, when the department becomes aware of supervisors or managers retiring or leaving the organization, those employees should be asked to create a transition plan that documents important

“need to know” information for their successor. A key component of this transition plan is documenting duties and responsibilities comprehensively. Documenting institutional knowledge before employees leave is crucial to ensure a thorough and effective knowledge transfer. This is especially important for single-person classifications. Attachment G provides a sample of a position profile template that the department can use to ensure knowledge transfer.

Recommendation 40. Develop and implement a knowledge transfer process and tools.

In addition to these activities, the department would benefit from encouraging the establishment of individualized training and career development plans. These plans would empower employees to take ownership of their professional growth by collaboratively creating personalized pathways with their supervisors. While the initiative should come from the department in concert with HR, the responsibility for crafting and implementing these plans would primarily lie with the individual employee and their supervisor. By tailoring development opportunities to each employee's unique skills, interests, and career aspirations, the department can foster a culture of continuous learning and growth, leading to greater employee satisfaction, retention, and organizational success.

Recommendation 41. Establish training and career development plans.

Organization Structure and Staffing

Department Organization Structure

The current department structure is characterized by a disjointed and relatively flat hierarchy, substantiated by several key observations[4]. Several single points of failure are evident, indicating that the structure was designed for the status quo rather than accommodating growth and strategic initiatives. The employee survey reinforces these issues, with 58% of respondents disagreeing that staffing levels are appropriate for the workload, and 62% finding staffing levels inadequate for the required work. Staff, while hardworking and cognizant of their impact on residents' quality of life, are overwhelmed by the daily workload of operations. (We typically find that about 70 to 80 percent of employee respondents in organizational assessments believe that staffing levels are appropriate.) Additionally, the department operates in status quo mode, primarily focused on operational rather than strategic objectives.

There is notable reliance on support from Public Works which, due to evolving regulatory requirements, often lacks the specific expertise needed by the department. Building this expertise within the department is crucial to ensure sustainable operations and strategic planning. The absence of inspection staff and insufficient plan review capabilities are becoming increasingly problematic, especially with new developments.

The department needs to address these structural inefficiencies to ensure compliance with regulations and support future growth. This includes staffing mandated programs like the solid waste diversion program, implementing succession planning, and establishing clear training and productivity standards.. The survey data, indicating a high awareness of job vacancies but a significant perception of inadequate staffing, underscores the urgency for structural reform to meet the department's present and future demands.

Engineering and Technology Division

The Utilities Department has four engineer positions – two specializing in Water Resources (Principal Civil Engineer, Senior Civil Engineer) and two in Solid Waste (Principal Civil Engineer and Engineer I/II). Historically, the Utilities Department relied on the Public Works Department for engineering support, including capital improvement projects and inspections. However, when the Department split from Public Works, the expectation was for Utilities to remain primarily operational, without direct involvement in engineering or development review functions. Over time, Public Works has shifted its focus away from Utilities projects, leading to a decline in technical expertise needed for critical tasks such as trash enclosures and sewer capacity assessments. Despite evolving expectations, the Utilities Department has not been built up to handle these responsibilities.

This has led to inadequate review and implementation of service requirements for Utilities services in new or redeveloped parcels. Examples include inconsistent consideration of Utilities capacity constraints for water and sewer or site design to accommodate adequate trash enclosures.. Utilities, lacking their own inspectors, must rely on Public Works Inspectors. This arrangement has deteriorated over the years, with Public Works no longer inspecting water meter installations, instead, delegating this responsibility to the Community Development Department. This has led to additional issues, as the Community Development staff believe they are not adequately trained to assess meters, especially larger and underground ones despite multiple trainings from Utilities staff. One of the concerns raised by Community Development staff is that water meters do not always fit the plumbing correctly, requiring the expertise of Utilities staff for proper installation.

The roles and responsibilities between Utilities, Public Works, and Community Development have become increasingly blurred due to turnover, resulting in Utilities absorbing more engineering-related

[4] Please note, all current state division organization structures are based on the current state approved in February 2024.

duties. This shift has strained the Utilities Department's capacity, especially in areas traditionally overseen by Public Works.

In the 2022 Organizational Review of Public Works, the Matrix Consulting Group recommended that the design and construction of the Utilities capital improvement projects be transferred to the Utilities Department. This move was aimed at balancing the workload of the existing staff and reducing the scope of projects that the staff had to manage. It does make sense for the Utilities Department to take on these responsibilities, but they do not currently have the staffing to do so.

To address these challenges effectively, it is recommended to consolidate the four engineers currently distributed across Water Resources and Solid Waste into a unified Engineering Division within the Utilities Department. This consolidation would streamline project oversight, enhance technical expertise, and align engineering efforts closely with Utilities' operational goals. Furthermore, additional staff (two Senior Civil Engineers, one Public Works Inspector, and one division head - an Organizational/Enterprise Leader [Non-Safety] or Engineering Division Deputy Director) should be hired to build capacity within the Engineering Division to manage the expanding workload previously handled by Public Works. This strategic expansion will ensure that Utilities has the requisite skills and resources to independently oversee and execute engineering tasks, including capital improvements and regulatory compliance initiatives.

The additional positions will provide added technical expertise in the integration and utilization of GIS for spatial data analysis, infrastructure mapping, asset management, and development review meetings. Additionally, they will help in the implementation and maintenance of SCADA systems for real-time monitoring, control, and automation of water and waste operations. We believe these positions will help improve data accuracy, operational efficiency, manage performance metrics, and streamline work. Consolidating engineers into a dedicated division will bolster staffing levels, and importantly, Utilities can more effectively mitigate operational inefficiencies, improve project delivery timelines, and maintain high standards of service across its operational areas. This organizational realignment will also foster clearer delineation of responsibilities and improve coordination with other City departments, ultimately enhancing overall service delivery to the community.

The Utilities Department pays approximately $800,000 annually to the General Fund for Public Works and Community Development services through the utility franchise fee. This arrangement was established based on a cost allocation framework developed in 2019, aimed at ensuring compliance with Proposition 218 and accurately reimbursing the General Fund for overhead costs not covered in the existing cost allocation plan.

The basis for the $800,000 annual transfer no longer exists. In addition, the services related to development projects are to be completely offset by fees, as the City Council approved 100% cost recovery in 2024. With the justification for transfer no longer relevant and the difficulty in providing necessary services to Utilities from Public Works and Community Development, reallocating these funds to establish an independent engineering division within Utilities would be the most effective for providing service while limiting additional financial impact to the Enterprise Funds. This strategic realignment would allow the department to build its internal engineering capacity, enhancing its ability to manage and oversee critical projects and planning and other infrastructure needs.

One personnel change in the FY 2024-2026 budget was approved to begin to address the engineering expertise required in Utilities. This included the upgrade of a vacant Senior Civil Engineer in Solid Waste to a Principal Civil Engineer.

Utilities aims to take full ownership of CIPs from start to finish, including inspections, due to a lack of ownership in other departments. This strategy would allow Public Works to manage Citywide General Fund projects while Utilities focuses on Utilities Enterprise Fund projects. Presently, the Director of Utilities, the only person with CIP experience, is heavily involved in CIP reviews routed from Public Works. To reduce reliance on the Director, an Engineering Division Deputy Director is recommended to lead the Division, enabling the Director of Utilities to concentrate on broader responsibilities rather than being a Project Engineer.

Recommendation 42. Consolidate current engineering staff in the Engineering Division.

Recommendation 43. Create an Engineering and Technology Division, with an Engineering Division Deputy Director (Organization/Enterprise Leader) reporting directly to the Director.

There is a significant gap in inspection expertise within the Utilities Department, as staff must train inspectors from Public Works and Community Development, who still require assistance from Utilities staff for routine reviews. Hiring an internal inspector would eliminate this dependency, ensuring more efficient and autonomous project management. This addition will ensure that inspection expertise is readily available, reducing the reliance on other departments and enhancing overall efficiency. Furthermore, it will improve the quality and safety of Utilities projects by ensuring compliance with all relevant regulations. A dedicated inspector will also streamline project timelines, leading to faster completion and better resource allocation.

Looking ahead, it is important to recognize that additional inspectors may be required as development citywide continues to grow. Ongoing evaluation of inspection needs will be necessary to determine if further inspectors are required in the future. Proactively assessing these needs will ensure that Utilities can maintain high standards of quality and efficiency in its delivery of services and projects.

Recommendation 44. Add one inspector initially and evaluate demand for additional inspectors.

It was noted that Utilities Department staff do not attend development review meetings, instead rely on Public Works for review and consideration of Utilities impacts. With a lack of utilities experience and focus, this reliance has resulted in unsatisfactory outcomes for Utilities services and dissatisfaction with the development community. With a newly formed Engineering Division, we recommend Utilities Engineering staff begin attending these meetings. Assigning Engineering staff to these meetings will ensure that technical expertise is directly applied, leading to more accurate and efficient reviews. This will also facilitate better communication and collaboration between departments, improving project outcomes.

Recommendation 45. Assign staff from the newly formed Engineering and Technology Division to attend Development Review meetings.

The department’s lack of technical support is a significant shortcoming. All technological needs are currently handled by the Utilities Technology Analyst, which poses a risk due to reliance on a single individual. This approach does not align with best practices, as it lacks redundancy and backup support in case of emergencies or extended absences. Furthermore, the workload for the Utilities Technology Analyst is already substantial, and with the addition of a recommended CMMS, the division's technology demands will further increase, necessitating additional support. We recommend increasing technical expertise within the division to assist the current staff in meeting the needs of the growing Department.

Creating a team dedicated to engineering and technology within the department will provide expertise and support to assist current staff in leveraging technology effectively, thereby enhancing operational efficiency. The proposed structure can be seen in Figure 10.

To provide leadership and direction for technological initiatives, it is recommended to hire an Information Technology Manager who will oversee the new Information Technology workgroup. This managerial position will ensure that technology resources are effectively deployed to support departmental objectives. Hiring an Information Technology Manager will streamline the coordination of technology initiatives, ensuring that the Utilities Department’s systems are robust, secure, and up-to-date. This role will foster innovation by implementing advanced technologies and best practices, leading to more efficient service delivery and better resource management.

As noted in the Streamlining Operations and Leveraging Technology section of this report, implementing a CMMS and preventative maintenance program is essential for the department to enhance operational

efficiency and reduce downtime. An appropriate rollout and implementation of such a system will ensure that maintenance tasks are performed proactively, leading to cost savings and improved asset management. If the department continues without a CMMS, it may face increased maintenance costs, equipment failures, and potential service disruptions. Therefore, it is crucial to prioritize the implementation of a CMMS with a strategic and well-planned approach to maximize its benefits and support the department's long-term success. This will facilitate data-driven decision-making and help capture institutional knowledge within the department. Managing these systems and obtaining important data and reports is a complex and ongoing responsibility, therefore we recommend hiring a Business Systems Analyst to implement and support the CMMS.

Recommendation 46. Hire an Information Technology Manager (Program Leader) to oversee the new Information Technology team in the Engineering and Technology Division.

The technical expertise of the EIT and Utilities Technology Analyst, currently under Wastewater/Storm Sewer, aligns more closely with the Engineering and Technology department. This move will enhance operational efficiency by providing necessary backup opportunities and ensuring continuity in technical knowledge. Integrating these roles under the Information Technology Manager (Program Leader) in Technology will streamline workflows and foster a cohesive team environment. This realignment is expected to improve departmental performance and support the organization's technological initiatives.

Recommendation 47. Move the Electrical and Instrumentation Technician and Utilities Technology Analyst to the Engineering and Technology Division.

Recommendation 48. Hire a Business Systems Analyst to oversee the implementation of the new CMMS and assist with managing the system after the implementation phase.

GIS provides detailed spatial data and analysis essential for efficient infrastructure management. It is our understanding that there is at least a five-year backlog of the GIS as-built data in Public Works. This is problematic as it hinders accurate and up-to-date mapping, delays project planning and execution, limits modeling accuracy for water and wastewater services, does not provide base information for implementation of a complete CMMS, and impacts overall operational efficiency. Engaging consultants or qualified temporary help to address the backlog of GIS data to catch up the backlog of GIS data will provide accurate data management, thereby preventing delays in water and sewer model updates, as well as tracking maintenance activities and needs in a CMMS.

The volume of data the department collects has outpaced its capacity to analyze and utilize it effectively. The current GIS Technician I/II, a relatively new role within the department, is operating at or beyond capacity and lacks sufficient time to fully leverage skills to enhance technological operations. To address this, we recommend the addition of a GIS Analyst. A GIS Analyst is crucial for distributing the workload more effectively, bringing in specialized expertise for advanced GIS tasks, and supporting succession planning by developing a skilled team. While the GIS Analyst will focus on advanced spatial analysis and integrating new technologies, the existing GIS Technician handles general GIS data management and maintenance. For example, the GIS Technician updates sewer maps, whereas the GIS Analyst uses these maps to determine optimal routes for new pipes or identify areas needing repairs based on data patterns. This deeper analysis is essential for making smarter decisions about infrastructure. The volume of data the department collects has outpaced its capacity to analyze and utilize it effectively.

Recommendation 49. Add a GIS Analyst to enhance the capacity to fully analyze and utilize the data being collected.

Recommendation 50. Hire consultants or qualified temporary help to assist with the backlog of GIS data.

Computer Aided Design (CAD) drawings are not consistently provided with final plans, which necessitates transforming these drawings into shapefiles for use in GIS. This gap in the workflow creates inefficiencies

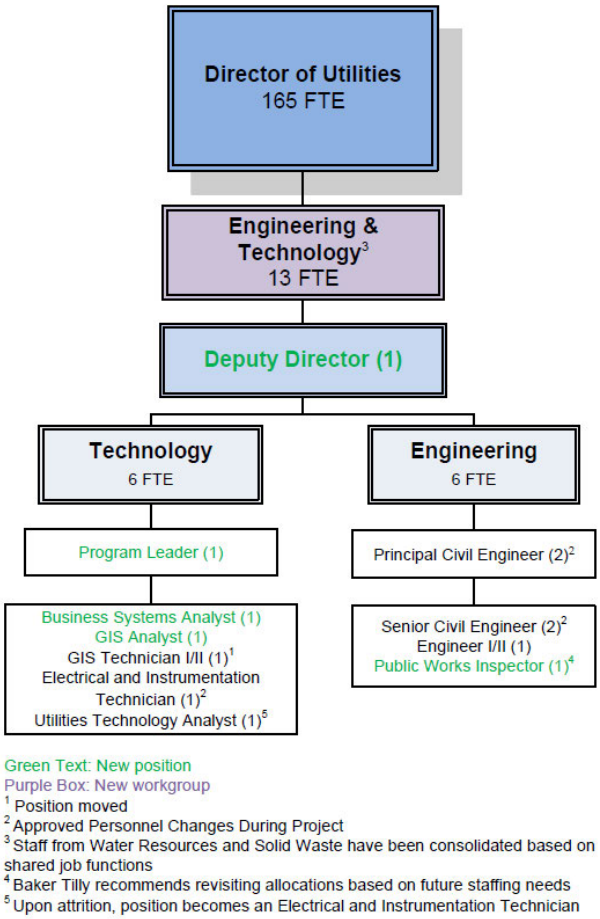
and potential inaccuracies in spatial data integration. Improving collaboration between CAD and GIS teams will streamline workflows and ensure spatial data is accurately integrated into final plans. Receiving CAD drawings with final plans would further enhance the precision and reliability of infrastructure projects. This improvement will lead to more efficient project execution, reduce errors, and enhance data integration. Ultimately, this will result in more accurate and reliable infrastructure planning and maintenance. Additionally, fostering a more cohesive working environment that encourages knowledge sharing and innovation will improve overall productivity and service delivery within the departments. Adding staffing in Utilities to address Utilities-related items for new development and capital projects as previously recommended in this section will facilitate a close coordination of CAD data from those processes and the GIS system necessary for Utilities by providing both services within the Department with a focus on utilities.

Recommendation 51. Improve collaboration between CAD and GIS teams to streamline workflows and ensure receipt of CAD drawings with final plans for accuracy.

The GIS Technician I/II is recommended to move from the Water Resources Division to the Engineering Division, as this strategic move will consolidate engineering staff from Water Resources and Solid Waste into a single, cohesive unit, fostering a more collaborative environment, streamlining workflows, and improving communication among team members. This move will lead to more innovative solutions and efficient problem solving, while also optimizing resources, reducing redundancy, and allowing for a more specialized focus on GIS-related tasks within engineering projects, ultimately strengthening the Department by creating a more integrated and efficient engineering team that delivers better service and infrastructure management.

Recommendation 52. Move the GIS Technician I/II from Water Resources to the Engineering Division.

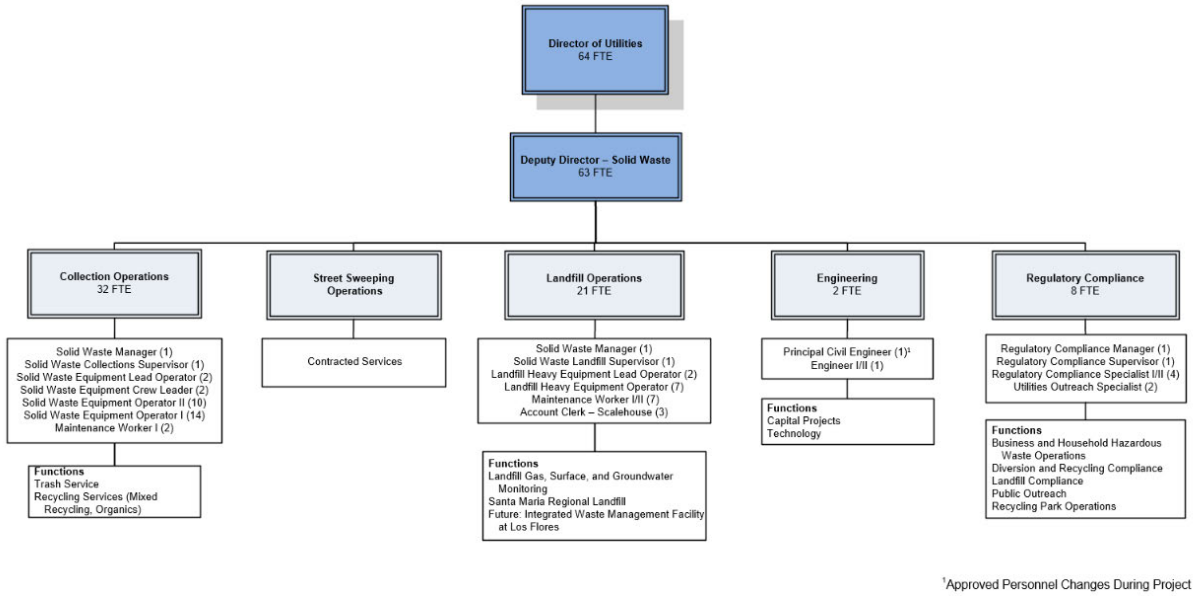
Figure 10. Proposed Engineering and Technology Division Organization Structure



Solid Waste Division

The Solid Waste Division's responsibilities are vast, covering the entire lifecycle of waste management to maintain cleanliness, promote recycling, and ensure compliance with all relevant regulations. The division is structured into five distinct operational areas: refuse collection for residential and commercial sectors, landfill disposal operations, street sweeping, recycling operations, and regulatory compliance. This division is led by a Deputy Director (vacated at the initiation of this project) who oversees a total of 64 FTEs as shown in Figure 11. Within this framework are two Solid Waste Managers who specialize in Collections and Landfill operations, ensuring that each functional area is managed effectively and per environmental regulations and community needs from the point of collection to the final disposal or recycling. Overall, the division is well organized and serves as a model for the remaining divisions.

Figure 11. Current Solid Waste Division Organization Structure



The current arrangement where five Public Works Fleet staff members are stationed at the landfill as part of the Utilities Department presents an operational challenge. While the Utilities Department bears financial responsibility for these personnel, they remain under the supervision of Public Works Department staff. This setup creates an inherent organizational disconnect, potentially impacting the efficiency and autonomy of fleet operations within the Utilities Department. Given the complex nature of Utilities fleet management, this lack of direct oversight may hinder strategic decision making and operational agility needed for optimal performance. To streamline operations and enhance efficiency in fleet management, it is recommended to formally integrate the Public Works Fleet staff housed at the landfill into the Utilities Department's organizational structure. This integration should include establishing direct supervision and accountability within the Utilities Department, aligning these personnel more closely with the specific operational needs and priorities of utilities fleet management.

A detailed transition plan should be developed to ensure smooth integration. The plan should include timelines for transitioning supervisory responsibilities, reallocating reporting structures, and providing necessary training for new leadership. Additionally, key milestones should be established to assess progress and address operational concerns during the transition.

By consolidating oversight and control, the Utilities Department can better leverage its resources, optimize fleet maintenance and deployment strategies, and ensure that fleet operations align seamlessly with departmental goals and objectives. This proposed move will not impact procurement and replacement; we recommend continuing to coordinate those functions citywide, as is the current practice across all departments.

Recommendation 53. Transfer Fleet operations at the landfill from Public Works to the Solid Waste Division reporting to the Deputy Director.

Recommendation 54. Develop a transition plan for the transfer of Fleet.

Each operating division has a regulatory compliance function; however, years ago, there was one single Regulatory Compliance Division. Our initial recommendation based on staff interviews and materials provided by the Department was to combine Regulatory Compliance staff in Water Resources and Solid Waste to help cross-train staff and learn the nuances of each workgroup, allowing the workgroup to sit within the business group. However, after discussions with the Utilities team, this approach was found to be unfeasible. Because the work is so specialized and permitting requirements are so different,

opportunities for cross-training are extremely limited. Instead, it is recommended to further bifurcate the groups so that regulatory compliance and operations staff work together as a team. This decision allows each group to place more attention on their independent areas, ensuring better focus and efficiency in their respective domains. Given that regulations drive operations and have become increasingly complex, it is optimal for the teams to collaborate closely.

As a landfill owner and operator, the City is subject to a comprehensive framework of regulations designed to ensure environmental protection, public health, and safety. Key regulations include:

- California Code of Regulations (CCR), Title 14: This title governs solid waste management, including the operation and closure of landfills. It sets standards for landfill design, operation, monitoring, and reporting.
- California Integrated Waste Management Act (AB 939): This act requires local jurisdictions like the City to divert a certain percentage of waste from landfills through recycling and composting initiatives.
- State Water Resources Control Board (SWRCB) Regulations: Landfills must comply with waste discharge requirements that prevent contamination of groundwater and surface water. Operators are required to implement monitoring programs and corrective actions if contamination is detected.
- Air Quality Regulations: Landfills must adhere to air quality standards set by the California Air Resources Board (CARB) and local air quality management districts. This includes managing landfill gas emissions and implementing control measures to reduce volatile organic compounds (VOCs).
- California Environmental Quality Act (CEQA): This act requires landfill operators to conduct environmental impact assessments for new landfill projects or significant expansions, ensuring that potential environmental impacts are considered and mitigated.
- Post-Closure Maintenance and Monitoring Regulations: After a landfill is closed, operators are required to monitor and maintain the site for a specified period, ensuring that it does not pose environmental or public health risks.
- Public Participation Regulations: Landfill operators must provide opportunities for public input and engagement regarding landfill operations, expansions, and closure plans, fostering transparency and community involvement.

In addition, as a municipal solid waste, recycling, and organics waste service collection provider, the City is governed by a range of regulations aimed at promoting sustainable waste management practices, enhancing recycling rates, and reducing environmental impact. Key regulations include:

- California Integrated Waste Management Act (AB 939): This act requires local jurisdictions to develop and implement waste diversion programs to reduce the amount of waste sent to landfills, targeting a diversion goal of 50% (and higher in some areas).
- Senate Bill 1383 (SB 1383): Enacted to reduce organic waste in landfills, this law mandates that jurisdictions implement programs for the collection of organic materials, including food waste and green waste, and achieve a 75% reduction in organic waste disposal by 2025.
- AB 341: This legislation requires commercial businesses generating a certain amount of waste to recycle and mandates that local jurisdictions develop recycling programs to meet diversion goals.
- AB 827: This law enhances access to recycling programs for multi-family residential dwellings, requiring property owners to provide recycling services.
- California Code of Regulations (CCR), Title 14: This title contains detailed requirements for the management of solid waste, including collection practices, recycling mandates, and reporting obligations for waste diversion efforts.

- California Environmental Quality Act (CEQA): Waste collection providers may need to comply with CEQA when implementing new programs or expanding existing services, ensuring that potential environmental impacts are assessed.
- Container Recycling Regulations: Providers must adhere to regulations governing the collection and processing of beverage container recyclables under the California Beverage Container Recycling and Litter Reduction Act (AB 2020).
- Local Franchise Agreements: Many jurisdictions have franchise agreements that outline specific requirements for refuse, recycling, and organics collection, including service standards, reporting, and community outreach efforts.
- Hazardous Waste Regulations: Collection providers must comply with regulations regarding the handling and disposal of hazardous waste, ensuring that such materials are managed in accordance with state and federal laws.

A similar recommendation to split the regulatory compliance group, based on comparable circumstances, was developed for the Wastewater and Water workgroups. Please refer to Recommendation 59 below.

Recommendation 55. Split Regulatory Compliance between Landfill and Collection Operations.

A dedicated Regulatory Compliance Manager for the Recycling and Diversion team is crucial for overseeing the expanding recycling and diversion programs. This manager would unify team activities, ensuring a cohesive strategy across all programs. They would provide strategic oversight, align programs and positions, and develop long-term strategies to address new regulations and operational challenges. This role would also improve coordination with operations staff, while the supervisor focuses on direct staff management, program implementation, and compliance tracking. Adding this managerial layer bridges the gap between specialized roles, driving unified initiatives and ensuring regulatory compliance and outreach programs work seamlessly. This structure mirrors the peer-to-peer relationship with the Regulatory Compliance Manager on the Solid Waste Disposal side, who currently manages fewer staff.

Recommendation 56. Hire a Regulatory Compliance Manager to oversee the Recycling and Diversion team.

The current Solid Waste Landfill Supervisor is completing the task of maintaining the landfill gas system and carrying out various technical maintenance activities. This situation not only proves inefficient for the supervisor, but also creates internal conflicts regarding responsibility – specifically, whether such tasks fall under the regulatory compliance group or the landfill operations group. In addition, while the Public Works Facilities team supports the general facilities on site, they do not support the generator, scale house, or other specialized technical systems residing in Utilities. To address these challenges, it is recommended that a specialized Field Technician be hired specifically for landfill operations. This new role would report directly to the Solid Waste Landfill Supervisor overseeing landfill operations and would focus on maintaining the landfill gas system and other specialized site maintenance activities. This addition would ensure the efficient functioning of these systems, allowing the supervisor to concentrate on their primary responsibilities. Meanwhile, the Public Works Facilities team should continue to support the facilities for which they are currently assigned and responsible.

Recommendation 57. Hire a Field Technician to maintain landfill gas systems and perform specialized site and facility maintenance.

The City contracts out an ongoing function of ensuring compliance with California's SB 1383 regulations, a position crucial for the City's compliance efforts. The contracted role includes engaging with businesses and apartment complexes to encourage participation in organic waste and recycling programs. The responsibilities also encompass addressing contamination issues and providing necessary resources such as indoor containers and informational materials. The role involves performing route audits to verify proper waste sorting, utilizing technology for accurate recordkeeping, and adhering to and developing procedures to streamline field processes. Despite the importance of these tasks, the current contracting arrangement has resulted in a lack of continuity of services with more than six different contracted

employees carrying out the work over the past two years. This arrangement is not effective and does not fully leverage the potential for operational efficiency and cohesive integration within the Utilities Department.

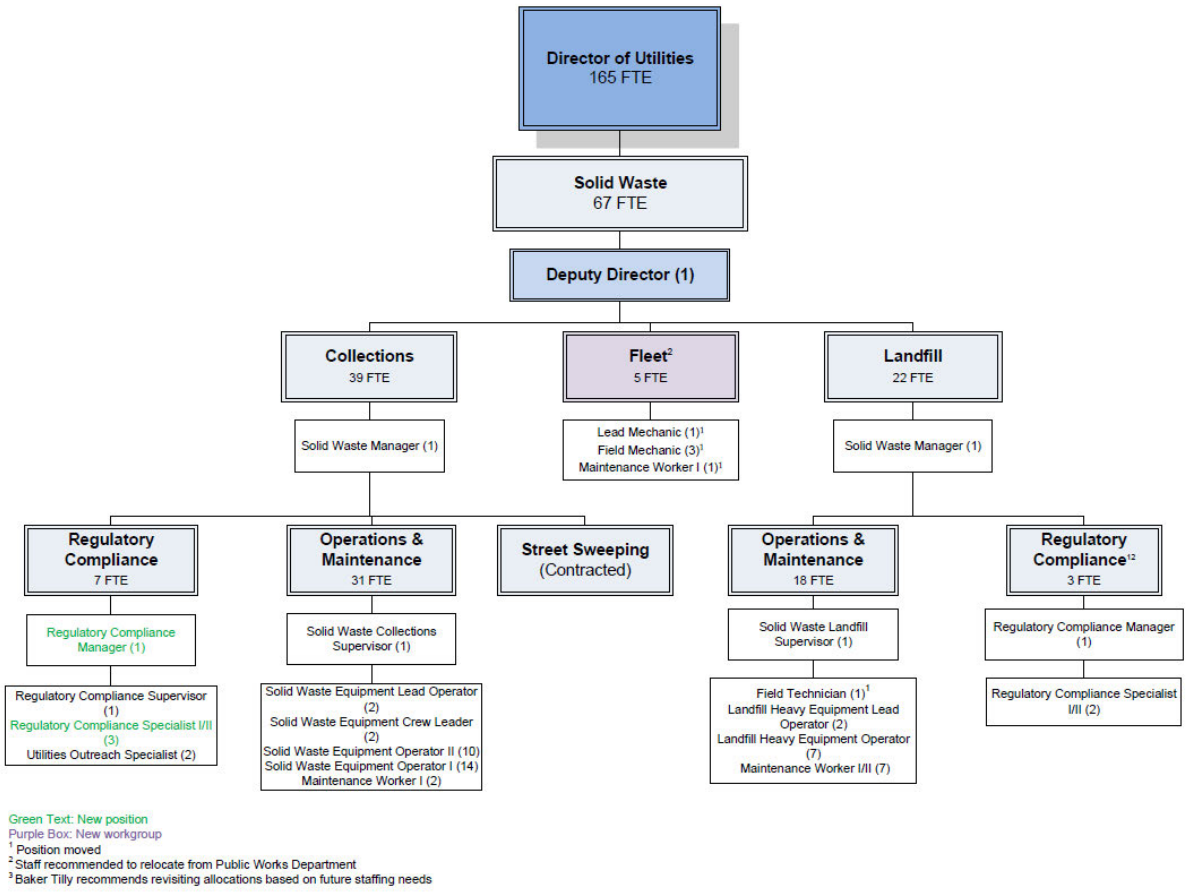
To enhance operational efficiency, ensure regulatory compliance, and improve waste management practices, it is recommended to hire a dedicated Regulatory Compliance Specialist I/II for this role. Bringing this position in-house will streamline workflows, improve the consistency of field operations, lead to more effective route audits, and better management of waste sorting processes. Importantly, it will ensure continuous and thorough compliance with SB 1383 regulations, including more consistent engagement with businesses and apartment complexes, addressing contamination issues promptly, and providing ongoing support and resources. In addition, utilizing technology for accurate recordkeeping and reporting will be more efficient with a dedicated employee facilitating better tracking of compliance efforts and more reliable data for analysis and reporting. An in-house Regulatory Compliance Specialist I/II can develop and adhere to procedures that streamline field operations, reducing redundancies and improving overall efficiency. Integrating this role within the Utilities Department will foster a more cohesive working environment, encouraging knowledge sharing and innovation.

