

Omar Arias-Montez, President
John Carapiet, Vice President
Tod Moody, Secretary

Catharine Benediktsson, Director
Richard Snyder, Director

**NOTICE AND AGENDA
Regular Board Meeting
at Sanitary District No. 5 of Marin County
Thursday, April 17th, 2025**

5:00 P.M. REGULAR BOARD MEETING

Teleconference Location:

Director Richard Snyder 10 Pomander Walk Belvedere CA 94920	Director Catherine Benediktsson 2352 Mar East Street Tiburon CA 94920
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PURSUANT TO THE RALPH M. BROWN ACT, ALL VOTES SHALL BE BY ROLL CALL DUE TO DIRECTOR SNYDER TELECONFERENCE FROM 10 Pomander Walk Belvedere CA 94920 & DIRECTOR BENEDIKTSSON FROM 2352 Mar East Street Tiburon CA 94920

ROLL CALL:

PUBLIC COMMENTS: The public is invited to address the Board on items that do not appear on the agenda and are within the subject matter jurisdiction of the Board. The Brown Act does not allow the Board to take action on any public comment. Please limit public comments to no more than three minutes.

DIRECTORS' COMMENTS AND/OR AGENDA REQUESTS:

CONSENT CALENDAR:

1. Approval of March 18th, 2025 Regular Board Meeting Minutes
2. Review and receive all electronic fund transfers (EFTs) and approve warrants from March 12th, 2025, through April 10th, 2025, (JP Morgan Chase Bank, check no.11138 through check no. 11195, all transactions totaling \$215,784.22 and receive March 2025 payroll, in the sum of \$157,210.66 (Rubio)
3. Receipt of Financial Reports through April 10th, 2024 (Rubio)

MANAGEMENT REPORTS:

4. District Manager Summary Report (Rubio)

NEW BUSINESS:

5. Review of proposals regarding an Employee Total Compensation Study and authorizing the District Manager to execute a professional services agreement with Gallagher (formerly Koff & Associates) for an amount not to exceed \$24,860 -Action (Rubio)

6. Cove Road Pump Station Rehabilitation Project:

- a. Review of the Cove Road Pump Station Rehabilitation Project bids and consideration to authorize the District Manager to issue a notice of award for a construction contract to the Low Bidder Fort Bragg Electric for the total bid amount of \$2,838,933– Action (Rubio)
- b. Review of the Cove Road Pump Station Rehabilitation Project construction management proposal from Nute Engineers and consideration to authorize the District Manager to execute a professional services agreement with Nute Engineers for the construction management of the project for a total not to exceed \$168,889 – Action (Rubio)

7. Review and Approval of Bay Area Chemical Consortium (BACC) bids for sodium bisulfite and sodium hypochlorite and authorizing the District Manager to enter into contracts with the low bidder for the procurement of those chemicals for Fiscal Year 2025-2026 – Action (Rubio)

UNFINISHED BUSINESS:

COMMITTEE REPORTS:

8. Capital Improvement Program Committee (Moody/Carapiet)
9. Finance & Fiscal Oversight Committee (Benediktsson/Carapiet)
10. Governance Committee (No Meeting)
11. Personnel Committee (Snyder/Carapiet)
12. Solar Ad-Hoc Meeting (No Meeting)

OTHER BUSINESS:

ENVIRONMENTAL:

CORRESPONDENCE:

INFORMATIONAL ITEMS:

ADJOURNMENT:

The Board will be asked to adjourn the meeting to a Regular Board Meeting on May 15, 2025, at 5:00 P.M.

At its discretion, the Board of Directors may consider the above-agenda items out of the order in which they appear currently. Accessible public meetings: Upon request, the District will provide written agenda materials in appropriate alternate formats, or disability-related modification or accommodation, including auxiliary aids or services to enable individual with disabilities to participate in public meetings. Please submit written requests to the District at P.O. Box 227, Tiburon, CA 94920 or hr@sani5.org at least two days prior to the meeting.

Omar Arias-Montez, President
John Carapiet, Vice President
Tod Moody, Secretary

Catharine Benediktsson, Director
Richard Snyder, Director

NOTICE AND AGENDA
Regular Board Meeting Minutes
at Sanitary District No. 5 of Marin County
Thursday, March 20th, 2025

5:00 P.M. REGULAR BOARD MEETING

Teleconference Location:

Director Richard Snyder	Director Catherine Benediktsson
10 Pomander Walk	2352 Mar East Street
Belvedere CA 94920	Tiburon CA 94920

PURSUANT TO THE RALPH M. BROWN ACT, ALL VOTES SHALL BE BY ROLL CALL DUE TO DIRECTOR SNYDER TELECONFERENCE FROM 10 Pomander Walk Belvedere CA 94920 & DIRECTOR BENEDIKTSSON FROM 2352 Mar East Street Tiburon CA 94920

ROLL CALL: Arias, Benediktsson, Carapiet

PUBLIC COMMENTS: The public is invited to address the Board on items that do not appear on the agenda and are within the subject matter jurisdiction of the Board. The Brown Act does not allow the Board to take action on any public comment. Please limit public comments to no more than three minutes.

DIRECTORS' COMMENTS AND/OR AGENDA REQUESTS:

CONSENT CALENDAR:

1. Approval of February 20th, 2025 Regular Board Meeting Minutes
2. Review and receive all electronic fund transfers (EFTs) and approve warrants from February 14th, 2025, through March 11th, 2025, (JP Morgan Chase Bank, check no.11083 through check no. 11137, all transactions totaling \$300,505.19 and receive February 2025 payroll, in the sum of \$159,441.36 (Rubio)
3. Receipt of Financial Reports through March 11th, 2024 (Rubio)

Motion to approve consent calendar

(M/S Benediktsson/Carapiet 3-0-2-0)

Ayes:, Arias-Montez, Carapiet, Benediktsson

Noes: None

Absent: Snyder, Moody

Abstain: None

MANAGEMENT REPORTS:

4. District Manager Summary Report (Rubio)

Verbal report given- answered questions from Directors and public member Mark Frieberg

NEW BUSINESS:

5. Review and discussion of updated renewable energies report- the segment of the report regarding the Main Plant and its Maintenance Easement above the MP and new footprint for a possible solar project – Discussion Only (Rubio)

Discussion only- item to continue at Solar Ad-Hoc Committee.

UNFINISHED BUSINESS:

COMMITTEE REPORTS:

6. Capital Improvement Program Committee (Moody/Carapiet)
7. Finance & Fiscal Oversight Committee (Moody/Carapiet)
8. Governance Committee (No Meeting)
9. Personnel Committee (No Meeting)
10. Solar Ad-Hoc Committee (Moody/Benediktsson)

OTHER BUSINESS:

ENVIRONMENTAL:

CORRESPONDENCE:

INFORMATIONAL ITEMS:

ADJOURNMENT: 6:10pm

The Board will be asked to adjourn the meeting to a Regular Board Meeting on April 17, 2025, at 5:00 P.M.

Approved:

Attest:

Omar Arias-Montez
Board President

Tod Moody
Board Secretary

At its discretion, the Board of Directors may consider the above-agenda items out of the order in which they appear currently. Accessible public meetings: Upon request, the District will provide written agenda materials in appropriate alternate formats, or disability-related modification or accommodation, including auxiliary aids or services to enable individual with disabilities to participate in public meetings. Please submit written requests to the District at P.O. Box 227, Tiburon, CA 94920 or hr@sani5.org at least two days prior to the meeting.

Sanitary District No.5 of Marin County

Warrant List Summary

March 12 through April 10, 2025

04/07/25

Date	Num	Name	Memo	Amount
JP Morgan Chase - Primary 7399				
03/24/20	EFT	CalPERS (Pension)	Pension - Feb 2025	-27,346.00
03/24/20	EFT	CalPERS (457 Def Comp)	457 Contributions, semi-monthly, 3/15/25	-4,914.34
04/03/20	EFT	CalPERS (Health Premium)	Health Insurance Premium - Apr 2025	-25,501.52
04/04/20	EFT	CalPERS (457 Def Comp)	457 Contributions, semi-monthly, 3/31/25	-4,914.34
04/10/20	11139	Access Answering Service	Answering Service - Apr 2025	-104.75
04/10/20	11140	Alameda Electrical Distributors, ...	materials to upgrade conduits, plugs, swit...	-685.73
04/10/20	11141	Alhambra - Primo Water	drinking water service - Mar 2025	-193.37
04/10/20	11142	Amazon Capital Services (Amaz...	Stmt Date 3/31/25: radio holder, SCADA fib...	-1,036.70
04/10/20	11143	APG Neuros, Inc.	CyberPower PFC Sign Wave UPS backup	-566.12
04/10/20	11144	AT&T	Paradise Cove & Pumps & Lines Telephon...	-572.64
04/10/20	11145	BAAQMD	annual permit renewal - May 2025-Apr 2026	-548.00
04/10/20	11146	Banshee Networks, Inc.	computer services, subscription renewals ...	-8,482.44
04/10/20	11147	Bay Alarm	monitoring fees - fire and security alarms, ...	-258.00
04/10/20	11148	BearCom	Moto radios for Plant & collection system ...	-3,197.97
04/10/20	11149	Brelje and Race Laboratories, Inc.	lab samples submitted - Jan & Feb 2025	-3,824.00
04/10/20	11150	Bullzeye Installation	annual service/inspection of (7) roll up doo...	-1,800.00
04/10/20	11151	Burke, Williams & Sorensen, LLP	District Counsel Services - Jan & Feb 2025	-2,352.70
04/10/20	11152	Caltest Analytical Laboratory	Lab Monitoring - Feb 2025	-6,976.20
04/10/20	11153	Caltronics Business Systems	copier machine usage & toner, Mar 2025	-217.73
04/10/20	11154	Carollo Engineers, Inc.	(4) invoices-Odor Control: Sept & Nov 202...	-13,616.75
04/10/20	11155	Cassandra Prudhel Consulting, ...	Laboratory Consulting/compliance - Mar 2...	-690.00
04/10/20	11156	Cintas Corporation	weekly - scraper & towels, and staff unifor...	-1,112.53
04/10/20	11157	Comcast Business (Internet) *94...	Business Cable, Internet, Voice - Apr 2025	-670.65
04/10/20	11158	Comcast Business (VOIP) *9079	Business Voice Edge - Apr 2025	-395.53
04/10/20	11159	CWEA	3 staff membership renewals, 1 Conferenc...	-1,474.00
04/10/20	11160	D&K Auto Service	(3) invoices for service on (2) trucks	-2,082.92
04/10/20	11161	DKF Solutions Group, LLC	Training Link - Apr 2025, CalOSHA - Jan & ...	-867.00
04/10/20	11162	East Bay Muni Utility District	Bay Area Chemical Consortium chemical b...	-873.30
04/10/20	11163	Friedman's Home Improvement	2 hats	-37.38
04/10/20	11164	G3 Engineering, Inc.	polyblend mixing chambers, spare parts	-630.22
04/10/20	11165	Goodman Building Supply Co.	Stmt Date 3/25/25: paint material, parking s...	-686.85
04/10/20	11166	Grainger	stainless steel bollard to protect valve box,...	-785.49
04/10/20	11167	Harrington Industrial Plastics LLC	SBS Room fittings and parts	-929.46
04/10/20	11168	Home Depot Credit Services *2889	Operators Control room bathroom, kitchen...	-2,898.37
04/10/20	11169	Jackson's Hardware, Inc.	yellow paint & primer for old bollards at th...	-385.23
04/10/20	11170	Jill Kalehua, DMMS	Accounting services - Mar 2025	-2,620.17
04/10/20	11171	JM Integration, LLC	Programming - July 2024 & Mar 2025	-6,635.88
04/10/20	11172	Lystek International Limited	biosolids delivery - Mar 2025	-918.34
04/10/20	11173	Medical Center of Marin	employee Physical DMV/DOT	-170.00
04/10/20	11174	MidAmerica	4th Qtr 2024 Adminstration Fees	-225.00
04/10/20	11175	Mill Valley Refuse Serv (Garbage...	garbage service - Apr 2025	-290.76
04/10/20	11176	Mill Valley Refuse Service (Slud...	sludge exchange (3) - Mar 2025	-1,440.00
04/10/20	11177	MISCOWater	spare pump heads, Jan 2025	-1,482.39
04/10/20	11178	National Business Furniture, LLC	office furniture: conf table, guest chairs, d...	-13,308.19
04/10/20	11179	Pacific Gas & Electric	Stmt Date 3/26/25	-30,015.40
04/10/20	11180	Peterson CAT	Main Plant generator repairs	-2,293.74
04/10/20	11181	Polydyne Inc	polymer for screw press, Mar 2025	-4,380.72
04/10/20	11182	Robert L Talavera LLC	SSGIS support - Mar 2025	-1,360.00
04/10/20	11183	Roy's Sewer Service, Inc.	(2) invoices: PC pump station, service call	-3,300.00
04/10/20	11184	Royal Wholesale	feader breaker for new Storage shed & par...	-2,402.19
04/10/20	11185	Spiral Water Technologies Inc	repair parts for Plant water filter	-531.64
04/10/20	11186	T-Mobile *1446 cell	cell phones: 2/21/25-3/20/25, Mar 2025	-411.10
04/10/20	11187	T-Mobile *4146 cell (OLD)	cell phones: Jan & Feb 2025, final bill on t...	-478.59

04/07/25

Sanitary District No.5 of Marin County

Warrant List Summary

March 12 through April 10, 2025

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
04/10/20	11188	Tiburon Mail Services	postage for (3) permit mailings, Feb-Mar 2...	-20.44
04/10/20	11189	U.S. Bank cc *3611	Stmt Date 3/25/25:Wash DC conf hotel, (4) ...	-8,890.90
04/10/20	11190	Ubeo Business Services	laserfiche renewal - Apr 2025 to Apr 2026	-2,898.05
04/10/20	11191	USA Blue Book	latex gloves: MED & LRG	-612.91
04/10/20	11192	USP Technologies (U.S. Peroxid...	sulfelox for Cove Rd odor control - Mar 2025	-7,304.69
04/10/20	11193	Waste Management, Redwood L...	landfill garbage - Feb 2025	-1,106.89
04/10/20	11194	Water Environment Federation	WEF/CWEA Professional membership, Jun...	-383.00
04/10/20	11195	WorkSmart Automation, Inc.	InTouch Access Anywhere connection iss...	-675.00
Total JP Morgan Chase - Primary 7399				-215,784.22
TOTAL				-215,784.22

04/07/25

**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
EFT	Check	03/24/2025	CalPERS (Pension)	Pension - Feb 2025	JP Morgan Chase - Primary...	
				Pepra, Feb 2025	8019.05 · PERS Retirement	-11,835.10
				Classic, Feb 2025	8019.05 · PERS Retirement	-15,510.90
TOTAL						-27,346.00
EFT	Check	03/24/2025	CalPERS (457 Def Comp)	457 Contributions, semi-monthly, 3/15/25	JP Morgan Chase - Primary...	
				457 Contributions, semi-monthly, 3/15/25	8008 · Deferred Comp 457	-4,914.34
TOTAL						-4,914.34
EFT	Check	04/03/2025	CalPERS (Health Premi...	Health Insurance Premium - Apr 2025	JP Morgan Chase - Primary...	
				Active Employee Health Insurance Premium, plus Admi...	8020.05 · Employee Health	-24,373.58
				Retiree Health Insurance Premium, plus Admin Fee - Ap...	8022.05 · Retiree Health	-1,127.94
TOTAL						-25,501.52
EFT	Check	04/04/2025	CalPERS (457 Def Comp)	457 Contributions, semi-monthly, 3/31/25	JP Morgan Chase - Primary...	
				457 Contributions, semi-monthly, 3/31/25	8008 · Deferred Comp 457	-4,914.34
TOTAL						-4,914.34
11139	Bill Pmt -Che...	04/10/2025	Access Answering Ser...	Answering Service - Apr 2025	JP Morgan Chase - Primary...	
33600	Bill	04/05/2025		Answering Service - Apr 2025	8510 · Data/Alarms/IT Supp ...	-104.75
TOTAL						-104.75
11140	Bill Pmt -Che...	04/10/2025	Alameda Electrical Dist...	materials to upgrade conduits, plugs, switches in d...	JP Morgan Chase - Primary...	
S5993...	Bill	03/05/2025		Inv S5993508.001, PO M-25-044, materials to upgrade ...	7027 · Electrical & Instrument	-563.36
S5993...	Bill	03/05/2025		Inv S59993508.002. PO M-25-044, materials to upgrade...	7027 · Electrical & Instrument	-122.37
TOTAL						-685.73

04/07/25

**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
11141	Bill Pmt -Che...	04/10/202	Alhambra - Primo Water	drinking water service - Mar 2025	JP Morgan Chase - Primary...	
12012...	Bill	03/28/202		drinking water service - Mar 2025	7023 · Janitorial Supplies & ...	-193.37
TOTAL						-193.37
11142	Bill Pmt -Che...	04/10/202	Amazon Capital Servic...	Stmt Date 3/31/25: radio holder, SCADA fiber patch, j...	JP Morgan Chase - Primary...	
Stmt D...	Bill	03/31/202		Inv 1GT6-9LHR-6FML, PO O-25-071, radio holder	8520 · Personal Protection/S...	-47.60
				Inv 17L7-3JNP-FQ9C, PO SCADA Fiber Patch	8510 · Data/Alarms/IT Supp ...	-13.24
				Inv 1MF3-QYK1-DYC9, PO M-25-051, paper towels, gar...	7023 · Janitorial Supplies & ...	-227.82
				Inv 1MF3-QYK1-DYC9, PO M-25-051, copy paper	6047 · Office Supplies	-57.15
				Inv 1FCL-JFCV-9PCJ, PO M-25-052, toilet paper	7023 · Janitorial Supplies & ...	-136.44
				Inv 1FCL-JFCV-9PCJ, PO M-25-052, fiber ethernet med...	8510 · Data/Alarms/IT Supp ...	-58.90
				Inv 1PLH-4VKV-3MXG, PO O-25-079, indoor thermome...	7025 · Lab Supplies & Chemi...	-36.78
				Inv 1PLH-4VKV-3MXG, PO O-25-079, wall heater for lo...	7021 · Plant Maintenance Su...	-196.59
				Inv 1P6H-LC33-CX9F, PO New Computers TR, HDMI c...	8510 · Data/Alarms/IT Supp ...	-70.14
				Inv 1WV9-9M91-D47T, PO M-25-054, dry erase white b...	7021 · Plant Maintenance Su...	-192.04
TOTAL						-1,036.70
11143	Bill Pmt -Che...	04/10/202	APG Neuros, Inc.	CyberPower PFC Sign Wave UPS backup	JP Morgan Chase - Primary...	
19347	Bill	03/26/202		Cyper Power Sine Wave UPS backup, PO O-25-089 (ori...	7022 · Plant Maint. Parts & S...	-524.88
19339	Bill	03/27/202		sales tax on Inv 19347, backup UPS. PO O-25-089 (old ...	7022 · Plant Maint. Parts & S...	-41.24
TOTAL						-566.12
11144	Bill Pmt -Che...	04/10/202	AT&T	Paradise Cove & Pumps & Lines Telephones: 2/28/2...	JP Morgan Chase - Primary...	
Bill Da...	Bill	02/28/202		2/28/25-3/27/25	8532 · Paradise Cove Teleph...	-357.86
				2/28/25-3/27/25	8533 · Pumps & Lines Telep...	-214.78
TOTAL						-572.64

04/07/25

**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
11145	Bill Pmt -Che...	04/10/202	BAAQMD	annual permit renewal - May 2025-Apr 2026	JP Morgan Chase - Primary...	
T1846...	Bill	03/02/202		annual permit renewal, Renewal #720245, Fac ID# 2295...	7062 · Permits/Fees - General	-91.33
				annual permit renewal. Renewal #720245, Fac ID# 2295...	7062 · Permits/Fees - General	-456.67
TOTAL						-548.00
11146	Bill Pmt -Che...	04/10/202	Banshee Networks, Inc.	computer services, subscription renewals - Feb & M...	JP Morgan Chase - Primary...	
16580	Bill	03/17/202		computer network services: hardware & labor - Feb 2025	8510 · Data/Alarms/IT Supp ...	-2,643.29
16581	Bill	03/17/202		computer hardware & Cisco Meraki 1 year subscription - ...	8510 · Data/Alarms/IT Supp ...	-441.84
16582	Bill	03/17/202		computer network Proofpoint, Duo Security, Trend Micro...	8510 · Data/Alarms/IT Supp ...	-197.00
16583	Bill	03/17/202		computer network services - Feb 2025	8510 · Data/Alarms/IT Supp ...	-5,200.31
TOTAL						-8,482.44
11147	Bill Pmt -Che...	04/10/202	Bay Alarm	monitoring fees - fire and security alarms, Apr-June ...	JP Morgan Chase - Primary...	
22048...	Bill	03/02/202		monitoring fees - fire, Apr-June 2025	8510 · Data/Alarms/IT Supp ...	-201.00
				monitoring fees - security alarms, Apr-June 2025	8510 · Data/Alarms/IT Supp ...	-57.00
TOTAL						-258.00
11148	Bill Pmt -Che...	04/10/202	BearCom	Moto radios for Plant & collection system communic...	JP Morgan Chase - Primary...	
5847855	Bill	01/31/202		Moto radios for Plant & collection system communicatio...	8515 · Safety	-3,197.97
TOTAL						-3,197.97
11149	Bill Pmt -Che...	04/10/202	Brelje and Race Labor...	lab samples submitted - Jan & Feb 2025	JP Morgan Chase - Primary...	
162086	Bill	03/13/202		samples submitted - Jan 2025	7051 · Main Plant Lab Monit...	-1,694.00
				samples submitted - Jan 2025	7052 · Paradise Cove Monito...	-156.00
162088	Bill	03/13/202		samples submitted - Feb 2025	7051 · Main Plant Lab Monit...	-1,974.00
TOTAL						-3,824.00

04/07/25

**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

<u>Num</u>	<u>Type</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Account</u>	<u>Paid Amount</u>
11150	Bill Pmt -Che...	04/10/202	Bullzeye Installation	annual service/inspection of (7) roll up doors	JP Morgan Chase - Primary...	
B-8835	Bill	03/25/202		annual service/inspection of (7) roll up doors, PO O-25-...	7022 · Plant Maint. Parts & S...	-1,800.00
TOTAL						-1,800.00
11151	Bill Pmt -Che...	04/10/202	Burke, Williams & Sore...	District Counsel Services - Jan & Feb 2025	JP Morgan Chase - Primary...	
338055	Bill	02/28/202		District Counsel Services - Jan 2025	6039 · Legal	-750.70
339603	Bill	03/27/202		District Counsel Services - Feb 2025	6039 · Legal	-1,602.00
TOTAL						-2,352.70
11152	Bill Pmt -Che...	04/10/202	Caltest Analytical Labo...	Lab Monitoring - Feb 2025	JP Morgan Chase - Primary...	
728067	Bill	03/12/202		Main Plant Lab Monitoring - Feb 2025 Paradise Cover Monitoring - Feb 2025	7051 · Main Plant Lab Monit... 7052 · Paradise Cove Monito...	-5,066.05 -1,910.15
TOTAL						-6,976.20
11153	Bill Pmt -Che...	04/10/202	Caltronics Business Sy...	copier machine usage & toner, Mar 2025	JP Morgan Chase - Primary...	
4328343	Bill	03/24/202		Konica Minolta/KON-C280, black toner	6047 · Office Supplies	-15.00
43363...	Bill	04/01/202		Konica Minolta/KON-C308, usage charge, 3/2/25-4/1/25	6047 · Office Supplies	-113.52
				Konica Minolta/KON-C280, usage charge, 3/2/25-4/1/25	6047 · Office Supplies	-1.28
				base rate charge plus tax, 3/2/25-4/1/25	6047 · Office Supplies	-87.93
TOTAL						-217.73
11154	Bill Pmt -Che...	04/10/202	Carollo Engineers, Inc.	(4) invoices-Odor Control: Sept & Nov 2024, Feb 202...	JP Morgan Chase - Primary...	
FB567...	Bill	10/07/202		Odor Control Alternative Evaluation - Sept 2024	6017 · Consulting Fees	-1,420.00
FB599...	Bill	12/11/202		Odor Control Alternative Evaluation - Nov 2024	6017 · Consulting Fees	-396.00
FB631...	Bill	03/05/202		Odor Control Alternative Evaluation - Feb 2025	6017 · Consulting Fees	-696.50
FB634...	Bill	03/10/202		Nutrient Removal Study - Feb 2025	6017 · Consulting Fees	-11,104.25
TOTAL						-13,616.75

04/07/25

**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
11155	Bill Pmt -Che...	04/10/202	Cassandra Prudhel Co...	Laboratory Consulting/compliance - Mar 2024-Feb 2...	JP Morgan Chase - Primary...	
2025-1	Bill	03/10/202		Laboratory Consulting/compliance - 3/1/24-6/30/24, FY ... Laboratory Consulting/compliance - 7/1/24-2/28/25	6059 · Pollution Prevention/P... 6059 · Pollution Prevention/P...	-30.00 -660.00
TOTAL						-690.00
11156	Bill Pmt -Che...	04/10/202	Cintas Corporation	weekly - scraper & towels, and staff uniform clothin...	JP Morgan Chase - Primary...	
Stmt D...	Bill	03/31/202		weekly - scraper & towels, Inv 4223333511, 3/7/25 weekly - scraper & towels, Inv 4224092540, 3/14/25 weekly - scraper & towels, Inv 4224826947, 3/21/25 weekly - scraper & towels, Inv 4225568759, 3/28/25 staff uniform clothing, Inv 9311809759, PO O-25-048, 3/... staff uniform clothing (Joe T & Ignacio S), Inv 93118311... staff uniform clothing (Joe T & Ignacio S), Inv 93121852...	7023 · Janitorial Supplies & ... 7023 · Janitorial Supplies & ... 7023 · Janitorial Supplies & ... 7023 · Janitorial Supplies & ... 8520 · Personal Protection/S... 8520 · Personal Protection/S... 8520 · Personal Protection/S...	-35.32 -35.32 -35.32 -35.32 -683.83 -262.59 -24.83
TOTAL						-1,112.53
11157	Bill Pmt -Che...	04/10/202	Comcast Business (Int...	Business Cable, Internet, Voice - Apr 2025	JP Morgan Chase - Primary...	
Bill Da...	Bill	03/26/202		Business Cable, Internet, Voice - Apr 2025	8531 · Main Plant Telephones	-670.65
TOTAL						-670.65
11158	Bill Pmt -Che...	04/10/202	Comcast Business (VO...	Business Voice Edge - Apr 2025	JP Morgan Chase - Primary...	
00100...	Bill	04/01/202		Business Voice Edge - Apr 2025	8531 · Main Plant Telephones	-395.53
TOTAL						-395.53
11159	Bill Pmt -Che...	04/10/202	CWEA	3 staff membership renewals, 1 Conference registrat...	JP Morgan Chase - Primary...	
39532/...	Bill	03/05/202		Certification renewal fees: Laboratory Analyst Grade 1. ...	6025 · Dues & Subscriptions	-26.50
63436/...	Bill	03/05/202		Certification renewal fees: Laboratory Analyst Grade 1. ... CWEA Association membership, J. Triola, 4/1/25-6/30/25	6025 · Dues & Subscriptions 6025 · Dues & Subscriptions	-79.50 -59.75
39628...	Bill	03/13/202		CWEA Association membership, J. Triola, 7/1/25-3/31/2... CWEA Association Membership, 6/1/25-6/30/25	6025 · Dues & Subscriptions 6025 · Dues & Subscriptions	-179.25 -19.92

04/07/25

**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

<u>Num</u>	<u>Type</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Account</u>	<u>Paid Amount</u>
842061	Bill	03/25/202		CWEA Association Membership, 7/1/25-5/31/26, FY 25/...	6025 · Dues & Subscriptions	-219.08
				CWEA Conference & Awards Ceremony, Palm Springs, ...	6018.1 · Meetings & Travel	-890.00
TOTAL						-1,474.00
11160	Bill Pmt -Che...	04/10/202	D&K Auto Service	(3) invoices for service on (2) trucks	JP Morgan Chase - Primary...	
80439	Bill	03/05/202		2013 Ford F250, service. PO M-25-048	7072 · Maintenance	-210.27
80585	Bill	03/21/202		2013 Ford F250, A/C compressor replacement. PO M-2...	7072 · Maintenance	-1,589.90
80605	Bill	03/24/202		2011 Chevy Silverado, front tire replacement. PO M-25-...	7072 · Maintenance	-282.75
TOTAL						-2,082.92
11161	Bill Pmt -Che...	04/10/202	DKF Solutions Group, ...	Training Link - Apr 2025, CalOSHA - Jan & Feb 2025	JP Morgan Chase - Primary...	
22753	Bill	03/12/202		CalOSHA consults - Jan 2025	8515 · Safety	-135.00
				CalOSHA consults - Feb 2025	8515 · Safety	-270.00
22787	Bill	04/01/202		TrainingLink monthly subscription - Apr 2025	8515 · Safety	-462.00
TOTAL						-867.00
11162	Bill Pmt -Che...	04/10/202	East Bay Muni Utility D...	Bay Area Chemical Consortium chemical bid partici...	JP Morgan Chase - Primary...	
054161	Bill	03/21/202		Bay Area Chemical Consortium chemical bid participatio...	7062 · Permits/Fees - General	-873.30
TOTAL						-873.30
11163	Bill Pmt -Che...	04/10/202	Friedman's Home Impr...	2 hats	JP Morgan Chase - Primary...	
INV19...	Bill	02/16/202		2 navy hats, PO O-25-047	8520 · Personal Protection/S...	-37.38
TOTAL						-37.38
11164	Bill Pmt -Che...	04/10/202	G3 Engineering, Inc.	polyblend mixing chambers, spare parts	JP Morgan Chase - Primary...	
2025-...	Bill	03/21/202		polyblend mixing chambers, spare parts. PO O-25-078	7022 · Plant Maint. Parts & S...	-630.22
TOTAL						-630.22

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**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
11165	Bill Pmt -Che...	04/10/202	Goodman Building Su...	Stmt Date 3/25/25: paint material, parking sign instal...	JP Morgan Chase - Primary...	
Stmnt D...	Bill	03/25/202		paint materials for downstairs shop, Inv 90728, PO M-25...	7021 · Plant Maintenance Su...	-58.08
				cable HDMI, key blanks, Inv 907638, PO Tony R	6047 · Office Supplies	-84.29
				paint/materials for downstairs shop wall, Inv 907717, PO...	7021 · Plant Maintenance Su...	-201.25
				cleaning supplies for plant, Inv 907765, PO O-25-073	7023 · Janitorial Supplies & ...	-38.94
				parking sign installation materials, rat traps, Inv 907746,...	7021 · Plant Maintenance Su...	-148.16
				hose fittings for plant, Inv 907876, PO O-25-076	7022 · Plant Maint. Parts & S...	-137.74
				spare parts for PC, PO O-25-080	7041 · Paradise Parts & Serv...	-18.39
TOTAL						-686.85
11166	Bill Pmt -Che...	04/10/202	Grainger	stainless steel bollard to protect valve box, for uppe...	JP Morgan Chase - Primary...	
94274...	Bill	03/04/202		stainless steel bollard to protect valve box, for upper bac...	8515 · Safety	-785.49
TOTAL						-785.49
11167	Bill Pmt -Che...	04/10/202	Harrington Industrial P...	SBS Room fittings and parts	JP Morgan Chase - Primary...	
00608...	Bill	02/17/202		SBS Room fittings & parts. PO O-25-055	7022 · Plant Maint. Parts & S...	-898.54
00608...	Bill	02/19/202		SBS Room fittings & parts, PO O-25-055	7022 · Plant Maint. Parts & S...	-30.92
TOTAL						-929.46
11168	Bill Pmt -Che...	04/10/202	Home Depot Credit Ser...	Operators Control room bathroom, kitchenette mate...	JP Morgan Chase - Primary...	
Stmnt D...	Bill	03/13/202		bathroom/kitchenette equip for Operators Control Room ...	9310.17 · Storage Rm/Ops C...	-2,898.37
TOTAL						-2,898.37
11169	Bill Pmt -Che...	04/10/202	Jackson's Hardware, Inc.	yellow paint & primer for old bollards at the scrubbe...	JP Morgan Chase - Primary...	
Stmnt D...	Bill	03/31/202		yellow paint & primer for old bollards at the scrubber. Tr...	8515 · Safety	-26.19
				tools, supplies, hoses, chain. Inv 174110. PO O-25-068	7022 · Plant Maint. Parts & S...	-359.04
TOTAL						-385.23

