



AGENDA

Board Meeting

Tuesday, October 20, 2026 - 5:00 PM

Boardroom, 2655 Grant Avenue, San Lorenzo, CA 94580

INFORMATION FOR THE PUBLIC

This meeting will be conducted in-person at the address listed above and virtually via Zoom.

Members of the public interested in attending the meeting or providing public comment may participate in the following ways:

1. Attend In-Person at the location listed above.

2. Join the Meeting Online via Zoom at: <https://us02web.zoom.us/j/4882542320>. If you wish to speak during the meeting, please select "Raise Hand" from the "Reactions" menu at the bottom of your screen. For best performance, please consider updating to the latest version of the Zoom application and restarting your device before joining the meeting.

Zoom and a call-in option are offered as a courtesy. If a technical issue arises with Zoom or the dial-in option, the meeting will continue unless it is being held pursuant to the provisions of Assembly Bill 2449.

3. Join by Telephone by dialing (669) 900-6833 and entering Meeting ID: 488-254-2320. If you wish to speak during the meeting, please press *9.

4. Submit Written Comments by emailing publiccomment@orolomasanitarydistrict.ca.gov; please identify the specific agenda item being addressed. Written public comment will be accepted until 4:00 p.m. on the day prior to the scheduled meeting. Copies of all written comments submitted by the deadline above will be provided to each Board Member and will be added to the official record.

ACCESSIBILITY INFORMATION: In compliance with the Americans with Disabilities Act of 1990, if you need special assistance to participate in a District meeting or need a copy of the agenda in an appropriate alternative format, please contact the District Secretary at (510) 276-4700. Notification of at least 48 hours prior to the meeting will assist District staff with ensuring that reasonable arrangements can be made.

MEETING DECORUM AND PUBLIC PARTICIPATION GUIDELINES: The Oro Loma Board of Directors encourages a respectful dialogue that supports freedom of speech and values diversity of opinion, in a manner consistent with the requirements of the Brown Act. The Board, staff, and members of the public are expected to be civil and courteous, and to refrain from questioning the character or motives of others participating in the meeting. Members of the public should direct their comments to the Board, and not staff or other members of the public. Speakers should not use threatening, profane or abusive language that disrupts, disturbs, or otherwise impedes the orderly conduct of the meeting.

Page

1. **CALL TO ORDER**

2. **ROLL CALL: DIRECTORS DEAN, DUNCAN, LEE, SIMON, YOUNG**

3. **PLEDGE OF ALLEGIANCE**

4. **GENERAL PUBLIC**

(Members of the public wishing to comment on any item not on the agenda, but within the Board's jurisdiction, should notify the Board at this time. Those

wishing to comment on any item on the agenda should do so at the time the item is considered. Comments may be limited to three (3) minutes. Time limitations shall be at the discretion of the President.)

5. **CONSENT CALENDAR**

- 5.1. **Minutes, Board Meeting, September 22, 2026** 3 - 10
[Minutes - Board Meeting, September 22, 2026](#)
- 5.2. **Minutes, Board Workshop, October 13, 2026** 11 - 26
[Minutes - Board Workshop, October 13, 2026](#)
- 5.3. **Minutes, Committee Meetings** 27 - 37
Directors may make oral reports to supplement the written reports contained in the agenda packet and ask questions about the reports. Directors may request, with Board consensus, that items from reports be placed on a future agenda for further discussion.
[Minutes - Solid Waste Committee Meeting, October 12, 2026](#)
- 5.4. **Approval of Consent Calendar**
Recommended Motion: Approve the consent calendar.

6. **AUTHORITY/ASSOCIATION/CONFERENCE REPORTS**

- 6.1. **Report from California Association of Sanitation Agencies (CASA) Strategic Planning Session, September 23-24, 2026 - Director Duncan**
- 6.2. **Report from East Bay Dischargers Authority (EBDA), September 17, 2026 and October 15, 2026 - Director Young**

7. **POLICY REVIEW**

- 7.1. **Review of Draft Debt Management Policy** 38 - 45
Recommended Motion: Review potential amendments and approve the Debt Management Policy.
[Attachment - Draft Debt Management Policy, Redlined and Clean](#)
- 7.2. **Review of Draft Inspection of Public Records and Duplication Charges Policy** 46 - 52
Recommended Motion: Review potential amendments and approve the Inspection of Public Records and Duplication Charges Policy.
[Attachment - Draft Inspection of Public Records and Duplication Charges Policy, Redlined and Clean](#)
- 7.3. **Review of Draft Purchasing Card Program Policy** 53 - 54
Recommended Motion: Review potential amendments and approve the Purchasing Card Program Policy.
[Attachment - Purchasing Card Program Policy](#)

8. **STAFF/DIRECTOR COMMENTS**

- 8.1. **Comments from Staff and the Board of Directors**
Directors and staff may provide brief reports or comments on District-related activities, events, or matters of interest. Directors may also request, with Board consensus, that items be placed on a future agenda or that direction be provided to staff.

9. **ADJOURNMENT**

**MINUTES
BOARD MEETING
ORO LOMA SANITARY DISTRICT**

TUESDAY, SEPTEMBER 22, 2026

5:00 PM

**BOARDROOM, 2655 GRANT
AVENUE, SAN LORENZO, CA 94580**

1. CALL TO ORDER

Vice President Lee called the meeting to order at 5:00 p.m.

2. ROLL CALL: DIRECTORS DEAN, DUNCAN, LEE, SIMON, YOUNG

PRESENT: Benny Lee, Vice-President
Rita Duncan, Secretary
Mimi Dean, Director (Via teleconference)
Fred Simon, Director

ABSENT: Shelia Young, President

STAFF: Jimmy Dang, General Manager
Chathu Abeyrathna, District Engineer
Christine Chen, Finance Manager
Zaneta Luna, Administrative Services Manager
Patricia Schofield, District Secretary
Alex Mog, District Counsel

PUBLIC: Michael Miller

3. PLEDGE OF ALLEGIANCE

Secretary Duncan led the assembly in the pledge of allegiance.

4. GENERAL PUBLIC

There were no comments from the general public.

5. CONSENT CALENDAR

Director Duncan requested to pull the Personnel, Construction, and Operations meeting minutes for discussion.

5.1. *Minutes, Board Meeting, September 8, 2026*

5.2. *Minutes, Board Workshop, September 15, 2026*

5.3. *Minutes, Committee Meetings*

Regarding the Personnel Committee meeting minutes, Director Duncan inquired whether hiring competent and qualified personnel who reside within the District's boundaries was a requirement. Staff responded that residency within the District is not a requirement. Director Duncan clarified that she was referring to whether District residency could be given strong consideration during the hiring process. District Counsel Mog stated that residency within the District could not legally be

used as a basis for hiring decisions.

Regarding the Construction Committee meeting minutes, Director Duncan referred to comments made by CVSan General Manager Williams regarding the District's lateral inspection program and noted that they brought to mind questions raised during the District's 2022 inflow and infiltration (I&I) presentation. She inquired whether preparations were underway for storms anticipated during the upcoming wet weather season. General Manager Dang stated that, in the short term, staff was checking its inventory of sandbags and exploring water-barrier technologies that could help prevent stormwater from entering buildings. He added that longer-term efforts include projects such as the cloth filters and the Private Sewer Lateral Inspection Program.

Director Duncan also reported that a real estate agent approached her at the Castro Valley Fall Festival regarding a list of plumbers provided in connection with the lateral inspection program. The real estate agent expressed concern after receiving a particularly high quote from one of the plumbers on the list.

Director Duncan asked whether providing the list constituted a District recommendation of those plumbers. Director Dean added that the real estate agent had obtained four quotes ranging from approximately \$8,000 to more than \$20,000 and expressed concern about ensuring that any information provided by the District is clear regarding the contractors listed. Director Duncan clarified that she was not suggesting the District recommend particular plumbers, but rather provide potential options. General Manager Dang stated that he would verify the language in the brochure, but noted that the District does not recommend specific plumbers; rather, the brochure provides a list of plumbers who pull the most permits within the District and encourages property owners to obtain multiple quotes. Director Duncan emphasized the importance of ensuring that this distinction is clearly communicated to those receiving the brochure or contractor information.

Regarding the Operations Committee meeting minutes, Director Duncan noted that approximately \$40,000 had been spent on electricity and natural gas over the previous two months and asked whether the technology being evaluated as part of the Renewable Natural Gas (RNG) Feasibility Study could help reduce those costs. General Manager Dang stated that RNG may have the potential to reduce overall costs; however, natural gas usage could increase because the District's biogas would potentially be sold to PG&E rather than used in the cogeneration engines, requiring the District to purchase natural gas to operate the engines. He noted that he could not provide firm cost estimates until the feasibility study is completed. He further explained that while natural gas usage could increase, that would not necessarily mean that overall energy costs would increase, as the District's energy demand would theoretically remain similar if the same cogeneration engines continue to be used.

5.4. *Financial Statements, August 2026*

5.5. *Compliance & Activity Reports, August 2026*

5.6. *Approval of Consent Calendar*

Moved by Director Fred Simon, seconded by Director Rita Duncan. Approve the consent calendar.

Carried by the following votes:

Ayes: Director Rita Duncan, Director Fred Simon, Director Benny Lee, and Director Mimi Dean

6. COMMUNITY ENGAGEMENT & OUTREACH UPDATE

Informational items.

6.1. Community Events Tracker

Staff presented the 2026 Event Tracker and Costs report, which tracks community outreach events, public engagement, associated costs, outreach methods, and measurement tools.

6.2. Communications Plan Tracker

Staff presented a new campaign tracking tool developed to coordinate and document public education and outreach activities across multiple communication channels, track implementation of the Communications Plan, and identify opportunities for additional outreach.

7. BOARD DISCUSSION

Vice President Lee requested that the discussion item be continued to a future Board meeting when all Directors could be present. Directors Dean, Duncan, and Simon expressed their preference to proceed with the discussion as scheduled.

7.1. Board Oversight and Micromanagement Discussion

At Director Simon's request, the Board discussed the distinction between Board oversight and micromanagement.

District Counsel Mog stated that there is no specific state law defining how sanitary district boards are to distinguish between oversight and micromanagement and noted that the Board's governance is guided by its internal policies, including the Board Guidelines. He referenced language in the Board Guidelines providing that District operations are the responsibility of the General Manager and stated that there is no definitive rule establishing when Board oversight crosses into micromanagement. He described micromanagement generally as a repeated focus on small details rather than the broader picture. In his view, identifying details or providing examples in the course of establishing high-level policy would not necessarily constitute micromanagement, while an ongoing focus on operational matters could be viewed as such. He stated that it is ultimately up to the Board to establish the standards it wishes to follow and that the discussion provided an opportunity for the Board to consider those standards.

Director Dean stated that she has been characterized as a micromanager but disagrees with that characterization. She stated that each Director brings different strengths and areas of expertise to the Board and that she believes it is appropriate to share her expertise with the General Manager during one-on-one

meetings or at Board meetings as part of her oversight responsibilities. She distinguished this from directly instructing staff regarding their work, which she stated she would not do. She added that if there are specific examples of conduct that others believe constitutes micromanagement, she would like those examples identified.

Director Simon referred to the recent strategic planning session and stated that the facilitator had declined to discuss micromanagement during that session. He expressed his understanding that characterizing someone as a micromanager can be perceived negatively and stated that such characterizations could conflict with the District's Code of Conduct. He agreed that Directors should be able to contribute their individual expertise and cited the Construction Committee as an example where technical expertise shared by a CVSan Director has been beneficial to the discussion.

Director Duncan stated that the issue was of concern to her because individuals who do not regularly participate in District Board meetings had characterized her as a micromanager. She stated that she has a strong attention to detail and believes it is her responsibility to ask questions and seek clarification regarding materials presented to the Board. Referring to her participation on the Finance & Insurance Committee, she stated that seeking clarification regarding the budget and District expenditures is part of her responsibility as a Director. She similarly stated that, with respect to solid waste matters, she believes it is appropriate to ensure that the District is receiving the services required under its contract. She expressed greater concern regarding comments about Directors made outside of District meetings.

Director Lee thanked District Counsel Mog for the discussion and stated that materiality was an important consideration. He clarified that he had never stated that Director Duncan micromanaged matters before the Finance & Insurance Committee and agreed that seeking clarification regarding District finances is part of a Director's responsibility. He stated that he views oversight as establishing direction and accountability and monitoring progress toward that direction.

Director Dean requested clarification regarding Director Lee's comments on oversight and expressed concern regarding comments made about Directors outside of Board meetings.

Director Lee stated that he did not believe campaign-related matters should be discussed during the meeting. District Counsel Mog agreed that campaign matters were not appropriate for discussion but clarified that concerns regarding statements or interactions occurring outside of District meetings could be discussed where relevant to Board conduct.

Director Lee further stated that oversight includes establishing direction and plans and monitoring their implementation, in addition to fulfilling responsibilities established under applicable government requirements.

Director Dean referenced the District's tree project as an example and asked whether raising concerns regarding the selection of trees that were not California native species would be considered an appropriate oversight matter. Director Lee asked whether she considered the issue material. Director Dean responded that she did, and Director Lee stated that this answered the question.

Director Simon stated that individual Directors may have differing views regarding what is material given the broad scope of District activities. He reiterated his view that Directors should refrain from characterizing one another as micromanagers, whether during or outside of District meetings.

Director Duncan referenced the District's Code of Conduct and Ethics Policy and stated that Directors should be mindful of how they speak about one another regardless of the setting. She stated that she does not speak negatively about fellow Directors when approached by members of the public and expressed her expectation that Directors extend the same respect to one another. Regarding the distinction between oversight and micromanagement, she stated that the Board should monitor the District's progress toward its strategic goals while recognizing the role of staff in carrying out day-to-day operations.

Director Lee clarified that his professional background is in data engineering rather than finance, although his work includes developing systems related to financial information.

Director Simon noted President Young's absence and asked whether she could be provided with a summary of the discussion. District Secretary Schofield stated that the minutes would provide a detailed record of the discussion. Director Simon asked whether President Young could subsequently provide feedback. District Counsel Mog stated that further substantive discussion would need to be agendized, although President Young could request clarification or request that the matter be placed on a future agenda when the minutes are considered as part of the Consent Calendar.

Director Duncan asked whether the Board was expected to reach a conclusion or whether the item was intended for discussion only. Director Simon confirmed that the item was for discussion and reiterated the importance of the Board's Code of Conduct, specifically Sections 3(A) and 3(E), which provide that the dignity, style, values, and opinions of each Director shall be respected and that Directors should focus on District business, emphasize the positive, and refrain from negative forms of communication and interaction, both internally and externally.

The Board discussed the distinction between Board oversight and micromanagement and the importance of adhering to the District's Code of Conduct. No action was taken.

8. AUTHORITY/ASSOCIATION/CONFERENCE REPORTS

8.1. Report from Alameda County Special Districts Association (ACSDA), September 9, 2026 - Director Lee

Director Lee stated that the event marked the debut of the OLSD Sunset Tour, which included a tour of the treatment facilities. He commended staff for their efforts and noted that he had received significant positive feedback from attendees.

Directors Dean and Duncan also thanked staff for their excellent work and commended them for making the Sunset Tour a successful and well-received event.

