



San Bernardino Valley Water Conservation District

Helping Nature Store Our Water

SUCCESSION AND TRANSITION PLANNING WORKSHOP AGENDA

Wednesday, October 6, 2021 – 1:30 p.m.

In accordance with [Governor Newsom's Executive Order N-25-20 and N-29-20](#), this meeting is being conducted via teleconference/Zoom. Anyone wishing to join the meeting can join via

Zoom: Call in (669) 900-6833, Meeting ID: 852 4552 7446

To join the Zoom Meeting online: <https://zoom.us/j/85245527446>

Note: Copies of staff reports and other documents relating to the items on this agenda are on file at the District office and are available for public review during normal District business hours. New information relating to agenda topics listed, received, or generated by the District after the posting of this agenda, but before the meeting, will be made available upon request at the District office and in the Agenda Package on the District's website. It is the intention of the San Bernardino Valley Water Conservation District to comply with the Americans with Disabilities Act (ADA) in all respects. If you need special assistance with respect to the agenda or other written materials forwarded to the members of the Board for consideration at the public meeting, or if as an attendee or a participant at this meeting you will need special assistance, the District will attempt to accommodate you in every reasonable manner. Please contact Athena Lokelani at (909) 793-2503 at least 48 hours prior to the meeting to inform her of your particular needs and to determine if accommodation is feasible. Please advise us at that time if you will need accommodations to attend or participate in meetings on a regular basis. Disclosure: The San Bernardino Valley Water Conservation District (SBVWCD) cannot prevent you from becoming exposed to, contracting, or spreading COVID-19 should you choose to attend meetings and/or enter onto premises where events are held. COVID-19 is highly contagious and has variants that may cause infections among vaccinated and unvaccinated persons alike. While SBVWCD attempts to follow protocols suggested by applicable public health authorities, it is not possible for SBVWCD to prevent the presence of the disease or risk of exposure to it. Therefore, if you choose to attend a meeting or enter onto premises, you may be exposing yourself to and/or increasing your risk of contracting or spreading COVID-19.

CALL TO ORDER

1. PUBLIC PARTICIPATION

Members of the public may address the Board of Directors on any item that is within the jurisdiction of the Board; however, no action may be taken on any item not appearing on the agenda unless the action is otherwise authorized by Subdivision (b) Section 54954.2 of the Government Code.

2. ADDITIONS/DELETIONS TO AGENDA

Section 54954.2 provides that a legislative body may take action on items of business not appearing on the posted agenda under the following conditions: (1) an emergency situation exists, as defined in Section 54956.5; (2) a need to take immediate action and the need for action came to the attention of the District subsequent to the agenda being posted; and (3) the item was posted for a prior meeting occurring not more than five calendar days prior to the date action is taken on the item, and at the prior meeting the item was continued to the meeting at which action is being taken.

1630 W. Redlands Blvd, Suite A
Redlands, CA 92373
Phone: 909.793.2503
Fax: 909.793.0188
www.sbvwd.org Email: info@sbvwd.org

BOARD OF DIRECTORS

Division 1:
Richard Corneille

Division 2:
David E. Raley

Division 3:
Robert Stewart

Division 4:
John Longville

Division 5:
Melody McDonald

GENERAL MANAGER

Daniel B. Cozad

3. **DISCUSSION ITEMS**

A. SUCCESSION AND TRANSITION PLAN3

Presenter: Daniel Cozad, General Manager

Recommendations: Review, discuss in a workshop format and provide any feedback on the Succession and Transition Plan.

4. **ADJOURN MEETING**

San Bernardino Valley Water Conservation District Staffing and Succession Plan 2021 (V-4 4-22-21)

Background

As a part of the annual General Manager Evaluation, the Ad Hoc General Manager Evaluation Committee requested an assessment and planning for succession in key positions, including the General Manager. This Plan will review current and projected staffing and transitions for supporting the District's mission and critical staffing changes.

The District approved a comprehensive staffing plan in 2011. Updates and revisions are incorporated and approved each year during the budget process. The District is at a transitional time with new programs and facilities coming online and with the limited revenues a fading memory. Currently, groundwater charges fully support Groundwater operations through the Groundwater Council and Groundwater Charge revenue. Interest revenue from District reserves is increasing, and the District has not used reserves for operations for ten years.

Additionally, mining royalty income on District-owned lands was stabilized with new contracts and arbitrations setting the market rate. The District has developed reserves from operational cost savings, and these reserves have safeguarded operations and paid all CalPERS and OPEB unfunded liabilities. The Personnel Handbook was rewritten entirely in 2011 and is updated as needed. Employee performance planning is essential for staff development, setting expectations, evaluating staff progress, and completely revised in 2011, and the system has demonstrated excellent results and employee satisfaction.

Strategic Plan and Mission Requirements

In May 2014, the Board approved a community strategic plan which incorporated the evolving mission and operation requirements to fulfill the core mission. Significant among these were the land management requirements brought about by the need to properly steward environmental and habitat resources on our lands in compliance with federal law and incidental take permits. Besides supporting the Wash Plan implementation, both staffing and partnerships were formed. These partnerships and staffing are the most efficient manner to ensure cost-effective and efficient performance—this utilized staff for the Conservation Trust and habitat management. Without staffing and partnerships continued operations with Board priority, expansions would not be possible. The Enhanced Recharge project (ER) partnership with SBVMWD provides funding for field staff to implement the additional maintenance and operations of the ER Basins. The Wash Plan has needed habitat management staffing; this situation increases as implementation gets underway. Usage of the current roads by the public for trails will require security and other staff and contract support.