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**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

<u>Num</u>	<u>Type</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Account</u>	<u>Paid Amount</u>
11170	Bill Pmt -Che...	04/10/202	Jill Kalehua, DMMS	Accounting services - Mar 2025	JP Morgan Chase - Primary...	
Mar 2...	Bill	04/01/202		Accounting services - Mar 2025	6008 · Audit & Accounting	-2,620.17
TOTAL						-2,620.17
11171	Bill Pmt -Che...	04/10/202	JM Integration, LLC	Programming - July 2024 & Mar 2025	JP Morgan Chase - Primary...	
23468	Bill	03/18/202		Programming, work on Spiral Water filter system - Mar 2...	7022 · Plant Maint. Parts & S...	-5,046.20
23459	Bill	03/25/202		Programming, chemical tank totalizer - July 2024	7022 · Plant Maint. Parts & S...	-1,589.68
TOTAL						-6,635.88
11172	Bill Pmt -Che...	04/10/202	Lystek International Li...	biosolids delivery - Mar 2025	JP Morgan Chase - Primary...	
153-1...	Bill	03/31/202		biosolids delivery - Mar 2025	7029 · Main Plant Sludge Dis...	-918.34
TOTAL						-918.34
11173	Bill Pmt -Che...	04/10/202	Medical Center of Marin	employee Physical DMV/DOT	JP Morgan Chase - Primary...	
00194...	Bill	03/06/202		physical: DMV/DOT, T. Rubio	8020.05 · Employee Health	-170.00
TOTAL						-170.00
11174	Bill Pmt -Che...	04/10/202	MidAmerica	4th Qtr 2024 Adminstration Fees	JP Morgan Chase - Primary...	
0292982	Bill	03/28/202		7 HRA's, 4th Qtr 2024 Adminstration Fees	8022.05 · Retiree Health	-175.00
				2 FSA's, 4th Qtr 2024 Adminstration Fees	8020.05 · Employee Health	-50.00
TOTAL						-225.00
11175	Bill Pmt -Che...	04/10/202	Mill Valley Refuse Serv...	garbage service - Apr 2025	JP Morgan Chase - Primary...	
00036...	Bill	03/25/202		garbage service - Apr 2025	7028 · Grounds Maintenance	-290.76
TOTAL						-290.76

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**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

<u>Num</u>	<u>Type</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Account</u>	<u>Paid Amount</u>
11176	Bill Pmt -Che...	04/10/202	Mill Valley Refuse Serv...	sludge exchange (3) - Mar 2025	JP Morgan Chase - Primary...	
Stmnt D...	Bill	04/01/202		Acct#: 63092: Exchanges: (3) Sludges - Mar 2025	7029 · Main Plant Sludge Dis...	-1,440.00
TOTAL						-1,440.00
11177	Bill Pmt -Che...	04/10/202	MISCOwater	spare pump heads, Jan 2025	JP Morgan Chase - Primary...	
42006...	Bill	01/08/202		spare pump heads, Jan 2025. PO O-24-107	7022 · Plant Maint. Parts & S...	-1,482.39
TOTAL						-1,482.39
11178	Bill Pmt -Che...	04/10/202	National Business Fur...	office furniture: conf table, guest chairs, desks, hutc...	JP Morgan Chase - Primary...	
MK61...	Bill	03/14/202		office furniture: 4 hutches & 2 bookcases	9310.17 · Storage Rm/Ops C...	-2,353.20
MK61...	Bill	03/20/202		office furniture: desks, cabinets, hutches, conf table, gue...	9310.17 · Storage Rm/Ops C...	-10,954.99
TOTAL						-13,308.19
11179	Bill Pmt -Che...	04/10/202	Pacific Gas & Electric	Stmnt Date 3/26/25	JP Morgan Chase - Primary...	
Stmnt D...	Bill	03/26/202		Stmnt Date 3/26/25 Stmnt Date 3/26/25 Stmnt Date 3/26/25	8542 · Main Plant Utilities 8543 · Paradise Cove Utilities 8544 · Pump Station Utilities	-21,040.72 -2,865.08 -6,109.60
TOTAL						-30,015.40
11180	Bill Pmt -Che...	04/10/202	Peterson CAT	Main Plant generator repairs	JP Morgan Chase - Primary...	
SW27...	Bill	03/21/202		Main Plant generator repairs: replace transformer. PO M...	7022 · Plant Maint. Parts & S...	-2,293.74
TOTAL						-2,293.74
11181	Bill Pmt -Che...	04/10/202	Polydyne Inc	polymer for screw press, Mar 2025	JP Morgan Chase - Primary...	
1913286	Bill	03/20/202		2300 lbs polymer for screw press, Mar 2025. PO O-25-0...	7024 · Main Plant Chemicals	-4,380.72
TOTAL						-4,380.72

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**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

<u>Num</u>	<u>Type</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Account</u>	<u>Paid Amount</u>
11182	Bill Pmt -Che...	04/10/202	Robert L Talavera LLC	SSGIS support - Mar 2025	JP Morgan Chase - Primary...	
RLT03...	Bill	03/31/202		SSGIS support - Mar 2025	8510 · Data/Alarms/IT Supp ...	-1,360.00
TOTAL						-1,360.00
11183	Bill Pmt -Che...	04/10/202	Roy's Sewer Service, I...	(2) invoices: PC pump station, service call	JP Morgan Chase - Primary...	
229986	Bill	02/27/202		Paradise Pump Station	7011 · Pumps & Lines Maint...	-2,800.00
229688	Bill	03/03/202		service call - 260 Bay View Ave, Tiburon. Resident will r...	7011 · Pumps & Lines Maint...	-500.00
TOTAL						-3,300.00
11184	Bill Pmt -Che...	04/10/202	Royal Wholesale	feader breaker for new Storage shed & parts to upgr...	JP Morgan Chase - Primary...	
Stmt D...	Bill	02/25/202		feader breaker for new Storage shed, PO M-25-019 parts to upgrade pump at Cove Rd. PO M-25-011	7021 · Plant Maintenance Su... 7011 · Pumps & Lines Maint...	-79.29 -2,322.90
TOTAL						-2,402.19
11185	Bill Pmt -Che...	04/10/202	Spiral Water Technolo...	repair parts for Plant water filter	JP Morgan Chase - Primary...	
100447	Bill	03/07/202		repair parts for Plant water filter. PO M-25-041	7022 · Plant Maint. Parts & S...	-531.64
TOTAL						-531.64
11186	Bill Pmt -Che...	04/10/202	T-Mobile *1446 cell	cell phones: 2/21/25-3/20/25, Mar 2025	JP Morgan Chase - Primary...	
Stmt D...	Bill	03/21/202		cell phones, Stmt Date 3/21/25: 2/21/25-3/20/25, Mar 20...	8531 · Main Plant Telephones	-411.10
TOTAL						-411.10

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**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
11187	Bill Pmt -Che...	04/10/202	T-Mobile *4146 cell (OL...	cell phones: Jan & Feb 2025, final bill on this account	JP Morgan Chase - Primary...	
Bill Da...	Bill	03/25/202		cell phones: 12/26/24-1/25/25, Jan 2025	8530 · Telephone	-431.48
				cell phone bill late fee, Jan 2025	8530 · Telephone	-25.54
				cell phone bill late fee, Feb 2025	8530 · Telephone	-21.57
TOTAL						-478.59
11188	Bill Pmt -Che...	04/10/202	Tiburon Mail Services	postage for (3) permit mailings, Feb-Mar 2025	JP Morgan Chase - Primary...	
Stmt D...	Bill	04/01/202		postage for (3) mailings, Feb-Mar 2025	7011 · Pumps & Lines Maint...	-20.44
TOTAL						-20.44
11189	Bill Pmt -Che...	04/10/202	U.S. Bank cc *3611	Stmt Date 3/25/25:Wash DC conf hotel, (4) computer ...	JP Morgan Chase - Primary...	
Stmt D...	Bill	03/25/202		Intercontinental Willard Wash DC, Tony CASA conferen...	6018.1 · Meetings & Travel	-809.34
				Samsung, computer monitor for OPS Control room, 3/7/25	8510 · Data/Alarms/IT Supp ...	-854.74
				Samsung, computer monitor for OPS Control room, 3/7/25	8510 · Data/Alarms/IT Supp ...	-854.74
				Samsung, computer monitor for OPS Control room, 3/7/25	8510 · Data/Alarms/IT Supp ...	-5.00
				Samsung, computer monitor for OPS Control room, 3/7/25	8510 · Data/Alarms/IT Supp ...	-5.00
				CVS Pharm, air fresheners, 3/10/25	7023 · Janitorial Supplies & ...	-23.79
				Deluxe for Small Business, QB 1000 checks & 100 depo...	6047 · Office Supplies	-1,278.41
				Microsoft 365 software subscription, annual?, 3/21/25	8510 · Data/Alarms/IT Supp ...	-99.99
				Samsung, computer monitor for OPS Control room, 3/25...	8510 · Data/Alarms/IT Supp ...	-849.34
				Samsung, computer monitor for OPS Control room, 3/25...	8510 · Data/Alarms/IT Supp ...	-849.34
				Les Schwab Tires, PO O-25-061, 2 tires, 2/27/25	7072 · Maintenance	-1,299.73
				Avelo Airlines, PO O-25-069, A. Farrington, CWEA Pal...	6018.1 · Meetings & Travel	-275.98
				Fairfield Inn & Suites Elk Grove CA, PO O-25-017, A. F...	6018.1 · Meetings & Travel	-463.44
				CWEA, PO O-25-067, A. Farrington CWEA Palm Spring...	6020 · Continuing Education	-890.00
				Summit Racing, no PO-Dan, throttle body, 3/3/25	7011 · Pumps & Lines Maint...	-316.07
				CVS Pharm, no PO-Dan, office supplies, 3/24/25	7011 · Pumps & Lines Maint...	-15.99
TOTAL						-8,890.90

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**Sanitary District No.5 of Marin County
Warrant List Detail**

March 12 through April 10, 2025

Num	Type	Date	Name	Memo	Account	Paid Amount
11190	Bill Pmt -Che...	04/10/202	Ubeo Business Services	laserfiche renewal - Apr 2025 to Apr 2026	JP Morgan Chase - Primary...	
4825761	Bill	03/13/202		laserfiche renewal - 4/21/25-6/30/25 laserfiche renewal - 7/1/25-4/20/26, FY 25/26, AJE	8510 · Data/Alarms/IT Supp ... 8510 · Data/Alarms/IT Supp ...	-562.70 -2,335.35
TOTAL						-2,898.05
11191	Bill Pmt -Che...	04/10/202	USA Blue Book	latex gloves: MED & LRG	JP Morgan Chase - Primary...	
INV00...	Bill	03/13/202		gloves, medium and large. PO O-25-075	8520 · Personal Protection/S...	-612.91
TOTAL						-612.91
11192	Bill Pmt -Che...	04/10/202	USP Technologies (U.S...	sulfelox for Cove Rd odor control - Mar 2025	JP Morgan Chase - Primary...	
CIN47...	Bill	03/12/202		sulfelox for Cove Rd odor control - Mar 2025. PO O-24-...	7024 · Main Plant Chemicals	-7,304.69
TOTAL						-7,304.69
11193	Bill Pmt -Che...	04/10/202	Waste Management, R...	landfill garbage - Feb 2025	JP Morgan Chase - Primary...	
01126...	Bill	03/01/202		Garbage service - Feb 2025	7029 · Main Plant Sludge Dis...	-1,106.89
TOTAL						-1,106.89
11194	Bill Pmt -Che...	04/10/202	Water Environment Fe...	WEF/CWEA Professional membership, June 2025-M...	JP Morgan Chase - Primary...	
17978...	Bill	04/01/202		WEF/CWEA Professional membership, 6/1/25-6/30/25 WEF/CWEA Professional membership, 7/1/25-5/31/26, ...	6025 · Dues & Subscriptions 6025 · Dues & Subscriptions	-31.92 -351.08
TOTAL						-383.00
11195	Bill Pmt -Che...	04/10/202	WorkSmart Automatio...	InTouch Access Anywhere connection issues, SCADA	JP Morgan Chase - Primary...	
5500	Bill	04/01/202		InTouch Access Anywhere connection issues, SCADA	8510 · Data/Alarms/IT Supp ...	-675.00
TOTAL						-675.00

CASH REQUIREMENTS

CASH REQUIRED FOR NEGOTIABLE CHECKS &/OR ELECTRONIC FUNDS TRANSFERS (EFT) FOR CHECK DATE 03/31/25: \$77,003.42

IMPORTANT COVID-19 INFORMATION: If you filed IRS Form 7200, please notify your Paychex representative to avoid owing a balance at the end of the quarter and ensure your Form 941 is accurate.

TRANSACTION SUMMARY

SUMMARY BY TRANSACTION TYPE -	TOTAL ELECTRONIC FUNDS TRANSFER (EFT)	77,003.42	
	CASH REQUIRED FOR NEGOTIABLE CHECKS &/OR EFT	77,003.42	
	TOTAL REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES	8,564.77	
	CASH REQUIRED FOR CHECK DATE 03/31/25	85,568.19	

TRANSACTION DETAIL

ELECTRONIC FUNDS TRANSFER - *Your financial institution will initiate transfer to Paychex at or after 12:01 A.M. on transaction date.*

<u>TRANS. DATE</u>	<u>BANK NAME</u>	<u>ACCOUNT NUMBER</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>		BANK DRAFT AMOUNTS & OTHER TOTALS
03/28/25	CHASE BANK, NA	xxxxxxxxxxxxx506	Direct Deposit	Net Pay Allocations	52,224.92	52,224.92
03/28/25	CHASE BANK, NA	xxxxxxxxxxxxx506	Taxpay®	Employee Withholdings		
				Social Security	4,679.85	
				Medicare	1,094.48	
				Fed Income Tax	9,322.86	
				CA Income Tax	3,906.98	
				Total Withholdings	19,004.17	
				Employer Liabilities		
				Social Security	4,679.85	
				Medicare	1,094.48	
				Total Liabilities	5,774.33	24,778.50
				EFT FOR 03/28/25		77,003.42
				TOTAL EFT		77,003.42

REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES - *Paychex does not remit these funds. You must ensure accurate and timely payment of applicable items.*

<u>TRANS. DATE</u>	<u>BANK NAME</u>	<u>ACCOUNT NUMBER</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>		<u>TOTAL</u>
03/31/25	Refer to your records for account Information		Payroll	Employee Deductions		
				401A Member Contribu	5,026.41	
				Calpers 457B Roth	1,543.00	
				Calpers 457B TRDL	1,226.67	
				Med 125	118.69	

CASH REQUIREMENTS

CASH REQUIRED FOR NEGOTIABLE CHECKS &/OR ELECTRONIC FUNDS TRANSFERS (EFT) FOR CHECK DATE 03/31/25: \$77,003.42

REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES (cont.) - *Paychex does not remit these funds. You must ensure accurate and timely payment of applicable items.*

<u>TRANS. DATE</u>	<u>BANK NAME</u>	<u>ACCOUNT NUMBER</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>	<u>TOTAL</u>
03/31/25	Refer to your records for account	Information	Payroll	Employee Deductions (cont.)	
				Med FSA EE Pretax	650.00
				Total Deductions	8,564.77
TOTAL REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES					8,564.77

PAYCHEX WILL MAKE THESE TAX DEPOSIT(S) ON YOUR BEHALF - *This information serves as a record of payment.*

<u>DUE DATE</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>	
04/04/25	Taxpay®	FED IT PMT Group	20,871.52
04/04/25	Taxpay®	CA IT PMT Group	3,906.98

CASH REQUIREMENTS

CASH REQUIRED FOR NEGOTIABLE CHECKS &/OR ELECTRONIC FUNDS TRANSFERS (EFT) FOR CHECK DATE 03/14/25: \$80,207.24

IMPORTANT COVID-19 INFORMATION: If you filed IRS Form 7200, please notify your Paychex representative to avoid owing a balance at the end of the quarter and ensure your Form 941 is accurate.

TRANSACTION SUMMARY

SUMMARY BY TRANSACTION TYPE -	TOTAL ELECTRONIC FUNDS TRANSFER (EFT)	80,207.24	
	CASH REQUIRED FOR NEGOTIABLE CHECKS &/OR EFT	80,207.24	
	TOTAL REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES	8,564.77	
	CASH REQUIRED FOR CHECK DATE 03/14/25	<u>88,772.01</u>	

TRANSACTION DETAIL

ELECTRONIC FUNDS TRANSFER - *Your financial institution will initiate transfer to Paychex at or after 12:01 A.M. on transaction date.*

<u>TRANS. DATE</u>	<u>BANK NAME</u>	<u>ACCOUNT NUMBER</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>		BANK DRAFT AMOUNTS & OTHER TOTALS
03/13/25	CHASE BANK, NA	xxxxxxxxxxxxx506	Direct Deposit	Net Pay Allocations	55,009.77	55,009.77
03/13/25	CHASE BANK, NA	xxxxxxxxxxxxx506	Taxpay®	Employee Withholdings		
				Social Security	5,046.88	
				Medicare	1,180.30	
				Fed Income Tax	8,992.23	
				CA Income Tax	3,750.86	
				Total Withholdings	<u>18,970.27</u>	
				Employer Liabilities		
				Social Security	5,046.87	
				Medicare	1,180.33	
				Total Liabilities	<u>6,227.20</u>	25,197.47
				EFT FOR 03/13/25		80,207.24
				TOTAL EFT		80,207.24

REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES - *Paychex does not remit these funds. You must ensure accurate and timely payment of applicable items.*

<u>TRANS. DATE</u>	<u>BANK NAME</u>	<u>ACCOUNT NUMBER</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>		<u>TOTAL</u>
03/14/25	Refer to your records for account	Information	Payroll	Employee Deductions		
				401A Member Contribu	5,026.41	
				Calpers 457B Roth	1,543.00	
				Calpers 457B TRDL	1,226.67	
				Med 125	118.69	

CASH REQUIREMENTS

CASH REQUIRED FOR NEGOTIABLE CHECKS &/OR ELECTRONIC FUNDS TRANSFERS (EFT) FOR CHECK DATE 03/14/25: \$80,207.24

REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES (cont.) - *Paychex does not remit these funds. You must ensure accurate and timely payment of applicable items.*

<u>TRANS. DATE</u>	<u>BANK NAME</u>	<u>ACCOUNT NUMBER</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>	<u>TOTAL</u>
03/14/25	Refer to your records for account	Information	Payroll	Employee Deductions (cont.)	
				Med FSA EE Pretax	650.00
				Total Deductions	8,564.77
TOTAL REMAINING DEDUCTIONS / WITHHOLDINGS / LIABILITIES					8,564.77

PAYCHEX WILL MAKE THESE TAX DEPOSIT(S) ON YOUR BEHALF - *This information serves as a record of payment.*

<u>DUE DATE</u>	<u>PRODUCT</u>	<u>DESCRIPTION</u>	
03/19/25	Taxpay®	FED IT PMT Group	21,446.61
03/19/25	Taxpay®	CA IT PMT Group	3,750.86

Full name	Overtime amounts	Overtime hours
Adams, Nathanael T	291.48	4.00
Alvarez, Joel		
Bilsborough Sr., Chad E	205.08	2.00
Collodi, Pete		
Cottrell III, Rulon K	1744.89	12.50
Farrington, Abigail V		
LaTorre, Daniel P	672.61	5.50
Rosser, John M		
Rubio, Antonio		
Salazar, Ignacio G		
Screechfield-Lablue, Pierce L	69.41	1.00
Triola, Joseph	279.00	3.00
	3262.47	28.00

Overtime hours



Check date

25

15

5

3/1

3/6

3/11

3/16

3/21

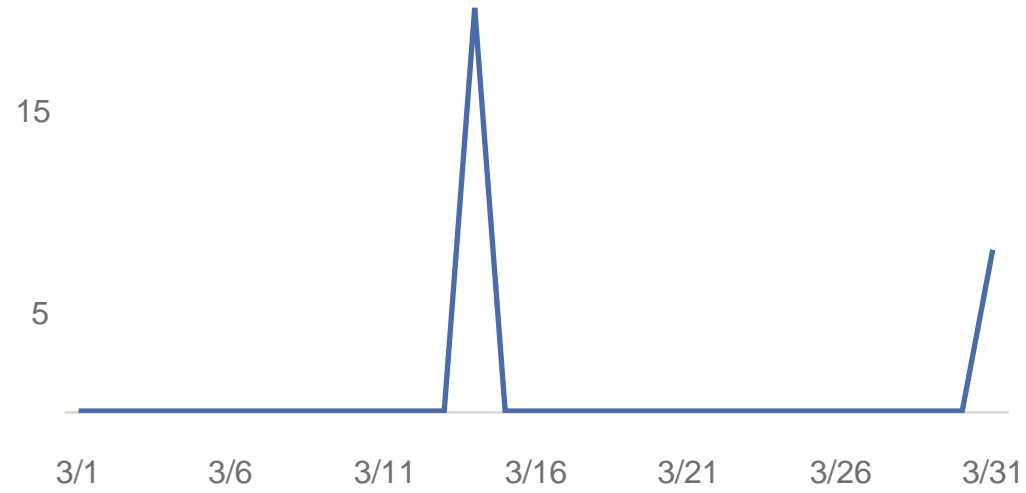
3/26

3/31

Mar 1, 2025 - Mar 31, 2025

● My Company

28 hrs



Overtime amounts

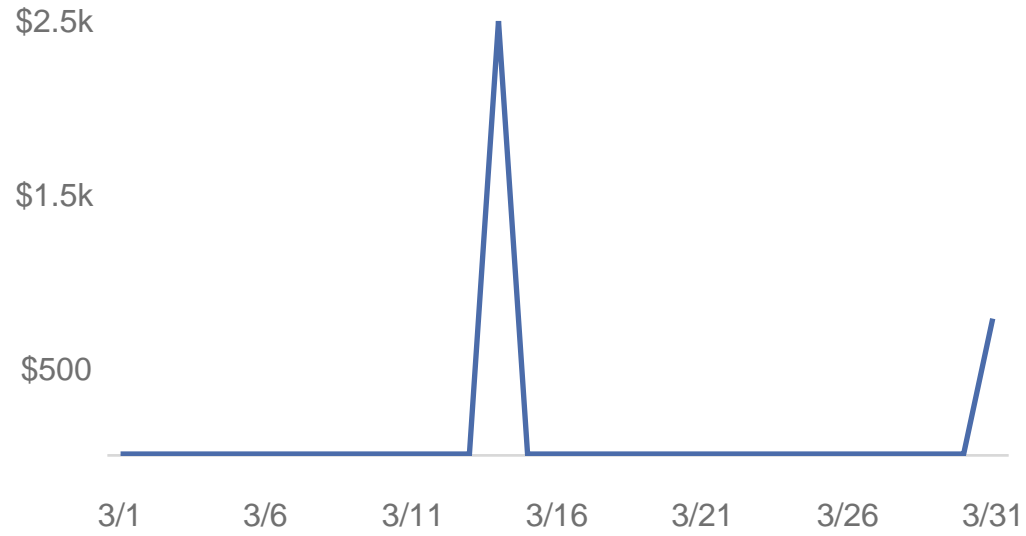


Check date

Mar 1, 2025 - Mar 31, 2025

● My Company

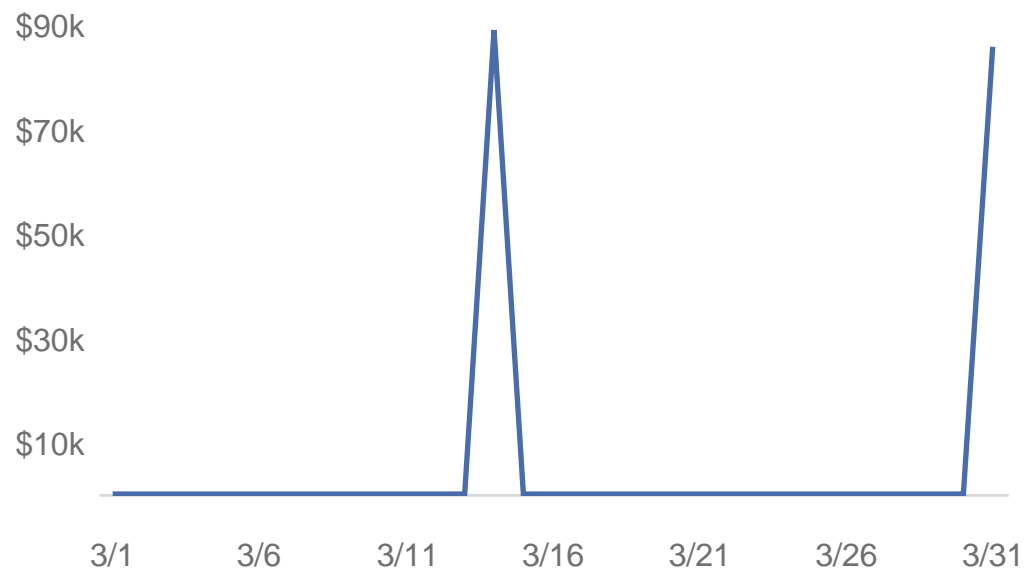
\$3,262.47



Labor cost ⓘ



Check date



Mar 1, 2025 - Mar 31, 2025

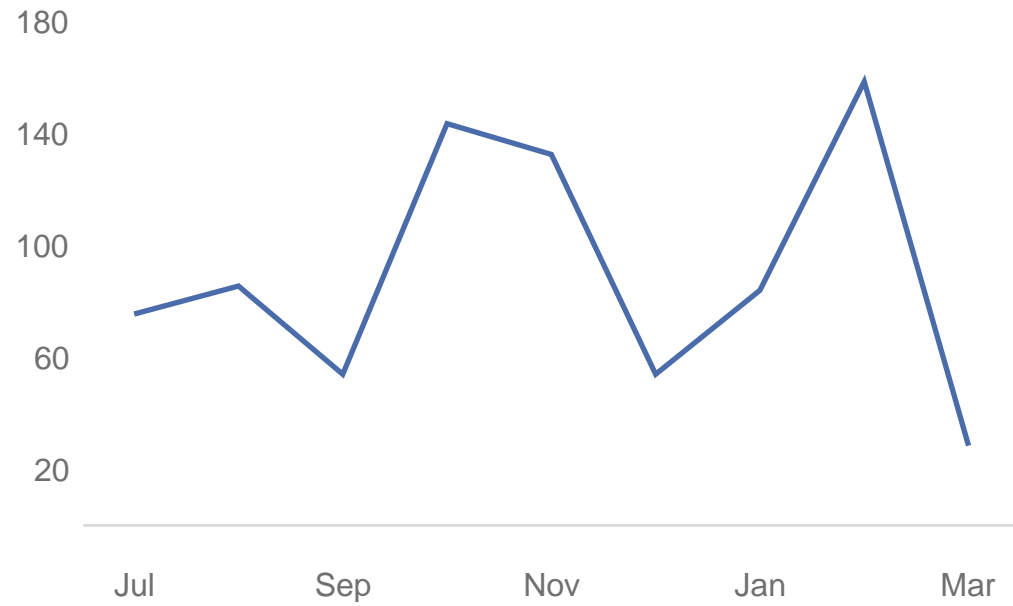
● My Company
\$174,340.20

Full name	Overtime amounts	Overtime hours
Adams, Nathanael T	291.48	4.00
Alvarez, Joel		
Bilsborough Sr., Chad E	16077.95	150.00
Collodi, Pete	1211.65	17.00
Cottrell III, Rulon K	20190.88	151.50
Farrington, Abigail V	3780.89	49.50
LaTorre, Daniel P	24123.90	191.50
Rosser, John M	7192.00	72.00
Rubio, Antonio		
Salazar, Ignacio G	3528.10	50.00
Screechfield-Lablue, Pierce L	1698.94	25.00
Triola, Joseph	9687.50	101.00
	87783.29	811.50

Overtime hours



Check date



Jul 1, 2024 - Mar 31, 2025

● My Company

811.5 hrs

Overtime amounts

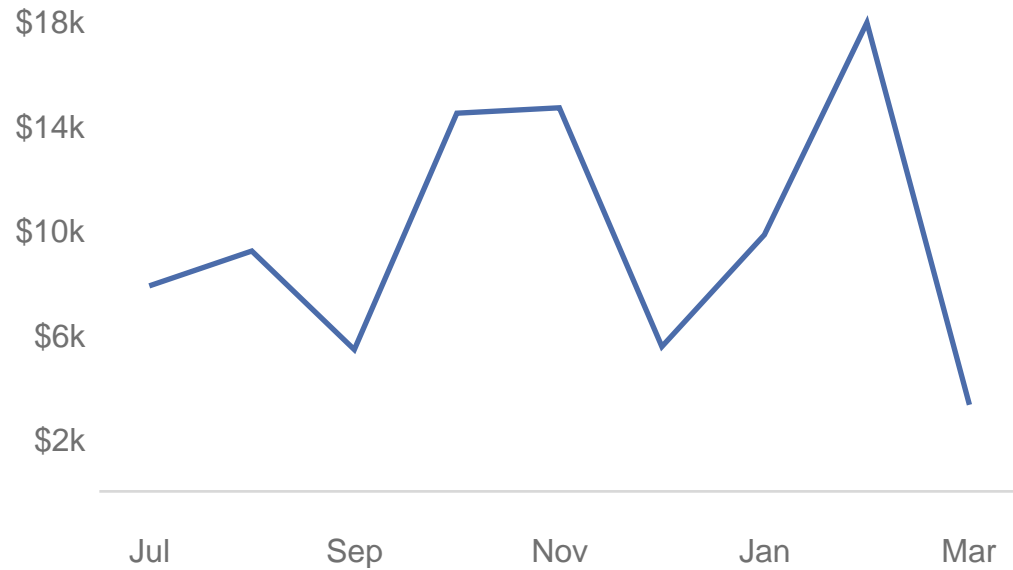


Check date

Jul 1, 2024 - Mar 31, 2025

● My Company

\$87,783.29



Labor cost ⓘ



Check date

\$250k

\$150k

\$50k

Jul 1, 2024 - Mar 31, 2025

● My Company

\$1,532,834.32

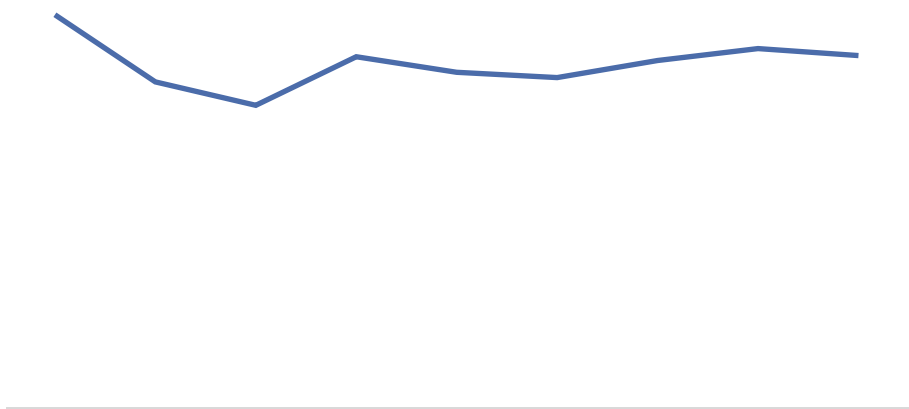
Jul

Sep

Nov

Jan

Mar



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Sanitary District No.5 of Marin County
Annual Budget vs Actual Expenses