Recommendation 58. Hire a dedicated Regulatory Compliance Specialist I/II for diversion responsibilities.

The proposed organizational structure in Figure 12 captures the new Fleet workgroup transferred from Public Works and the addition of a Field Technician, Regulatory Compliance Manager and Regulatory Compliance Specialist I/II. By moving Engineering staff from Solid Waste to its own workgroup directly reporting to the Director of Utilities, Solid Waste increases its headcount by 3 FTEs.

IMPORTANT NOTE: As the department transitions operations to the new landfill at [redacted] an increase in staffing will be necessary. While the exact number of additional staff is not yet determined – pending completion of the final site design and planned operations – it is crucial the department assess this need carefully as plans for operations at the new landfill site. At a minimum, it is expected that additional Regulatory Compliance Specialist I/II positions will be required. Furthermore, Utilities should evaluate the viability of the existing specialist-to-manager structure to ensure effective hierarchical supervision and support for succession planning. Staffing structure must foster accountability, mentorship, and professional development, all of which are key to maintaining high standards and operational efficiency.

Figure 12. Proposed Solid Waste Division Organization Structure



Water Resources Division

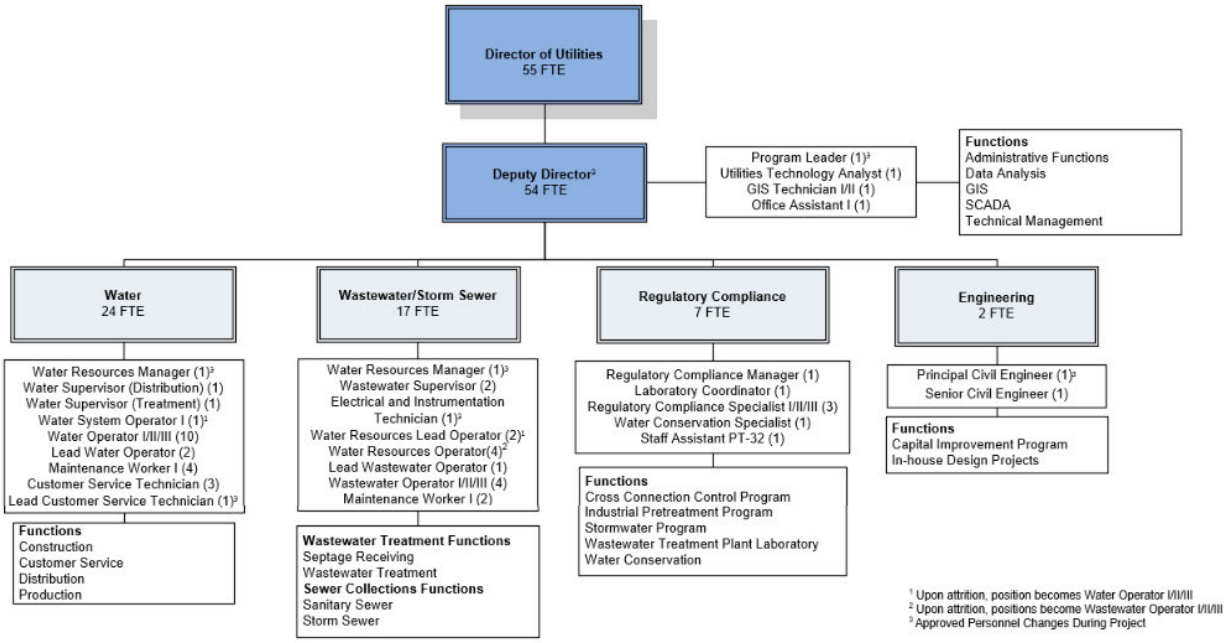
The Water Resources Division is structured to encompass several critical areas of service: Water, Wastewater Treatment, Sanitary and Storm Sewer Collections, Regulatory Compliance, and Engineering. This division is tasked with the vital responsibility of ensuring an adequate supply of potable water for domestic, industrial, and fire protection purposes, operating the City's WWTP, and maintaining sanitary sewer and storm systems.

At the start of the Baker Tilly assessment, the division was managed by a singular Water Resources Manager overseeing all sections. Upon approved personnel changes in the FY 2024-26 budget, the division now has authority to hire a new deputy director and a second Water Resources Manager to help oversee operational and maintenance aspects of Water and Wastewater. This structure, which our team recommends, now aligns with Solid Waste, offers a stronger reporting line, and provides the ability to oversee day-to-day operations more efficiently. The Water Resources Division will benefit from the additional staff with management responsibilities and supervisory roles. These changes are expected to provide a more effective span of control and aid in data analysis and projections, resulting in a more efficient organizational structure while offering increased opportunities for professional development within the division.

Additionally, as part of additional approved personnel changes in the FY 2024-26 budget, a Program Leader was added to help support the administration of the division, a Lead Customer Service Technician was added to the water workgroup, and an Electrical and Instrumentation Technician was added to support both water and wastewater.

The current structure can be found below in Figure 13.

Figure 13. Current Water Resources Division Organization Structure



As mentioned in the Solid Waste Division section, because regulatory compliance continues to become increasingly specialized, it is recommended to split the regulatory compliance workgroup by creating two Regulatory Compliance Supervisors from the existing vacant Regulatory Compliance Manager position. This division of the work will allow the Water and Wastewater workgroups to focus more intensively on their specific regulatory needs in alignment with operations, ensuring that compliance efforts are tailored to the distinct requirements of each area.

The City, as an urban water supplier serving over 100,000 customers, is subject to a variety of regulations related to sustainable water management, quality, and conservation. This includes the following legislation:

- Water Conservation Legislation: The California Urban Water Management Planning Act requires large urban water suppliers to prepare and update Urban Water Management Plans (UWMPs) every five years, focusing on water supply reliability, conservation measures, and demand management.
- SB 606 and AB 1668: These laws establish specific water use efficiency standards for urban water suppliers, mandating performance measures for indoor and outdoor water use, which suppliers must meet to promote conservation.
- California Safe Drinking Water Act: This act regulates water quality and safety, requiring urban water suppliers to monitor and ensure compliance with state and federal drinking water standards.
- Drought Contingency Plans: Suppliers must develop and implement plans detailing strategies for drought response, including water conservation measures and emergency supply plans.
- Water Recycling and Reuse Regulations: Suppliers must adhere to regulations governing the safe recycling and reuse of water, promoting sustainable practices.
- Sustainable Groundwater Management Act (SGMA): This legislation requires urban suppliers that rely on groundwater to participate in the development and implementation of Groundwater Sustainability Plans to ensure long-term water availability.

- Environmental Regulations: Urban water suppliers must comply with various environmental regulations, including the California Environmental Quality Act (CEQA), which assesses the environmental impacts of water supply projects.

In addition, as owner and operator of the WWTP, the City is governed by a comprehensive set of regulations aimed at protecting public health and the environment. Key regulations include:

- California Porter-Cologne Water Quality Control Act: This law establishes the framework for water quality regulation in California, requiring wastewater treatment plants to obtain National Pollutant Discharge Elimination System (NPDES) permits for discharges to surface waters.
- NPDES Permits: Administered by the State Water Resources Control Board (SWRCB), these permits set specific effluent limits, monitoring requirements, and operational conditions to ensure that discharges do not harm water quality.
- Waste Discharge Requirements (WDRs): The WWTP must comply with WDRs, which outline the conditions under which they can discharge wastewater, including treatment standards and monitoring protocols.
- California Code of Regulations (CCR), Title 22: This title governs the treatment and reuse of recycled water, setting standards for the safe use of treated wastewater for various purposes, including irrigation and industrial processes.
- California Environmental Quality Act (CEQA): Wastewater treatment projects may require environmental impact assessments under CEQA to evaluate potential impacts on the environment and community.
- State and Regional Water Quality Control Board Regulations: Local Regional Water Quality Control Boards enforce regulations related to wastewater treatment, ensuring compliance with state and federal water quality standards.
- Water Recycling and Reuse Regulations: These regulations promote the beneficial use of treated wastewater, requiring treatment plants to meet specific standards for different types of recycled water applications.
- Public Health Regulations: The California Department of Public Health sets standards for wastewater treatment to protect public health, particularly regarding pathogen removal and the safe use of recycled water.
- Stormwater Management Regulations: Treatment plants must also manage stormwater discharges, following regulations that aim to prevent pollution from runoff.

By separating water and wastewater compliance functions, the department can enhance the expertise within each team, reduce the risk of regulatory oversights, and improve the overall management of compliance-related tasks. This approach also facilitates more targeted training and resource allocation for greater efficiency and effectiveness in meeting regulatory demands.

Recommendation 59. Split Regulatory Compliance between Water and Wastewater/Sanitary & Storm Sewer.

Recommendation 60. Split Regulatory Compliance Workgroup into Two Supervisor Roles by Filling the Vacant Regulatory Compliance Manager Position

A future study should be conducted to evaluate whether all tasks within the Water and Wastewater Divisions necessitate certified operators or if some duties could be managed by specialized maintenance personnel. This analysis should commence once the appropriate supervisory structure is established. Conducting this evaluation now would be difficult due to the current supervisory framework not being adequately equipped to accurately assess the complexity of tasks and determine the appropriate staffing needs. By evaluating the intricacies of various tasks, the Department could potentially develop a more versatile workforce. This approach may enhance staffing efficiency, enabling the Department to transition

from reactive to proactive maintenance strategies, particularly in areas such as sewer collections and maintenance groups.

Recommendation 61. Perform a study to determine which tasks within Water and Wastewater Divisions require certified operators.

Hiring an additional Customer Service Technician in Water Operations and Maintenance is essential to support ongoing growth and improve service delivery. This role will enhance the department's ability to manage water metering, billing, and infrastructure maintenance more efficiently. By addressing customer inquiries and resolving issues promptly, the additional technician will help maintain high customer satisfaction and operational reliability. Given the anticipated 32 percent population increase to 13,000 residents by 2050, this addition will ensure the department can handle increased demand and maintain service quality. It is also advisable to reevaluate future staffing needs based on the Regional Growth Forecast for [redacted] County and the accompanying staffing model to ensure continued efficiency and effectiveness.

Recommendation 62. Reevaluate staffing needs based on regional growth forecasts for efficiency

Recommendation 63. Add an additional Customer Service Technician in Water Operations and Maintenance.

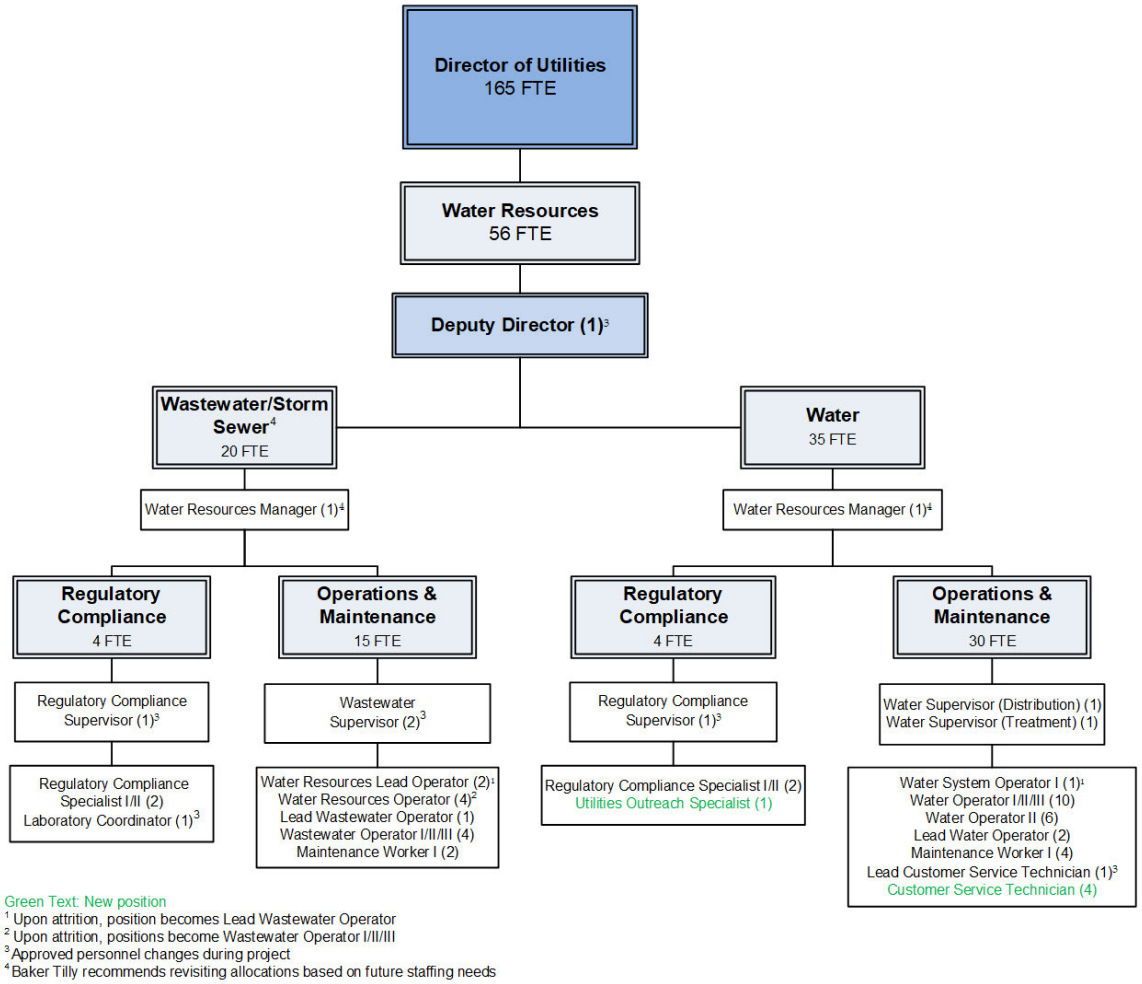
Based on attrition, the previous Water Conservation Specialist position has been transitioned to an additional Regulatory Compliance Specialist role. This change enhances the resilience and capacity of the Regulatory Compliance Team, allowing for more effective management of regulatory demands. To address the outreach and marketing needs of the Water Resources Division, it is proposed to create a new Utilities Outreach Specialist. This role should report directly to the Regulatory Compliance Supervisor within the Water workgroup.

Implementing these changes will provide several benefits. The Utilities Outreach Specialist will enhance the Department's ability to engage with the community, promote water conservation efforts, and effectively communicate important information. Overall, these adjustments will create a more robust and adaptable workforce, capable of meeting both current and future challenges.

Recommendation 64. Add a Utilities Outreach Specialist to in the Water workgroup to help with community engagement.

Consolidating engineering functions from Water Resources and Solid Waste and creating a new Engineering Division reporting to the Director of Utilities and moving staff to the new Administrative Management workgroup will increase Water Resources headcount by 2.0 FTE from 54 to 56. See Figure 14 for a proposed organization structure for Water Resources.

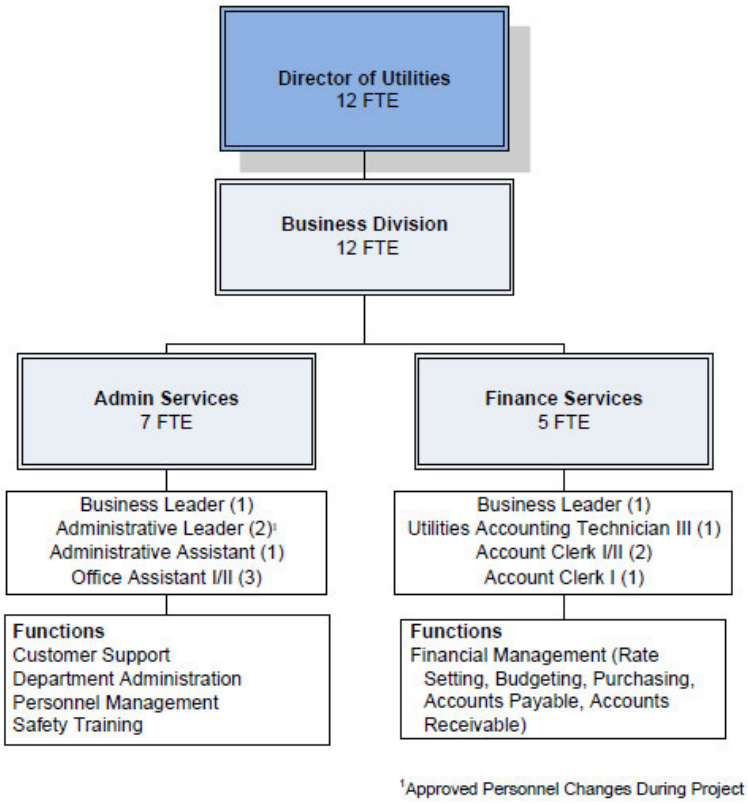
Figure 14. Proposed Water Resources Division Organization Structure



Business Division

The Business Division is responsible for department administration, customer service, personnel management, and finance services related to rate setting, budgeting, and purchasing for the Utilities Department. The division is led by two Business Leaders, who oversee a staff of 10 FTEs. This structure enables the division to manage the financial and customer service aspects of the Utilities Department, ensuring efficient operations and high-quality service delivery. The Business Division, as shown in Figure 15, is vital to maintaining the Department's financial health while supporting internal and external customers of over 132 staff members and over 22,000 customers, respectively.

Figure 15. Current Business Division Organization Structure



The Utility Billing Division resides within the Finance Department located downtown in the City Hall Annex, despite being funded by the Utilities Department. This arrangement presents several challenges, including inefficiencies in customer service and a lack of direct oversight by the Utilities Department. Customers often experience frustration as they are bounced between the Finance and Utilities departments because the Finance Department cannot answer certain questions, and the Utilities Department lacks the authority and access to make necessary adjustments within the City's financial software (Eden). The frequent interactions between Utility Billing and Water Resources highlight the need for closer integration to efficiently handle billing and meter-related activities.

The Utility Billing structure currently consists of a program leader (utility billing manager), four finance clerks, and two accounting technicians.

Moving the Utility Billing function and staff to the Utilities Department will address these challenges by centralizing customer service, reducing inefficiencies, and improving the overall customer experience. With direct oversight, the Utilities Department will have the authority and access needed to resolve customer issues promptly, eliminating the current bottlenecks. This realignment will also enhance communication and coordination between Utility Billing and other divisions within the Utilities Department, leading to more streamlined operations and better resource allocation.

Since Utility Billing is already funded by the Utilities Department, this move will ensure that resources are used effectively and support strategic goals such as improving technological infrastructure and implementing advanced billing systems. Additionally, we recommend that a transfer plan be developed to ensure a smooth transition of the Utility Billing function from Finance to Utilities. Ultimately, this transition will facilitate better planning, execution, and service delivery, benefiting the department and its customers.

Recommendation 65. Transfer the Utility Billing function and current staff to the Utilities Department.

Recommendation 66. Develop a transition plan for the transfer of Utility Billing.

Hiring an Administrative Leader to report to the Business Leader in Finance Services will significantly enhance the department's efficiency and effectiveness in managing its complex financial functions. The Administrative Leader will streamline processes, improve project management, and ensure smooth workflow execution, allowing the Business Leader to focus on high-level strategy and decision-making related to the four enterprise funds. By overseeing financial data analysis, compiling comprehensive reports, and managing project schedules, this role will reduce delays, enhance accuracy, and ensure timely execution of day-to-day critical tasks. This support will free up senior leadership to focus on broader organizational objectives, leading to more effective financial management and better outcomes across the four funds related to rate setting, budgeting, and procurement. Adding the Administrative Leader would strengthen the department's resiliency, enabling it to better adapt to challenges and support long-term growth.

Recommendation 67. Hire an Administrative Leader under Finance Services reporting to the Business Leader.

Account Clerks at the scale house, responsible for taking and processing payments at the landfill, currently reside within the Solid Waste Division. Given their primary role is financial, it is recommended to relocate them to the Business Division. This strategic move aligns their role more closely with their financial responsibilities and centralizes financial functions within the Business Division, providing greater resiliency and access to enhanced financial resources and expertise. By situating them in the Business Division, staff will have the opportunity to participate in cross-training initiatives, ensuring backup support and coverage in case of absences, which improves overall operational flexibility.

However, because there are significant differences between these two functions, including business hours of operation (the landfill is open 7 days a week 7:00 a.m. to 4 p.m., with utility billing hours currently Monday through Thursday 8:00 a.m. to 5:00 p.m.), establishing a cross-training program between the two functions and overlapping shifts is critical. This would enable Utility Billing staff to step in as backup during absences at the scale house, while scale house clerks could provide similar support during peak times at Utility Billing.

This change is also intended to have a positive effect on landfill operations because the maintenance workers and landfill heavy equipment operators currently provide relief coverage; moving the Account Clerks assigned to the Scale house into Business Services will allow for a more streamlined workflow and enable the landfill operations to focus on their core activities without interruptions, ultimately enhancing efficiency and productivity across both divisions.

This move will need to be evaluated once operations transition to the new landfill site to ensure that the intended benefits and efficiencies continue to be realized and to make any necessary adjustments based on the new operational environment.

Recommendation 68. Move Account Clerk – Scale House staff from Landfill Operations to Finance Services in the Business Division.

To provide the department with stronger and more consolidated customer support, the Office Assistant I/II should be moved from the Water Resources Division to the Customer Service team within the Business Division when the department consolidates functions at the landfill. This shift will enhance efficiency by aligning the Office Assistant with the expanded functions of the Customer Service team. By centralizing customer service-related tasks, the position will be able to support a wider range of customer service-related activities, ensuring consistent support across the board. This will require structured cross-training in all customer service areas to ensure that all staff can be provided with the required levels of support for each area.

This move will improve coordination and resource allocation, enabling the Office Assistant I/II to address needs for all customer service operations, rather than being assigned to a single division. As the

department expands customer service functions, this realignment will provide the necessary backbone to support those efforts, fostering better communication, streamlined workflows, and a more efficient use of resources. Additionally, assigning this role within the Customer Service team will allow for more effective management of customer inquiries, billing processes, and service requests, leading to enhanced service delivery and improved operational effectiveness across the department.

Recommendation 69. Move the Office Assistant I/II from the Water Resources Division to the Business Division under Customer Service.

To better serve Utilities, we recommend developing an Administrative Management workgroup to consolidate administrative responsibilities. This addition will streamline processes and improve efficiency by centralizing administrative tasks. Centralizing administrative tasks within a dedicated workgroup will not only improve operational efficiency but also foster a more cohesive and collaborative work environment. A specialized team focused on administrative duties can ensure that these tasks are handled by individuals with the appropriate expertise and training, leading to higher quality and more consistent administrative support. Moreover, this workgroup will allow other department staff to focus more on their core responsibilities, reducing the burden of administrative tasks on non-administrative personnel. Having all administrative staff working together will enhance communication and coordination, leading to faster response times for internal requests. This consolidation will also create opportunities for cross-training, ensuring staff can cover for each other during absences, thus maintaining consistent support across the department.

Recommendation 70. Create an Administrative Management workgroup.

This new group will consist of a program leader, three administrative leaders, one confidential technician, and an administrative assistant. Centralizing departmental work and consolidating all administrative resources into a single, dedicated workgroup will improve consistency in administrative processes and task execution.

To lead the Administrative Management group, the Program Leader should be moved from the Water Resources Division. This transition will enhance administrative efficiency by aligning the Program Leader with the broader functions of the Administrative Management team. In this recently added role, the Program Leader will oversee the two existing Administrative Leaders over personnel management and safety/training, a proposed new confidential technician to support them, a third proposed new Administrative Leader that will provide cross functional department support and lead special projects, and the existing Administrative Assistant within the group, helping to lead administrative management for the entire Utilities Department.

Centralizing administrative tasks within this division will enable the Program Leader to support a wider range of activities, ensuring consistent and comprehensive support across the department. This move will improve coordination and resource allocation, allowing the Program Leader to address administrative needs for all operations rather than being confined to a single division. As the department expands its functions, this realignment will provide the necessary administrative backbone to support these efforts, fostering better communication, streamlined workflows, and a more efficient use of resources. Additionally, aligning this role within the Administrative Management group will allow for more effective management of departmental inquiries, processes, and service requests, leading to enhanced service delivery and improved operational effectiveness across the department.

The Business Division is under-resourced, significantly limiting its operational efficiency and ability to effectively support the Water Resources and Solid Waste Divisions. The core issue lies in the division's lack of high-level management, including the need for a deputy director to oversee the Business Division . This hinders its capacity to operate efficiently and fulfill its role as a strategic, collaborative partner. With the proposed increased staffing and consolidation of support staff as discussed in the recommendations above, the Business Division will expand from 12 to 28 FTEs to accomplish current and additional key functions (see Figure 16). As such, the division will be better equipped to provide essential oversight and operational value. This is critical for the Utilities Department to grow into a truly effective and efficient City department. Additionally, because the Business Leader over customer service will have a smaller scope,

the department should evaluate supervisory staffing levels upon attrition to ensure the structure is optimized for efficiency and service delivery; replacing the Business Leader at attrition with a Program Leader may be more suitable and in line with the structure of the other work groups.

Recommendation 71. Add a Deputy Director to oversee the Business Division.

Hiring a third Administrative Leader in Administrative Management is crucial for providing cross-functional support and managing special projects, particularly as the Utilities Department undertakes new initiatives such as opening a new City landfill and developing a replacement wastewater treatment plant. The creation of a separate Engineering and Technology division will increase the focus on special projects within this workgroup, and the subset of such projects will be increasing significantly over the next 5 to 10 year. creating a gap that necessitates additional project support. This new leadership will enhance the coordination and execution of these projects, ensuring they are completed efficiently and effectively. Given the increasing scope and complexity of such projects the addition of this position is well justified and indeed urgently needed.

Recommendation 72. Add an Administrative Leader to cross-functional support in Administrative Management.

Hiring a Confidential Technician to support the Administrative Leader over personnel and safety is essential for building resiliency. This role would enhance the efficiency and effectiveness of the Administrative Management workgroup by providing critical support in managing sensitive information and safety protocols. Additionally, it would allow the Administrative Leader to focus on strategic initiatives, improving overall operational performance.

Recommendation 73. Add a Confidential Technician to support the Administrative Leader in the Administrative Management workgroup.