The District and its partners proposed a Groundwater Council (GC) in 2015, which was approved in 2017 and is in the second year of Operations. Staff have supported the GC from the beginning and chair the Budget Committee. The engineering staff has done the financial modeling and groundwater tracking for the GC's Equitable Allocation Model.

In 2018 the Board directed staff to procure a consultant to complete a Comprehensive Classification and Compensation Study covering current and prospective positions. This study was conducted and adopted with changes in June 2019. In 2018, the Board approved a Partnership Agreement with San Bernardino Valley Municipal Water District that provides funding for the purchase of conservation easements benefitting the River HCP. The agreement pledges these funds to develop and implement groundwater benefiting projects called the Active Recharge Transfer Projects (ARTP). These projects have been funded and need support from senior engineering skills; therefore, the Board added staffing to the approved 2019-2020 budget to support these needs.

Current staffing had been stable for several years before these new agreements and capital projects. Due to flexible staff, interns, and contract support, most project needs have been supported. The District Counsel is not covered in the succession plan as they are not an employee. However, due to current transition needs, he has been added to the Plan. Board requested staff update the Succession Plan as a part of the General Managers Annual Evaluation process.

Staffing was increased in the budget to maintain support for the mission and strategic priorities of the Board. Primary drivers of staffing changes are Enhanced Recharge construction and operations, Aggressive Recharge, Wash Plan implementation, Conservation Trust, GC Support, ARTP, and retirements.

Critical Functions Assessment

Identified in the lists below are the District's critical staff functions, separated into Office and Field areas. New or significantly revised areas are shown with an asterisk.

Office

- District Legal Counsel *
- Executive Management
- Engineering and Contract Management
- Land Management and Habitat
- Government Affairs/Communications
- Board Secretary
- Clerical/Customer Support /Groundwater Charge
- Office Management and Admin
- Bookkeeping/Finance/Budget/Audit
- HR Support/Risk Management
- IT Support/GIS/ Data Management
- Property Management
- Engineering Reports and Project Management *
- Measurement and reporting upgrades
- Capital Projects and Improvements *
- Water Resources Planning, Outreach, and QWEL
- Habitat and Resources Management
- Intern or engineering and planning support

Field Operations

- Field Supervisor
- Field Operations Specialist Operator/Maintenance
- Field Operations Specialist Habitat Management *
- Field Engineering and Biologist support
- Patrol of District Lands for habitat and homeless management

Current Staffing

Staffing for 2021-2022 is above traditional levels based on the staffing plan from approximately five years ago. In the 2021-22 budget, the current staffing is eight full-time staff, part-time legal counsel, and interns.

Field Staffing

Field staffing consists of three full-time staff, technician level, and supervisor level for land and water operations and maintenance activities. Additional staffing added to support Aggressive Recharge efforts, maintenance, and Enhanced Recharge and Wash Plan Preserve maintenance.

Office Staffing

The office staff consists of Administrative Support staff, Land Resources Manager/AGM, Senior, Engineer PM, Assistance Engineer, and Intern, student help and the General Manager. In 2019, the Board authorized the Senior Engineer/PM's addition to supporting the Active Recharge Transfer Projects. Assistant Engineer supports ARTP and new efforts outreach and Qualified Water Efficient Landscaper Certification and training.

Employees of the District

- General Manager
- Land Resources Manager/AGM
- Senior Engineer/PM
- Admin Analyst
- Admin Specialist II
- Assistant Engineer
- Field Supervisor (Full Time)
- Field Operations Specialist I (Full time)
- Field Operations Specialist II (Full time)