July 1, 2024 through April 10, 2025

	Jul 1, '24 - Apr 10, 25	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
5000 · Property Taxes / AD VALOREM				
5001.2 · TEETER	589,906.02	999,999.00	-410,092.98	59.0%
5002 · UNSEC	17,899.42	16,000.00	1,899.42	111.9%
5003 · PUNS / PRIOR UNSECURED	1,192.84	1,500.00	-307.16	79.5%
5004 · REDEMPTION / RDMPT	617.01	0.00	617.01	100.0%
5006 · SPLU	917.75	100.00	817.75	917.8%
5041 · SUPSEC	10,347.05	20,000.00	-9,652.95	51.7%
5043 · SECU	182.74	0.00	182.74	100.0%
5046 · Excess ERAF	285,016.38	300,000.00	-14,983.62	95.0%
5280 · HOPTR	1,755.87	3,000.00	-1,244.13	58.5%
5483 · Other tax	7.78	7,000.00	-6,992.22	0.1%
Total 5000 · Property Taxes / AD VALOREM	907,842.86	1,347,599.00	-439,756.14	67.4%
5007 · Sewer Service Charge				
5007.1 · Sewer Service - Ops	3,562,283.70	5,115,266.00	-1,552,982.30	69.6%
5007.2 · Sewer Service - Cap	0.00	1,028,242.00	-1,028,242.00	0.0%
Total 5007 · Sewer Service Charge	3,562,283.70	6,143,508.00	-2,581,224.30	58.0%
5201 · INTEREST				
5201.1 · Interest County of Marin	1,832.19	100.00	1,732.19	1,832.2%
5201.2 · Interest - LAIF	515,614.79	200,000.00	315,614.79	257.8%
Total 5201 · INTEREST	517,446.98	200,100.00	317,346.98	258.6%
5900.10 · Paradise Sewer Line Ext. Fees	0.00	0.00	0.00	0.0%
5900.3 · Connection Fees				
5900.31 · Collection	90,372.00	200,000.00	-109,628.00	45.2%
5900.34 · Treatment	89,042.00	200,000.00	-110,958.00	44.5%
Total 5900.3 · Connection Fees	179,414.00	400,000.00	-220,586.00	44.9%
5900.4 · Permit Inspection & Admin Fees	30,910.00	35,000.00	-4,090.00	88.3%
5900.5 · SASM Expense Reimb.	24,466.29	75,000.00	-50,533.71	32.6%
5900.9 · Other Income	404.11	0.00	404.11	100.0%
Total Income	5,222,767.94	8,201,207.00	-2,978,439.06	63.7%
Gross Profit	5,222,767.94	8,201,207.00	-2,978,439.06	63.7%
Expense				
6000 · Administrative Expenses				
6001 · Advertising	4,680.00	0.00	4,680.00	100.0%
6002 · Outreach & Newsletter	0.00	0.00	0.00	0.0%
6008 · Audit & Accounting	74,072.89	90,000.00	-15,927.11	82.3%
6017 · Consulting Fees	570,339.71	125,000.00	445,339.71	456.3%
6018 · Travel & Meetings				
6018.1 · Meetings & Travel	19,102.53	17,000.00	2,102.53	112.4%
6018.2 · Standby Mileage Expense Reimb	2,632.94	8,000.00	-5,367.06	32.9%
Total 6018 · Travel & Meetings	21,735.47	25,000.00	-3,264.53	86.9%
6020 · Continuing Education	7,049.13	10,000.00	-2,950.87	70.5%
6021 · County Fees	10,108.74	16,590.00	-6,481.26	60.9%
6024 · Director Fees	2,700.00	9,000.00	-6,300.00	30.0%
6025 · Dues & Subscriptions	22,242.31	35,000.00	-12,757.69	63.5%
6026 · Elections	250.00	10,000.00	-9,750.00	2.5%
6033 · Insurance				
6033.1 · Insurance - SD5 Property	69,285.84	100,000.00	-30,714.16	69.3%
6033.2 · Insurance - SD5 Liability	67,472.00	60,000.00	7,472.00	112.5%
6033.3 · Insurance - SD5 Auto	4,643.00	10,000.00	-5,357.00	46.4%
Total 6033 · Insurance	141,400.84	170,000.00	-28,599.16	83.2%
6039 · Legal	18,865.91	50,000.00	-31,134.09	37.7%
6047 · Office Supplies	9,266.01	11,000.00	-1,733.99	84.2%
6056 · Postage	-1,947.73	1,300.00	-3,247.73	-149.8%
6059 · Pollution Prevention/Public Edu	1,601.69	5,500.00	-3,898.31	29.1%
6065 · Miscellaneous Expense	1,420.45	0.00	1,420.45	100.0%
Total 6000 · Administrative Expenses	883,785.42	558,390.00	325,395.42	158.3%
7000 · Ops & Maintenance Expenses				
7010 · Pumps & Lines Maintenance				
7011 · Pumps & Lines Maintenance	93,309.40	200,000.00	-106,690.60	46.7%
7013 · Emergency Line Repair	17,119.16	100,000.00	-82,880.84	17.1%
Total 7010 · Pumps & Lines Maintenance	110,428.56	300,000.00	-189,571.44	36.8%
7020 · Main Plant Maintenance				
7021 · Plant Maintenance Supplies	21,867.08	80,000.00	-58,132.92	27.3%
7022 · Plant Maint. Parts & Service	175,245.17	300,000.00	-124,754.83	58.4%
7023 · Janitorial Supplies & Service	4,518.25	10,000.00	-5,481.75	45.2%
7024 · Main Plant Chemicals	123,589.74	165,000.00	-41,410.26	74.9%
7025 · Lab Supplies & Chemicals	22,824.07	25,000.00	-2,175.93	91.3%
7027 · Electrical & Instrument	14,948.02	30,000.00	-15,051.98	49.8%
7028 · Grounds Maintenance	11,086.51	8,000.00	3,086.51	138.6%
7029 · Main Plant Sludge Disposal	35,177.30	55,000.00	-19,822.70	64.0%
Total 7020 · Main Plant Maintenance	409,256.14	673,000.00	-263,743.86	60.8%
7040 · Paradise Cove Plant Maint				
7041 · Paradise Parts & Service	2,196.59	20,000.00	-17,803.41	11.0%
7042 · Paradise Supplies & Chemicals	3,245.05	6,500.00	-3,254.95	49.9%
7043 · Paradise Sludge Disposal	0.00	3,000.00	-3,000.00	0.0%
Total 7040 · Paradise Cove Plant Maint	5,441.64	29,500.00	-24,058.36	18.4%
7050 · Monitoring				
7051 · Main Plant Lab Monitoring	40,621.28	50,000.00	-9,378.72	81.2%
7052 · Paradise Cove Monitoring	7,762.85	9,000.00	-1,237.15	86.3%
7053 · Chronic Toxicity	16,710.00	15,000.00	1,710.00	111.4%
Total 7050 · Monitoring	65,094.13	74,000.00	-8,905.87	88.0%

Sanitary District No.5 of Marin County Annual Budget vs Actual Expenses

July 1, 2024 through April 10, 2025

	Jul 1, '24 - Apr 10, 25	Budget	\$ Over Budget	% of Budget
7060 · Permits/Fees				
7061 · Main Plant NPDES Renewal	0.00	0.00	0.00	0.0%
7062 · Permits/Fees - General	35,347.97	50,000.00	-14,652.03	70.7%
7063 · Paradise Cove Permits/Fees	547.00	9,000.00	-8,453.00	6.1%
7064 · Paradise Cove NPDES Renewal	0.00	0.00	0.00	0.0%
Total 7060 · Permits/Fees	35,894.97	59,000.00	-23,105.03	60.8%
7070 · Truck Maintenance				
7071 · Fuel	22,356.89	20,000.00	2,356.89	111.8%
7072 · Maintenance	27,538.33	30,000.00	-2,461.67	91.8%
Total 7070 · Truck Maintenance	49,895.22	50,000.00	-104.78	99.8%
Total 7000 · Ops & Maintenance Expenses	676,010.66	1,185,500.00	-509,489.34	57.0%
8000 · Salaries and Benefits Expenses				
8001 · Salaries	1,111,310.21	1,636,798.00	-525,487.79	67.9%
8003 · Overtime	87,005.92	125,000.00	-37,994.08	69.6%
8004 · Standby Pay	55,650.28	80,000.00	-24,349.72	69.6%
8005 · Employee Incentives	31,000.00	25,000.00	6,000.00	124.0%
8006 · Vacation Buyout	39,878.00	80,000.00	-40,122.00	49.8%
8013 · Payroll Taxes	97,296.65	110,000.00	-12,703.35	88.5%
8015 · Payroll Service Processing Fees	7,957.96	8,000.00	-42.04	99.5%
8016 · Car Allowance	8,000.00	8,000.00	0.00	100.0%
8019 · PERS Retirement				
8019.05 · PERS Retirement	151,961.98	312,067.00	-160,105.02	48.7%
8019.06 · PERS Retirement - RBP	0.00	0.00	0.00	0.0%
8019.08 · PERS Retirement - CalPERS UAL	0.00	0.00	0.00	0.0%
Total 8019 · PERS Retirement	151,961.98	312,067.00	-160,105.02	48.7%
8020 · Employee Health				
8020.05 · Employee Health	254,033.78	300,000.00	-45,966.22	84.7%
8021 · Employee Health Deductions	-2,159.19	2,500.00	-4,659.19	-86.4%
8020 · Employee Health - Other	0.00	0.00	0.00	0.0%
Total 8020 · Employee Health	251,874.59	302,500.00	-50,625.41	83.3%
8022 · Retiree Health				
8022.05 · Retiree Health	84,463.31	75,000.00	9,463.31	112.6%
8022.10 · CERBT/OPEB Annual Arc Contr...	0.00	140,000.00	-140,000.00	0.0%
8022 · Retiree Health - Other	0.00	0.00	0.00	0.0%
Total 8022 · Retiree Health	84,463.31	215,000.00	-130,536.69	39.3%
8023 · Workers Comp Insurance	32,410.76	56,000.00	-23,589.24	57.9%
Total 8000 · Salaries and Benefits Expenses	1,958,809.66	2,958,365.00	-999,555.34	66.2%
8500 · Other Operating Expenses				
8510 · Data/Alarms/IT Supp & Licensing	89,529.74	100,000.00	-10,470.26	89.5%
8515 · Safety	19,843.82	60,000.00	-40,156.18	33.1%
8520 · Personal Protection/Safety Wear	6,141.42	15,000.00	-8,858.58	40.9%
8530 · Telephone				
8531 · Main Plant Telephones	11,663.52	12,000.00	-336.48	97.2%
8532 · Paradise Cove Telephones	2,845.92	1,500.00	1,345.92	189.7%
8533 · Pumps & Lines Telephones	3,712.01	7,000.00	-3,287.99	53.0%
Total 8530 · Telephone	18,221.45	20,500.00	-2,278.55	88.9%
8540 · Utilities				
8541 · Water	9,521.89	11,000.00	-1,478.11	86.6%
8542 · Main Plant Utilities	197,739.93	240,000.00	-42,260.07	82.4%
8543 · Paradise Cove Utilities	26,841.37	35,000.00	-8,158.63	76.7%
8544 · Pump Station Utilities	49,631.87	65,000.00	-15,368.13	76.4%
Total 8540 · Utilities	283,735.06	351,000.00	-67,264.94	80.8%
Total 8500 · Other Operating Expenses	417,471.49	546,500.00	-129,028.51	76.4%
Total Expense	3,936,077.23	5,248,755.00	-1,312,677.77	75.0%
Net Ordinary Income	1,286,690.71	2,952,452.00	-1,665,761.29	43.6%
Other Income/Expense				
Other Expense				
9000 · Capital Improvements CIP				
9100 · Collection System CIP				
9111 · Collections System Closing	0.00	0.00	0.00	0.0%
9110 · Maint/Coil Vehicle Replacements				
9110.1 · Electricians Truck Replacement	0.00	0.00	0.00	0.0%
Total 9110 · Maint/Coil Vehicle Replacem...	0.00	0.00	0.00	0.0%
9106 · Manhole Replacement Project	24,106.96	0.00	24,106.96	100.0%
9102 · Pump Replacement CIP				
9102.3 · P.C. Pump Replacement	0.00	0.00	0.00	0.0%
9102.1 · Tiburon Pump Replacements	0.00	0.00	0.00	0.0%
Total 9102 · Pump Replacement CIP	0.00	0.00	0.00	0.0%
9101 · Sewer Rehab Projects				
9101.2 · Belvedere Sewer Line Rehab	0.00	0.00	0.00	0.0%
9101.1 · Tiburon Sewer Line Rehab	172,334.00	0.00	172,334.00	100.0%
Total 9101 · Sewer Rehab Projects	172,334.00	0.00	172,334.00	100.0%
Total 9100 · Collection System CIP	196,440.96	0.00	196,440.96	100.0%
9300 · Main Plant Equipment Capital				
9304 · Chemical Feed System Projects				
9304.08 · M.P. Hypo Transfer Pump Repl...	0.00	0.00	0.00	0.0%
Total 9304 · Chemical Feed System Projects	0.00	0.00	0.00	0.0%
9302 · DW/WW Pri Clarifiers CIP				
9302.16 · DW Clarifier Wall Rehabilitatio	19,800.00	0.00	19,800.00	100.0%
9302.07 · DW Primary Cover Replacement	0.00	0.00	0.00	0.0%
Total 9302 · DW/WW Pri Clarifiers CIP	19,800.00	0.00	19,800.00	100.0%

**Sanitary District No.5 of Marin County
Annual Budget vs Actual Expenses**

July 1, 2024 through April 10, 2025

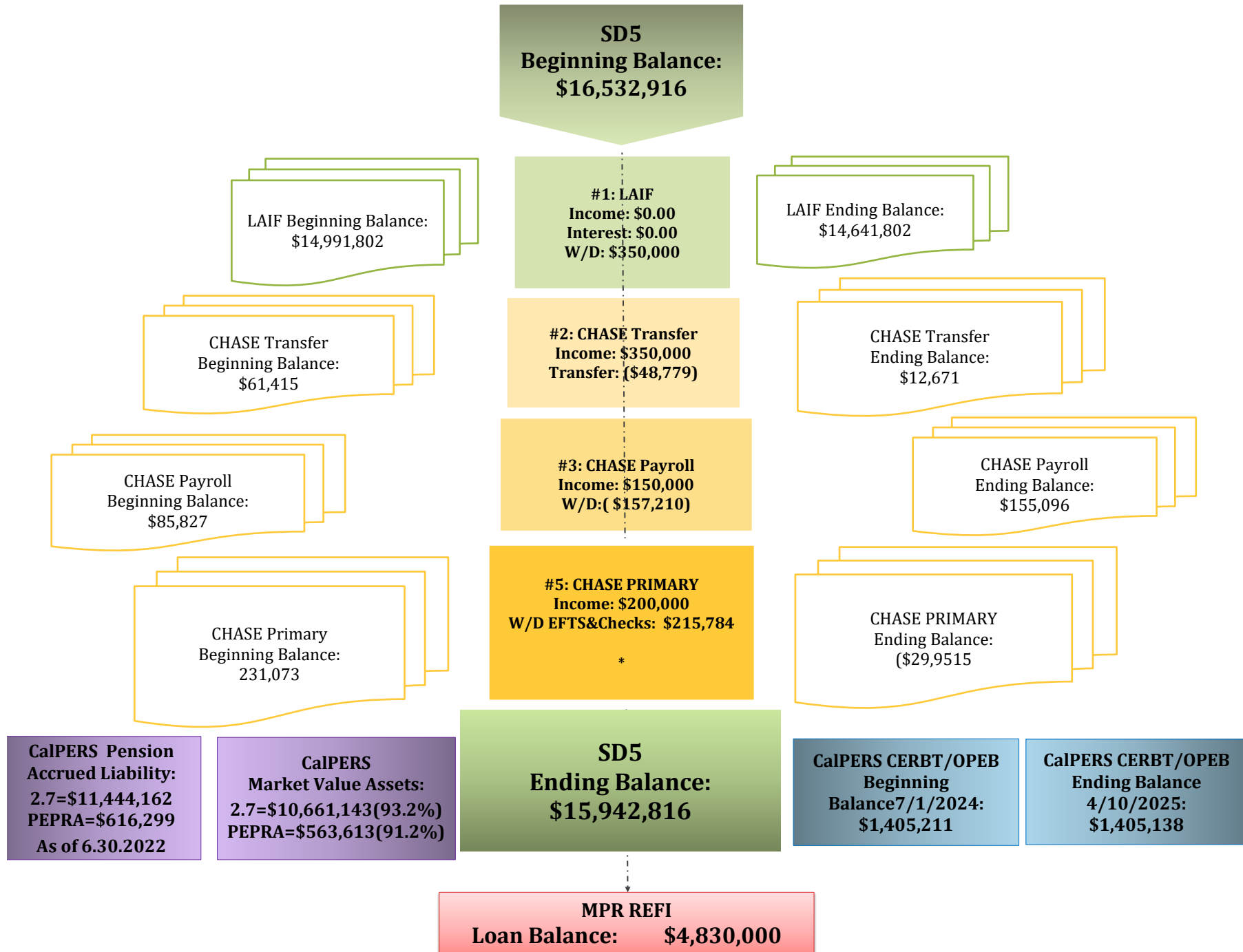
	Jul 1, '24 - Apr 10, 25	Budget	\$ Over Budget	% of Budget
9310 · Facility Support CIP				
9310.16 · M.P. Roll-Up Door Replacement	59,081.00	0.00	59,081.00	100.0%
Total 9310 · Facility Support CIP	59,081.00	0.00	59,081.00	100.0%
9201 · LED Lighting Upgrades	0.00	0.00	0.00	0.0%
9314 · Building & Grounds Improvements	0.00	0.00	0.00	0.0%
9313 · Controls/Electrical Improvement				
9313.6 · M.P. Switchgear Upgrade/Imprvmt	0.00	0.00	0.00	0.0%
Total 9313 · Controls/Electrical Improvement	0.00	0.00	0.00	0.0%
9308 · Digester Improvements				
9308.12 · Digester Rehab Project	0.00	0.00	0.00	0.0%
Total 9308 · Digester Improvements	0.00	0.00	0.00	0.0%
9300 · Main Plant Equipment Capital - Other	0.00	0.00	0.00	0.0%
Total 9300 · Main Plant Equipment Capital	78,881.00	0.00	78,881.00	100.0%
9200 · Paradise Cove CIP				
9210 · P.C. Plant Grit Removal	0.00	0.00	0.00	0.0%
9207 · P.C. Access Rd Imprvmnts	0.00	0.00	0.00	0.0%
9200 · Paradise Cove CIP - Other	0.00	0.00	0.00	0.0%
Total 9200 · Paradise Cove CIP	0.00	0.00	0.00	0.0%
9500 · Undesignated Capital				
9510 · Undesignated Cap - M.P.	21,059.35	0.00	21,059.35	100.0%
9520 · Undesignated Cap - P.C. Plant	0.00	0.00	0.00	0.0%
9530 · Undesignated Cap - P & L	0.00	0.00	0.00	0.0%
Total 9500 · Undesignated Capital	21,059.35	0.00	21,059.35	100.0%
9000 · Capital Improvements CIP - Other	0.00	0.00	0.00	0.0%
Total 9000 · Capital Improvements CIP	296,381.31	0.00	296,381.31	100.0%
9700 · Debt Service				
9701 · Zion Bank Loan- Principal	0.00	0.00	0.00	0.0%
9702 · Zion Bank Loan - Interest	0.00	0.00	0.00	0.0%
9730 · Debt Service - MPR Project				
9730.01 · Zion Loan - Principal	625,000.00	0.00	625,000.00	100.0%
9730.02 · Zion Loan - Interest	127,534.00	0.00	127,534.00	100.0%
9731 · Debt Service MPR Bond Principal	0.00	0.00	0.00	0.0%
9732 · Debt Service MPR Bond Interest	0.00	0.00	0.00	0.0%
9734 · MPR Refi - Principal	0.00	0.00	0.00	0.0%
9735 · MPR Refi - Interest	0.00	0.00	0.00	0.0%
Total 9730 · Debt Service - MPR Project	752,534.00	0.00	752,534.00	100.0%
Total 9700 · Debt Service	752,534.00	0.00	752,534.00	100.0%
Total Other Expense	1,048,915.31	0.00	1,048,915.31	100.0%
Net Other Income	-1,048,915.31	0.00	-1,048,915.31	100.0%
Net Income	237,775.40	2,952,452.00	-2,714,676.60	8.1%

Sanitary District No.5 of Marin County
Comparative Balance Sheet
As of April 10, 2025

	Apr 10, 25	Mar 10, 25	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
JP Morgan Chase - Primary 7399	-29,515.87	231,073.10	-260,588.97
JP Morgan Chase - Payroll 7506	155,096.81	85,827.97	69,268.84
JP Morgan Chase - Transfer 7522	12,671.28	61,451.17	-48,779.89
Local Agency Investment Fund			
SD5 Operating Reserve	1,200,853.05	1,200,853.05	0.00
SD5 Operating	3,715,883.61	4,065,883.61	-350,000.00
SD5 Capital & CIP Reserve	9,725,065.99	9,725,065.99	0.00
Total Local Agency Investment Fund	14,641,802.65	14,991,802.65	-350,000.00
California CLASS			
CalPERS UAL Fund	142,785.89	142,785.89	0.00
Emergency Replacement Fund	1,019,976.01	1,019,976.01	0.00
Total California CLASS	1,162,761.90	1,162,761.90	0.00
Total Checking/Savings	15,942,816.77	16,532,916.79	-590,100.02
Accounts Receivable			
Accounts Receivable	296,590.31	296,090.31	500.00
Total Accounts Receivable	296,590.31	296,090.31	500.00
Other Current Assets			
Petty Cash	200.00	200.00	0.00
Prepaid Expense	100,447.47	100,447.47	0.00
Total Other Current Assets	100,647.47	100,647.47	0.00
Total Current Assets	16,340,054.55	16,929,654.57	-589,600.02
Fixed Assets	18,393,433.07	18,393,433.07	0.00
Other Assets	2,679,954.00	2,679,954.00	0.00
TOTAL ASSETS	37,413,441.62	38,003,041.64	-589,600.02
LIABILITIES & EQUITY	37,413,441.62	38,003,041.64	-589,600.02

CASH FLOW CHART

SANITARY DISTRICT NO. 5 OF MARIN COUNTY: March-April 10 2025





Summary Statement

March 31, 2025

Page 1 of 4

Investor ID: CA-01-0195

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**Sanitary District No. 5 of Marin County
PO Box 227
Tiburon, CA 94920**

California CLASS

California CLASS

Average Monthly Yield: 4.3961%

		Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
CA-01-0195-0001	Emergency Replacement Fund	1,019,976.01	0.00	0.00	3,807.41	11,054.61	1,020,098.83	1,023,783.42
CA-01-0195-0002	CalPERS UAL Fund	142,785.89	0.00	0.00	533.00	1,547.53	142,803.08	143,318.89
TOTAL		1,162,761.90	0.00	0.00	4,340.41	12,602.14	1,162,901.91	1,167,102.31



Emergency Replacement Fund

Account Summary

Average Monthly Yield: 4.3961%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
California CLASS	1,019,976.01	0.00	0.00	3,807.41	11,054.61	1,020,098.83	1,023,783.42

Transaction Activity

Transaction Date	Transaction Description	Contributions	Withdrawals	Balance	Transaction Number
03/01/2025	Beginning Balance			1,019,976.01	
03/31/2025	Income Dividend Reinvestment	3,807.41			
03/31/2025	Ending Balance			1,023,783.42	



CalPERS UAL Fund

Account Summary

Average Monthly Yield: 4.3961%

	Beginning Balance	Contributions	Withdrawals	Income Earned	Income Earned YTD	Average Daily Balance	Month End Balance
California CLASS	142,785.89	0.00	0.00	533.00	1,547.53	142,803.08	143,318.89

Transaction Activity

Transaction Date	Transaction Description	Contributions	Withdrawals	Balance	Transaction Number
03/01/2025	Beginning Balance			142,785.89	
03/31/2025	Income Dividend Reinvestment	533.00			
03/31/2025	Ending Balance			143,318.89	



California CLASS

California CLASS

Date	Dividend Rate	Daily Yield
03/01/2025	0.00000000	4.4335%
03/02/2025	0.00000000	4.4335%
03/03/2025	0.000121349	4.4292%
03/04/2025	0.000120588	4.4015%
03/05/2025	0.000120466	4.3970%
03/06/2025	0.000120677	4.4047%
03/07/2025	0.000362385	4.4090%
03/08/2025	0.00000000	4.4090%
03/09/2025	0.00000000	4.4090%
03/10/2025	0.000120522	4.3991%
03/11/2025	0.000120356	4.3930%
03/12/2025	0.000120018	4.3806%
03/13/2025	0.000119828	4.3737%
03/14/2025	0.000359073	4.3687%
03/15/2025	0.00000000	4.3687%
03/16/2025	0.00000000	4.3687%
03/17/2025	0.000119914	4.3769%
03/18/2025	0.000120185	4.3868%
03/19/2025	0.000119990	4.3796%
03/20/2025	0.000119800	4.3727%
03/21/2025	0.000359682	4.3761%
03/22/2025	0.00000000	4.3761%
03/23/2025	0.00000000	4.3761%
03/24/2025	0.000120077	4.3828%
03/25/2025	0.000120260	4.3895%
03/26/2025	0.000120681	4.4049%
03/27/2025	0.000120904	4.4130%
03/28/2025	0.000363102	4.4178%
03/29/2025	0.00000000	4.4178%
03/30/2025	0.00000000	4.4178%
03/31/2025	0.000120873	4.4119%

Performance results are shown net of all fees and expenses and reflect the reinvestment of dividends and other earnings. Many factors affect performance including changes in market conditions and interest rates and in response to other economic, political, or financial developments. Investment involves risk including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. **Past performance is no guarantee of future results. Any financial and/or investment decision may incur losses.**

California State Treasurer *Fiona Ma, CPA*



Local Agency Investment Fund
P.O. Box 942809
Sacramento, CA 94209-0001
(916) 653-3001

April 07, 2025

[LAIF Home](#)
[PMIA Average Monthly Yields](#)

MARIN COUNTY SANITARY DISTRICT #5

DISTRICT MANAGER
P.O. BOX 227
TIBURON, CA 94920

[Tran Type Definitions](#)

Account Number: 70-21-007

March 2025 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Web Confirm Number	Authorized Caller	Amount
3/12/2025	3/11/2025	RW	1769452	N/A	JOHN CARAPIET	-350,000.00

Account Summary

Total Deposit:	0.00	Beginning Balance:	14,991,802.65
Total Withdrawal:	-350,000.00	Ending Balance:	14,641,802.65



CALIFORNIA STATE TREASURER
FIONA MA, CPA



PMIA Daily Effective Yield

Date	Daily	Quarter to Date	Average Maturity
04/09/25	4.29	4.29	241
04/08/25	4.29	4.29	244
04/07/25	4.29	4.29	244
04/06/25	4.29	4.29	245
04/05/25	4.29	4.29	247
04/04/25	4.29	4.29	247
04/03/25	4.29	4.29	246
04/02/25	4.29	4.29	248
04/01/25	4.29	4.29	250
03/31/25	4.30	4.34	244
03/30/25	4.30	4.34	245
03/29/25	4.30	4.34	246
03/28/25	4.30	4.34	247
03/27/25	4.30	4.34	245
03/26/25	4.31	4.34	245
03/25/25	4.31	4.34	244
03/24/25	4.31	4.34	247
03/23/25	4.31	4.34	247
03/22/25	4.31	4.34	247
03/21/25	4.31	4.34	247
03/20/25	4.32	4.34	247
03/19/25	4.32	4.34	247
03/18/25	4.32	4.34	249
03/17/25	4.32	4.34	249
03/16/25	4.28	4.34	249
03/15/25	4.28	4.34	250
03/14/25	4.30	4.35	248
03/13/25	4.30	4.35	249
03/12/25	4.31	4.35	237
03/11/25	4.32	4.35	241
03/10/25	4.32	4.35	235
03/09/25	4.32	4.35	234
03/08/25	4.32	4.35	235
03/07/25	4.32	4.35	236
03/06/25	4.32	4.35	237
03/05/25	4.33	4.35	236
03/04/25	4.33	4.35	238

*Daily yield does not reflect capital gains or losses



CALIFORNIA STATE TREASURER
FIONA MA, CPA



PMIA Daily Effective Yield

Date	Daily	Quarter to Date	Average Maturity
03/03/25	4.33	4.35	238
03/02/25	4.34	4.35	235
03/01/25	4.34	4.35	236

*Daily yield does not reflect capital gains or losses

April 2025

April 2025							May 2025						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5				1	2	3	
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 30	31	Apr 1 Jill K. - Check Run Prep MPR Loan Due- Interest Charge Payment	2	3 Jill K. - Check Run Prep/Print	4	5
6	7	8 Jill K. - Check Run Prep	9	10 9:30am CIP Committee Meeting (2001) 10:30am Finance Committee Meeting 1:00pm Personnel Committee Meeting	11 9:00am Timecards Due All timecards must be completed approved and submitted with all supporting documents;HR	12
13	14	15	16	17 Jill K. - Check Run Prep 5:00pm Regular Board Meeting (2001 Paradise Dr (2001 Paradise Dr, Belvedere Tiburon,	18	19
20	21	22 Jill K. - Check Run Prep MASS Meeting	23 CWEA Annual Conference	24 CWEA Annual Conference	25 CWEA Annual Conference Jill K. - Check Run Prep/Print	26
27	28 9:00am Timecards Due All timecards must be completed approved and submitted with all supporting documents;HR	29	30 2024 Compenstation Report Due to State Controller John Rosser - Maxed Matching Contribution for 457.	May 1	2	3

May 2025

May 2025						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2025						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 27	28	29	30	May 1 Jill K. - Check Run Prep/Print	2	3
4	5	6 Jill K. - Check Run Prep 7:00am Begin work on RFP for salary and benefits study for MOU negotiations- Consultant work	7	8 9:30am CIP Committee Meeting (2001 PARADISE DRIVE, 10:30am Finance Committee Meeting (2001 PARADISE	9	10
11	12	13 9:00am Timecards Due All timecards must be completed approved and submitted with all supporting Jill K. - Check Run Prep	14	15 5:00pm Regular Board Meeting (2001 PARADISE DRIVE, TIBURON, CA 94920) - HR	16	17
18	19 1:00pm Marin Sanitary District Association (MSDA) - First Meeting Scheduled (SD2/ Town of Corte Madera, 300	20 Jill K. - Check Run Prep	21	22	23	24
25	26	27 Jill K. - Check Run Prep MASS Meeting	28 9:00am Timecards Due All timecards must be completed approved and submitted with all supporting documents;HR	29	30	31

Sanitary District No. 5 of Marin County



District Management Report March 2025

Contents:

- Transmittal Memo
- Financial/Budgetary
- HR & Personnel
- Business Administration
- Collection System Performance
- Treatment Plant Performance – Paradise Cove
- Treatment Plant Performance – Main Plant
- Pollution Prevention Activities
- Continuing Education & Safety Training
- Capital Improvement Projects

Transmittal Memo

Date: April 17, 2025
To: Board of Directors
From: Tony Rubio, District Manager
Subject: Management Report for March 2025

Fiscal Status

Period Covered: July 1, 2024 –April 10, 2025
Percent of Fiscal Year: 75%
Percent of Budgeted Income to Date: 63.7%
Percent of Budgeted Expenditures to Date: 75% (operating only)

Personnel

Separations: None
New Hires: None
Promotions: None
Recruitment Activities: None

Regulatory Compliance

MP Collection System WDR Compliance: Full Compliance with all regulations
PC Collection System WDR Compliance: Full Compliance with all regulations
MP NPDES Permit Compliance: Full Compliance with all regulations
PC NPDES Permit Compliance: Full Compliance with all regulations
BAAQMD Compliance: Full Compliance with all regulations
Significant Comments: None

Summary of Operational Highlights are on the following pages.