Figure 16. Proposed Business Division Organization Structure

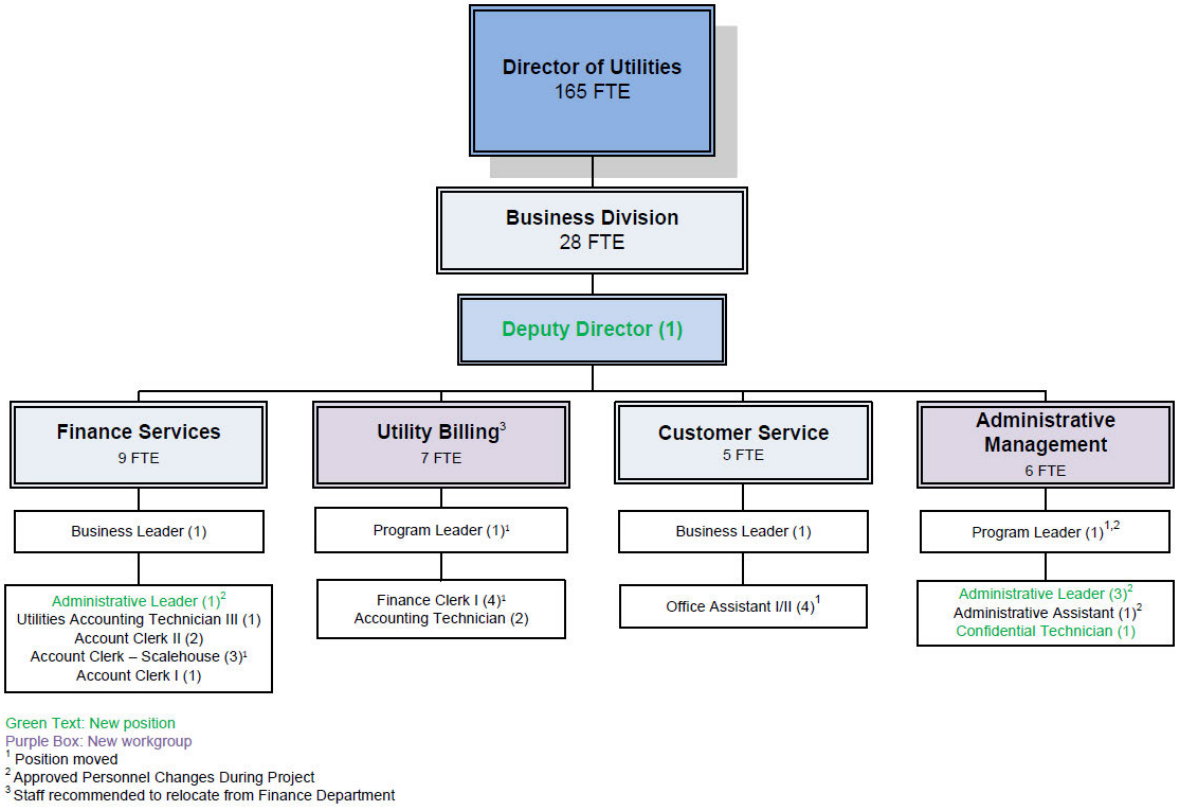
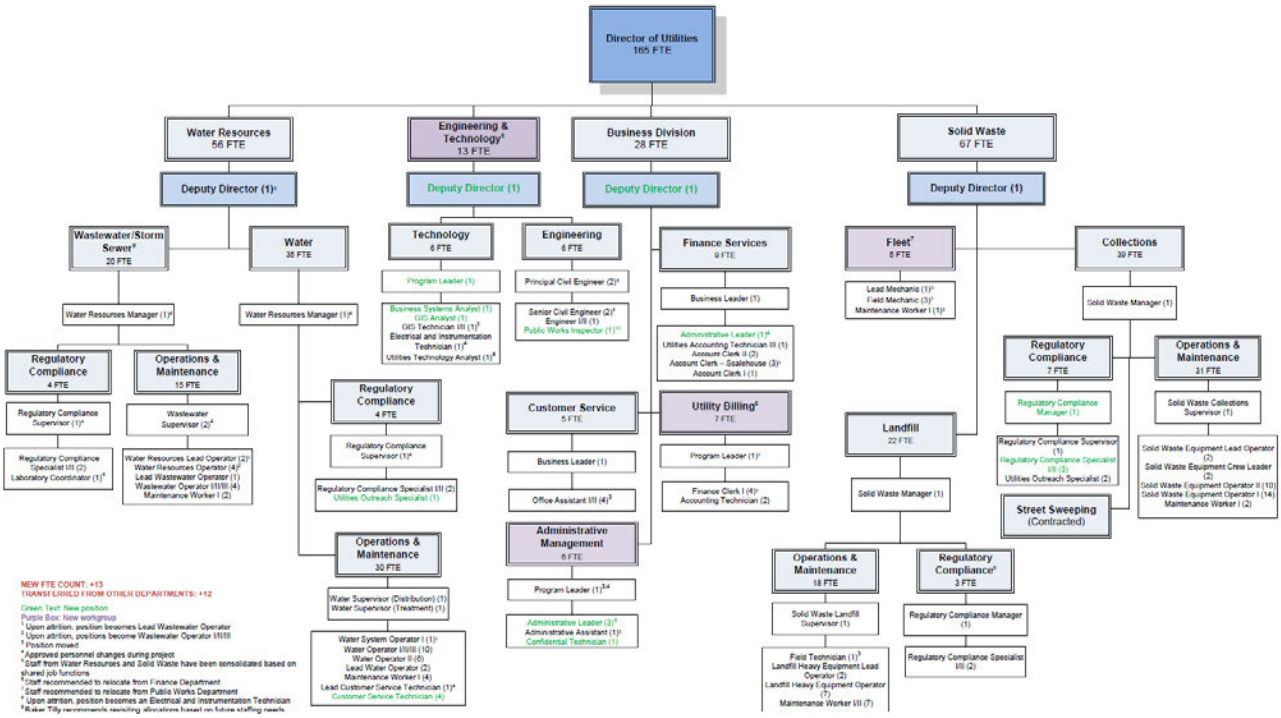


Figure 17 below details the new organizational structure in its entirety. Baker Tilly believes these changes will benefit Utilities now and in the future as the department expands operations, develops new infrastructure, adapts to future regulations, and settles into new facilities.

Figure 17. Proposed Departmentwide Organization Structure



Vacancies

Data provided as of December 2024 showed that of the department's 132 authorized FTEs, 27 (20.7%) were vacant, as shown in Table 1. High turnover and vacancies can reduce productivity and impact morale as remaining staff members must take on additional responsibilities to cover the workload of the vacant position(s). This can lead to increases in stress levels, poor customer service, and too often, further vacancies as staff seek less challenging work environments. The department must address the vacant positions. An analysis of the baseline staffing required for the departments will be guesswork until vacancies are filled.

Recommendation 74. Prioritize filling vacancies within the Department

Table 1. Departmentwide Vacancies

Division	Total FTE	Total Vacancies	Vacant Positions
Business	12	1	Account Clerk I (1)
Solid Waste	64	8	Landfill Heavy Equipment Operator (1) Maintenance Worker I/II (2) Solid Waste Manager (2) Solid Waste Equipment Lead Operator (1) Regulatory Compliance Specialist I/II (1) Utilities Outreach Specialist (1)

Division	Total FTE	Total Vacancies	Vacant Positions
Water Resources	55	18	Customer Service Technician (1) Deputy Director (1) Electrical and Instrumentation Technician (1) Lead Wastewater Operator (1) Lead Water Operator (2) Maintenance Worker I (3) Program Leader (1) Regulatory Compliance Manager (1) Senior Civil Engineer (1) Staff Assistant PT-32 (1) Wastewater Operator I/II/III (1) Wastewater Supervisor (1) Water Operator I/II/III (2) Water Supervisor (Treatment) (1)

Near-Term Staffing Recommendations

The Utilities Department is currently experiencing a pressing need for staffing, particularly in supervisory, middle management, and administrative support roles. This deficiency has resulted in the existing staff being overwhelmed with daily operational tasks, leaving little room for strategic planning or focusing on long-term objectives. The lack of a strong management hierarchy and adequate administrative aid has led to inefficiencies and a reactive approach to service delivery. Addressing these staffing needs is crucial for immediate relief and lays the groundwork for a sustainable staffing model that aligns with the City's growth trajectory over the long term.

In response to these challenges, it is essential to consider the addition of near-term staff to the Utilities Department. These new roles are intended to address the gaps in management and administrative support, thereby reducing the burden on current staff. This move is in line with the rapid organizational growth and external pressures. By implementing these staffing recommendations, the Utilities Department can lay a new foundation that more accurately reflects the present circumstances and fosters a sustainable organizational structure.

These proposed additions aim to enhance the Utilities Department’s capability to manage its operations more effectively and improve the quality of services provided to the community. Moreover, the staffing model (discussed in the following section of the report) will provide longer-term recommendations, ensuring that the Utilities Department remains well-equipped to handle the evolving needs of the City.

There are several near-term staffing recommendations presented in this report. These new positions reflect the rapid pace of growth and the external drivers experienced by the organization. By adding these recommended positions, the Utilities Department will establish a new foundation that better reflects current reality and creates a more sustainable organization. The near-term position recommendations are shown in the table below.

Table 2. Recommended Near-Term Staffing Changes

Division	Type of Change	Position	FTE Change
Business Division	Addition	Deputy Director	+ 1.0
Business Division	Addition	Administrative Leader	+ 2.0

Division	Type of Change	Position	FTE Change
Business Division	Addition	Confidential Technician	+ 1.0
Business Division	Transfer from Finance	Program Leader	+ 1.0
Business Division	Transfer from Finance	Finance Clerk I	+ 4.0
Business Division	Transfer from Finance	Accounting Technician	+ 2.0
Engineering & Technology	Addition	Deputy Director	+ 1.0
Engineering & Technology	Addition	Program Leader	+ 1.0
Engineering & Technology	Addition	Business Systems Analyst	+ 1.0
Engineering & Technology	Addition	Public Works Inspector	+ 1.0
Engineering & Technology	Addition	GIS Analyst	+ 1.0
Solid Waste	Addition	Regulatory Compliance Manager	+ 1.0
Solid Waste	Addition	Regulatory Compliance Specialist I/II	+ 1.0
Solid Waste	Transfer from Public Works	Lead Mechanic	+ 1.0
Solid Waste	Transfer from Public Works	Field Mechanic	+ 3.0
Solid Waste	Transfer from Public Works	Maintenance Worker	+ 1.0
Water Resources	Addition	Customer Service Technician	+ 1.0
Water Resources	Addition	Utilities Outreach Specialist	+ 1.0
		Total New FTEs	**+13.0**
		Total Transferred FTEs	**+12.0**
		Grand Total[1]	**+25.0**

[1] *Three positions are recommended to be moved from the Public Works Department. Therefore, they are not new FTEs to the City, but new to the Utilities Department. Seven positions are recommended to be moved from the Finance Department. Therefore, they are not new FTEs to the City, but new to the Utilities Department.*

Compared to the AWWA report, the City's Water and Wastewater Operator staffing is very lean. While Baker Tilly does not recommend staffing increases purely based on peer comparisons, it is important to note that staff survey responses also indicated a high workload. However, interviews revealed that while there are enough frontline staff, there is a significant need for management and supervisors to focus on strategic planning.

Should the department decide to add frontline staff, we recommend a phased approach. Initially, the priority should be to add a middle management group, as indicated in this report. This will provide the necessary strategic oversight and support for frontline staff. Once vacancies are filled, robust technology

streamlines operations and the new wastewater plant is designed, the department will have a clearer understanding of additional frontline staffing needs.

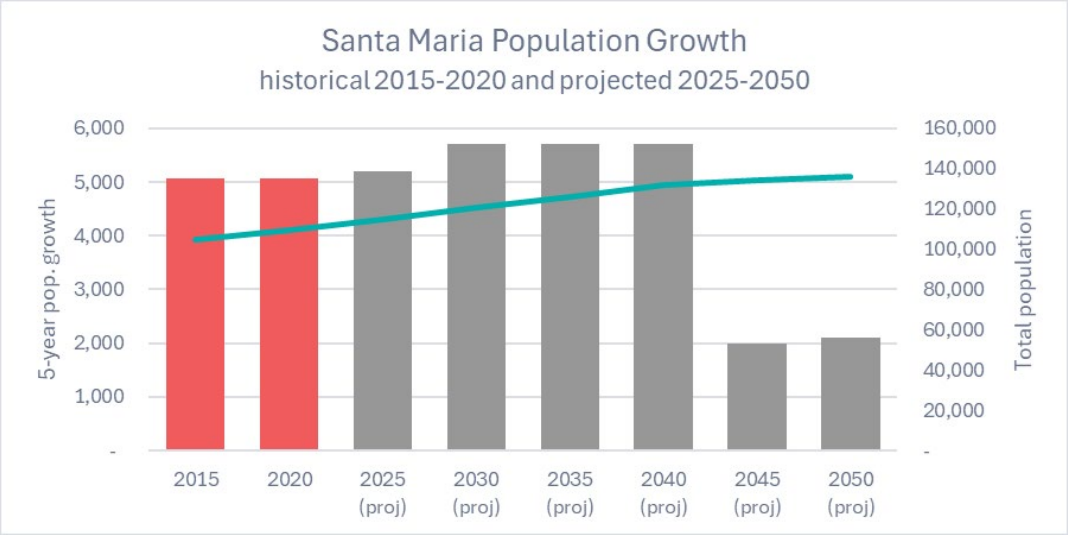
Staffing Model and Projections

Addressing these vacancies and strategically increasing staffing levels are necessary for maintaining operational efficiency and service quality as [redacted] continues to grow. In projecting the staffing needs for the Utilities Department, we first assessed the staffing and organizational changes required to address the workload demands and challenges currently facing the organization. These staffing changes are focused on management and administrative capacity as outlined in the previous section.

In addition to addressing current challenges per our near-term staffing recommendations, we also reviewed anticipated growth in the community and estimated the growth needed in the organization to meet the service demands likely to be generated by future residents and employers.

Population projections for the region anticipate that [redacted] will grow by 28% between 2020 and 2050. Growth is expected to continue at a strong pace through 2040 before slowing down in the last ten years of the planning period[5]. This results in disproportionately high growth in the short to medium term, with modest growth in the last ten years of the projections.

Figure 18. [redacted] Population Growth

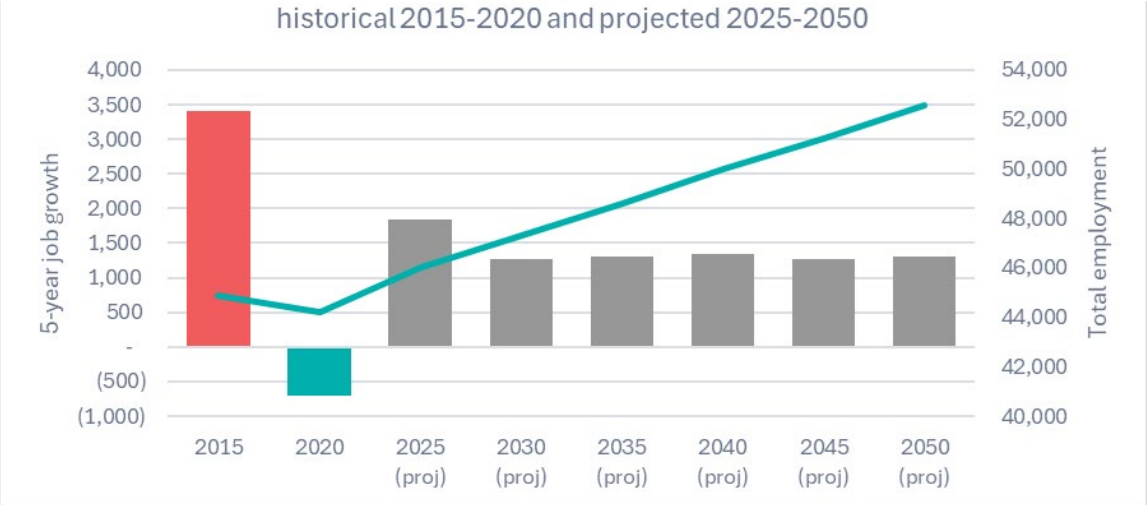


One mitigating factor relating to utility services is the assumption that approximately 20% of new population growth will be driven by an increase in household size as opposed to the development of new residential properties. This pattern results in fewer new accounts to be serviced, and likely some efficiencies at the household level in terms of consumption of water and production of solid waste.

In addition to the population growth driving residential demands for service, forecasts show job growth of over 21% between 2020 and 2050, after a slight dip in employment due to post-pandemic effects. Job growth is projected to be steady through the entire period, as opposed to the front-loaded growth projected for population.

[5] [redacted] County Association of Governments, Regional Growth Forecast 2050 [redacted] County, January 2019

Figure 19. [redacted] Employment Growth



This continuing growth in population and employment will drive demand for utility services. Our analysis anticipates that between 7,500 and 8,500 customer accounts will be created by 2040, requiring additional staffing to meet these service demands. The organizational improvements outlined previously will position the Utilities Department to manage this growth effectively.

Figure 20. Water Accounts

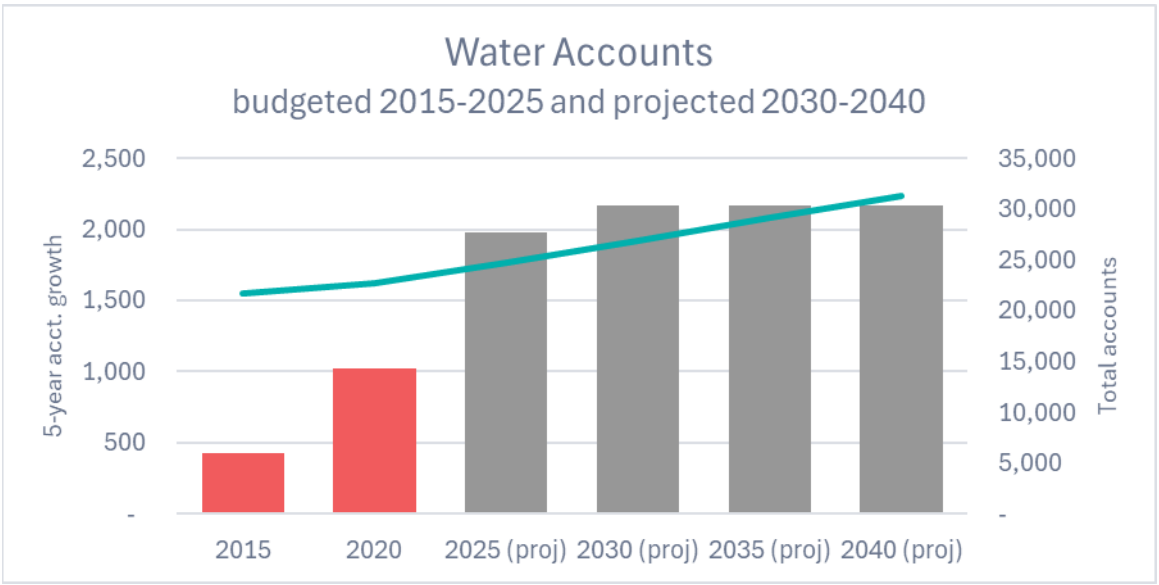


Figure 21. Wastewater/Storm Sewer Accounts

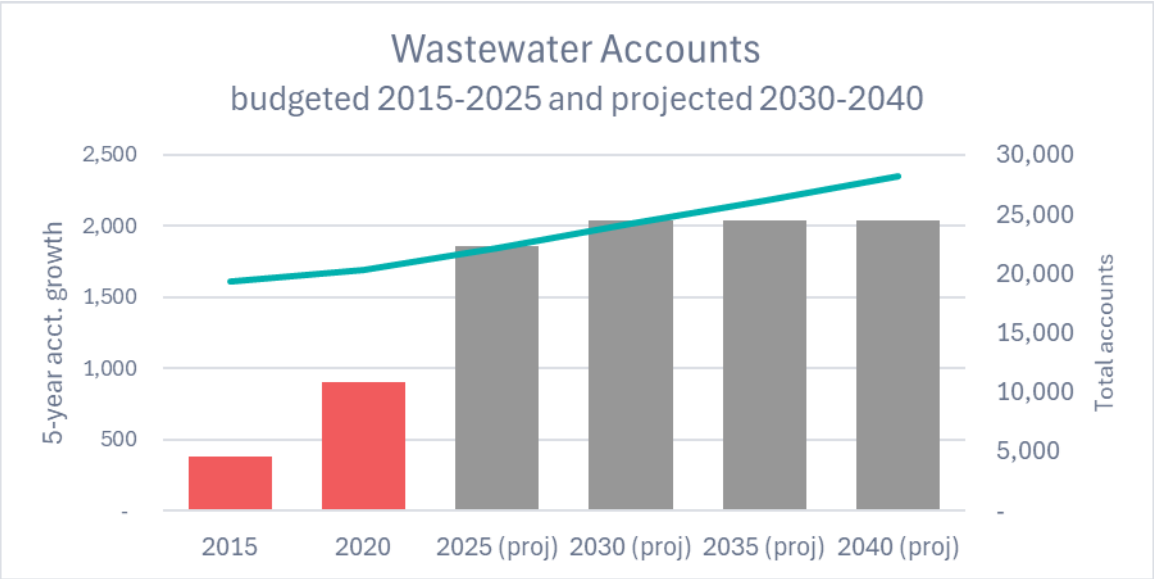
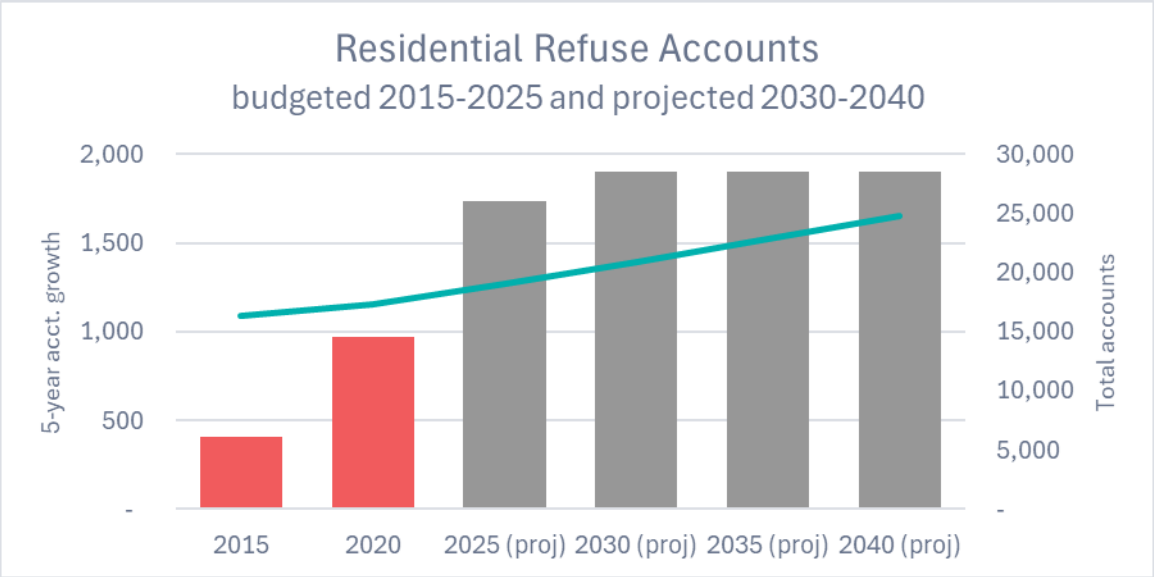
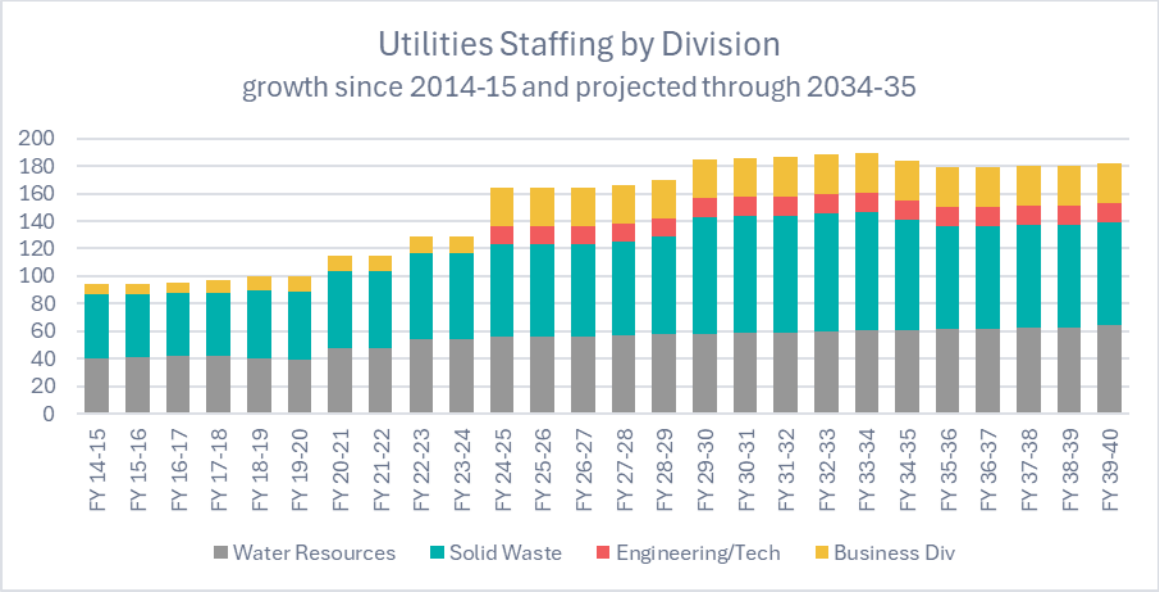


Figure 22. Residential Refuse Accounts



Looking at staffing growth between FY 2014-15 through the present and then at projected staffing through FY 2039-40, we observe steady growth as the Utilities' customer base expands and service demands grow to match. There are a few points of interest in the staffing trends, the first of which is the reorganization recommended in this report. This would move staff members from Water Resources and Solid Waste into the Business Division. This is visualized in the chart below by the growth in the gold segment of the columns in FY 2024-25. Additionally, the creation of an Engineering and Technology Division will shift some staff and add new technical staff to the department, as reflected in the red column segments.

Figure 23. Utilities Staffing by Division



Another departure from the generally steady growth trend comes into play as the Solid Waste Division transfers operations from the old landfill to the new. The projections anticipate several years when Solid Waste will need to manage and operate both locations, resulting in higher staffing for the division until operations at the old landfill site are completed.

Another potential complication may arise from the staffing needs of a potential new WWTP. Depending on the design of the facility, the Water Resources Division may need to adjust the size of its wastewater treatment contingent. While a newer WWTP will probably provide for greater automation, potentially reducing staffing requirements, it will also come with much more extensive and complex treatment systems which may necessitate increased staffing. The end result will depend on the exact treatment systems selected as well as location and other variables.

Our projections anticipate the addition of approximately 51 FTEs by FY 2039-40, bringing the size of the Utilities Department from 132 FTEs to 183. This would be a reduction from the maximum size of 191 FTEs reached when the Solid Waste Division manages two landfill sites simultaneously. The addition of 51 FTEs represents department growth of approximately 38.64%. More than half of this growth is due to the staffing recommendations described in this report; the remaining growth addresses continuing development in the community and its impacts on customer account numbers. Staffing adjustments related to growth in customer base is lower than the overall growth projected for the community, which reflects anticipated gains in efficiency due to organizational effectiveness, process improvements, and technology investments, as well as the economies of scale associated with a larger department.

It is also important to note that once the department has installed a proper CMMS (Recommendations 3-6) it will have a much greater ability to plan and predict workload and staffing requirements. Once all planned maintenance functions are loaded into the CMMS and the department has a reasonable period of experience with unplanned maintenance requirements it will be able to match staffing requirements with the resources provided with a precision not currently possible.

Conclusion

The recommendations and strategic focus areas outlined in this report provide a clear pathway for the Utilities Department to evolve into a fully realized and sustainable entity capable of meeting the City's growing needs. By addressing critical gaps in technology, infrastructure, staffing, and organizational structure, the department can better align its operations with its long-term vision and goals. The proposed changes are not just about immediate fixes but are designed to build a resilient, efficient, and adaptable department that can navigate future challenges with confidence.

However, it is crucial to emphasize that these improvements in management structure, support staff, and technology will not be sufficient on their own. There remains a pressing need to address the requirements of the front-line staff who play a pivotal role in executing the department's mandate. The front-line staff will also be significantly impacted by the operations of the new landfill and the new WWTP.

Implementing these recommendations will require committed leadership, strategic planning, and collaboration across all levels of the department. By embracing these changes, the Utilities Department will be empowered to enhance service delivery, improve operational efficiency, and foster a work environment that attracts and retains talented professionals. The roadmap provided in this report sets the foundation for a transformative journey, positioning the department as a vital, forward-thinking partner in the City's continued growth and success.

Attachment A — List of Recommendations

Attachment B — Interview Themes

To: [redacted]

From: Andy Belknap, Director
Michelle New, Consulting Manager, Project Manager
Paul Woodard, Special Advisor
Elliot Hallett, Consultant

Subject: [redacted] Utilities Department Assessment - Interview Themes

Date: March 21, 2024

Summary

The themes outlined in this memorandum were compiled based on input provided to the Baker Tilly team during interviews with the Utilities Department management team and department directors and managers who have frequent interaction with the Utilities Department, as listed below.

- Building Manager, Community Development
- Deputy Director of Utilities
- Director of Public Works
- Director of Utilities
- Employment Services Manager, Human Resources
- Interim Director of Finance
- Interim Director of Human Resources
- Labor Relations Manager, Human Resources
- Planning Manager, Community Development
- Regulatory Compliance Manger
- Utilities Finance Manager
- Utilities Manager
- Utility Billing Manager, Finance
- Water Resources Manager

The comments, which we grouped into five themes or categories, summarize viewpoints expressed by the interviewees. The five themes or categories include:

1. Staffing,
2. Functional alignment and organization structure,
3. Lack of technological investment,
4. Planning for future growth, and
5. Other.

Interview Themes

Staffing

- Department staff are hardworking and recognize that the work they do is important.
    - They see their work as directly associated with residents' quality of life: providing safe drinking water, solid waste collection and sanitation services, service provision to all new developments, conservation promotion, etc.

- Department staff is overwhelmed with day-to-day operations.
- The department lacks supervisory/middle management staff to maintain proper and effective spans of control; these positions are needed to analyze data and make projections.
- No inspection staff exists, and this is a problem with respect to new developments. The original expectation was that Public Works could cover for Utilities but as the reorganization matures this is becoming problematic.
- Plan review is also an issue as Utilities is understaffed in this area and is not always able to participate in the Development Review Meetings. Again, the expectation was that Public Works could handle Utilities conditioning / plan review, but it is becoming increasingly problematic. A recurring problem is the location of trash enclosures. There is not sufficient administrative support for the work done in the field.
- Administrative support is also needed to support recruitments.
- The Geographic Information System (GIS) Technician, Civil Engineer, and Safety and Training coordinator are all new positions that support the department.
- To meet compliance regulations, the department will need to staff mandated programs (e.g., diversion program).
- There is a need for succession planning and documenting training requirements, expectations, and productivity standards.
    - An expectations and productivity manual has been drafted and is being reviewed by Human Resources (HR).

Functional alignment and organization structure

- Using crew leaders and leads to organize teams is a good first step in providing a hierarchy for succession; eventually the department might need to add superintendents to accommodate significant future growth.
- Collections staffing and organization is sufficient because routes are optimized, and staff has already been hired for upcoming weekly organic collection.
- Engineering staff in Public Works manage projects that are designed by Utilities department staff and contractors; this can lead to projects not always being built as designed.
- Separate and uncoordinated Capital Improvement Program (CIP) delivery systems have developed in Public Works and Utilities and the work of each needs to be coordinated. A suggestion is to have Utilities program and engineer Utilities projects with Public Works handling bidding and construction and Utilities working with Public Works on inspection and acceptance. There are ongoing discussions about the potential benefits of having utility billing move from Finance to the Utilities Department. There are challenges in working across departments. For example, customers are often bounced between Finance and Utilities because Finance cannot answer operational questions and Utilities cannot adjust bills.
- Solid waste fleet management work out of the Public Works Department but are on site at the Landfill. The Utilities Department pays Public Works for the fleet management staff. Any costs incurred by the Utilities Department must be specific to utilities and cannot be used for any general fund expenses. However, the billing from Public Works is not detailed enough to properly delineate the utility costs. There is also a control issue by not having the fleet mechanics supervised by Utilities staff, yet still be required to follow specific regulations.
- Use of consultants has mainly focused on larger or specialized plant repairs, special water studies, models and plans, contract development for water well pump houses, and specialized waste (e.g., household hazardous waste, green waste, construction and demolition waste, trees, and mattresses).