Contract Support or in-house *

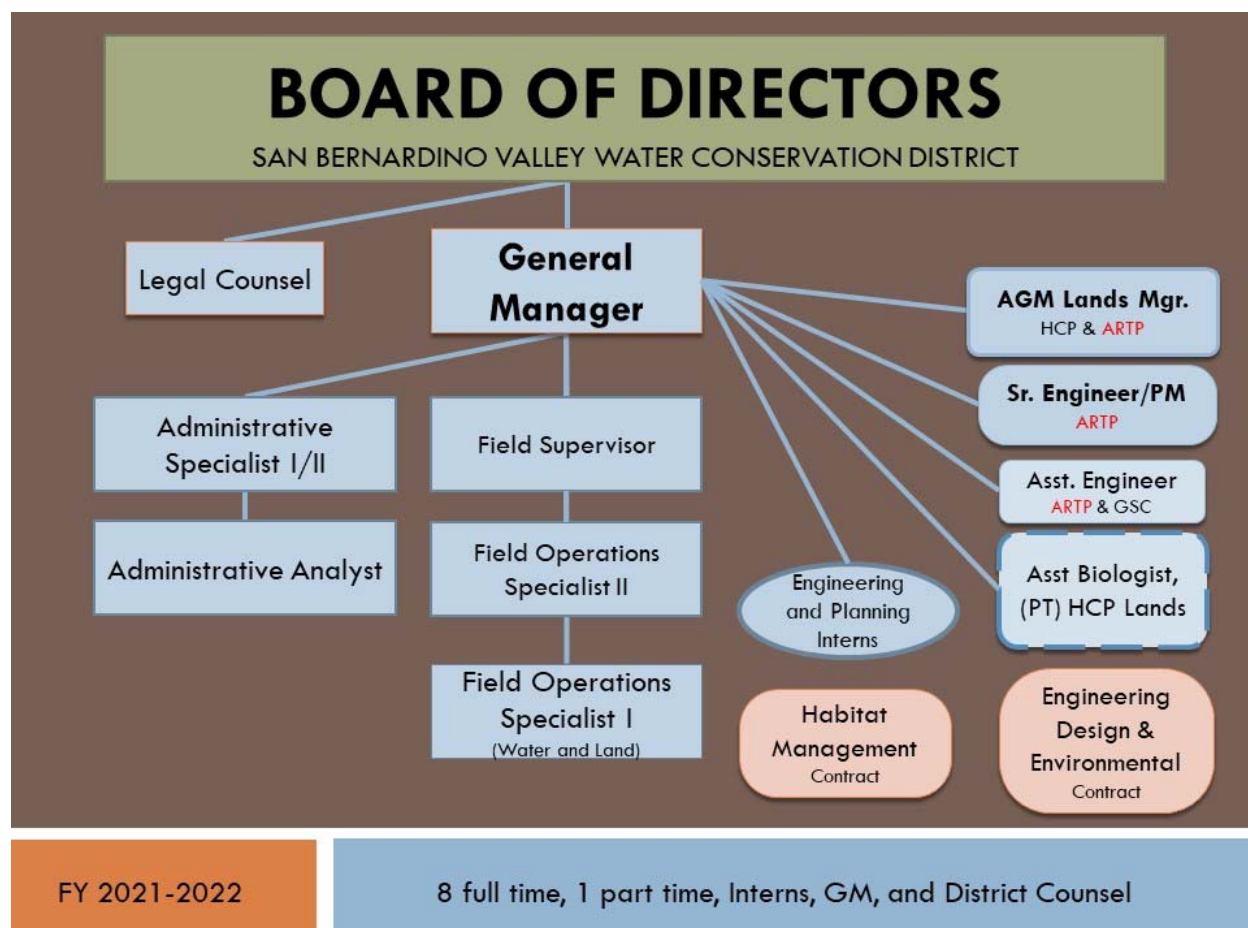
- District Counsel *
- GIS and related support
- Environmental and Habitat support
- Engineering Design/Survey
- Auditing
- Project Engineering *
- Construction Management *

* May be performed by in-house staff if available and beneficial to the District.

Current and Near-Term Staffing Org Chart

The District Budget for 2021-2022 includes the staffing plan shown in the chart below. The sections below provide some planning-level estimates of staffing needs based on expected work continuing and expanding work due to Enhanced Recharge, Aggressive Recharge, ARTP, Wash Plan Implementation, and support for other efforts, including the GC. The new Lands Manager/AGM began work in August 2019. Additionally, the ARTP required a Senior Engineer/PM. The District also hired a superb experienced Engineer who will be an excellent fit for the ARTPs. Due to Aggressive Recharge, Enhanced recharge,

and habitat projects, a new Field Operations Specialist and Field Maintenance Intern were hired. Additionally, a part-time or contract assistant biologist may be needed if the community mitigation program needs to expand.



Performance Planning and Salary Administration

The District has an established collaborative employee evaluation process described in the employee handbook. The annual staff evaluation produced better documentation than past practice.

Additionally, the performance planning process has been a strong emphasis on the annual review effort. This process supports the employee and the employee's development as well as serving to improve the District. Salary ranges are adjusted based on the cost of living adjustment (CPI) approved by the Board each year. Based on the Classification and Compensation Study in aggregate, those salaries were about on par. There were, however, some positions that were underpaid or under classified and modified with the approval of the study with implementation as recommended by the GM. The assistant engineer's primary changes were increasing the salary and reclassifying the Land Manager with the Additional duties he was fulfilling as the Assistant General Manager. The related salary adjustments used the existing raise pool approved by the Board.

