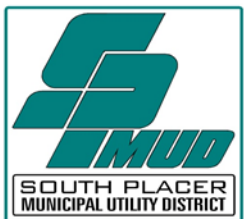


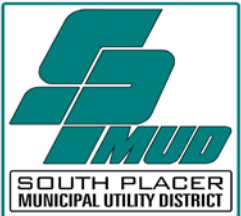
SOUTH PLACER MUNICIPAL UTILITY DISTRICT

SUCCESSION PLANNING

MAY 2019



Job Title	Years w/District	Eligible to retire 2019?	Eligible to retire 2024?	High Priority (Field Sups and Lead workers)	High Priority (Managers)	Vested in CalPERS
Administrative Services Asst I						
Administrative Services Asst II	9	x	x			Yes
Administrative Services Asst II						
Administrative Services Asst III	6					Yes
Administrative Services Mgr	7		x		x	Yes
Assistant Superintendent						
Associate Engineer	4.5					Yes
District Engineer	4				x	No
Engineering Tech. I						
Engineering Tech. II	4					No
Field Supervisor	29		x	x		Yes
Field Supervisor	18.5			x		Yes
General Manager	4	x	x		x	Yes
Inspector I	14	x	x			Yes
Inspector II	22		x			Yes
Inspector II	9					Yes
Lead Worker	21		x	x		Yes
Lead Worker	17		x	x		Yes
Lead Worker	11	x	x	x		Yes
Maint. Worker II/Inspector	6					Yes
Maintenance Worker I	0.3					No
Maintenance Worker I	0.2					No
Maintenance Worker I	2					No
Maintenance Worker I	2					No
Maintenance Worker I	2					No
Maintenance Worker I	3					No
Maintenance Worker II	16					Yes
Maintenance Worker II	15	x	x			Yes
Maintenance Worker II	10	x	x			Yes
Maintenance Worker II	5					Yes
Maintenance Worker II	5					Yes
Superintendent	33	x	x		x	Yes



SUCCESSION PLANNING INVOLVES:

- UNDERSTANDING THE ORGANIZATION'S LONG-TERM GOALS AND OBJECTIVES.
- IDENTIFYING THE HIGH-POTENTIAL CANDIDATES AND THEIR RESPECTIVE DEVELOPMENTAL NEEDS.
- DETERMINING WORKFORCE TRENDS AND PREDICTIONS.

SUCCESSION PLANNING IS IMPORTANT

- THE NEED TO ENSURE A RELIABLE, WELL TRAINED WORK FORCE WILL BECOME MORE AND MORE OF A CHALLENGE.
- PLANNING IS NEEDED TO AVOID EXTENDED AND COSTLY VACANCIES IN KEY POSITIONS AND ENSURE THE STABILITY OF BUSINESS OPERATIONS.
- PLANNING ALSO PROVIDES MEANINGFUL DEVELOPMENTAL OPPORTUNITIES FOR BOTH THE ORGANIZATION AND ITS EMPLOYEES AS IT TARGETS KEY LEADERSHIP POSITIONS AT VARYING LEVELS.
- IT ALSO PROVIDES FOR THE DEVELOPMENT OF A DIVERSE WORKFORCE BY ENABLING DECISION-MAKERS TO LOOK AT THE FUTURE MAKEUP OF THE ORGANIZATION AS A WHOLE.

MISSION CRITICAL POSITIONS:

- LEAD WORKER
- FIELD SUPERVISOR
- ADMINISTRATIVE SERVICES MANAGER
- SUPERINTENDENT
- DISTRICT ENGINEER
- GENERAL MANAGER



KNOWLEDGE TRANSFER

- CREATE TRAINING PROGRAMS THAT PREPARE CURRENT EMPLOYEES FOR PROMOTION THROUGH TECHNICAL AND LEADERSHIP TRAINING.
- ENCOURAGE EMPLOYEES TO TAKE ADVANTAGE OF OPPORTUNITIES TO ADVANCE THEIR EDUCATION.
- CREATE OPPORTUNITIES FOR EMPLOYEES TO GAIN EXPERIENCE THROUGH MORE CHALLENGING ASSIGNMENTS.
- CROSS-TRAIN EMPLOYEES IN CRITICAL SKILLS AND GIVE THEM EXPERIENCE BY ROTATING WORK OR MAKING TEMPORARY ASSIGNMENTS
- CAPTURE KNOWLEDGE OF EXPERIENCED EMPLOYEES AND DESIGN A TRAINING PROGRAM TO TRANSFER KNOWLEDGE.
- BE READY TO RECRUIT. UPDATE RECRUITMENT MATERIALS. KNOW WHAT KNOWLEDGE, SKILLS AND ABILITIES YOU NEED IN NEW HIRES. PREPARE EFFECTIVE TESTING MATERIALS.
- DOCUMENT AND TEST WORK PROCESS THROUGH STANDARD OPERATING PROCEDURES, PROCESS MAPS, DESK MANUALS, ETC.



