

AGENDA

Covid-19 Meeting Notice

To address concerns relating to COVID-19 and to comply with the prohibitions on gatherings under Santa Barbara County Health Officer Order No. 2020-12.14, this meeting will be held by remote video conferencing without a physical meeting location, as authorized by Governor Newsom's Executive Order N-29-20.

Members of the public who wish to observe the meeting and/or offer public comment by video conferencing should contact the District at least 4 hours before the meeting at (805) 967-4519 or RMangus@GoletaSanitary.org to obtain the meeting ID and passcode.

Members of the public with disabilities who wish to request a reasonable modification or accommodation to observe the meeting and/or offer public comment should contact the District at least 8 hours before the meeting at the foregoing telephone number or email address for instructions on how to access the meeting.

A G E N D A
REGULAR MEETING OF THE GOVERNING BOARD
OF THE GOLETA SANITARY DISTRICT
A PUBLIC AGENCY

One William Moffett Place
Goleta, California 93117

March 15, 2021

CALL TO ORDER: 6:30 p.m.

ROLL CALL OF MEMBERS

BOARD MEMBERS: Jerry D. Smith
Steven T. Majoewsky
George W. Emerson
Sharon Rose
Edward Fuller

CONSIDERATION OF THE MINUTES OF THE BOARD MEETING

The Board will consider approval of the Minutes of the Regular Meeting of March 1, 2021.

PUBLIC COMMENTS - Members of the public may address the Board on items within the jurisdiction of the Board.

POSTING OF AGENDA – The agenda notice for this meeting was posted at the main gate of the Goleta Sanitary District and on the District’s web site 72 hours in advance of the meeting.

BUSINESS:

1. PRESENTATION ON LABORATORY OPERATIONS
2. CONSIDERATION OF EFFECTIVE UTILITY MANAGEMENT GAP ANALYSIS
3. CONSIDERATION OF RESOLUTION NO. 21-661 REPEALING RESOLUTION NO. 16-605 AND DESIGNATING AUTHORIZED SIGNATORIES ON DISTRICT BANK ACCOUNTS.
(Board may take action on this item.)

4. GENERAL MANAGER'S REPORT
5. LEGAL COUNSEL'S REPORT
6. COMMITTEE/DIRECTOR'S REPORTS AND APPROVAL/RATIFICATION OF DIRECTOR'S ACTIVITIES
7. PRESIDENT'S REPORT
8. ITEMS FOR FUTURE MEETINGS
9. CORRESPONDENCE
(The Board will consider correspondence received by and sent by the District since the last Board Meeting.)
10. APPROVAL OF BOARD COMPENSATION AND EXPENSES AND RATIFICATION OF CLAIMS PAID BY THE DISTRICT
(The Board will be asked to ratify claims.)

ADJOURNMENT

Any public records which are distributed less than 72 hours prior to this meeting to all, or a majority of all, of the District's Board members in connection with any agenda item (other than closed sessions) will be available for public inspection at the time of such distribution at the District's office located at One William Moffett Place, Goleta, California 93117.

MINUTES

MINUTES
REGULAR MEETING OF THE GOVERNING BOARD
GOLETA SANITARY DISTRICT
A PUBLIC AGENCY
DISTRICT OFFICE CONFERENCE ROOM
ONE WILLIAM MOFFETT PLACE
GOLETA, CALIFORNIA 93117

March 1, 2021

CALL TO ORDER: President Smith called the meeting to order at 6:31 p.m.

BOARD MEMBERS PRESENT: Jerry D. Smith, Steven T. Majoewsky, George W. Emerson, Sharon Rose, Edward Fuller

BOARD MEMBERS ABSENT: None

STAFF MEMBERS PRESENT: Steve Wagner, General Manager/District Engineer, Rob Mangus, Finance and Human Resources Manager/Board Secretary, Luis Astorga, Collection System Manager and Richard Battles, Legal Counsel from Howell Moore & Gough LLP.

OTHERS PRESENT: Larry Meyer, Director, Goleta West Sanitary District and Tom Evans, Director, Goleta Water District

APPROVAL OF MINUTES: Director Rose made a motion, seconded by Director Emerson, to approve the minutes of the Special Board meeting of 02/17/21. The motion carried by the following vote:

(21/03/2176)

AYES: 5 Smith, Majoewsky, Emerson, Rose,
Fuller

NOES: None

ABSENT: None

ABSTAIN: None

POSTING OF AGENDA: The agenda notice for this meeting was posted at the main gate of the Goleta Sanitary District and on the District's website 72 hours in advance of the meeting.

PUBLIC COMMENTS: None

BUSINESS:

1. **COLLECTION SYSTEM DIVISION ANNUAL REPORT PRESENTATION**
Mr. Wagner began the staff report and introduced Luis Astorga who gave a presentation on the District's Collection System. This was a presentation item and no Board action was taken.

2. CONSIDERATION OF PUBLICATION OF PUBLIC NOTICE FOR ADJUSTMENT TO DIRECTORS' COMPENSATION FOR FISCAL YEAR 2021-2022

Mr. Wagner gave the staff report.

Director Majoewsky made a motion, seconded by Director Rose not to adjust Director's compensation and not publish a notice for Fiscal Year 2021-22.

The motion carried by the following vote:

(21/03/2177)

AYES:	5	Smith, Majoewsky, Emerson, Rose, Fuller
NOES:		None
ABSENT:		None
ABSTAIN:		None

3. DISCUSSION OF THE DISTRICT'S RENEWAL OF DISTRICT OF DISTINCTION ACCREDITATION

Mr. Wagner gave the staff report on this informational item noting the requirements to continue the accreditation. No Board action was taken.