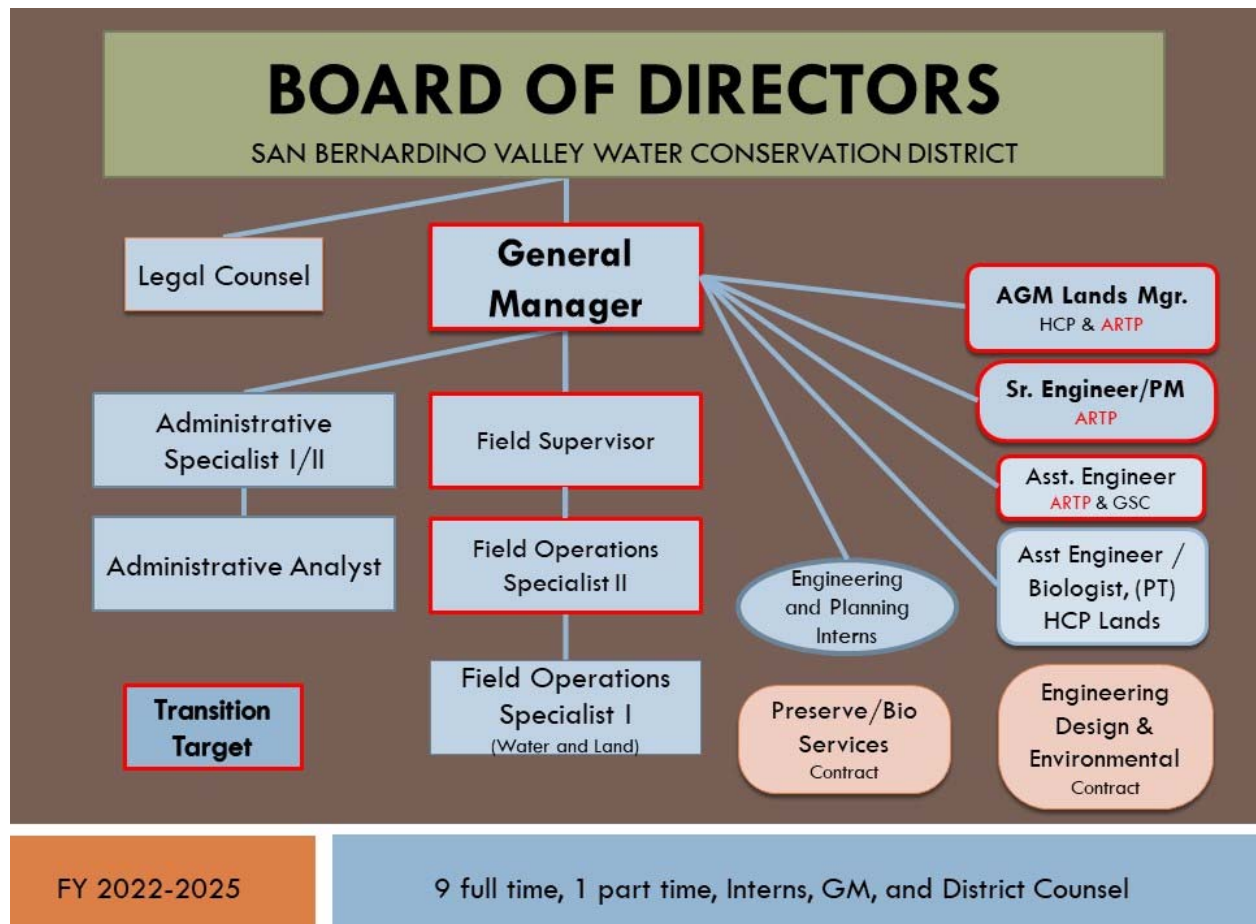
Future Staffing and Succession

The following sections provide projected staffing for the future expected operations of the District and likely mission needs. The sections below also offer recommendations for successful succession planning.

2022-2025 Staff Planning

It is not easy to forecast staffing needs more than a few years into the future. For the 2022-2025 time frame, existing efforts will be fully implemented possibly expand. These changes to longer-range staffing would only be if Board priorities continue in a similar manner and existing programs continue. Likely projects and efforts believed to increase staffing needs include the list below:

- Wash Plan full implementation and operations by 2022 and potentially additional support needed for biology and monitoring and expected as a full-time position with formal trails
- Use part-time, intern type positions for off-hours staff for open space monitoring
- ARTP will be in design and likely construction/implementation, and additional support via contract or staffing may be needed.



Staffing for the future is likely to be implemented as a combination of District staff, contractors, other agency staff, and interns. Some elements of the Board's Strategic Plan and Priorities increase staffing and contract needs. Other legislative and operational issues require additional work as well. As the

transition plan described in the next section, some duplication and overlap may help train and prepare staff for future assignments and positions in the District. The exact works proposed are based on existing staffing and expected skills and the expected level of effort needed; it is possible that as staffing changes, some positions may be merged or split to best use the skills of staff available. Contractors and contract staff will be used when the need is short-term or not critical to the District's long-term interests.

Transition and Succession

One of the most important considerations in government is the smooth transition in governance. Staffing in small organizations is critical, and critical positions are even further in need of a carefully planned transition.

Succession Planning

Successful organizations are as focused on their current staff as they are on developing the replacements for their critical staff members. This situation can be challenging for small organizations due to limited staff duplication and limits to the District's promotion opportunities. However, several possibilities exist to improve the likelihood of staff training to replace staff that departs the District. Attachment A shows the current succession planning status with staffing areas that do not have ready replacements. Attachment B provides a chart of staff positions in a short and longer-term transition matrix.

Field Operations Specialists

Due to the specialized nature of the work field, the staff is essentially apprenticed to the District skill needs when they begin working. No general formal training program readies them for job duties. General construction, earthworks, habitat and land management, and hydraulics are practical backgrounds and skills. Most information is learned on the job and through experience. Where possible entry-level technicians are hired well in advance of any staff departure to ensure continuity, license and certification may be needed in areas such as herbicide application. Also, supervisor staff should be available, potentially after departure, to provide advice and guidance for District staff, especially if they cannot fully train a replacement.

Administration

Within the office, opportunities for training and advancement are limited. However, the Admin Specialist and Admin Analyst are competent and have been encouraged to learn all tasks that the previous Administrative Manager had performed, including taking notes and preparing agendas for the Board of Directors. Financial capacity and support have been significantly expanded with existing staff. New staff would likely take some time to have equivalent skills.

Engineering and Project Support

Limited opportunities to train staff are currently available in the District; however, interns, engineering consultants, GIS Consultants, and others working on District plans and reports are encouraged and time budgeted to cross-train and provide staff to the District for the future. Additionally, many staff from the District have found employment at area local agencies. The engineering staff currently supports the GC, and the Senior Engineer/PM is likely to continue to do so. Intern staff are an excellent resource utilized to the maximum extent possible. The Assistant Engineer position has a career track with and mentorship opportunities with a Senior Engineer/PM hiring. This process is expected to provide longevity and encourage deep knowledge of the mission and facilities.