8.2. Report from East Bay Dischargers Authority (EBDA), September 17, 2026 - Director Young

Director Duncan moved, Director Simon seconded, moving the EBDA Report to the Board meeting on October 20, 2026. Carried unanimously 4-0.

9. POLICY REVIEW

9.1. Review of Reserve Policy

Director Simon inquired about the basis for maintaining the District's reserve level at 50%, noting that the District has not experienced issues receiving sewer service charge revenues from Alameda County. He suggested that the Board consider whether a different reserve level may be appropriate.

Director Duncan stated that she had attended a workshop regarding leveraging agency reserves and was interested in exploring opportunities to use reserves to fund infrastructure improvements. She noted that the workshop characterized a six-month reserve level as potentially conservative and expressed interest in considering whether reserves could be used to support continued investment in the District's Sewer Line Replacement Program.

Director Lee referenced reserve policies used by cities and expressed interest in receiving additional information regarding the rationale for the District's 50% reserve level.

Director Simon stated that he valued staff's perspective and would like to receive staff recommendations regarding the appropriate use of District reserves.

Director Lee requested a presentation from PFMAM addressing the rationale for the District's current reserve level and providing information regarding reserve practices at comparable agencies. Director Simon added that staff and PFMAM could also provide recommendations regarding potential uses of reserves, including the Sewer Line Replacement Program and sea level rise-related projects.

General Manager Dang asked whether the matter should first be presented to the Finance & Insurance Committee or brought directly to the full Board. Directors Lee and Duncan agreed that the matter should be presented to the Finance & Insurance Committee in December, with options and recommendations subsequently brought to the full Board for consideration.

10. SCHOOLS ENGAGEMENT REPORT

Informational item.

10.1. Schools Engagement Report, September 2026

General Manager Dang stated that the school district had informed staff that it was reviewing the Memorandum of Understanding (MOU), evaluating the training cadence, and identifying leads at each school. He noted that no further response had been received.

Director Dean inquired whether there was any indication of a timeframe for MOU to be finalized. General Manager Dang responded that there was not.

Director Duncan stated that she was encouraged that the school district was anticipating the training and viewed it as a positive step forward.

Director Lee thanked staff for the report and noted that, while progress was moving slowly, he was hopeful that the effort would continue moving forward and make an impact.

11. STAFF/DIRECTOR COMMENTS

11.1. General Manager's Report

General Manager Dang provided an update on the District's community outreach activities during September and their impact on the community. He also provided an update on the Local Hazard Mitigation Plan, noting that the first draft had been received and was under review and would be brought to the Board for approval in the coming months. He further noted that numerous District projects and operational activities were currently underway.

11.2. Comments from Staff and the Board of Directors

General Manager Dang stated that a discussion regarding consideration of joining HASPA would be brought to the Board in the new year. He also noted that discussion regarding the Cargill pipeline was currently on hold pending further evaluation.

11.3. Comments from Staff and the Board of Directors

Director Dean commended staff for their excellent work at the Castro Valley Fall Festival and stated that she enjoyed seeing staff actively engaging with attendees. She also noted that she had heard positive feedback regarding Ag Day and thanked staff for their efforts.

Director Simon thanked staff and District Counsel for their work.

Director Duncan stated that the Fall Festival and Ag Day were both excellent events. She shared that Ag Day provided an opportunity to see and learn about an animal she had not previously encountered and appreciated the variety of animals and educational opportunities offered at the event. She thanked staff for their work and specifically commended District Secretary Schofield and Teri Yan for their engagement with the community.

Vice President Lee thanked staff for a productive meeting, noting that the Board covered a variety of topics and had good discussions. Referring to the current campaign season, he stated that at a recent candidate forum he shook hands with Director Simon and wished him luck, and expressed his view that Board members should continue to treat one another respectfully during campaigns.

12. CLOSED SESSION

The Board adjourned to closed session at 6:02 p.m.

12.1. *CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION*

Initiation of Litigation – One (1) Case

Pursuant to Government Code Section 54956.9(d)(2)

13. RECONVENE TO OPEN SESSION & ADJOURNMENT

The Board reconvened to open session at 6:39 p.m. General Manager Dang stated that no reportable action was taken in closed session.

There being no further business to come before the Board, Vice President Lee adjourned the meeting at 6:39 p.m.

**MINUTES
BOARD WORKSHOP MEETING
ORO LOMA SANITARY DISTRICT**

TUESDAY, OCTOBER 13, 2026

5:00 PM

**OMC TRAINING ROOM, 2600 GRANT
AVENUE, SAN LORENZO, CA 94580**

1. CALL TO ORDER

President Young called the meeting to order at 5:00 p.m. and announced that she would participate via teleconference pursuant to Government Code Section 54953.8.3 due to an illness that prevented her from attending in person. The Board acknowledged her remote participation.

2. ROLL CALL: DIRECTORS DEAN, DUNCAN, LEE, SIMON, YOUNG

In attendance were President Shelia Young (via teleconference), Secretary Rita Duncan, Director Mimi Dean, and Director Fred Simon. Director Benny Lee was absent. Also present were General Manager Jimmy Dang and District Secretary Patricia Schofield, as well as Maggie Frye with Core Consulting Group.

3. GENERAL PUBLIC

There were no comments from the public.

4. STRATEGIC PLANNING SESSION PHASE 2

4.1. Strategic Planning Session - Phase 2

The Board participated in the second of three strategic planning meetings facilitated by Core Consulting as part of the District's Strategic Plan update process. The workshop focused on findings and key themes identified through the research and engagement phase, including input from the Board, employees, management, and the community. The Board discussed the District's strengths, challenges, strategic priorities, and opportunities and provided input on the Mission, Vision, and other foundational elements to help guide development of the updated Strategic Plan.

Director Duncan inquired about what Frye meant by "research." Frye stated that the research conducted as part of the strategic planning process would be explained throughout the presentation.

Director Simon stated that it was important for the Board to be aligned in owning the District's strategic vision. He said there was a disconnect among Board members, with some wanting to keep things the same and others wanting the District to do more. He stated that reaching a unified agreement, or developing a phased approach, would be necessary to address that disconnect. Frye acknowledged that reaching consensus could be challenging and explained that consensus did not necessarily mean every Board member would fully agree with the final direction, but that members could discuss their differences, reach a decision, and support moving forward even if the outcome was not exactly what each individual wanted.

Director Duncan inquired about the digital comment box used to obtain public input. Frye explained that the outreach was not intended to be the type of comprehensive external customer survey the District typically conducts, but rather a digital customer comment box intended to create a dialogue with the public during the strategic planning process. Director Duncan asked who was included in the definition of "community." Frye stated that 43 responses were received from within the District, with 89% of respondents identifying as single-family residents and 11% as multifamily residents. Director Duncan asked whether any commercial or industrial customers responded, and Frye stated that none had.

Director Duncan inquired whether interviews had been conducted with Castro Valley Sanitary District Board members, noting that some CVSan Board members serve on an Oro Loma committee. Frye stated that only the CVSan General Manager had been interviewed. Director Duncan stated that she asked because there had recently been significant disagreement among the CVSan Board regarding a master plan for the treatment plant. Director Simon commented that the relationship created an interesting dynamic because CVSan had a 25% ownership interest in the treatment plant, which could result in "a lot of cooks in the kitchen," while Oro Loma ultimately maintained a 75% ownership interest.

Regarding employee feedback, Director Dean asked whether additional details would be provided, including whether employees were being required to work overtime. Frye clarified that the feedback was primarily that employees felt overworked and that the District was understaffed. Director Duncan stated that she understood each department to be unionized and that workload concerns would ordinarily be addressed between an employee and their supervisor. Director Simon asked whether the feedback was concentrated in a particular department. Frye stated that it was expressed across the organization and was considered a major trend in the employee feedback.

Director Duncan stated that she had difficulty understanding the feedback because the District continued to perform collection, mechanical, and treatment functions that had existed for many years. She questioned what had changed over the past 15 years in terms of processes, workload, and expected output and stated that, from her perspective, something appeared to be out of sync. Director Simon asked General Manager Dang whether he had observed the same concerns among staff. Dang responded that he had, in part, and stated that the recent staffing study had also shown that the District was very lean compared with the industry. He added that staff continually agreed to take on additional work, but at some point there could be a breaking point.

Director Duncan asked for examples of the additional workload. Dang identified nutrient removal improvements, the Microvi process, and the 40-Mile Sewer Rehabilitation Program which increased the workload due to goal requirements, noting that the District had undertaken significant new work without corresponding increases in staffing. He stated that the Board had authorized construction management assistance, but that Engineering staff were at their workload limit.

Director Duncan stated that, based on her workforce development experience, the issue needed to be balanced with planning. She clarified that she was not saying additional personnel were unnecessary, but that the justification for adding staff had not been presented to her in a manner that would lead her to approve additional positions.

Director Dean asked whether the additional project work was handled through overtime or during the regular workweek. Dang stated that most projects extended over approximately one year and that overtime was available when needed, but not every employee wanted to work overtime and many wanted to go home to their families. Director Dean stated that she believed it was important for employees to be able to go home and take care of themselves and their families.

Director Duncan stated that she did not equate burnout with being underpaid, but rather with having too much work on one's desk. She said that even if management believed the workload assigned to a skilled employee was reasonable, that did not invalidate an employee's experience of feeling overworked. Frye clarified that feeling overworked was the primary driver identified in the employee feedback. Director Duncan stated that she viewed workload as a management issue because management, with input from employees, was responsible for determining how work would be completed. She stated that she was glad the issue had surfaced and that the District should more closely evaluate its processes, project workloads, and the amount of time required to complete work to determine whether expectations were realistic.

Director Dean asked whether the departure of long-term employees had contributed to the workload concerns, referencing the loss of two long-term engineers and the former Collection System Manager. Director Simon stated that he understood Dang's comments and had observed that Dang and staff frequently responded to proposed initiatives with "yes, we can do it" rather than saying that the District lacked capacity. He referenced a previous grant opportunity under which the District could have received approximately \$16 million by contributing approximately \$8 million and stated that he believed the opportunity had been lost, potentially in part because of staffing limitations. He stated that if the District was operating that lean, it could prevent the District from taking advantage of opportunities when they arose.

Director Duncan referenced the need to evaluate staffing capacity when considering projects and stated that she did not believe the Board sufficiently planned projects along a timeline, citing the 40-Mile Sewer Rehabilitation Program and the pressure placed on Engineering to meet that goal. She stated that she appreciated receiving the employee feedback. Frye stated that workforce issues would be incorporated as a pillar of the Strategic Plan.

Director Simon asked how much vacation employees received. Dang stated that employees generally received two to four weeks depending on their years of service. Director Simon asked whether employees used their vacation time. Dang stated that they did, but that when an employee was absent, their work still had to

be covered by someone else, which could also contribute to burnout. Director Duncan asked whether vacation was generally planned in advance, and Dang stated that it usually was, but not always. Director Simon stated that at a previous employer, consultants were used to provide coverage during employee vacations and leaves.

Director Dean asked whether a particular department generally required more overtime. Dang stated that it was difficult to make that determination because some employees preferred not to work overtime even though their workloads remained full. He added that some budget carryover resulted from employees being unable to complete projects within the fiscal year. Director Duncan stated that she had assumed much of the monetary carryover was associated with contractors who had not completed work by required deadlines and therefore had not yet been paid, but stated that she heard the employees' concerns clearly.

Director Simon stated that he had experienced burnout during his career and had not felt heard, and he was glad that employees had an opportunity to be heard through the process. Frye stated that there were multiple potential pathways to address the issue and that those would be explored through the strategic planning process. Director Duncan stated that she hoped employees understood that this was the first time she had heard these concerns. Director Simon stated that he had sensed the issue and had also picked up on it through conversations with General Manager Dang, but believed it did not always come through because Dang tries hard to keep the Board happy. Director Duncan stated that she was not sure she agreed with that characterization.

Frye stated that employee feedback also reflected significant opportunities for on-the-job learning but limited capacity for formal instruction and training. Director Duncan stated that the Board had seen an example of this when reviewing the District's education assistance program, which was rarely used because employees indicated they did not have time to participate.

Regarding employee feedback that staff did not feel their expertise was trusted by the Board, Director Duncan stated that she did not understand what was driving that perception and asked what other factors contributed to it. Frye stated that perception was reality for those experiencing it and that trust would be important at all levels of the organization. Director Duncan asked what Frye would recommend if "trust" were removed as a core value. Frye identified opportunities for increased communication with the workforce.

Director Simon stated that trust was difficult and referenced the concept of "trust but verify." He said that there were very few people in life whom one could fully trust and that, in a working environment, verification was necessary. He stated that his responsibility as a Board member required him to verify information and that this may contribute to the perceived disconnect because he could not provide blanket trust. Director Dean stated that the Board's role was oversight and that there were questions that needed to be answered. She stated that trust went both ways and questioned where the lack of trust originated.

Director Duncan stated that if trust were removed as a value, transparency should be added because effective oversight required information that was clear and complete. She stated that many of her questions resulted from the information presented to the Board. Frye stated that there was significant opportunity for improvement and that the level of oversight associated with the eventual Strategic Plan would need to be considered because the effects of the Board-management relationship were being felt by frontline staff.

Director Dean stated that she had requested information numerous times and had still not received some of it, and that she would continue asking. She stated that she was not the boss and that the ratepayers were ultimately who the District served. Frye stated that trust was not easy to build, required a joint effort, and often came down to communication.

Director Dean agreed and stated that staff did not always have all of the information available to the Board. Frye stated that when information was missing, people at all levels, including staff, management, and the Board, could create their own narratives to fill in the gaps.

Regarding feedback on the District's mission, Directors Duncan and Dean noted that solid waste was among the District's most visible services. Director Dean asked for clarification regarding feedback that the District's approaches to wastewater and solid waste were very different. Frye explained that the comment primarily related to solid waste services being contracted out. Director Dean noted that much of the District's outreach and education involved solid waste and was performed in-house by District staff. She stated that she did not believe the District placed enough focus on its solid waste services.

Director Simon asked about the division of work between the District and its solid waste contractor, clarifying that he was interested in the administrative workload rather than field labor. Dang described the District staffing devoted to solid waste and community outreach and contrasted it with the contractor's staffing, which included contract administration, operations, recycling, drivers, and other personnel. Director Simon stated that solid waste represented a significant amount of work but that the Board was less connected to it because much of the work was not performed by District employees.

Director Duncan stated that solid waste was essentially a business within the District but was not sufficiently defined as such. Director Dean questioned whether the District was too heavily reliant on contracted services and whether additional in-house personnel were needed to retain long-term institutional knowledge rather than relying on contractor staff. Director Duncan disagreed with the suggestion that contractor staff routinely came and went and stated that she believed the District's current staff could help strengthen the program. She stated that solid waste should be treated as a distinct business area with attention to its budget and staffing. She added that Waste Management did a good job for the District, although that did not mean there was not room for improvement.

Frye asked how frequently the solid waste contract was revisited, and staff stated that the contract term was 15 years. Directors Simon and Dean stated that 15 years was too long. Director Duncan stated that the length could be beneficial from a cost perspective. Director Simon agreed from a cost standpoint but stated that there were other considerations.