4. GENERAL MANAGER'S REPORT

Mr. Wagner gave the report.

5. LEGAL COUNSEL'S REPORT

Mr. Battles reported on a Brown Act case in Division 3 regarding the Bay Area Association of Governments and the reporting of Board actions. Votes on actions of the Board are required to be reported, and the findings were the agency mis-reported or under-reported the Board's actions.

6. COMMITTEE/DIRECTORS' REPORTS AND APPROVAL/RATIFICATION OF DIRECTORS' ACTIVITIES

Director Emerson – No report.

Director Rose – No report.

Director Fuller – No report.

Director Majoewsky – No report.

7. PRESIDENT'S REPORT

President Smith – Commented on the employee recognition event that was held last Wednesday.

8. ITEMS FOR FUTURE MEETINGS

No Board action was taken to return with an item.

9. CORRESPONDENCE

The Board reviewed and discussed the list of correspondence to and from the District in the agenda.

10. APPROVAL OF BOARD COMPENSATION AND EXPENSES AND RATIFICATION OF CLAIMS PAID BY THE DISTRICT

Director Majoewsky made a motion, seconded by Director Rose, to ratify and approve the claims, for the period 02/18/21 to 03/01/21 as follows:

Running Expense Fund #4640	\$ 278,822.84
Depreciation Replacement Reserve Fund #4655	\$ 183,765.57
Retiree Health Insurance Sinking Fund #4660	\$ 9,375.31

The motion carried by the following vote:

(21/03/2178)

AYES: 5 Smith, Majoewsky, Emerson, Rose, Fuller
NOES: None
ABSENT: None
ABSTAIN: None

Director Emerson pointed out a typo on the minutes of 02/17/21.

Director Rose made a motion, seconded by Director Majoewsky to approve the corrected minutes of the Special Board meeting of 02/17/21.

The motion carried by the following vote:

(21/03/2179)

AYES: 5 Smith, Majoewsky, Emerson, Rose, Fuller
NOES: None
ABSENT: None
ABSTAIN: None

ADJOURNMENT

There being no further business, the meeting was adjourned at 7:52 p.m.

Jerry D. Smith
Governing Board President

Robert O. Mangus, Jr.
Governing Board Secretary

Steven T. Majoewsky

George W. Emerson

Sharon Rose

Edward Fuller

AGENDA ITEM #1

AGENDA ITEM: 1

MEETING DATE: March 15, 2021

I. NATURE OF ITEM

Presentation on Laboratory Operations

II. BACKGROUND INFORMATION

The District's Water Resource Recovery Facility (WRRF) has an onsite laboratory where staff monitors all phases of the treatment process in order to ensure compliance with the numerous regulatory permit requirements associated with the treatment, reuse and/or discharge of municipal wastewater. The Environmental Laboratory Accreditation Program (ELAP) has adopted new regulations for the accreditation of environmental laboratories. The new regulations require implementation of a new standard for laboratories to maintain certification and an additional cost for on-site assessments. The District's Laboratory and Technical Services Manager, Lena Cox, will provide an overview of the Laboratory division's ongoing operational activities, wastewater-based epidemiology development and progress towards compliance with the new laboratory standard requirements.

III. COMMENTS AND RECOMMENDATIONS

This presentation is for informational purposes only, no Board action is required.

IV. REFERENCE MATERIAL

None

AGENDA ITEM #2

AGENDA ITEM: 2

MEETING DATE: March 15, 2021

I. NATURE OF ITEM

Consideration of Effective Utility Management Gap Analysis

II. BACKGROUND INFORMATION

The Goleta Sanitary District provides excellent wastewater collection, treatment, and resource recovery for its constituents at a very reasonable cost. While this has been the norm for several years, our staff continues to search for ways to improve service levels and decrease operating costs. One way this is done is by frequently reviewing the best management practices of other effective wastewater organizations. In May 2020 staff provided an overview of the Effective Utility Management (EUM) process that has been developed to assist water utilities to identify, promote and implement best management practices in the following 10 focus areas:

- ✓ Product Quality
- ✓ Customer Satisfaction
- ✓ Employee and Leadership Development
- ✓ Operational Optimization
- ✓ Financial Viability
- ✓ Infrastructure Stability
- ✓ Operational Resiliency
- ✓ Community Stability
- ✓ Water Resource Adequacy and
- ✓ Stakeholder Understanding and Support

Attached to this report is an excerpt of a guidance document (Effective Utility Management: A Primer for Water and Wastewater Utilities) that outlines the EUM process. The first step in this process is the completion of a self-assessment and gap analysis. The purpose of this step is to assess the organization's efforts associated with each of the 10 focus areas and rank them in order of priority. The resulting information can identify areas where additional improvement efforts may be considered. The EUM Roadmap is a separate guidance document designed to assist agencies to identify and implement appropriate best management practices (BMPs) for improvement in each focus area. Once the selected BMPs are implemented and outcomes are measured, adjustments are made and the entire process repeats as a continual improvement effort.

The completion of an EUM gap analysis is included in the District's Strategic Plan and 2020 Action Plan. Staff has completed the initial EUM self-assessment and gap analysis, and the results are presented herein for Board information.