Lack of technological investment

- The lack of technology use within the Utilities Department is an overarching problem for the organization which prohibits operational efficiency and effectiveness.
- The main gap is that data is being collected, but not analyzed or used to make decisions.
- Technology staff is needed to fully implement and use new software.
- There is a question as to whether the department should have its own technology staff.
- The department does not have a Computerized Maintenance Management System (CMMS) and work orders are not tracked. Public Works is currently implementing a CMMS and Utilities may learn from this work and perhaps adopt the same system.
- GIS is collecting data, but there isn't sufficient capacity to fully analyze and use it.
- Supervisory Control and Data Acquisition (SCADA) is maintained by one person, who is nearing retirement age. SCADA is robust, but data that is collected is not being used.
- Routeware collection software has been implemented successfully.
- The City is updating its ERP system this summer; utility billing will switch to SpryPoint. Some consideration should be given to Utilities having a stronger role in utility billing.

Planning for future growth

- Each operating division has regulatory compliance staff but there is disagreement regarding whether they have the bandwidth to anticipate future tasks.
- Although they do make efforts to be strategic, overall, the department is more tactical than strategic. There needs to be more of a focus on the future.
- The new civil engineer was hired to develop a CIP, but they are spending time on regular capital projects and have not time to plan.
    - The department is focused on state-mandated items and does not have any long-term CIP planning.
- Water master plan was last completed in 2012.
- The department needs a staffing program to outline future staffing needs, including staffing for the new wastewater treatment plant and new landfill.

Other

- There is constant open communication with Finance – Utility Billing (weekly meetings, ongoing Teams chats, etc.) and generally a good working relationship, but also many duplicate systems since Utilities cannot directly access any Finance systems.
- Some of the infrastructure is outdated.
    - Current meters are 15-20 years old; a meter replacement program is needed.
- HR is planning to undertake a citywide compensation and classification study that will affect positions in the Utilities Department.

Next Steps

These interview themes, together with the results of the process mapping, peer research, and employee survey, will inform our analysis and assessment of City of [redacted] Utilities Department.

Attachment C — Employee Survey Results

Executive Summary

Baker Tilly has been engaged by the [redacted] to conduct an assessment of the City's Utilities Department and to provide the department with a comprehensive strategy to achieve its vision for the future, address staffing challenges, and scale up as the city grows. Part of our work included designing and deploying an employee survey to help inform the assessment by understanding employees' opinions about the City's strengths, limitations, and opportunities for the future.

Employees were asked a series of questions along nine general topics, including staffing, resources, talent management, organizational health, organizational culture, communication, strategic and business planning, support of new ideas and continuous improvements, and service delivery and customer service.

Overview

The survey questions were developed by Baker Tilly with input from [redacted] staff. Baker Tilly's interviews with the Utilities Department's management team and with several [redacted] department heads helped to inform questions for the survey. The questions were reviewed by the Director of Utilities and refined after that discussion.

The survey was distributed via email by the Director of Utilities on March 4, 2024, to 97 active department employees. Two email reminders were sent before the survey closed on March 15. A total of 66 employees responded to the survey, a response rate of 68%.

Survey Design

The survey consisted of statements in nine categories as shown below. Respondents were asked to indicate whether they strongly agree, agree, disagree, or strongly disagree with each. Respondents were also allowed to answer don't know, and those responses are included in the analysis.

Questions in the survey fell into the following categories:

1. Staffing
2. Resources
3. Talent Management
4. Organizational Health
5. Organizational Culture
6. Communication
7. Strategic and Business Planning
8. Support of New Ideas and Continuous Improvements
9. Service Delivery and Customer Service

Additionally, demographic questions were asked of the employees to gain background information about respondents to the survey, and to provide context for the data. These questions included the respondents' division, type of position, and tenure at the City.

Survey Results

Staffing

The first series of questions centered around the topic of staffing. Table 1 shows responses to seven statements about the City's staffing. The table shows the number of responses for strongly agree, agree,

disagree, strongly disagree, and don't know separately, as well as the combined total for strongly agree/agree and disagree/strongly disagree. Those cells highlighted in light orange show a high level of agreement (80% or higher) with the statement, while cells with light green highlights indicate at least one-quarter of respondents disagreed with the statement. The cells highlighted in light purple show that respondents' opinions were split.

The statement with the most agreement about staffing is that 80% of the respondents are aware of openings for vacant positions in their section or division, followed by 77% of the respondents who stated that they are aware of openings for vacancies within the Utilities Department. Given the size of the Utilities Department and its structure, it is expected that staff would be aware of openings for vacancies within both their immediate section or division, and in the department as a whole.

Two questions regarding the appropriateness and adequacy of staffing levels received low ratings. When asked if the staffing level in their workgroup is appropriate for the workload, 58% of the respondents disagreed. When asked if staffing levels are adequate for the work required of one's section or division, 62% of the respondents disagreed. It is noteworthy that over half of the respondents indicated that staffing levels are low; however, 76% of respondents reported that they can complete their work within expected timeframes. Of concern is the 58% disagreement that the level of staff is appropriate for the workload, and the 62% disagreement with the statement that staffing levels are adequate for the work required of respondents' divisions.

Table 1. Staffing

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I can complete my work within expected timeframes	16 (24%)	34 (52%)	11 (17%)	5 (7%)	0 (0%)
	50 (76%)		16 (24%)		0 (0%)
The staffing level in my work group is appropriate for the workload	6 (9%)	20 (30%)	22 (33%)	16 (24%)	2 (3%)
	26 (39%)		38 (58%)		2 (3%)
Staffing levels are adequate for the work required of my section or division	6 (9%)	15 (23%)	26 (39%)	15 (23%)	4 (6%)
	21 (32%)		41 (62%)		4 (6%)
I am generally aware of openings for vacant positions in my section or division	16 (24%)	37 (56%)	7 (11%)	5 (7%)	1 (2%)
	53 (80%)		12 (18%)		1 (2%)
I am informed about the status of hiring for vacancies in my section or division	12 (18%)	25 (38%)	22 (33%)	6 (9%)	1 (2%)
	37 (56%)		28 (42%)		1 (2%)
The vacancies in my section or division do not impact my ability to perform work effectively	7 (11%)	24 (36%)	25 (38%)	9 (13.5%)	1 (1.5%)
	31 (47%)		34 (51.5%)		1 (1.5%)
I am generally aware of openings for vacant positions throughout Utilities	10 (15%)	41 (62%)	11 (17%)	4 (6%)	0 (0%)
	51 (77%)		15 (23%)		0 (0%)

Resources

Table 2 shows the results for statements about the department's resources. Cells highlighted in light orange show a high level of agreement. Generally, Utilities Department employees agreed that resources are available, they know how to use and access those resources, and have the training needed to use the tools required to do their jobs effectively. One area of strength is the City's technology, with 92% of the respondents stating that they have the technology needed to do their jobs effectively. Additionally, employees agreed that they have the tools, materials, equipment, and training they need to perform their work.

The lowest rated statement in the resources category was regarding policies and procedures, with 20% disagreeing that their division's or section's policies and procedures are relevant and up to date, and an additional 15% of the employees indicating that they don't know. This could be indicative that employees have suggestions to improve or update the policies and procedures, or that there are employees who are unfamiliar with them, even though 84% of the respondents reported knowing how to access them. The Utilities Department could explore this area, making sure that all employees are familiar with the policies and procedures, and determining if there is a need for a partial or comprehensive review and update.

Table 2. Resources

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I have the materials and tools needed to do my job effectively	19 (29%)	39 (59%)	6 (9%)	2 (3%)	0 (0%)
	58 (88%)		8 (12%)		0 (0%)
I have the equipment needed to do my job effectively	18 (27%)	39 (59%)	8 (12%)	1 (2%)	0 (0%)
	57 (86%)		9 (14%)		0 (0%)
I have the technology needed to do my job effectively	14 (21%)	47 (71%)	4 (6%)	1 (2%)	0 (0%)
	61 (92%)		5 (8%)		0 (0%)
I have the necessary training to effectively perform my job duties	10 (15%)	48 (73%)	7 (11%)	1 (2%)	0 (0%)
	58 (88%)		8 (12%)		0 (0%)
I am provided additional training when I need it	12 (18%)	43 (65%)	10 (15%)	0 (0%)	1 (2%)
	55 (83%)		10 (15%)		1 (2%)
I know where to find City Administrative Memos (CAMs) and/or Department policies and procedures	20 (30%)	36 (54%)	4 (6%)	3 (5%)	3 (5%)
	56 (84%)		7 (11%)		3 (5%)
My division's or section's policies and procedures are relevant and up to date	7 (11%)	36 (54%)	11 (17%)	2 (3%)	10 (15%)
	43 (65%)		13 (20%)		10 (15%)

Talent Management

Table 3 shows the results for statements about talent management in the Utilities Department. Cells highlighted in light orange show a high level of agreement, while those in light green indicate at least one-quarter of respondents disagreed with the statement.

The statements about talent management within the Utilities Department show general agreement by the staff. Four of the five statements received agreement scores of 70% or higher; 89% of the respondents agree that their skills and abilities are effectively used; 77% of the respondents stated that their supervisors support their professional development; 71% of the respondents understand that professional development opportunities are available; and 70% of the respondents indicate that they receive performance-related feedback from their supervisor.

The issue of concern in talent management surrounds the perceived ability of the City to attract and retain employees, with 65% of the respondents reporting that they do not agree that the City as a whole is able to attract and retain employees.

Table 3. Talent Management

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
My skills and abilities are effectively used in my current role	24 (36%)	35 (53%)	5 (7%)	1 (2%)	1 (2%)
	59 (89%)		6 (9%)		1 (2%)
My supervisors provide me with feedback related to my performance	11 (17%)	35 (53%)	14 (21%)	5 (7%)	1 (2%)
	46 (70%)		19 (28%)		1 (2%)
My supervisors support my professional development	16 (24%)	35 (53%)	10 (15%)	3 (5%)	2 (3%)
	51 (77%)		13 (20%)		2 (3%)
Opportunities for professional development are made available to me	16 (24%)	31 (47%)	13 (20%)	3 (4.5%)	3 (4.5%)
	47 (71%)		16 (24%)		3 (4.5%)
The City is able to attract and retain employees	4 (6%)	15 (23%)	19 (29%)	24 (36%)	4 (6%)
	19 (29%)		43 (65%)		4 (6%)

Organizational Health

Table 4 shows the results for statements about the department's organizational health. Cells highlighted in light orange show a high level of agreement while those in light green indicate at least one-quarter of respondents disagreed with the statement.

Strong organizational health is critical for an organization to function effectively. In the survey, respondents were asked to evaluate thirteen statements about aspects of the department's organizational health. There is general agreement that the Utilities Department's organizational health is positive, but several statements show disagreement from at least 25% of the respondents.

On the issue of accountability, there is a strong sentiment that employees are held accountable for their actions (99% agreed) and for the results of their own work (97% agreed). This indicates that methods are in place to ensure accountability and that those methods are being implemented. This number dips to 65% agreement when staff was asked if other employees in their section or division are being held accountable for their work, and 68% agreement that others in their section or division are being held accountable for their actions. This discrepancy may or may not be a concern; if accountability measures are being consistently applied, some staff may still feel that others are not being held accountable, even if they are. The confidential nature of conversations regarding accountability and performance often leads to people feeling that standards are not applied evenly.

Of the thirteen statements, a notable finding is that 25% or more of the respondents disagreed with nine of them. These statements encompassed teamwork, respect, accountability, and feeling valued. There was also disagreement concerning aspects of supervision, such as the ability to raise concerns without fear of retaliation, receptiveness of supervisors to ideas for improvement, and supervisors sharing information or recognizing work contributions. Furthermore, 37% of the respondents either disagreed with or were uncertain about whether the Utilities Department values its employees.

Table 4. Organizational Health

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
Employees in my section or division work well as a team	15 (23%)	26 (39%)	15 (23%)	9 (14%)	1 (2%)
	41 (62%)		24 (36%)		1 (2%)
Employees in my section or division treat each other with respect	13 (19%)	34 (51%)	11 (17%)	5 (8%)	3 (5%)
	47 (70%)		16 (25%)		3 (5%)
I am held accountable for the results of my work	24 (36%)	40 (61%)	1 (1.5%)	1 (1.5%)	0 (0%)
	64 (97%)		2 (3%)		0 (0%)
Employees in my section or division are held accountable for the results of their work	9 (14%)	34 (50.5%)	11 (17%)	9 (14%)	3 (4.5%)
	43 (64.5%)		20 (31%)		3 (4.5%)
I am held accountable for my actions	23 (35%)	42 (64%)	1 (1%)	0 (0%)	0 (0%)
	65 (99%)		1 (1%)		0 (0%)
Employees in my section or division are held accountable for their actions	10 (15%)	35 (53%)	10 (15%)	9 (14%)	2 (3%)
	45 (68%)		19 (29%)		2 (3%)
I can raise concerns about work-related issues without fear of retaliation	11 (17%)	32 (48%)	11 (17%)	9 (113.5%)	3 (4.5%)
	43 (65%)		20 (30.5%)		3 (4.5%)
My supervisors encourage open and honest communication	16 (24%)	31 (47%)	10 (15%)	4 (6%)	5 (8%)
	47 (71%)		14 (21%)		5 (8%)
My supervisors are open to ideas for improvement	13 (20%)	32 (48%)	11 (17%)	5 (7.5%)	5 (7.58%)
	45 (68%)		16 (24.5%)		5 (7.5%)
My supervisors share information that helps me to understand the "big picture"	9 (14%)	33 (50%)	16 (24%)	5 (7.5%)	3 (4.5%)
	42 (64%)		21 (31.5%)		3 (4.5%)
My work contributions are acknowledged and/or recognized	16 (24%)	28 (42%)	14 (21%)	7 (11%)	1 (2%)
	44 (66%)		21 (32%)		1 (2%)
I am encouraged to contribute to work process improvements	15 (23%)	37 (56%)	7 (10.5%)	5 (7.5%)	2 (3%)
	52 (79%)		12 (18%)		2 (3%)
The Department values its internal customers (employees)	9 (14%)	33 (50%)	14 (21%)	7 (10.511%)	3 (4.5%)
	42 (64%)		21 (31.5%)		3 (4.55%)

Organizational Culture

Organizational culture influences behavior in an organization. This collective personality of an organization shapes how employees make decisions, approach their work, and engage with their co-workers and the organization as a whole.

Table 5 shows the results for statements about the department's organizational culture. Cells highlighted in light orange show a high level of agreement while those in light green indicate at least one-quarter of respondents disagreed with the statement. The cells highlighted in light purple show that respondents' opinions were split.

Two areas rated very high are that respondents clearly understand their job responsibilities and expectations (93%) and are engaged in their work (97%). This first statement reinforces ratings regarding

personal accountability in the previous section. Another positive aspect about the department is that 81% of the respondents feel that they are treated as a valuable member of the team by other employees, which indicates that there is good camaraderie and support among staff within Utilities. This contrasts with the previous section where 64% of the respondents felt that they are valued by the Department.

One area of concern was the rating given to the statement that morale is positive in the City. Only 5% of the respondents strongly agreed that morale in the City is positive, and 26% don't know. Opinions about morale in the department and in the division or section indicates that it is higher there than in the City, but those ratings were split. 55% of the respondents agreed that morale is positive in the division or section, but 42% disagreed and an additional 2% do not know. 45% of the respondents agreed that morale is positive in the department, but 44% disagreed and an additional 11% don't know.

Table 5. Organizational Culture

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I have a clear understanding of my job responsibilities and expectations	19 (29%)	42 (64%)	5 (7%)	0 (0%)	0 (0%)
	61 (93%)		5 (7%)		0 (0%)
I am engaged in my work	28 (42%)	36 (55%)	1 (1.5%)	0 (0%)	1 1.5%)
	64 (97%)		1 (1.5%)		1 (1.5%)
My team works well together	21 (32%)	30 (45%)	7 (11%)	5 (7.5%)	3 (4.5%)
	51 (77%)		12 (18.5%)		3 (4.5%)
I am treated as a valued team member by other employees	19 (29%)	34 (51.5%)	6 (9%)	4 (6%)	3 4.55%)
	53 (80.5%)		10 (15%)		3 (4.5%)
When mistakes are made, my supervisor emphasizes lessons learned rather than placing blame	16 (24.5%)	30 (45.5%)	12 (18%)	2 (3%)	6 (9%)
	46 (70%)		14 (21%)		6 (9%)
I trust my supervisors	16 (24%)	25 (38%)	12 (18%)	5 (8%)	8 (12%)
	41 (62%)		17 (26%)		8 (12%)
I trust the management team in Utilities	17 (26%)	23 (35%)	11 (16.5%)	7 (10.51%)	8 (12%)
	40 (61%)		18 (27%)		8 (12%)
Morale is positive in my division or section	5 (8%)	31 (47%)	20 (30%)	8 (12%)	2 (3%)
	36 (55%)		28 (42%)		2 (3%)
Morale is positive in the Department	4 (6%)	26 (39%)	21(32%)	8 (12%)	2 (3%)
	30 (45%)		29 (44%)		7 (11%)
Morale is positive in the City	3 (4.5%)	17 (26%)	20 (30%)	9 13.5%)	17 (26%)
	20 (30.5%)		29 (43.5%)		17 (26%)
Utilities fosters a culture of respect and inclusivity	6 (9%)	33 (50%)	13 (20%)	6 (9%)	8 (12%)
	39 (59%)		19 (29%)		8 (12%)
I would recommend others to work in my section or division	16 (24.5%)	28 (42.5%)	12 (18%)	4 (6%)	6 (9%)
	44 (67%)		16 (24%)		6 (9%)
I would recommend others to work for Utilities	17 (26%)	31 (47%)	11 (16.5%)	3 (4.55%)	4 (6%)
	48 (73%)		14 (21%)		4 (6%)

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I would recommend others to work for the City	10 (15%)	37 (56%)	9 (14%)	4 (6%)	6 (9%)
	47 (71%)		13 (20%)		6 (9%)

Communication

Table 6 shows the results for statements about communication in the department. Statements highlighted in light orange show a high level of agreement, while those in light green indicate at least one-quarter of respondents disagreed with the statement.

Two highly rated aspects of communication in Utilities are the 84% of respondents agreeing that if they have a question or concern, they can speak openly to their supervisors about it, and 82% agree that they can express ideas or opinions with their supervisor. 73% of the respondents agree that important information about the department is shared in a timely manner, and that they can communicate and coordinate effectively with other departments as needed.

Five of the ten statements about communication indicate opportunities to improve. More than 25% of the respondents disagree that there is open communication within their section or division (27%), that there is open communication within the department overall (29%), that there is open communication within the City overall (33%), and that their input matters at work (29%). 32% of the respondents disagreed with the statement that their supervisor involves them in decisions that affect them and their work.

Table 6. Communication

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
There is open communication within my section or division	8 (12%)	38 (58%)	13 (20%)	5 (7%)	2 (3%)
	46 (70%)		18 (27%)		2 (3%)
There is open communication within the Department overall	5 (7.5%)	37 (56%)	12 (18%)	7 (11%)	5 (7.5%)
	42 (63.5%)		19 (29%)		5 (7.5%)
There is open communication within the City overall	3 (5%)	26 (39%)	16 (24%)	6 (9%)	15 (23%)
	29 (44%)		22 (33%)		15 (23%)
Important information about the Department is provided to me in a timely manner	6 (9%)	42 (64%)	12 (18%)	4 (6%)	2 (3%)
	48 (73%)		16 (24%)		2 (3%)
My input matters at work	13 (19.75%)	27 (41%)	13 (19.75%)	6 (9%)	7 (10.5%)
	40 (60.75%)		19 (28.75%)		7 (10.5%)
If I have a question or concern, I can speak openly to my supervisors about it	19 (29%)	36 (54.5%)	6 (9%)	3 (4.5%)	2 (3%)
	55 (83.5%)		9 (13.5%)		2 (3%)
I can express my ideas and opinions with my supervisors	20 (30%)	34 (52%)	5 (7.5%)	4 (6%)	3 (4.5%)
	54 (82%)		9 (13.5%)		3 (4.5%)
My supervisors involve me in decisions that affect me and my work	12 (18%)	30 (45%)	14 (21%)	7 (11%)	3 (5%)
	42 (63%)		21 (32%)		3 (5%)

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
My supervisors model open and honest communication	16 (24%)	30 (45%)	10 (15%)	5 (8%)	5 (8%)
	46 (69%)		15 (23%)		5 (8%)
I communicate and coordinate effectively with other City Departments as needed	14 (21%)	34 (52%)	11 (16.5%)	3 (4.5%)	4 (6%)
	48 (73%)		14 (21%)		4 (6%)

Strategic and Business Planning

Table 7 shows the results for statements about strategic and business planning in the department. Statements highlighted in light orange show a high level of agreement, while those in light green indicate at least one-quarter of respondents disagreed with the statement. The cells highlighted in light purple show that respondents' opinions were split.

91% of the respondents agree that they know the mission of the Utilities Department, and 96% have a clear understanding of how their job contributes to fulfilling the mission of the department. These two responses indicate understanding of the department's mission and the connection between one's role and its importance in meeting the mission. This understanding of the department's mission is further reinforced with 80% of the staff agreeing that they know what success looks like for their section or division.

Over 25% of the respondents disagreed that their section or division anticipates issues and problems that affect their work (35%) and 31% disagreed that their section or division is efficient from an operational perspective. Respondents were split on their opinions of whether decisions in their section or division are made in a timely manner, with 51% in agreement, 41% disagreeing, and 8% do not know.

Table 7. Strategic and Business Planning

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I know the mission of the Utilities Department	18 (27%)	42 (64%)	4 (6%)	1 (1.5%)	1 (1.5%)
	60 (91%)		5 (7.5%)		1 (1.5%)
I have a clear understanding of how my job contributes to fulfilling the mission of the department	23 (35%)	40 (60.5%)	2 (3%)	0 (0%)	1 (1.5%)
	63 (95.5%)		2 (3%)		1 (1.5%)
My section or division anticipates issues and problems that affect my work	5 (7.5%)	32 (49%)	22 (33%)	1 (1.5%)	6 (9%)
	37 (56.5%)		22 (34.5%)		6 (9%)
My section or division is efficient from an operational perspective	7 (10.5%)	36 (54.5%)	17 (26%)	3 (4.5%)	3 (4.5%)
	43 (65%)		20 (30.5%)		3 (4.55%)
Decisions in my section or division are made in a timely manner	4 (6%)	30 (45%)	25 (38%)	2 (3%)	5 (8%)
	34 (51%)		27 (41%)		5 (8%)
I understand my section's or division's priorities	15 (23%)	35 (53%)	14 (21%)	0 (0%)	2 (3%)
	50 (76%)		14 (21%)		2 (3%)

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I know what success looks like for my section or division	18 (27%)	35 (53%)	11 (17%)	0 (0%)	2 (3%)
	53 (80%)		11 (17%)		2 (3%)

Support of New Ideas and Continuous Improvements

Table 8 shows the results for statements about the support of new ideas and continuous improvements in Utilities. According to the Regional Growth Forecast for [redacted] County, [redacted] is forecast to have a 32 percent population increase to 143,100 residents by 2050. Anticipated growth has a significant impact on the demand for water and solid waste services, which may put a strain on existing infrastructure. Support of new ideas and continuous improvements are important to consider as the City seeks to meet the demands of the growth forecast.

Statements highlighted in light orange show a high level of agreement while those in light green indicate at least one-quarter of respondents disagreed with the statement. Overall, the staff rated the department highly in statements regarding support of new ideas and continuous improvements, which will help the department embrace innovation in anticipation of growth and change. 87% of the staff reports agreement with being encouraged to use their judgment and initiative when carrying out their job, and 80% of the staff agree that their supervisors encourage them to make independent decisions. However, 29% of the staff disagreed that creativity and innovation are encouraged by their supervisors.

Table 8. Support of New Ideas and Continuous Improvements

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I am encouraged to find ways to improve work processes or services.	17 (26%)	33 (51%)	8 (12%)	3 (5%)	4 (6%)
	50 (77%)		11 (17%)		4 (6%)
I am encouraged to use my own judgment and initiative when carrying out my job[1]	21 (32%)	36 (55%)	4 (6%)	2 (3%)	2 (3%)
	57 (87%)		6 (9%)		2 (3%)
Creativity and innovation are encouraged by my supervisors	14 (21%)	27 (42%)	15 (23%)	4 (6%)	5 (8%)
	41 (63%)		19 (29%)		5 (8%)
My supervisors support and value initiative	21 (32%)	30 (46%)	7 (11%)	2 (3%)	5 (8%)
	51 (78%)		9 (14%)		5 (8%)
My suggestions for improving services are taken seriously[1]	12 (18%)	30 (46%)	9 (14%)	6 (9%)	8 (12%)
	42 (64%)		15 (23%)		8 (12%)
My supervisors encourage me to make independent decisions	22 (34%)	30 (46%)	7 (11%)	2 (3%)	4 (6%)
	52 (80%)		9 (14%)		4 (6%)

[1]One respondent skipped this question, making the percentages add to 99%.

Service Delivery and Customer Service

Table 9 shows the results for statements about the service delivery and customer service in the Utilities Department. This section of the survey also reveals high support for the statements that the employees

rated. Statements highlighted in light orange show a high level of agreement. 83% of the respondents agree that they receive the information necessary to perform their jobs effectively; 83% agree that customer needs are a top priority for Utilities; and 82% agree that they are supported by their supervisor in solving customer issues/questions.

Table 9. Service Delivery and Customer Service

Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
	Strongly Agree / Agree		Disagree / Strongly Disagree		
I receive the information necessary to perform my job effectively[1]	12 (18%)	42 (65%)	7 (11%)	1 (2%)	3 (5%)
	54 (83%)		8 (13%)		3 (5%)
My Department is well organized to deliver the services we provide	14 (21.5%)	33 (51%)	13 (20%)	2 (3%)	3 (4.5%)
	27 (72.5%)		15 (23%)		3 (4.5%)
Customer needs are a top priority of Utilities	22 (34%)	32 (49%)	5 (7.5%)	1 (1.5%)	5 (8%)
	54 (83%)		6 (9%)		5 (8%)
I am empowered to make decisions to solve problems for customers[1]	17 (26%)	32 (49%)	6 (9%)	2 (3%)	8 (12%)
	49 (75%)		8 (12%)		8 (12%)
I feel supported by my supervisor in solving customer issues/questions	20 (31%)	33 (51%)	6 (9%)	0 (0%)	6 (9%)
	53 (82%)		6 (9%)		6 (9%)

[1]One respondent skipped this question, making the percentages add to 99%.

Respondent Information

Basic demographic information was requested of survey respondents to understand the mix of respondents participating in the survey. The following information was requested: division, type of position, and years of service. Tables 10 through 12 summarize the responses.

Table 10. In which Division do you work?

Division	Response
Business	6 (9%)
Solid Waste	25 (39%)
Water Resources	33 (52%)

Table 11 shows the position type of the respondents. Position concentration varied widely across respondents.

Table 11. Which of the following best describes your position?

Position	Response
Administrative/Office	13 (21%)
Operations/Field	31 (51%)
Technology, engineering, or regulatory	10 (16%)
Supervisor to mid-management	7 (12%)
Department management	0 (0%)

Table 12 shows the range of years of employment with the Utilities Department. A total of 42% of respondents have worked for the City for five years or less, while 14% have worked for the City longer than 20 years. Baker Tilly is assisting the department with identifying resources and changes needed to maintain sustainable operations and prepare for the future with a ten-year outlook. While preparing for this ten-year timeframe, the department should be mindful of the employees who have longevity with the City and ensure that systems are in place to capture their institutional knowledge.

Table 12. How long have you worked for the City?

Tenure	Response
Less than 3 years	18 (28%)
3 to 5 years	9 (14%)
6 to 10 years	12 (19%)
11 to 20 years	16 (25%)
21 years or more	9 (14%)

Conclusion

The survey results offer valuable insights into the perceptions and experiences of employees within the Utilities Department, aligning closely with the themes we heard in the interviews recently conducted with management staff. These findings highlight the department's strengths, challenges, and areas for improvement.

Consistently, both the survey and interview themes underscore concerns about staffing levels and resource adequacy to meet workload demands. Employees indicated dissatisfaction with current staffing levels and their workload. Similarly, while there is general agreement among employees regarding effective talent management practices, concerns persist about the City's ability to attract and retain employees, mirroring sentiments from the interviews.

Additionally, perceptions of organizational health revealed discrepancies in accountability measures and concerns about teamwork, respect, and feeling valued, echoing sentiments expressed in the interviews. However, it is worth noting that employees may not have full visibility into the application of accountability measures due to the confidentiality of personnel actions. Despite these challenges, the survey revealed a strong desire for improvement and a commitment to addressing issues collaboratively. Moreover, the survey revealed opportunities to enhance communication within the department and across the City, alongside concerns about morale, strategic planning, and fostering innovation. Addressing these identified issues will be crucial in enhancing departmental effectiveness, employee satisfaction, and service delivery, aligning with the department's vision for the future as the City continues to evolve. By leveraging the strengths within the department and implementing targeted strategies to address the identified challenges, we can position the Utilities Department for continued success and ensure it remains a cornerstone of service and excellence within the City.