Director Duncan stated that she wanted to push back on some of the discussion because, in her view, there had historically been limited Board interest in solid waste other than from herself and President Young. She stated that the Smart Truck Program and community tabling events had helped the program develop and that a significant missing component remained school engagement. Director Dean agreed that school engagement was a major missing piece and stated that the District was moving in the right direction with public outreach and doing good work, but needed to continue pushing itself.

Director Simon suggested that some of the disconnect could result from Board members' committee assignments and that rotating committee assignments annually could lead to broader involvement. Director Duncan disagreed that Board members needed to serve on a particular committee to be involved. She referenced a recent Operations Committee meeting that lasted approximately 15 minutes despite a significant storm approaching and little discussion of it. She stated that she did not believe any committee meeting should last only 15 minutes.

Regarding employee feedback to stop conducting pilot projects, Frye stated that there was an opportunity for the Board and management to better engage staff regarding projects and innovations being pursued. Director Dean asked whether management met with employees following committee and Board meetings, and Dang confirmed that it did. Director Duncan stated that Engineering staff participated in decisions regarding projects. Director Simon asked whether the General Manager held town halls, and Dang confirmed that monthly town halls were held, but acknowledged the feedback reflected a desire for more two-way dialogue regarding innovation and pilot projects.

Frye clarified that the issue was not a lack of communication about project progress, but rather that employees wanted greater involvement in big-picture and strategic conversations rather than simply receiving information. Director Duncan asked whether employees wanted to participate in the actual decision-making and asked about the District's most recent pilot project. Dang identified the Moleaer project, which had been operating for approximately one month.

Director Dean asked how the District could move toward greater employee engagement. Frye stated that those discussions would occur with management as potential strategies were developed around innovation and pilot projects and that it was not something the Board needed to independently solve. Director Duncan stated that her thought process was to first identify what problem the District was attempting to solve at the treatment plant and suggested that this could be part of the disconnect.

Director Simon asked whether employees felt they had valuable input regarding whether pilot projects should be undertaken and whether their concern was connected to already feeling overworked. Frye stated that the feedback was more focused on understanding why projects were being pursued and a perception among some employees that certain efforts were a waste of time and money. Director Dean stated that she did not believe Dang would bring forward a project without supporting information. Frye clarified that the concern was not necessarily about what was presented to the Board, but about employees wanting to be included in the discussions leading up to those decisions. Director Duncan characterized the issue as a need for inclusion and stated that there were also larger operational matters to consider, including the potential for a significant El Niño storm.

Regarding feedback on the District's vision, Director Dean stated that she took issue with the term "micromanagement" and was upset to see it used because she viewed the Board's actions as oversight rather than micromanagement. Frye clarified that the term came directly from the research and was connected to employees' perception that the Board did not trust staff.

Director Duncan asked which employees were being micromanaged by the Board, stating that she had limited direct interaction with staff. She stated that if the concern related to Board participation on committees, she viewed asking questions about data and information as oversight. Director Dean asked how the Board could resolve an issue that continued to surface and stated that the characterization did not feel good, particularly in the context of the ongoing election. She stated that the Board sometimes continued items because insufficient information had been provided and that asking questions in those circumstances was not micromanagement.

Frye characterized the issue as an opportunity to build trust between the Board and staff and noted that employees read the Board meeting minutes. Director Duncan suggested that the District might need to revisit how the minutes were written. Director Dean stated that minutes did not provide the full context of Board discussions and that employees also did not know what occurred in closed session. She referenced a Board meeting at which employees attended in support of the General Manager and stated that they did not have the full picture of what was occurring. She said it was unfair for employees to conclude that the Board was micromanaging based on incomplete information and stated that she was a good person who was there to do a good job.

Frye stated that there was an opportunity for dialogue between the Board and workforce. Directors Dean and Duncan expressed concern about direct conversations between individual Board members and employees. Director Dean stated that the minutes did not capture everything that occurred during meetings and that she did not discuss confidential matters outside of the appropriate setting. She asked how the issue could be addressed because she felt she was being painted as a villain and stated that she was not a villain. Director Simon agreed

that she was not. Director Duncan stated that if she was viewed as micromanaging, she was unsure what to do with that characterization.

Frye clarified that employees had not used the word “villain” and that the feedback centered on trust. Director Dean stated that being characterized that way was nevertheless how the feedback made her feel. Director Duncan stated that the implication seemed to be that Board members should keep their mouths shut and not challenge staff. Frye clarified that the issue was not whether Board members asked questions, but the level of detail being requested. Director Duncan stated that detailed questions resulted from a lack of trust and a desire to understand what was happening.

Director Dean stated that trust should not be given blindly and referenced issues involving the City of Hayward as an example of what could happen when elected officials placed too much trust in management. Director Duncan stated that another factor was that Dang was a relatively new General Manager and asked whether he had served in the role for two or three years. Dang clarified that he had been General Manager for nearly five years. Director Duncan acknowledged that it was a significant job.

Frye stated that trust was a major part of the issues identified through the research and needed to be part of the organization’s evolution. Director Simon questioned how trust fit into the discussion, stating that Board members and staff each had jobs to perform. Director Dean added that sometimes people needed assistance or feedback to perform their jobs better.

Director Simon stated that he believed the term “trust” was being overstated. He said that employees and Board members had defined responsibilities and should perform their jobs well and communicate honestly. He stated that the message could otherwise come across as “stay away from me and trust me.” He distinguished a workplace from a family relationship and questioned why trust was being given such importance when it was not defined in District policy.

Director Dean asked whether the relationship between the Board and staff had evolved over the years and questioned whether previous Boards had asked as many questions. She stated that Board members in prior years may not have asked the same level of questions and that she had been told she asked too many questions, but she wanted answers. She suggested that the tension surrounding trust could partly result from a Board that was operating differently than Boards had in the past.

Director Duncan asked why trust and micromanagement were being linked. Frye stated that the perception was that greater trust in staff performing their jobs would result in less micromanagement. Director Duncan asked whether consideration had been given to the possibility that employees were not performing their jobs adequately. Director Simon stated that most people believed they were doing a good job, but that was not always the case. Frye reiterated that employees felt they were doing good work but did not feel that the Board trusted their expertise

and believed the Board was exercising too much oversight or micromanagement.

Frye stated that trust influenced human behavior even when it was not explicitly established in policy and used family relationships as an example. Director Simon stated that trust should exist within a family. Director Duncan responded that “should” was a difficult word because trust depended on whether a person’s behavior warranted it and that a lack of trust could appropriately result in additional questions.

Director Simon stated that resistance to questions was not unique to Oro Loma and that he had observed similar reactions in other organizations. He stated that it would be easy for elected officials to sit back, remain quiet, and continue getting reelected, but questioned whether doing so would actually help the organization or the planet. Director Dean referenced a data center project in Hayward as an example of what could happen when people did not speak up.

Frye clarified that trust was not being elevated above the other components of the Strategic Plan but stated that it needed to be acknowledged rather than ignored. Director Simon stated that he still did not understand how the issue could be resolved and suggested that a different word might better capture the concern.

Director Duncan stated that simply having the issue openly discussed made everyone more conscious of it. She acknowledged that the issue had two sides and stated that Board members could also consider how they communicated their questions. She noted that her questions tended to focus on financial matters while Director Simon’s tended to focus on engineering matters and referenced prior discussions regarding the feasibility study and tree planting that extended over multiple meetings. She stated that she could help by communicating more clearly about the information she needed. Frye stated that improved communication and employee engagement would likely be an outcome of the strategic planning process rather than a specific goal written into the Strategic Plan.

Regarding awareness of the District’s core values, Director Duncan asked about other terms identified through the research and referenced the concept of “debate then align,” which she interpreted as allowing questions and debate before ultimately aligning behind a decision. Director Dean noted that employees had expressed a desire for inclusion but pointed out that they had not recognized as a core value during the session. Frye explained that some of the terminology came from the District’s employee culture program and dated back approximately ten years.

The Board took a five-minute recess at 6:43 p.m.

Following the recess, Director Simon returned to Director Dean’s earlier comment regarding how the current Board may differ from previous Boards. He stated that historically, some Board members may not have asked many questions and instead went along with the flow. He noted that other organizations were also experiencing a shift toward Board members asking more questions and referenced

the Castro Valley Sanitary District Board, particularly Director Akagi, who asks numerous questions and provides significant input. Director Simon stated that while this approach may be different from what people are accustomed to, Director Akagi was not villainized for asking questions and his input was viewed as valuable.

Director Duncan stated that Board members had different perspectives and that she asked questions when information was not clear to her. Frye stated that much of the issue involved perspective and communication and that the goal was to find an appropriate balance. She added that oversight did not need to be solely corrective and could also be affirmative. Director Duncan stated that she tried to recognize when staff had done a good job, but felt those comments were sometimes overshadowed by the number of questions she asked.

Regarding organizational strengths, Director Duncan asked whether unions had been raised during the research and engagement process. Frye stated that unions had not been mentioned at all.

Regarding strategic priorities, the Board discussed the disparity between the Board and employees and management regarding the need for additional strategic attention to community outreach and education. Community outreach and education ranked among the Board's top three priorities but was a lower priority for additional strategic attention among management and employees. Director Duncan stated that she was not surprised by the disparity because she believed most employees viewed the issue primarily from a wastewater perspective rather than a solid waste perspective. Director Dean stated that she had previously raised the need for the District to pursue different forms of outreach and noted that she attended many community events. She stated that the District needed to be more involved in community events and expand the types of outreach it conducted.

Director Simon asked whether the Board's identified priorities aligned with the District's current Strategic Plan. Frye clarified that the exercise was not mapped directly to the existing Strategic Plan but instead identified strategic priorities generally applicable to an organization such as Oro Loma. Director Simon stated that the Board's top three priorities appeared important enough to be included in the Strategic Plan and that, if those priorities were already included in the current plan while employees ranked them near the bottom for additional strategic attention, that would represent a significant disconnect.

Frye clarified that respondents considered all of the listed priorities important. She explained that the exercise asked which areas needed additional strategic attention, rather than which areas were important to the District. She stated that employees were not indicating that community outreach and education were unimportant, but rather that the current level of effort felt appropriate and did not require additional investment. Director Duncan asked whether the Communications Plan was shared with employees, and Dang confirmed that it was. Director Duncan stated that, with that clarification, she could understand why

employees ranked the priority as they did.

Regarding the slide identifying the top three priorities, Director Duncan asked whether the priorities represented management, the Board, and the workforce collectively. Frye confirmed that they represented all three groups.

Director Duncan asked for Frye's recommendation regarding how frequently the District should evaluate its goals and priorities, noting that they could become "out of sight, out of mind." Frye stated that most agencies reported progress on their strategic plans to their boards quarterly. Director Duncan noted that the District currently reported progress through individual departments at the committee level, but not collectively from a broader organizational perspective, and suggested that seeing the information together could be helpful.

Regarding feedback from ratepayers, Director Dean asked what was meant by "third places." Frye explained that the term referred to spaces for community gatherings or workspaces. Director Dean asked who distributed the survey and how many times it had been posted. Frye stated that the District's communications team distributed the email and that the survey was posted once on the District's social media pages. Director Dean asked whether the survey had been promoted in accordance with the District's Communications Plan. Dang responded that outreach for the strategic planning process was not part of the Communications Plan. Director Dean disagreed and stated that the survey should have been posted to multiple community pages. Frye clarified that the survey was intended as pulse outreach rather than a comprehensive community survey.

Director Dean asked what percentage of ratepayers responded. Frye stated that it was less than 1% and reiterated that the outreach was not designed to generate a statistically significant response but rather to provide a pulse from the community. Director Dean expressed frustration that the survey had only been posted once on the District's social media page, on September 18. Dang stated that he was not certain where the survey had been shared. Director Dean stated that she had checked and found that it had only been posted once. She said that she felt she was being made the villain for pointing out these issues, but that if the District was going to conduct outreach to obtain a pulse from the community, it needed to fully carry out that outreach and that she needed to raise these concerns.

Director Simon asked whether employee burnout could have contributed to the survey not being posted and shared more frequently. Director Dean stated that the Communications Plan called for social media posts two to three times per week, that the District was not meeting that frequency, and that she was often the person sharing District information to community pages. Frye stated that a potential breakdown may have been that the strategic planning outreach was part of Core Consulting Group's scope of work and that District staff carried out what was requested by the consultants rather than approaching the survey as an initiative under the Communications Plan.

Director Duncan asked what Core Consulting Group had requested of District

staff. Frye stated that Core Consulting Group asked for input regarding the questions to include and the best method for distributing the survey. Director Duncan characterized the outreach as a missed opportunity, which Director Dean agreed with. Director Dean stated that significant time had been spent developing the Communications Plan and that she did not believe the District was fully utilizing it. She stated that the strategic planning survey was a missed opportunity, as was the customer survey conducted in November and December of the previous year.

Director Duncan asked what the District had learned from the responses that were received. Director Dean stated that the sample size was not large enough. Director Duncan responded that the responses nevertheless represented community feedback. Director Dean reiterated that the respondents represented less than 1% of the District's ratepayers. Director Duncan stated that it was still feedback from the community and that she wanted to know what the customers who responded had said. Director Simon noted that he was pleased to see that the community values prioritizing environmental sustainability and protection. Director Duncan pointed out that the Bay Area does prioritize the environment.

Regarding development of the vision statement, Director Duncan asked how the mission statement correlated with the vision statement. Frye explained that the mission statement described what the District did every day, while the vision statement reflected the District's aspirations for how it wanted to evolve or transform what it did for the community. Director Duncan clarified that the District's strategy should support and advance both its mission and vision. Director Simon asked whether the mission should be broad and the vision more specific. Frye stated that not necessarily, explaining that the mission was specific to what the District did and the services it provided, while the vision could be communicated broadly externally and defined more specifically internally through how it was discussed and measured.

Director Duncan noted the importance of considering employee feedback about not feeling valued when developing the vision statement. She referenced previous experience developing a vision centered on creating an organization where people wanted to work.

Director Simon stated that his vision was for the District to recover valuable resources, including energy, nutrients, and recycled water. He stated that the term "waste" had been used for so long that it no longer fit the modern era because the materials being treated were valuable commodities, many of which were still being discharged to the Bay rather than recovered. He stated that the District needed to approach its work differently and suggested renaming the wastewater treatment plant a "water resource recovery facility" to reflect a shift from waste disposal to resource recovery.

Director Duncan asked what that vision would look like in practice. Director Simon stated that it would include implementing new technologies, pilot projects, and studies to extract value from those resources. Director Duncan pointed out that

employee feedback indicated employees did not want more pilot projects. Director Simon stated that the District was currently required to discharge to the Bay and did not have the right to distribute recycled water. Director Duncan stated that changing that could be incorporated into the vision. Director Simon agreed and stated that the District should have the ability to distribute and utilize its resources.

Director Dean stated that one of her stretch goals was to enhance and develop strategic partnerships. Frye asked what outcome she hoped to achieve through those partnerships, and Director Dean responded that partnerships could support everything the District did. Director Simon referenced neighboring sanitation agencies and cities. Director Dean added school districts, the parks district, contractors, and other organizations. She stated that developing these partnerships could help the District accomplish its goals without having to do everything itself.

Director Dean also identified climate change, sustainability, and environmental protection as big-picture priorities. She stated that the climate was changing and that the District needed to protect itself by being sustainable, adaptable, looking ahead to potential problems, and identifying feasible solutions. She stated that this was another area in which the District could work collaboratively with neighboring agencies from San Leandro to Fremont.