KNOWLEDGE MATRICES

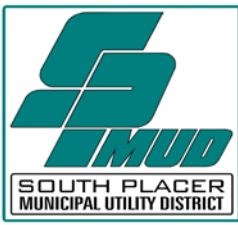
RATING OF POTENTIAL KNOWLEDGE LOSS

- 0 = KNOWLEDGE LOSS
- 1 = HIGH RISK OF LOSS
- 2 = INTERMEDIATE RISK OF LOSS
- 3 = LOW/NO RISK OF LOSS

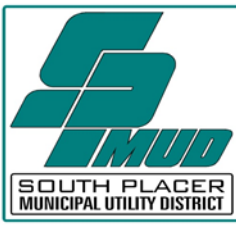
KNOWLEDGE RETENTION STRATEGIES

- **CROSS-TRAIN/MENTORING** = PERSON CURRENTLY IN POSITION IS PROVIDING ON-THE-JOB TRAINING/MENTORING TO POTENTIAL SUCCESSOR(S).
- **TRAINING/EDUCATION** = INTERNAL TRAINING PROGRAMS EXIST (OR STAFF RECEIVE EDUCATIONAL OPPORTUNITIES) THAT PROVIDE KNOWLEDGE/SKILL FOR POTENTIAL SUCCESSOR(S).
- **DOCUMENTED PROGRAMS** = THE DISTRICT HAS DOCUMENTED PROGRAMS THAT OUTLINE THE APPLICATION OF THE GIVEN KNOWLEDGE/SKILL.
- **SOPS** = THE DISTRICT HAS WRITTEN STANDARD OPERATING PROCEDURES TO IMPLEMENT THE GIVEN KNOWLEDGE/SKILL.

General Manager



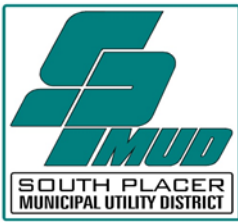
Required Knowledge and Skills						Notes
	Protect Against Loss (Total)	Cross-Train/Mentoring	Training Program	Documented programs	SOPs	
Bachelors Degree and Experience		NA	NA	NA	NA	
Knowledge of the MUD Act	1.67	2	1	2	NA	Mentoring currently in process; MUD Act published
Knowledge of the Government Code	1.67	2	1	2	NA	Mentoring currently in process; GC published
Knowledge of General Operations, Administration, Finance, Engineering, and Information Technology associated with the provision of utility service	1.75	2	1	2	2	Mentoring in process; SOPs covering most areas published
Contract administration and negotiation	1.50	2	1	NA	NA	Mentoring; need formal training
Strategic planning and development	2.00	2	1	3	NA	Mentoring; Well established process
Public utility service financing	1.00	1	1	NA	NA	Mentoring
Preparation of budget reports, annual report, and annual financial statements	1.75	2	2	2	1	Mentoring; Well established process
Principals of Leadership and Management	1.33	2	2	0	NA	Mentoring
SPMUD Civil Service System, negotiating the Memorandums of Understanding (MOU)	1.67	1	1	3	NA	Mentoring; Well established process
Communications and Media	1.67	2	1	2	NA	Mentoring; Well established process
Asset management	1.00	1	1	1	1	New program. Add documentation and develop SOPs.
Ability to apply performance measurement & management	1.67	2	1	2	NA	Mentoring; Well established process
Contract negotiations and experience in California utilities, regional boards and other government agencies.	1.00	1	1	1	1	Mentoring
Board of Director Management	1.33	2	1	1	NA	Mentoring; Well established process