Attachment D — “As Is” Process Maps

[redacted] - Utilities Department Organization Assessment: As-Is Map

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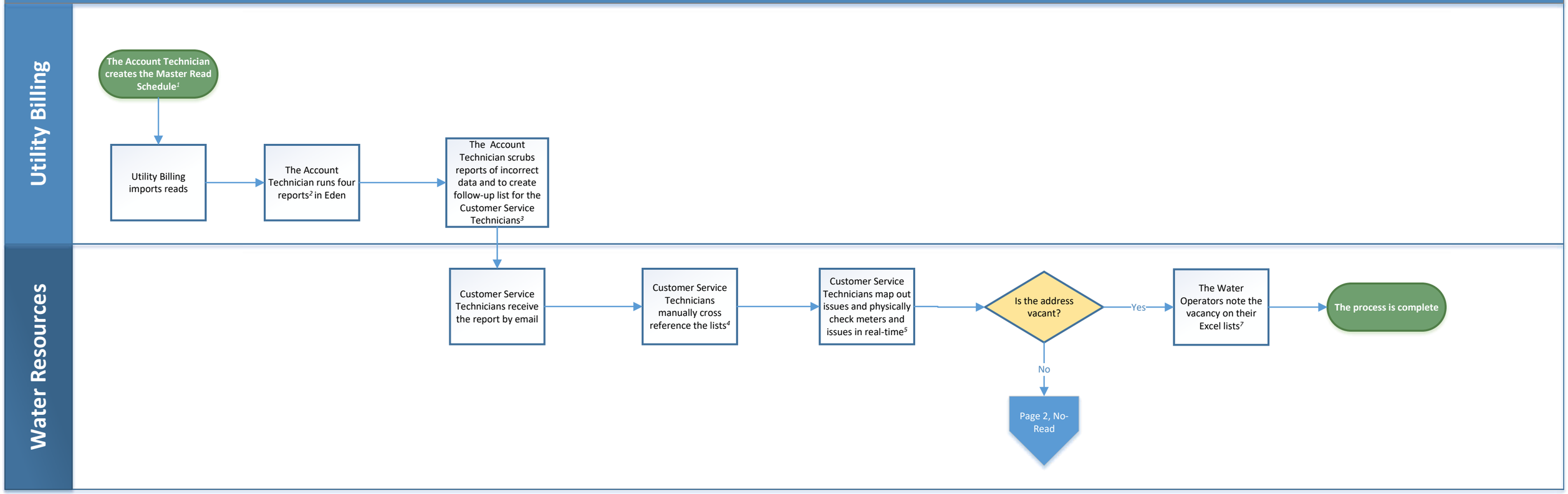
Edit List - Zero Consumption / No-Read (Map 1 – Page 1 of 2)

Billing Process



Notes

[1] *A Master Read Schedule for water meters is a timetable that outlines when water meters are read in a particular area. This schedule can be monthly, bi-monthly, or follow another time frame depending on the utilities policies and the type of meter.*

[2] *The four reports run by the Accounting Technician are: Missing Read List, Zero Consumption Report, and High and Low Reporting.*

[3] *Using one list to send to Utility Billing staff to follow-up on. They also identify accounts where Eden tells them what customers consumption should be. They have the ability to tell if something is incorrect.*

[4] *Recieving up to four lists that are cross-referenced manually.*

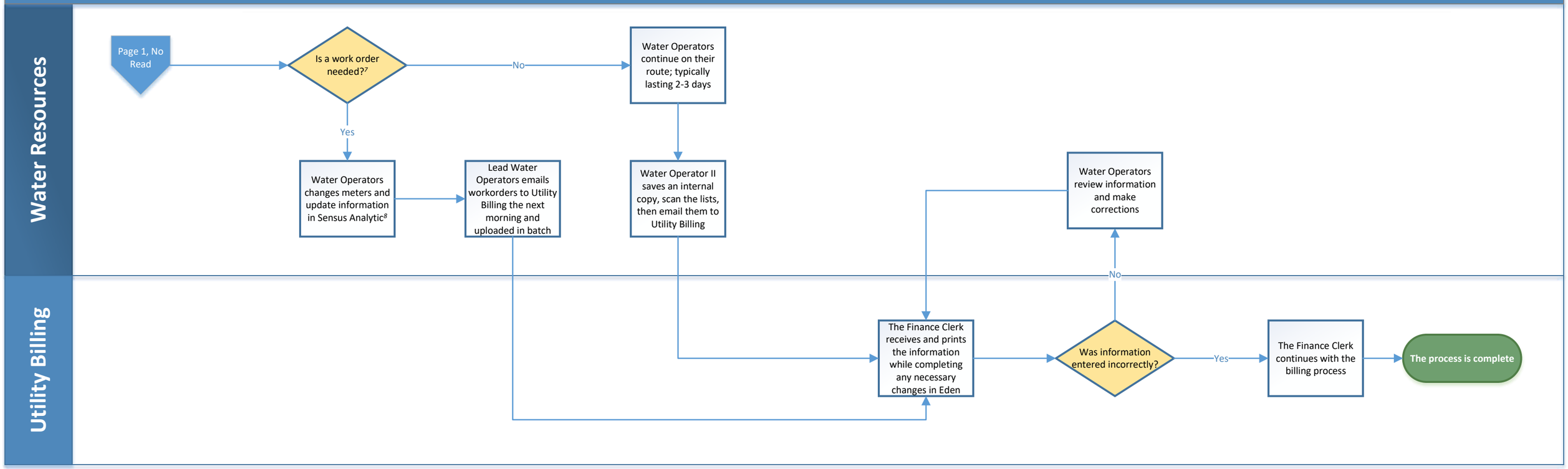
[5] *During this phase, Water Operators cross-reference the list from the last three months to ensure it is not a repeat issue. Once reviewed, they will divided the addresses amongst one another. Some Water Operators are using PlaceMaker, a application is a 3rd party delivery app downloaded and paid for by staff on their personal phone to help route assigned meters. Staff are not required to use this application and not all staff use it.*

[6] *Zero Consumption Meter Read: The property could be vacant, the meter is not reporting water use correctly (Stuck list: gives the Customer Service Technician a read, but it is the same read over and over), or there is a malfunction with the water meter or its transmitter (In these incidents, the Customer Service Technician puts in a ticket to fix the meter). Inspections typically take 10 minutes for a comprehensive check, and can be installed within 15 minutes.*

[7] Water Operators are making note of the vacancy to make sure they do not recheck the same location for another three months.

Edit List - Zero Consumption / No-Read (Map 1 – Page 2 of 2)

Billing Process



Notes

[8]Information includes: Meter ID and latest meter read.

Edit List - Auto-Estimate (Map 2 – Page 1 of 1)

Billing Process

Water Resources

The Customer Services Technician receives the list by email

The Customer Services Technicians review the list[1]

The Customer Services Technicians runs a diagnosis

Is there an issue with the meter or components?

No

The Customer Services Technicians update their list and move to the next address

Yes

The Customer Services Technicians creating a workorder[2]

Does the meter need to be replaced?[3]

Yes

The Customer Service Technicians create a physical work order

The Customer Service Technicians places the work order in the office basket for Operations staff

A Water Operator goes onsite the following day to make changes based on the work order

No

The Water Operators enter all activity information into Workforce and Field Maps[4]

The Water Operators scan work orders of meter exchanges and email to Utility Billing

Utility Billing

The Accounting Technican creates an Auto-Estimate List

The Accounting Tech received the auto estimated list and makes corrections on Eden accounts[5]

The process is complete

Notes

[1]This responsibility is split amongst the four Customer Service Technicians. There is no order for assignments. Staff regularly check over 100 addresses.

[2]The transmitting radio will be rebooted or replaced and paired with the meter. Pigtail wire between both units will be checked. If the meter does not function or communicate with electronics, a physical work order is made.

[3]Operators normally carry meters that can be exchanged 5/8" to 1". Larger meters may require an appointment due to serving multiple units

[4]Field Maps will document any changes including updated or removed meter IDs, meter sizes, and radio IDs. ArcGIS Field Maps, a robust GIS field application, enables map viewing, new data collection, and existing data inspection by the Utility Department. Workforce is utilized to generate prioritized task lists for field teams and monitor work progress from the office. However, it's important to note that Workforce and ArcGIS Field Maps do not integrate with Eden.

[5]The Utility Billing staff uses Field Maps dashboard to display information from work orders. The use of this dashboard could eliminate the need for physical copies in the future.

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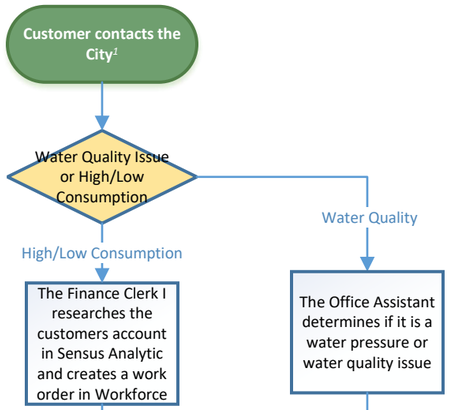
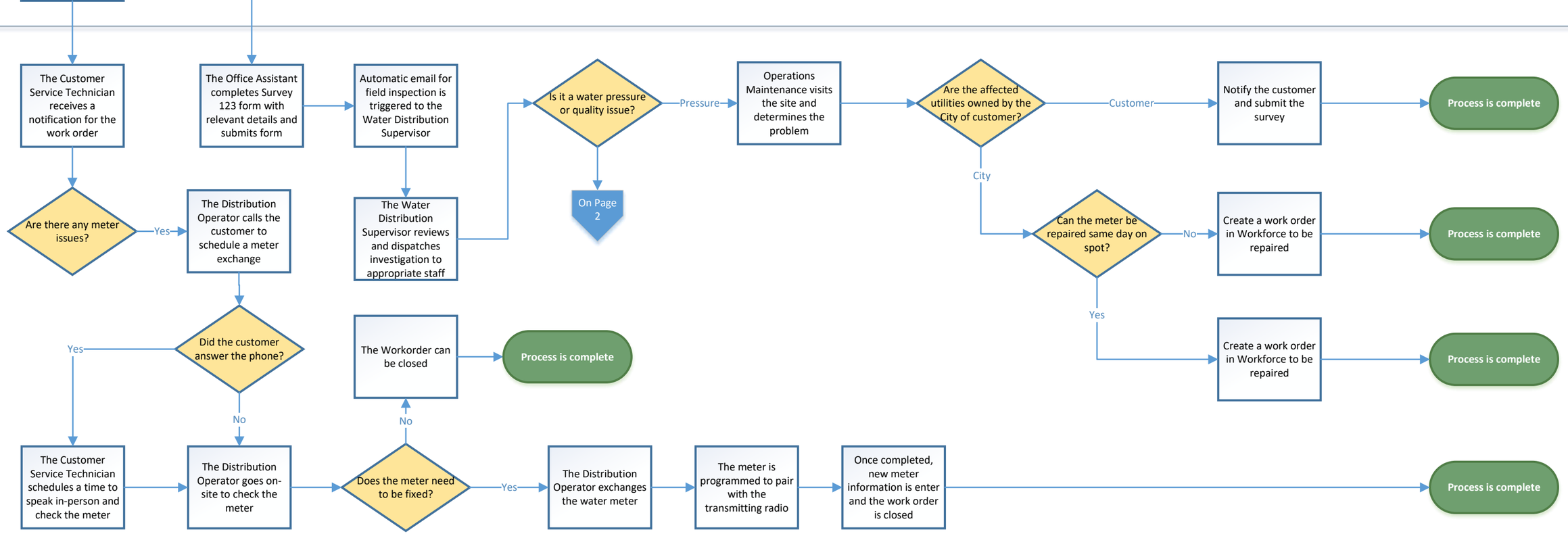
Meter Exchange (Map 3 – Page 1 of 2)

Water Dispatch to Field Employees

Finance - Utility Billing



Water Resources



Notes

[1]The Office Assistant I in Water Resources is often notified instead of the Finance Clerk I in Utility Billing. In these situations, the Office Assistant I will handle the customers phone call/request.

[2]The Customer Service Technician takes a sample from a nearby hydrant to the lab located at the Water Treatment Plant to be tested by the Lab Coordinator. Customer Service Technicians have appropriate equipment in their vehicles to transport samples.

[redacted] - Utilities Department Organization Assessment: As-Is Map

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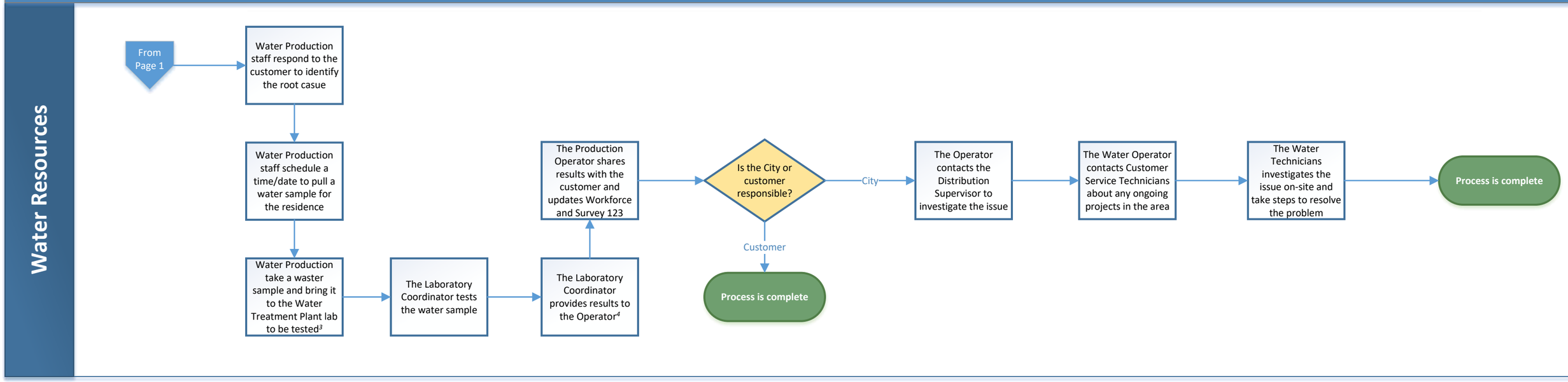
Meter Exchange (Map 3 – Page 2 of 2)

Water Dispatch to Field Employees



Notes

[3]Tests can take upwards of an hour and require 0.5 liters of water.

[4]The Lab Coordinator can also notify the customer directly. The customer is typically notified of the finds, but not all the time.

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New Water Meter Installs (Map 4 – Page 1 of 2)

New Water Meter Installs

Customer

Customer calls for new/ upgraded meter

Making a deposit

The Customer makes their water meter deposit payment[3]

Deposit Made

No

Customer schedules inspection for meter install

Community Development

The Plans Examiner reviews the plan to locate the meter location

The Plans Examiner adds notes to Central Square and notifies the Permit Technician[1]

The Permit Technician opens Central Square, reviews notes, assesses fees, and stamps plans

The Permit Technician creates a Water Meter Application through a word document in Central Square[2]

Were permit fees and water meter paid in full?

Yes

The Permit Technician runs a report and reviews water meter inspections and made payment

The Permit Technician enters water meter inspection and uploads water meter app to Central Square

The Permit Technician creates an Excel spreadsheet the next day showing payment

The Permit Technician hand-delivers the spreadsheet with end of day deposit

Building inspector verifies size/location and deposit is paid

Did customer provide their own jumper?[6]

Yes

No

The Building Inspector contacts the Water Operator II to obtain jumpers[7]

Building Inspector contacts Water Operator to look at water meter together prior to approval

The Building Inspector reviews and approves the meter[8]

Meter Approval

Utility Billing

The Utility Billing Manager uses this information to create a DEUQ spreadsheet[4]

The Utility Billing Manager or Accounting Technician prints, files, and reconciles the spreadsheet to the General Ledger at the end of the month[5]

The process is complete

Notes

[1]There is no notification received by the Permit Technician to know when or where to work. If problems occur, it goes back to the person who submit the application.

[2]Once the plans for Central Square have been approved by all relevant departments (Building, Permits, Parks and Recreation, Waste Water, and Fire), the Permit Technician is the final authority to review the permit. This includes assessing fees, stamping plans, and reviewing notes. Only after this final review by the Permit Technician, Central Square is officially opened.

[3]The Contractor needs to pay the permit fees and a $1,000 water meter deposit for meter configuration/installation.

[4]The Utility Billing Manager takes the lines from an Excel spreadsheet and enters it into a separate dwelling unit equivalents (DEU) spreadsheet. Utilities is looking at the DEUQs annually to see if water rights numbers are decreasing.

[5]If numbers don't balance, Utilities Billing Manager reviews the entries in the GL and Tyler Cashiering. If the General Ledger doesn't balance to Tyler Cashiering, the UB Manager checks with Community Development to identify the cause

[6]A meter jumper is device used in utilities during the servicing or replacement of a meter. The meter jumper is used to 'jump' around the meter being serviced creating a temporary electrical connection that bypasses the meter.

[7]There is a desire for the City to offer jumper services to ensure they are up to the City's standards. Incorrect jumpers or installations lead to additional problems needing to be addressed by staff. this part is very inefficient for all parties involved. Once inspector meets with the water operator (assuming jumpers are on hand and does not need to make one) the Building Inspector has to get jumper back to contractor/customer.

[8]The Building Inspector informs the Water Operator II if there are issues so the two can investigate the issue together. The Building Inspector recognizes that he is uncomfortable approving the issue on his own.

New Water Meter Installs (Map 4 – Page 2 of 2)

New Water Meter Installs

Water Resources

Meter Approval

Office Assistant I enters the inspection information in Central Square

Office Assistant I pulls the building inspection, verify payment and approval documents

The Office Assistant I creates a paper work order and delivers it to the Water Supervisor

The Water Supervisor enters the information into Workforce prompting a notification

The Water Operator II receives the work order, installs the meter[9], and checks the jumper

The Water Operator enters new information into Field Maps along with new meter and permit

The GIS Technician II receives a Field Maps notification and enters the information, creating the asset ID

The Water Operator II delivers the paper work order to the Office Assistant II

The Office Assistant I signs, marks the water account as set up and posts to Central Square for Utility Billing

Utility Billing

The Accounting Technician reviews Central Square weekly for meter installs

Accounting Technician attaches the deposit document, and prints the new meter information

Accounting Technician attaches the deposit document, and prints the new meter information

Accounting Technician creates the customer number in Eden for billing[10]

Utility Billing acquires payments and processes accordingly

The process is complete

Customer

Making a Deposit

Customer contacts the Building Inspector when the building is ready to be inspected for Final[11]

Community Development

The Customer finalizes payment and paperwork at Community Development

Customer schedules inspection for a Final

The Building Inspector signs and approve card for the customer

The Permit Technician uploads the water meter application into Central Square

The Permit Technician processes end of day payments and delivers it to Utility Billing

Deposit Made

Notes

[9]The Water Operator II must install the meter within three days.

[10]If there is one customer with 10 accounts, they are printing out 10 individual pieces of paper. Eden will automatically create the number of customers. Depending on the address, the clerk has to add the service location, meter information, first read, and routes (water, recycling, and refuse). They will update the meter fees and rates for routes based on the address.

[11]This process can be triggered at any time in the process, this is mapped out to capture when a deposit is made. The remaining amounts will need to be paid before a final inspection occurs.

Temporary Construction Water Meter (Map 5 – Page 1 of 1)

New Water Meter Installs

Applicant

- Customer contacts City for temporary construction meter

Financial Services

- Financial Services staff use the application to create a fillable PDF work order[1,2]
- Financial Services staff email the fillable PDF to Water Resources Customer Service
- Financial Services staff takes the completed work order and file it electronically with the application
- Financial Services staff email Customer Service Technicians informing them that the application is complete
- Financial Services staff use this data to calculate readings for the billing month
- Financial Services staff save the file as a PDF and send a hardcopy along with the PDF to the Finance Department for validation[4]

Water Resources

- The Water Supervisor receives the PDF and creates a work order in Workforce
- The Water Supervisor assigns the work order to an available Customer Service Technician
- The Customer Service Technician goes on site and places the temporary meter
- The Customer Service Technician closes the work order and emails the workgroup
- Water Resources Customer Service Technician provides water meter reads at the end of month and track in Sharepoint[2]
- The process is complete

Finance Department

- Finance Department staff validate the spreadsheet
- Finance Department staff create an invoice in Eden

Notes

1The Fire Department is unaware of the process and not part of the review process.

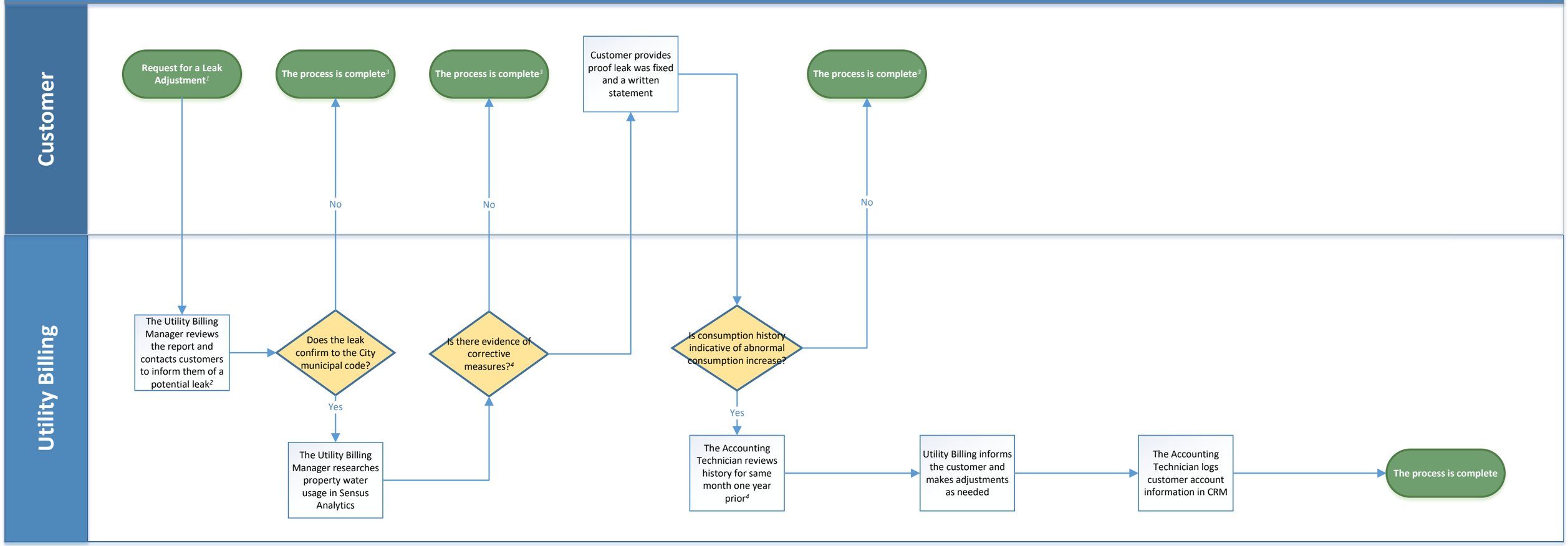
2The Financial Services staff are asking project specifics and documenting to know where and why the water is being used. Additionally, they need to know if the project is outside city limits, and if so, if the Utilities Director has signed off on the project. This is an internal procedure not documented on the form.

3They are sending an email to the "UTCM" email group to let them know the application has been completed. This stems from an old paper work order process. The application gets updated annually based on new fees.

4There is one master spreadsheet for each customer with approximately 10-30 construction meters at a time.

Leak Adjustments (Map 6 – Page 1 of 1)

Leak Adjustments



Notes

[1]The High-water consumption report is triggered by a phone call from the customer when a spike in billing occurs.

[2]The report is located in Eden and details abnormally high water consumption.

[3]According to the municipal code, there is a provision for disputed accounts where excess water usage is recorded outside of normal care. Utilities can manage these disputes based on average consumption, past records, and applicable fees/charges within the municipal code. If the request does not comply with the City municipal code, no adjustment will be made. Utility Billing will inform the customer and log the interaction into the customer's account in the CRM system.

[4]Utility Billing discounts the two highest bills (rates) based on last year's history and run it against the rate they're billed. The average is then split. This can amount to upwards of 50% off on the 2 highest bills. The customer must provide proof that it was leaking and are able to show that water is normalizing. There is no formal dollar amount to stay under. This has historically been decided by best practice.

Starting Service (Map 7 – Page 1 of 1)

Water Consumption Starting Service

Utility Billing

Utility Billing receives a customer application

The Finance Clerk processes the application in Eden creating a customer number

The Finance Clerk uses customer number to create a customer account[1]

The Finance Clerk creates a paper service order in Eden to determine if it's a transfer or turn on

Is it a water turn on or transfer?

Transfer

The Finance Clerk gets a read from Sensus Analystics

Turn on

The Finance Clerk creates an assignment in Workforce

Customer Service Technicians are assigned the work order by Utility Billing based on field proximity

The Finance Clerk prints the information and files it by account order and billing week

The process is complete

Utility Billing queries a meter reading through Workforce[5]

Water Resources

Customer Service Technicians receive the notification in Workforce[2]

Customer Service Technicians drive to the meter location to take an initial meter read

Does the meter need to be replaced?

No

Yes

Is additional assistance needed?[3]

No

Yes

Customer Service Technicians notify the operations crew via Water One Help[4] for additional assistance

The Water Operator assigns an Operations Worker to help complete the assignment

Customer Service Technicians work with Utility Billing to contact the customer that their water is turned on

Customer Service Technicians closes the assignment in Workforce

Notes

[1] If the customer has multiple accounts, they will have multiple customer numbers. If it's an existing account in Eden, Utility Billing will copy the account to create an account number, and then assign it the customer number they just created.

[2] Staff start an assignment (to avoid duplicating an assignment), go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read (for Field Maps and workforce).

[3] Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

[4] Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

[5] Staff keep the reading from the start date for billing. They notate this on the service request; this is typically done by the Finance Clerk. There is no alert to go back and check this information.

Stopping Service (Map 8 – Page 1 of 1)

Water Consumption Stopping Service

Utility Billing

Utility Billing receives a customer request to stop services

The Finance Clerk creates service order in Eden to stop services

Is it a water turn off or transfer?

Transfer

Finance Clerk gets a read from Analytics

Turn off

The Finance Clerk creates an assignment in Workforce

Customer Service Technicians are assigned the work order by Utility Billing based on field proximity

This Finance Clerk prints the information and files it by account order and billing week

The process is complete

Utility Billing queries a meter reading through Workforce[5]

Water Resources

Customer Service Technicians receive the notification in Workforce[2]

Customer Service Technicians drive to the meter location to take a final meter read

Does the meter need to be replaced?

No

Yes

Is additional assistance needed?[3]

No

Yes

Customer Service Technicians notify the operations crew via Water One Help[4] for additional assistance

The Water Operator assigns an Operations Worker to help complete the assignment

Customer Service Technicians closes the assignment in Workforce

Notes

[1] If the customer has multiple accounts, they will have multiple customer numbers. If it's an existing account in Eden, Utility Billing will copy the account to create an account number, and then assign it the customer number they just created.

[2] Staff start an assignment (to avoid duplicating an assignment), go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read (for Field Maps and workforce).

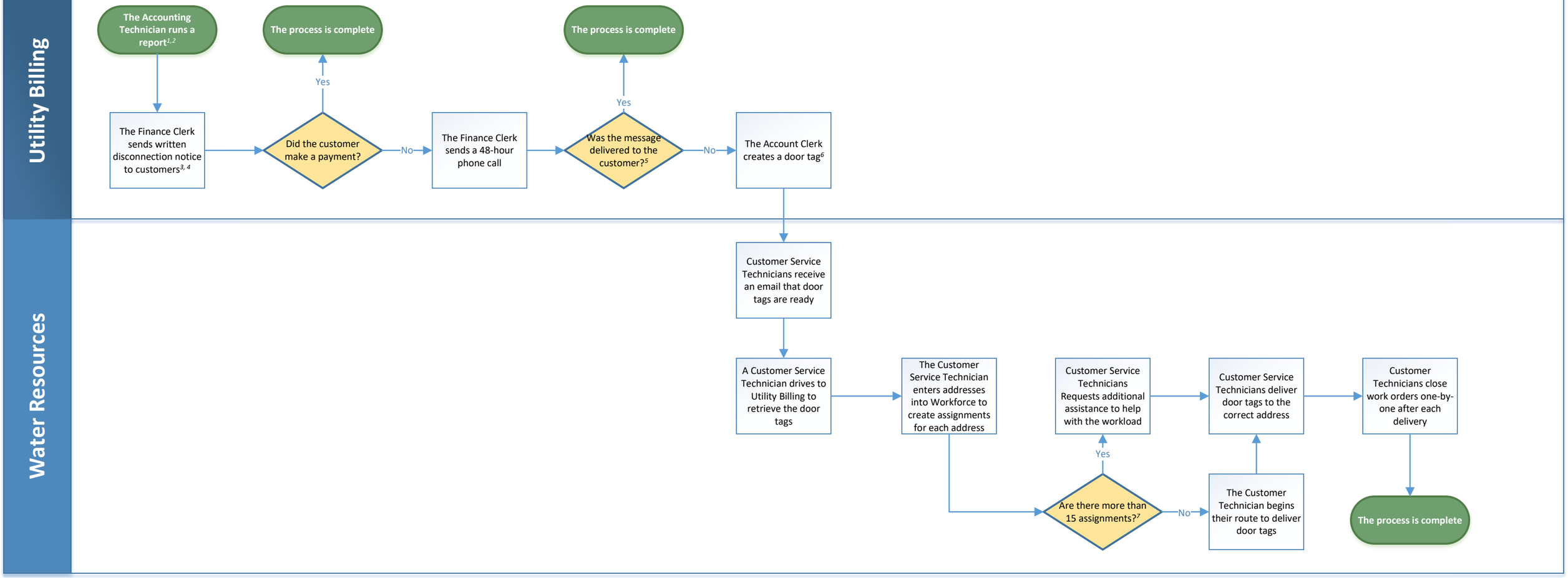
[3] Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

[4] Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

[5] Staff keep the reading from the start date for billing. They notate this on the service request; this is typically done by the Finance Clerk. There is no alert to go back and check this information.