Director Young stated that maintaining the District's pipelines remained one of its fundamental responsibilities and questioned whether that should be reflected in the vision through concepts such as infrastructure reliability and resiliency. She stated that customers trusted the District to take care of their waste and suggested that customers also be reflected in the vision statement. Frye stated that everything discussed was available for consideration and that some concepts could ultimately be incorporated into the vision while others could become strategic pillars. President Young emphasized the importance of remembering the District's customers and ratepayers and continuing to maintain effective pipelines while also encouraging customers to keep their own pipes clear.

Director Dean stated that she wanted the District to use more education and outreach to inform customers. Director Simon agreed that education was a significant component. Director Dean stated that education should not be limited to schools but should also reach households, noting that recycling rules could be confusing. She referenced Director Duncan's previous comments that the District could not simply fine people for doing something incorrectly and instead needed to teach them how to do it correctly.

Director Duncan stated that one of her vision priorities was educating customers so they understood their role in both solid waste and wastewater, including what they put down their toilets and how they sorted and separated their waste. She also stated that wastewater treatment practices were old and dated and that the District should leverage new technologies to become more efficient and cost-effective.

Director Dean asked whether finances had been addressed. Director Duncan stated that another part of her vision was for the District's processes and financial management to be strong enough to avoid rate increases beyond those reasonably necessary, such as increases related to the cost of living. She acknowledged that nothing was free but stated that the District should maintain an appropriate balance. Director Dean characterized this as financial stability.

Director Duncan stated that another important component involved employees and that the vision should recognize and value the commitment, skills, and competencies of District staff.

Director Simon discussed what he viewed as a breakdown in the culture of caring for the environment, citing litter and other conditions throughout the community. He stated that he hoped the District could expand its outreach beyond educating residents about what belonged in their waste containers. He said conditions in the community were "a hot mess" and that the community and environment were being failed. He stated that the District had the staff knowledge and competency to help change that culture and that what was happening in the community was unacceptable.

Director Duncan asked how that related to the District's mission. Director Simon stated that protecting the Bay and the environment was already part of the District's mission and that the District should expand its efforts rather than look the other way when trash was present on streets and beaches. He characterized those conditions as a shame and an embarrassment.

Director Duncan stated that one element she believed was missing from the discussion was public health. She recalled being excited when she first joined the Board and received an identification card identifying her as a public health official. She stated that the District sometimes forgot that wastewater treatment and solid waste collection were fundamentally public health services. She noted that by effectively treating wastewater and collecting solid waste, the District protected both the environment and the health of the community. She referenced a significant sewer leak in one of the District's communities as an example of why residents also needed education about protecting themselves and their neighbors.

Director Simon stated that he liked the idea of involving the public more directly in the District's work and mission because he did not believe the public was currently very involved. Frye stated that influencing customer behavior could become a strategic question for the District. Director Duncan asked how the District could make it easier for customers to do the right thing. Director Simon suggested providing more public trash receptacles. Director Duncan agreed and noted that people sometimes had difficulty finding somewhere to properly dispose of waste. Director Simon suggested that a study could potentially be conducted in coordination with StopWaste to identify where additional waste receptacles were needed.

Director Duncan identified educating young people as another missing component.

Director Simon stated that education should extend to people of all ages. Director Duncan stated that the District's primary focus should remain on its own mission while also leveraging and supporting the missions of partner organizations. Frye stated that strategic partnerships would become particularly important if the District expanded into some of the areas being discussed.

Director Dean noted that there had been numerous programs for children decades ago that she believed no longer existed. Director Duncan stated that she would present information at the upcoming Tuesday meeting regarding programs that were currently available. Director Dean stated that she had reviewed the existing programs and was not impressed. Director Duncan reiterated that she would present information regarding the current programs and their status.

Frye stated that it was time to conclude the meeting and thanked the Board for its contributions. She stated that the input provided during the workshop would be incorporated into options presented to the Board as part of the draft Strategic Plan in November.

Before concluding, Director Simon offered an additional comment regarding the mission statement and Frye's recommendation to keep the existing statement intact. He suggested restructuring the mission statement to begin with protecting the District's communities and the San Francisco Bay. He stated that the existing language placed that concept at the end of the statement, where he believed it could become an afterthought, even though he viewed it as the most important component.

Director Duncan asked how the District protected the Bay and the community and stated that it did so through its wastewater and solid waste services. Frye noted that "protecting the Bay and community" could encompass a very broad range of responsibilities and that beginning the mission statement by identifying the specific services the District provided offered useful clarification. Director Dean suggested that issues such as sea level rise could also be incorporated. Frye suggested that those broader concepts may be more appropriate for the vision statement.

Director Simon reiterated that the concept of protecting the Bay and community should either be moved to the beginning of the mission statement or more clearly emphasized. Director Dean stated that "solid waste" could have different meanings to different people, with some interpreting it as trash only, and suggested specifically referencing organics because organics were a valuable resource.

Director Young suggested that the vision statement include language about valuing employees. Director Duncan noted that she had also identified valuing employees as a priority. Director Dean asked whether customer service had been included, and Director Duncan stated that she had identified customer reliability.

5. STAFF/DIRECTOR COMMENTS

Frye thanked the Board for its engagement and participation throughout the workshop.

The Directors thanked Frye for facilitating the meeting and expressed their appreciation for the discussion.

6. ADJOURNMENT

There being no further business to come before the Board, President Young adjourned the meeting at 8:11 p.m.

**MINUTES
SOLID WASTE COMMITTEE MEETING
ORO LOMA SANITARY DISTRICT**

MONDAY, OCTOBER 12, 2026

9:30 AM

**BOARDROOM, 2655 GRANT
AVENUE, SAN LORENZO, CA 94580**

1. CALL TO ORDER

Chair Duncan called the meeting to order at 9:30 a.m.

2. ROLL CALL: CHAIR DUNCAN AND DIRECTOR YOUNG

Chair Duncan and Director Young were present, as were General Manager Dang and Administrative Services Manager Luna.

3. PUBLIC COMMENTS

There were no comments from the public.

4. REVIEW STATUS OF STRATEGIC GOALS

The Committee reviewed the status of the strategic goals related to solid waste. Administrative Services Manager Luna reported that the only updates were the Communications Plan quarterly reports presented to the Personnel Committee in April and August.

Director Young asked whether the San Lorenzo Unified School District had identified the issues it was reviewing regarding the Memorandum of Understanding (MOU). Administrative Services Manager Luna explained that the school district was working on designating a site liaison at each school, establishing the frequency of training, and addressing other implementation details. General Manager Dang added that the school district appeared to be evaluating the MOU requirements before committing.

Chair Duncan asked whether a school closure would affect the MOU. Staff confirmed that it would not.

The Committee accepted the report.

4.1. [SW Strategic Goals Report 2026 SWC October](#)

5. SOLID WASTE BUDGET

Administrative Services Manager Luna reviewed the solid waste budget and highlighted Measure D revenue, prior-year adjustments currently under review in line item 85-7-4120, and encumbrances in line item 85-7-4130 for school videos, the EcoHero purchase order, and digital advertisements.

The Committee accepted the report.

5.1. [Solid Waste Budget September 2026](#)

6. CONTAINER MONITORING PROGRAM REPORT

The Committee reviewed the Container Monitoring Program report for residential and commercial customers. Chair Duncan asked whether an app similar to Recycle Coach, which residential customers use, was available for commercial customers. Administrative Services Manager Luna responded that no such app was available.

The Committee accepted the report.

- 6.1. [Residential Container Monitoring Program Report August 2026](#)
[Commercial Container Program Report August 2026](#)

7. **PUBLIC EDUCATION AND COMMUNICATION**

Administrative Services Manager Luna reported that Recycling Coordinator Paredes contacted 35 customers, conducted 12 waste assessments, and distributed 285 tenant education kits at several multifamily complexes. Chair Duncan asked whether the Recycling Coordinator visits all commercial customers. Administrative Services Manager Luna explained that the Recycling Coordinator is currently working with the top 20 contaminators, new customers, and those experiencing other service issues. Once that project concludes, she will focus on another group of commercial customers beginning in January 2027, with the goal of eventually reaching most commercial customers.

The Committee accepted the report.

- 7.1. [WM Monthly Outreach September Report 2026](#)

8. **COMMUNITY ENGAGEMENT**

Staff reviewed the spreadsheet outlining projected costs and post-event feedback for each event. Chair Duncan asked staff to remind Board members to sign up for events they wish to attend. Director Young requested that Board members be allowed to participate in any tour and asked what criteria were used to establish attendance limits. Administrative Services Manager Luna explained that several factors, including the number of operators available to conduct tours, determine those limits.

Chair Duncan asked how staff would evaluate the effectiveness of the events. General Manager Dang stated that staff would develop evaluation criteria, assess each event, and present a recommendation to the Board. Chair Duncan requested that costs be included in the evaluation criteria.

Upcoming Events:

East Bay Rental Housing Association Trade Expo: October 17, 2026

Attended Events:

Bay Area Landlord Conference, March 26, 2026

Scouting America, March 28, 2026

San Lorenzo Village Homes Association Coffee Club, April 30, 2026

Heart for the Bay, May 6, 2026

Property Managers Training, May 19, 2026

Public Tour, May 13, 2026

Downtown Hayward Street Party: July 16, 2026

Downtown Hayward Street Party: July 16, 2026
Public Tour: August 12, 2026
HARD Touch-A-Truck: August 12, 2026
Sunset Tour (Private): September 9, 2026
Fall Festival: September 12 and 13, 2026
Sunset Tour (Public): October 1, 2026

Additional events will be added once dates are confirmed.

The Committee accepted the report.

8.1. [2026 Event Tracker and Costs September](#)

9. **STAFF AND DIRECTOR COMMENTS**

There were no comments.

10. **ADJOURNMENT**

There being no further business to come before the Committee, Chair Duncan adjourned the meeting at 9:54 a.m.



ORO LOMA SANITARY DISTRICT SOLID WASTE STRATEGIC GOALS REPORT

10-Year Goal 2024-2034	Progress on 10-Year Goal	Intermediate 2024-2026 Goal	Status of Intermediate Goals
Continue to meet requirements of County and State solid waste requirements, including SB 1383. (2021)	Ongoing	Continue outreach and education to all customers and monitor compliance with all aspects of the law.	Ongoing - Compliance for OLSD: • Local ordinance requiring compliance. • All containers comply with proper signage and color requirements. • Outreach and education are conducted at least annually. • Make services available to all customers. • Container monitoring program – exceeds the requirement. • Food recovery programs in place.
Reduce residential recycling contamination by 35% by 2025. (2019-50% by 2024; 2021-35% by 2025)	In-progress	Implement Smart Truck Technology to monitor contamination. Track progress through KPIs and provide additional education to customers as needed.	2020: Recycle & Organics Contamination Audit done. Revealed the recycle stream is about 1/3 contaminated. This will be used as the baseline for future comparison. 2023: Implemented container monitoring program. 2024: New KPIs approved for FY 2024-25 at June SWC. 2025: Oct. 27 - Nov. 7, an audit was conducted for the Recycle & Organics Contamination. 2026: The contamination audit was completed in November. The results were reviewed by the Solid Waste Committee in May, and the Board in July.
Maintain 100% participation in organics & recycling in schools. (2019)	Ongoing	Continue outreach and education to schools.	All San Lorenzo Unified and San Leandro Unified schools in the District have recycling and organics collection services. They also receive year-round support for programs and services. By October 8, 2025, all schools completed their binventory, all students watched the sorting video, and all schools had containers for all three streams. Sent a reminder to all schools about recycling requirements on 01/13/2026. Janitorial training held on April 8, 2026. Updates: 1. MOU - staff reached out to SLZUSD staff for an update. 2. EcoHero assemblies - the District will sponsor the assemblies at elementary schools again this year. Q1 activities - staff sent a video to all schools to show to students at an assembly, and will follow up with a sorting activity and a request for binventory. Staff met with janitorial staff to schedule two trainings a year, and staff is in discussion with food service staff for training this year.
Increase the call-to-action messaging for the public, with emphasis on its role in protecting the environment. (2021)	Ongoing	Implement the direction established in the Communications Plan.	2024 call-to-action: download Recycle Coach to help sort discarded materials correctly. Promote the District's Litter Pickup Program-included in all District Newsletters. 2025: Call-to-action: download RecycleCoach. 2026: Call-to-action: "From Pan to Can."
Maintain a Communications Plan for District outreach efforts. Update the plan every five years. (2019).	Ongoing	Update existing plan in FY 2025/26. Review plan with Board at least every two years.	2024: Monthly "Trash Talk" webinars via Zoom. The webinar covers solid waste mandates, proper sorting, and the container monitoring program. 2025: Communications Plan was updated and approved in June. 2026: New Communications Plan implementation is ongoing. Quarterly results were presented to the Personnel Committee in April and August 2026.
Cooperate with the County in its efforts to address illegal dumping and litter in the District. Take a meaningful step beyond current efforts to beautify the community. (2019)	Ongoing. The County's Mobile Citizen link is posted on the District's website: https://oroloma.org/illegal-dumping-who-to-call/	Continue outreach on bulky waste pick-ups and evaluate multi-family bulky waste collection.	2024-2026: Residential recycle calendar includes information about bulky collection. Multi-families have the option to pay for bulky collection service. Mattress dropoff at WM Davis Street Tranfer Station available at no charge.

Note: The Solid Waste Strategic Goals are based on the District's 10-year Strategic Vision and Goals. Next 10-year update is scheduled for April 2027.