Land Resources and Habitat Management

In 2014 the District added a Land Resources Manager to help with HCP planning and permitting. This position has proved to be integral to the effort of the District. In the summer of 2019, the assistant general manager (AGM) position was identified in recognition of the work done by the incumbent.

Recruitment provided another excellent employee for the District to carry on the projects and efforts for the Wash Plan, Conservation Trust, and Endowment efforts for management. The AGM position can fill in for the General Manager as needed

General Manager

In a Short-term transition for the absence or retirement of the General Manager, the AGM/Land Resources Manager can be filled as she has become experienced and knowledgeable and able to fill the position. Longer-term transition is influenced both by the District's evolution and the issues and concerns of the Board. The likely long-term succession for the General Manager is from the Lands Manager/AGM or external recruitment.

Implementation of the Plan

Implementation of this Succession and Staffing Plan is primarily the General Manager's responsibility with oversight from the Finance and Administrative Committee and the Board of Directors. The General Manager has worked to fill positions with staff who can fill vacancies and move the District forward. The General Manager is charged with completing the implementation of the Plan cost-effectively within the existing approved budget with succession in mind.

Implementation of the Plan related to the transition and replacement of the General Manager is the Board of Directors' primary responsibility. Significant efforts have led to high functioning relationships with the District's Partners. The Board should be mindful of this investment and developed trust as they fill the General Manager's future position.

Attachment A - Succession and Staffing Planning Status

Position Title	Incumbent Name	Retirement Status	Criticality	Number of Staff Ready Now	Number of Existing Staff Ready in 1-2 Years	Succession Planning Priorities
General Manager	Daniel Cozad	A	1	1	1	1
Land Resources Mgr./AGM	Betsy Miller	D	1	0	0	3
Administrative Specialist	Athena Lokelani	D	2	1	1	3
Administrative Analyst	Angie Quiroga	C	2	1	1	3
Field Supervisor	Manual Colunga	B	1	1	1	2
Field Operations Specialist	Tommy Purvis	D	3	0	1	3
Field Operations Specialist New	Mike Guizar	D	3	0	0	3
Assistant Engineer	Katelyn Scholte	D	3	0	0	3
Senior Engineer/PM	Erwin Fogerson	B	1	0	1	2
Interns		NA	3	0	Varies	3

Retirement Status:

- A: Retirement likely within 1-2 years
- B: Retirement possible to likely within 3 years
- C: Retirement eligible within 5 years
- D: Retirement >5 years

Criticality:

- 1: Critical - Must "hit the ground running"
- 2: Very Important - Fully functional within six months
- 3: Important – a Longer opportunity for learning

Attachment B – Transition and Succession Matrix

Position	Description	Transition Role	Succession Plan Implementation	
			Short Term	Long Term
Field Supervisor	Responsible for all Field actions/management of field operations and staff	Add responsibility and authority for lands and water	Internally fill with Sr. Field Tech	Internal Promotion
Field Technician /Sr.	Fully capable field staff to fill in for supervisor and all field tasks	Continued learning to be able to take on new land efforts and succession	Short term succession is internal from promotion with training	Internal Promotion from Field Tech 1
Administrative Specialist I/II and Administrative Analyst	Responsible for financial and administrative operations of the District	Additional contract and agreement management for Wash Plan and GSC efforts	Two positions are maintained for this position providing some ability to support all needs with additional temporary staffing	Replacement for retirement or departure would require external hiring and training
Land Resources Manager/AGM	Responsible for Land Management, Mining, and Wash Plan permit coordination as well as the implementation of the Wash Plan	Transition from development and permitting to operations and support expanded role in Wash Plan and Trust	Advance hire to fill the position or General Manager would have to fill in the short term with support from internal and external staff or contracts	Likely external
Sr. Engineer/ Project Manager	Responsible for Active Recharge Transfer Projects and CIP projects engineering and construction	Train and develop assistant engineer to be able to take Sr. Engineer role and responsibilities	Land Resources Manager or Assistant Engineer with support of General Manager	Assistant Engineer development or external hire
General Manager	Responsible to the Board of Directors for Leadership and Management of the District	Lead transition provide needed resources and support via budget and partnerships	Land Resources Manager/AGM or External recruitment	Land Resources Manager or External Recruitment