Significant Events for the Month of March 2025 Include:

Financial/Budgetary/Business Administration

- Bookkeeper Jill Kalehua from DMMS (Daily Money Management Services) in 5 days a month to perform AR/AP functions for office.
- Business Server file clean up ongoing along with scanning of historical documents (10 boxes disposed and 13 ready to be sent to scan)
- Spare Key Log and Box cleaned and updated
- Compensation Report for State Controller in progress for April 30 submission
- Annual MMWD Water Use Report received for Commercial Sewer Fee Calculations

HR and Personnel

- Updated website- most updates were in regard to new projects and descriptions.
- Proposals received for the 2025 Total Compensation Study

Continuing Education, Safety Training, Pollution Prevention Activities

- Work with DKF solutions on District safety program updates on-going.
- PPE Policy Update Completed CBT being created to accompany updated Policy
- Staff attended monthly Public Education Meeting.

Collection System Performance

Main Plant Tiburon/Belvedere/Paradise Cove

- Rodder and Vactor preventative maintenance work is underway.
- No Spill Report Submitted for Paradise Cove Collection System

Treatment Plant Performance

Paradise Cove WWTP:

- Additional request for proposal – non responsive- will be scheduling paving upon clean up of remaining tree limbs and debris from access road from winter winds and rains.
- Getting proposal to reinstall fence and adding fence to side of property now that closest neighbor trimmed all vegetation on south side of the plant

Tiburon Main WWTP:

- CPO Casey submitted February 2025 Monthly SMR and DMR to the RWQCB on CIWQS.

- LRO Dan has taken over CMMS system for improved work order generation and tracking
- JT Continues work replacing old conduits and cleaning up not replaced electrical conduits and wires in RT room and Maintenance Shop (with proper labeling at panel and on outlet)
- Ops Control Room- moved file cabinets and desks in space and set up scada network and business server network in room.
- Worked with Banshee and Worksmart on several IT security enhancements (NSD)
- Getting proposal to provide some fence site access security improvements to prevent wildlife from getting onto grounds in back area.

Capital Improvement Projects

- 2024-25 Sewer Rehab -Project Awarded – Construction to begin middle of April
- Cove Road MCC and Generator replacement project – bids received.
- Digester Cleaning and Rehab project has begun- pipe supports removed and installed on back wall of digester piping- Digester Cleaning Crew onsite cleaning digester (should be wrapped up by Thursday(4/17) or Friday (4/18) Lid to be removed week of April 21 (half day lane closure on mar west)

Glossary of Terms

- **B.O.D. (Biochemical Oxygen Demand):** Measurement of the effluent's capacity to consume dissolved oxygen to stabilize all remaining organic matter. The permit limits for our effluent for discharge into San Francisco bay require that we remove 85% influent B.O.D. and meet a weekly average of less than 45mg/l and a monthly average of less than 30 mg/l B.O.D.
- **TSS (Total Suspended Solids):** Measurement of suspended solids in the effluent. Our permit requires that we remove at least 85% of the influent TSS and that the effluent limit is less than 45 mg/l as a weekly average and less than 30 mg/l as a monthly average.
- **Chlorine Residual:** The plant effluent is disinfected with hypochlorite (chlorine "bleach") and then the residual chlorine is neutralized with sodium bisulfite to protect the bay. The effluent chlorine residual limit is 0.0 mg/l which we monitor continuously.
- **pH:** pH is a measurement of acidity with pH 7.0 being neutral and higher pH values being basic and lower pH values being acidic. Our permit effluent pH must stay within the range of 6.0-9.0, which we monitor continuously.
- **Coliform:** Coliform bacteria are the indicator organism for determination of the efficiency of the disinfection process. The lab culture samples of our effluent and the presence of coliform is an indication that pathogenic organisms may be present. This is reported as MPN/100 (number of coliform bacteria in 100 milliliters sample).
- **Flow Through Bioassay:** A 96 hour test in which we test the toxicity of our effluent to tiny fish (sticklebacks) in a flow through tank to determine the survivability under continuous exposure to our effluent. Our permit requires that we maintain a 90th percentile survival of at least 70% and an 11 sample median survival of at least 90%. In layman's terms, this means that out of the last 11 samples only one bioassay may fall below 70% survival and the middle value when all 11 samples are placed in numerical order must be at least 90%.
- **Metals Analysis:** Our permit requires that we analyze our effluent for many different metals on a monthly basis. We have permit limits for some metals. The metals are stated as a daily max and a monthly average limit. The daily max limit is the number we cannot exceed on any sample and the monthly average applies to all samples collected in any month (although usually we are only required to take one).
- **F.O.G. (Fats, oils and grease):** Quarterly we are required to monitor our effluent for Fats, Oils and Grease.

Glossary of terms continued...

- **Headworks:** The point where all raw wastewater enters the treatment plant. In this building wastewater goes through 3 grinders to grind up all large objects that could possibly damage our influent and sludge pumps further down the treatment process.
- **Primary Sedimentation:** The next treatment process is a physical treatment process where solids that settle or float are removed and sent to the digesters for further processing.
- **Activated Sludge:** Next is the activate sludge process. This process is a biological wastewater treatment process that uses microorganisms to speed up the decomposition of wastes. When activated sludge is added to wastewater, the microorganisms feed and grow on waste particles in the wastewater. As the organisms grow and reproduce, more and more waste is removed, leaving the wastewater partially cleaned. To function efficiently, the mass of organisms needs a steady balance of food and oxygen. These tasks are closely monitored by the operations staff.
- **Secondary Clarification:** Next is secondary clarification, like primary sedimentation/clarification, this also is a physical treatment process where solids that settle or float are removed and sent to the next treatment process. The difference between Secondary Clarification and primary sedimentation is that the solids removed from the secondary clarifiers goes to 2 places. Some goes to waste to the DAFT and some goes back to the activated sludge process for further treatment. (*Microorganisms must be returned to the activated sludge process to keep an equal balance of food and microorganisms*).
- **DAFT (dissolved air floatation thickener):** Next is the DAFT. The dissolved air floatation thickening process uses air bubbles to thicken WAS(waste active sludge) solids removed from the secondary clarifier, by floating solids to the tank surface, where they are removed and sent to the digesters for final processing.
- **Sludge Digestion:** In the anaerobic digestion process, all the organic material removed from the primary sedimentation tanks and DAFT's are digested by anaerobic bacteria. The end products are methane, carbon dioxide, water and neutralized organic matter.
- **Solids Handling:** This is the process where all the neutralized sludge from the digester is finally treated. Sludge from the digester is pumped to the screw press where it is conditioned with a polymer (chemical that reacts with the sludge to remove the water from the sludge and bind the sludge particles together) in order to dewater the sludge and produce a dry cake for final disposal to the Redwood landfill.

Glossary of terms continued...

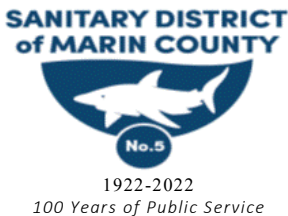
- **Disinfection:** This is the end point for the wastewater- at this point wastewater flows through the chlorine contact tank. This contact tank allows for enough contact time for chlorine solution to disinfect the wastewater. Sodium bisulfite is introduced at the end of the tank to neutralize any residual chlorine to protect the bay.
- **MLSS (mixed liquor suspended solids):** Suspended solids in the mixed liquor of an aeration tank measured in mg/l
- **MCRT (mean cell resident time):** An expression of the average time that a microorganism will spend in the activated sludge process.
- **SVI (sludge volume index):** This is a calculation used to indicate the settling ability of activated sludge in the secondary clarifier.
- **RAS (return activated sludge):** The purpose of returning activated sludge, is to maintain a sufficient concentration of activated sludge in the aeration tank.
- **WAS (waste activated sludge):** To maintain a stable process, the amount of solids added each day to the activated sludge process are removed as WAS. We track this by our MCRT which averages 3 days
- **TWAS (thickened waste activated sludge):** The WAS is thickened in the DAFT and the thickened sludge is then pumped to the digester.
- **MPN (most probable number):** Concentrations of total coliform bacteria are reported as the most probable number. The MPN is not the absolute count of the bacteria but a statistical estimate of their concentration.
- **Bio-solids:** Anaerobic digested sludge is pumped to a screw press where excess water is removed to reduce the volume (and weight) thus producing an end result called bio-solids.
- **Polymer:** Organic polymers are added to digested sludge to bring out the formation of larger particles by bridging to improve processing.

Wastewater Acronyms

ACWA	Assoc of California Water Agencies	APWA	American Public Works Association
AWWA	American Water Works Association	BAAQMD	Bay Area Air Quality Management District
BACWA	Bay Area Clean Water Agencies	BAPPG:	Bay Area Pollution Prevention Group
CASA	California Association of Sanitation Agencies	CSDA	California Special Districts Association
CSRMA:	California Sanitation Risk Management Authority	CAAQS	California Ambient Air Quality Standard
CaIARP	California Accidental Release Prevention Program	CARB	California Air Resources Board
CDO	Cease and Desist Order	CECs	Constituents of Emerging Concern
CEQA	California Environmental Quality Act	CIWQS	California Integrated Water Quality System
CFR	Code of Federal Regulations	CMOM	Capacity, Management, Operation and Maintenance
CIWMB	California Integrated Waste Management Board	CPUC	California Public Utilities Commission
CIWQS	California Integrated Water Quality System	CTR	California Toxics Rule
CSO	Combined Sewer Overflow	CWAP	Clean Water Action Plan
CWA	Clean Water Act	CWEA	California Water Environment Association
CWARA	Clean Water Authority Restoration Act	DTSC	Dept. of Toxic Substances Control
DHS	Dept. of Health Services	EDW	Effluent Dominated Water body
EBEP	Enclosed Bays and Estuaries Plan	EPA	Environmental Protection Agency
EIS/EIR	Environmental Impact Statement/Report	ESMP	Electronic Self-Monitoring Report
ERAF	Educational Reserve Augmentation Fund	GASB	Government Accounting Standards Board
FOG	Fats, Oils and Grease	JPA	Joint Powers Authority
ISWP	Inland Surface Waters Plan	LOCC	League of California Cities
LAFCO	Local Agency Formation Commission	MCL	Maximum Contaminant Level
MACT	Maximum Achievable Control Technology (air controls)	MOU	Memorandum of Understanding
MMP	Mandatory Minimum Penalty	NACWA	National Association of Clean Water Agencies
MUN	Municipal Drinking Water Use	NOX	Nitrogen Oxides
NGOs	Non-Governmental Organizations	NRDC	Natural Resources Defense Council
NPDES	Nat'l Pollutant Discharge Elimination System	OWP:	Office of Water Programs
NTR	National Toxics Rule	PCBs	Poly Chlorinated Biphenyls
OSHA:	Occupational Safety and Health Administration	PPCPs	Pharmaceutical and personal Care Products
POTWs	Publicly Owned Treatment Works	Region	IX Western Region of EPA (CA, AZ, NV & HI)
QA/QC	Quality Assurance / Quality Control	RMP	Risk Management Program
RFP	Request For Proposals	RWQCB	Regional Water Quality Control Board
RFQ	Request For Qualifications	SIP	State Implementation Policy (CTR/NTR criteria)
SEP	Supplementary Environmental Projects	SRF	State Revolving Fund
SFEI:	San Francisco Estuary Institute	SSMP	Sewer System Management Plan
SSO	Sanitary Sewer Overflow	TMDL	Total Maximum Daily Load
SWRCB	State Water Resources Control Board	WEF	Water Environment Federation
WDR	Waste Discharge Requirements	WET	Whole Effluent Toxicity or Waste Extraction Test
WERF	Water Environment Research Foundation	WRFP	Water Recycling Funding Program
WMI	Watershed Management Initiative	WWTP	Wastewater Treatment Plant
WRDA	Water Resource Development Act	WWWIFA	Water & Wastewater Infrastructure Financing Agency
WQBEL	Water Quality Based Effluent Limitation		

Management

Tony Rubio District Manager
Joel Alvarez Administrative Services Manger
2001 Paradise Drive
Tiburon CA 9420
415-435-1501 Tel
415-435-0221 fax
www.sani5.org



Board of Directors

Omar Arias-Montez President
John Carapiet Vice President
Tod Moody Secretary
Catherine Benediktsson Director
Richard Snyder Director

Date: April 17, 2025
To: Board of Directors – Regular Board Meeting
From: District Manager – Tony Rubio
Subject: Review of proposals regarding an Employee Total Compensation Study and Authorizing the District Manager to execute a professional services agreement with Gallagher (formerly Koff & Associates) for an amount not to exceed \$24,860.

STAFF REPORT:

The Districts current MOU Expires on June 30, 2026. Part of the Districts MOU has a requirement to perform a total compensation study in FY 25/26 in preparation for the renewal of a new successor MOU.

The District sent a request for proposal to several consulting firms in the business of preparing these types of studies. On April 7, 2025 the District received proposals from 2 consulting firms:

- 1. Gallagher (formerly Koff & Associates) \$24,860
- 2. Evergreen \$28,500

Galagher formerly known as Koff & Associates is a local consulting firm that has many years of experience working with wastewater agencies in the Bay area and in Marin County.

During the last MOU negotiation both District staff and Board of Directors agreed to evaluate the current marketplace competitiveness of the District’s employee salary and benefits compensation practices in order to provide recommendations to ensure that the District’s employee total compensation plan was sufficiently adequate to attract and retain a qualified, competent and productive workforce.

FISCAL IMPACT:

Total not to exceed \$24, 860 (FY25/26)

CEQA (California Environmental Quality Act)

Exempt

Recommendation:

Authorize the District Manager to execute a professional services agreement with Gallagher for an amount not to exceed \$24,860

Tony Rubio, District Manager

ATTACHMENTS:

Proposals from Gallagher and Evergreen

Sanitary District No. 5 of Marin County

TOTAL COMPENSATION STUDY

PROPOSAL

April 7, 2025

Gallagher Benefit Services, Inc.

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2121 N. California Boulevard, Suite 350
Walnut Creek, CA 94596

georg_krammer@ajg.com

Tel: 510.658.5633

Fax: 510.652.5633



Gallagher

Insurance | Risk Management | Consulting



Insurance | Risk Management | Consulting

April 7, 2025

Mr. Tony Rubio
District Manager
PO Box 227
Tiburon, CA 94920

Dear Mr. Rubio:

Thank you for the opportunity to respond to your Request for Proposals for a Total Compensation Study for the Sanitary District No. 5 of Marin County ("District"). We are most interested in assisting the District with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, special districts, joint-powers associations, and other public agencies.

Gallagher's ("Gallagher") Public Sector Human Resources and Recruitment Services Practice was formerly known as Koff & Associates and consists of an experienced team of consultants that has been providing predominantly classification, compensation, and recruiting services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. Our team has achieved a reputation for working successfully with management, employees, employee representation, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our team's extra effort has resulted in close to *100% acceptance* of all our classification and compensation studies.

Gallagher ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As a Managing Director of Gallagher, I would assume the role of Project Director and be responsible for the successful completion of the project. I can be reached at our Walnut Creek address and the phone number listed on the cover page. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the Sanitary District No. 5 of Marin County.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



Gallagher

Insurance | Risk Management | Consulting

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- Project Team Biographies	



Firm Qualifications

Gallagher's ("Gallagher") Public Sector Human Resources and Recruitment Services Practice was formerly known as Koff & Associates and consists of an experienced team of consultants that has been providing predominantly classification, compensation, and recruiting services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. We have offices all throughout California, the Western Region, as well as across the entire nation and serve clients in all 50 states.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments, working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Boards of Education, Merit Boards, and Joint Power Authorities.

The firm's areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; and organizational development/assessment studies.

Without exception, all our classification and compensation studies have successfully met all our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All studies were brought to completion within stipulated time limits and proposed budgets.

Our long list of clients (please see <https://koffassociates.com/our-clients/>) is indicative of our firm's reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. Gallagher has a reputation for being "hands on" with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

Gallagher relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that in working with hundreds of public agency clients and completing hundreds of classification and/or compensation and other types of studies, we have only had a handful of formal appeals in our entire history.

Especially when it comes to compensation, we know we are dealing with people's livelihoods and we take that very seriously. We are human resources professionals by trade and at heart and always keep the human aspect at the forefront of our work and problem solving methodologies. Our guiding principle of assisting public agencies for the greater good of their people and the communities they serve has been the backbone of our culture of integrity and ethics. Our values of being public-spirited, resourceful, curious, and courageous help us succeed in being very client- centric, fully invested in our work and finding the best solutions for our clients, and in applying a synergistic approach to all of our projects.

About the Larger Gallagher

Value Proposition: The ability to deliver comprehensively structured human capital solutions to clients is Gallagher’s signature in the marketplace. At Gallagher, we want to know what makes your organization unique. We listen intently to learn about your culture and priorities and delve deeply into all the details that matter when balancing human capital needs with financial sustainability. This single-minded focus on excellence — characterized by innovation and creativity — is the driving force behind every Gallagher engagement.

Company History: Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still “growing strong” because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago’s largest insurance brokerage, Gallagher is now one of the world’s largest human capital, insurance brokerage and risk management services firms. Headquartered in Rolling Meadows, IL, we have operations in 33 countries, and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants.

Since 1961, we’ve been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.



Company Culture and Philosophy: The ideals, principles and values embodied by the founder whose name still appears on our door are part of our corporate DNA.

Gallagher’s approach to business, cultivated through three generations of family leadership, has always centered on creating relationship value as true partners to our clients.

Gallagher’s interactions with you will be straightforward and candid. By earning the trust of our clients, we’ve sustained a reputation for ethics and a commitment to transparency that continue to contribute to our growth. In fact, Gallagher was the first insurance broker named to the Ethisphere® Institute’s annual list of the World’s Most Ethical Companies in 2012 — and has earned this recognition for twelve consecutive years, through 2023. This is a



Insurance | Risk Management | Consulting

tremendous achievement: annually, less than 150 companies based in 24 countries and representing 57 industry categories received this honor. Gallagher is the only insurance broker to have ever been recognized (World's Most Ethical Release).

The high standards of conduct we've set for our external professional relationships are the same rules we follow internally. The Gallagher Way, a one-page document that outlines our 25 shared values, was written in 1984 but is just as culturally relevant today. It speaks to the value of relationships and several tenets set guidelines for ethical behavior. Gallagher combines innovative solutions, thoughtful advice, and honest business practices to minimize risk and help fuel your success.

Human Resource and Compensation Consulting Practice: Gallagher's Human Resources & Compensation Consulting practice, of which the former K&A team is now a part, empowers clients to attract talent, manage staff, develop leaders, and reward success—leveraging the power of Gallagher and wisdom of experience to produce an engaged and productive workforce. Tapping into expertise that spans the spectrum of human resources at every level, we can assemble flexible compensation and consulting solutions that improve efficiency and fiscal sustainability.

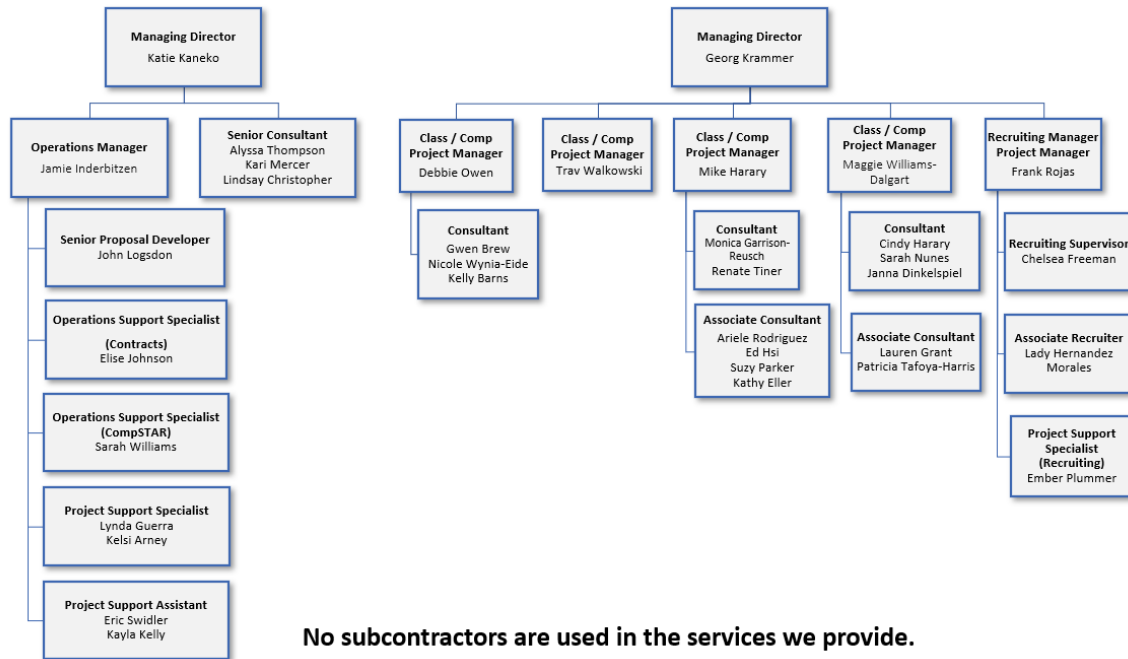
Our practice is a combination of some of the most respected names in human resources and compensation consulting. Bringing together experts from compensation, performance, search, survey, and leadership fields, Gallagher empowers clients with tools for the entire lifecycle of employment management.

With an experienced team of 205 consultants located in 14 offices across the United States and Canada, our services include:

- Classification and Compensation
- Employee Engagement
- Executive Compensation
- Organizational Development
- HR Management
- Search and Interim Placement
- Custom Salary and Benefit Surveys
- Governance Consulting

Team Member Qualifications

Our team consists of 36 employees as shown below in our organizational chart.



All members of our team have worked on multiple comprehensive compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the District.

KEY PERSONNEL

Our project team will be led by Co-Project Directors Georg Krammer (Managing Director) and Mike Harary (Project Manager). They will coordinate all of Gallagher’s efforts, attend all meetings with the City, and be responsible for all work products and deliverables.

CONSULTANTS

Alyssa Thompson (Senior Consultant), Lindsay Christopher (Senior Consultant), Janna Dinkelspiel (Consultant), and Renate Tiner (Consultant) will conduct classification analysis and interviews with management, compensation data collection and analysis, internal job analysis, and develop recommendations and implementation strategies.

WORKLOAD

We currently have a team of 25 HR consultants and five administrative support staff – resources that we are able to pool based on each project’s needs, to execute projects and to meet clients’ needs and expectations. Each time we are selected as the successful bidder on a project, we strategize to determine project timelines, deliverable deadlines, and the resources that are required to produce the deliverables as promised. We are poised to accommodate the District’s classification and compensation study and plan to devote the necessary resources for the successful execution of the project.

Biographies of the specific staff who will be assigned to this study can be found in the Appendix.

References

AGENCY & PROJECT	CONTACT
<p>Castro Valley Sanitary District</p> <p>Compensation Studies, completed in 2004, 2007, 2012, 2015 and 2018. Solid Waste Function Study, completed 2006. Classification Study, completed in 2003.</p>	<p>Mr. Roland Williams General Manager (510) 537-0757 21040 Marshall Street Castro Valley, CA 94546 roland@cvsan.org</p>
<p>Central Marin Sanitation Agency</p> <p>Compensation Study, completed 2012, 2013, 2014 and 2019. Have served as their off-site HR Director since 1987. Human Resource Rules and Regulations, successfully completed numerous staff and Executive Recruitments.</p>	<p>Mr. Jason Dow General Manager/Chief Engineer (415) 459-1455 X 145 1301 Anderson Drive San Rafael, CA 94901 jdow@cmsa.us</p>
<p>Delta Diablo Sanitation District</p> <p>Total Compensation Study, completed 2024.</p>	<p>Mr. Brian Thomas Engineering Services Director (925)756-1928 2500 Pittsburg-Antioch Hwy Antioch, CA 94509 briant@deltadiablo.org</p>
<p>Dublin San Ramon Services District</p> <p>Classification and Total Compensation Study, completed in 2021. Project timeline was extended due to some delays during the classification phase of the project and the client's request for additional support. Compensation study was delivered on time and on budget.</p>	<p>Ms. Roberta Perez Human Resources Administrator (909) 987-2591; Ext. 7410 10440 Ashford Street Rancho Cucamonga, CA 91730 robertap@cvwdwater.com</p>
<p>East Bay Municipal Utility District (EBMUD)</p> <p>Total Compensation study starting in 2024. Classification Studies, completed 2013, 2014, 2015, 2016. Compensation Studies, completed 2014, 2015.</p>	<p>Ms. Lori Worden Senior Human Resources Analyst (510) 287-0746 375 11th Street Oakland, CA 94607 lori.worden@ebmud.com</p>
<p>Las Gallinas Valley Sanitary District</p> <p>Classification and Compensation Study, completed 2019, 2021. Total Compensation Study, completed 2014.</p>	<p>Mr. Dale McDonald Administrative Services Manager (415) 526-1519 101 Lucas Valley Road, Suite 300 San Rafael, CA 94903 dmcDonald@lgvdsd.org</p>
<p>Napa Sanitation District</p> <p>Districtwide Classification Study, completed 2017. Ongoing since 1998: Class and Comp Studies; Policy Procedures, Employee Handbook, Recruitment efforts, HR Assistance.</p>	<p>Ms. Cheryl Schuh Human Resources Officer (707) 258-6003 1515 Soscol Ferry Road Napa, CA 94559 cschuh@napasan.com</p>



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<p>Ojai Valley Sanitary District</p> <p>Classification and Total Compensation Study, completed 2019. Compensation Study, completed in 2005, 2015 and 2017.</p>	<p>Mr. Jeff Palmer General Manager (805) 646-5548 1072 Tico Road Ojai, CA 93023 jeff.palmer@ojaisan.org</p>
<p>Triunfo Water and Sanitation District</p> <p>District-wide compensation study to update 2020/2021 data, completed 2024. Two classification and total compensation studies (2020 for administration and 2021 of operations) to assist the District in its formation.</p>	<p>Ms. Vickie Dragan Director of Finance (805) 658-4649 370 N. Westlake Blvd., Ste. 100 Westlake Village, CA 91362 Vickiedragan@triumfowsd.com</p>

Executive Summary, Approach, Methodology

The District desires human resources assistance to conduct a comprehensive total compensation study for all District classes which consist of 12 individual classes. The District currently employs approximately 12 full-time employees and the study covers 12 individual job titles including:

General Manager, Administrative Services Manager, Operations Superintendent, Maintenance / Collections Superintendent, Senior Wastewater Treatment Plant Operator/ P2 Coordinator, Senior Wastewater Treatment Plant Operator/Lab Coordinator, Senior Wastewater Treatment Plant Maintenance / Collection System Technician/ Inspector, Senior Wastewater Treatment Plant Maintenance/Collection System Technician, Wastewater Treatment Plant Operator, Wastewater Treatment Plant Maintenance/Collection System Technician, Administrative Assistant, and Operator-in-Training.

We understand Administrative Assistant and Operator-in-Training are vacant at this time.

The goal of the study will be to review the District's compensation structure for the studied classifications and to conduct a compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. While the District has already identified its comparator agencies, our approach to determining benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked classifications and classifications without a large enough market sampling.

The compensation study will contain specific recommendations regarding the integration of all study classifications into the District's compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the District's compensation preferences into consideration as well as the appropriate placement of each classification on the District's salary schedule.

The study includes a significant number of meetings with the Study Project Team, Human Resources, employees, and the District's Board of Directors, as desired. We have expertise in labor/management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and create a collaborative and interactive approach resulting in greater buy-in for study recommendations. This interactive approach has resulted in almost 100% implementation success of Gallagher's studies.

This intense and comprehensive stakeholder engagement and our transparent study processes are also a mechanism of quality control. The fact that our information, data, and recommendations have to be able to withstand utmost scrutiny by diverse stakeholders requires an in-depth multi-step quality control process for deliverables. This involves Gallagher team member validation of compensation data, Gallagher Project Manager review of all compensation analyses, recommendations and deliverables, and finally Gallagher Principal (Project Director) review of deliverables before submittal to the client.

STUDY OBJECTIVES

Compensation Objectives:

- To make recommendations regarding benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to the Study Project Team, Human Resources, management, employees, and the Board;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes, according to generally accepted compensation practices;
- To review the District's compensation structure and practices and develop compensation recommendations, including appropriate internal salary relationships, that will assist the District in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues and create a market adjustment implementation strategy supporting the District's goals, objectives, and budget considerations;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure; and;
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

Overall Objectives:

- To review and understand all current documentation, rules, regulations, policies, budgets, procedures, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct project start-up meetings with study stakeholders to discuss any specific concerns with respect to the development of compensation recommendations; finalize study plans and timetables; conduct orientation sessions with management, and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with the District and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study; and
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

METHODOLOGY / WORKPLAN / DELIVERABLES

This section of the proposal identifies the actual work plan. We believe that our detailed explanation of methodology and work tasks clearly distinguishes our approach and comprehensiveness.

TOTAL COMPENSATION STUDY:**Milestone A: Project Kickoff Meetings, Initial Documentation Review, Plant Tours, Staff Interviews, and Determination of Survey Elements**

This phase includes identifying the District's Study Project Team (Human Resources, management, employee representation, etc.), contract administrator, and reporting relationships. Our team of Project Managers and Consultants will conduct a briefing session with the Study Project Team to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, and the Board; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, current class descriptions, organizational charts, salary schedules, budgets, employment contracts, personnel policies, previous compensation studies, and any other relevant documentation to gain a general understanding of District operations.

At the District's request, this phase will also include a tour of the main treatment facility with the District Manager and individual staff interviews with the District Manager, Administrative Services Manager, Operations Superintendent and Maintenance and Collection System Superintendent to supplement the documentation provided and better inform the project team of the nuances of the work performed by District staff.

At this juncture, we will provide an evaluation of strengths and weaknesses of current job descriptions and organizational chart and provide recommendations for improvement of classifications.

District terminology and methods of current compensation procedures will be reviewed and agreed to. We will discuss methodology, agree to formats for compensation results, confirm appropriate comparator agencies, benchmark classifications, and benefits to be surveyed. We will respond to any questions that may arise from the various stakeholders.

List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. Our typical approach includes confirmation of appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation for ensuring that the District's compensation plan is competitively aligned with the external labor market. For this study we will utilize the District's six (6) market comparator agencies, identified in the current Memorandum of Understanding (MOU) and agreed upon by the District and staff. We will also confirm those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the District wants to include in the total compensation data gathering process.

1. Determination of Comparator Agencies

The determination of comparator agencies is a critical step in the study process. Per the RFP, the District has a current list of six comparator agencies that we will survey. Should the District be interested in additional consultant recommendations regarding

comparator agencies, we typically use the following factors to identify appropriate comparators and would receive approval before proceeding with the compensation study.

The selection of comparator agencies is a critical step in the study process. We typically use the following factors to identify appropriate comparators and will receive approval before proceeding with the compensation study.

Our recommended methodology is that we involve management, Human Resources, employee representation, and the Board, in the decision-making process of selecting which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the District's current/ previous list of comparators, if any, and the advantages/disadvantages of including them and/or others would be discussed.
- **Similarity of population served, District demographics, District staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis. When reviewing this factor, the District's unique services would be evaluated in order to ensure that the majority of comparators provide the same services. This ensures that each comparator yields a sufficient number of matches for the District's jobs.
- **Labor market** – The reality of today's labor market is that many agencies are in competition for the same pool of qualified employees, because large portions of the workforce don't live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. In addition, working-from-home opportunities and hybrid work schedules have further changed the landscape of supply and demand of talent. Therefore, the geographic labor market area (where the District is competing for talent) is taken into consideration.
- **Cost of living and cost of labor** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets and the appropriateness of comparator agencies. When the identified survey market includes comparators that are located outside of the District's geographic area, we analyze cost of labor to ascertain whether there are significant differences and, if so, we are able to apply geographic cost-of-labor adjustments factors to the market data to ensure an apples-to-apples comparison.

We typically recommend using 10-12 comparator agencies for all survey benchmarks in order to achieve statistical significance but are flexible and can easily use a different approach based on the District's preferences.

2. Determination of Benchmark Classifications

In the same collaborative manner as described in Step 1 above, we will work with the District's stakeholders to select those classifications that will be surveyed. "Benchmark classes" are ordinarily chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid data sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes.