III. COMMENTS AND RECOMMENDATIONS

The self-assessment tool included on page 13 of the attached EUM Primer document lists each of the 10 attributes broken down further into various components. Each component is considered and given a separate achievement score (1-5) depending on the current level of achievement. A score of 1 indicates a consistent/high level of achievement and a score of 5 indicates a low level of achievement. Each attribute is then ranked in order of importance from 1 (most important) to 10 (least important). A summary of the District's self-assessment scores along with a graph of the results is attached to this report.

The good news is that the District is consistently meeting high levels of achievement for its top 5 attributes (product quality, financial viability, infrastructure strategy, operational optimization, and employee and leadership development). On the other lower-priority attributes, the achievement levels range from 2-3. However, while the District is doing well overall, there is always room for improvement. This is the next step in the process. The EUM Roadmap can be used to identify possible BMPs for agencies performing at all levels. Staff will continue to work through the EUM Roadmap to consider which BMPs might support us in moving toward our long-range vision and strategic goals.

This report is for informational purposes only. As such, no Board action is required at this time.

III. REFERENCE MATERIAL

EUM Primer Document Excerpt

GSD Self-Assessment Table and Graph

Effective Utility Management

A Primer for Water and
Wastewater Utilities



January 2017



MESSAGE FROM THE EUM UTILITY LEADERSHIP GROUP

DEAR WATER LEADER:

Every day you provide the leadership to deliver vital services that protect public health and support the vitality of your communities, natural environment, and economy; your organizations are truly anchor institutions in your communities. Today's water sector utilities also face a broad range of complex challenges, including rising costs and affordability, aging infrastructure, on-going regulatory requirements, enhanced customer expectations, and rapidly evolving technology. Utilities need a common sense, replicable, and proactive set of approaches to meet these current and future challenges.

Since 2008, a unique coalition representing the "Collaborating Organizations," which include the U.S. Environmental Protection Agency and a growing number of major water sector associations, has supported an approach developed by water sector leaders for water utility management. The approach is based around the Ten Attributes of an Effectively Managed Utility and Five Keys to Management Success—known as Effective Utility Management (EUM). EUM is now the most widely recognized water sector utility management program in the country, and this *Primer* is the foundation of EUM. The *Primer* will help your utility comprehensively assess current operations and identify a path to improving in key areas that are the highest priorities.

EUM, as embodied in this *Primer*, is more relevant than ever before to help meet the challenges that we face. EUM is a starting point for any utility's path to effective and sustainable operations. It can help your utility to respond to and plan for current and future challenges, supporting your mission of being a successful 21st century service provider. The *Primer* allows you to address these challenges in a step-wise process, at a pace that you control based on the capacity of your utility.

Key Messages to the Water Sector

EUM and this *Primer* are the keys to unlock the potential of your utility to protect public health and the environment in the 21st century:

- EUM helps you take a 360-degree look at your utility and then set priorities that work for you and your community.
- It helps you protect your current infrastructure investments and ensure that your workforce is motivated and able to address the challenges that they face every day.
- It moves you from reacting only to the "hot priorities" of the day to proactively planning for the future.
- It helps you engage your staff in the process of assessing and charting your own course for the future.
- It is simple, actionable, affordable, and scalable to meet the needs of all utilities.
- Finally, YOU CAN DO THIS. Staff across all levels of your utility can use the *Primer*, helping them collaborate internally and work with the community to provide affordable and sustainable services.

In closing, thank you for all you do every day. Please consider using the EUM *Primer* and chart a sustainable course for the future. We encourage you to join the growing group of utility leaders implementing EUM!

Sincerely,

THE EUM UTILITY LEADERSHIP GROUP

EUM UTILITY LEADERSHIP GROUP

Colleen Arnold

Aqua America

Shellie Chard

Oklahoma Department of Environmental Quality

Barry Gullet

Charlotte Water

Dan Hartman

City of Golden Public Works

Patrick Kerr

Baton Rouge Water

Ed McCormick

*McCormick Strategic Water Management, LLC
(Formerly with East Bay Municipal Utility District)*

Tyler Richards

*Gwinnett County Department of Water
Resources*

Frank Roth

*Albuquerque Bernalillo County Water
Utility Authority*

Tom Sigmund

NEW Water

Kathryn Sorensen

Phoenix Water

John Sullivan

Boston Water and Sewer Commission

Diane Taniguchi-Dennis

Clean Water Services

Donna Wies

*Donna Wies Consulting
(Formerly with Union Sanitary District)*

Tim Wilson

Marshalltown Water

EUM COLLABORATING ORGANIZATIONS

Julia Anastasio

Association of Clean Water Administrators

Adam Carpenter

American Water Works Association

Alison Deines

Water Environment & Reuse Foundation

Chris Hornback

National Association of Clean Water Agencies

Jim Horne

Office of Water

U.S. Environmental Protection Agency

Anne Jackson

American Public Works Association

Carolyn Peterson

Association of Metropolitan Water Agencies

Linda Reekie

Water Research Foundation

Matt Ries

Water Environment Federation

Petra Smeltzer

National Association of Water Companies

Jim Taft

Association of State Drinking Water Administrators



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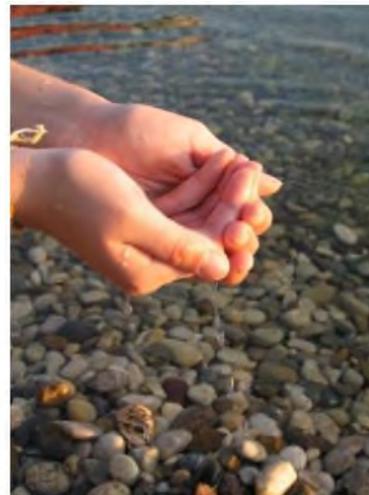
This product was developed with assistance from Rob Greenwood, Morgan Torres, and Sarah Shadid with Ross Strategic (www.rossstrategic.com), under contract EP-C-11-009 with the Office of Wastewater Management at U.S. EPA.