Attachment C – Position Descriptions



Succession and Transition

Board of Directors Workshop Materials

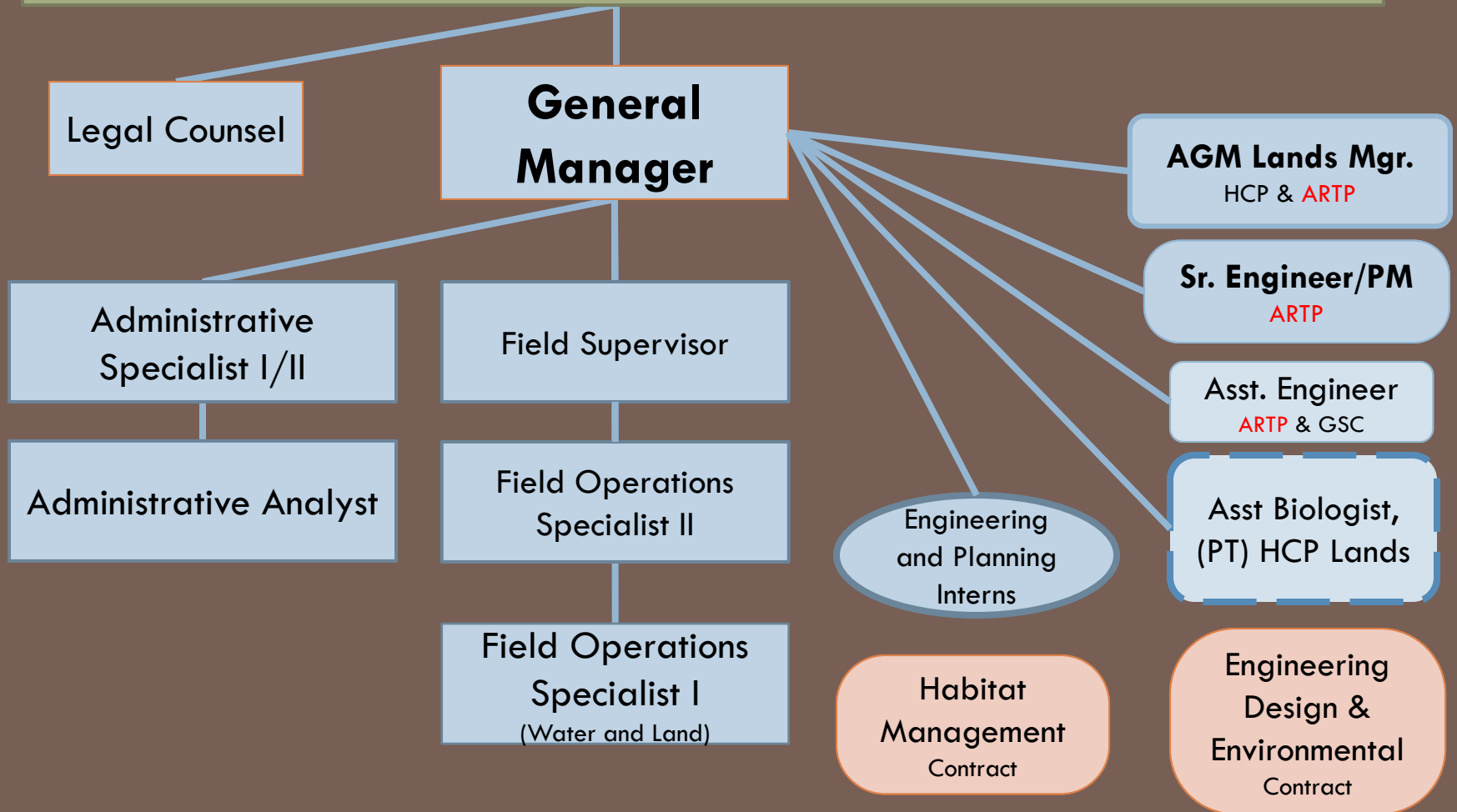
Agenda



- Background/Existing Staffing and Succession Plan
- 2022 Expected Transitions
- Internal vs External Recruitment
- Budgetary impacts
- Board Actions and Timing

