



San Francisco Public Utilities Commission  
Citizens' Advisory Committee  
Wastewater Subcommittee

MEETING MINUTES

Tuesday, March 10, 2026  
5:30 p.m. – 7:00 p.m.  
525 Golden Gate Ave., 3<sup>rd</sup> Floor Tuolumne Conference Room

Members of the public may observe and participate via Zoom virtual conference software.

Zoom meeting recording link:

<https://sfwater.zoom.us/rec/share/aBXETOSUsQNMbo5oPwj13-HfqyAMFT68pVeJscESSBz88vHeVF74ZRh4Y14iLqU.3S5T-X7YVGqQEwUg>

Passcode:

211939

**Mission:** The Wastewater Subcommittee shall review sewage and stormwater collection, treatment, and disposal system replacement, recycling, and other relevant plans, programs, and policies ([Admin. Code Article XV, Sections 5.140 - 5.142](#)).

**Members**

Amy Nagengast, Chair (D8)	Erin Roach (D2)	Andrea Baker (B-Small Business)
Douglas Jacuzzi (D4)	Arthine Cossey van Duyne (B-Environ. Justice)	

**D = District Supervisor appointed, M = Mayoral appointed, B = Board President appointed**

**Staff Liaisons:** Lexus Moncrease and Lupita Garcia  
Staff Email for Public Comment: [cac@sfwater.org](mailto:cac@sfwater.org)

**ORDER OF BUSINESS**

**1. Call to order and roll call at 5:35 pm**

Present (3): Jacuzzi, Roach, Cossey van Duyne  
Absent (2): Nagengast\*, Baker  
Staff/Presenters: Elaine Leeming, Allan Rayo, Josh Green  
\*Chair Nagengast marked present at 6:23 pm

**2. Approve the [January 13, 2026](#), Meeting Minutes**

A motion was made (Roach) and seconded (Cossey van Duyne) to approve the January 13, 2026, Meeting Minutes.

The minutes were approved without objection.

Public Comment: None.

**Daniel Lurie**  
Mayor

**Joshua Arce**  
President

**Stephen E. Leveroni**  
Vice President

**Avni Jamdar**  
Commissioner

**Kate H. Stacy**  
Commissioner

**Meghan Thurlow**  
Commissioner

**Dennis J. Herrera**  
General Manager



**3. Report from the Chair**

- Welcome members, staff, and the public
- [Public Memo re CCSF v. U.S.E.P.A.](#)
- [CCSF v. U.S.E.P.A. Oral Argument Audio](#)
- [U.S. and California take Enforcement action against S.F. for Clean Water Violations](#)

Public Comment: None.

**4. Public Comment: Members of the public may address the Committee on matters that are within the Committee's jurisdiction and are not on today's agenda (2 minutes per speaker)**

Public Comment: None.

**5. [Presentation and Discussion: Wastewater Enterprise Business Plan](#), Elaine T. Leeming, Manager, Business Strategy & Performance Division, SFPUC Wastewater Enterprise**

- Resources: [Wastewater enterprise: Hiring Challenges and Opportunities](#) (presented to Wastewater CAC on March 11, 2025)*

*Presentation:*

- Wastewater Enterprise
- Wastewater Enterprise Business Plan
- Wastewater Enterprise Overview
- Wastewater Enterprise Organizational Chart
- Wastewater Enterprise Goals
- WWE Business Plan

*Discussion:*

- **Member Cossey van Duyne** asked when this was completed.

**Staff Rayo** responded it was completed in September. The goals were finalized in June but the photos, graphics and editing the Business Plan pamphlet took time which was finalized in September.

- **Member Cossey van Duyne** asked if this is considered an internal communication and if the quarterly checks in wait until this is distributed.

**Staff Rayo** responded it is considered an internal communication, and the meetings happen before because there is already a digital version.