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I. Effective Utility Management

The *Effective Utility Management: A Primer for Water and Wastewater Utilities* (“*Primer*”) is the foundation of Effective Utility Management (EUM). It is designed to help water and wastewater utility managers make informed decisions and practical, systematic changes to achieve excellence in utility performance in the face of everyday challenges and long-term needs for the utility and the community it serves. It was produced by utility leaders who are committed to helping other utilities improve water and wastewater management. The *Primer* distills the expertise and experience of these utility leaders into a framework intended to help utilities identify and address their most pressing needs through an incremental, continual improvement management approach.



All water and wastewater utilities can benefit from applying this *Primer*. Each utility has unique management opportunities and challenges, and this *Primer* provides a common sense way of assessing, managing, and measuring a utility’s performance to address these opportunities and challenges. The steps described in the document and associated resources are relevant to any water or wastewater utility, regardless of size, budget, or other capacity.

The *Primer* has four primary components which, when taken together, form the basis for a complete cycle of effective and sustainable utility management:

- **The Ten Attributes of Effectively Managed Water Sector Utilities (Attributes).** These Attributes provide a clear set of reference points and are intended to help utilities maintain a balanced focus on all important operational areas rather than reactively moving from one problem to the next or focusing on the “problem of the day.”
- **Five Keys to Management Success.** These proven approaches help utilities maximize their resources and improve performance. By embedding the Five Keys to Management Success into their workplace culture, utilities create a robust foundation for strong, ongoing performance in the Ten Attribute areas.
- **Where to Begin – A Self-Assessment Tool.** The rigorous and systematic self-assessment tool described in the *Primer* helps utility managers and staff evaluate their operations and identify where to begin improvement efforts. By assessing how a utility performs relative to the Attributes, utility managers can gain a more balanced and comprehensive picture of their organization.
- **Getting to Work – Implementation of Effective Utility Management.** The Implementation section is a central connecting point between multiple elements of Effective Utility Management. It focuses on an overall continual improvement cycle (the “EUM cycle”), and describes how a utility’s self-assessment results can lead into a cycle of planning, implementation of effective practices, measuring performance, and making adjustments over time. It includes the following components:
 1. A description of the essential components of the EUM cycle;
 2. A guide for measuring performance;
 3. Resources to support Effective Utility Management implementation; and
 4. Steps for creating an Improvement Plan.

Throughout the *Primer*, utilities will learn about the Ten Attributes of Effectively Managed Utilities and the Five Keys to Management Success, and how these important elements work in tandem to support successful utilities in today’s challenging operating contexts.

The Ten Attributes of Effectively Managed Utilities and Five Keys to Management Success



This *Primer* is the product of a decade-long collaboration between the Collaborating Organizations and group of respected water and wastewater utility leaders from across the nation. Originally released in 2008, and updated in 2017 to reflect changes to the context in which water sector utilities operate, the *Primer* is a powerful tool for water sector utilities of all sizes, types, and geographies. A brief history of Effective Utility Management is included on the following page.



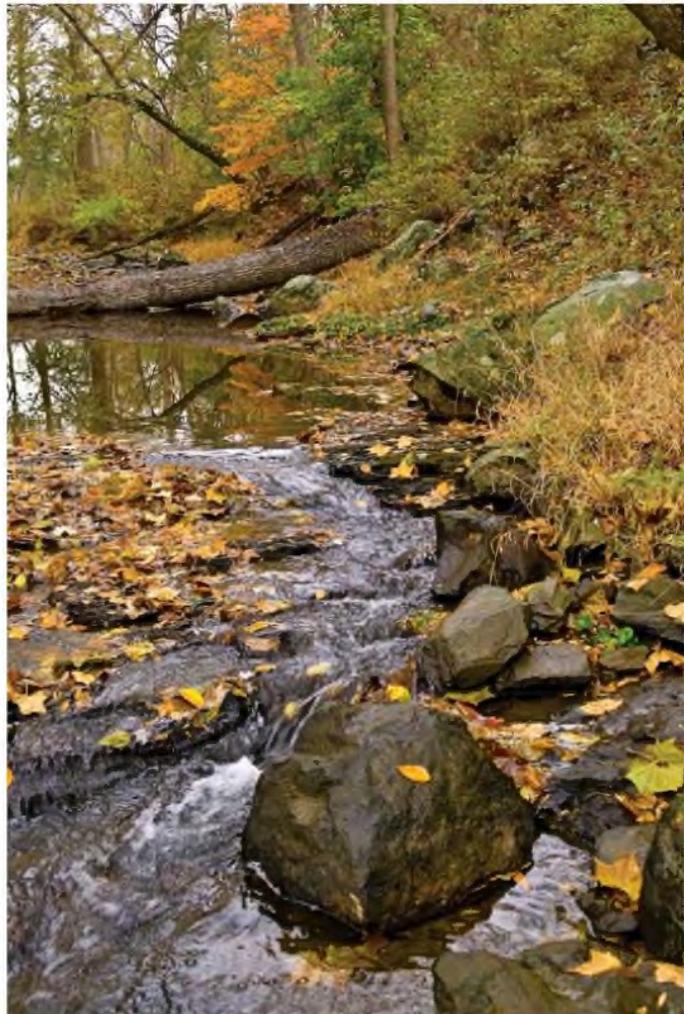
A Brief History of Effective Utility Management