Legend:
Met goal
In progress
Will not meet the goal

Oro Loma Sanitary District

REVENUES & EXPENSES WITH ENCUMBRANCES

Fund 85 - Solid Waste & Recycling {FYTD}

		Year to Date 09/30/2026	Encumb 09/30/2026	Budget	Variance	% of Budget
REVENUES						
85-0-3241	WM CONTRACT FEES: L1	\$523,021.50	\$0.00	\$1,413,903.00	(\$890,881.50)	36.99%
85-0-3242	WM CONTRACT FEES: L2	\$43,576.46	\$0.00	\$185,397.00	(\$141,820.54)	23.50%
85-0-3243	WM CONTRACT FEES: L3	\$312,465.79	\$0.00	\$718,700.00	(\$406,234.21)	43.48%
85-0-3247	MEASURE D: LANDFILL FEES	\$97,539.84	\$0.00	\$370,000.00	(\$272,460.16)	26.36%
85-0-3277	RECOVERY 10%-UNCOLL ACCTS WMAC	\$0.00	\$0.00	\$40,000.00	(\$40,000.00)	0.00%
85-0-3278	DISTRICT SB 1383 FEE	\$416,286.00	\$0.00	\$1,669,300.00	\$1,253,014.00)	24.94%
85-0-3290	OTHER MISCELLANEOUS REVENUES	\$512.10	\$0.00	\$5,000.00	(\$4,487.90)	10.24%
TOTAL REVENUES		\$1,393,401.69	\$0.00	\$4,402,300.00	3,008,898.31)	31.65%
EXPENSES						
85-7-4010	SALARIES	\$145,755.70	\$0.00	\$472,500.00	\$326,744.30	30.85%
85-7-4011	OVERTIME	\$4,205.53	\$0.00	\$1,000.00	(\$3,205.53)	420.55%
85-7-4015	DIRECTORS' FEES	\$1,828.50	\$0.00	\$9,100.00	\$7,271.50	20.09%
85-7-4090	OFFICE & MEETING EXPENSES	\$230.79	\$0.00	\$5,300.00	\$5,069.21	4.35%
85-7-4099	OVERHEAD	\$182,147.68	\$0.00	\$560,600.00	\$378,452.32	32.49%
85-7-4104	SAFETY SUPPLIES	\$0.00	\$0.00	\$600.00	\$600.00	0.00%
85-7-4110	CONTRACTUAL SERVICES	\$543.05	\$0.00	\$33,100.00	\$32,556.95	1.64%
85-7-4114	CONTRACTUAL SERV-WMAC	\$14,860.94	\$0.00	\$189,000.00	\$174,139.06	7.86%
85-7-4120	PROFESSIONAL SERVICES	\$182.50	\$9,190.02	\$11,100.00	\$1,727.48	84.44%
85-7-4130	MEMBERSHIPS & PUBLICATIONS	\$0.00	\$0.00	\$10,000.00	\$10,000.00	0.00%
85-7-4131	NEWSLETTER & PUBLIC OUTREACH	\$9,617.23	\$42,200.05	\$315,000.00	\$263,182.72	16.45%
85-7-4132	1383 PROGRAM AND SERVICES	\$0.00	\$0.00	\$283,500.00	\$283,500.00	0.00%
85-7-4150	REPAIRS & MAINTENANCE	\$0.00	\$0.00	\$500.00	\$500.00	0.00%
85-7-4180	RECOGNITION PROGRAM	\$4,750.00	\$0.00	\$26,300.00	\$21,550.00	18.06%
85-7-4190	UTILITIES	\$186.39	\$0.00	\$2,300.00	\$2,113.61	8.10%
85-7-4210	WRITE-OFF OF UNCOLL ACCTS	\$0.00	\$0.00	\$5,000.00	\$5,000.00	0.00%
85-7-4211	SAN LEANDRO MEASURE D EXPENSES	\$0.00	\$0.00	\$46,000.00	\$46,000.00	0.00%
85-7-4690	DEPRECIATION EXPENSE	\$133,406.98	\$0.00	\$430,600.00	\$297,193.02	30.98%
85-7-4900	CONTINGENCY RESERVE	\$0.00	\$0.00	\$40,000.00	\$40,000.00	0.00%
85-7-4950	GRANT EXPENSES	\$14,564.00	\$0.00	\$0.00	(\$14,564.00)	0.00%
TOTAL EXPENSES		\$512,279.29	\$51,390.07	\$2,441,500.00	1,877,830.64)	23.09%
REVENUES OVER (UNDER) EXPENSES		\$881,122.40	\$51,390.07)	\$1,960,800.00	\$1,131,067.67	42.32%

Oro Loma Sanitary District

Container Monitoring Program Report

Residential Customers

Residential Trash **Overage**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Overage Charges	No Charge Notices
2025	Jan	31,403	125,612	1,148	0.91%	90	\$1,097	1,058
2026	Jan	31,621	126,484	691	0.55%	91	\$1,056	600
2025	Feb	31,388	125,552	710	0.57%	56	\$653	654
2026	Feb	31,598	126,392	579	0.46%	8	\$102	571
2025	Mar	31,397	125,588	414	0.33%	53	\$653	361
2026	Mar	31,623	126,492	677	0.54%	59	\$725	618
2025	Apr	31,394	125,576	548	0.44%	81	\$999	467
2026	Apr	31,638	126,552	755	0.60%	90	\$916	665
2025	May	31,403	125,612	485	0.39%	78	\$962	407
2026	May	31,606	126,424	699	0.55%	94	\$1,132	605
2025	Jun	31,428	125,712	567	0.45%	100	\$1,233	467
2026	Jun	31,598	126,392	751	0.59%	123	\$1,450	628
2025	July	31,435	125,740	622	0.49%	119	\$1,517	503
2026	July	31,604	126,416	1,222	0.97%	245	\$2,773	977
2025	Aug	31,600	126,400	632	0.50%	144	\$1,741	488
2026	Aug	31,603	126,412	987	0.78%	275	\$3,109	712
2025	Sep	31,627	126,508	625	0.49%	220	\$2,735	405
2025	Oct	31,657	126,628	723	0.57%	174	\$2,188	549
2025	Nov	31,639	126,556	693	0.55%	147	\$1,806	546
2025	Dec	31,643	126,572	877	0.69%	171	\$2,137	706

YTD # of Notices

6,361

Previous YTD # of Notices 5,126 ▲ 24%

YTD Charge Notices

985

Previous YTD Charge Notices 721 ▲ 37%

YTD Total Charges

\$11,263

Previous YTD Charges \$8,855 ▲ 27%

YTD No Charge Notices

5,376

Previous YTD No Charge 4,405 ▲ 22%

Residential Recycle **Contamination**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Contamination Charges	No Charge Notices
2025	Jan	30,002	60,004	1,665	2.77%	132	\$3,391	1,533
2026	Jan	30,251	60,502	2,238	3.7%	399	\$10,577	1,839
2025	Feb	29,985	59,970	3,315	5.53%	140	\$3,597	3,175
2026	Feb	30,223	60,446	1,912	3.16%	444	\$11,770	1,468
2025	Mar	29,993	59,986	1,985	3.31%	316	\$8,118	1,669
2026	Mar	30,241	60,482	1,890	3.12%	558	\$14,766	1,332
2025	Apr	29,989	59,978	2,332	3.89%	550	\$14,130	1,782
2026	Apr	30,258	60,516	2,679	4.43%	658	\$14,952	2,021
2025	May	29,995	59,990	2,373	3.96%	626	\$16,082	1,747
2026	May	30,227	60,454	2,384	3.94%	719	\$19,087	1,665
2025	Jun	30,022	60,044	2,057	3.43%	610	\$15,671	1,447
2026	Jun	30,211	60,422	2,825	4.68%	953	\$25,264	1,872
2025	July	30,029	60,058	2,017	3.36%	649	\$16,673	1,368
2026	July	30,218	60,436	2,819	4.66%	1,038	\$27,491	1,781
2025	Aug	30,190	60,380	1,677	2.78%	612	\$15,844	1,065
2026	Aug	30,213	60,426	2,245	3.72%	952	\$25,424	1,293
2025	Sep	30,212	60,424	2,425	4.01%	1,163	\$30,831	1,262
2025	Oct	30,231	60,462	2,075	3.43%	678	\$17,947	1,397
2025	Nov	30,215	60,430	2,391	3.96%	29	\$769	2,362
2025	Dec	30,216	60,432	2,412	3.99%	218	\$5,700	2,194

YTD # of Notices

18,992

Previous YTD # of Notices 17,421 ▲ 9%

YTD Charge Notices

5,721

Previous YTD Charge Notices 3,635 ▲ 57%

YTD Total Charges

\$149,331

Previous YTD Charges \$93,616 ▲ 60%

YTD No Charge Notices

13,271

Previous YTD No Charge 13,786 ▼ -4%

Residential Organics **Contamination**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Contamination Charges	No Charge Notices
2025	Jan	31,239	124,956	542	0.43%	62	\$1,593	480
2026	Jan	31,647	126,588	687	0.54%	97	\$2,545	590
2025	Feb	31,225	124,900	750	0.6%	70	\$1,798	680
2026	Feb	31,623	126,492	604	0.48%	122	\$2,890	482
2025	Mar	31,240	124,960	442	0.35%	65	\$1,670	377
2026	Mar	31,647	126,588	655	0.52%	112	\$2,651	543
2025	Apr	31,237	124,948	575	0.46%	111	\$2,852	464
2026	Apr	31,661	126,644	604	0.48%	91	\$1,882	513
2025	May	31,242	124,968	552	0.44%	128	\$3,288	424
2026	May	31,630	126,520	534	0.42%	106	\$2,571	428
2025	Jun	31,270	125,080	491	0.39%	104	\$2,672	387
2026	Jun	31,615	126,460	789	0.62%	151	\$3,420	638
2025	July	31,460	125,840	475	0.38%	122	\$3,134	353
2026	July	31,617	126,468	988	0.78%	233	\$5,355	755
2025	Aug	31,622	126,488	442	0.35%	125	\$3,248	317
2026	Aug	31,615	126,460	662	0.52%	173	\$4,083	489
2025	Sep	31,649	126,596	707	0.56%	310	\$8,218	397
2025	Oct	31,681	126,724	727	0.57%	135	\$3,579	592
2025	Nov	31,661	126,644	700	0.55%	19	\$477	681
2025	Dec	31,665	126,660	702	0.55%	64	\$1,538	638

YTD # of Notices

5,523

Previous YTD # of Notices 4,269 ▲ 29%

YTD Charge Notices

1,085

Previous YTD Charge Notices 787 ▲ 38%

YTD Total Charges

\$25,397

Previous YTD Charges \$20,255 ▲ 25%

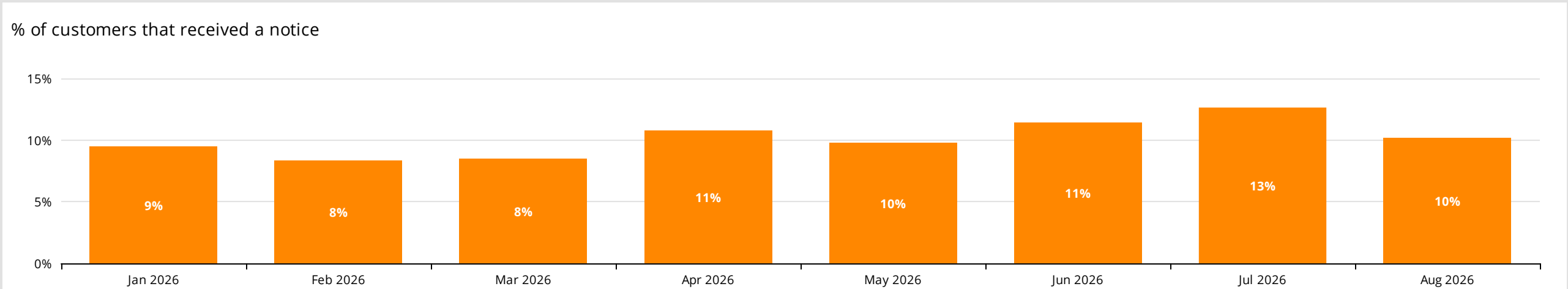
YTD No Charge Notices

4,438

Previous YTD No Charge 3,482 ▲ 27%

Residential Customers by number of notices received

# of Notices	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026
1	2,516	2,273	2,281	2,915	2,665	3,025	3,263	2,698
2	395	301	310	392	342	451	552	389
3	72	43	57	72	66	93	124	89
4	13	10	21	16	10	22	32	18
5	6	5	7	3	2	10	10	5
6	2	1	2	2	1		9	5
7			1	2	2		1	1
8		1		1			1	1
9+		1	1	1		2	4	1
Total	3,004	2,635	2,680	3,404	3,088	3,603	3,996	3,207



Residential Collection Service:
Courtesy notice period: September 1, 2023-January 15, 2024.
*Warnings & charges started January 16, 2024.
Trash and organics collection services are provided weekly. Each customer receives at least 4 collections per month.
Recycle collection service is provided bi-weekly. Each customer receives at least 2 recycle collections per month.
Overage Charge (only trash), effective 9/1/24: \$12.33 per trash cart, per collection
Contamination Charge (only recycle & organics), effective 9/1/24: \$25.69 per organics/recycle cart, per collection
*Reversals and/or credits not included.

Customer Notification Timeline
Processing: 24-48 hours from the time of service
Email Notification Sent: 24-48 hours after incident
Mail Notification Sent: 2-4 days after incident

Commercial Trash **Overage**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Overage Charges	No Charge Notices
2025	Jan	1,333	5,332	336	6.30%	147	\$22,502	189
2026	Jan	1,316	5,264	235	4.46%	148	\$23,264	87
2025	Feb	1,332	5,328	234	4.39%	140	\$21,360	94
2026	Feb	1,322	5,288	193	3.65%	128	\$20,269	65
2025	Mar	1,327	5,308	224	4.22%	125	\$18,920	99
2026	Mar	1,321	5,284	235	4.45%	173	\$27,552	62
2025	Apr	1,326	5,304	270	5.09%	178	\$27,429	92
2026	Apr	1,320	5,280	235	4.45%	168	\$20,645	67
2025	May	1,323	5,292	241	4.55%	152	\$23,186	89
2026	May	1,323	5,292	211	3.99%	164	\$26,073	47
2025	Jun	1,321	5,284	231	4.37%	134	\$20,307	97
2026	Jun	1,320	5,280	270	5.11%	194	\$30,740	76
2025	July	1,321	5,284	211	3.99%	131	\$20,081	80
2026	July	1,322	5,288	297	5.62%	209	\$31,802	88
2025	Aug	1,322	5,288	231	4.37%	153	\$23,716	78
2026	Aug	1,322	5,288	284	5.37%	194	\$30,041	90
2025	Sep	1,319	5,276	210	3.98%	145	\$23,104	65
2025	Oct	1,320	5,280	211	4.00%	151	\$23,958	60
2025	Nov	1,317	5,268	211	4.01%	120	\$18,880	91
2025	Dec	1,312	5,248	272	5.18%	169	\$26,836	103

YTD # of Notices

1,960

Previous YTD # of Notices 1,978 ▼ -1%

YTD Charge Notices

1,378

Previous YTD Charge Notices 1,160 ▲ 19%

YTD Total Charges

\$210,393

Previous YTD Charges \$177,501 ▲ 19%

YTD No Charge Notices

582

Previous YTD No Charge 818 ▼ -29%

Commercial Recycle **Overage**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Overage Charges	No Charge Notices
2025	Jan	1,285	5,140	184	3.58%	81	\$12,547	103
2026	Jan	1,274	5,096	204	4.00%	117	\$18,696	87
2025	Feb	1,283	5,132	145	2.83%	82	\$12,461	63
2026	Feb	1,281	5,124	140	2.73%	95	\$15,208	45
2025	Mar	1,281	5,124	147	2.87%	90	\$13,891	57
2026	Mar	1,279	5,116	256	5.00%	163	\$25,777	93
2025	Apr	1,283	5,132	193	3.76%	122	\$18,749	71
2026	Apr	1,278	5,112	191	3.74%	137	\$19,326	54
2025	May	1,280	5,120	172	3.36%	108	\$16,797	64
2026	May	1,280	5,120	227	4.43%	144	\$22,497	83
2025	Jun	1,282	5,128	165	3.22%	105	\$16,538	60
2026	Jun	1,276	5,104	287	5.62%	179	\$28,093	108
2025	July	1,282	5,128	143	2.79%	87	\$13,458	56
2026	July	1,276	5,104	272	5.33%	188	\$8,063	84
2025	Aug	1,278	5,112	164	3.21%	92	\$14,439	72
2026	Aug	1,275	5,100	261	5.12%	157	\$0	104
2025	Sep	1,277	5,108	213	4.17%	127	\$20,120	86
2025	Oct	1,281	5,124	180	3.51%	105	\$16,424	75
2025	Nov	1,277	5,108	152	2.98%	101	\$16,048	51
2025	Dec	1,269	5,076	227	4.47%	120	\$19,173	107