**Staff Leeming** further responded that the meetings kicked off in the fall.

- **Member Jacuzzi** commented the picture on the back was funded through the Green Infrastructure (GI) grant because he has seen a similar picture on the SFPUC website and this is an excellent picture.

**Member Roached** commented that all the pictures on the business plan are beautiful and asked what some of the pictures were of.

**Staff Rayo** responded they are Oceanside, Lake Merced, the cover is the Biodigesters Facilities Project (BDFP) at the time the picture was taken, and Headworks where all the eastside wastewater flows into.

- **Member Cossey van Duyne** asked how the priorities for the business plan are identified.

**Staff Rayo** responded this happens in the third step: the objective development workshop where all Subject Matter Experts (SMEs) are identified and have recurring development workshops to work and finalize the priorities. Many of the SMEs are supervisors and they already have an idea of what the issues are.

- **Member Cossey van Duyne** asked if these meetings are internally facilitated or if there is an external party facilitating.

**Staff Rayo** responded he coordinates and facilitates the meetings.

**Member Cossey van Duyne** asked if it is only a set of SMES who can participate in this process.

**Staff Rayo** responded yes.

**Member Cossey van Duyne** asked if there is a process for individuals not identified in this process but may be impacted by these decisions to have their voice heard.

**Staff Rayo** responded not directly but their voices are heard indirectly through SMEs.

- **Member Cossey van Duyne** commented there are a few horizontal topics touching the goals like money and risk and can have great or terrible impacts on being able to meet the stated goals and asked if there is any scenario planning or working exercise to figure out what the criticality of the objectives are.

**Staff Rayo** responded they do not have a scenario plan and have gone through a few iterations of the business plan and had experiences where there are external constraints that won't allow for a process to be completed so that's why this version is pared down.

**Member Cossey van Duyne** commented there are lots of externalities that we have no control over such as funding and climate change and asked how the SFPUC is taking these into consideration and how the organization is prepared to respond to these.

**Staff Leeming** responded this happens in the meetings where SMEs discuss the management of the different key results that are identified, and these are things taken into consideration when planning the next one.

- **Member Cossey van Duyne** asked if at all would they want the San Francisco community to support them through this process.

**Staff Rayo** responded the public is not currently aware of everything Wastewater Enterprise (WWE) does, and this would be something they would like to change. They would like the public to know WWE is forward thinking and being proactive and collaborative as best they can to deal with the externalities and want the public to know about the resources available like the grant programs the SPFUC offers.

**Staff Leeming** further responded it is important the community understands what we do and they ways it improved the processes to make us a better product and neighbor for example there is not as much odor in the neighborhood. This ties

into what Staff Green in conjunction with the Communications team does like outreach on the public tours which have restarted since the pandemic and construction projects. There are also tours for staff to make sure they understand all processes.

**Staff Green** further responded that the tours were well received last year and are going to have another set of tours this dry season which runs from May through October.

- **Member Jacuzzi** commented that the graphic presented is specifically circular and asked what would be considered overlap and when does step 1 start to happen in anticipation of the next round of goal planning.

**Staff Rayo** responded that the goal area is chosen in December of the second fiscal year so for example if the fiscal year ends June 2027, so 7 months before the end of a 24-month plan. In January, the SMEs are identified for example, for the next plan Workforce Planning will be selected and the goal sponsor and objective coordinators will be selected, and those individuals will be Elaine, Angela, Josh, and Michael and if Elaine had someone working on hiring then they get brought on. From February to April (five to three months before the start of a fiscal year), objective development workshops are scheduled 3-4 weeks apart where the first one is though all ideas on the table and by the end of the end of the meetings, are wordsmithing the goals. From April to June (three to one month[s] before the start of the fiscal year) photos for the business plan are selected, reflections on the previous year's goals are written by the SMEs. During this time, the business plans overlap in stages 4 and 5.

**Staff Leeming** further responded that stages 4 and 5 are 75% of the two-year business plan and stages 1,2, and 3 are 7 months before the business plan ends.