Due to the District's size, we recommend surveying all 12 classifications.

3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

- **Monthly Salary** – The top of the published salary range. All figures are presented on a monthly or annual basis. We normalize the salary data to reflect number of hours in the work week and/or roll-up of retirement or other benefits in base salaries.
- **Employee Retirement** – This includes two figures: the amount of the employee's State or other public or private retirement contribution that is contributed by the agency and the amount of the agency's Social Security contribution.
- **Insurance** – This typically includes Health, Dental, Vision, and other insurance coverage.
- **Leave** – Other than sick leave, which is usage-based, leave is the amount of days off for which the agency is obligated. We will discuss with the District whether leave days/hours should be converted to direct salary cost in dollars or represented in days/hours.
 - **Vacation:** The number of vacation days after five years of employment.
 - **Holidays:** The number of holidays (including floating).
 - **Administrative/Personal Leave:** Administrative leave is normally the number of days available to management staff in lieu of overtime. Personal leave may be available to other groups of employees to augment vacation or other paid time off.
- **Deferred Compensation** – We report any employer contribution made on the employee's behalf, whether an employee-matching contribution is required or not.
- **Other** – This category includes any other benefits that are available to all employees within a classification and not already specifically detailed.

Milestone B. Market Survey Delivery

Gallagher does not collect market compensation data by merely sending out a written questionnaire. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. We collect classification descriptions, organization charts, salary schedules, personnel policies, budgets, MOUs, and other information via website, by telephone, or email directly from each comparator agency. We then compare job description to job description and not just job titles, therefore ensuring true "matches" of at least 70%, which is the threshold we use to determine whether to include a comparator classification or not.

Our job analysis method is the whole position analysis approach. Objective factors in the whole position job analysis methodology include:

1. Decision making/judgment
2. Difficulty and complexity of work
3. Supervisory responsibilities
4. Non-supervisory responsibilities
5. Minimum qualifications
6. Working conditions/risk factors
7. Contacts

We also schedule appointments with knowledgeable individuals at each comparator to answer specific questions as necessary. We find that information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and governing bodies.

Data will be entered into spreadsheet format designed for ease of interpretation and use. Information will be calculated based upon average and median figures allowing the District to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the District's salary range above/below the market values.

In addition, we will include any type of statistical representation and analysis that the District desires such as 60th, 70th, or any other percentiles per the District's compensation philosophy.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect "additional" benefits, which we typically report on a separate spreadsheet.

Milestone C. Draft Compensation Findings/Stakeholder Review and Feedback

As part of our transparent approach and communication strategy to ensure organizational buy-in to the study, we share the market survey with the organization. We first distribute our draft findings to the Study Project Team. After their preliminary review, we will meet with the Study Project Team and other stakeholders (including Human Resources, management, employees) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for our team to engage with study stakeholders in a collaborative manner. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections, as appropriate.

Milestone D. Development of Recommendations, Final Reports, and Presentations

Analysis of Internal Relationships and Alignment

To determine internal equity for all studied positions, considerable attention is given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. Again, we utilize the whole position analysis methodology as described earlier.

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series, for example, as well as across departments. This analysis will be integrated with the results of the compensation survey and the District's existing compensation plan.

The ultimate goal of this critical step in the process is to address any potential internal equity issues and concerns with the current compensation system, including compaction issues between certain classifications. We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system, with pay differentials between levels that allow employees to progress on a clear path of career growth and development. Career ladders will be looked at vertically as well as horizontally.

Compensation Structure Development

We will review and make recommendations regarding the District's salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the District's preferred compensation model. We will also work with the District on their compensation philosophy as it relates to market position and the formulation of their compensation plan. This analysis will result in external pay equity, solutions to address any pay equity issues, and an implementation strategy supporting District goals, objectives, and budget considerations.

Draft recommendations will be discussed with the Study Project Team and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

Final Report

A Draft Interim Report of the Compensation Study will be completed and submitted to the Study Project Team for review and comment. The report will include:

- An executive summary of the compensation study results;
- A set of all market data spreadsheets;
- A proposed compensation structure;
- A proposed salary range placement document;
- A procedure to address employees whose current base pay either falls below the minimum of or exceeds the maximum of their newly assigned pay range;
- Implementation options surrounding our recommendations; and
- A guide for implementing, managing and maintaining the compensation system.

Once all of the District's questions/concerns are addressed and discussed, a Final Compensation Report will be created and submitted in the District's preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review process.

Final Presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Study Project Team. Regarding the involvement of the Board of Directors, we recommend at least one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the Board, based on the District's preferences.

EXPECTATIONS OF DISTRICT SUPPORT:

In order to conduct this study in the most timely and cost-effective manner, we ask for support in the following areas:

- Timely provision of written documentation, such as current class specifications, union contracts, organizational charts, budget documents, salary schedules, past studies, etc.;

- Assistance in the notification and scheduling of initial kickoff and other meetings and the provision of adequate interview tools and resources;
- Meeting agreed-upon timelines.

In terms of time commitment for District staff, we understand that the District hires an outside consultant to conduct and coordinate the entire effort. Therefore, it is our goal to reduce the time commitment of District staff as much as possible and to only request assistance in the coordination of some of the steps in the process, such as scheduling meetings, disseminating information, and in general, being a channel of communication between our firm and employees.

COMMUNICATION WITH THE DISTRICT:

Our typical communication model includes at least weekly or biweekly written status updates, or virtual meetings, to keep the District informed on where we are during each phase of the project.

In addition, the study includes a significant number of meetings with the Study Project Team, human resources, management, employees, and the Board, as desired. The meetings and “stakeholder touch-points” that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and foster a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of Gallagher’s studies.

POST-STUDY CONSULTATION AND SUPPORT:

We are committed to providing the District with the highest-quality product and service. Providing ongoing consultation and support after study completion is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

Should the District request any additional meetings and/or training after completion of the study and/or other specific, identifiable work efforts, such as single-position compensation reviews or conducting annual surveys, we would honor our composite hourly rate for actual hours worked. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our project fee for this project.

STAKEHOLDER ENGAGEMENT:

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in to the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, and other stakeholders, as appropriate:

- Initial study kick-off meetings with stakeholders;
- Stakeholder input regarding a list of benchmark classifications, and benefits to be collected;

- District stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.

Time Requirements

Our professional experience is that compensation studies of this scope and for this size organization take approximately three to four months to complete, allowing for adequate compensation data collection and analysis, review steps by the District, the development of final reports, any appeals, and presentations.

We propose commencing the project as soon as possible in April and anticipate completion by August 21, 2025, as requested in the RFP.

The following is a suggested timeline (which can be modified based on the District’s needs):

MILESTONES	TOTAL COMPENSATION STUDY	COMPLETION BY
A.	Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements	Weeks 1-2
B.	Market Survey Delivery	Week 3-9
C.	Draft Compensation Findings/Stakeholder Review and Feedback	Week 10-12
D.	Development of Recommendations, Final Reports, and Presentations	Week 13-14



Cost Proposal

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, employee representation, management, and the governing body. The time we commit to working with employees (orientations and briefings, meetings with employees via personal interviews, sharing of compensation survey data, etc.) results in significantly greater buy-in throughout the process.

In fact, our firm has only had a handful of formal appeals to any of our studies in over 40 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Our goal is to conduct each study the right way the first time. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our clients always provide feedback that our process is professional, comprehensive, understandable, timely, and inclusive.

Due to a shift in our industry to conducting studies virtually and our own efforts to be as green a business as possible (which our public agency clients always appreciate), our cost proposal assumes that, with the exception of touring the District's primary treatment facility, all meetings and presentations will be conducted virtually/remotely and no other onsite travel to District offices will occur. Should the District desire additional onsite meetings, we will be happy to provide our per diem cost for onsite meetings based on travel time and market rate travel cost at the time.

Cost proposal continues on the following page.

MILESTONES	COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
	Ongoing Project Status Meetings throughout the Study	\$3,080	Invoice #1: 25% of Project Fee upon Contract Execution - \$6,215
A.	Project Kickoff Meetings, Orientations, and Determination of Survey Elements	\$6,380	Upon Completion of 50% of Market Survey: Invoice #2 - \$6,215
B.	Market Survey Delivery (this assumes 6 comparator agencies, 12 benchmark classifications, and total compensation including benefits)	\$8,800	Upon Completion of 100% of Market Survey: Invoice #3 - \$6,215
C.	Draft Compensation Findings/Stakeholder Review and Feedback	\$2,200	N/A
D.	Development of Recommendations, Final Reports, and Presentations	\$4,400	Remaining Project Fee: Invoice #4 - \$6,215
Total Fee for Compensation Study		\$24,860	\$24,860
Expenses are included in the project fee		N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage</i>			
TOTAL PROJECT COST		\$24,860	\$24,860

Our cost proposal does not include time to support the District during any labor negotiations that may follow this study. If we are needed for this work, our composite hourly rate will apply and we will charge on a time-and-materials basis.



Contractual Considerations

We will be pleased to sign the District's professional services agreement for a Compensation Study. We respectfully request that the District will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all our clients in the past and appreciate the District's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

It is our practice to provide the coverage below in lieu of the District contract insurance language. We therefore propose to replace the insurance language in the RFP's sample agreement with coverage language provided by Gallagher as follows:

Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than \$10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than \$5,000,000 per claim, or \$10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than \$2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than \$1,000,000 per claim and in the aggregate.
- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.



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Signature Page

Gallagher Benefit Services, Inc., intends to adhere to all of the provisions described.

This proposal is valid for 90 days.

Respectfully submitted,

By: **GALLAGHER BENEFIT SERVICES, INC.,**
State of California

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

April 7, 2025



Gallagher

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Appendix

Project Team Biographies

Georg S. Krammer, M.B.A., S.P.H.R. **Managing Director**

Georg brings over 25 years of management-level human resources experience to Gallagher, formerly Koff & Associates (K&A), with an emphasis in classification and compensation design; market salary studies; organizational development; executive recruitment; performance management; and employee relations, in the public sector and in large corporations as well as small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. He spent five years in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director before entering the public sector in his current consulting role. With his wide-ranging and deep experience as a well-rounded classification and compensation expert, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contributions to Gallagher's variety of projects greatly complements our Human Resources and Recruitment Services team.

Georg has spearheaded several hundreds of classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California, and the Western Region, and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003, served as its Chief Executive Officer from 2005 to 2021, was instrumental in K&A's joining Gallagher in 2021, and has been serving as Managing Director since then.

In the last few years, Georg has been the Project Director/Key Personnel for classification and/or compensation studies, organizational assessments, and other HR projects, at the following agencies:

- **Cities/Towns:** Alameda, American Canyon, Anaheim, Arroyo Grande, Bellflower, Campbell, Citrus Heights, Coachella, Concord, Cotati, Gilroy, La Cañada Flintridge, Lomita, Los Altos, Los Altos Hills, Menifee, Menlo Park, Morro Bay, Murrieta, National City, Newport Beach, Oakland, Oxnard, Palm Desert, Perris, Pleasant Hill, Port Hueneme, Redlands, Redwood City, Sacramento, San Diego, San Jose, San Marino, Santa Ana, Santa Barbara, Santa Clara, Saratoga, Sausalito, Seal Beach, Spokane (Washington), Vallejo, West Sacramento, Westminster, Yucca Valley, Yreka
- **Counties:** Bernalillo (New Mexico), Fresno, Monterey, Orange, Placer, San Joaquin, Sonoma, and Trinity.
- **Courts:** Habeas Corpus Resource Center, Superior Court of Kern County, Superior Court of Orange County, Superior Court of Santa Barbara.
- **Education:** College of the Sequoias, Excelsior Charter Schools, First 5 Alameda, Foothill-De Anza Community College District, Riverside Community College District, West Valley Mission Community College District.
- **Special Districts:**

- Air Quality: Monterey Bay Air Resources District, South Coast Air Quality Management District
- Community Services District: Cosumnes CSD, Desert Recreation District, Hayward Area Recreation and Park District, Helendale Community Services District, Heritage Ranch Community Services District, Incline Village General Improvement District, Phelan-Pinon Hills Community Services District, Town of Discovery Bay CSD, Truckee Donner Recreation & Park District, Tualatin Hills Park & Recreation District
- Fire and Police Protection: East Contra Costa Fire Protection District, Orange County Fire Authority, Sacramento Metropolitan Fire District
- Housing/Economic Development: Alameda Housing Authority, Housing Authority of the City of San Buenaventura, Housing Authority of the County of Alameda, Housing Authority of County of Santa Barbara, Housing Authority of County of San Luis Obispo, Oakland Housing Authority, Santa Clara County Housing Authority, San Bernardino County Housing Authority
- Open Space: Local Agency Formation Commission (LAFCO) of Santa Clara County
- Public Utilities: East Bay Municipal Utility District, Inland Empire Utilities Agency, North Tahoe Public Utility District, Southern California Public Power Authority
- Transportation: Alameda County Transportation Commission, El Dorado County Transit Authority, Golden Gate Bridge Highway and Transportation District, Livermore Amador Valley Transit Authority, Long Beach Transit, Marin Transit District, Metropolitan Transportation Commission, Ontario International Airport, Orange County Transportation Authority, Port of Hueneme, Port of Long Beach, Port of Oakland, Riverside County Transportation Commission, Sacramento Area Council of Governments, Sacramento Regional Transit District, San Bernardino County Transportation Authority, San Bernardino International Airport, San Francisco Bay Area Water Emergency Transportation Authority, Santa Barbara County Association of Governments, Santa Clara Valley Transportation Authority, Sonoma-Marin Area Rail Transit, Transportation Corridor Agencies, Western Riverside Council of Governments
- Wastewater: California Association of Sanitation Agencies, Central Marin Sanitation Agency, Encina Wastewater Authority, Leucadia Wastewater District, Napa Sanitation District, Ojai Valley Sanitary District, Orange County Sanitation District, Oro Loma Sanitary District, Truckee Sanitary District, Union Sanitary District, Vallejo Flood and Wastewater District
- Water: Bay Area Water Supply & Conservation Agency, Beaumont Cherry Valley Water District, Central Coast Water Authority, Cucamonga Valley Water District, Eastern Municipal Water District, Joshua Basin Water District, Marina Coast Water District, Metropolitan Water District of Southern California, Min-Peninsula Water District, Mojave Water Agency, Monte Vista Water District, Mt. View Sanitary District, Oakwood Lake Water District, Paradise Irrigation District, Rancho California Water District, San Bernardino Valley Water Conservation District, Santa Clarita Valley Water Agency, Sonoma County Water Agency, South Coast Water District, State Water Contractors, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Valley County Water District, West Basin Municipal Water District, Western Municipal Water District, Zone 7 Water Agency
- Other: Cooperative Agricultural Support Services Authority, Los Angeles County Employees Retirement Agency, Orange County Mosquito & Vector Control District

Georg will be key personnel and serve as the Co-Project Director for this project; he will coordinate all of Gallagher's efforts, will attend all meetings, and will be responsible for all work products and deliverables.



Mike Harary, B.B.A., M.B.A.
Project Manager

Mike Harary possesses over 39 years of municipal HR management experience including serving as a Human Resources Director for two municipalities in Southern California. He has been involved in all aspects of Human Resources for the cities of La Mirada, Orange, Westminster, and Downey, including serving as Chief Labor Negotiator, managing recruitment and selection processes for all types of municipal government positions, handling employee benefits functions, responding to labor and employee relations issues, complying with labor laws, conducting personnel investigations, and managing a variety of general human resources functions. He has also served as a consultant with Koff and Associates/Gallagher since 2019 managing numerous classification and compensation studies for multiple cities, counties, and special districts throughout California.

Mike has a bachelor's degree in business administration emphasizing in Human Resources Management from California State University, Long Beach, and a Master of Business Administration, also from Cal State Long Beach. Some of the K&A classification and compensation projects Mike has worked on include but are not limited to:

Cities: Bellflower, Chico, Chino, Coachella, Corona, Davis, Desert Hot Springs, Duarte, East Palo Alto, El Monte, Fullerton, Gardena, Gilroy, Glendora, Hemet, Imperial, Jackson, La Canada Flintridge, Lomita, Lompoc, Ontario, Phoenix (AZ), Pittsburg, Pomona, Rialto, Ridgecrest, Rohnert Park, San Bernardino, San Marino, Spokane (WA), Sunnyvale, Twentynine Palms, and Upland.

Special Districts: Altadena Library District, Banning Library District, Big Bear Lake Department of Water & Power, Buena Park Library District, CalOptima Health, Camrosa Water District, Chino Basin Water Conservation District, Cucamonga Valley Water District, Delta Diablo Sanitation District, Garfield County Public Library District (CO), Greater Los Angeles County Vector Control District, Greater Vallejo Recreation District, Hi Desert Water District, Housing Authority of the City of Santa Barbara, Housing Authority of the County of Santa Barbara, Jurupa Community Services District, Las Vegas-Clark County Regional Library District (NV), Livermore Area Recreation and Park District, Los Angeles County Employees Retirement Agency, Mission Springs Water District, New Mexico Department of Transportation (NM), North Marin Water District, Orange County Water District, Port of San Diego, Rainbow Municipal Water District, Rincon Del Diablo Water District, Tri-City Mental Health Authority, Victor Valley College, Yorba Linda Water District, and Yuba Water Agency.

Mike will provide managerial project support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Alyssa Thompson, Ph. D.
Senior Consultant

Alyssa has over 22 years of human resources experience in classification and compensation analysis and development, performance management, affirmative action program development, and recruitment.

Alyssa also has experience in designing and conducting quantitative and qualitative research studies.

Since joining K&A in 2007, Alyssa has led and worked on well over 300 classification, compensation, organizational assessment, and recruitment projects for cities, counties, and special districts.

She earned a Bachelor's degree in Psychology with a minor in Sociology-Organizational Studies from the University of California, Davis, and a Ph.D. in Organizational Psychology from Alliant International University.

Alyssa will provide consultant support throughout the effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Lindsay Christopher **Senior Consultant**

Lindsay's professional qualifications include ten years of experience working in the public sector, mostly with Alameda County. In her role as Human Resources Analyst, she was responsible for classification and compensation projects, as well as recruitment and selection, in a Civil Service, merit-based, environment. Prior to joining Koff & Associates, she worked at the East Bay Regional Park District, where she continued to focus on classification and compensation projects.

A Bay Area native, Lindsay earned her B.A. degree in Sociology with a concentration in Criminology from San Jose State University.

Lindsay will provide Senior H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Janna Dinkelspiel **Consultant**

Janna Dinkelspiel came to Koff & Associates in August 2022 with over 15 years' experience in private and public sector human resources. Most recently Janna was a Senior Employee Relations Analyst in a municipality where she gained well rounded experience in recruitment and retention, employee relations, labor relations, policy development, performance management, training and development and classification and compensation. Janna was the City's subject matter expert for classification and compensation while conducting and implementing three large-scale compensation studies for the City, as well as assisting the executive team with creation of a compensation policy. Janna has a degree in Business Administration from the University of Washington and holds a Senior Professional Human Resources Certificate from HRCI.

Renate Tiner, B.Sc. **Consultant**

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience before joining Gallagher. Starting in Human Resources administration and rising into Human Resources management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker's Compensation,



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licensing and accreditation, policy development, and general Human Resources administration. Renate has a total of 12 years' experience. Renate joined Koff & Associates in 2017, working on classification and compensation studies.

Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She will provide H.R. Consultant support throughout this effort, including analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



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A Proposal to Conduct a Total Compensation Study for the Sanitary District No. 5 of Marin County, CA

ORIGINAL



Evergreen Solutions, LLC

April 7, 2025



Evergreen Solutions, LLC

2528 Barrington Circle • Unit #201 • Tallahassee, Florida 32308
850.383.0111 • fax 850.383.1511

April 3, 2025

Tony Rubio, District Manager
Sanitary District No.5 of Marin County
PO Box 227
Tiburon, California 94920

Dear Mr. Rubio:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Total Compensation Study for the Sanitary District No. 5 of Marin County (District). Our response is based on our review of your Request for Proposal (RFP), our experience working with hundreds of public sector organizations, including many similar clients (i.e., wastewater, water, utilities) throughout the country, our understanding of the California labor market, and our knowledge of best practices in public sector human resources management. **Evergreen is well qualified to provide the services being requested by the District as we have conducted more than 1,450 similar studies for public sector organizations throughout the country.**

Evergreen Solutions was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. Evergreen is licensed to transact business in the State of California (#175722830).

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 47 states. In the State of California, Evergreen has been on contract to work with, or is currently on contract to work with, the following public sector organizations in providing work similar in scope to the services being requested: Calaveras County Water District; West Basin Municipal Water District; City of Fresno; City of Thousand Oaks; City of West Hollywood; City of Santa Ana; City of Moorpark; City of Bell Gardens; City of Sacramento; City of Crescent City; City of Camarillo; City of Sangar; City of Yucaipa; City of Long Beach - Long Beach Management Association; Mariposa County; Calaveras County; Inyo County; Pleasant Valley Recreation and Park District; Cosumnes Community Services District; Victor Valley Transit Authority; Superior Court of California, County of Imperial; Superior Court of California, County of Monterey; Hayward Unified School District; Pleasanton Unified School District; and the Los Angeles Unified School District.

Evergreen has worked with, or is currently on contract to work with, the following similar clients (e.g., wastewater, water, utilities) in providing work similar in scope to the services being requested: Colorado River District; Middle Rio Grande Conservancy District, NM; South Texas Water Authority; Brazos River Authority, TX; Bexar Metropolitan Water District, TX; Denton County Fresh Water Supply District, TX; Upper Trinity Regional Water District, TX; Barton Springs/Edwards Aquifer Conservation District, TX; New Braunfels Utilities, TX; Harris-Galveston Subsidence District, TX; City of Minneapolis – Department of Public Works, MN; Susquehanna River Basin Commission, PA; Rivanna Water and Sewer Authority and Solid Waste Authority, VA; Greensville County Water and Sewer Authority, VA; Southeastern Public Service Authority, VA; Henry County Public Service Authority, VA; Charlotte Water, NC; Cape Fear Public Utility Authority, NC; City of Orangeburg - Department of Public Utilities, SC; North Charleston Sewer District, SC; City of Marietta/Board of Lights and Water, GA; Clayton County Water Authority, GA; Cobb County-Marietta Water Authority, GA; Douglasville-Douglas County Water and Sewer Authority, GA; Brunswick-Glynn Joint Water and Sewer Commission, GA; Henry County Water Authority, GA; Lumpkin County Water and Sewerage Authority, GA; Riviera Utilities, AL; Daphne Utilities, AL; Southwest Florida Water Management District; South Florida Water Management District; St. Johns River Water Management District, FL; Tampa Bay Water, FL; Toho Water Authority, FL; Keys Energy Services, FL; Englewood Water District, FL; Peace River Manasota Regional Water

Supply Authority, FL; Okeechobee Utility Authority, FL; Loxahatchee River District, FL; Florida Keys Aqueduct Authority; Utilities Commission of New Smyrna Beach, FL; Lake Apopka Natural Gas District, FL; Solid Waste Authority of Palm Beach County, FL; Okaloosa Gas District, FL; and the Florida Municipal Power Agency. Information regarding the services provided to these clients can be found in **Section 2** of our proposal. **Note:** Evergreen has also worked with hundreds of local governments throughout the country where the sanitation department was included in the overall study.

The Evergreen Team is able to fully comprehend the challenges and goals of the District because of our vast understanding of public sector human resources and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting total compensation studies for public sector organizations throughout the country as can be seen in **Section 1** of our proposal.

Some of the human resource services Evergreen has focused on include: total compensation studies; classification studies; pay equity studies; staffing studies; workload analyses; performance evaluation and appraisal system design; HR department reviews; recruitment, hiring, and retention studies; strategic and workforce planning; and labor pool availability. Through our experiences in conducting this wide range of projects, we have gained knowledge of all operations in public sector human resources management. As a result, our team knows how critical an effective compensation system is to the overall operation of a proficient and progressive organization such as the District. Moreover, we have developed helpful methods and tools that assist our public sector clients in implementing and maintaining our study recommendations and results.

Evergreen's approach to conducting a total compensation study draws not only from extensive human resources work with public sector clients, but also from direct feedback of our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach as identified in **Section 4** of our proposal includes:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and “buy-in” at implementation, leadership and employees should be involved in every step of the process. This is a critical component of our communication plan. Continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web. Further, our web-based **JobForce Manager** tool allows our client partners to facilitate implementation and eases the ongoing maintenance of the compensation system.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. We appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111, or via email at jeff@consultevergreen.com.

Sincerely,



Jeffrey Ling, PhD, President
Evergreen Solutions, LLC



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Section 1.0
Proposed Staff



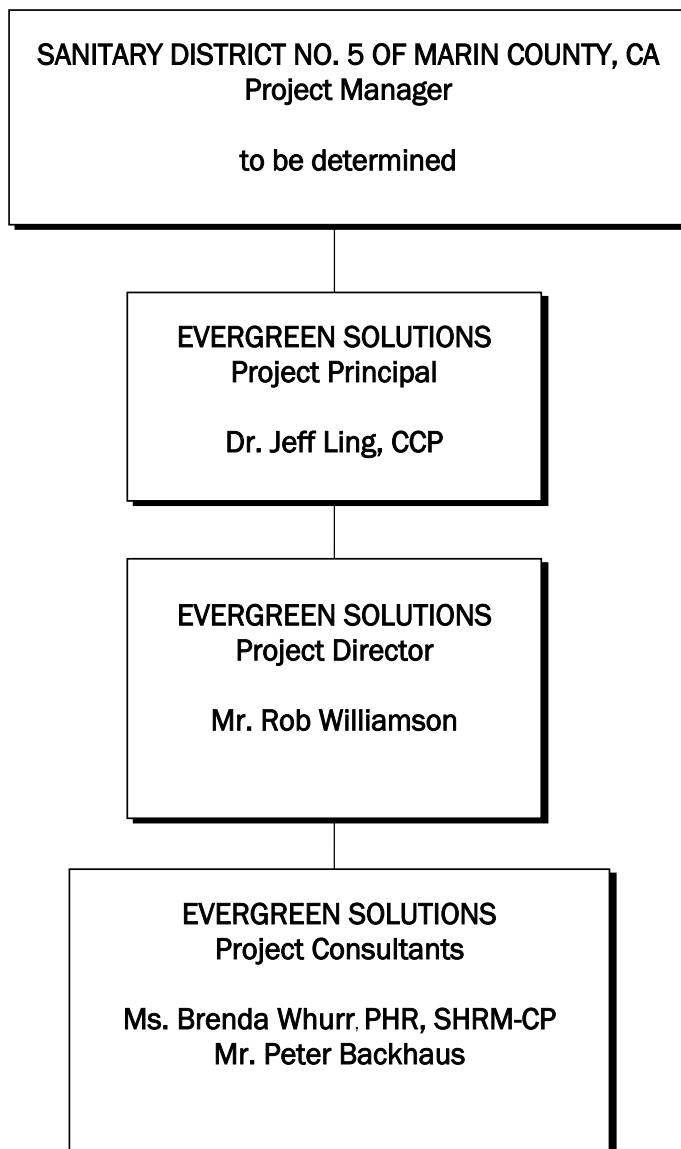
1.0 Proposed Staff

In this section, we provide the qualifications of our proposed project team through summary resumes. Detailed resumes are available upon request.

1.1 Proposed Project Team

Exhibit 1-1
Project Management and Personnel Assignments

Exhibit 1-1 reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Total Compensation Study so that there will be no confusion as to who is responsible for any aspect of this engagement with the Sanitary District No. 5 of Marin County.



Sanitary District No. 5 of Marin County (District) Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The District's Project Manager will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the District's Project Manager and all project deliverables will be filtered through the District's Project Manager throughout the duration of the project.

Evergreen Solutions' Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, typically the President. The Project Principal will have contractual authority over the contract and will be our top level of project responsibility.

Evergreen Solutions' Project Director. Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the District. The Project Director will have the most frequent contact with the District and will assign project activities to the Project Consultants and will ensure that deliverables are met within specified timelines.

Evergreen Solutions' Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will review pay plans, conduct orientation sessions and focus groups, administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT), conduct a salary and benefits survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Total Compensation Study for the Sanitary District No. 5 of Marin County.

1.2 Key Personnel

**Project Principal
Dr. Jeff Ling, CCP**

The following paragraphs provide a summary of each team member's qualifications and experience related to his/her role in this engagement.

Dr. Jeff Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.



Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with includes:

- **Compensation/Classification**– He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. **Note: He has served as the Project Principal or Project Director for more than 1,450 public sector projects related to Classification and/or Compensation.**
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal-based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.



Project Director
Mr. Rob Williamson

Mr. Rob Williamson is a Project Manager with Evergreen. He brings more than 20 years of proven leadership experience serving both private and public sector clients. His diverse leadership includes time as a business owner, County Commissioner, CEO of a mid-sized water and wastewater treatment utility, Executive Director of a three-member regional water utility provider, and most recently, Manager of the Florida Association of Counties' 23-county insurance trust.

During his career, Mr. Williamson has served on boards of directors for more than two dozen public, private, civic and charitable organizations. This includes time as Chairman of the Santa Rosa County Board of County Commissioners, RESTORE Council, Tourist Development Council, Florida/Alabama Transportation Planning Organization and as a member of the Florida Gulf Consortium, Florida Association of Counties Executive Board, Leadership Santa Rosa, and the Institute for County Government to name a few. He is also a member of the Florida Rural Water Association. He was a Keynote speaker for the Florida American Water Works Association for its Fall Conference Opening General Session in 2023.

Mr. Williamson helps organizations create new strategic pathways to solve complex problems. His areas of focus include policy development, strategic planning, change management, government services, transportation planning, master planning, tourism, RESTORE Act implementation and leadership development.