YTD # of Notices

1,838

Previous YTD # of Notices 1,313 ▲ 40%

YTD Charge Notices

1,180

Previous YTD Charge Notices 767 ▲ 54%

YTD Total Charges

\$137,660

Previous YTD Charges \$385,490 ▼ -64%

YTD No Charge Notices

658

Previous YTD No Charge 546 ▲ 21%

Commercial Organics **Overage**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Overage Charges	No Charge Notices
2025	Jan	1,159	4,636	19	0.41%	5	\$812	14
2026	Jan	1,153	4,612	12	0.26%	4	\$668	8
2025	Feb	1,159	4,636	7	0.15%	0	\$0	7
2026	Feb	1,158	4,632	6	0.13%	2	\$334	4
2025	Mar	1,160	4,640	11	0.24%	2	\$329	9
2026	Mar	1,155	4,620	8	0.17%	3	\$477	5
2025	Apr	1,163	4,652	13	0.28%	9	\$1,211	4
2026	Apr	1,154	4,616	13	0.28%	4	\$477	9
2025	May	1,160	4,640	16	0.34%	8	\$1,254	8
2026	May	1,155	4,620	13	0.28%	8	\$1,272	5
2025	Jun	1,159	4,636	9	0.19%	5	\$833	4
2026	Jun	1,154	4,616	21	0.45%	4	\$652	17
2025	July	1,159	4,636	17	0.37%	2	\$329	15
2026	July	1,160	4,640	23	0.50%	6	\$334	17
2025	Aug	1,151	4,604	7	0.15%	1	\$159	6
2026	Aug	1,157	4,628	16	0.35%	6	\$0	10
2025	Sep	1,149	4,596	6	0.13%	5	\$843	1
2025	Oct	1,151	4,604	8	0.17%	2	\$220	6
2025	Nov	1,153	4,612	5	0.11%	4	\$538	1
2025	Dec	1,150	4,600	15	0.33%	5	\$811	10

YTD # of Notices

112

Previous YTD # of Notices 99 ▲ 13%

YTD Charge Notices

37

Previous YTD Charge Notices 32 ▲ 16%

YTD Total Charges

\$4,214

Previous YTD Charges \$23,859 ▼ -82%

YTD No Charge Notices

75

Previous YTD No Charge 67 ▲ 12%

Commercial Recycle **Contamination**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Contamination Charges	No Charge Notices
2025	Jan	1,285	5,140	467	9.09%	279	\$21,158	188
2026	Jan	1,274	5,096	587	11.52%	470	\$36,204	117
2025	Feb	1,283	5,132	551	10.74%	347	\$25,653	204
2026	Feb	1,281	5,124	461	9%	363	\$28,269	98
2025	Mar	1,281	5,124	470	9.17%	271	\$20,567	199
2026	Mar	1,279	5,116	504	9.85%	389	\$29,763	115
2025	Apr	1,283	5,132	1,025	19.97%	638	\$47,923	387
2026	Apr	1,278	5,112	582	11.38%	479	\$33,156	103
2025	May	1,280	5,120	1,010	19.73%	643	\$48,411	367
2026	May	1,280	5,120	575	11.23%	459	\$35,382	116
2025	Jun	1,282	5,128	981	19.13%	633	\$48,044	348
2026	Jun	1,276	5,104	582	11.4%	469	\$35,965	113
2025	July	1,282	5,128	417	8.13%	265	\$19,753	152
2026	July	1,276	5,104	613	12.01%	492	\$37,184	121
2025	Aug	1,278	5,112	584	11.42%	458	\$35,101	126
2026	Aug	1,275	5,100	600	11.76%	478	\$36,942	122
2025	Sep	1,277	5,108	645	12.63%	506	\$39,268	139
2025	Oct	1,281	5,124	456	8.9%	344	\$26,185	112
2025	Nov	1,277	5,108	466	9.12%	362	\$27,156	104
2025	Dec	1,269	5,076	574	11.31%	459	\$35,478	115

YTD # of Notices

4,504

Previous YTD # of Notices 5,505 ▼ -18%

YTD Charge Notices

3,599

Previous YTD Charge Notices 3,534 ▲ 2%

YTD Total Charges

\$272,865

Previous YTD Charges \$385,490 ▼ -29%

YTD No Charge Notices

905

Previous YTD No Charge 1,971 ▼ -54%

Commercial Organics **Contamination**

Year	Month	Customers	Pickups Per Month	# of Notices Per Month	% of Notices Per Month	Charge Notices	Contamination Charges	No Charge Notices
2025	Jan	1,159	4,636	73	1.57%	38	\$2,674	35
2026	Jan	1,153	4,612	86	1.86%	61	\$4,533	25
2025	Feb	1,159	4,636	49	1.06%	26	\$1,782	23
2026	Feb	1,158	4,632	82	1.77%	53	\$3,812	29
2025	Mar	1,160	4,640	37	0.8%	14	\$1,019	23
2026	Mar	1,155	4,620	41	0.89%	14	\$838	27
2025	Apr	1,163	4,652	65	1.4%	32	\$2,135	33
2026	Apr	1,154	4,616	29	0.63%	8	\$159	21
2025	May	1,160	4,640	103	2.22%	51	\$3,515	52
2026	May	1,155	4,620	13	0.28%	4	\$115	9
2025	Jun	1,159	4,636	86	1.86%	41	\$2,605	45
2026	Jun	1,154	4,616	57	1.23%	29	\$1,742	28
2025	July	1,159	4,636	73	1.57%	38	\$2,468	35
2026	July	1,160	4,640	96	2.07%	52	\$3,117	44
2025	Aug	1,151	4,604	71	1.54%	42	\$2,733	29
2026	Aug	1,157	4,628	77	1.66%	41	\$2,632	36
2025	Sep	1,149	4,596	67	1.46%	36	\$2,576	31
2025	Oct	1,151	4,604	54	1.17%	27	\$1,850	27
2025	Nov	1,153	4,612	103	2.23%	45	\$3,303	58
2025	Dec	1,150	4,600	93	2.02%	63	\$4,607	30

YTD # of Notices

481

Previous YTD # of Notices 557 ▼ -14%

YTD Charge Notices

262

Previous YTD Charge Notices 282 ▼ -7%

YTD Total Charges

\$16,948

Previous YTD Charges \$23,859 ▼ -29%

YTD No Charge Notices

219

Previous YTD No Charge 275 ▼ -20%

Commercial Customers by number of notices received

# of Notices	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026
1	171	156	156	183	163	191	182	173
2	61	59	60	62	48	73	75	77
3	32	42	44	25	34	47	33	31
4	23	21	25	19	21	24	25	27
5	12	13	14	9	17	11	21	16
6	10	10	6	12	19	12	13	13
7	7	4	8	7	2	7	13	9
8	6	1	5	7	6	6	4	4
9+	29	17	24	24	21	28	34	29
Total	351	323	342	348	331	399	400	379

Total number of notices by month

Month	No Charge Notices	Charge Notices	Total
Jan 2026	351	116	467
Feb 2026	283	140	423
Mar 2026	342	100	442
Apr 2026	348	60	408
May 2026	331	60	391
Jun 2026	399	100	499
Jul 2026	400	100	500
Aug 2026	379	100	479

Commercial Collection Service:

Commercial collection service available 6 days per week.
Customer count per month: assume at least 1x week pickup=4x a month.
September 2023 overage charge after two warnings.
Contamination Courtesy Notice Period: September 1, 2023-January 15, 2024.
Contamination 2 warnings & charges started January 16, 2024.

Overage Charge (applies to all waste streams), effective 9/1/24:
Multi-family properties with bin service: \$154.11 per bin, per collection.
Businesses/Commercial: \$25.69 per cart, per collection; \$154.11 per bin, per incident.

Contamination Charge (only applies to recycle & organics waste streams), effective 9/1/24:
Multi-family properties with bin service: \$77.06 per bin, per collection.
Businesses/Commercial: \$25.69 per cart, per incident; \$77.06 per bin, per collection.

*Reversals and/or credits not included.

Customer Notification Timeline

Processing: 24-48 hours from the time of service
Email Notification Sent: 24-48 hours after incident
Mail Notification Sent: 2-4 days after incident

No.	Source	Name	Account Type	# of Tenant Kits	Service Change	Notes: Site Visit(Y/N), Interaction, Container assessment, Training/Waiver Type/Processing/
1	Other		MFD			The account managers for this mfd property have declined assistance in the past. I have explained the need for a restructuring of their current services to have more volume, but they would like to start with lock and key service. I will work with them to address the need to secure the bins and go from there.
2	Other		MFD			Connected with customer to follow up on their need for resources. They declined any additional assistance.
3	Other		MFD	55		Met with Property manager to do a walk through of the property and review the bins. She requested additional signage and I delivered it along with 55 tenant kits. I will watch the account closed since they regularly since they have ad a couple of contamination incidents.
4	Other		MFD			The account managers for this mfd property have declined assistance in the past. I have explained the need for a restructuring of their current services to have more volume, but they would like to start with lock and key service. I will work with them to address the need to secure the bins and go from there.
5	Other		MFD			PM called in to let me know the change in placements of the bins was somewhat working out for them. I let them know we could increase garbage services. I followed up later in the month to discuss the changes, but I could not get ahold of them.
6			MFD			Spoke with the account about upsizing. They requested to not be upsized and work with me before any changes are made. We worked out that the bins would be swapped in placement and I delivered signage and bags on Monday.
7			MFD			
8			MFD			This property has signage posted up for their tenants at the front office. They are still receiving some contamination notices. I offered recycling bags and stickers. The PM accepted the material and requested it is dropped off the second week of October.
9			MFD			Followed up with PM. She previously expressed interest in hosting another training for the residents. When I followed up she communicated they will not be able to host one due to change in management.
10			MFD			Called the customer to offer sorting and recycling resources. They only had a few incidents last month, but I explained it is good to be proactive about communicating the notices to avoid additional charges in the future.
11			MFD			Connected with the customer about adjusting their services for a larger volume due to the number of overage notices. In previous communication the PM was accepting the changes. The customer has not confirmed they want to move forward with the changes. I will continue to work on the account.
12			MFD			Connected with customer about current service levels. They had questions about their services and charges associated. I was able to clear some concerns for them.
13	New Account		CM			Visited account on 9/21 and provided them with new start information. The employee onsite had questions about the Container Monitoring program and how to avoid fines. We had a lengthy conversation on trips and tricks.
14	New Account		CM			Delivered New Start information on 9/21.
15	New Account		CM			Provided new start information and resources on 9/21.
16	New Account		CM			Provided account new start information via email.

Outreach Summary

Customers: 35

Container Assessments: 12

Training: 0

Tenant Kits: 285

Applied Waivers: 0

Events:

17	New Account		CM			attempted to connect via phone and email with the customer but was not successful. I will try to connect with the customer again to ensure they get the information they need.
18	New Account		CM			Sent customer new start information.
19	New Account		CM			Visited the property on 9/16 but the location was not open. The bins were out for service day. Since I could not make contact with the customer I sent them an email instead with the new start information.
20	New Account		CM			Provided staff with new start information on 9/21
21	Other		MFD	15		Spoke with the property about increasing their trash service due to the number of incidents from the monitoring program. They requested lock service fir their recycle bin first. I agreed and delivered the lock as well as tenant kits.
22	Other		CM			Visited the property on 9/10. Spoke with the businesses to convey the importance of maintaining bins locked at all times to prevent rummaging. Stickers were provided. I emailed the management company as well to let them know we received a complaint from resident about the private property. I encouraged them to purchase locks or provide us with keys.
23	Other		MFD	65		I connected with the customer due to high number of contamination incidents. They were appreciative of the resources provided. I gave them fresh stickers for their bins as well as no plastic bags.
24			MFD			Met with new property manager to discuss changing the property into individual unit cart sent rather than one account. This would allow the owner to easily identify which unit is contaminated. We completed a walk through with the operations manager.
25			MFD			
26			MFD			Followed up with the customer. Just a few months ago I translated a document for him and gave a training. The customer had a few more contamination incidents. I touched base, but they let me know they are not in need of additional help.
27	Other		MFD			Spoke with customer the contamination notices. I explained to him that he may not have sufficient services for the 5 units. he confirmed there are families living in each of the units. He accepted the material and wants a training. He had to hop off the call and will text me with dates.
28			MFD			Sent the account an email to address the contamination incidents.
29			MFD			Reviewed account history, emailed the management team to set up an in person meeting. Customer did not follow up requesting assistance but PDF flyers were provided.
30			MFD			Reviewed account history. I have previously worked with this account providing a training within the last year. In June they picked up Bags. I followed up to offer additional support since they came up with additional incidents last month. They agreed to updated what goes where flyer and enclosure signage.
31			MFD			Sent email to customer regarding the contamination incidents. Offered resources and set a time to drop by and deliver materials.
32			MFD		increased to 1-4yd 2x per week	Customer increased one of their bins. Previously reached out to advise that they had a high number of incidents under the container monitoring program.

33	Other		MFD			Sent the customer resources and information at the request of the district. I asked if they would be interested in tenant kits as well.
34	Other		MFD	150		Pm reached out to confirm the delivery for the tenant kits. I provided 150 tenant kits. She is interested in doing a training for the village. I gave her some suggestions based on previous trainings I've done. She would like Spanish and English Presentations for October.
35			CM			Customer reached out to inquire about extra bins that were at their shopping center. We were able to assist with the request and get the carts removed.