- **Member Roach** commented safety, workforce planning, asset, long-term planning sound broad and asked what does not make it.

**Staff Leeming** responded she will need to look back because it has been evolving but the goals have been similar for the past three plans.

**Staff Rayo** further responded that the first plan was more complex and was 60 pages and since then, Assistant General Manager (AGM) Joel Prather has been AGM for a few years, Staff Leeming has been key to this plan and Staff Rayo has had a few years to streamline the process.

- **Member Cossey van Duyne** asked if these boil down to Key Performance Indicators (KPI) for everyone in the organization.

**Staff Rayo** responded that KPIs were mentioned at the beginning, but these are high-level goals that will affect everyone which is why it was shared. For example, safety is one everyone should be interested in and is affected because high level, we do not want anyone to get hurt and we have the safety mechanisms such as training and safety gear, and employees also need to take awareness and accountability in achieving the goals.

**Staff Leeming** further responded to get down to the next level of each objective, part of the objective is coming up with key results which are the pieces they need to do and as we are making progress, these are part of the report our which is how staff are learning more.

**Staff Green** further responded there is a story in “The Collector” coming out next month about work-related injury rates which are down 3 years in a row.

- **Member Cossey van Duyne** commented that she can see how this applies beyond physical safety and can include cyber-safety and asked how this team interacts with the external communications team to share examples externally that humanize and demonstrate the effort in organizing to be the best possible version and demonstrate values.

**Staff Green** responded he is the only internal communications person who works for Wastewater itself, and he is in constant contact with communication staff in External Affairs, specifically Jake and Idil who are wastewater liaisons and one of Staff Green’s personal objectives is to get more public awareness of Wastewater to showcase its essential functions at the agency.

**Member Cossey van Duyne** asked if external communications have an editorial calendar.

**Staff Green** responded yes, and he works on internal communications specific to wastewater and Idil and Jake work more on highlighting Wastewater agency wide and there is not much overlap but there is opportunity for more collaboration.

**Member Cossey van Duyne** commented she is looking at this from an environmental justice lens and many of the agency’s employees are also San Francisco residents who are ambassadors for the agency, and this is an opportunity for employees to be proud of the work they do and telling friends and neighbors and humanizes the agency.

**Staff Green** responded this is a great point and hopes he is achieving this through “The Collector” and the tours because before he was brought on, there was not an opportunity for Wastewater employees who did not work at the plant to tour the facility and now they are able to sign up with him and go during the summer.

**Staff Leeming** further responded the agency has done regular employee surveys and the percentage of staff proud to work at the agency has gone up.

**Member Cossey van Duyne** commented that this is interesting since employee satisfaction is not a goal that is stated.

**Staff Leeming** responded with some of the areas of engagement feed into the goals listed.

- **Member Jacuzzi** asked where in the 5-step process is the Commission engaged.

**Staff Leeming** responded they do not engage with the Commission however, this is tied into budget and the 10-year Capital Improvement Plan which both of those are shared with the Commission.

- **Member Jacuzzi** commented the staffing goal states there is an increase in recruiters but does not explain the recruiters process and asked how Wastewater is doing on staffing and if operations are going great but there are still a high number of vacancies has Wastewater thought of eliminating positions.

**Staff Leeming** responded staffing is a complicated area and the business plan does call out particular roles Wastewater wants to hire and there is a particular goal in the plan that discusses the topic of a previous presentation given to the CAC about wanting to have a program where it would give Wastewater the opportunity to tap into a bigger pool of candidates to hire for stationary engineers. This project is called out in Objective 1 and this process is still ongoing. This time last year, we were in the middle of a stricter hiring freeze where we were able to fill some positions, but the process was very slow because every request needed to be approved internally, then by the Department of Human Resources (DHR) then the Mayor's Office. Service Critical positions can get through more easily. The agency took a big hit on staffing during the pandemic and have not caught up by the time the hiring freeze took place so there are still vacancies.