A sample of some of the public sector projects that Mr. Williamson has directed or been involved with include: **a Total Compensation and Benefits Study for Calaveras County Water District, CA; a Classification and Compensation Study for the West Basin Municipal Water District, CA; a Compensation and Benefits Study for the Middle Rio Grande Conservancy District, NM; a Compensation Study for the Colorado River Water Conservation District, CO; a Job Market Survey for New Braunfels Utilities, TX; a Compensation Study for the City of Aransas Pass, TX; a Classification and Compensation Study for the City of Del Rio, TX; a Comprehensive Classification and Compensation Study for the City of Port Arthur, TX; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the Town of Addison, TX; a Compensation, Benefits, Pay-Practices, and Classification Study and Analysis for Upper Trinity Water District, TX; a Comprehensive Classification and Compensation Study for the South Texas Water Authority; a Compensation Study for the Metropolitan St. Louis Water District, MO; a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Compensation and Classification Study for the City of Minneapolis Department of Public Works, MN; a Total Compensation Study for Genesee County, MI; a Compensation Study for the City of Morristown, TN; a Compensation Study for the City of White House, TN; a Compensation and Classification Review for the City of Cambridge, MA; a Job Classification and Compensation Study for the Town of Wethersfield, CT; a Classification and Total Compensation Study for the Town of Plainville, CT; a Compensation Study for the City of Portsmouth, NH; a Classification and Total Compensation Review for the City of Manchester, NH; a Classification and**



Compensation Study for Culpeper County, VA; an HR Market Study for Botetourt County, VA; a Classification and Compensation Study for Ashe County, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Compensation and Classification Study for the Town of Wendell, NC; a Classification and Compensation Study for the City of Burlington, NC; a Classification and Compensation Study for the City of Southport, NC; a Classification and Compensation Study for the City of High Point, NC; a Compensation Study and Pay Equity and Representative Analysis for the Town of Chapel Hill, NC; a Classification and Compensation Study for Onslow County, NC; a Classification and Compensation Study for Dare County, NC; Classification and Compensation Study Services for Dillon County, SC; a Compensation and Classification Study for Greenwood County, SC; **a Compensation Study for North Charleston Sewer District, SC;** a Compensation Study for the Town of Central, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Compensation Study for the City of Pickens, SC; **a Compensation Study for the City of Orangeburg, Department of Public Utilities, SC;** a Classification and Compensation Study for the City of Madison, AL; a Classification and Compensation Study for the City of Auburn, AL; a Compensation Study for Auburn- Opelika Tourism, AL; a Compensation Study for the City of Daphne, AL; a Compensation Study for the City of Opelika, AL; a Compensation and Benefits Study for the City of Mobile, AL; **a Classification and Compensation Study for Riviera Utilities, AL;** a Classification Study for Cherokee County, GA; a Compensation Study for Spalding County, GA; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Classification and Compensation Study for the City of Jackson, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study and Analysis for the City of Riverdale, GA; a Classification Study for the City of Clarkston, GA; a Salary Survey for the City of Garden City, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Classification and Compensation Study for the City of Dalton, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study and Analysis for the City of Lawrenceville, GA; a Compensation Study for the City of Sandersville, GA; a Compensation Study for the City of Cedartown, GA; **a Compensation Study for Cobb County-Marietta Water Authority, GA;** **a Classification and Compensation Study and Analysis for Clayton County Water Authority, GA;** **a Compensation Study for Douglasville-Douglas County Water and Sewer Authority, GA;** **a Market Salary Survey for Douglasville-Douglas County Water and Sewer Authority, GA;** **a Classification and Compensation Study for the Henry County Water Authority, GA;** a Classification and Compensation Study for the City of Vienna, GA; a Compensation Study for the City of Duluth, GA; a Compensation Study for the City of Holmes Beach, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for the City of Palm Beach Gardens, FL; a Staffing Study for the City of Naples, FL; a Compensation Study for the City of Okeechobee,



FL; a Compensation Study for the City of Palmetto, FL; a **Comprehensive Compensation Study for Keys Energy Services, FL**; a Compensation Study for the Indian River County Property Appraiser's Office, FL; an **Employee Classification and Compensation Survey for the Okeechobee Utility Authority, FL**; a Classification and Compensation Study for DeSoto County, FL; a **Compensation Study for the Lake Apopka Natural Gas District, FL**; a **Classification and Pay Plan Study for Peace River Manasota River Water Supply Authority, FL**; a **Human Resources Compensation Study for the Florida Municipal Power Agency, FL**; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Compensation Study for the Miami Shores Village, FL; a Compensation Study for the City of Naples, FL; a Compensation Study for the City of New Port Richey, FL; a Classification and Compensation Study for the City of Wildwood, FL; a Classification and Compensation Study for the City of Brooksville, FL; a Classification and Compensation Study for the City of Oldsmar, FL; a Classification and Pay Plan Study for the City of Panama City Beach, FL; a Classification and Compensation Study for the City of Boynton Beach, FL; a Compensation Study for Washington County, FL; a Classification and Compensation Study for the Town of Lake Hamilton, FL; a Compensation Study for the City of Plantation, FL; a Classification and Compensation Study for the City of Kissimmee, FL; a **Compensation Study for Lake Apopka Natural Gas District , FL**; and a Compensation Study for the Town of Oakland, FL.

Mr. Williamson has certifications from the Cambridge Leadership Institute and the Kenan-Flagler Business School Leadership Institute and possesses a Bachelor of Science Degree in Sociology from Florida State University.

**Project Consultant
Ms. Brenda Whurr,
PHR, SHRM-CP**

Ms. Brenda Whurr, PHR, SHRM-CP, is a Senior Consultant with Evergreen who has more than 15 years of human resource management experience. As a former HR Director in both Florida and North Carolina, she led an HR team with onboarding, payroll processing and day-to-day employee issues; administered leave and workers' compensation; worked with leadership on recruiting strategies and employee relations issues; coordinated open enrollment and other benefits programs; implemented policies and procedures to assist in the transformation of a small company approach to a larger, multi-location company; transitioned the HR Department into a paperless document storage system; developed and implemented a recruiting program; and led initiatives for a Wellness Program and Family Fun Day to increase employee engagement.

A sample of some of the public sector projects that Ms. Whurr has been involved with include; a **Total Compensation and Benefits Study for Calaveras County Water District, CA**; a **Classification and Compensation Study for the West Basin Municipal Water District, CA**; Compensation Study for the City of Aransas Pass, TX; a Comprehensive Classification and Compensation Study for the City of Port Arthur, TX; a Classification and Compensation Study for the City of Del Rio, TX; a **Comprehensive Classification and Compensation Study for the South Texas Water Authority**; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the Town of Addison, TX; a **Compensation, Benefits,**



Pay-Practices, and Classification Study and Analysis for Upper Trinity Water District, TX; a Classification and Compensation Study for the City of Moline, IL; **a Compensation and Classification Study for the City of Minneapolis Department of Public Works, MN;** a Total Compensation Study for Genesee County, MI; a Compensation Study for the City of White House, TN; a Compensation Study for the City of Morristown, TN; a Compensation and Classification Review for the City of Cambridge, MA; a Job Classification and Compensation Study for the Town of Wethersfield, CT; a Classification and Total Compensation Study for the Town of Plainville, CT; a Classification and Total Compensation Review for the City of Manchester, NH; a Compensation Study for the City of Portsmouth, NH; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for Ashe County, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Classification and Compensation Study for the City of Burlington, NC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Classification and Compensation Study for the City of Southport, NC; a Classification and Compensation Study for Onslow County, NC; a Compensation and Classification Study for the Town of Wendell, NC; Classification and Compensation Study Services for Dillon County, SC; a Compensation and Classification Study for Greenwood County, SC; **a Compensation Study for the North Charleston Sewer District, SC;** a Wage and Compensation Study for Folly Beach, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; **a Compensation Study for the City of Orangeburg, Department of Public Utilities, SC;** a Classification Study for Cherokee County, GA; **a Classification and Compensation Study for the Henry County Water Authority, GA;** a Compensation Study for Spalding County, GA; a Classification and Compensation Study and Analysis for the City of Riverdale, GA; a Classification and Compensation Study for the City of Atlanta, GA; a Classification and Compensation Study for the City of Jackson, GA; a Compensation Study for the City of Duluth, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study and Analysis for the City of Lawrenceville, GA; a Classification and Compensation Study for the City of Hampton, GA; **a Compensation Study for Cobb County-Marietta Water Authority, GA;** **a Classification and Compensation Study and Analysis for Clayton County Water Authority, GA;** **a Compensation Study for Douglasville-Douglas County Water and Sewer Authority, GA;** **a Market Salary Survey for Douglasville-Douglas County Water and Sewer Authority, GA;** a Classification and Compensation Study for the City of Vienna, GA; a Classification and Compensation Study for the City of Madison, AL; a Compensation and Benefits Study for the City of Mobile, AL; **a Classification and Compensation Study for Riviera Utilities, AL;** a Compensation Study for the City of Holmes Beach, FL; a Classification and Compensation Study for the Indian River County Property Appraiser's Office, FL; **a Classification and Pay Plan Study for the Peace River Manasota Regional Water Supply Authority, FL;** a Pay Plan, Classification and Compensation Study for the Okaloosa Gas District, FL; a Classification and Compensation Study for the City of Wildwood, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for the City of Palm Beach Gardens,



FL; a Compensation Study for the City of Okeechobee, FL; **a Human Resources Compensation Study for the Florida Municipal Power Agency, FL; an Employee Classification and Compensation Survey for the Okeechobee Utility Authority, FL; a Comprehensive Compensation Study for Keys Energy Services, FL;** Classification and Compensation Study for the City of Boynton Beach, FL; a Compensation Study for the City of Naples, FL; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study for the City of Brooksville, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Classification and Compensation Study for the Town of Lake Hamilton, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Panama City Beach, FL; a Classification and Compensation Study for the City of Oldsmar, FL; and a Classification and Compensation Study for the City of Kissimmee, FL.

Ms. Whurr has a Bachelor's of Science in Management Information Systems and possesses a Professional Human Resources certification (PHR) as well as a certification as a professional with SHRM.

**Project Consultant
Mr. Peter Backhaus**

Mr. Peter Backhaus is a Senior Consultant with Evergreen who specializes in salary benchmarking, pay plan design, and public safety markets. He focuses on delivering strategic compensation solutions tailored to meet the unique needs of each client. He has also assisted clients in developing innovative strategies and implementing best practices in classification and compensation. He has worked with a diverse range of clients across various areas of the public sector, including public utilities, public safety units, specialized service districts, transportation authorities, and general local governments.

Mr. Backhaus began his career working in sales through various markets. He quickly transitioned into a role with Verizon's most prominent partner as an account manager, focusing on business relationships and growth. Most prominently in his sales path, he joined a startup as the sales manager to lead a team through client growth and retention, while also developing outbound strategy for adopting new verticals for the company. With the startup, projected targets were exceeded, and several notable clients were guided to successful business paths. He strongly values the relationships developed with his clients and communication through all modes of life.

A sample of some of the public sector projects that Mr. Backhaus has been involved with include: a Job Classification and Total Compensation Study Services for the Cosumnes Community Services District, CA; a Classification and Compensation Study for the City of Fresno, CA; a Classification and Compensation Study Services for the City of Santa Ana, CA; a Consultant Services for a Study of the City's Compensation Plan and Benefits for the City of Sanger, CA; a Classification and Compensation Study for Inyo County, CA; a Compensation and Benefits Study for the Victor Valley Transit Authority, CA; a Classification and Compensation Study for the City of Albuquerque, NM; a Compensation Study for the City of Bend, OR; a Professional Technical and Expert Services for the City of Portland, OR; a Compensation Study for City of



Aransas Pass, TX; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the City of Beaumont, TX; a Compensation Study for the City of Buda, TX; a Compensation and Benefits Study for the City of Portland, TX; a Classification and Compensation Study for Waller County, TX; a Classification and Compensation Study for the City of Kingsville, TX; Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Classification and Compensation Study for the City of Montgomery, TX; a Classification and Compensation Study for the Town of Prosper, TX; a Compensation and Classification Study for the City of Denton, TX; **a Job Market Survey for New Braunfels Utilities, TX**; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Classification and Benefits Study for the City of St. Peters, MO; a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for the City of Hopewell, VA; an HR Market Study for Botetourt County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Classification and Compensation Study for Dare County, NC; a Compensation Study for the Town of Central, SC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; **a Compensation Study for the City of Orangeburg, Department of Public Utilities, SC**; **a Compensation Study for North Charleston Sewer District, SC**; a Classification and Compensation Study for the City of Cleveland, TN; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study for the City of Rome, GA; **a Classification and Compensation Study and Analysis for Clayton County Water Authority, GA**; Compensation Consulting Services to Effingham County, GA; **a Compensation Study for Douglasville-Douglas County Water and Sewer Authority, GA**; a Classification and Compensation Study for the City of Eastpoint, GA; a Comprehensive Position Classification and Compensation/Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for the City of Vienna, GA; a Compensation Study for the City of Duluth, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation and Benefits Study for the City of Mobile, AL; **a Classification and Compensation Study for Riviera Utilities, AL**; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study for the City of Boynton Beach, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; **a Compensation Study for the Lake Apopka Natural Gas District, FL**; a Classification and Compensation Study for the City of



Apalachicola, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Zephyrhills, FL a Classification and Compensation Study for Okaloosa County, FL; a Classification and Compensation Study for Franklin County, FL; and a Compensation Study for the City of Flagler Beach, FL.

Mr. Backhaus has a Bachelor's of Science in Economics with Minors in Sociology and Communication.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.



Section 2.0
Similar Projects



2.0 *Similar Projects*

Evergreen Solutions, LLC is well qualified to conduct a Total Compensation Study for the Sanitary District No. 5 of Marin County due to our experience in conducting more than 1,450 similar studies for public sector organizations across the country. In this section, we provide you with our firm's profile and history; and a list of some of our work with similar organizations (i.e., wastewater, utilities, water).

2.1 Firm's Profile and History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations across the nation. We provide a unique approach, rather than the "consulting as usual" approach, by partnering with our clients to find innovative, real-world solutions to public management.

Evergreen Solutions was formed in 2004 as a limited liability company to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen has the resources to provide the work being requested as we employ 25 full-time and five part-time employees who provide a variety of human resource management consulting. Evergreen is licensed to transact business in the State of California (#175722830).

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: total compensation studies; classification studies; salary and benefits surveys; performance evaluation studies; workload analyses; staffing studies; disparity studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting total compensation studies for public sector organizations throughout the country, including California;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant California statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 47 states throughout the country.

Exhibit 2-1 includes a sample list of, water, wastewater, and utility clients that Evergreen has worked with, or is currently on contract to work with, that involved work similar in scope to the services being requested. **Note:** In the State of California, Evergreen has worked with the following public sector organizations in conducting studies similar in scope to the services being requested: City of Fresno; City of Thousand Oaks; City of Bell Gardens; City of Moorpark; City of West Hollywood; City of Santa Ana; City of Sacramento; City of Crescent City; City of Camarillo; City of Sangar; City of Yucaipa; City of Long Beach - Long Beach Management Association; Mariposa County; Calaveras County; Inyo County; Pleasant Valley Recreation and Park District; Cosumnes Community Services District; Victor Valley Transit Authority; Superior Court of California, County of Imperial; Superior Court of California, County of Monterey; Hayward Unified School District; Pleasanton Unified School District; and the Los Angeles Unified School District.



Exhibit 2-1: Select Wastewater, Water, and Utility Clients

Calaveras County Water District, CA
West Basin Municipal Water District, CA
Bexar Metropolitan Water District, TX
Denton County Fresh Water Supply District, TX
South Texas Water Authority
Brazos River Authority, TX
Barton Springs Edwards Aquifer Conservation District, TX
Harris - Galveston Subsidence District, TX
New Braunfels Utilities, TX
Middle Rio Grande Conservancy District, NM
Colorado River Water Conservation District
Metropolitan St. Louis Water District, MO
Susquehanna River Basin Commission, PA
Rivanna Water and Sewer Authority, VA
Greensville County Water and Sewer Authority, VA
Cape Fear Public Utility Authority, NC
Charlotte Water, NC
Greenville Water, SC
North Charleston Sewer District, SC
City of Orangeburg, Department of Public Utilities, SC
Riviera Utilities, AL
Daphne Utilities, AL

Douglasville-Douglas Co Water and Sewer Authority, GA
Brunswick-Glynn Joint Water and Sewer Commission, GA
City of Marietta – Board of Lights and Water, GA
Lumpkin County Water and Sewerage Authority, GA
Cobb County-Marietta Water Authority, GA
Clayton County Water Authority, GA
Loxahatchee River District, FL
Southwest Florida Water Management District, FL
Florida Keys Aqueduct Authority, FL
Utilities Commission of New Smyrna Beach, FL
St. Johns River Water Management District, FL
South Florida Water Management District
Tampa Bay Water, FL
Toho Water Authority, FL
Manatee County Utilities, FL
Okaloosa Gas District, FL
Peace River Manasota Regional Water Supply Authority, FL
Solid Waste Authority of Palm Beach County, FL
Keys Energy Services, FL
Lake Apopka Natural Gas District, FL
Okeechobee Utility Authority, FL

1.2 Select Relevant Experience

Because Evergreen has conducted more than 1,450 studies similar in scope to the services being requested, we include in this section, only a sample list of some of our work with similar organizations (i.e., utilities, water, wastewater). In addition, Evergreen has worked for hundreds of local governments where the sanitation department was included in the overall study.

Classification and Compensation Study West Basin Municipal Water District, California

Evergreen was hired by the West Basin Municipal Water District to conduct a Classification and Compensation Study. Evergreen will perform the following tasks: revise and develop classification specifications and job descriptions; conduct a market survey of comparable water districts and other public agencies; collect and analyze labor market total compensation data; evaluate existing internal salary relationships and make appropriate recommendations; review the current salary schedule structure and make recommendations for improvements; and prepare a final report.



**Total Compensation and Benefits Study
Calaveras County Water District, California**

Evergreen was hired by the Calaveras County Water District to conduct a Total Compensation and Benefits Study. Evergreen will perform the following tasks: conduct a comprehensive compensation survey and analysis; assess the current compensation plan and make recommendations for changes; make recommendations covering special compensation issues including seniority, promotions, and ongoing maintenance; conduct a survey and analysis of the District's benefits offerings in comparison with the market study; and present the findings and final report to the Board of Directors.



**Compensation Study
Colorado River District**

Evergreen was retained by Colorado River District to conduct a Compensation Study. Evergreen conducted a custom salary survey and reviewed published data to determine base salary practices among targeted relevant employers in the area. Evergreen used market data to create a comparative analysis of the River District's current pay plan and provided observations and recommendations supporting the River District's compensation strategy of maintaining a highly competitive compensation plan.



**Compensation and Benefits Study
Middle Rio Grande Conservancy District, New Mexico**

Evergreen Solutions was retained by the Middle Rio Grande Conservancy District (MRGCD) to conduct a Compensation and Benefits Study. Evergreen performed the following services: gathered and reviewed salary/compensation data on all jobs at the MRGCD with the exception of the positions of CEO/Chief Engineer and Secretary/Treasurer/CFO and compared internal compensation data to similar jobs at employers with whom the MRGCD competes for qualified applicants when recruiting for job vacancies; conducted an in-depth analysis of the salary/compensation data collected from peers to provide the average pay rate for each job with each entity (95% to 100% of the prevailing market rate for each job); and gathered and review employee fringe benefits offered by the MRGCD, and gathered and reviewed employee fringe benefits offered by the MRGCD, and compared these to the employee fringe benefits offered by entities utilizing the identified benchmarks.



**Compensation and Classification Study / Organizational Review of the RSMU
Department
Brazos River Authority, Texas**

Evergreen Solutions was hired by the Brazos River Authority to Compensation and Classification Study as well as an Organizational Review of the Reservoir System Maintenance Unit (RSMU). Evergreen reviewed and recommended changes to the existing exempt and non-exempt pay grade schedules; classification system for all employees; job descriptions; and FLSA non-exempt and exempt status of all positions. Evergreen conducted market salary and benefits surveys to determine external competitiveness, internal compression and recommend pay changes, if any. Evergreen also conducted a statistical pay equity analysis for internal equity and provided recommendations. Evergreen performed an Organizational Review of RSMU in the following areas: current and anticipated staffing levels; skill-level requirements; and associated compensation. In the end, Evergreen presented a final report to the Board of Directors that included documentation that supported the findings and recommendations derived from the salary and benefits market compensation surveys, the findings and recommendations for adjustments to the exempt and non-exempt pay grade schedule, and the findings and recommendations for adjustments to the classification system and pay equity for all employees.

Note: Evergreen worked with the Brazos River Authority on three previous projects. Evergreen was again hired in 2024 to conduct a Classification and Compensation Plan Update. Evergreen was again hired in 2025 to conduct a Compensation Study.



**Comprehensive Classification and Compensation Analysis
Barton Springs/Edwards Aquifer Conservation District, Texas**

Evergreen Solutions was retained by the Barton Springs/Edwards Aquifer Conservation District to conduct a Comprehensive Classification and Compensation Analysis. Evergreen conducted a review of the current classification and compensation system by conducting a job analysis, evaluating the current system, assessing job descriptions and recommending changes to the current system. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



**Compensation and Classification Study
Denton County Fresh Water Supply District No. 6 and Denton County Fresh
Water Supply District No. 7, Texas**

The Denton County Fresh Water Supply District No. 6 and Denton County Fresh Water Supply District No. 7 retained Evergreen Solutions to conduct a comprehensive compensation and classification study to determine whether the District possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally.

The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including a salary survey of competing organizations. The report culminated with a series of findings and recommendations designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the District.



**Salary and Benefits Survey
Bexar Metropolitan Water District, Texas**

The Bexar Metropolitan Water District (BexarMet) retained Evergreen Solutions to conduct a salary and benefits survey to determine if BexarMet was offering salaries and benefits that were within an appropriate competitive range. The study results provided BexarMet with recommendations related to external equity while still ensuring that internal equity was maintained. The study included a review of the analysis conducted on the market data, recommendations based on the compensation structure, development of specific compensation recommendations, and creation of a strategic direction for BexarMet to use in implementing the proposed compensation system. Evergreen Solutions was also awarded an add-on contract for BexarMet to re-evaluate the FLSA designation of a selection of positions in the organization. FLSA designations were reviewed based on the current job descriptions and the Job Assessment Tool (JAT) responses of the incumbents. **Note:** In 2012, BexarMet merged with San Antonio Water System.



**Compensation Study
New Braunfels Utilities, Texas**

Evergreen Solutions was retained by New Braunfels Utilities to conduct a Job Market Survey. Evergreen performed a market salary and benefits survey of private and public sector benchmark comparisons of similar employee size (250 – 500 employees), customer size (50,000-100,000), and revenue (\$200 million or more). The market survey included positions directly related to these services as well as utility support staff and leadership. Evergreen utilized the market survey results to make recommendations for the following: position changes to existing grade structure; and proposed compensation plan/model and grade structure model to correspond with the market survey results in order to keep NBU competitive in the market. Evergreen also analyzed NBU employees' salaries, per job classification, to ensure internal equity based off gender and race and provided individualized recommendations for changes.



**Compensation/Benefits/Pay-Practices and Classification Study and Analysis
Upper Trinity Regional Water District, Texas**

Evergreen was retained by the Upper Trinity Regional Water District (District) to conduct a Compensation/Benefits/Pay-Practices and Classification Study and Analysis. The primary objectives of this study were for the District to be able to: attract and retain qualified employees; ensure positions performing similar work with essentially the same amount of level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries that are commensurate with assigned duties; and provide justifiable pay differential between individual classes.



**Comprehensive Compensation and Classification Study
South Texas Water Authority**

Evergreen was hired by the South Texas Water Authority to conduct a Comprehensive Classification and Compensation Study. Evergreen will perform the following tasks: conduct a comprehensive salary survey to ensure external equity; develop a new pay structure; review FLSA status; and prepare a final report which includes the fiscal impacts for implementing all recommendations.



**Compensation Survey
Susquehanna River Basin Commission, Pennsylvania**

Evergreen Solutions was hired by the Susquehanna River Basin Commission (SRBC) to conduct a Compensation Survey. Evergreen consultants began this engagement by reviewing pertinent data related to the project provided by SRBC. After a preliminary evaluation, the Evergreen Team worked with SRBC to identify a list of benchmarks to conduct market and benefits surveys. Based on the data obtained from the surveys, Evergreen developed a report of findings and recommendations, as well as recommendations to sustain the suggested compensation plan.



**Classification and Compensation Study
Greensville County and Greensville County Water and Sewer Authority,
Virginia**

Evergreen Solutions was retained by Greensville County and Greensville County Water and Sewer Authority (GCWSA) to conduct a Classification and Compensation Study. Evergreen conducted a review of the current classification and compensation system by conducting a job analysis, evaluating the current system, assessing job descriptions, conducting a market survey, and recommending changes to the current system. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



**Classification and Compensation Study
Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority
(Rivanna Authorities), Virginia**

Evergreen Solutions was retained by the Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority (Rivanna Authorities) to conduct a Classification and Compensation Study. Evergreen conducted a comprehensive review of the salary pay systems and classification systems for general employees for Rivanna Authorities and made recommendations for any necessary adjustments. Evergreen took into consideration the duties, responsibilities, education requirements and other relevant factors of each position and classification. Existing job descriptions were revised as well as new job descriptions prepared, based on the findings of the job analysis. The Rivanna Authorities' competitive market was surveyed to ensure that the Rivanna Authorities' compensation remains competitive for the recruitment of new employees, the retention of current employees at all levels and is competitive with any competing employers.



**Compensation Study
Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority
(Rivanna Authorities), Virginia**

Evergreen Solutions was again engaged with the Rivanna Water and Sewer Authority and the Rivanna Solid Waste Authority (aka “Rivanna Authorities”) to conduct a Compensation Study. Evergreen performed a market and benefits survey for all current classifications and salaries. Benefits data included health insurance rates, merit, differentials, and bonuses. Evergreen also evaluated pay policies and practices for pay adjustments in order to develop a pay range. This included recommendations for ongoing pay adjustments, ongoing pay scale maintenance, future market adjustments, merit increase adjustments and promotions. Lastly, Evergreen reviewed the current performance-based merit pay system in order to update, modify, or replace the system with a new evaluation system to rate employee performance.



**Classification and Compensation Study
Southeastern Public Service Authority, Virginia**

Evergreen Solutions was engaged with the Southeastern Public Service Authority (SPSA) to conduct a Classification and Compensation Study for due to significant organizational changes that had occurred within SDPSA since 2008. The objectives of this study were to allow SPSA to attract and retain qualified workers who would be paid equitable salaries; to provide equitable salaries for all workers of SPSA; and to provide SPSA with a salary structure that would enable SPSA to maintain a competitive position with other governmental and business entities within a regional geographic area. Evergreen consultants conducted a comprehensive classification analysis using the Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. An assessment of external equity, including a salary survey of competing organizations, was also conducted. The study concluded with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign the existing system in place for the SPSA.



**Classification and Compensation Study and Benefits Survey
Cape Fear Public Utility Authority, North Carolina**

The Cape Fear Public Utility Authority, located in Wilmington, North Carolina, hired Evergreen Solutions to conduct a comprehensive classification and compensation study to determine the organization’s relative market position with respect to both compensation and benefits. The inclusion of benefits in this analysis was important to note because it made the evaluation of “total compensation” the ultimate goal. Understanding the organization’s



compensation mix between salaries and benefits was vital. The study included a complete classification analysis using Evergreen Solutions' Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. The study concluded with a series of findings and recommendations in a written report which was designed to identify and recommend resolution of any inequities in the system and, if necessary, update the existing classification structure.



**Comprehensive Classification and Compensation Study
Henry County Public Service Authority, Virginia**

Evergreen Solutions was retained by Henry County's Public Service Authority (PSA), to conduct a Comprehensive Classification and Compensation Study. The study identified best practices for recruitment and retention strategies as well as a review of pay plan practices which included a comparative analysis of PSA's job descriptions, associated pay scales, and a pay compression analysis. Evergreen's consultants performed an analysis of PSA's compensation plan to determine market competitiveness.



**Human Resources Job Analysis Consulting Service
Charlotte Water, North Carolina**

Evergreen was retained by Charlotte Water to conduct a Human Resources Job Analysis Consulting Service. Evergreen conducted a preliminary evaluation on the classification plan. Evergreen identified appropriate benchmarking standards and conducted statistical and anecdotal research into current environment within Charlotte Water. Evergreen updated existing class descriptions and created new class descriptions as needed, ensuring FLSA and ADA requirement satisfaction, and provided recommendations.



**Compensation Study
Greenville Water, South Carolina**

Evergreen Solutions was retained by Greenville Water to conduct a Compensation Study. Evergreen selected benchmarks and peer organizations to survey for wages in comparison to the market and provided recommendations regarding changes to the current pay plan. **Note:** Evergreen previously conducted a Comprehensive Classification and Compensation Study for Greenville Water.



Compensation Study
City of Orangeburg, Department of Public Utilities, South Carolina

Evergreen Solutions was engaged with the City of Orangeburg, Department of Public Utilities (DPU) to conduct a Compensation Study. Evergreen's consultants evaluated the current pay plan for DPU as compared to the job market for comparable positions in other utilities, and the private sector. Based on the results of the survey, Evergreen recommended a revised pay plan for DPU.



Market Salary Survey
Douglasville-Douglas County Water and Sewer Authority, Georgia

Evergreen was hired in 2024 by the Douglasville-Douglas County Water and Sewer Authority to conduct a Market Salary Survey. Evergreen will identify up to 15 peer organizations for the salary survey; collect and analyze salary survey data; prepare a draft summary of results and recommendations; and present results to leadership. **Note:** Evergreen was previously hired by the Douglasville-Douglas County Water and Sewer Authority on two separate occasions to conduct a similar study.



Classification and Compensation Study and Analysis
Clayton County Water Authority, Georgia

Evergreen Solutions was retained by the Clayton County Water Authority (CCWA) to conduct a Classification and Compensation Study and Analysis. The objectives of the study were to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth (i.e. career ladders); provide justifiable pay differential between individual classes; ensure proper organizational alignment between classifications and designated departments; and maintain a competitive position with other comparable government entities and private employers within the same geographic areas.



**Compensation Study - Cobb County
Marietta Water Authority, Georgia**

Evergreen Solutions was retained by the Cobb County-Marietta Water Authority (CCMWA) to conduct a Compensation Study. Evergreen's consultants assessed the current market position for CCMWA to ensure that classifications as well as incumbents were placed in a market-responsive manner.



**Total Compensation Study
Brunswick-Glynn Joint Water and Sewer Commission, Georgia**

Evergreen Solutions was engaged with the Brunswick-Glynn Joint Water and Sewer Commission (BGJWSC) to conduct a Total Compensation Study. The study provided options for a classification and total compensation plan, including an implementation strategy, which will achieve the following objectives: ensure fair and equitable compensation relationships with BGJWSC; maintain pay equity compliance; ensure competitiveness with the external market; develop strategies to increase recruitment and retention rates; provide insights and suggestions for improving employee relations regarding total compensation; account for both internal and external equity measurements; enable easy maintenance by the BGJWSC staff post implementation; and keep level of fiscal impact of the recommendations and implementation options to a level that can be managed over time.



**Classification and Compensation Study
Lumpkin County Water and Sewerage Authority, Georgia**

Evergreen Solutions was retained by Lumpkin County Water and Sewerage Authority (Authority) to conduct a Classification and Compensation Study for its six employees. Evergreen consultants performed the following: analyzed the Authority's current salary structure (pay plan); collected classification information through the Job Assessment Tool (JAT) process; developed recommendations for improvements to the classification structure; conducted a market salary survey and analyzed results; recommended revisions/updates to the current pay plan; developed the appropriate method for transitioning employees' salaries into the revised/updated competitive pay plan; developed draft and final reports; and reviewed and updated job descriptions. **Note:** Evergreen previously conducted a Compensation Study for the Authority.



**Compensation Review and Update of a Pay and Classification System
City of Marietta – Board of Lights and Water Georgia**

Evergreen Solutions was engaged with the City of Marietta/Board of Lights and Water to conduct a Review and Update of a Pay and Classification System. Evergreen performed the following tasks: evaluated job descriptions for all full-time and part-time single incumbent positions and recommended appropriate job classification, FLSA classification, and salary range; updated and/or created full-time and part-time classification specifications as needed to uniformly reflect distinguishing characteristics, FLSA status, essential functions, minimum qualifications, working conditions, license requirements, regulatory requirements, certifications, and competencies required to do the job (knowledge, skills, and physical abilities); conducted a full market analysis of take-home pay with comparable labor market including both private, when applicable, and public sector (locally, regionally, and statewide) using an approved peer group with a focus on actual take-home pay; established a consistent and competitive market position that the City could strive to maintain that aligned with the City's compensation philosophy; reviewed and provided an assessment on the competitiveness of the City's entire benefits package (including annual/vacation leave, sick leave, holidays, health, dental, life, disability, retirement, tuition reimbursement, etc.); designed and recommended an implementation strategy (including cost) and a maintenance strategy, including policy revisions or additions for the updated compensation system with the lowest financial impact on the City and greatest gain to positions that fell outside of a designated range; included any best practice recommendations that would positively impact hiring or retention; and provided training to appropriate City staff on the utilization and maintenance of the system.



**Classification and Compensation Study
Henry County Water Authority, Georgia**

Evergreen was hired by the Henry County Water Authority (HCWA) to conduct a Classification and Compensation Study. Evergreen conducted a job analysis to determine internal equity as well as a salary survey to determine whether HCWA was competitive in the market.



Classification and Compensation Study Riviera Utilities, Alabama

Evergreen Solutions was retained by Riviera Utilities to conduct a Classification and Compensation Study. Evergreen conducted an evaluation of the Utilities' current compensation structure and procedures and reviewed the market competitiveness of pay ranges and the benefits program in order to further promote and retain a diverse and competent workforce. The primary objectives of the study were to: review the existing compensation plan and classification structure to ensure that all positions are internally equitable and externally competitive; conduct a survey with comparative utilities and communities on salaries, pay structure, pay policies, and benefits; provide recommendations for revisions to the compensation plan, benefit program, and pay policies; and deliver a classification and compensation procedural manual to objectively evaluate new or revised positions following the conclusion of the study. The manual will include guidance for compensation practices including, COLA increases, spot bonuses, performance increases for individuals above the maximum of their salary range, determination of starting pay for new hires, criteria for percent pay increases based on performance, promotions, and demotions. Evergreen further assisted Riviera Utilities in presenting the results of the study to the management team, Board, and employee groups, assisting with strategy recommendations for an employee communications plan, and responding to employee inquiries about the study during and after implementation. **Note:** Evergreen was again hired in 2023 to conduct a Classification and Compensation Plan Update.