MAY 2006	<p>Seven Collaborating Organizations sign a Statement of Intent to establish a framework for working together to advance understanding of the principles and practices of effective utility management, and to encourage and promote their wider application.</p> 
MAY 2007	<p><i>Findings and Recommendations</i> report delivered from a utility Steering Committee to the seven collaborating organizations. The report recommends a variety of activities be initiated, including the development of a stand-alone primer that outlines a strategy for effective utility management.</p>
JUNE 2008	<p><i>Effective Utility Management: A Primer for Water and Wastewater Utilities</i> is released.</p>
2009 - 2015	<p>The Collaborating Organizations develop and sponsor a wide range of EUM-based workshops, webinars, case examples, and award programs to promote and support EUM implementation by the water sector.</p>
APRIL 2015	<p>The Association of Clean Water Agencies and the Association of State Drinking Water Administrators join as new EUM Collaborating Organization partners.</p>  <p>Collaborating Organizations convene a group of utility leaders to explore how the operating context of water sector utilities has changed since the <i>Primer</i> was released in 2008, and to consider refinements to the EUM framework.</p>
FEB 2016	<p><i>Taking the Next Step: Findings of the Effective Utility Management Review Steering Group</i> report released. The report outlines key operating shifts in the water sector since 2008, and recommends a series of updates to the <i>Primer</i>.</p>
JULY–DEC 2016	<p>Collaborating Organizations convene a group of utility leaders to update the <i>Primer</i>.</p>
OCT 2016	<p>The Water Research Foundation and the Water Environment & Reuse Foundation join as new EUM Collaborating Organization partners.</p> 
JAN 2017	<p>The Collaborating Organizations release the newly updated <i>Primer</i>.</p>
2017 & BEYOND	<p>The Collaborating Organizations sponsor ongoing education and promotional efforts to support implementation of EUM by the water sector, including webinars, workshops, and the development of other learning resources.</p>

II. Ten Attributes of an Effectively Managed Utility

The Ten Attributes of an Effectively Managed Utility provide useful and concise goals for water sector utility managers seeking to improve organization-wide performance. The Attributes describe desired outcomes that are applicable to all water and wastewater utilities. They comprise a comprehensive framework related to operations, infrastructure, customer satisfaction, community sustainability, natural resource stewardship, and financial performance.

Water and wastewater utilities can use the Attributes to select priorities for improvement, based on each organization's strategic objectives and the needs of the community it serves. The Attributes are not presented in a particular order, but rather can be viewed as a set of opportunities for improving utility management and operations. **Section IV** provides a basic self-assessment tool to help utilities easily identify their priorities and opportunities based on the Attributes. Over time, utilities will be able to deliver increasingly efficient, high-quality service by addressing more, and eventually all, of the Attributes. **Section V** provides several example performance measures for each of the Attributes.



Ten Attributes of an Effectively Managed Utility

Product Quality

Produces “fit for purpose” water and other recovered resources (e.g., energy, nutrients, biosolids) that meet or exceed full compliance with regulatory and reliability requirements and consistent with customer, public health, ecological, and economic needs. Products include treated drinking water, treated wastewater effluent, recycled water, stormwater discharge, and recovered resources.

Customer Satisfaction

Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels. Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, including receiving timely customer feedback and communicating during emergencies. Provides tailored customer service and outreach to traditional residential, commercial, and industrial customers, and understands and exercises as appropriate the opportunities presented by emergent customer groups (e.g., high strength waste producers, power companies).

Stakeholder Understanding and Support

Engenders understanding and support from stakeholders (anyone who can affect or be affected by the utility), including customers, oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively promotes an appreciation of the true value of water and water services, and water’s role in the social, economic, public and environmental health of the community. Actively engages in partnerships, involves stakeholders in the decisions that will affect them, understands what it takes to operate as a “good neighbor,” and positions the utility as a critical asset (anchor institution) to the community.



Financial Viability

Understands and plans for the full life-cycle cost of utility operations and value of water resources. Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, plan and invest for future needs, and taking into account affordability and the needs of disadvantaged households. Implements sound strategies for collecting customer payments. Understands the opportunities available to diversify revenues and raise capital through adoption of new business models, including revenues from resource recovery.



Operational Optimization

Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection. Makes effective use of data from automated and smart systems, and learns from performance monitoring. Minimizes resource use, loss, and impacts from day-to-day operations, and reduces all forms of waste. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

Employee and Leadership Development

Recruits, develops, and retains a workforce that is competent, motivated, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation. Ensures employee institutional knowledge is retained, transferred, and improved upon over time. Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery operations. Establishes an integrated and well-coordinated senior leadership team.

Enterprise Resiliency

Ensures utility leadership and staff work together internally, and coordinate with external partners, to anticipate, respond to, and avoid problems. Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (including interdependencies with other services and utilities, legal, regulatory, financial, environmental, safety, physical and cyber security, knowledge loss, talent, and natural disaster-related) consistent with industry trends and system reliability goals. Plans for and actively manages around business continuity.

Infrastructure Strategy and Performance

Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and relevant community priorities, building in a robust set of adaptation strategies (e.g., for changing weather patterns, customer base). Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.

Community Sustainability

Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, electrical utilities, planning departments, economic development organizations, watershed and source water protection groups). Manages operations, infrastructure, and investments to support the economic, environmental, and social health of its community. Integrates water resource management with other critical community infrastructure, social and economic development planning to support community-wide resilience, support for disadvantaged households, community sustainability, and livability.