BOARD OF DIRECTORS

SAN BERNARDINO VALLEY WATER CONSERVATION DISTRICT

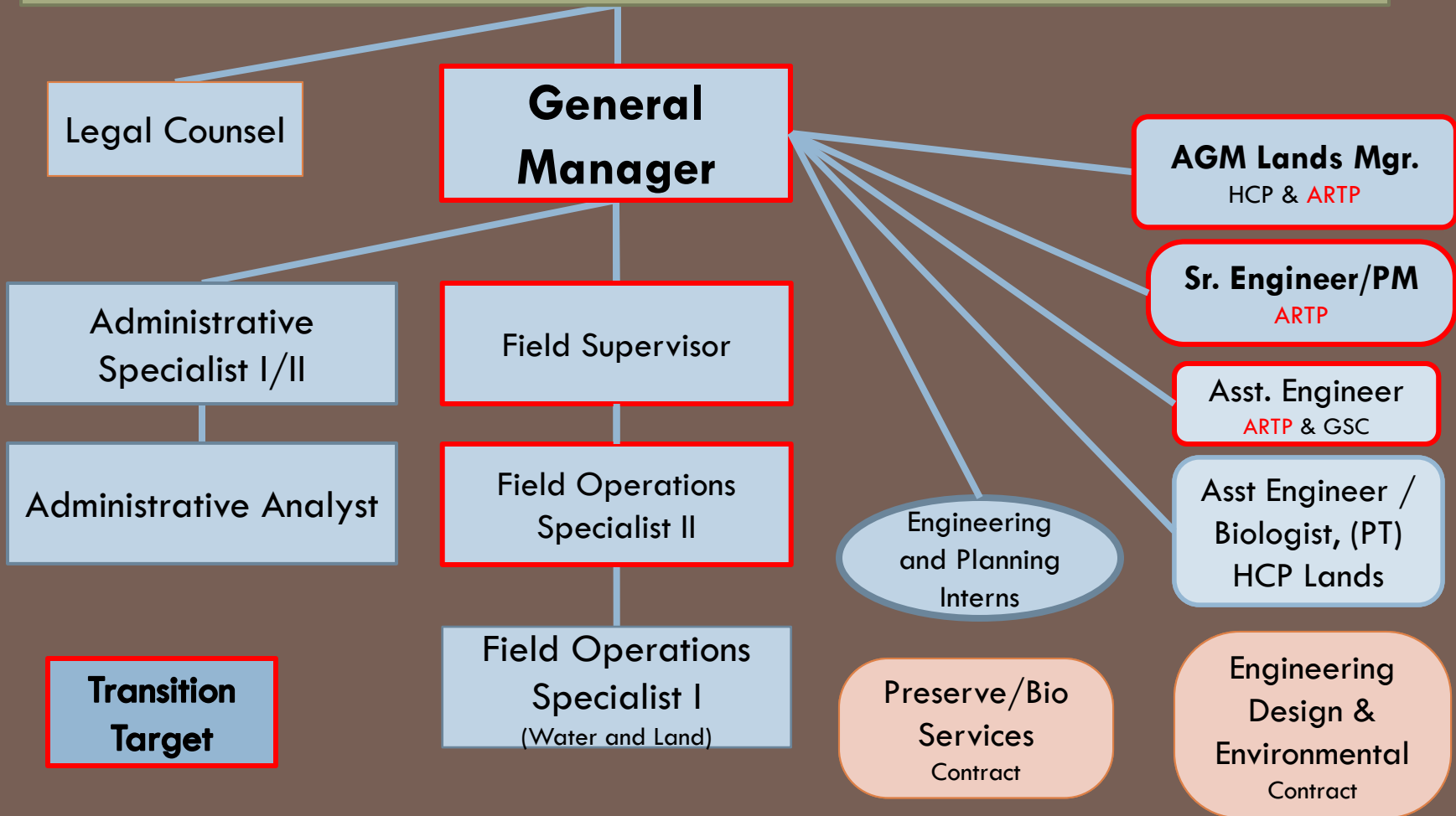


FY 2021-2022

8 full time, 1 part time, Interns, GM, and District Counsel

BOARD OF DIRECTORS

SAN BERNARDINO VALLEY WATER CONSERVATION DISTRICT



FY 2022-2025

9 full time, 1 part time, Interns, GM, and District Counsel

Transitions are critical points

- Organization success is dependent on good transitions and avoiding the dangers
 - ▣ Vulnerability
 - ▣ Uncertainty
 - ▣ Delay
- Highly effective and well governed organizations plan and manage transitions
- Organizations that do not signal they are in distress or poorly managed
- Poor transitions create organizational chaos

Internal Promotion vs Recruitment

Internal Pros

- ❑ Continuity
- ❑ Continue culture
- ❑ Minimal delay
- ❑ Reduced vulnerability
- ❑ Low uncertainty
- ❑ Lower cost

Internal Cons

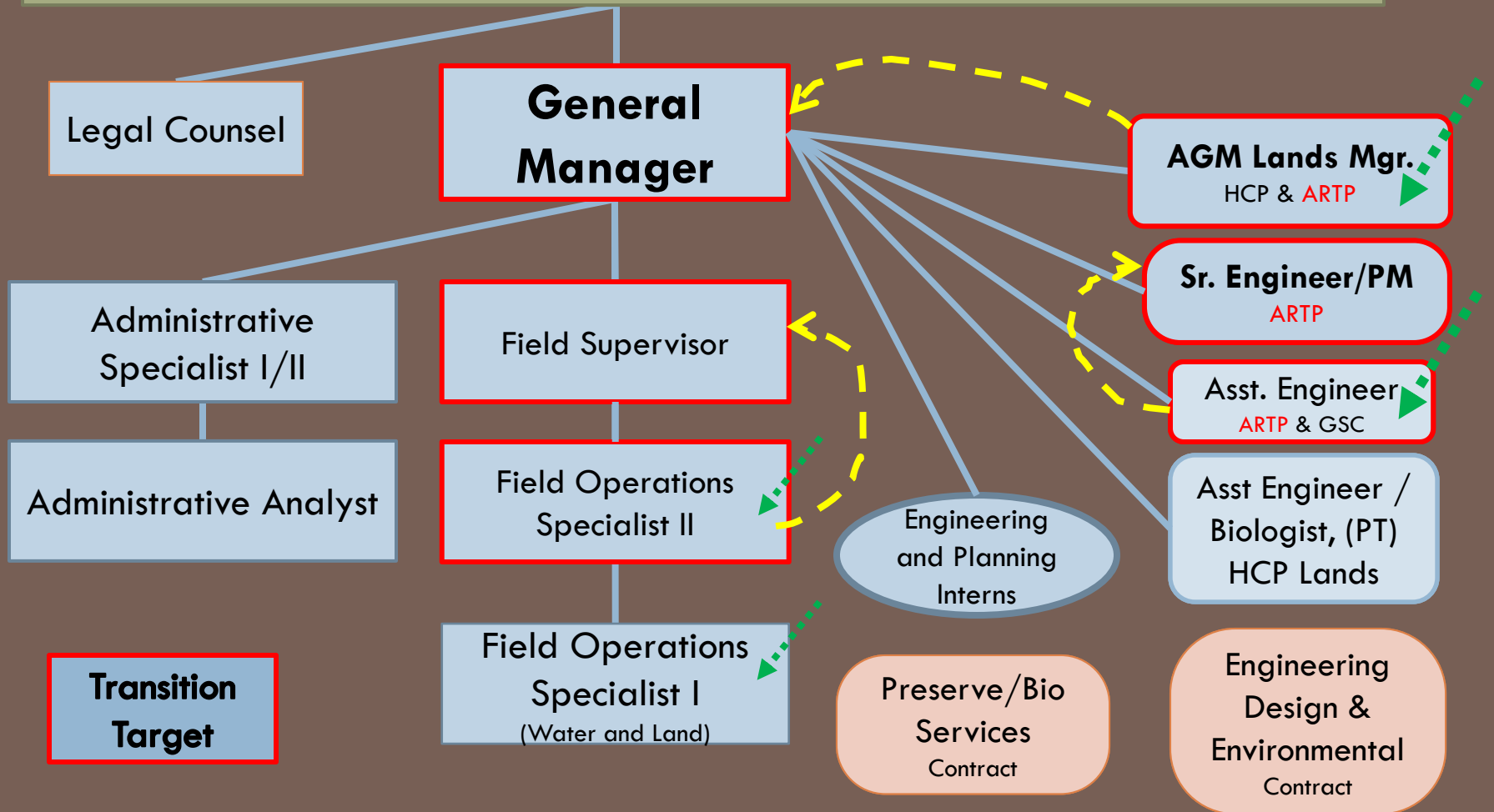
- ❑ Limits choices
- ❑ Limits “fresh eyes”
- ❑ Limits radical change
- ❑ Creates another position to fill in the organization at a lower level