Delinquent Accounts (Map 9 – Page 1 of 2)

Written Disconnection Notice and 48-Hour Call



Notes

[1]The report is populated and data driven and filters payment arrangements while checking against payments that are passed due. It removes the payment plan and notates that an account will receive a written disconnection notice.

[2]The report is populated and notes that an account and its customer will have their payment plan removed and receive a written disconnection notice. There is also a $15 fee.

[3]A notice is sent two weeks after the original due date. The Account Clerk sends this out as a written notice.

[4]The Account Clerks will run reports for morning payments (three different reports are generated). They are checking the drop box at the department for last second payments, and check the online payment portal to see if delinquent accounts made payment. These are all manual checks.

[5]No door tag is needed is the Customer responds, or a voicemail was left.

[6]Custom door tags include the following information: account number, amount due, customer name, address, and date of the tag. Door tags make mention that water will be shut off in 48 hours.

[7]A query of all accounts that received the 48-hour phone call is made and a $5 penalty fee is added to those accounts. The same task is competed for accounts that received a door tag, which is $25.

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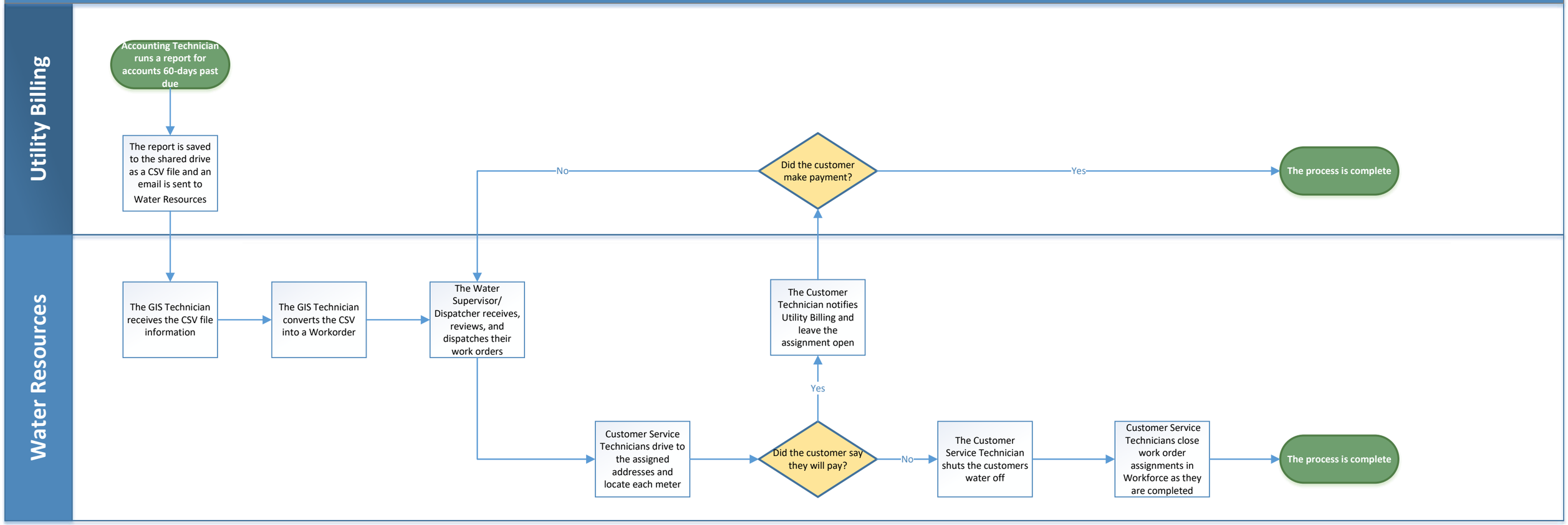
Delinquent Accounts (Map 10 – Page 1 of 1)

Water Disconnection



Delinquent Accounts (Map 11 – Page 1 of 1)

Water Reconnection

Utility Billing

Customer makes payment for water reconnection

The Finance Clerk takes customer payment for water reconnection

The Finance Clerk varies payment for water reconnection

The Finance Clerk queires in Workforce to identify the origianl technician who turned it off

Is it after 4:20pm?[1]

Yes

The Finance Clerk assigns the work order to an assigned on-call Water Resources staff

No

The Finance Clerk creates a new assignment in Workforce to turn the water back on[2]

Water Resources

The Customer Service Technician/Operator reads the notification in Workforce and views location in Field Maps

The Customer Service Technician/ Operator turns on the water and verifies no continuous flow

Is there a continuous flow of water?

Yes

No

The Customer Service Technician/ Operator leaves a door tag explaining an issue was detected

The Technician/ Operator issues a work order for necessary repairs and reconnects the water supply

The process is complete

Notes

[1]Customer Service Technicians are assigned to complete their work by 4:15pm. Afterhours fees begin for customers beginning at 4:30pm. Anything after 5pm is assigned to the on-call staff.

[2]Water reconnections are typically assigned to the same Customer Service Technician that did the original disconnection for non-payment.

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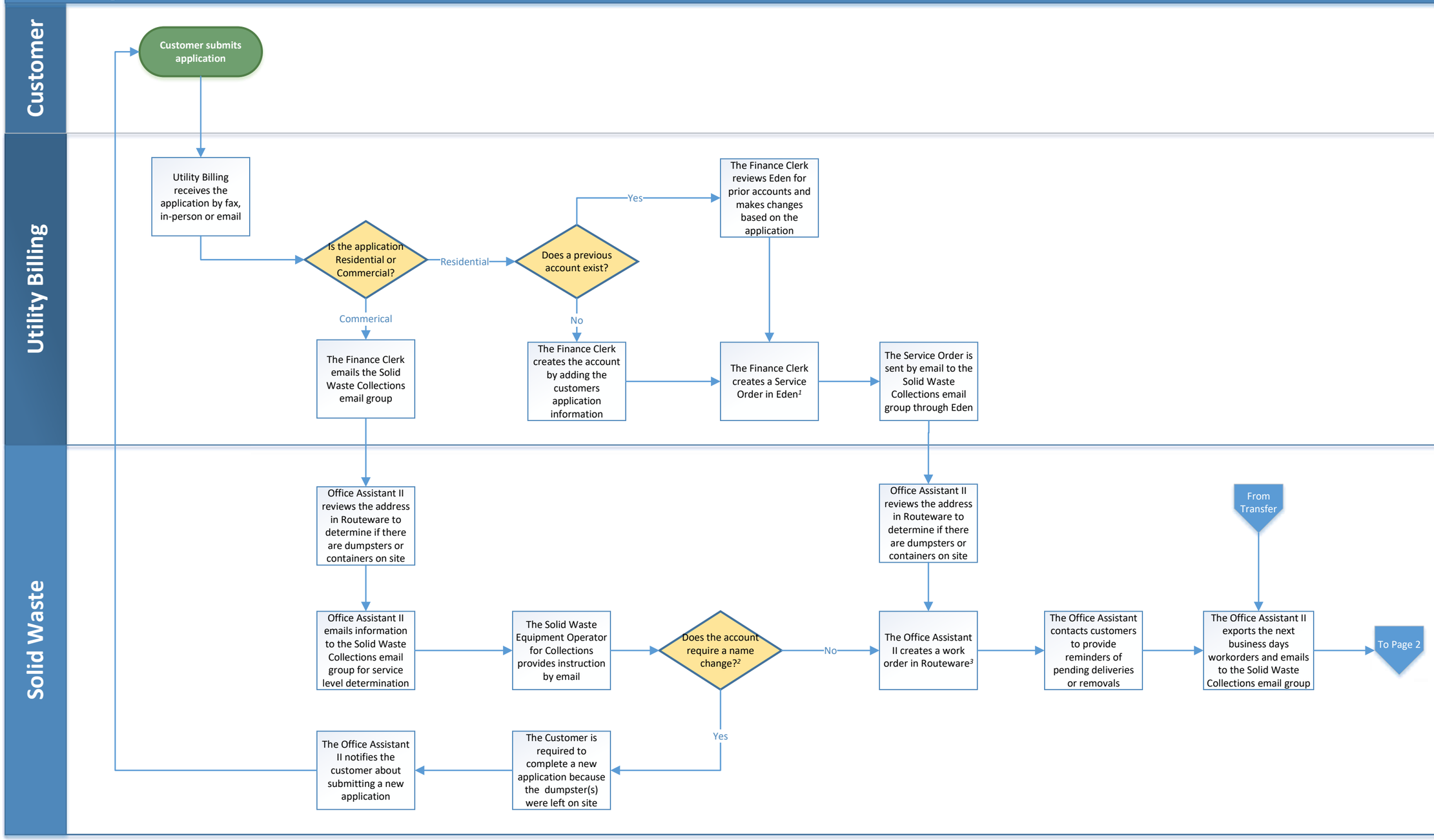
Starting Trash Services (Map 12 – Page 1 of 3)

Trash Starting Service



Notes

[1]The report includes the start date, number of containers being delivered, service size and number of pick-ups.

[2]Name changes can occur with new franchise owners.

[3]The Office Assistant II enters the customer address, attaches the type of waste collection action and includes detailed notes to aid field staff in removing and/or delivering containers and dumpsters.

Starting Trash Services (Map 12 – Page 2 of 3)

Trash Starting Service

Solid Waste

From Page 1

Yard Drivers are provided a tablet specific to their designated duties[4]

Yard Drivers collect containers for field delivers based on the work order report

Yard Drivers begin their route

Was the container delivered?

No

The Yard Driver pushes skip in Routeware makes a comment for the basis for the skip[5]

The driver attempts to redeliver the next scheduled date

Was the bin delivered?

No

The Yard Driver pushes skip in Routeware

Yes

The driver marks complete in Routeware and continues on their route to complete all work orders

Yes

Utility Billing

The Office Assistant II sends Utility Billing the Charge Report by end of day[6]

Does an additional charge exist?

Yes

Utility Billing creates a one-time billing service order

To Page 3

No

The process is complete

Notes

[4]Each tablet is equipped with Routeware and represents assigned routes for either residential, commercial or the yard.

[5]This notifies the Office Assistant II to call and arrange redelivery.

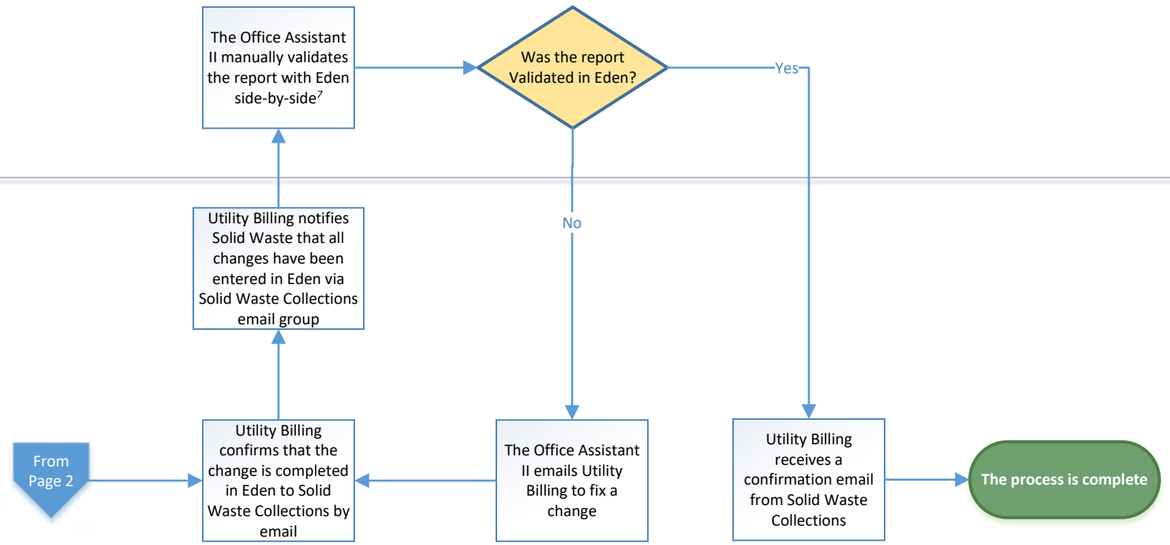
[6]If unable to get in contact with a customer, Solid Waste will notify Utility Billing through a charge report. Through this process, Utilities notifies that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. The charge report is emailed to Utility Billing and tracked in Eden.

Starting Trash Services (Map 12 – Page 3 of 3)

Trash Starting Service

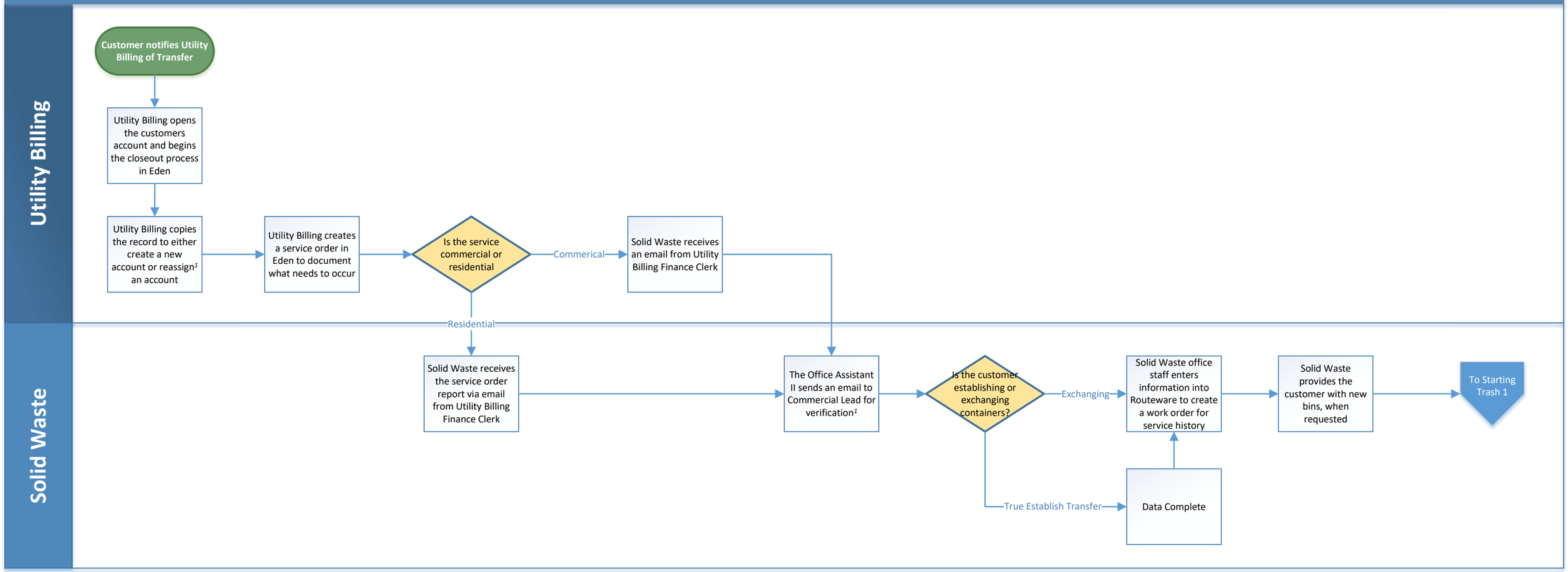
Solid Waste

Utility Billing



Transfers (Map 13 – Page 1 of 1)

Trash Start and Stops



Notes

[1]Verifcation details if the transfer or change of business will be closing or if no action is needed.

[redacted] - Utilities Department Organization Assessment: As-Is Map

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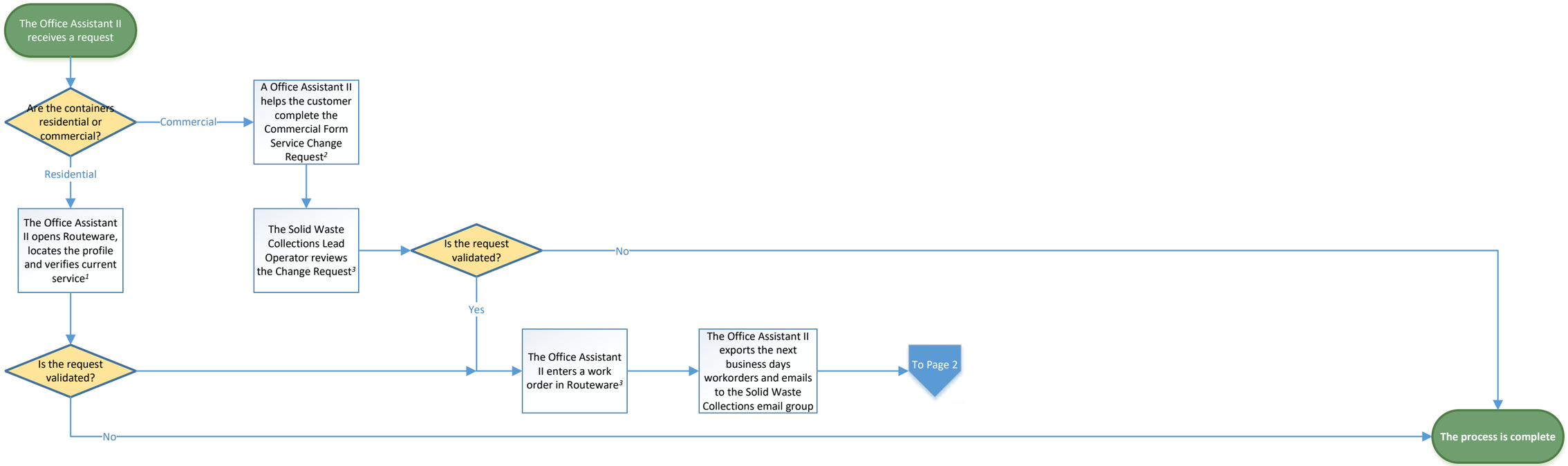
Trash Service Changes (Map 14 Page 1 of 2)

Trash Start and Stops

Solid Waste



Notes

[1]The Office Assistant II will verify the account number and personal information with the customer.

[2]Same processes as residential because it effects their billing)confirms account numbers, they provide general information such as who is calling/responsible party, contact information for future questions. They specify the current services and changes (increase/decrease of services). Staff let them know if there are additional questions or if approved changes will be seen within the next week.

[3]The Office Assistant II is providing information to for the Yard Drivers who are looking for service levels (4 to 2). Drivers will also share how the bins are looking aesthetically to gauge if they need to be replaced.

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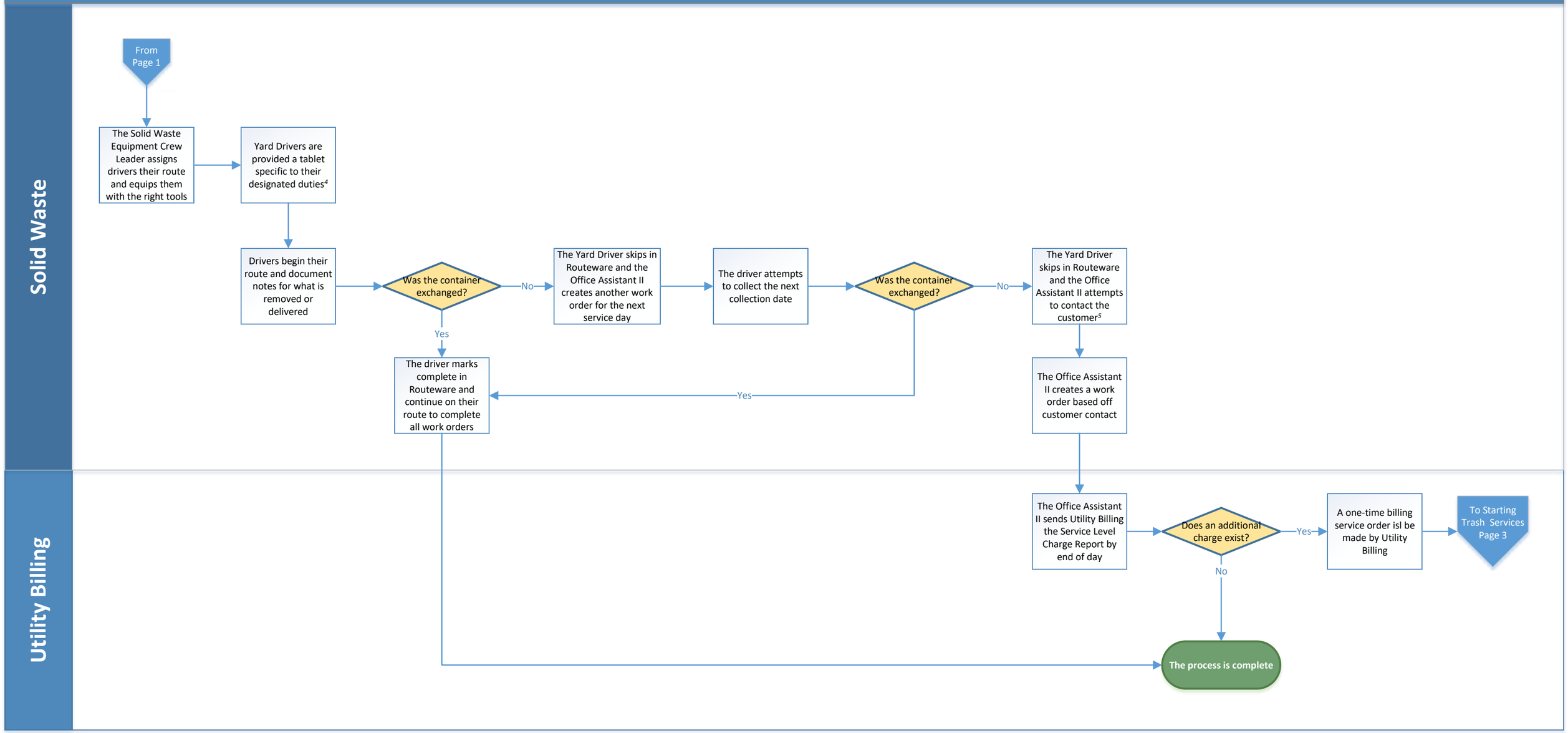
Trash Service Changes (Map 14 Page 2 of 2)

Trash Start and Stops



Notes

[4]Each tablet is equipped with Routeware and represents either return service, residential, commercial or the solid waste yard.

[5]If unable to get in contact with a customer, Solid Waste will make a comment through a change report process through Utility Billing. Through this process, the Solid Waste Collections Supervisor makes a comment that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. Notes are sent to Utility Billing and tracked in Eden.

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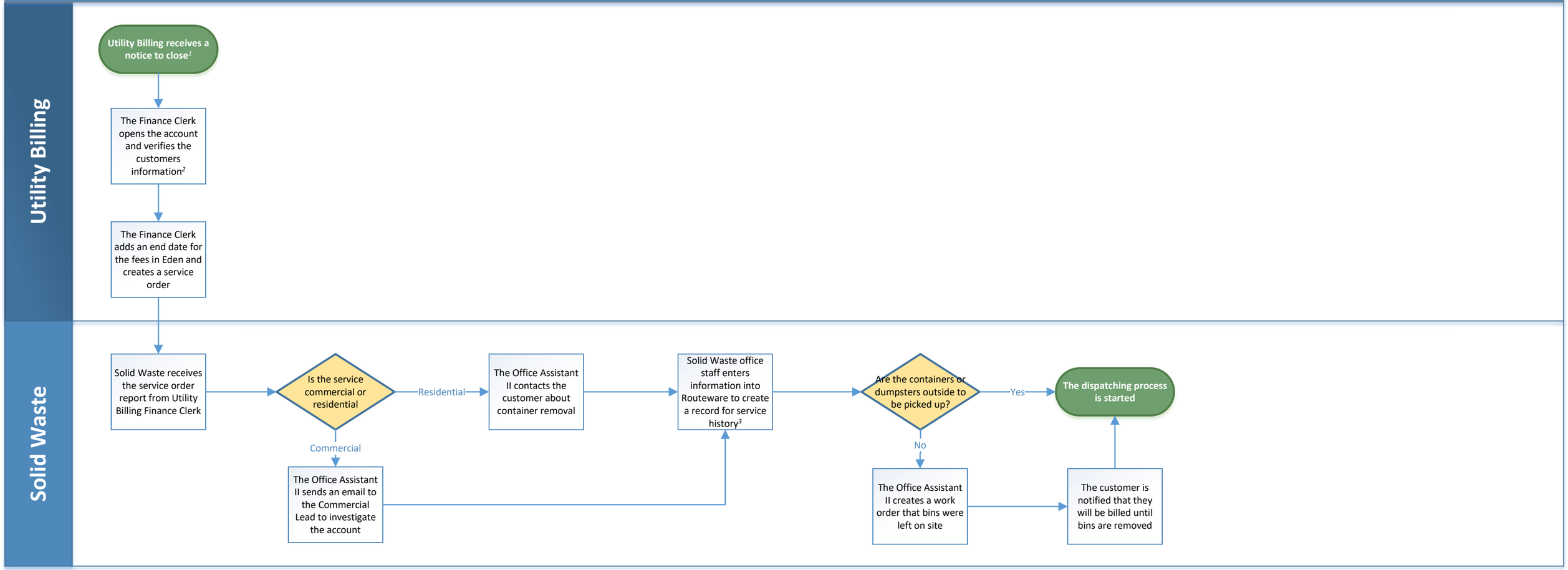
Closing Trash Account (Map 15 – Page 1 of 1)

Trash Start and Stops



Notes

[1]This can be received by fax, in-person, or email.

[2]The Finance Clerk will verify the customer's social security number, account number, or government ID if in person. The person closing the account must be the responsible party on the account or spouse. If the information is incorrect, the account cannot be closed. If the customer is in office, they have the customer sign the slip, and if not, they print the slip out and send a confirmation via email for the customers record.

[3]The Office Assistant II enters the following information: how the request was received and the responsible party's initials. The customer is asked to leave the bins out for removal while asking if they have vacated the property.

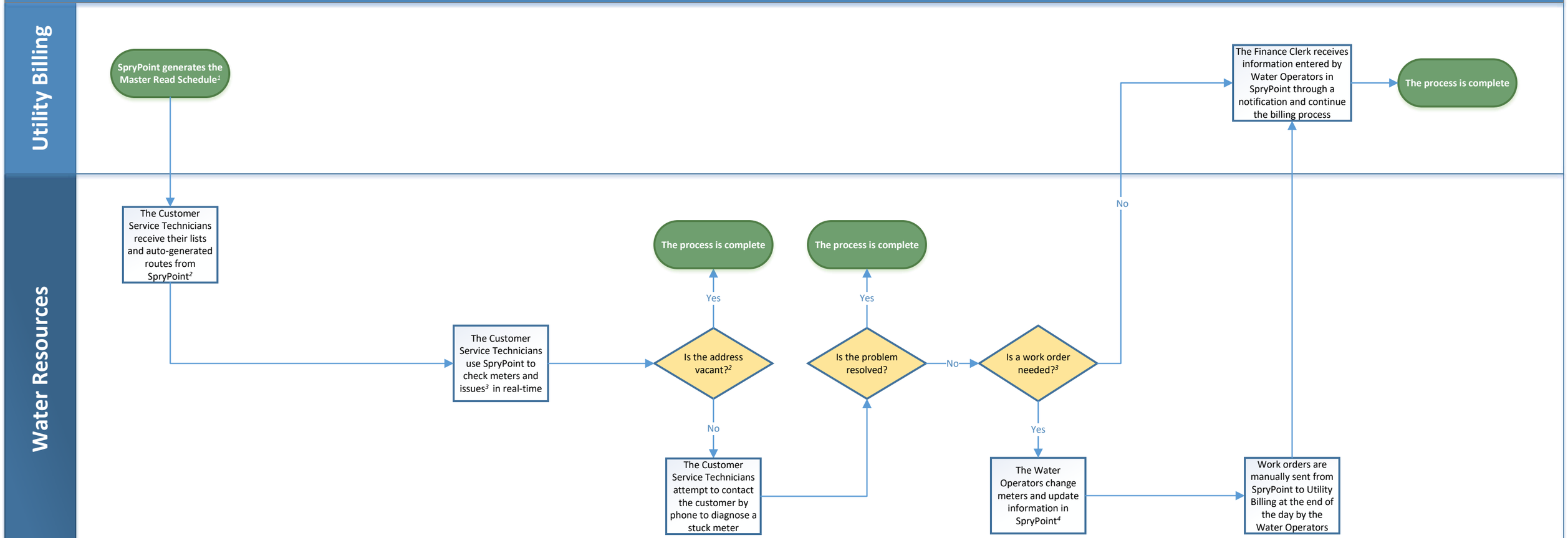
[4]Once the customer account is closed, staff create a vacant notice by copying the record or reuse the account (can only refuse an account 10 times

[5]Information includes when the site became vacant and if the customer was unable to put the bins out. Staff will modify the start date and, possibly, the size and retrofit them so they are ready for the next possible pick-up date. If containers can be removed, staff delete the refuse line in Eden.

Attachment E — “To Be” Process Maps

Edit List - Zero Consumption / No-Read (Map 1 – Page 1 of 1)

Billing Process



Notes

[1]A Master Read Schedule for water meters is a timetable that outlines when water meters are read in a particular area. This schedule can be monthly, bi-monthly, or follow another time frame depending on the utilities policies and the type of meter. SpryPoint will have the ability to generate reports on a frequency determined by department staff.

[2]The auto generated list should provide Customer Service Technicians with no-reads, high reads, low reads, zero consumption and highlight repeat cases.

[3]Fixable vs. replaced: If the meter is stuck, it needs to be replaced.

[4] After determining whether a work order is necessary, the Water Operators proceed with their route, which usually takes two to three days to complete.