2026 Events List																				
	Event	Time	Date	Anticipated Teachers	Anticipated Costs (Event Materials)	Anticipated Event Costs	Anticipated Giveaways	Anticipated Staffing (Adults)	# of Staff	Event Attendance	Actual Touches	Actual Costs (Event Costs + Materials)	Cost Per Touch	Event Costs (8/24/21 OR 10/24/21)	Giveaways (8/24/21 OR 10/24/21)	Actual Staffing Costs at Fully Staffed Event	Outreach Methods	Measurement Tools	Notes	
1	Bay Area Landlord Conference	10 AM - 4 PM	Thursday, March 26, 2026	400	\$ 4,316	\$ 500	-	\$ 3,816	2	300	80	\$ 3,523	\$ 44.03	\$ 1,000	\$ 247	\$2,275.52	Directory listing and social media by event manager.	Counter; after action report; registration list for future property managers training.	Tabling event targeting rental property owners and managers; requires advance registration. Opportunity to promote "Property Managers Training" hosted by OLSO. Joined by WM.	
2	Scouts of America - Sustainability Merit Badge	10 AM - Noon	Saturday, March 28, 2026	40	\$ 3,246	\$ 200	-	\$ 3,046	4	33	33	\$ 3,786	\$ 114.74	\$ 977	\$ 324	\$ 2,485	Coordination with Scout leaders; post-event messaging/recognition.	After action report; post-event survey.	Exclusive workshop offering the Scouts of America an opportunity to earn the Sustainability Merit Badge. Includes a presentation and tour of the facility, as well as a custom patch.	
3	SLVHA Coffee Club	10 AM - 11:30 AM	Thursday, April 30, 2026	100	\$ 1,742	\$ 35	-	\$ 1,707	2	100	100	\$ 1,342	\$ 13.42	\$ 631		\$ 711	Coordination with event manager.	Counter; after action report.	Board-approved item; SLVHA request (12/23/25). Provide pastries.	
4	Heart for the Bay/Student Artwork Showcase	4:30 PM - 9 PM	Wednesday, May 6, 2026	115	\$ 11,776	\$ 5,000	-	\$ 6,776	7	70	70	\$ 43,124	\$ 616.06	\$ 20,400	\$ 14,600	\$ 8,124	School liaisons; Paschalar; print; social; and website.	After action report; analytics; # of submissions; post-event survey, if appropriate.	Creative competition for students in the District; judging, awards, and ceremony. Requires advance coordination to accommodate at least 100 participants. The Board approved the event's proposed budget of \$63,000 in May 2025.	
5	Property Managers Training	11 AM - 2 PM	Tuesday, May 19, 2026	20	\$ 1,907	\$ 1,054	-	\$ 853	2	8	8	\$ 2,330	\$ 291.20	\$ 907		\$ 1,422	Coordination with local property managers. WM mailer for MFDs. Promote at Bay Area Landlord Conference.	Post-event survey.	Joint presentation with WM and Trash Scouts representatives; targeting local property managers/owners. 16-101+ Units.	
6	Public Tour	9:30 AM - 11 AM	Wednesday, May 13, 2026	40	\$ 1,629	\$ 50	-	\$ 718	3	9	9	\$ 1,920	\$ 213.39		\$ 8	\$ 1,912	Social; website; and print.	Post-event survey.	Presentation and tour of the facility.	
7	Downtown Hayward Street Party	5 PM - 9 PM	Thursday, July 16, 2026	7,000	\$ 14,364	\$ 1,500	\$ 6,320	\$ 6,544	5		909	\$ 8,180	\$ 9.00	\$ 300	\$3,815	\$ 4,065	Managed by event host.	Counter; after action report.	Community event; hosted by Hayward Chamber of Commerce, City of Hayward, et al.; tabling event; requires advance registration. Joined by WM.	
8	Public Tour	9:30 AM - 11 AM	Wednesday, August 12, 2026	40	\$ 2,029	\$ 50	\$ 400	\$ 1,579	5	25	25	\$ 1,920	\$ 76.80	\$ -	\$ 287	\$ 1,633	Social; website; and print.	Post-event survey.	Presentation and tour of the facility	
9	HARD Touch-A-Truck	9:30-11:30 AM	Saturday, August 15, 2026	800	\$ 4,895	\$ 800	\$ 150	\$ 3,945	3	700	400	\$ 2,231	\$ 5.58	\$ -	\$ 536	\$ 1,695	Managed by event host.	Counter; after action report.	Family-friendly event; showcase oversized vehicles; requires advance registration.	
10	Sunset Tour (Private/ACSDA)*	5 PM - 8 PM	Wednesday, September 9, 2026	40	\$ 13,956	\$ 10,500	\$ 800	\$ 2,656	8	40	24	\$ 16,407	\$ 683.64	\$ 8,899	\$ 52	\$ 7,456	Exclusive invite; flyers; announcement.	After action report; post-event survey.	Private event. Presentation and tour of the facility; sunset viewing. Required additional supplies/equipment due to health & safety concerns.	
11	Fall Festival (2-day event)	10 AM - 6 PM	Saturday, September 12, 2026	4,000	\$ 16,706	\$ 2,500	\$ 3,200	\$ 11,006	5	4,000	2,797	\$ 11,138	\$ 3.98	\$ 1,093	\$ 3,501	\$ 6,544	Managed by event host.	Counter; after action report.	Tabling event; requires advance registration.	
12	Fall Festival (2-day event)	10 AM - 5 PM	Sunday, September 13, 2026	4,000	\$ 16,706	\$ 2,500	\$ 3,200	\$ 11,006	5	4,000	2,175	\$ 11,138	\$ 5.12	\$ 1,093	\$ 3,501	\$ 6,544	Managed by event host.	Counter; after action report.	Tabling event; requires advance registration.	
13	HARD Agriculture Day (Ag Day)	10 AM - 2 PM	Saturday, September 19, 2026	500	\$ 5,046	\$ 800	\$ 1,200	\$ 3,046	3		596	\$ 2,751	\$ 4.62	-	\$ 780	\$ 1,971	Managed by event host.	Counter; after action report.	Tabling event; requires advance registration. Possibly joined by WM.	
14	Oro Loma Sanitary District HHW Event	9 AM - 1 PM	Sunday, September 20, 2026	200	\$ 15,044	\$ 8,500		\$ 6,544	5	688	509	\$ 9,318	\$ 18.31	\$ 2,081	\$ 3,757	\$ 3,486	Social; website; print. Listing by co-host, Alameda County.	After action report.	Household hazardous waste collection event; requires advance registration and coordination with Alameda County. Event costs adjusted to reflect final bill from WM for 40-yd RO carts.	
15	Golden Ticket Hide-and-Seek	TBD	SEPTEMBER	50	~~\$ 5,769~~	~~\$ 2,000~~		~~\$ 1,769~~	2								Social; website; and print.	Analytics; after action report.	Hide a golden ticket for the public to find and claim a prize.	
16	Sunset Tour (CWEA/Public)	5 PM - 8 PM	Thursday, October 1, 2026	40	\$ 4,056	\$ 1,000	\$ 400	\$ 2,656	5	30	30	\$ 11,245	\$ 374.83	\$ 4,805	\$ 57	\$ 6,383	Managed by event host (CWEA). Supported by social media.	Post-event survey.	Presentation, career panel, and tour of the facility; sunset viewing. A portion (~50%) of the dinner was sponsored by Hazen and Sawyer. Career panel required additional staffing.	

ORO LOMA SANITARY DISTRICT POLICY/~~STANDARD PROCEDURE~~

No. IV.C.10
Adopted: 7/17/18
~~Amended: 2/16/21~~
Revised: 10/07/2026

SUBJECT: DEBT MANAGEMENT POLICY

- I. **POLICY:** This policy is ~~to~~ to establish guidelines for the issuance and management of debt in a manner that ~~supports long-term capital planning, and complies with applicable state and federal tax regulations.~~
- II. **SCOPE:** This policy ~~covers the use of debt financing to purchase or build capital assets that cannot be readily financed from current revenues or cash reserves.~~ Applies to all long-term and short-term financing instruments and financing programs.
- III. **RESPONSIBILITY:** The Board of Directors shall approve and review this policy periodically, but no less than once every three years. The Board of Directors is responsible for authorizing the type and the amount of debt to be issued. The General Manager/Treasurer executes the issuance by engaging professional service providers to assist in the debt issuance process. The Finance Manager is responsible for ongoing debt management and related reporting.

IV. GENERAL

A. Purpose of Debt and Integration with the Capital Improvement Program

The District intends to use debt proceeds to fund capital improvements of sewer facilities that are authorized in its 10-year Capital Improvement Program. The 10-year projection is reviewed by the Construction Committee monthly and is incorporated into the biennial budget. The District typically pays for capital improvements using available reserves or by raising rates. Debt financing is used when these sources are not sufficient to fund one or more major projects.

B. Types of Debt

The District may issue general obligation bonds or revenue bonds, obtain bank loans, apply for the State of California's Revolving Fund loans, borrow from the Federal Government, or issue any other long or short-term instrument allowable by law and approved by the Board of Directors to meet the capital financing needs of the District. Debt may be fixed rate or variable rate.

C. Debt Limits

For general obligation bonds, ~~per the~~ California Health and Safety Code Section 6651 ~~— the law limited~~ sanitary district debt capacity based on property values.

~~—Bonded Indebtedness Limit mandates~~ the District's maximum bonding capacity limit is set at 15% of the assessed value of ~~the real and personal the real and taxable personal~~ property of the District, ~~which is. This limit has remained~~ ~~—currently capped~~ at the \$400 million level. ~~Issuance and~~ requires voter approval. Nonetheless, for revenue bonds or other debt ~~as well~~, the District shall not issue debt where the debt service amounts exceed its ability to pay current obligations from current revenues. The Debt Coverage Ratio, defined as Net Revenues divided by total annual debt service for all outstanding long-term debt, shall be at least 1.25.

V. DEBT ISSUANCE PRACTICES

A. Professional Services

The General Manager/Treasurer has the authority to select specialized service providers to assist with the debt issuance process. For bond issuance, these professionals may include:

- Financial Advisor – provides services and advice on matters pertaining to debt structuring, timing, marketing, credit ratings, methods of sale and terms. The Financial Advisor develops a financing plan, analyzes comparative bond pricing, facilitates the debt issuance process, and may serve as the underwriter to accept competitive bids.
- Bond Counsel – provides services and offers opinion that the District has met all legal requirements necessary for bond issuance. The Bond Counsel reviews and advises the District regarding authorizing resolutions or ordinances, trust indentures, official statements, validation proceedings and litigation.
- ~~Trustee~~ – acts as the fiduciary agent with trust powers for the benefit of bondholders in enforcing the terms of the bond contract. The Trustee collects and disburses debt service payments, and maintains reserve funds and custody of investments.
- The District may also engage a Disclosure Counselor to support preparation of ~~—offering documents and continuing disclosure compliance.~~

B. Credit Rating

The District shall take timely and appropriate actions to retain a strong credit rating (AA or above) from rating agencies, such as Standard & Poor's or Fitch, and Moody's to minimize borrowing costs and preserve access to credit. Credit enhancement instruments, such as letters of credit, bond insurance, etc., may be used when net debt service on the debt is reduced by more than the cost of the enhancement, or when the enhancement is a requirement for the debt issuance.

C. Debt Structuring

The maximum term of debt issue shall be based on the useful life of the assets, but no more than 40 years unless the Board approves otherwise. The debt service pattern shall be structured as equal payments over the term of the debt.

D. Method of Sale

The District shall seek advice from the Financial Advisor to determine if the issuance will produce a more favorable result by competitive bid, negotiation, or private placement.

E. Regulatory Compliance

Pertaining to Government Code Section 8855(i), the District shall submit a Report of Proposed Debt to California Debt and Investment Advisory Commission (CDIAC) no later than 30 days prior to the sale of any debt. The report may be filed electronically. The District is required to certify on the report that it has adopted debt policies concerning the use of debt and that the proposed debt issuance is consistent with those policies.

VI. DEBT MANAGEMENT PRACTICES

A. Use of Proceeds

Debt proceeds shall be used to fund capital improvements approved by the Board of Directors. The District shall comply with all applicable Federal, State, and contractual restrictions regarding the investment of debt proceeds that have not yet been spent. The restrictions include the allowable types, yield and investment period of securities.

B. Internal Controls

To ensure debt proceeds are used as intended, the District shall include segregation of duties for authorization, processing, and review of payment, and implementation of the following procedures:

1. Debt proceeds shall be maintained in a separate fund from other District funds, with only revenues and expenditures directly associated with the debt proceeds included in the fund.
2. The General Manager/Treasurer shall review transactions in the debt service fund on a monthly basis.
3. District staff shall prepare periodic reports on the use of debt proceeds for disclosure purposes.

C. Ongoing Regulatory Compliance with Reporting

Pertaining to Government Code Section 8855(k), the District will submit an annual debt transparency report for debt issued or outstanding during the fiscal year. The due date of this report is January 31 of the following year. The report discloses the following for the reporting period.

1. Authorized debt – issued and not yet issued
2. Outstanding principal – beginning and ending balances
3. Use of proceeds – amount spent and the purposes for which it was spent

D. Ongoing Tax Law Compliance for Tax-Exempt Bond Issues

The Internal Revenue Service (IRS) has determined that tax-exempt bond issuers are responsible for developing written procedures to monitor compliance with tax laws that must be adhered to throughout the term of the bond financing. Written procedures relating to tax-exempt bonds should, at a minimum, specify the official(s) with responsibility for monitoring compliance, a description of the training provided to such responsible official(s) with regard to monitoring compliance, the frequency of compliance checks (must be at least annual), the nature of the compliance activities required to be undertaken, the procedures used to timely identify and elevate the resolution of a violation when it occurs or is expected to occur, procedures for the retention of all records material to substantiate compliance with the applicable federal tax requirements, and an awareness of the availability of IRS' voluntary closing agreement program and other remedial actions to resolve violations.

The District's procedures for tax law compliance are covered in Attachment A of this Policy.

Written by: Jason Warner and Arlene Wong
Adopted: July 17, 2018
Revised: February 16, 2021
[Updated: Oct 07, 2026](#)

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ORO LOMA SANITARY DISTRICT POLICY

No. IV.C.10
Adopted: 7/17/18

SUBJECT: DEBT MANAGEMENT POLICY

- I. **POLICY:** This policy is to establish guidelines for the issuance and management of debt in a manner that supports long-term capital planning, and complies with applicable state and federal tax regulations.
- II. **SCOPE:** This policy applies to all long-term and short-term financing instruments and financing programs.
- III. **RESPONSIBILITY:** The Board of Directors shall approve and review this policy periodically, but no less than once every three years. The Board of Directors is responsible for authorizing the type and the amount of debt to be issued. The General Manager/Treasurer executes the issuance by engaging professional service providers to assist in the debt issuance process. The Finance Manager is responsible for ongoing debt management and related reporting.

IV. GENERAL

A. Purpose of Debt and Integration with the Capital Improvement Program

The District intends to use debt proceeds to fund capital improvements of sewer facilities that are authorized in its 10-year Capital Improvement Program. The 10-year projection is reviewed by the Construction Committee monthly and is incorporated into the biennial budget. The District typically pays for capital improvements using available reserves or by raising rates. Debt financing is used when these sources are not sufficient to fund one or more major projects.

B. Types of Debt

The District may issue general obligation bonds or revenue bonds, obtain bank loans, apply for the State of California's Revolving Fund loans, borrow from the Federal Government, or issue any other long or short-term instrument allowable by law and approved by the Board of Directors to meet the capital financing needs of the District. Debt may be fixed rate or variable rate.

C. Debt Limits

For general obligation bonds, California Health and Safety Code Section 6651 limits sanitary district debt capacity based on property values. The District's maximum bonding limit is set at 15% of the assessed value of the real and personal taxable property of the District, which is currently capped at the \$400 million level and requires voter approval. Nonetheless, for revenue bonds or other debt, the District shall not issue debt where the debt service amounts

exceed its ability to pay current obligations from current revenues. The Debt Coverage Ratio, defined as Net Revenues divided by total annual debt service for all outstanding long-term debt, shall be at least 1.25.

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- Bond Counsel – provides services and offers opinion that the District has met all legal requirements necessary for bond issuance. The Bond Counsel reviews and advises the District regarding authorizing resolutions or ordinances, trust indentures, official statements, validation proceedings and litigation.
- Trustee – acts as the fiduciary agent with trust powers for the benefit of bondholders in enforcing the terms of the bond contract. The Trustee collects and disburses debt service payments, and maintains reserve funds and custody of investments.

The District may also engage a Disclosure Counselor to support preparation of offering documents and continuing disclosure compliance.