Compensation and Benefits Study Daphne Utilities, Alabama

Evergreen Solutions was engaged with Daphne Utilities (DU) to conduct a Compensation and Benefits Study. Evergreen conducted a comprehensive labor market salary and benefits survey in order to update DU's pay plan to better address current issues with retention and recruitment.



Market Salary Survey Peace River Manasota Regional Water Supply Authority, Florida

Evergreen Solutions consultants conducted a comprehensive market salary survey for the Authority which included 16 market peers and all 46 job classifications within the Authority. The study focused on the average salary ranges offered by the market for selected benchmark positions. The data collected was used to evaluate the overall pay structure, summarize overall market competitiveness, and capture the current highs and lows of the Authority's pay plan at a fixed point in time. **Note:** Evergreen was again retained in 2023 to conduct a Pay and Classification Study.



**Total Compensation Study
Southwest Florida Water Management District**

Evergreen Solutions was retained by Southwest Florida Water Management District (District) to assist with a total compensation study. The study focused on the market competitiveness of the District's pay structure and used a combination of internal and external data analysis to form recommendations geared toward ensuring the continued success of the District in recruiting and retaining qualified employees. The result of the study was a sound compensation plan that conformed to the needs and characteristics of the District. By nature, the study focused on internal and external equity. To address equity internally, the study involved focus groups, current salary and benefits analyses, and a review of position duties throughout the internal hierarchy. To assess external equity, Evergreen conducted a comprehensive assessment of compensation trends amongst the District's market peers. In the end, a number of recommendations were made by the Evergreen Team on how employees would move through the pay structure/system as a result of transfers, promotions, or demotions; how to pay employees whose base pay has reached the maximum of their pay range or value of their position; the appropriate mix of pay and benefits for District employees; how often the District should adjust pay scales and survey the market; timing of implementation; and on how to keep the system fair and competitive over time.



**Compensation Study
Southwest Florida Water Management District**

Evergreen was again retained by the Southwest Florida Water Management District (District) to provide a comparison of job classifications to its competitive market peers and provide recommendations on how the District can move forward and manage more effectively its salary structure. **Note:** Prior to this study, Evergreen conducted a FLSA Audit for the District.



**FLSA Audit and Salary Survey
South Florida Water Management District**

Evergreen Solutions was retained by South Florida Water Management District (SFWMD) to conduct a FLSA Audit of all positions and a Salary Survey. Evergreen reviewed current job descriptions to determine FLSA. If uncertainties existed, SFWMD followed up with the employee to gather additional information in order for Evergreen's consultants to make an FLSA determination. For the salary survey, Evergreen reviewed the existing pay structure and looked for potential problems and issues to be resolved; determined the strengths and weaknesses of the current pay plan(s) for employees; completed an assessment of current conditions that detailed the



pros and cons of the current system as well as highlighted areas for potential improvement; identified the list of 60 classifications (benchmarks) to include in the labor market survey; identified up to 20 peer organizations to include in the salary survey; collected and entered survey results into Evergreen's electronic data analysis tools; validated all data submitted; determined the proper pay plan(s) for employees, including number of grades, steps, and ranges, based on findings from market salary survey; and prepared and submitted a final report that identified the new pay plan(s) and the costs associated with implementing the new plan.



**Compensation Study
St. Johns River Water Management District, Florida**

Evergreen Solutions was hired by the City of Kissimmee to conduct a Salary Survey for the St. Johns River Water Management District (District). The District is responsible for managing groundwater and surface water resources in all or part of 18 counties in northeast and east-central Florida. The District has 591 positions located in Jacksonville (27 positions), Palatka (398 positions), Maitland (47 positions), Palm Bay (81 positions), and several field stations (38 positions). The objective of the study is provide the District with a comprehensive assessment of the market competitiveness of the District's salaries by collecting data, performing an analysis, evaluating that data, and providing a comprehensive report of its findings. Evergreen will review the District's pay structure (pay plan) to assess its appropriateness and make recommendations for changes to this structure, if warranted. **Note:** Evergreen previously conducted a Compensation Study for the District.



**Classification and Compensation Study
Englewood Water District, Florida**

Evergreen Solutions was retained by the Englewood Water District to conduct a Classification and Compensation Study. The objectives of the study were to: review current job classification grades; have an equitable salary and benefit package to attract and retain qualified employees; provide a fair and equitable salary and benefit package to all District employees; and establish a salary structure that enables the District to maintain a competitive position with other cities and entities within the same geographic area.



**Pay Plan, Classification and Compensation Study and Analysis
Okaloosa Gas District, Florida**

Evergreen Solutions was retained by the Okaloosa Gas District to conduct a Pay Plan, Classification and Compensation Study and Analysis. Evergreen performed the following tasks: developed and designed a compensation philosophy that aligned with the District's strategic plan, operations and complemented its vision to be the "employer of choice"; conducted a comprehensive analysis of the current compensation program and made recommendations for improvement and suggested plans to address issues including but not limited to: target comparison market, internal equity assessment, competitive salary analysis, index of standard for cost-of-living comparison, and strategies for critical skill recruitment and retention; created and proposed a classification structure with recommendations for assignment for all positions within this structure commensurate with level of complexity, responsibility, knowledge, skills and abilities, and/or other compensable factors; identified comparable organizations and competitive labor market comparisons for position classifications and conducted a full compensation survey, complete with recommendations and cost of implementation; analyzed existing compensation, identified recommendations for review and proposed implementation methods to address issues/concerns; recommended compensation levels, range spread, and range placement for positions based on market survey and internal analysis; and provided alternative methods to address internal inequities, pay compression, retention, hard to fill positions and market adjustments. **Note:** Evergreen was again hired in 2023 to conduct a Classification and Compensation Plan Update.



**Compensation Study
Tampa Bay Water Authority, Florida**

Evergreen Solutions was retained by Tampa Bay Water to conduct a comprehensive evaluation of their compensation equity, plans, and practices. Emphasis was placed on market equity and the status of the Organization's pay plan vis-à-vis the external labor market. A salary survey including public and private sector peers was conducted and recommendations were made to improve competitiveness. **Note:** Evergreen previously conducted a Compensation and Classification Study for Tampa Bay Water Authority in 2007.



**Employee Total Compensation Study
Loxahatchee River District, Florida**

The Loxahatchee River District retained Evergreen Solutions to conduct an Employee Total Compensation Study to evaluate the current marketplace competitiveness of the District's employee salary and benefits compensation practices and to provide recommendations to ensure that the District's employee total compensation plan was sufficiently adequate to attract and retain a qualified and productive workforce. As part of the study, Evergreen Solutions evaluated the District's existing wage and salary ranges and employee benefits plan; evaluated the current market competitiveness of the District's wage and salary ranges for all job classifications; evaluated the current market competitiveness of the District's employee benefits plan; and made recommendations for adjustment of the District's wage and salary ranges for all job classifications and for modifications to the employee benefits plan to ensure their market competitiveness.



**Total Compensation Study
Loxahatchee River District, Florida**

Evergreen Solutions was again retained by Loxahatchee River District to conduct a Total Compensation Study. The purpose of the study was to evaluate the competitiveness of the District's salary and benefits compensation practices and provide recommendations to ensure that the District's total compensation plan was sufficient to attract and retain a qualified and productive workforce.



**Compensation Study
Lake Apopka Gas District, Florida**

Evergreen Solutions was engaged with the Lake Apopka Gas Natural District (District) to conduct a Compensation Study. Evergreen's consultants surveyed peers to determine whether the District's salaries were competitive in the market so recommendations could be made to better retain and recruit talented workers. **Note:** Evergreen was again hired in 2024 to conduct a Compensation Plan update for the District.



**Pay and Classification Study
Florida Keys Aqueduct Authority**

Evergreen Solutions was engaged with the Florida Keys Aqueduct Authority (FKAA) to conduct a Pay and Classification Study. Evergreen conducted a comprehensive analysis of FKAA's compensation and classification system including an evaluation of market competitiveness, as well as internal equity and classification accuracy for all FKAA employees. **Note:** Evergreen previously conducted a Position and Compensation Study for FKAA.



**Employee Compensation Study
Solid Waste Authority of Palm Beach County, Florida**

Evergreen Solutions was engaged with the Solid Waste Authority of Palm Beach County (Authority) to conduct an Employee Compensation Study. Evergreen conducted a market-based review and analysis of the Authority's current compensation and classification structure to test the competitiveness of the salaries offered by the Authority, as compared to public and private employers in local and regional markets and benchmarked to the geographic labor market with which they competed. Evergreen consultants also reviewed existing classification/compensation structure and policies (i.e., method of determining individual salary ranges, calculating pay rates for promotions and demotions, methods for across-the-board pay increases and progression through pay ranges, etc.) to determine what policy revisions were necessary and assigned non-benchmark jobs to the pay structure (those jobs for which there was no data or limited market data) based on the Authority's internal equity. Evergreen reviewed the current administrative and classification maintenance procedures and methods to ensure continued equity in the fairness and competitiveness of the salary plan and recommended modifications and assisted with the development of policy and prepared implementation strategy and cost analysis. **Note:** Evergreen continues to provide HR consulting services on an as needed basis for the Authority.



**Job Classification and Compensation Study
Utilities Commission of New Smyrna Beach, Florida**

Evergreen Solutions was retained by the Utilities Commission of New Smyrna Beach (UCNSB), to conduct a Job Classification and Compensation Study. Evergreen's consultants reviewed UCNSB's compensation plan, including its salary schedule, and made recommendations for improvements. A new plan was recommended and Evergreen developed a proposal for implementing the plan. Evergreen's consultants further reviewed all job descriptions to ensure proper job classifications and made recommendations for any classification revisions/adjustments, as needed.



**Employee Classification and Compensation Survey
Okeechobee Utility Authority, Florida**

Evergreen was retained by the Okeechobee Utility Authority (OUA) to conduct an Employee Classification and Compensation Survey. Evergreen analyzed and reviewed current OUA policies and procedures with respect to employee job classifications, pay and other benefits to retain and hire employees. As a final product, a report was generated to provide recommendations for updating OUA's current classification and Compensation Plan.



**Performance Evaluation Methodology
Kissimmee Utilities Authority, Florida**

Evergreen Solutions was retained by the Kissimmee Utility Authority to provide a Performance Evaluation Methodology by completing the following tasks: collected and reviewed strategic and operational data; met with the General Manager to identify the operational elements that supported the Board's strategic goals related to the role of the General Manager; and designed and validated a Performance Evaluation System and reporting structure for use by Human Resources.



**Executive Compensation and Classification Study
Keys Energy Services, Florida**

Evergreen Solutions was hired by Keys Energy Services in South Florida to conduct a Salary and Position Classification Study for its executive staff. As part of the study, the Evergreen Solutions Team conducted orientations, focus groups, and interviews with employees, and collected Job Assessment Tools (JATs) from employees. Evergreen Solutions consultants conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the organization. Finally, a detailed plan was developed to provide the organization with specific steps to implement an equitable and competitive compensation plan.



**Salary and Position Classification Study
Keys Energy Services, Florida**

As a follow up to the Salary and Positions Classification Study, Keys Energy Services retained Evergreen again to assist with a comprehensive review of its performance management system. Based on data collected through focus groups, employee surveys, interviews, and best practices, a new performance management system was developed. The system combined each level of the organization including the individual, department, and organizational levels. **Note:** Evergreen Solutions was again hired by Keys Energy Services to complete a Salary Survey of all Union Positions.



**Update to Classification and Compensation Plan
Keys Energy Services, Florida**

Evergreen was again hired by Keys Energy to update its classification and compensation plan to ensure internal and external equity within the organization. Evergreen made the necessary recommendations to revise the current classification and compensation plan. **Note:** Evergreen was again hired in 2023 to update Keys Energy Services classification and compensation plan.



**Compensation and Classification Study
Ft. Pierce Utilities Authority, Florida**

The Fort Pierce Utilities Authority (FPUA) retained Evergreen Solutions to conduct a Compensation and Classification Study with a strong emphasis on internal and external equity. As part of the study, Evergreen Solutions collected and reviewed current environmental data present at FPUA; conducted a market salary and benefits survey and provided feedback regarding current market competitiveness; conducted a classification analysis to assess internal equity and the efficiency of the current classification plan; developed strategic positioning recommendations using market data and best practices; developed a compensation structure and cost transition schedule; and developed and submitted draft and final reports summarizing findings and recommendations.



**Salary, Benefit, and Position Reclassification Study
Toho Water Authority, Florida**

The Evergreen Solutions Team was hired by the Toho Water Authority to conduct a Salary, Benefits, and Position Classification Study including all positions and provide recommendations for implementation of a revised pay plan. The study included all employees and classifications in the Authority. As part of the study, the Evergreen Solutions Team conducted orientations, focus groups, and interviews with employees, and collected Job Assessment Tools (JATs) from employees. Evergreen Solutions consultants conducted a comprehensive salary and benefits survey of local and regional employers to assess the market competitiveness of the Authority. Finally, a detailed plan was developed to provide the Authority with specific steps to implement an equitable and competitive compensation plan.



**Human Resources Compensation Study
Florida Municipal Power Agency, Florida**

Evergreen was hired by Florida Municipal Power Agency (FMPA) to conduct a Human Resources Compensation Study. Evergreen reviewed FMPA's compensation plan, conducted a market salary survey to determine external equity, made recommendations for improvements to the current pay plan, reviewed job descriptions to ensure internal equity, and assisted in updating job descriptions based on findings from the job analysis and market survey.



Section 3.0
References



3.0 References

As required in the Request for Proposal, we have provided the following references that we feel demonstrate the breadth and quality of the work our team has performed as it relates to the services being requested by the Sanitary District No. 5 of Marin County. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

**Compensation Study
Colorado River District**

Contact Information: Audrey Turner, Chief of Operations, (970) 930-8522, aturner@crwcd.org



**Compensation/Benefits/Pay-Practices and Classification Study and Analysis
Upper Trinity Regional Water District, Texas**

Contact Information: Mandie Hussel, Purchasing Specialist, (972) 219-1228 Ext. 8156,
mhussel@utrwd.com



**Compensation Study
Cobb-Marietta Water Authority, Georgia**

Contact Information: Patrick Henley, SPHR, Human Resources Director, (770) 514-5300,
phenley@ccmwa.org



Section 4.0
Methodology



4.0 Methodology

In this section, we provide our approach and methodology for conducting the Total Compensation Study for the Sanitary District No. 5 of Marin County; a detailed work plan— identifying the tasks, activities, and milestones necessary to accomplish the deliverables in the scope of services of the Request for Proposal; and a proposed timeline for completing the study.

4.1 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Total Compensation Study for the Sanitary District No. 5 of Marin County (District) as our team includes recognized experts in public sector human resources management and understands that there is not a “one size fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization’s compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent compensation strategies;
- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization’s ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the District’s designated Project Manager, District Manager, District Leadership, and Human Resources staff throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen will work with you to balance your need to meet your performance goals while carefully managing your resources.

Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.



Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy. Evergreen realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.

Kick Off Meeting

Evergreen begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:

- finalizing the project work plan;
- identifying milestone and deliverable dates;
- gaining insight into the management structure and approach;
- collecting classification, compensation, and benefits data;
- identifying additional data needs; and
- developing preliminary schedules for subsequent tasks.

At this time, we will also request a copy of the employee database that reflects current classification and compensation data.

Communication Plan

Communication is a critical component of any Total Compensation Study. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.

Employee Orientation and Focus Groups

Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs.



Department Head Interviews

We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the project and the question-and-answer formats allow employees to become engaged in the process. During these sessions, Evergreen's consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.

Job Assessment Tool and Management Issue Tool

Evergreen staff conduct one-on-one interviews with department heads/senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.

Another important activity undertaken at this time is the distribution of Evergreen's Job Assessment Tool© (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization.

The JAT contains questions that ask about each of the following areas:

- scope of duties;
- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.

Evergreen will contact the client's Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.

Exhibit 4-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.



Exhibit 4-1 Supervisor's JAT Home Screen

JOB ASSESSMENT TOOL JAT » Questionnaire

Project Name: Sample City Comp & Class 2024

To get started, please use the buttons below. You may logout and return to this survey as often as you would like over the course of the completion period.

[Employee JAT](#)

[Supervisor I Review](#)

[Management Issues Tool](#)

To download or print a copy of your JAT [Click Here](#).
For assistance, please email jat3@consultevergreen.com

Source: Evergreen Solutions, 2024

Exhibit 4-2 illustrates how Evergreen uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit 4-2 Job Description and Responsibilities

Basic Information

Job Introduction

Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.

Supervisory Responsibilities

Please indicate below the number of people you supervise directly and/or indirectly. Direct supervision is the management or supervision of employees who report work to you and who you evaluate without assistance. Indirect supervision is the management or oversight of employees who report to you through another supervisor who reports directly to you. Please do not include subcontractors.

Directly

Indirectly

Type of Work

Please select the level that best describes the type of work you perform.

- Clerical/Manual - Perform a variety of office and administrative support duties OR unskilled, labor-intensive tasks.
- Laborer/Trade-Based Occupations - Performs work necessitating repetitive operations with their hands, physical skill and energy.
- Technical/Paraprofessional - Performs tasks requiring a solid understanding of basic algebra and statistics OR use of heavy equipment.
- Administrator - Performs tasks directly related to the management or general business operations. Exercises discretion and judgment with matters of significance.
- Managerial/Professional - Performs tasks requiring advanced knowledge, which is predominantly intellectual in nature, OR tasks related to the control or administration of part of the organization.
- Executive/Advanced Professional - Performs tasks related to managing the organization, or managing a department OR perform work requiring highly advanced knowledge.

Education and Experience

Please select the level that best describes how much education and experience a new-hire should be required to have for your position.

Recommended Minimum Education for a New Hire

Choose One

Recommended Minimum Experience for a New Hire

Choose One

Licenses and Certifications

Please list any licenses, certifications, or professional designations you believe should be required or preferred for your position.

Required

Preferred

Submit

Source: Evergreen Solutions, 2024



Exhibit 4-3 shows a similar page in which employees are asked to list the Essential Functions of their job using their current job description as a starting point (if available). These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.

**Exhibit 4-3
Job Functions**

[View Job Description](#)

Task	Description
<div style="border: 1px solid #ccc; padding: 5px;"> <div style="background-color: #f0f0f0; padding: 2px;">Choose One ▼</div> <div style="padding: 2px;"> <p>Choose One</p> <p style="background-color: #0070c0; color: white; padding: 2px;">Add task to Job Description</p> <p>Remove task from Job Description</p> <p>Edit task in Job Description</p> </div> </div>	<div style="border: 1px solid #ccc; height: 40px;"></div>

Source: Evergreen Solutions, 2024

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as “red flags” to Evergreen staff during the analysis portion of the project.

Preliminary Assessment

As a starting point for analysis, Evergreen’s project consultants review the client’s database in comparison to the pay plan and information collected from the JATs to produce a preliminary assessment. The preliminary assessment summarizes the strengths and weaknesses of your human resource management system. The compensation analysis focuses on the number of pay grades, range widths, percentage differences between grades, step plans versus open range plans, and the expected time to reach full job competency. The overall analysis focuses on structure, movement, and equity (internal) as well as specific concerns such as turnover, longevity, compression, and range anomalies. The issues we identify in the assessment become core considerations in creating the potential solutions later in the process.

Job Evaluation

The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen’s consultants will evaluate all jobs on each of the



	<p>compensatory factors, score each position, and determine if there is any need for further investigation of specific positions. If serious discrepancies exist, Evergreen’s consultants will work directly with the Client Project Manager to resolve any issues.</p> <p>Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.</p>
<p>Compensation</p>	<p>Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.</p> <p>The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization’s compensation philosophy.</p>
<p>Market Salary and Benefits Survey</p>	<p>A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen’s consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.</p> <p>In addition, a benefits survey will also be administered in tandem with the market survey. Special consideration can be given to select highly competitive, market-driven positions if necessary.</p>
<p>Benchmarks</p>	<p>One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client’s needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that</p>



the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.

Targets

To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.

Unifying the Solution

After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.

The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.



**Compensation
Administration
Guidelines**

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

**System
Maintenance**

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.

Based on client needs and industry best practices, Evergreen has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.

Exhibit 4-4 displays the interface from **JobForce Manager** for determining a positions pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay plan report, and employee salary calculators for modeling fiscal impacts of



compensation changes at the employee level. All data and reports are downloadable and printable, so they can be provided to key decision makers.

**Exhibit 4-4
JobForce Manager Tool**

Department	Class Title ▲	JAT Score	JAT Projected Grade Min	JAT Projected Grade	JAT Projected Grade Max	Market Midpoint	Market Projected Grade	Pay Plan (Select)	Grade (Select)	Assigned Min	Assigned Mid	Assigned Max
Finance	Accounting Manager	525.0	E06	E07	E08	\$93,351.97	E09	Exempt	E10	\$75,599.66	\$96,389.57	\$117,179.48
Finance	Accounts Payable Clerk	300.0	NE05	NE06	NE08			Non-Exempt	NE07	\$29,169.65	\$34,214.08	\$39,258.50
Finance	Accounts Payable Supervisor	443.8	NE15	NE17	NE18	\$72,318.33	NE22	Non-Exempt	NE18	\$49,889.99	\$58,517.68	\$67,145.36
Parks & Recreation	Adaptive Recreation Specialist	400.0	NE12	NE13	NE15			Non-Exempt	NE16	\$45,251.70	\$53,077.26	\$60,902.83
Community Development	Addressing Coordinator	337.5	NE08	NE09	NE10			Non-Exempt	NE18	\$49,889.99	\$58,517.68	\$67,145.36
City Manager's Office	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Community Development	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Engineering	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Legal	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Police	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Public Works	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Public Works	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Legal	Administrative Assistant-Pt	275.0	NE03	NE05	NE06			Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Police	Animal Control	387.5	NE11	NE13	NE14	\$43,228.82	NE12	Non-	NE14	\$41,044.63	\$48,142.64	\$55,240.65

Source: Evergreen Solutions, 2024

**4.2
Detailed Work
Plan**

The detailed work plan that Evergreen proposes to use to conduct the Total Compensation Study for the Sanitary District No. 5 of Marin County (District) is provided in this section. Evergreen understands that the District has approximately 12 employees in 10-15 classifications that will be included in the study.



Our work plan consists of the following 11 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan and Make FLSA Determinations
- Task 5: Identify List of Market Survey Benchmarks and Approved List of Targets
- Task 6: Conduct Market Salary and Benefits Survey and Provide External Assessment Summary
- Task 7: Develop Strategic Positioning Recommendations
- Task 8: Conduct Solution Analysis
- Task 9: Develop and Submit Draft and Final Reports
- Task 10: Develop Recommendations for Compensation Administration
- Task 11: Provide Revised Class Descriptions

Task 1.0
Project Initiation

TASK GOALS

- Finalize the project plan with the District.
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final timeline for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss with the District's Project Manager (i.e., District Manager), and any other key personnel the following objectives:
- the classification and pay plan study process;
 - understand mission and current compensation philosophy;
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.



**Task 2.0
Evaluate the Current
System**

- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the District and some of the short- and long-term priorities. This activity serves as the basis for assessing where the District is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the District, including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the departments and divisions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), benefits plans, and classification system; and
- 1.4 Review and edit the project work plan and submit a timeline for the completion of each project task.
- 1.5 Provide periodic progress reports to the District's Project Manager throughout the study.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of District staff

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the existing compensation plan(s) for the District.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy (if any). Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Identify the strengths and weaknesses of the current pay plan(s) for the District. Identify any pay compression issues and discuss solutions with the District's Project Manager.
- 2.3 Complete an assessment of current conditions that details the pros and cons of the current system, taking into consideration compensation and benefits, as well as highlights areas for potential improvement in the final adopted solution.

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Assessment of current conditions



**Task 3.0
Collect and Review
Current Environment
Data**

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the District.
- Guide subsequent analytical tasks.

TASK ACTIVITIES

- 3.1 Schedule and conduct an employee orientation session to describe the scope of work and methodology. **Note:** Evergreen will conduct a plant tour at the main treatment facility with the District Manager.
- 3.2 Interview District leadership to obtain relevant information and statistical data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with employees to obtain additional relevant information and statistical data on specific compensation issues and policies.
- 3.4 Work with the District's Project Manager and Human Resources staff to administer the JATs and MITs to employees. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the District's Project Manager before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the District that may provide additional relevant insight.

KEY PROJECT MILESTONES

- Department leadership interviews
- Employee focus groups and orientation sessions
- JAT/MIT distribution

**Task 4.0
Evaluate and Build
Projected
Classification Plan
and Make FLSA
Determinations**

TASK GOALS

- Identify the classification of existing positions utilizing the approved method for job evaluation.
- Characterize internal equity relationships within the District.



**Task 5.0
Identify List of
Market Survey
Benchmarks and
Approved List of
Targets**

TASK ACTIVITIES

- 4.1 Ensure that all draft class specifications are provided to Evergreen by the District's Project Manager.
- 4.2 Review the work performed by each classification and score based on job evaluation. Include an evaluation of supervisory comments.
- 4.3 Review job evaluation scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow-up with employees for jobs where uncertainty exists over data obtained from job evaluation.
- 4.5 Develop preliminary recommendations for the classification structure and discuss with the District's Project Manager. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the job evaluation scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 4.6 Develop recommendations of FLSA (exemption) status based on results of the job evaluation (JAT) review and federal requirements.
- 4.7 Review recommendations with the District.

KEY PROJECT MILESTONES

- Job evaluation scores by class
- Recommended classification changes
- FLSA determinations
- Preliminary job structure based on internal equity

TASK GOALS

- Identify positions to benchmark for the market salary and benefits survey.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market salary and benefits assessment.

TASK ACTIVITIES

- 5.1 Identify the classifications that will be used as benchmarks for the market salary and benefits survey. **Note:** Evergreen will use all of the Districts 10-15 classifications as benchmarks for the market salary and benefits survey.



**Task 6.0
Conduct Market
Salary and Benefits
Survey and Provide
External
Assessment
Summary**

- 5.2 Finalize the list of positions with the District's Project Manager.
- 5.3 Develop a preliminary list of organizations for the external labor market survey of salary and benefits, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Tiburon area;
 - economic and budget characteristics; and
 - other demographic data.
- 5.4 Review and finalize with the District's Project Manager up to 6 peer organizations that will be included in the market salary and benefits survey.
- 5.5 Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the District's Project Manager and refine survey methodology prior to distribution of surveys.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending surveys.

KEY PROJECT MILESTONES

- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Conduct a benefits survey.
- Provide a summary of the market salary and benefits survey results to the District's Project Manager.

TASK ACTIVITIES

- 6.1 Prepare a customized external labor market salary survey for the District's Project Manager's approval. Discuss questions and categories for the market survey.
- 6.2 Develop a listing of the current benefits provided by the District for comparisons with peer organizations.



**Task 7.0
Develop Strategic
Positioning
Recommendations**

- 6.3 Using the list of District provided benefits and major benefits offerings not provided by the District develop a list of benefits to include in the external labor market survey.
- 6.4 Prepare benefits survey to be included with salary survey developed in **Task 6.1**.
- 6.5 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.6 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.7 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.8 Validate all data submitted.
- 6.9 Develop summary report of external labor market salary and benefits assessment results.
- 6.10 Submit summary report of external labor market salary and benefits assessment results to the District's Project Manager.

KEY PROJECT MILESTONES

- Market survey instrument
- Benefits survey instrument
- Summary report of external labor market salary and benefits assessment results

TASK GOALS

- Determine the District's compensation philosophy.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 7.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 7.2 Using the market salary survey data collected in **Task 6.0**, and the classification data reviewed in **Task 4.0**, recommend the appropriate salary structure/ranges (s) for the District's positions.
- 7.3 Produce a revised or new pay scale(s) that best meets the needs of the District from an internal and external equity standpoint.



**Task 8.0
Conduct Solution
Analysis**

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

TASK GOALS

- Conduct analysis comparing job evaluation values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan for the District.
- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the District as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 8.4 Discuss with the District's Project Manager potential solutions.
- 8.5 Determine the best solution to meet the needs of the District in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution



**Task 9.0
Develop and Submit
Draft and Final
Reports**

TASK GOALS

- Develop and submit a draft and Final Report of the Total Compensation Study for the Sanitary District No. 5 of Marin County.
- Present the Final Report.

TASK ACTIVITIES

- 9.1 Produce a comprehensive draft report that captures the results of each previous step, including a complete listing of the allocation of job classes to salary range requirements. Provide the District's Project Manager with a draft final report for review that will include all costs associated with recommendations as well as implementation strategies.
- 9.2 Make edits and submit a copy of the Final Report to the District's Project Manager.
- 9.3 Present the Final Report virtually to the Board, District leadership and staff as well as labor representatives.
- 9.4 Develop a communication plan for sharing study results with employees.
- 9.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database

**Task 10.0
Develop
Recommendations
for Compensation
Administration**

TASK GOALS

- Develop recommendations for continued administration by District staff to sustain the recommended compensation and classification system.
- Conduct training.

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system by District staff including recommendations and guidelines related to:



- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- the timing of implementation; and
- how to keep the system fair and competitive over time.

10.2 Present recommendations to the District's Project Manager for review.

10.3 Finalize recommendations.

10.4 Provide training and instructional tools to the Human Resources Department staff and Management Team to ensure that staff can conduct individual salary audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's **JobForce Manager** tool that will enable Human Resources staff to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs – allowing for streamlining, and an increase in fairness and transparency of regular compensation and classification tasks after solution implementation.

10.5 Provide a framework for future compensation adjustments that aligns with District budget constraints.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Training on Evergreen's **JobForce Manager** tool

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions for only those classifications recommended by Evergreen as a result of the job evaluation process.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

Task 11.0
Provide Revised
Class Descriptions



4.3 Proposed Timeline

TASK ACTIVITIES

- 11.1 Assess current class descriptions for form, content, validity, and ADA, FLSA, EEO compliance, etc.
- 11.2 Discuss any necessary changes to the class description format with the CPM.
- 11.3 Update classification descriptions based on data gathered from the job evaluation process.
- 11.4 Create new class descriptions only for those classifications recommended by Evergreen as a result of the job evaluation process.
- 11.5 Recommend a systematic, regular process for reviewing class descriptions.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions, as needed
- Recommendations for regular review of class descriptions

Evergreen possesses the ability, staff, skills, and tools to conduct a Total Compensation Study for the Sanitary District No. 5 of Marin County in approximately 3.5 months of the project start date and execution of a contract. Our proposed timeline is based on a tentative start date of April 17, 2025, and a completion date of July 31, 2025.

Our proposed timeline, as identified in **Exhibit 4-5**, can be modified in any way to best meet the needs of the District.



**Exhibit 4-5
Proposed Timeline**

PROJECT TASKS	2025			
	APR	MAY	JUN	JUL
1.0: Project Initiation	█			
2.0: Evaluate the Current System		█		
3.0: Collect and Review Current Environment Data		█		
4.0: Evaluate and Build Projected Classification Plan and Make FLSA Determinations		█		
5.0: Identify List of Market Survey Benchmarks and Approved List of Targets		█		
6.0: Conduct Market Salary and Benefits Survey and Provide External Assessment Summary			█	
7.0: Develop Strategic Positioning Recommendations				█
8.0: Conduct Solution Analysis				█
9.0: Develop and Submit Draft and Final Reports				█
10.0: Develop Recommendations for Compensation Administration				█
11.0: Provide Updated Class Descriptions (optional)				█



Section 5.0
Cost



5.0 Cost

Evergreen Solutions, LLC is pleased to present our proposed cost to conduct a Total Compensation Study for the Sanitary District No. 5 of Marin County (District). We are committed to providing the highest quality consulting services to our client partners for a reasonable cost. Our firm is fortunate that our overhead is minimal and our costs are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed cost to complete all tasks identified in our detailed work plan in **Section 4** of our proposal is **\$28,500**. Our cost is all inclusive, and includes travel cost (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket fees. Our cost includes one onsite visit to the District to perform the requested work as most of the work can be conducted virtually. Any additional onsite visits that may be necessary would cost \$2,000 per visit. **Note:** Any work outside of the scope of work would be billed at \$150 per hour or would be negotiated with the District depending on the type of work being requested.