**Member Jacuzzi** asked if service critical positions are staff working on the field or if they are managers.

**Staff Leeming** responded some managers supervise crews who operate and maintain the sewer system and some service critical positions are found in regulatory division within Wastewater.

**Member Jacuzzi** asked with the shortfall in staff, how efficiency is evaluated.

**Staff Leeming** responded she cannot evaluate every single area, but people are getting the job done, and sometimes it takes overtime, however not every employee is eligible for overtime and there are some staff members doing the tasks for two roles. Wastewater is facing lots of retirements which are going to impact staffing and there is a constant battle trying to rebuild the intuitional and operational knowledge. We can run statistical reports to estimate retirement based on number of years of service and age and try to factor this into the hiring plan. There is a running job announcement to try to fill these positions with the best qualified candidate.

**Member Jacuzzi** commented that this is good to see highlighted as one of the primary goals.

- **Member Cossey van Duyne** commented there is a workforce development plan that reaches the San Francisco Unified School District (SFUSD) and asked if there is ever a plan to create a pipeline that SFPUC can hire from within San Francisco such as stationary engineers.

**Staff Leeming** responded there are community and intern-based programs that SFPUC uses to bring people to learn but for the operator positions that SFPUC hires, there are minimum qualifications (MQ)s that candidates need to meet and SFPUC is in the process of trying to broaden those MQs. SFPUC does participate in certain apprenticeship programs such as the Stationary Engineer Apprenticeship run by Local 39 Union. The union has recently brought this program back and SFPUC hired their first cohort of apprentices last January. On the Electronic Instrumentation positions, SFPUC had a partnership with City College, but it did not work as well as they had hoped with the training they were receiving in class compared to the training students received at Los Medanos Community College.

- **Chair Nagengast** asked what the high-level trends from the past 10 years are.
- **Staff Leeming** responded she does not go that far with the business plan. Overtime it has been streamlined, and the trend is to continue to streamline it to pair down the goal areas to see what is able to be accomplished in two years.

**Staff Rayo** further responded that learning has been at a big level where some goals have stayed for a few iterations of the business plan and have learned how to modify it to make it more achievable.

- **Chair Nagengast** commented it would be helpful to capture the change in focus areas historically because it would help create institutional knowledge among staff and asked if there is movement to make the objectives more quantifiable

**Staff Leeming** responded the quantitative aspect is thought the Key Results which tend to be more specific.

- **Chair Nagengast** asked if there is a retrospective view.

**Staff Rayo** responded yes there is a retrospective report included in the plan and there is a goal tracker that has the data but is not included in the plan.

**Chair Nagengast** commented that if this data is already available it would be great to incorporate it.

**Member Roach** commented this would also support Communications since the impact goes to pride.

Public Comment: None.

#### 6. [Future Agenda Items and Resolutions](#)

- Adopted Resolutions for Follow Up
  - Resolution in Support of SFPUC Class A Biosolids Local Distribution Program [adopted August 21, 2018](#)
  - Resolution in Support of Equitable Green Infrastructure Implementation throughout the Southeast Sector of San Francisco and throughout the City adopted on [June 20, 2017](#)
  - Resolution Urging SFPUC Commission to Initiate Planning and Environmental Review for Building a New Community Center at Third and Evans and to Direct Staff to Develop an Interim Greenhouse Environmental and Workforce Development Program adopted on [October 18, 2016](#).
  - Resolution Supporting the SFPUC to Conduct Robust Community Engagement to Determine the Community's Preference for Remodeling Southeast Community Facility at 1800 Oakdale or Building a New Community Center at 1550 Evans adopted on [January 19, 2016](#)

Public Comment: None.

#### 7. **Announcements/Comments Visit [sfpuc.gov/cac](http://sfpuc.gov/cac) for final confirmation of the next meeting date.**

Public Comment: None.

#### 8. **Adjournment at 7:11 pm**

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