District Engineer

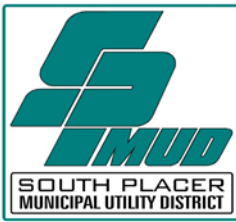
	Protect Against Loss (Avg)	Cross-Train / Mentoring	Training / Education	Documented programs	SOPs	Notes
Required Knowledge and Skills						
Engineering /math principles		NA	NA	NA	NA	P.E. is required for position. Assumed knowledge and skills.
Standards and Specifications for sewer	2.33	2	2	3	NA	Create a training program to educate on District Standards
Principles of O&M	2.00	2	2	2	2	Lots of exposure to O&M. CWEA certification required.
Manage construction projects	1.25	1	3	1	0	Assign others to manage projects. Develop SOPs.
Contract administration and negotiation	1.00	1	2	0	1	Periodic outside training is available. Document processes.
Inspection of sewer systems	2.50	3	2	3	2	Well defined and established inspection program.
Improvement plan designs	1.75	3	3	1	0	Create SOPs for plan review.
System Evaluation and Capacity Assurance	1.00	1	2	1	0	Assumptions in SECAP report. Document processes to model.
Management principles	1.33	2	2	0	NA	OWP "Managing for Success" training course.
Safe work practices	1.75	2	2	2	1	Established safety program.
Information Technology	1.00	3	0	0	1	Documentation of network, data backup, power backup.
Asset management	1.00	1	1	1	1	New program. Add documentation and develop SOPs.
Geospatial Information Systems	2.00	3	2	1	2	Staff is certified in GIS and work closely together on GIS.
Rights-of-Way and easements	1.50	2	2	1	1	Need to document procedures to accept, record, and map
Process tenant improvements	1.33	3	NA	1	0	Create SOPs for processing tenant improvements.
Process agency requests for comment	2.67	3	NA	2	3	Document point of contact (person/position) for each agency.