Water Resource Sustainability

Ensures the availability and sustainable management of water for its community and watershed, including water resource recovery. Understands its role in the complete water cycle, understands fit for purpose water reuse options, and integrates utility objectives and activities with other watershed managers and partners. Understands and plans for the potential for water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., Integrated Planning). Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.

III. Keys to Management Success

The Keys to Management Success represent frequently used management approaches and systems that experience indicates help water and wastewater utilities manage more effectively. They create a supportive context for a utility as it works towards the outcomes outlined in the Attributes, and they can help integrate the utility's improvement efforts across the Attributes. The Keys to Management Success are listed below.

Leadership

Leadership must respond to both internal organizational and broader external community imperatives. It is critical to effective utility management, particularly in the context of leading and inspiring change within an organization and in its surrounding community.

“Leadership” refers both to individuals who can be effective champions for improvement, and to teams that provide resilient, day-to-day management continuity and direction. Effective leadership establishes and communicates a long-term vision for the organization and embodies a commitment to cultivating the organization's culture, helping to ingrain methods to achieve the utility's vision into the organization's day-to-day operations.

Leaders have an important responsibility to engage proactively with stakeholders and community decision makers, promote the utility as a valued, competent, and trustworthy environmental steward and community asset, and collaborate with external partners (including new and nontraditional partners, like the agricultural sector). Leaders should drive an awareness and commitment to workplace safety, organizational diversity, ethical conduct, and positive morale. Leadership further reflects a commitment to organizational excellence, leading by example to establish and reinforce an organizational culture that embraces positive change, providing new opportunities for emerging leaders, and planning for and assuring a seamless transition to new leadership when required. Organizational improvement efforts require a commitment to continual improvement from the utility's leadership, including the celebration of small and large victories for the utility.



Strategic Business Planning

Strategic business planning directs and helps to achieve balance and cohesion across the Ten Attributes. A strategic business plan provides a framework for decision making by:

- Assessing current conditions and conducting a strengths, weaknesses, opportunities, and threats (SWOT analysis);
- Characterizing a continuum of possible and likely future conditions;
- Assessing underlying causes and effects of future conditions; and
- Establishing vision, objectives, strategies, and underlying organizational values.

A successful strategic business plan is dynamic and adaptable, allowing the utility to capitalize on new and emerging opportunities. It is made more robust by engaging with staff and external stakeholders, and by utilizing planning methods that can accommodate and address a variety of future operating scenarios (e.g., managing for uncertainty through “stress testing” a plan’s ability to hold up during extreme events, such as extended drought).



A strong plan reflects specific implementation steps that will move a utility from its current level of performance to achieving its vision. Preparation of a strategic business plan involves taking a longer-term view of utility goals and operations and establishing a clear vision and mission. The plan, through engagement with external stakeholders, should reflect key community values, needs, and interests. When developed, the strategic business plan should drive and guide utility objectives, measurement efforts, investments, and operations. A strategic business plan can also help explain the utility’s conditions, goals, and plans to staff and stakeholders, stimulate change, and

increase engagement and support for improvement efforts. After developing a strategic business plan, it is important that the utility integrates tracking of progress and clear accountability into its management framework, and revisits the plan on a regular basis.

Knowledge Management

Knowledge management is another cornerstone of effective utility management, and is critical to ensuring reliable utility operations. It spans standard operating procedures, human resource management, and business systems and operating systems data integration and utilization to support dependable operations and continual improvement across the Ten Attributes.

By ensuring that processes are well documented through writing down “this is how we do things” and regularly updating standard operating procedures and creating shared knowledge among various employee categories, a utility is able to respond effectively to the inevitable knowledge loss brought on by employee turnover or unexpected absences. An effective knowledge management system is flexible to the use of new and evolving technologies, and should be updated on an ongoing basis. Automated “smart” systems and data integration/management capabilities are an increasingly important aspect of efficient and effective continual improvement management. These systems and capabilities are available across all areas of utility management, and can substantially improve the ability of utilities to track performance in real time, identify variability, and manage performance more effectively and precisely.

Measurement

Measurement is critical to management improvement efforts associated with the Attributes and is the backbone of successful continual improvement management and strategic business planning. A measurement system serves many vital purposes, including focusing attention on key issues, clarifying

“If you can’t measure it, you
can’t improve it.”

Peter Drucker

expectations, facilitating decision making, supporting learning and improving, establishing and maintaining accountability, and, most importantly, communicating effectively internally and externally. Always keep in mind the management adage, “If you can’t measure it, you can’t improve it.” Successful measurement efforts should be:

- Carefully select a limited number of performance measures that are used to focus the organization on the achievement of the Strategic Business Plan goals;
- Viewed as a continuum starting with basic internal tracking, and moving to more sophisticated baselining and trend analysis as necessary, with development of key performance indicators, and inclusion of externally oriented measures which address community sustainability interests;
- Informed by staff input, driven by and focused on answering questions critical to effective internal management and external stakeholder needs, including information needed to allow governing bodies to comfortably support large capital investments; and
- Supported by a well-defined decision framework assuring results are evaluated, communicated, and addressed in a timely manner.