B. Credit Rating

The District shall take timely and appropriate actions to retain a strong credit rating (AA or above) from rating agencies, such as Standard & Poor's or Fitch, and Moody's to minimize borrowing costs and preserve access to credit. Credit enhancement instruments, such as letters of credit, bond insurance, etc., may be used when net debt service on the debt is reduced by more than the cost of the enhancement, or when the enhancement is a requirement for the debt issuance.

C. Debt Structuring

The maximum term of debt issue shall be based on the useful life of the assets, but no more than 40 years unless the Board approves otherwise. The debt service pattern shall be structured as equal payments over the term of the debt.

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VI. DEBT MANAGEMENT PRACTICES

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B. Internal Controls

To ensure debt proceeds are used as intended, the District shall include segregation of duties for authorization, processing, and review of payment, and implementation of the following procedures:

1. Debt proceeds shall be maintained in a separate fund from other District funds, with only revenues and expenditures directly associated with the debt proceeds included in the fund.
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provided to such responsible official(s) with regard to monitoring compliance, the frequency of compliance checks (must be at least annual), the nature of the compliance activities required to be undertaken, the procedures used to timely identify and elevate the resolution of a violation when it occurs or is expected to occur, procedures for the retention of all records material to substantiate compliance with the applicable federal tax requirements, and an awareness of the availability of IRS' voluntary closing agreement program and other remedial actions to resolve violations.

The District's procedures for tax law compliance are covered in Attachment A of this Policy.

Written by: Jason Warner and Arlene Wong
Adopted: July 17, 2018
Revised: February 16, 2021
Updated: Oct 07, 2026

ORO LOMA SANITARY DISTRICT

~~STANDARD POLICY AND PROCEDURE~~

No: I.A.10
Effective: 08/06/96
~~Updated: 02/20/18~~
~~Updated on: 05/04/21~~
~~Reviewed on: 06/10/24~~

SUBJECT: INSPECTION OF PUBLIC RECORDS AND DUPLICATION CHARGES

- I. **POLICY:** Oro Loma Sanitary District will accommodate requests for inspection of the District's records and will charge for photocopies or duplication of those records, ~~including audio tapes.~~
- II. **SCOPE:** In accordance with [the Public Records Act \(§6250 et seq. of the California Government Code Sections 7920.000 et seq.\)](#), the following rules and regulations governing the disclosure and inspection of public records are formulated to prevent interference with the orderly conduct of the District's business while providing the public access to information in the District's possession. Additionally, a fee schedule is provided to ensure reimbursement to the District for costs associated with accommodating requests for photocopies or other duplication of said public records.
- III. **RESPONSIBILITY:** It shall be the responsibility of the ~~providing~~ employee [providing copies](#) to ensure that procedure is followed and accurate charges [are](#) assessed. It is the responsibility of the General Manager to review, approve, or deny, special requests. It is the responsibility of the General Manager to approve or deny requests for access to unusual or controversial information.

~~The California Supreme Court issued a decision on March 2, 2017 in City of San Jose vs. Superior Court, holding that~~ Communications by District employees and elected and appointed officials regarding matters of District business – even on private email accounts and private devices – are subject to public disclosure pursuant to Public Records Act requests.

District elected and appointed officials shall not create or send records relating to the conduct of the District's business using non-official electronic messaging accounts. Under the California Public Records Act, a public record includes "any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristic" (includes electronic messages - emails, text messages, voicemails).

IV. PROCEDURES:

- A. Whenever possible, a request to receive or inspect public records should be made in writing.
- B. All requests must be reasonably specific and concise, in order to allow District staff to understand what record or records are being sought. Staff cannot be required to create records that do not already exist or compile records into a format that the District does not use, [but staff may voluntarily choose to do so when it will enable a more efficient response](#). Requests must also allow sufficient time, if necessary, for staff to retrieve archival materials from storage and/or off-site locations.

- C. Pursuant to [the Public Records ActGovernment Code §6254](#), if the District has non-exempt documents in an electronic format, the District shall make that information available in electronic format when requested, and at no charge. Copies of all non-electronic records shall be made available as set forth below.
- D. If only inspection of the records is requested, District records will remain on the District premises during review.
- E. In order to protect the safety of the records against theft, mutilation, or accidental damage, a District employee will be present during inspection whenever deemed necessary.
- F. Documents exempt from disclosure or inspection are those enumerated in [the Public Records Act or other applicable lawGovernment Code §6250 et seq.](#), with some of the more significant exemptions summarized here:

- Preliminary drafts, notes, or memoranda that are not retained by the District in the ordinary course of business, if the public interest in withholding those records clearly outweigh the public interest in disclosure;
- Records pertaining to pending litigation to which the District is a party, or to claims against the District, until such litigation or claim has been finally adjudicated or otherwise settled;
- Personnel, medical or similar files, the disclosure of which would constitute an unwarranted invasion of personal privacy;
- Test questions, scoring keys and other examination data used for examination for employment;
- Matters contained in or related to applications filed with any state agency responsible for regulation or supervision of the issuance of securities or of financial institutions;
- Information prepared or received in confidence pursuant to closed sessions;
- Geological and geophysical data, results of tests and experimental processes, plant production data and similar information relating to utility systems development that are obtained in confidence from any person;
- Correspondence of and to the Governor or employees of the Governor's office, consistent with the provisions of [the Public Records ActGovernment Code §6245 \(4\)](#);
- Matters in the custody of, prepared by, or maintained by the legal counsel(s) of the District;
- Any data, records or information that is considered to be the proprietary property or trade secret of any party.
- Records, the disclosure of which is exempted or prohibited pursuant to federal or state law, including, but not limited to, provisions of the California Evidence Code relating to privilege.

[District Counsel shall be responsible for determining whether or not an exemption applies. Exemptions may be waived by the General Manager, except when approval of the Board of Directors is required \(such as for attorney-client privileged documents\).](#)

- G. Requester may, at their own expense, furnish a copier and operator on site at the District to copy records.
- H. **Mailing/Shipping Costs:** Any mailing or shipping costs incurred by the District will be passed through to the requester.
- I. **Collection of Charges:**

As funds are collected for photocopies, video/audio duplication and/or mailing of said photocopies or tapes, the staff collecting the funds shall complete the Cash Receipts with requester's name, address, and telephone number; the number of copies/pages faxed/tapes produced, and the amount of money collected.

J. Costs:

- If photocopying of records by District staff is requested, fees for processing and copying shall be charged, on a per request basis, as follows:

For 8 ½" x 11" Originals and/or 8 ½" x 14" Originals

1-10 pages	No Charge
11+ pages	\$5.00 Administrative Fee plus \$0.50/page

For 11" x 17" Originals and Larger Originals

1-2 pages	No Charge
3+ pages	\$5.00 Administrative Fee plus \$1.50/page

- If requester furnishes the operator, but uses District copier, fees shall be charged as follows:

For 8 ½" x 11" Originals and/or 8 ½" x 14" Originals

1-10 pages	No Charge
11+ pages	\$5.00 Administrative Fee plus \$0.50/page

- **Specific Reproduction Classification** shall be charged a flat fee as follows:

▶ District Budget/Audit	\$30.00
▶ Collection System Base Map or District map, per copy (36" x 42")	\$7.50
▶ District Standards, per set	\$30.00

~~• For requests for documents via fax:~~

~~1-10 pages, local call~~	~~No Charge~~
~~11+ pages, local call~~	~~\$5.00 Administrative Fee plus \$0.50/page~~
~~1-5 pages, long distance call~~	~~No Charge~~
~~6+ pages, long distance call~~	~~\$5.00 Administrative Fee plus \$1.00/page~~

- The costs of **duplicating Inspection Video Tapes** or DVDs will be \$30.00 per tape or DVD, plus mailing costs, if applicable. ~~Cost of duplicating audiotapes will be \$20.00 per tape, plus mailing costs, if applicable.~~

- If records are provided in any other physical form, the District shall charge the requester the actual cost of using that physical form.

The above costs fairly represent the actual cost to the District for ~~the processing and copying services rendered.~~ materials used to reproduce the requested records.

Written by: S. Strom
Updated by: A. Simion, November 2017
Approved by Legal Counsel, January 8, 2018
Reviewed by Personnel Committee, February 15, 2018
Approved by Board, February 20, 2018

Reviewed and approved by Legal Counsel, April 15, 2021
Reviewed by Personnel Committee, April 21, 2021
Approved by Board, May 4, 2021
Reviewed by: Ž. Luna, June 10, 2024
Updated by: Ž. Luna, October 1, 2026
Approved by: Board, XX/XX/XX

F:\ADMINISTRATION\Procedures\Inspection of Public Records

ORO LOMA SANITARY DISTRICT POLICY

No: I.A.10
Effective: 08/06/96

SUBJECT: INSPECTION OF PUBLIC RECORDS AND DUPLICATION CHARGES

- I. **POLICY:** Oro Loma Sanitary District will accommodate requests for inspection of the District's records and will charge for photocopies or duplication of those records.
- II. **SCOPE:** In accordance with the Public Records Act (California Government Code Sections 7920.000 *et seq.*), the following rules and regulations governing the disclosure and inspection of public records are formulated to prevent interference with the orderly conduct of the District's business while providing the public access to information in the District's possession. Additionally, a fee schedule is provided to ensure reimbursement to the District for costs associated with accommodating requests for photocopies or other duplication of said public records.
- III. **RESPONSIBILITY:** It shall be the responsibility of the employee providing copies to ensure that procedure is followed and accurate charges are assessed. It is the responsibility of the General Manager to review, approve, or deny special requests. It is the responsibility of the General Manager to approve or deny requests for access to unusual or controversial information.

Communications by District employees and elected and appointed officials regarding matters of District business – even on private email accounts and private devices – are subject to public disclosure pursuant to Public Records Act requests.

District elected and appointed officials shall not create or send records relating to the conduct of the District's business using non-official electronic messaging accounts. Under the California Public Records Act, a public record includes "any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristic" (includes electronic messages - emails, text messages, voicemails).

IV. **PROCEDURES:**

- A. Whenever possible, a request to receive or inspect public records should be made in writing.
- B. All requests must be reasonably specific and concise, in order to allow District staff to understand what record or records are being sought. Staff cannot be required to create records that do not already exist or compile records into a format that the District does not use, but staff may voluntarily choose to do so when it will enable a more efficient response. Requests must also allow sufficient time, if necessary, for staff to retrieve archival materials from storage and/or off-site locations.
- C. Pursuant to the Public Records Act, if the District has non-exempt documents in an electronic format, the District shall make that information available in electronic format when requested, and at no charge. Copies of all non-electronic records shall be made available as set forth below.
- D. If only inspection of the records is requested, District records will remain on the District premises during review.

- E. In order to protect the safety of the records against theft, mutilation, or accidental damage, a District employee will be present during inspection whenever deemed necessary.
- F. Documents exempt from disclosure or inspection are those enumerated in the Public Records Act or other applicable law, with some of the more significant exemptions summarized here:
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 - Records, the disclosure of which is exempted or prohibited pursuant to federal or state law, including, but not limited to, provisions of the California Evidence Code relating to privilege.

District Counsel shall be responsible for determining whether or not an exemption applies. Exemptions may be waived by the General Manager, except when approval of the Board of Directors is required (such as for attorney-client privileged documents).

- G. Requester may, at their own expense, furnish a copier and operator on site at the District to copy records.
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J. **Costs:**

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Written by: S. Strom

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Reviewed by: Ž. Luna, June 10, 2024

Updated by: Ž. Luna, October 1, 2026

Approved by: Board, XX/XX/XX

ORO LOMA SANITARY DISTRICT POLICY

No: XX.X.XX
Effective: X/XX/XX

SUBJECT: PURCHASING CARD PROGRAM

I. POLICY: Oro Loma Sanitary District establishes uniform guidelines and internal controls for the issuance, use, replacement, and reconciliation of State of California CALCards (Visa purchasing cards) issued to authorized District employees.

II. SCOPE: This policy applies to all District departments, cardholders, approving officials/supervisors, and Finance Department staff involved in procurement and accounts payable.

III. RESPONSIBILITY: Cardholders are responsible for using purchasing cards only for authorized District purchases, maintaining the security and confidentiality of the card and account information, obtaining required documentation, and timely reconciliation of card activity. Approving officials and supervisors are responsible for reviewing purchases within their authority. Managers are responsible for initiating card replacement or cardholder changes as applicable. The Finance Department and Agency Program Coordinators are responsible for administering the purchasing card program and processing card-related requests.

IV. PROCEDURES:

A. Obtaining Goods and Services

1. Purchasing Methods: Cardholders may use the bank card for authorized purchases of goods and services in person, on the Internet, or by telephone.
2. Receipt Requirements: Cardholders must require vendors to provide an itemized receipt/invoice. An itemized receipt/invoice must include:
 - Description of goods or services purchased ("Miscellaneous" is not an acceptable description)
 - Quantity purchased
 - Price per item
 - Amount of Sales Tax and total amount
 - Shipping charges, if any

B. Prohibited Uses

Cardholders are strictly prohibited from using the bank card for any of the following:

1. Any personal items or personal use
2. Alcoholic beverages
3. Any split purchase designed to circumvent the per-transaction limit
4. Lease or purchase agreements

C. Security of Bank Card

Cardholder Responsibility: The cardholder is personally responsible for maintaining the security and confidentiality of the bank card and account details at all times.

D. Replacing Bank Cards

When replacement of a bank card is needed or a new card must be issued, it is the Manager's responsibility to initiate the process according to the following procedures:

1. Replacing a Cardholder (Departure): When a cardholder leaves the program, the Managers must inform the Agency Program Coordinators (Senior Accountants, and the Financial Manager) along with the cardholder's bank card.
2. Replacement of a Worn Out or Defective Card: If a card becomes worn out or defective, the Supervisor must submit a written memorandum requesting a card replacement along with the physical card to the Agency Program Coordinator (Financial Services Supervisor).
3. Reporting a Lost or Stolen Bank Card: The cardholder must immediately contact the Finance Department and call U.S. Bank at (888) 344-5696 to report the card and request a replacement card.
4. Required Information: The cardholder must provide their complete name (as shown on the bank card), the card number, and the date reported to the police (if applicable).

E. Transaction Limits and Procurement Thresholds

Cardholder Tier	Single Transaction Limit	Monthly Credit Limit	Approving Official
Field Operations / Staff	\$1,000	\$5,000	Department Manager
Department Managers	\$2,500	\$15,000	General Manager
General Manager	\$5,000	\$25,000	Requires disclosure in monthly reporting.

F. Statement Reconciliation and Documentation

1. Submission Timeline: Reconciled monthly statements with attached itemized receipts must be submitted to Finance within 10 business days of statement closing.
2. Missing Receipts: If an itemized receipt is lost, the cardholder must submit a signed Missing Receipt Affidavit approved by their supervisor.

G. Policy Violations and Disciplinary Actions

1. Minor Infractions (e.g., late reconciliation, missing documentation): Written warning and mandatory retraining.
2. Unapproved or Prohibited Purchases: Immediate employee reimbursement to the District via check or authorized payroll deduction within 10 business days.
3. Intentional Misuse or Personal Purchases: The General Manager or his/her designee may take disciplinary actions including immediate revocation of purchasing card privileges, full restitution, and discipline pursuant to the MOU or contract applicable to the employee's employment.

Written by: C. Chen, 9/8/2026

Reviewed by: Legal Counsel, 10/15/2026

Approved by: Board, XX/XX/XX