Superintendent

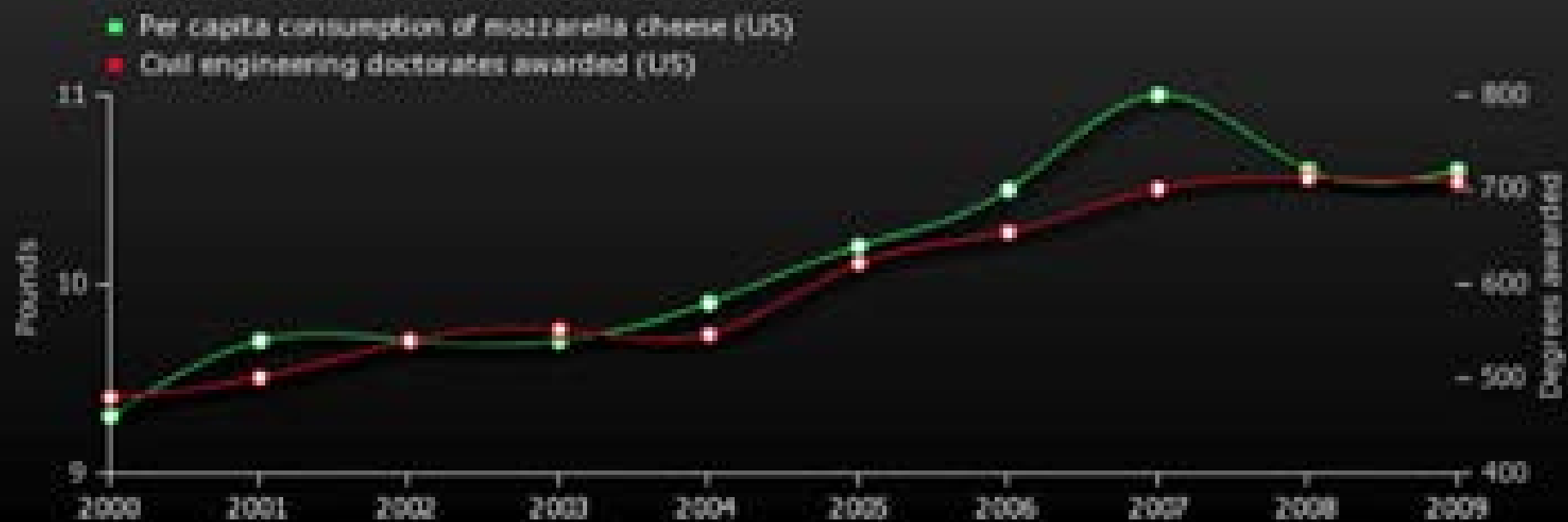


Required Knowledge and Skills	Protect Against Loss (Avg)	Cross-Train / Mentoring	Training / Education	Documented programs	SOPs	Notes
Education and Experience		NA	NA	NA	NA	CWEA Certification; Bachelor's Degree, see job description
Standards and Specifications for sewer	1.25	1	1	3	0	Create a training program to educate on District Standards. Insp/MW position
Principles of O&M and Inspection of sewer systems	2.75	3	2	3	3	Lots of exposure to O&M. CWEA certification and training opportunities
Project Management	0.75	2	1	0	0	Allow others to manage projects. Develop processes and SOPs. OJT
Contract administration and negotiation	0.50	1	0	1	0	Periodic outside training is available. Document processes., Eric is back up
SCADA, Telemetry and Control Systems	1.25	2	1	1	1	Development will come with SCADA Master Plan; Chad and Rod are our most knowledgeable emps.
Knowledge of the WDR and other local, state and federal regulations governing sewer collection systems (F&W, FCC, County Enviro Health, etc.)	1.00	1	1	1	1	SSMP, OERP + Training, Attend State Water Board Workshops, CIWQS Data Review Committee; Data Submitters; Eric is LRO & Data Submitter
Budget Preparation for Field Services Department	1.00	2	1	1	0	Past Budgets, expense reports, understanding of Fund 100, 300, 400, Joanna
Management Principles	0.75	1	1	1	0	Manage For Success OWP, Policy Manual, Employee Manual
Injury and Illness Prevention Programs (IIPP) in conformance with Cal-OSHA requirements	2.50	1	3	3	3	Developing JSA/JHA's, will be auditing safety program Next month
Lucity Computer Maintenance Management Systems	1.25	2	1	1	1	New program. Document processes and develop SOPs. Need Desktop capabilities, Build PMs and Workflow Setup
Fleet Management, including purchasing, maintenance	1.75	3	0	3	1	
Annual Work Plan Development and Execution	1.75	2	1	3	1	This is directly related to the Strategic Plan, Involves Planning, Scheduling to achieve goals
Employee Merit Program	2.25	2	2	3	2	
Employee Wellness Program	2.25	3	1	3	2	Joanna, Stacy for SL use hours,
Purchasing	2.50	3	1	3	3	
CWEA Membership	2.25	3	2	3	1	
Condition Assessment	1.50	2	1	1	2	Staff understands the basics of pipes and manholes, need to develop LS CA plan
Knowledge of Air Board regulations, DOORS, PERP and other Fleet regulations	1.50	1	1	3	1	Need to document processes to accept, record, and map

Administrative Services Mgr



Required Knowledge and Skills	Protect Against Loss (Total)					Notes
	Cross-Train	Training Program	Documented processes	SOPs		
Bachelors Degree & Experience	NA	NA	NA	NA	NA	
Budget preparation/reporting/financial forecasting	1.50	0	0	3	3	Continual enhancement of SOPs use of Tyler Incode for Budget Prep. Templates created for FY planning tools, Budget Workbooks.
Tyler-Incode financial management software for financials/utility billing	2.50	2	2	3	3	High level use of financial and proprietary software. SOPs in place for financials, accounts payables, utility billing, reporting etc.
District records and management of District filing system	1.25	1	2	1	1	Enhance SOPs once archiving system is installed on server, file scanning & retrieval.
General ledger and fixed asset records	1.25	0	1	2	2	Coordination and oversight of GL with District Contract Accountant
Purchasing and inventory control	1.75	1	2	2	2	Tyler Incode SOPs in place for purchase orders/Calcard/policies in place/add info re: State bids/US Communities & DIR reporting.
Managing investment of District funds	1.25	1	1	2	1	Developing SOPs for reporting, access to investment mgmt.
District's Annual Financial Report and Audit	2.00	1	2	3	2	Coordination and oversight of GL with District Contract Accountant & Auditor
CalPERS benefits and OPEB	2.00	1	2	2	3	Ongoing training opportunities with CalPERS.
Human Resources Legal Requirements /Regulations/ Records/ Recruitment/Civil Service Code	1.50	1	2	2	1	Enhance SOPs for processes from posting, interviews, selection, background req./physicals/onboarding
Administrative assistance to the Board of Directors and General Manager	1.75	1	2	2	2	Prepare SOPs for calendaring and processes, attend Board Secretary training update sessions CSDA.
Preparation & Posting of Board Agendas/Materials (BoardPaq & Web)	1.50	1	1	2	2	Enhance SOPs for Board meeting preparations prior to posting to websites
Office methods, procedures, and equipment	3.00	3	3	3	3	Remittance Processor/Scanner/Office technology
Local and State laws and regulations pertaining to bill collection, payment processing and security of customer information	2.00	2	2	2	2	Attend CSDA training, Regular training with Tyler Incode, Software specific training/Legal & Regulatory training, Coordinate with County and State reps.
State and Federal Laws related to EEO, safety, employee working conditions, disability, leave requirements etc.	1.75	1	2	2	2	Attend regular SHRM, SDRMA, EDD, State, CalPERS and CSDA training, Regular training with Tyler Incode, and additional training for State and Federal Laws & Regulations. Enhance SOPs for leave types



Correlation: 99% - Sources: USDA & National Science Foundation | <http://ivg.es.com>