Continual Improvement Management

Continual improvement management is usually implemented through a complete, start-to-finish management system, also referred to as a “Plan-Do-Check-Act” framework. Continual improvement plays a central role in effective utility management and is critical to making progress on the Attributes. Continual improvement management includes:

- Conducting an honest and comprehensive self- assessment – informed through staff engagement – to identify management strengths, areas for improvement, priority needs, etc.;
- Conducting frequent sessions among interested parties (stakeholders) to identify improvement opportunities;
- Following up on improvement projects underway;
- Establishing and implementing performance measures and specific internal targets associated with those measures;
- Defining and implementing related operational requirements, practices, and procedures;
- Defining supporting roles and responsibilities to derive clear accountability for conducting assessments and implementing performance improvements;
- Implementing measurement activities such as regular evaluation through operational and procedural audits; and
- Responding to evaluations through the use of an explicit change management process.

Continual improvement management is further supported by gap analysis, establishment of standard operating procedures, internal trend analysis and external benchmarking where appropriate, best practice review and adoption, and other continual improvement tools. It can be used as a framework to help utilities understand improvement opportunities and establish explicit service levels, guide investment and operational decisions, form the basis for ongoing measurement, and provide the ability to communicate clearly with customers and key stakeholders.

IV. Where to Begin: A Self-Assessment Tool

There are many ways to improve utility performance and each utility is unique. Many utilities may choose to start small and make improvements step-by-step, perhaps by working on projects that will yield early successes. Other utilities may choose to take on several improvement efforts simultaneously. Some may prefer to enhance their strengths, while others will prefer to focus on addressing areas for improvement. Each utility should determine for itself the most important issue to address, based on its own strategic objectives, priorities, and the needs of the community it serves.

A thorough assessment of current performance based on the Attributes is a useful first step in identifying options for improvement. It also establishes a quantifiable baseline from which to measure progress. As conditions change, future reassessments will reveal new opportunities and new priorities.

The following Self-Assessment tool can help water and wastewater managers use the EUM Attributes to evaluate their utility's current performance against internal goals or specific needs and determine where to focus improvement efforts. While it can be completed initially by an individual manager, it is more effective when used as a vehicle for conversation and consensus building among the utility's management team and key staff. As appropriate, other stakeholders might be invited to participate in the assessment, including oversight bodies, community and watershed interests, and regulatory authorities.

The assessment has four steps: 1) Assess current conditions based on the Attributes; 2) Rank the importance of each Attribute for your utility; 3) Chart the results; and 4) Choose one or more Attributes to focus on. Following completion of the Self-Assessment, a guide for taking action on the results is included in the next section, **Getting to Work: Implementation of Effective Utility Management**.

A blank copy of the Self-Assessment worksheet is available in **Appendix B**.

STEP 1

Candidly Assess
Current Conditions

STEP 2

Rank Importance of Each
Attribute to Your Entity

STEP 3

Graph Attributes to
Determine Importance and
Level of Achievement

STEP 4

Choose Attributes



Step 1: Assess Current Level of Achievement

Using the blank worksheet in **Appendix B**, assess current conditions by rating your utility’s systems and approaches and current level of achievement for each Attribute, using a 1 (high achievement) to 5 (low achievement) scale. Consider the degree to which your current management systems effectively support each of the Attributes and their component parts. Consider all components of each Attribute and gauge your rating accordingly. Use these descriptions to guide your rating. You will note that each Attribute has several components represented by the bullet points listed for each.

Your rating can either reflect the lowest level of achievement of all of the bullet points for that Attribute (for example, if you believe that your achievement in one of the bullet points for that Attribute was “5,” but another bullet point you rated as “2,” your rating for achievement under that Attribute would be “5”), or an average across all of the bullet points for that Attribute. For whatever approach you choose to use when rating, make sure to be consistent in this approach across all Attributes.

Rating	Description
1.	Effective, systematic approach and implementation; consistently achieve goals.
2.	Workable systems in place; mostly achieve goals.
3.	Partial systems in place with moderate achievement, but could improve.
4.	Occasionally address this when specific need arises.
5.	No system for addressing this.

Step 2: Rank Importance of Attributes

Rank the importance of each Attribute to your utility, based on your utility’s vision, goals, and specific needs. The ranking should reflect the interests and considerations of all stakeholders (managers, staff, customers, regulators, elected officials, community and watershed interests, and others).

There are Ten Attributes. Considering long-term importance to your utility, rank the most important Attribute 1, the second most important 2, and so on. The least important Attribute would be ranked 10. Your ranking of each Attribute’s importance may be influenced by current or expected challenges in that particular area, recent accomplishments in addressing these issues, or other factors. Importance ranking is likely to change over time as internal and external conditions change.

As you fill in numbers on the worksheet in **Appendix B**, please note that your analysis for Step 1 (rating achievement) should be separate and independent from your analysis for Step 2 (ranking importance).