[redacted] - Utilities Department Organization Assessment: To-Be Map

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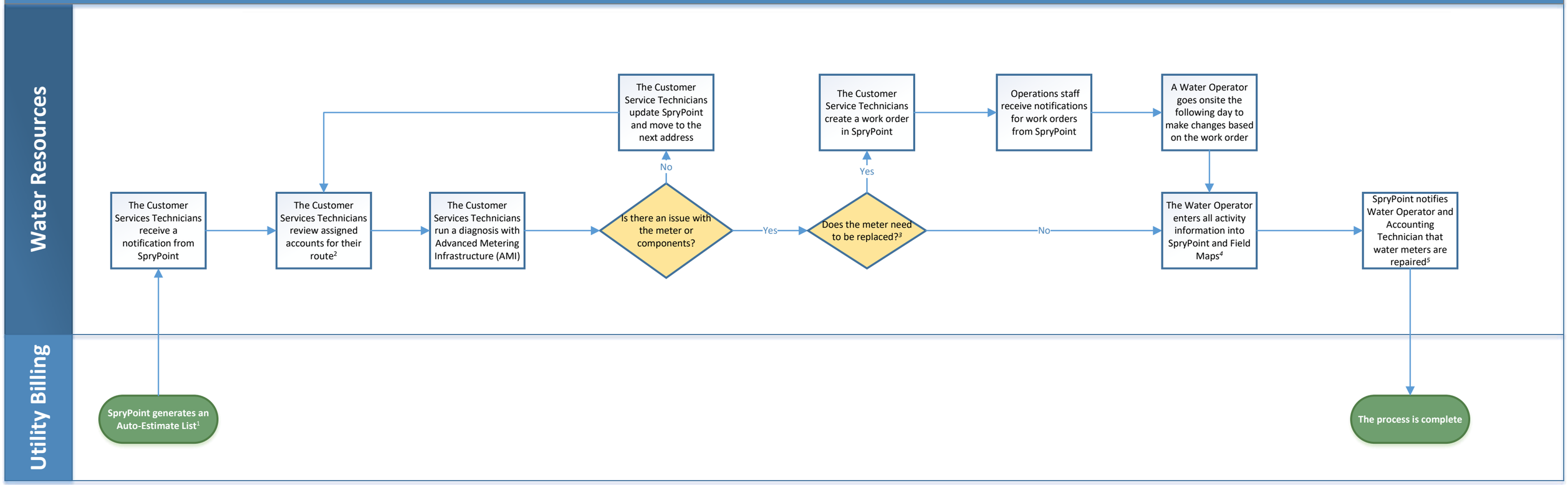
Edit List - Auto-Estimate (Map 2 – Page 1 of 1)

Billing Process



Notes

[1]SpryPoint will have the ability to generate reports on a frequency determined by department staff.

[2]This responsibility is split amongst the four Customer Service Technicians. There is no order for assignments. Staff regularly check over 100 addresses.

[3]The transmitting radio will be rebooted or replaced and paired with the meter. The pigtail wire between both units will be checked. If the meter does not function or communicate with electronics, a work order is made. Operators normally carry meters that can be exchanged 5/8" to 1". Larger meters may require an appointment due to serving multiple units

[4]Field Maps will document any changes including updated or removed meter IDs, meter sizes, and radio IDs. ArcGIS Field Maps, a robust GIS field application, enables map viewing, new data collection, and existing data inspection by the Utility Department. Workforce is utilized to generate prioritized task lists for field teams and monitor work progress from the office. However, it is important to note that Workforce and ArcGIS Field Maps do not integrate with Eden.

[5] SpryPoint will automatically update the customer account with new activity information.

[redacted] - Utilities Department Organization Assessment: To-Be Map

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Meter Exchange (Map 3 – Page 1 of 2)

Water Dispatch to Field Employees

Utility Billing

Customer contacts the City[1]

Water quality issue or high/low consumption?

High/Low Consumption

The Finance Clerk I researches the customer account and creates a work order

Water Quality

The Office Assistant determines if it is a water pressure or water quality issue

On Page 2

Quality

Is it a water pressure or quality issue?

Pressure

The Maintenance Worker visits the site and determines the problem

Are the affected utilities owned by the City or customer?

Customer

The Maintenance Worker notifies the customer and submits the survey 123 online

Process is complete

City

Can the meter be repaired same day on spot?

No

The Maintenance Worker creates a work order in SpryPoint to be repaired

Process is complete

Yes

Create a work order in SpryPoint to be repaired

Process is complete

Water Resources

The Distribution Operator goes on-site to check the meter

Does the meter need to be fixed?

Yes

The Distribution Operator exchanges the water meter

The Distribution Operator programs the meter to pair with the transmitting radio

Once completed, the Distribution Operator enters the new meter information and the work order is closed

Process is complete

No

The Distribution Operator closes the work order in SpryPoint

Process is complete

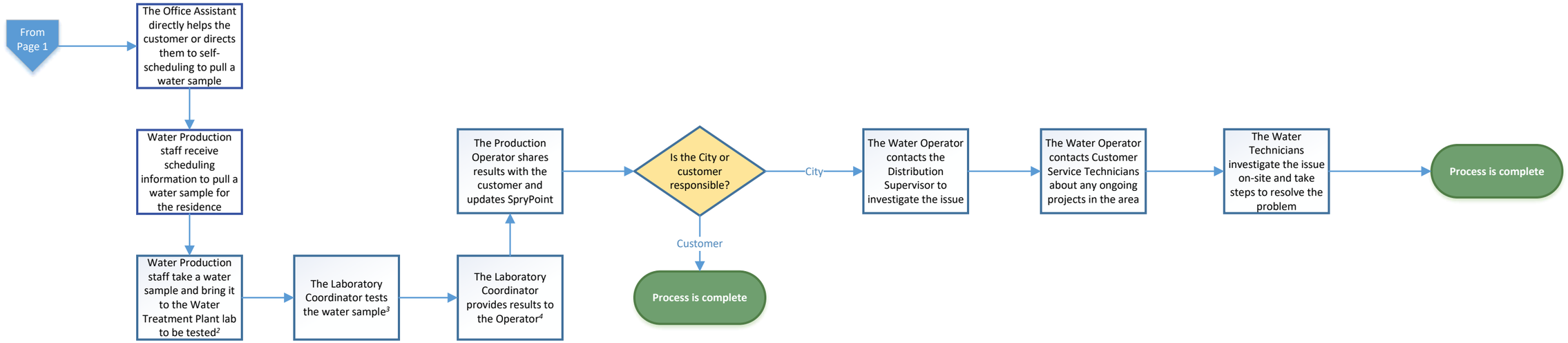
Notes

[1]Routing customer complaints from Finance before they were received by Utilities may result in delays.

Meter Exchange (Map 3 – Page 2 of 2)

Water Dispatch to Field Employees

Water Resources



Notes

[2]The Customer Service Technician takes a sample from a nearby hydrant to the lab located at the Water Treatment Plant to be tested by the Lab Coordinator. Customer Service Technicians have appropriate equipment in their vehicles to transport samples.

[3]Tests can take upwards of an hour and require 0.5 liters of water.

[4]The Lab Coordinator can also notify the customer directly. The customer is typically notified of the finds, but not all the time.

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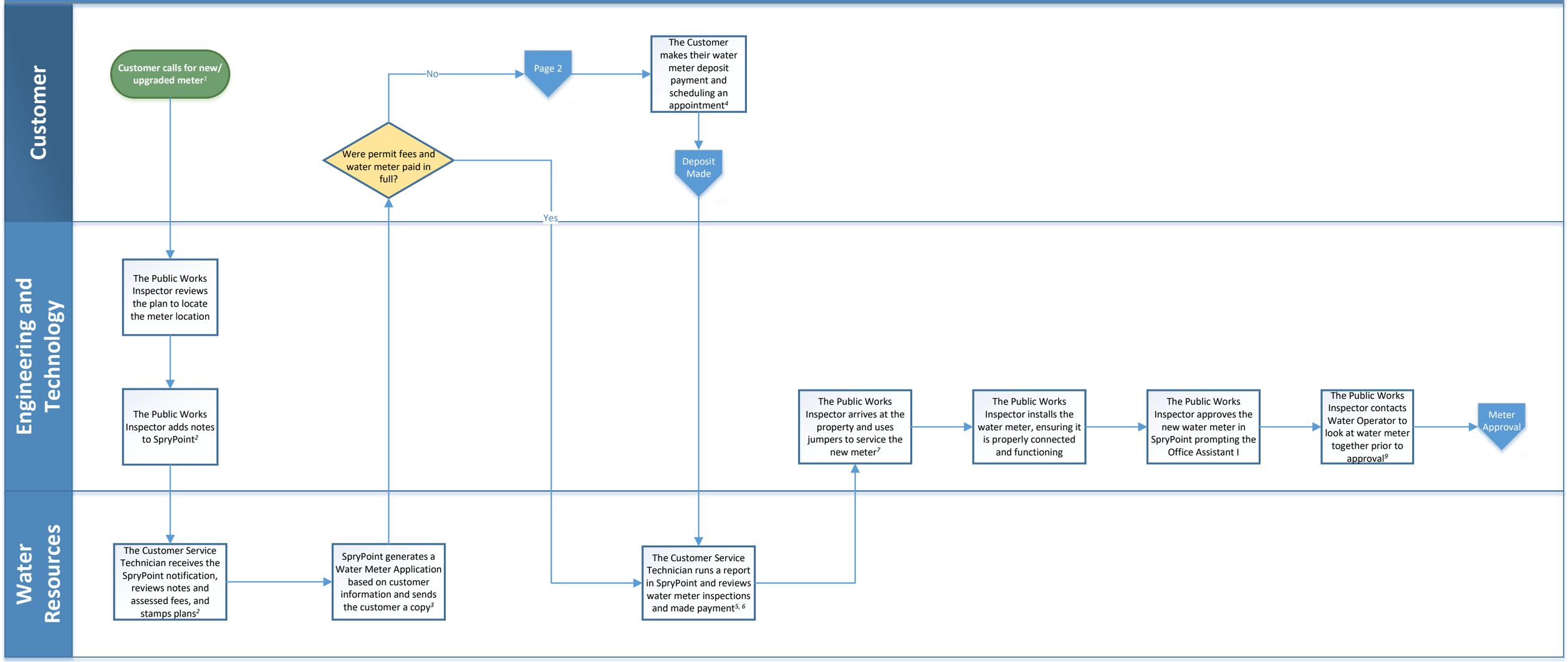
New Water Meter Installs (Map 4 – Page 1 of 2)

New Water Meter Installs



Notes

1Customers can contact either the Water Resources or Utility Billing staff, who will then connect them to the Engineering and Technology to speak with the Public Works Inspector

2Upon entry into SpryPoint, based on the application uploaded by the Public Works Inspector, SpryPoint should automatically apply the correct fees.

3Once the plans for Central Square have been approved by all relevant departments (Building, Permits, Parks and Recreation, Waste Water, and Fire), the Permit Technician is the final authority to review the permit. This includes assessing fees, stamping plans, and reviewing notes. Only after this final review by the Public Works Inspector, SpryPoint is officially opened.

4The Contractor needs to pay the permit fees and a $1,000 water meter deposit for meter configuration/installation.

5The Permit Technician sends a notification for the report to the Utility Billing Manager. *The Utility Billing Manager takes the lines from an Excel spreadsheet and enters it into a separate dwelling unit equivalents (DEU) spreadsheet. Utilities is looking at the DEUs annually to see if water rights numbers are decreasing. The Permit Technician will also verify the size, location and verify that a deposit has been paid.*

6The Utility Billing Manager uses this information to create a DEUs spreadsheet reconciling the end of month general ledger. *If numbers don't balance, Utilities Billing Manager reviews the entries in the GL and Tyler Cashiering. If the General Ledger doesn't balance to Tyler Cashiering, the Utility Billing Manager checks with Community Development to identify the cause*

7A meter jumper is a device used in utilities during the servicing or replacement of a meter. The meter jumper is used to 'jump' around the meter being serviced creating a temporary electrical connection that bypasses the meter.

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New Water Meter Installs (Map 4 – Page 2 of 2)

New Water Meter Installs

Water Resources

- Meter Approval
- The Office Assistant I pulls the building inspection and approval documentation, and verifies payment
- The Water Operator II pushes the work order to the Office Assistant II through SpryPoint
- The Customer Service Technician processes end of day payments and delivers it to Utility Billing
- Deposit Made

Utility Billing

- The Accounting Technician receives a weekly notification from SpryPoint to review meter installations
- The Accounting Technician pulls the deposit document and new meter information from SpryPoint creating a customer number
- The Accounting Technician sends a billing request to the Customer via SpryPoint
- Utility Billing acquires payments and processes accordingly
- The process is complete

Customer

- Making Deposit
- The customer schedules an appointment when ready for a final building inspection[10]
- The Customer receives the bill from SpryPoint and provides requested payment information

Engineering and Technology

- The customer finalizes payment and paperwork Engineering and Technology
- The Public Works Inspector signs and approves inspection application for the customer

Notes

[9]The Water Operator II must install the meter within three days.

[10]This process can be triggered at any time in the process, this is mapped out to capture when a deposit is made. The remaining amounts will need to be paid before a final inspection occurs.

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Temporary Construction Water Meter[1] (Map 5 – Page 1 of 1)

New Water Meter Installs

Applicant

- Customer contacts City for temporary construction meter[1]

Financial Services

- Financial Services generates an application that triggers a work order[2] in SpryPoint
- Financial Services staff use this data to calculate readings for the billing month
- Financial Services staff send billing information to the Finance Department in SpryPoint and generate an invoice
- The process is complete

Water Resources

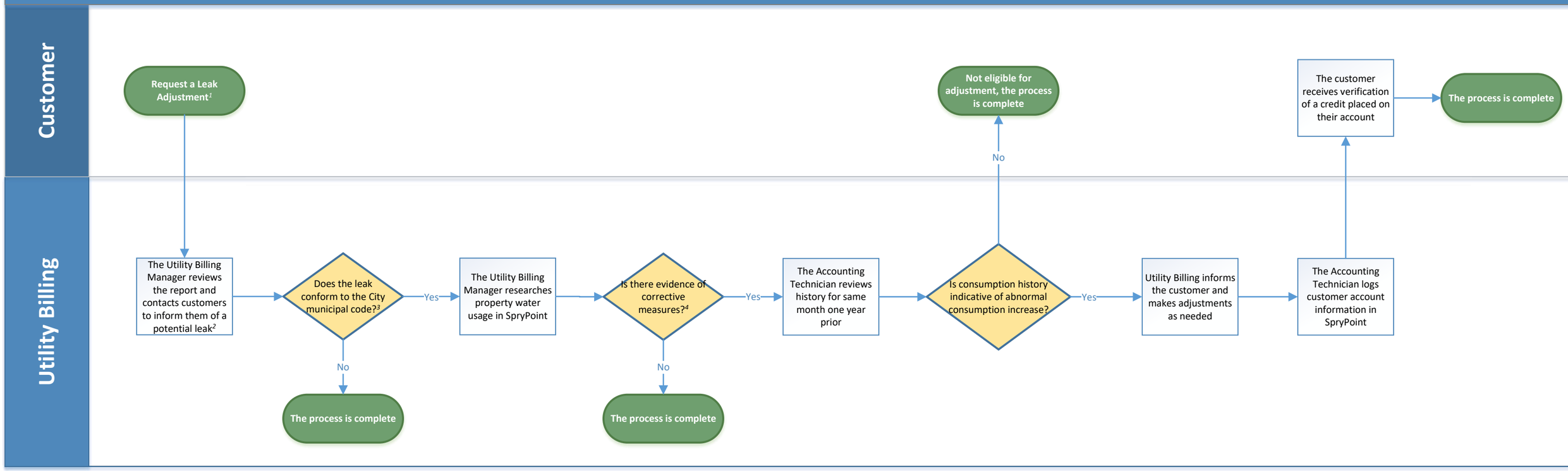
- The Water Supervisor assigns the work order to an available Customer Service Technician
- The Customer Service Technician goes on site and installs the temporary meter
- The Customer Service Technician closes the work order notifying the workgroup that a water meter read was completed in SpryPoint

Notes

[1]*The Fire Department is unaware of the process and not part of the review process.*

[2]*The Financial Services staff are asking project specifics and documenting to know where and why the water is being used. Additionally, they need to know if the project is outside city limits, and if so, if the Utilities Director has signed off on the project. This is an internal procedure not documented on the form.*

Leak Adjustments (Map 6 – Page 1 of 1)



Notes

[1]Leak adjustment/High-water consumption report requests can be triggered from an internal report showing higher than average consumption, or a customer calling when a spike in billing occurs. The report is located in Eden and details abnormally high water consumption.

[2]The Utility Billing Manager requests that the customer provides proof that the leak was fixed along with a written statement.

[3]According to the municipal code, there is a provision for disputed accounts where excess water usage is recorded outside of normal care. Utilities can manage these disputes based on average consumption, past records, and applicable fees/charges within the municipal code. If the request does not comply with the City municipal code, no adjustment will be made. Utility Billing will inform the customer and log the interaction into the customer's account in the CRM system.

[4]Utility Billing discounts the two highest bills (rates) based on last year's history and run it against the rate they're billed. The average is then split. This can amount to upwards of 50% off on the 2 highest bills. The customer must provide proof that it was leaking and are able to show that water is normalizing. There is no formal dollar amount to stay under. This has historically been decided by best practice.

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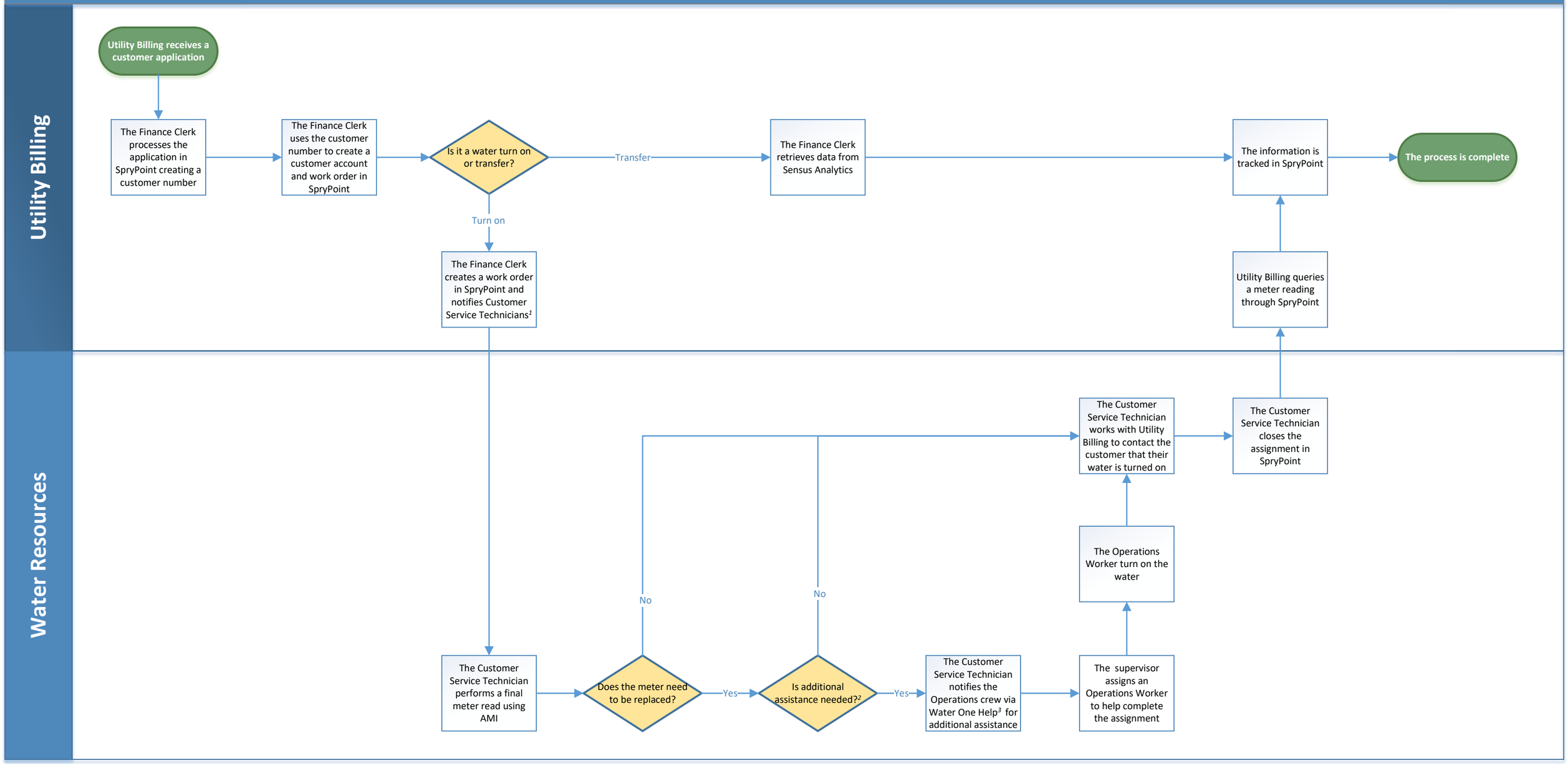
Starting Service (Map 7 – Page 1 of 1)

Water Consumption Starting Service



Notes

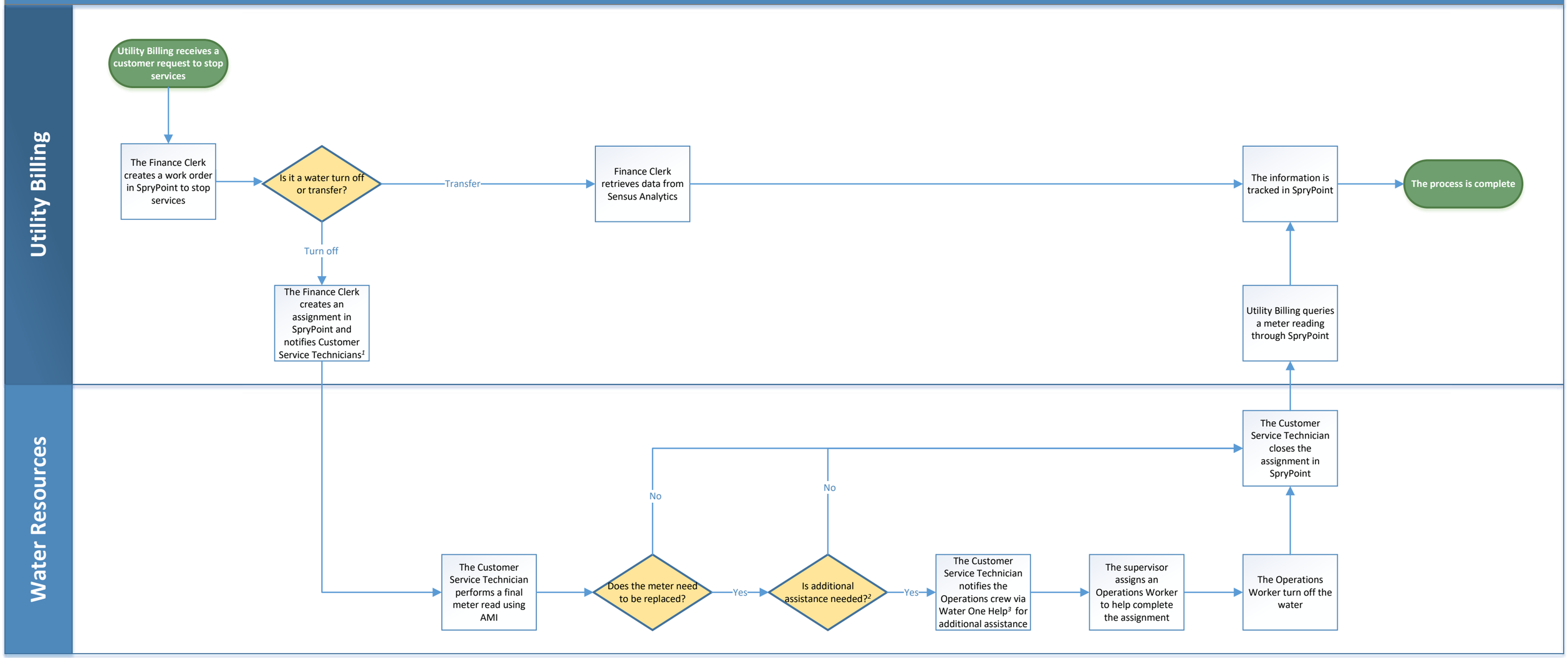
[1] Staff will start an assignment in SpryPoint. Customer Service Technicians will go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read.

[2] Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

[3] Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

Stopping Service (Map 8 – Page 1 of 1)

Water Consumption Stopping Service



Notes

[1] Staff will state an assignment in SpryPoint. Customer Service Technicians will go into Field Maps, locate the meter and then add the date, type of work, location of meter, and take an initial read.

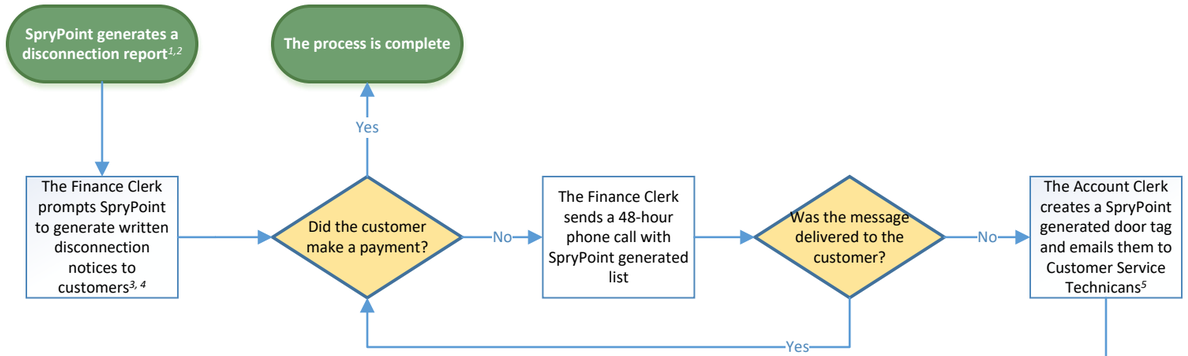
[2] Staff require backup at least once a week. This is due to safety problems with the houseless population and when the meter is located underground, requiring a special tool to help locate it.

[3] Water One Help is a roaming cellphone that stays within the Water Resources team to make communication between staff quicker. Water Resources, Utility Billing and the Police Department have access to the line for emergencies.

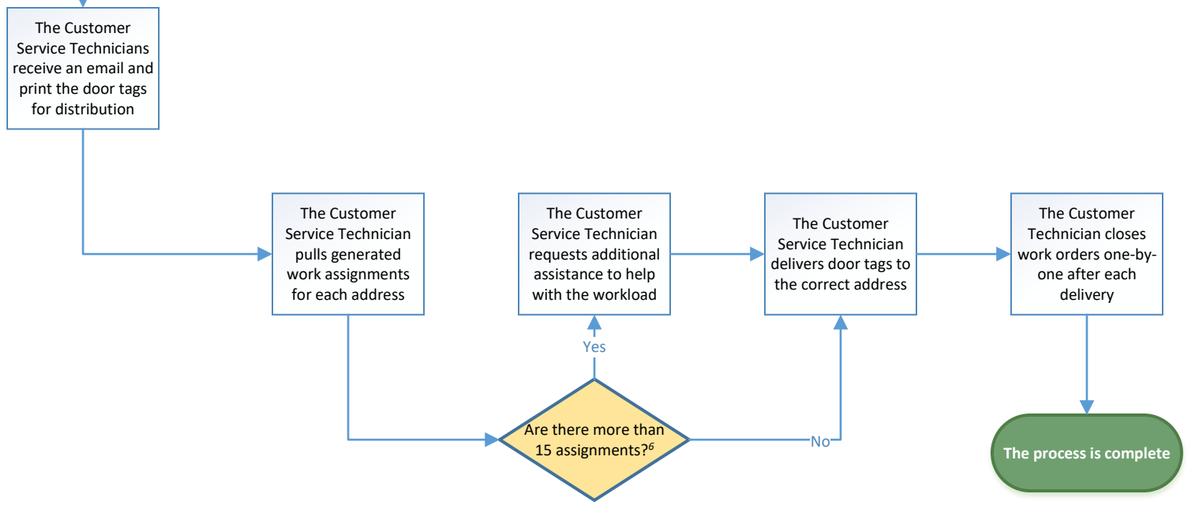
Delinquent Accounts (Map 9 – Page 1 of 1)

Written Disconnection Notice and 48-Hour Call

Utility Billing



Water Resources



Notes

[1]SpryPoint will have the ability to generate reports on a frequency determined by department staff.. The report is populated and data driven and filters payment arrangements while checking against payments that are passed due. It removes the payment plan and notates that an account will receive a written disconnection notice.

[2]The report is populated and notes that an account and its customer will have their payment plan removed and receive a written disconnection notice. There is also a $15 fee.

[3]A notice is sent two weeks after the original due date. The Account Clerk sends this out as a written notice.

[4]The Account Clerks will program SpryPoint to run reports for morning payments (three different reports will be generated). They are checking the drop box at the department for last second payments, and check the online payment portal to see if delinquent accounts made payment. These are all manual checks.

[5]Custom door tags include the following information: account number, amount due, customer name, address, and date of the tag. Door tags make mention that water will be shut off in 48 hours.

[6]A query of all accounts that received the 48-hour phone call is made and a $5 penalty fee is added to those accounts. The same task is competed for accounts that received a door tag, which is $25.

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Delinquent Accounts (Map 10 – Page 1 of 1)

Water Disconnection

Utility Billing

The Accounting Technician receives a notification from SpryPoint and creates a work order

Did the customer make payment?

Yes

The process is complete

Water Resources

The Water Supervisor receives, reviews, and dispatches their work orders

The Customer Service Technicians attempt to reach the customer for payment by phone

Did the customer respond?

No

Yes

The Customer Service Technicians drive to the assigned addresses and contact the customer in person

Did the customer respond?

Yes

No

Did the customer say they will pay?