Attachment B Narrative Transition and Succession Matrix -2021-2022

Position	Description	Transition Role	Succession Plan Implementation	
			Short Term	Long Term
Field Supervisor	Responsible for all Field actions/management of field operations and staff	Retirement in 2-3 yrs		Internally fill with Sr. Field Tech
Field Technician /Sr.	Fully capable field staff to fill in for supervisor and all field tasks	Continued learning to be able to take on new land efforts and succession	Short term succession is internal from promotion with training	Internal Promotion from Field Tech 1 or recruit
General Manager	Responsible to the Board of Directors for Leadership and Management of the District	Retire in 2022	Land Resources Manager or Sr. Engineer/Project Manager or External recruitment	Land Resources Manager promotion
Land Resources Manager/AGM	Responsible for Land Management, Mining, Wash Plan Permits and implementation	Continued preparation for GM position	Advance hire to fill position or support from internal and external staff or contracts	External recruitment needed with potential change in position
Sr. Engineer/ Project Manager	Responsible for Active Recharge Transfer Projects and CIP projects engineering and construction	Transition to part time in March 2022		Promote Assistant Engineer with PT support and development
Assistant Engineer	Responsible for CIP and ARTP support and GW Council and support for field engineering needs.	Continued Training with Sr. Engineer	Support with interns and contract engineering	External recruitment needed with potential change in position

BOARD OF DIRECTORS

SAN BERNARDINO VALLEY WATER CONSERVATION DISTRICT



FY 2022-2025

9 full time, 1 part time, Interns, GM, and District Counsel

Budget Impacts of Transitions

- Ad Hoc Committee recommended assessment of all changes on the 2022 budget
- Changes without additional positions result in net projected savings of \$8,000 including temporary costs.
- Ad Hoc committee asked for preliminary evaluation to expand engineering capacity if need
- Projected changes can be made with additional assistant engineer or engineering tech within the existing 2022 budget
- Initial scenarios are shown in the attached tables

Estimated 2022 Budget impacts without position changes or new positions

	Current	Post	Delta
Current GM	\$297,000	\$0	-\$297,000
New GM	\$0	\$245,000	\$245,000
New LRM/AGM	\$212,000	\$184,350	-\$27,650
Current Sr. Eng	\$172,000	\$86,000	-\$86,000
New Sr. Eng	\$80,000	\$135,000	\$55,000
New Assist Eng	\$0	\$72,000	\$72,000
			\$0
Total	\$761,000	\$722,350	-\$38,650
Temporary costs			
New LRM/AGM	2 months prehire		\$30,725
Savings All Changes			\$7,925

Estimated 2022 Budget impacts with added engineering and revised positions

	Current	Post	Delta
Current GM	\$297,000	\$0	-\$297,000
New GM	\$0	\$245,000	\$245,000
New LRM/Bio*	\$212,000	\$140,000	-\$72,000
Current Sr. Eng	\$165,000	\$82,500	-\$82,500
New Dst. Eng/Sr.*	\$80,000	\$130,000	\$50,000
New Assist Eng.	\$0	\$72,000	\$72,000
Add Assist Eng./Tech.	\$0	\$72,000	\$72,000
Total	\$754,000	\$741,500	-\$12,500
Temporary costs			
New LRM/Bio*	2 months prehire		\$23,333
Total All Changes			\$10,833
Remaining Salary 2022			\$12,000
Under Salary Budget			\$1,167

* *Revised Position*

Ad Hoc Recommendations

- Staff to conduct a Board Workshop in October
 - ▣ Present background, analysis and options
 - ▣ Provide information on budgetary and other impacts
 - ▣ If consensus exists finalize planning and begin transition preparation steps
- Bring separate decisions to the Board for approval
 - ▣ Consider revised/additional positions – fall 2021
 - ▣ Part time (temporary) Retired Annuitant – spring 2022
 - ▣ General Manager Employment 2022