Our preferred payment schedule for all tasks is as follows:

- 25% - upon completion of Tasks 1 – 2
- 25% - upon completion of Tasks 3 – 4
- 25% - upon completion of Tasks 5 – 6
- 15% - upon completion of Tasks 7 – 8
- 10% - upon completion of Tasks 9 – 11

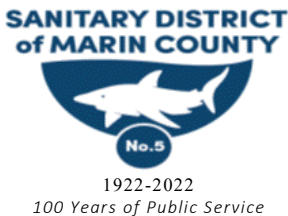
Note: All invoices are due within 30 days of receipt or the project may be delayed in moving to the next deliverable identified in the detailed work plan for the project.

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the District wishes to identify.



Management

Tony Rubio District Manager
Joel Alvarez Administrative Services Manger
2001 Paradise Drive
Tiburon CA 9420
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415-435-0221 fax
www.sani5.org



Board of Directors

Omar Arias-Montez President
John Carapiet Vice President
Tod Moody Secretary
Catherine Benediktsson Director
Richard Snyder Director

Date: April 17, 2025
To: Board of Directors – Regular Board Meeting
From: District Manager – Tony Rubio
Subject: Review of the Cove Road Pump Station Rehabilitation Project and Consideration to authorize the District manager to issue notice of award for a construction contract to the low bidder Fort Bragg Electric for the Total Bid amount of \$2,838,933 and also authorizing the District Manager to execute a professional services agreement with Nute Engineers for the construction management of said project for a total not to exceed \$168,889

STAFF REPORT:

On April 3, 2025 five bids were received for the above referenced project, the Engineers estimate for the project was \$2,164,622. The total bid amounts are below:

- 1. \$2,838,933 Fort Bragg Electric (Fort Bragg)
- 2. \$3,286,176 Cats 4 U (Healdsburg)
- 3. \$3,587,910 GSW Construction (San Francisco)
- 4. \$3,612,196 Pacific Infrastructure (Pleasanton)
- 5. \$3,838,800 Disney Construction (Novato)

FISCAL IMPACT:

\$3,300,000 for the construction and construction management which includes a 10% contingency for (FY25/26) for the Cove Road Pump Station Rehabilitation Project.

CEQA (California Environmental Quality Act)

Exempt

Recommendation:

Authorize the District Manager to issue a notice of award to Fort Bragg Electric for a construction contract for the total bid amount of \$2, 838,933 and also authorizing the District Manager to execute a professional services agreement with Nute Engineers for an amount not to exceed \$168,889 for the construction management services required for this project.

Tony Rubio, District Manager

ATTACHMENTS:

- Nute Engineers Letter of Recommendation and Bid tabulation for Cove Road PS Rehabilitation Project
- Nute Engineers Construction Management Proposal



April 7, 2025

Mr. Tony Rubio, District Manager
Sanitary District No. 5
2001 Paradise Drive
Tiburon, CA 94920

Re: Cove Road Pump Station Rehabilitation Project
Award Recommendation Letter

Dear Tony:

On April 3, 2025, five (5) bids were received for the above-referenced project. A spreadsheet comparing these bids is enclosed.

The lowest apparent Base Bid of \$2,658,873 was submitted by Fort Bragg Electric of Fort Bragg, California. Fort Bragg Electric also turned in the lowest total bid including the Base Bid (\$2,658,873) and Alt Bid (\$180,000). The Total Bid including the Base and Alt Bids is \$2,838,933.

Enclosed is the license detail obtained from the Contractor's License Board which shows that both Fort Bragg Electric and their Subcontractors have valid Contractor's Licenses and are registered with the California Department of Industrial Relations (DIR). However, because the Contractor only meets the three-year average RIR but not the LTIR value, the Contractor shall be required to hire at no additional cost to the District a mutually acceptable safety consultant.

We have reviewed all of the bids from the first three bidders (see attached Bid Results spreadsheet) and recommend awarding the contract to Fort Bragg Electric with the understanding that they will hire a Safety Consultant as stated above.

Very truly yours,

NUTE ENGINEERING

By:

Mark T. Wilson, PE

SANITARY DISTRICT NO. 5
MARIN COUNTY, CALIFORNIA
COVE ROAD PUMP STATION REHABILITATION

Bid Opening: 10:00 am
Date: April 3, 2025
Job No: 8999
Engineer's Est: \$2,164,622

2nd REVISED BID SCHEDULE

			Fort Bragg Electric Fort Bragg	GSW Construction San Francisco		Cats4U Healdsburg		Pacific Infrastructure Pleasanton		Disney Construction Novato					
			1	2		3		4		5					
			BASE BID	BASE BID		BASE BID		BASE BID		BASE BID					
Item No.	Total Quant	U/M	Description	Unit Price	Total Amount	Unit Price	Total Amount	Unit Price	Total Amount	Unit Price	Total Amount				
1.	1	LS	Mobilization, Demobilization, SWPPP, Permits & Licenses (limit 5% of total base bid)		\$85,416		\$87,200		\$108,000		\$80,000		\$100,000		
2.	1	LS	Remove (E) Above Ground Flowmeter and 10" DI Pipe Loop and Reconstruct Buried 10" FM		\$31,923		\$44,900		\$17,478		\$60,000		\$150,000		
3.	1	LS	Field Measure and Modify (E) DI Pipe Spools to Install (N) Krohne Flowmeter in (E) Vault Pit		\$37,737		\$35,500		\$26,470		\$352,000		\$80,000		
4.	1	LS	Demolition of Existing Cove Road MCC Room and Generator Building		\$45,587		\$24,000		\$33,097		\$100,000		\$200,000		
5.	1	LS	Provide Temp MCC for (E) Pumps and Portable Standby Diesel Gen w/Auto Transfer Switch		\$108,980		\$182,300		\$199,861		\$186,000		\$300,000		
6.	1	LS	Scan Existing Concrete Wet Well Deck for Reinforcement Bars and Conduits		\$5,009		\$8,180		\$5,400		\$5,000		\$3,000		
7.	1	LS	Field Measure, Prepare Seismic Design, Construct and Install New Monorail Beam Structure (Revocable)		\$75,654		\$148,000		\$47,174		\$115,000		\$70,000		
8.	7	EA	Install Concrete Foundation Helical Anchor Piles		\$33,173		\$27,370		\$23,100		\$10,000		\$30,000		
9.	1	LS	Construct New MCC Building Elevated Concrete Foundation and MCC Wood Framed Building		\$199,286		\$245,000		\$180,000		\$530,000		\$500,000		
10.	1	LS	Construct New Standby Engine Generator Foundation Pad		\$16,617		\$32,600		\$22,504		\$36,000		\$30,000		
11.	1	LS	Remove Galvanized Steel Hatch and Concrete Deck at Influent Manhole, Install (N) Concrete Manhole Flat Top w/Two Foot Manhole Rim and Cover		\$19,396		\$14,800		\$23,276		\$20,000		\$50,000		
12.	1	LS	Construct New Chemical Feed Tank Concrete Pad, Pad Drain and Emergency Shower and Eyewash		\$29,758		\$51,400		\$44,949		\$75,000		\$70,000		
13.	1	LS	Construct New Elevated Concrete Load Bank Pad		\$12,837		\$16,500		\$42,000		\$20,000		\$10,000		
14.	1	LS	Construct New Elevated Metering Panel Concrete Pad		\$13,475		\$18,600		\$42,000		\$20,000		\$10,000		
15.	1	LS	Field Measure, Prepare Engineered Design and Install New Aluminum Access Platform		\$86,315		\$76,800		\$54,000		\$65,000		\$250,000		
16.	1	LS	Cove Road Pump Electrical (Total 16a Thru 16l)		\$1,626,356		\$1,937,100		\$2,066,593		\$1,802,746		\$2,271,236		
16a	1	LS	Pump Station Electrical Utility Site Work	\$28,799		\$115,000		\$104,857		\$87,381		\$7,000			
16b	1	LS	Existing Electrical Demolition	\$6,571		\$12,300		\$12,484		\$10,404		\$15,000			
16c	1	LS	Site Underground Conduits, Cables, Termination Boxes, Grounding	\$129,325		\$115,000		\$121,594		\$101,329		\$300,000			
16d	1	LS	Metering Station	\$41,768		\$64,000		\$66,853		\$55,711		\$50,000			
16e	1	LS	Motor Control Centers, NEMA 12 With VFDs	\$628,073		\$633,000		\$671,332		\$600,000		\$450,000			
16f	1	LS	Standby Generator and Sub-Base Fuel Tank	\$466,834		\$506,000		\$572,950		\$517,486		\$400,000			
16g	1	LS	Portable Genset Connection Box	\$33,669		\$114,000		\$120,453		\$100,378		\$90,000			
16h	1	LS	Site Lights	\$17,408		\$24,900		\$25,322		\$21,102		\$20,000			
16i	1	LS	Instrument and Floats	\$39,703		\$47,900		\$49,812		\$510,000		\$20,000			
16j	1	LS	Miscellaneous Electrical, Antenna, Building Lights, Boxes and Connections, Exposed Conduit	\$80,740		\$89,600		\$94,070		\$78,392		\$60,000			
16k	1	LS	PLC Programming	\$125,171		\$188,000		\$198,866		\$165,722		\$90,000			
16l	1	LS	NETA Testing, Arc Flash Study	\$28,295		\$27,400		\$28,000		\$23,331		\$20,000			
17.	1	LS	Install (N) 8 Foot Tall Redwood Fence and Rolling Access Gate		\$131,615		\$122,000		\$127,440		\$106,200		\$90,000		
18.	1	LS	Lower Existing Above Ground Bypass Connection		\$7,319		\$21,100		\$30,000		\$10,000		\$25,000		
19.	1	LS	Provide and Install New PG&E Transformer Concrete Pad and Thirty-Five (35) Feet of Secondary Trench and Conduit per PG&E Green Book		\$14,665		\$7,530		\$12,500		\$30,000		\$10,000		
20.	1,350	SF	Asphalt Overlay at Pump Station Site	\$35	\$47,250	\$22	\$29,700	\$21	\$28,350	\$15,000	\$20,250	\$20,250,000	\$88	\$118,800	
21.	1	LS	Shoring For All Excavations		\$5,097		\$21,950		\$684		\$50,000		\$10,000		
22.	2	EA	Pothole Utility Mains (sewer force main on site)	\$3,428	\$6,855	\$1,630	\$3,260		\$2,300	\$6,000	\$12,000	\$4,000	\$8,000		
23.	1	LS	Traffic Control and Notifications		\$15,633		\$4,720		\$30,000		\$10,000		\$5,000		
24.	1	LS	Prepare Project Record Drawings		\$2,920		\$11,500		\$6,000		\$5,000		\$2,000		
BASE BID TOTAL					\$2,658,873		\$3,172,010		\$3,173,176		\$3,377,196		\$24,406,436		\$3,643,800

ALTERNATE BID A															
Item No.	Quant	U/M	Item Description	Unit Price	ALT BID Total Amount	Unit Price	ALT BID Total Amount	Unit Price	ALT BID Total Amount	Unit Price	ALT BID Total Amount	Unit Price	ALT BID Total Amount		
A1	1	LS	Monorail Beam Design Alternate Structure Mounted to Concrete Wet Well Deck, With Seismic Design		\$64,771		\$197,600		\$35,000		\$110,000		\$100,000		
A2	1.	LS	Provide and Install New 5,100 Gallon HDPE Storage Tank and Chemical Feed System		\$115,289		\$218,300		\$78,000		\$125,000		\$95,000		
ALTERNATE A BID TOTAL					\$180,060		\$415,900		\$113,000		\$235,000		\$195,000		
BASE BID AND ALTERNATE BID TOTAL					\$2,838,933		\$3,587,910		\$3,286,176		\$3,612,196		\$24,641,436		\$3,838,800

Check if Bid Item 1 is less than 5% of total cost		3.21%		2.75%		3.40%		2.3%/32.46%		2.74%
Addendum Acknowledge		3		3		3		3		3
Bid Signed		y		y		y		y		y
Contractors License Number		391464		1085562		465781		799927		866974
Bid Bond		y		y				y		
DIR Registration Number		1000000561		1000862135						
Subcontractors (list License/DIR # if included)		Pacific Coast Cutters, 628194		Kenwood Fence, 608869		Coastal Mountain, 507105		West Coast Drilling, 664239		Bowers Electric, 986534, 2000004556
		MS Construction, 966541		Coastal Mountain, 507105		Ahlborn Fencing, 854244		Kenwood Fence, 608869		
		James Long Const., 821827		JLCS, 821827		West Coast Drilling, 664239		Ransome Paving, 22726		
		Kenwood Fence, 608869				Charles Waldinig, 1008475		Camblin Steel, 218839		
		OTS Welding, 638025				James Long Const., 821827		Jeffco Painting, 364702		
		Maloney Const., 931889						Coastal Mountain, 507105		
		Jackson Paving, 3095773								
Site Visit Affidavit		y		y		y		y		y
Major Equipment and Materials Suppliers		KHRONE		KHRONE		KHRONE		KHRONE		KHRONE
Certification of Drug-Free Workplace		y		y		y		y		y
Certification of Bidder's Experience and Qualifications		y		y		y		y		y
3-year Average EMR ≤ 1.1		1.56*		0.84*		1.02		1.1		1.12
3-Year Average RIR ≤ 5.5		4.23		0		6.81		2.37		1.3
3-Year Average LTIR ≤ 3.1		1.1		0		0.53		0		0
Credit Report with D&B Rating		y		not yet		y		y		y
Financial Statement Submitted		y		y		y		y		y
Non-Collusion Affidavit		y		y		y		y		y
Safety Compliance Affidavit		y		y		y		y		y

*over average

*only 2 years exp.



Contractor's License Detail for License # 391464

DISCLAIMER: A license status check provides information taken from the CSLB license database. Before relying on this information, you should be aware of the following limitations.

- ▶ CSLB complaint disclosure is restricted by law ([B&P 7124.6](#)) If this entity is subject to public complaint disclosure click on link that will appear below for more information. Click [here](#) for a definition of disclosable actions.
- ▶ Only construction related civil judgments reported to CSLB are disclosed ([B&P 7071.17](#)).
- ▶ Arbitrations are not listed unless the contractor fails to comply with the terms.
- ▶ Due to workload, there may be relevant information that has not yet been entered into the board's license database.

Data current as of 4/7/2025 10:20:06 AM

Business Information

FORT BRAGG ELECTRIC INC
P O BOX 1578
FORT BRAGG, CA 95437
Business Phone Number:(707) 964-9118

Entity Corporation
Issue Date 07/10/1980
Expire Date **07/31/2026**

License Status

This license is current and active.

All information below should be reviewed.

Classifications

- ▶ [B - GENERAL BUILDING](#)
- ▶ [C10 - ELECTRICAL](#)
- ▶ [C36 - PLUMBING](#)
- ▶ [A - GENERAL ENGINEERING](#)

Certifications

- ▶ [HAZ - HAZARDOUS SUBSTANCES REMOVAL](#)

Bonding Information

Contractor's Bond

This license filed a Contractor's Bond with [NATIONWIDE MUTUAL INSURANCE COMPANY](#).

Bond Number: BD711540

Bond Amount: \$25,000

Effective Date: 01/01/2023

[Contractor's Bond History](#)

Bond of Qualifying Individual

The qualifying individual MARK WILLIAM MERTLE certified that he/she owns 10 percent or more of the voting stock/membership interest of this company; therefore, the Bond of Qualifying Individual is not required.

Effective Date: 02/06/2018



Workers' Compensation

This license has workers compensation insurance with the [BENCHMARK INSURANCE COMPANY](#)

Policy Number:99WC00002942

Effective Date: 10/01/2024

Expire Date: 10/01/2025

[Workers' Compensation History](#)

Workers' compensation classification code(s):

5140 - Electrical Wiring-high wage

51871 - Plumbing-high wage

5190 - Electrical Wiring-low wage

For a description of the workers' compensation classification code(s) listed for this licensee, contact the licensee's insurance carrier.

Contact information for the licensee's insurer is available by clicking the insurer link above. Classification codes are also available on the Workers' Compensation Insurance Rating Bureau's classification search page.

The board does not verify or investigate the accuracy of classification codes displayed.

Other

▶ Personnel listed on this license (current or disassociated) are listed on other licenses.



FORT BRAGG PLUMBING; TWO SHORT SALES

Customer Account Lookup

Name

FORT BRAGG PLUMBING; TWO SHORT SALES

Customer Account

 FORT BRAGG PLUMBING; TWO SHORT SALES

Type

Contractor

Website

(empty)



Email

angela@fortbraggelectric.com

Address 1

489 S. HARRISON STREET

Address_2

City

FORT BRAGG

State

CA

Zip

95437

Contractor Status

DIR Approved

CSLB

391464

Legal Name

FORT BRAGG ELECTRIC, INC.

Business Structure

-- None --

Business Phone

7079649118

Registration Number

President

Mark Mertle

PWCR

1000000561

Registration Start Date

2023-07-01

Registration End Date

2025-06-30

Doing Business As (DBA)

FORT BRAGG PLUMBING; TWO SHORT SALES

Crafts

Carpenter Cement Mason Electrician Laborer and Related Classifications Plumber

Legacy Registration Date

2023-07-01

Legacy Registration Expiration

2025-06-30

Related Lists

[Historical Registration Dates](#) ¹

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California



Civil and Sanitary Consultants

April 7, 2025

Mr. Tony Rubio, District Manager
Sanitary District No. 5
P.O. Box 227
Tiburon, CA 94920

**Re: Cove Road Pump Station Rehabilitation Project
Proposal for Engineering Services During Construction**

Dear Tony:

As requested Nute Engineering is pleased to submit the following proposal for Engineering Services During Construction for the Cove Road Pump Station Rehabilitation Project. Bids were opened last week and the lowest bidder was Ft. Bragg Electric of Ft. Bragg, California with a low bid in the amount of \$2,658,873.

BACKGROUND AND PROJECT DESCRIPTION

The existing Cove Road Pump Station serves almost all of the City of Belvedere service area of Sanitary District No. 5. The Cove Road Pump Station was originally constructed in 1961 and reconfigured in 1981 with two dry weather submersible pumps and two wet weather pumps to accommodate both dry and wet weather flows.

Early in the design, it came to light that the FEMA promulgated Base Flood Elevation for the pump station site had been raised to a point several feet above the pump station existing grade. This meant that the District staff needed to decide what level of protection of sensitive pump station electrical equipment was needed for the new design. District staff elected to raise the elevation of the Motor Control Center Building, new diesel genset and load bank, and new electrical switch gear by three (3) feet. This required special foundation designs for these structures which were completed by Whitchurch Engineering.

The Cove Road Pump Station electrical switchgear and Motor Control Center are exhibiting age related conditions which include difficulty in finding replacement parts. The electrical switch gear will be replaced along with new PG&E secondary service to the meter. The replacement Motor Control Center will have a new programmable logic controller (PLC) which will integrate with the District SCADA system for the treatment plant. In addition, the pumps will be controlled with variable frequency drives. We recommend District staff continue to work with WorkSmart for their SCADA programming. After a long PG&E service application design period, PG&E determined that the pump station electrical service could no longer be provided through an "offsite" transformer and has required that the District place a dedicated pad mounted transformer on the pump station site. This will require further coordination with the design team and PG&E.

SCOPE OF WORK

The engineering services during construction scope of work will include assistance with pre-construction meeting and several regular meetings through the year long project schedule. The Nute Engineering Team, including J. Calton Engineering for electrical engineering and Whitchurch Engineering for structural engineering, will provide review of all requests for information and review of all material submittals and shop drawings. We will review all contractor's claims for modifications to the work and prepare change orders if necessary. Finally, we will prepare all project monthly progress billings.

The District will provide the daily construction observations, and will contact Nute Engineering on a case by case basis when needed. For the purpose of the project scope, Nute Engineering is planning ten (10) site visits during construction including project final commissioning. Nute Engineering will assist with 25 on-line construction meetings during the construction period. J. Calton Engineering will provide new Motor Control Center factory test, and two site visits for final project commissioning. Finally, Whitchurch Engineering will perform three (3) special inspections of the planned foundation for the Motor Control Center Building. Since there is no major excavation work, any soils engineering inspections will be on a case by case basis.

Schedule A Services - Engineering Services During Construction

The Engineering Services During Construction for the Cove Road Pump Station Rehabilitation Project will consist of the following items of work:

1. Attend project pre-construction meeting with District and J. Calton Engineering.
2. Provide the construction elevation benchmark (Nute Surveyor).
3. Review Contractor's Requests for Information.
4. Review Contractor's submittals and shop drawings as necessary (65 submittals expected).
5. Consult with District as necessary regarding construction issues and provide and manage 25 on-line construction meetings to address current outstanding construction issues.
6. Evaluate proposals for modifications to contract work and prepare change orders as necessary. Provide monthly progress billings with review.
7. Provide ten (10) construction period site visits (*Nute Engineering*). Provide two (2) site visits during commissioning (*J. Calton Engineering*) and three (3) special inspections during construction (*Whitchurch Engineering*).
8. Continue to coordinate with PG&E as they finalize their design for adding a pad mounted transformer to the District site which previously did not exist. Because of PG&E delays with this design, it is imperative that the District be prepared to be proactive in addressing the impacts to the construction process.
9. Factory Witness the testing of the new Motor Control Center (*J. Calton Engineering*).
10. Prepare the final project Record Drawings.

SERVICES NOT INCLUDED IN THIS PROPOSAL

It is understood that the following services are outside the scope of this proposal and can be provided by Nute Engineering or by others as deemed necessary:

1. Daily construction observation.
2. Geotechnical engineering and soil contamination investigation services.
3. Potholing of underground utilities.
4. Investigation of potential hazardous wastes in the soil or groundwater.
5. Environmental review or preparation of an environmental impact report of the project.
6. Necessary permit applications and application fees, including new wood framed building approval from City of Belvedere if determined to be required.
7. Legal services in connection with the project.
8. Title searches and appraisals.
9. Acquisition of rights of ways, rights of entries or construction permits.
10. Printing of plans and specifications for bidding purposes and for the Contractor's use.
11. Clerical time to send bid documents out to bidders.
12. Review of shop drawings and submittals and construction management services.


ENGINEERING FEE

We propose to do all the work on a time and materials basis to be billed according to the Schedule of Hourly Rates attached hereto as Attachment A. The estimated labor hours and costs for the work by task and job classification are shown in Attachment B. The following is the budget and engineering fees for the various schedules outlined above:

Schedule A - Engineering Services During Construction \$ 168,889

Very truly yours,

NUTE ENGINEERING

By: 
Mark T. Wilson, PE

Attachment A – Hourly Rates
Attachment B – Project Estimating Sheet



ATTACHMENT A

2025 HOURLY RATE SCHEDULE

OFFICE PERSONNEL	HOURLY RATE
Principal Engineer	\$287
Senior Engineer	\$235
Engineer III	\$221
Engineer II	\$208
Engineer I	\$183
Field Representative*	\$202
Assistant Engineer II	\$144
Assistant Engineer I	\$133
Engineering Technician II	\$191
Engineering Technician I	\$169
1-Person Survey Crew w/Robotic Total Station	\$270
Office Surveyor	\$222
CAD Drafter II	\$176
CAD Drafter I	\$153
Technical Administrative Support	\$132
Clerical	\$112
LITIGATION SERVICES	
Court Appearance/Deposition	\$403

*Field Representative for construction is a Prevailing Wage category as required by the California Department of Industrial Relations.

REIMBURSABLE EXPENSES

Sub-consultants will be charged at 1.10 times cost. Charges for reproductions, blueprinting, outside computer services, rental of special equipment, delivery, express mail, insurance certificates (where client requires to be listed as an additional insured) and meals and lodging will be charged at 1.10 times cost. Mileage and technology charges are included in the hourly rates. Nute Engineering reserves the right to adjust its hourly rate structure for all ongoing contracts.

EFFECTIVE DATE: January 1, 2025

**SANITARY DISTRICT NO 5 TIBURON AND BELVEDERE
COVE ROAD PUMP STATION REHABILITATION PROJECT
ENGINEERING SERVICES DURING CONSTRUCTION
PROJECT ESTIMATING SHEET**

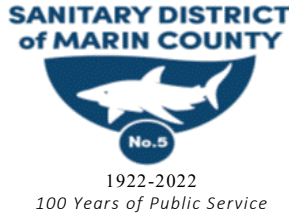
Nute Engineering
907 Mission Ave
San Rafael, CA 94901

TASKS	Mark T. Wilson Senior Engineer	Brendan O'Dwyer CAD Drafter I	Randy Willis 1 Person Survey	Barbara Dabney Tech Admin Support	Direct Costs		Direct Cost Markups	TOTAL	
	\$235	\$153	\$270	\$132	John Calton Engineering	Whitchurch Engineering			
SCHEDULE A - ENGINEERING SERVICES DURING CONSTRUCTION									
1.	Attend preconstruction meeting	2				\$615		\$61.50	
2.	Provide construction bench mark	2		11					
3.	Review Contractor's Requests for Information and respond	40			40	\$6,000		\$600.00	
4.	Review Contractor's submittals and working drawings as necessary*	80			140	\$20,000	\$2,400	\$2,240.00	
5.	Consult with the District as necessary and attend (25) weekly meetings**	50				\$2,000		\$200.00	
6.	Evaluate proposals for modifications to contract work and change order preparation and monthly progress billings	80	20		60	\$3,000		\$300.00	
7.	Site visits as necessary (assume 10 visits)	15				\$3,000	\$4,600	\$760.00	
8.	PG&E coordination by Electrical Engineer	16				\$2,000		\$200.00	
9.	Factory Witness Testing by Electrical Engineer					\$2,050		\$205.00	
10.	Prepare a set of record drawings for the project	10	60		6	\$1,500		\$150.00	
Total Hours		295	80	11	246				
Total Schedule A Costs		\$69,325	\$12,240	\$2,970	\$32,472	\$40,165	\$7,000	\$4,717	\$168,889

*Assume 65 submittals

**Weekly Meeting Estimate Based on 360 Calendar Day Project

Management
Tony Rubio District Manager
Joel Alvarez Administrative Services Manger
2001 Paradise Drive
Tiburon CA 9420
415-435-1501 Tel
415-435-0221 fax
www.sani5.org



Board of Directors Item #7
Omar Arias-Montez President
John Carapiet Vice President
Tod Moody Secretary
Catherine Benediktsson Director
Richard Snyder Director

Date: April 17, 2025
To: Board of Directors – Regular Board Meeting
From: District Manager – Tony Rubio
Subject: Review and Authorize the District Manager to award Chemical Contracts for FY2025-2026 received through the Bay Area Chemical Consortium Group (BACC) bidding process

STAFF REPORT:

The District is part of the BACC group for annual bulk chemical contracts for Sodium Hypochlorite and Sodium Bisulfite. The low bidders for this upcoming fiscal year is: Univar for Sodium Hypochlorite and for Sodium Bisulfite. The cost of Sodium Bisulfite is decreasing 12.12% (20 cents) from last fiscal year and the cost of Sodium Hypochlorite is increasing 1.23% (4 cents) from last fiscal year

<u>Fiscal Year 2024-2025 Costs:</u>	<u>Fiscal Year 2025-2026 Costs</u>
Bisulfite = \$1.65/gallon	Bisulfite= \$1.45/gallon
Hypochlorite= \$3.25/gallon	Hypochlorite= \$3.29/gallon

FISCAL IMPACT:

A 12.12% decrease for sodium bisulfite and a 1.23% increase in cost for sodium hypochlorite chemicals.

CEQA (California Environmental Quality Act)

Exempt

Recommendation:

Authorize the District Manager to award Chemical Contracts for FY2025-2026 received through the Bay Area Chemical Consortium Group (BACC) bidding process.



Tony Rubio, District Manager

ATTACHMENTS:

Bid sheet estimate and BACC letters with bid break down.



March 17, 2025

Univar Solutions USA LLC.
Attn: Jennifer Perras
8201 S 212th St.
Kent, WA 98032

RE: Award Contract in Response to Bay Area Chemical Consortium (BACC) Bid No. 11-2025 for Supply and Delivery of SODIUM BISULFITE.

Dear Ms. Perras,

We are pleased to advise you that the bid submitted by Univar Solutions USA Inc. for Bid No. 11-2025 was determined to be the lowest responsive bid for the supply and delivery of SODIUM BISULFITE during the period July 1, 2025 through June 30, 2026.

The participating BACC Agencies should be contacting you shortly to discuss entering into contracts with Univar Solutions USA Inc. for their respective facilities.

Bay Area Chemical Consortium sincerely appreciates your efforts and participation in the competitive bid process.

If you have any questions, please free to contact me at jdymment@bacwa.org

Sincerely,

Jennifer Dymment
Assistant Executive Director
BACWA.org
as Coordinating Agency for the Bay Area Chemical Consortium

Bay Area Clean Water Agencies
 Bid Results for Project 11-2025 SODIUM BISULFITE
 Bid Due on February 20, 2025 4:00 PM (PDT)
SINGLE BID AWARD

Section	Sodium Bisulfite 25%							SODIUM BISULFITE 40% Solution		
	Central Valley	East Bay	Marin Sonoma Napa	North Bay	Peninsula	Sacramento	South Bay	Central Valley	East Bay	Sacramento
Description										
Unit of Measure	gal	gal	gal	gal	gal	gal	gal	gal	gal	gal
Univar Solutions USA LLC.	1.4450	1.4450	1.4450	1.4450	1.4450	1.4450	1.4450	2.8450	5.3450	2.6450



March 17, 2025

Univar Solutions USA LLC
ATTN Jennifer Perras
8201 S 212th St.
Kent, WA 99032

RE: Regional Award Contract in Response to Bay Area Chemical Consortium (BACC) Bid No. 13-2025 for Supply and Delivery of SODIUM HYPOCHLORITE 12.5% in the Central Valley, East Bay, Marin Sonoma Napa, North Bay, Peninsula, South Bay and Tri Valley regions.

Dear Ms. Perras,

We are pleased to advise you that the bid submitted by Univar Solutions USA LLC. for Bid No. 13-2025 was determined to be the lowest responsive bid for the supply and delivery of SODIUM HYPOCHLORITE 12.5% in the Central Valley, East Bay, Marin Sonoma Napa, North Bay, Peninsula, South Bay and Tri Valley regions during the period July 1, 2025 through June 30, 2026.

The participating BACC Agencies from the above regions should be contacting you shortly to discuss entering into contracts with Univar Solutions USA LLC. for their respective facilities.

Bay Area Chemical Consortium sincerely appreciates your efforts and participation in the competitive bid process.

If you have any questions, please free to contact me at jdymment@bacwa.org

Sincerely,

Jennifer Dymment
Assistant Executive Director
BACWA.org
as Coordinating Agency for the Bay Area Chemical Consortium

Bay Area Clean Water Agencies
 Bid Results for Project 13-2025 SODIUM HYPOCHLORITE 12.5%
 Bid Due on February 20, 2025 4:00 PM (PDT)

REGIONAL BID AWARD

Section	SODIUM HYPOCHLORITE 12.5%								SODIUM HYPOCHLORITE 12.5% In 275-gal totes (Optional bid item)		Sodium Hypochlorite 12.5% In Carboys (OPTIONAL BID ITEM)	SODIUM HYPOCHLORITE 5.25% (Optional bid item)
	Central Valley	East Bay	Marin Sonoma Napa	North Bay	Peninsula	Sacramento	South Bay	Tri Valley	Central Valley	North Bay	Marin Sonoma Napa	Sacramento
Description												
Unit of Measure	gal	gal	gal	gal	gal	gal	gal	gal	gal	gal	gal	gal
Univar Solutions USA LLC.	3.2900	3.2700	3.2900	3.2500	3.3200	3.4100	3.2900	3.3100	no bid			no bid