No

Yes

The Customer Technician notifies Utility Billing and leaves the assignment open

The Customer Service Technician shuts the customers water off

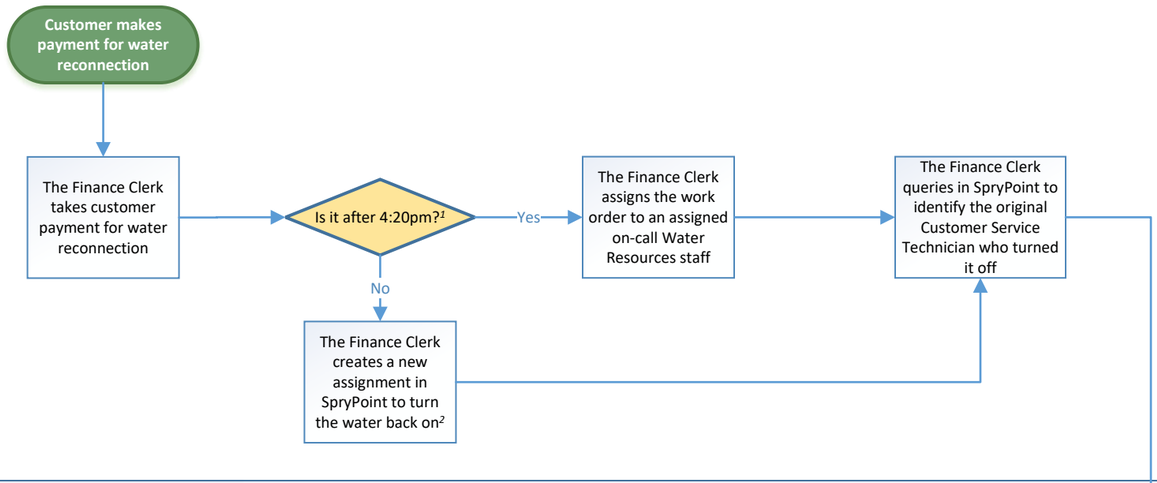
The Customer Service Technicians close work order assignments in SpryPoint as they are completed

The process is complete

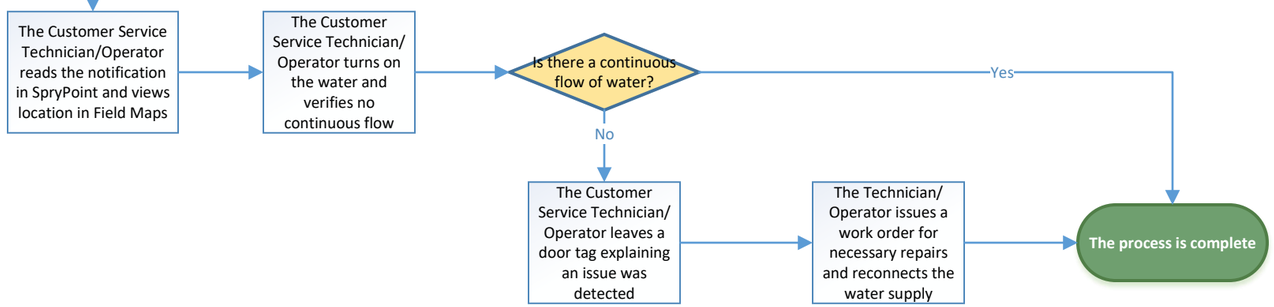
Delinquent Accounts (Map 11 – Page 1 of 1)

Water Reconnection

Utility Billing



Water Resources



Notes

[1]*Customer Service Technicians are assigned to complete their work by 4:15pm. Afterhours fees begin for customers beginning at 4:30pm. Anything after 5pm is assigned to the on-call staff.*

[2]*Water reconnections are typically assigned to the same Customer Service Technician that did the original disconnection for non-payment.*

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Starting Trash Services (Map 12 – Page 1 of 3)

Trash Starting Service

Customer

Customer submits application

Utility Billing

Utility Billing receives the application by fax, in-person or email

Is the application residential or commercial?

Residential

Does a current account exist?

Yes

The Finance Clerk reviews SpryPoint for prior accounts and makes changes based on the application

No

The Finance Clerk creates the account by adding the customers application information

The Finance Clerk creates a work order in SpryPoint[1]

Solid Waste Collections receives the notification in SpryPoint

Commercial

Solid Waste

Office Assistant II reviews the address in Routeware to determine if there are dumpsters or containers on site

Office Assistant II reviews the address in Routeware to determine if there are dumpsters or containers on site

From Transfer

Does the account require a name change?[2]

No

The Office Assistant II creates a work order in Routeware triggering an automated email to the customer on next steps[3]

The Office Assistant II exports the next business days work orders and Solid Waste Collections through SpryPoint

To Page 2

Yes

The Office Assistant II works with the customer to update the application

Notes

[1]The work order includes the start date, number of containers being delivered, service size and number of pick-ups.

[2]Name changes can occur with new franchise owners.

[3]The Office Assistant II enters the customer address, attaches the type of waste collection action and includes detailed notes to aid field staff in removing and/or delivering containers and dumpsters.

Starting Trash Services (Map 12 – Page 2 of 3)

Trash Starting Service

Solid Waste

From Page 1

Yard Drivers collect containers for field deliveries based on the work order report in SpryPoint[4]

Yard Drivers begin their route

Was the container delivered?

No

The Yard Driver pushes 'skip' in Routeware prompting the self-scheduling tool to be sent to the customer

The driver attempts to redeliver the next scheduled date

Was the container delivered?

No

The Yard Driver pushes 'skip' in Routeware and makes a comment for the Office Assistant II

Yes

The Yard Driver marks 'complete' in Routeware and continues on their route to complete all work orders

Yes

The driver attempts to redeliver the next scheduled date

Utility Billing

The Charge Report is reviewed by Utility Billing in SpryPoint by end of day[5]

Does an additional charge exist?

Yes

Utility Billing creates a one-time billing service order

No

The process is complete

To Page 3

Notes

[4]Yard Drivers are provided a tablet specific to their designated duties. *Each tablet is equipped with Routeware and represents assigned routes for either residential, commercial or the yard.*

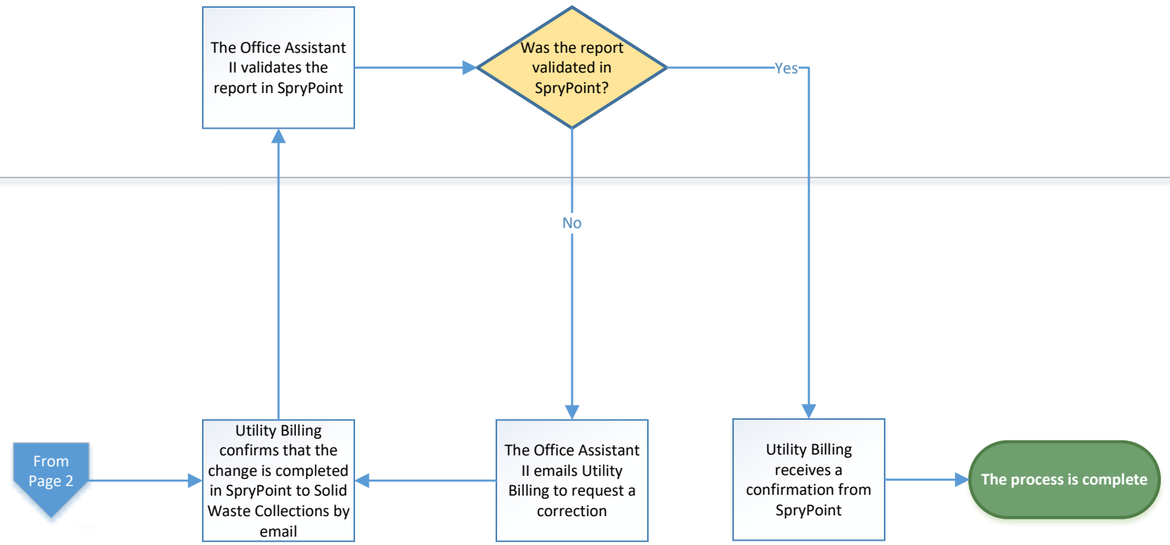
[5]*If unable to get in contact with a customer, Solid Waste will notify Utility Billing through a charge report. Through this process, Utilities notifies that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. The Charge Report is emailed to Utility Billing and tracked in SpryPoint.*

Starting Trash Services (Map 12 – Page 3 of 3)

Trash Starting Service

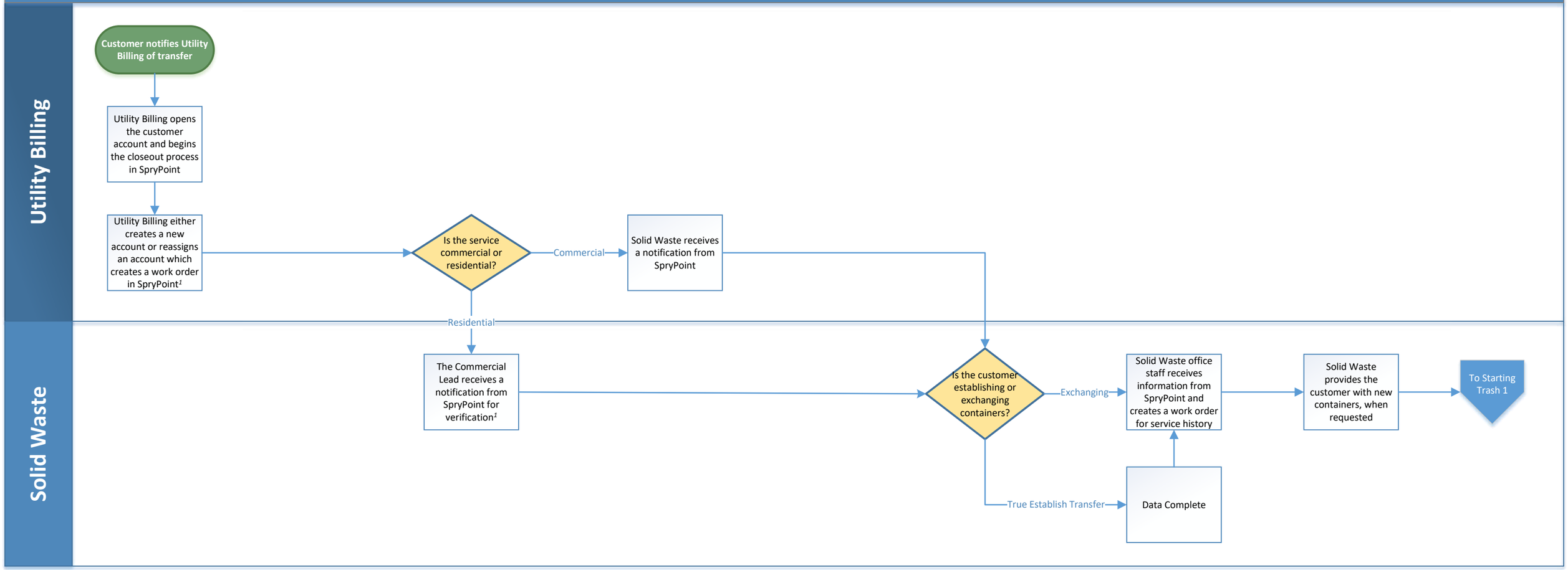
Solid Waste

Utility Billing



Transfers (Map 13 – Page 1 of 1)

Trash Start and Stops



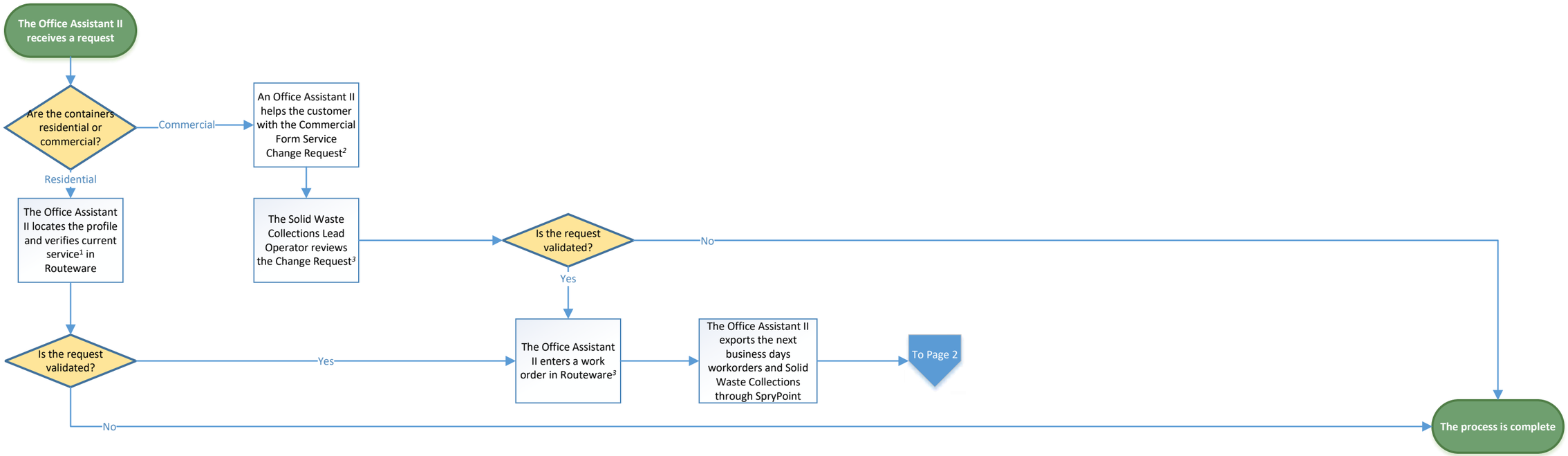
Notes

[1]Verifcation details if the transfer or change of business will be closing or if no action is needed.

Trash Service Changes (Map 14 Page 1 of 2)

Trash Start and Stops

Solid Waste



Notes

[1]The Office Assistant II will verify the account number and personal information with the customer.

[2]Same processes as residential because it effects their billing confirms account numbers, they provide general information such as who is calling/responsible party, contact information for future questions. They specify the current services and changes (increase/decrease of services). Staff let them know if there are additional questions or if approved changes will be seen within the next week. If the customer is in person or on the phone, the Office Assistant II will immediately help the customer complete the Commercial Form Service Change Request. If a request is received via mail or fax, the Office Assistant II will send the customer a self-scheduling link.

[3]The Office Assistant II is providing information to for the Yard Drivers who are looking for service levels (4 to 2). Drivers will also share how the bins are looking aesthetically to gauge if they need to be replaced.

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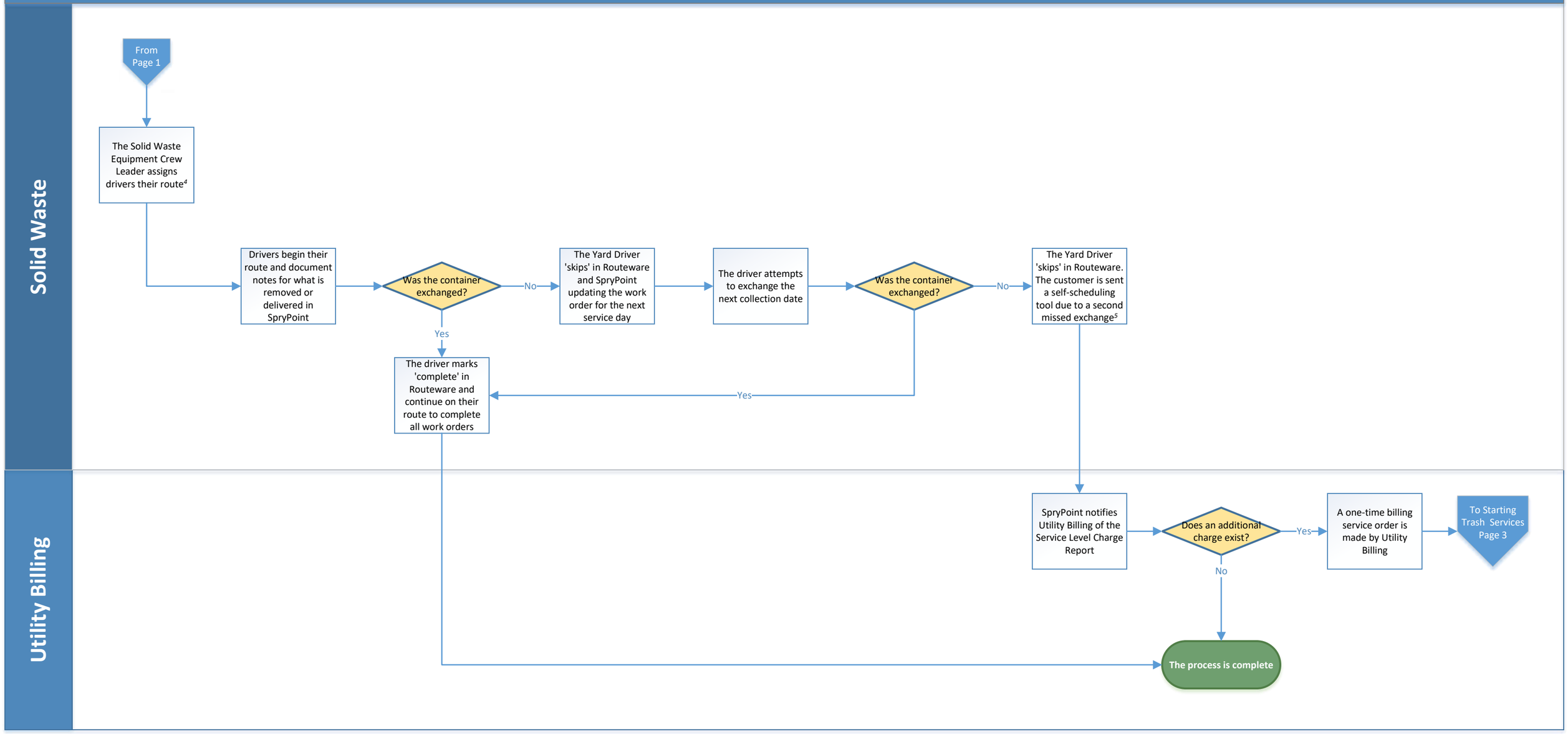
Trash Service Changes (Map 14 Page 2 of 2)

Trash Start and Stops



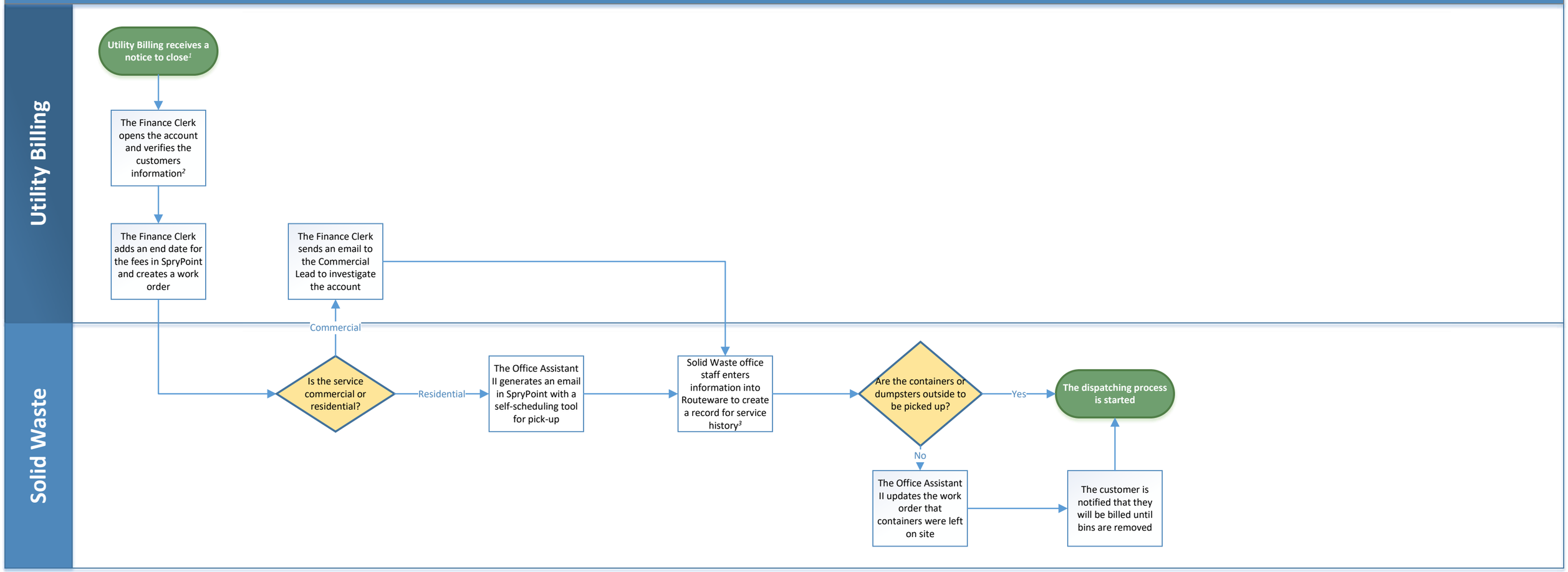
Notes

[4]Yard Drivers are provided a tablet specific to their designated duties. *Each tablet is equipped with Routeware and represents assigned routes for either residential, commercial or the yard.*

[5]*If unable to get in contact with a customer, Solid Waste will make a comment through a change report process through Utility Billing. Through this process, the Solid Waste Collections Supervisor makes a comment that the customer will still be billed for what they have so that billing does not stop and Utility Billing knows what to bill. Notes are sent to Utility Billing and tracked in Eden.*

Closing Trash Account (Map 15 – Page 1 of 1)

Trash Start and Stops



Notes

[1]This can be received by fax, in-person, or email.

[2]The Finance Clerk will verify the customer's social security number, account number, or government ID if in person. The person closing the account must be the responsible party on the account or spouse. If the information is incorrect, the account cannot be closed. If the customer is in office, they have the customer sign the slip, and if not, they print the slip out and send a confirmation via email for the customers record.

[3]The Office Assistant II enters the following information: how the request was received and the responsible party's initials. The customer is asked to leave the bins out for removal while asking if they have vacated the property.

Attachment F — Fleet and Staffing Evaluation

Solid Waste Collections Fleet and Staffing Evaluation 2.0
Updated Date: 01/17/2025

Current Fleet

- **Automated Side Loaders (A/S/L)**: 13 units + 9 holdovers
- **Commercial Front Loaders (C/F/L)**: 13 units + 8 holdovers

Current Staffing

- **Supervisor**: 1
- **Lead Operators**: 2
- **Crew Leaders**: 2
- **S.W.E.O.I**: 14
- **S.W.E.O. II**: 10
- **M.W. I**: 2

Required Fleet

- **A/S/L**: 20 units (13 active, 7 spares)
- **C/F/L**: 16 units (10 active, 6 spares)

Projected Required Staffing by 06/01/2031

- **Supervisor**: 1
- **Lead Operators**: 2
- **Crew Leaders**: 2
- **S.W.E.O.I**: 17
- **S.W.E.O. II**: 13
- **M.W. I**: 2

Projected Fleet Requirements by 06/01/2031

- **A/S/L**: 20 units (16 active, 4 spares)
- **C/F/L**: 16 units (12 active, 4 spares)

City Growth Projections (2031)

- **Residential Route**: Add 3 A/S/Ls (1 trash, 1 recycle, 1 organics)
- **Commercial Route**: Add 2 C/F/Ls (1 trash, 1 recycle)

Solid Waste Collections Recommendations

- **Fleet Expansion**: Start in CY 2025 to address aging fleet.
- **Order Placement (January 2025)**:
  - Order 4 A/S/Ls for 2028 delivery.
- **Holdovers (CY 2025)**:
  - Holdover 7 A/S/Ls for spares: 6417-16, 6411-19, 6414-19, 6412-14, 6423-16, 6425-16, 6451-16 to meet service demand.
  - Retire 10 additional holdover trucks.
- **Additional Staffing**: Open recruitment for 3 S.W.E.O.I and 3 S.W.E.O.II in mid-2030 to have operators trained for the additional routes in 2031.

Key Summary

- **Fleet Needs by 2031**: 20 A/S/Ls, 16 C/F/Ls.
  - Order 4 A/S/Ls for 2028 delivery to meet Collections 2031 requirements and CA diesel cutoff.
- **Staffing Needs by 2031**: 17 S.W.E.O.Is, 13 S.W.E.O.IIs.
  - Hire 6 Operators in 2030 to meet Collections needs in 2031.
- **Additional S.W.E.O.s**: Adding more S.W.E.O.s will support operational needs and provide coverage for vacation and sick leave.

Solid Waste Collections Customer Growth Projections (2024-2029)

Single-Family Home Projections:

- **2026**: 304 new single-family homes
- **2028**: 290 new single-family homes
- **2030**: 180 new single-family homes anticipated just beyond the five-year period

Multifamily Development:

- **Total Units**: 821 units across three multifamily developments expected to come online within the next five years.

Anticipated Funding for Residential Containers:

- **2026**: $70,000
- **2028**: $65,000
- **2030**: $45,000 anticipated just beyond the five-year period

Planned Allocation for Commercial Dumpsters:

- **Total Estimated Budget**: $80,000 over the next five years (preliminary estimate).

Additional Considerations:

- In addition, the Building Department "Com-Dev" receives on average 35 applications a month for Accessory Dwelling Units (ADUs).

Summary:

This growth projection outlines the expected increase in residential and multifamily units, along with the corresponding funding allocations for Solid Waste Collection. Regular updates from Community Development will provide further insights into potential growth drivers.

Attachment G — Position Profile Template

[redacted] Utilities Department
Position Profile and Resource Guide – TEMPLATE
[INSERT JOB TITLE]

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Table of Contents

Project Profile

Introduction

The [redacted] Utilities Department recognizes the value of preparing employees for career advancement and having an effective succession planning program that anticipates future staffing needs. Succession planning is a multi-pronged effort that anticipates staffing changes, encourages staff development, documents institutional knowledge, and ensures continuity of service. This *Position Profile and Resource Guide* has been created as a tool for employees interested in career advancement into this position and serves as a repository of central duties, job requirements, and essential skills, as well as important contacts and resources.

While some of this information will not be applicable to each position within the department, those with specialized knowledge and responsibilities should complete this entire document. Completion of the document should be done in collaboration with the administrative team.

Position Overview

Position Title

Add the name of the position being vacated.

Department/Unit

Add the department or unit to which the position belongs.

Current Job Holder

Add the name and contact information of the current job holder.

Successor

Add the name and contact information of the designated successor, if known.

Organization and Reporting Structure

Department administration to include the department organization chart. Summarize where the position resides, functions of the unit/division, and reporting structure.

Position Summary

Essential Responsibilities and Duties

Outline the primary responsibilities and duties associated with the position. Include both day-to-day tasks and broader strategic roles.

Critical Skills and Competencies

In collaboration with your supervisor, identify the essential skills, competencies, and qualifications required to excel in the position. List both technical and soft skills needed for effective job performance.

High-performing organizations succeed because their employees exhibit desired critical competencies. A competency is a set of skills, attributes, and behaviors used to define and measure an individual's effectiveness. Competencies provide a structured guide for the professional development of individuals interested in career advancement.

All employees use multiple competencies to perform their job. The [redacted] Utilities Department identified workplace competencies that contribute to an individual's success. The table below shows which of the competencies are most important for success *in this position*, as ranked by individuals knowledgeable about the roles and responsibilities the position performs.

Crucial to Success	Extremely Important	Important
• *List competencies here* •	• *List competencies here* •	• *List competencies here* •

Job-Specific Knowledge

Document specific knowledge areas that are unique to the role and not easily transferable without guidance. Include industry-specific knowledge, regulations, or best practices.

Minimum Requirements

Using the job description as a base, and in collaboration with the section supervisor, department administration should list minimum educational and experience requirements for the role. Include any required licenses, training, or certifications.

On the Job

Tools and Systems

List the tools, software, and systems regularly used in the role. Provide access instructions and details for any proprietary systems.

Field Operations and Safety

If the position involves fieldwork, consider adding a section about field operations, safety protocols, and any specialized equipment usage.

Permits and Regulations

Include information about relevant permits, licenses, and regulatory compliance that the successor needs to be aware of, especially if the role involves managing construction or public infrastructure projects.

Emergency Response and Disaster Management

If the position has responsibilities related to emergency response or disaster management, detail the procedures and coordination with other departments during emergencies.

Infrastructure and Assets

If the role includes asset management or maintenance, outline the key infrastructure and assets the position is responsible for overseeing.

Contacts and Stakeholders

Identify key internal and external contacts the role interacts with regularly. Provide a brief description of the nature of these interactions.

Data and Asset Management Systems

Include information about data management systems used to track assets, maintenance schedules, and work orders.

Budget and Resource Management

If the position involves budget management or resource allocation, provide insights into budgeting processes and financial responsibilities.

Cross-Department Collaboration

Identify other departments or teams the position collaborates with regularly.

Utilities Department Information

Utilities Projects and Priorities

Provide an overview of ongoing and upcoming utilities projects and their strategic priorities.

Long-Term Projects and Planning

If the role involves long-term planning, describe any ongoing or upcoming projects that will require continuity from the successor.

This Position

Utilities Regulations and Standards

Outline relevant utilities regulations, standards, and industry best practices that the successor should be aware of.

Progress Tracking and Evaluation

Establish methods for tracking the progress of knowledge transfer. Define key milestones and checkpoints to assess the effectiveness of the process.

Risk Mitigation Strategies

Identify potential risks or challenges that may hinder successful knowledge transfer. Propose strategies to mitigate these risks and ensure a smooth transition.

Succession Planning Action Items

Outline specific actions or initiatives to support the successor's development and readiness for the role. Include potential cross-training opportunities and exposure to related areas.

Resources and Information

Documentation and Resources

Specify the location of relevant documentation, manuals, guidelines, and resources related to the position. Include access instructions to shared folders or databases.

This section includes information on where to find important documents, including Standard Operating Procedures (SOPs), plans, schematics, drawings, and other relevant information.

What I Need to Find	Where to Find It	Contact Information

Supporting Contacts

Provide a list of individuals or departments that the successor can reach out to for additional support and guidance.

This section includes partners and contacts that have been essential and/or helpful to the success of this position. Many of the internal contacts can be completed by department administration and used for all position profiles. Any additional contacts can be added by the separating employee.

Resource	Department/Agency	How They Can Help	Phone/Email
[redacted] Contacts			
Human Resources			
Finance			
Payroll			
Credit cards			
Training and safety			
Public Works			
Technology			
External Agency Contacts			

Sign-off and Approval

Include a section for relevant stakeholders to sign-off on the knowledge transfer plan, indicating their agreement and commitment to its implementation.