Attribute	Attribute Components
Product Quality (PQ)	<ul style="list-style-type: none"> <input type="checkbox"/> Meets or exceeds regulatory and reliability requirements. <input type="checkbox"/> Operates consistent with customer, public health, economic, and ecological needs.
Customer Satisfaction (CS)	<ul style="list-style-type: none"> <input type="checkbox"/> Provides reliable, responsive, and affordable services. <input type="checkbox"/> Receives timely customer feedback. <input type="checkbox"/> Is responsive to customer needs and emergencies. <input type="checkbox"/> Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, industrial, and newly emerging groups such as high-strength waste producers or power companies)
Employee and Leadership Development (ED)	<ul style="list-style-type: none"> <input type="checkbox"/> Recruits, develops, and retains a competent, safety-focused workforce. <input type="checkbox"/> Is a collaborative organization dedicated to continual learning, improvement, and adaptation. <input type="checkbox"/> Implements procedures for institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures). <input type="checkbox"/> Invests in/provides opportunities for professional and leadership development. <input type="checkbox"/> Supports an integrated and well-coordinated senior leadership team.
Operational Optimization (OO)	<ul style="list-style-type: none"> <input type="checkbox"/> Conducts ongoing performance improvements informed by performance monitoring. <input type="checkbox"/> Minimizes resource use and loss from day-to-day operations. <input type="checkbox"/> Is aware of and adopts in a timely manner operational and technology improvements, including operational technology and information technology. <input type="checkbox"/> Manages and utilizes data from automated and smart systems.
Financial Viability (FV)	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and plans for full life-cycle cost of utility. <input type="checkbox"/> Effectively balances long-term debt, asset values, operations and maintenance expenditures, and operating revenues. <input type="checkbox"/> Sets predictable and adequate rates to support utility current needs and plans to invest in future needs, taking into account affordability and the needs of disadvantaged households when setting rates. <input type="checkbox"/> Understands opportunities for diversifying revenue and raising capital.
Infrastructure Strategy and Performance (IS)	<ul style="list-style-type: none"> <input type="checkbox"/> Understands the condition of and costs associated with critical infrastructure assets. <input type="checkbox"/> Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. <input type="checkbox"/> Coordinates repair efforts within the community to minimize disruptions. <input type="checkbox"/> Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies.
Enterprise Resiliency (ER)	<ul style="list-style-type: none"> <input type="checkbox"/> Works together with staff internally and coordinate with external partners to anticipate and avoid problems. <input type="checkbox"/> Proactively establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, environmental, safety, security, cyber, knowledge-loss, talent, and natural disaster-related). <input type="checkbox"/> Plans for and actively manages to maintain business continuity.

Attribute	Attribute Components
Community Sustainability (SU)	<ul style="list-style-type: none"> <li data-bbox="399 321 1414 380">□ Actively leads in promoting and organizing improvements to community and watershed health within utility and with external community partners. <li data-bbox="399 390 1414 449">□ Actively leads in promoting welfare within the community for disadvantaged households. <li data-bbox="399 459 1414 489">□ Uses operations to enhance natural environment. <li data-bbox="399 499 1414 558">□ Efficiently uses water and energy resources, promotes economic vitality, and engenders overall community improvement. <li data-bbox="399 569 1414 630">□ Maintains and enhances ecological and community sustainability including pollution prevention, watershed and source water protection.
Water Resource Sustainability (WS)	<ul style="list-style-type: none"> <li data-bbox="399 678 1414 768">□ Ensures water availability through long-term resource supply and demand analysis, conservation, fit for purpose water reuse, integrated water resource management, watershed management and protection, and public education initiatives. <li data-bbox="399 779 1414 840">□ Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. <li data-bbox="399 850 1414 911">□ Understands and plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding).
Stakeholder Understanding and Support (SS)	<ul style="list-style-type: none"> <li data-bbox="399 957 1414 1050">□ Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. <li data-bbox="399 1060 1414 1121">□ Actively engages in partnerships and involves stakeholders in the decisions that will affect them. <li data-bbox="399 1131 1414 1224">□ Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public and environmental health of the community.

Step 3: Graph Results

Graph each Attribute based on your rating and ranking. For example, if you rated Product Quality (PQ) 4 for achievement and ranked it 3 for importance, you would place it on the graph as illustrated below. Similarly, if you rated Customer Satisfaction (CS) 3 for achievement and ranked it 5 for importance, you would place it on the graph as illustrated below. A blank graph is provided in **Appendix B**.

Rating	Low Achievement	5											
		4			PQ								
	3					CS							
	2												
	1												
			1	2	3	4	5	6	7	8	9	10	
More Important					Less Important								
Ranking													

Step 4: Choose Attributes to Focus On

The goal of Effective Utility Management is to establish high-achieving systems and approaches for each Attribute. Ultimately, utilities should strive to improve performance for all Attributes until each can be charted in the lower half of the table (high achieving). Utility managers may wish to focus on one or a few Attributes at a time, aiming to eventually ensure that all Attributes have been addressed and improved upon over time.

Examining the results of the charting exercise in Step 3 can help identify Attributes for focused attention. Attributes that graph into the orange shaded quadrant are both very important (ranked 1-4), and have low achievement (rated 4-5), and would typically be selected as the highest priority Attribute areas for moving forward with improvement actions. Attributes that graph into the yellow shaded area indicate medium importance, and a moderate level of current achievement; these would typically be selected as additional strong candidates for improvement efforts.

Attributes that fall in the lower left-hand quadrant are both important and high-achieving areas for the utility. Some utilities may choose to focus on these areas to continue further improving upon important and high-achieving areas, due to their long-term importance (e.g., water resource adequacy). Specifically examining these areas may also help a utility identify success factors which would be helpful in addressing areas needing improvement. Others may choose to focus on Attributes that would lead to early successes to build confidence

in effecting change, Attributes that maximize benefit relative to the utility's key goals, or Attributes that minimize risks (e.g., fines, penalties, lawsuits, poor public perception).

The choice to embark on improvements in one or more areas is up to the judgment of utility managers, and may also involve consideration of resources (staff and financial), leadership support, and other competing activities. Applying strategic business planning, measurement, and other Keys to Management Success is very important for moving each Attribute over time to the "high-achievement" quadrants.

V. Getting to Work: Implementation of Effective Utility Management

This section focuses on the specific steps that utilities are encouraged to go through to implement Effective Utility Management. The section includes a description of each element of the Effective Utility Management (EUM) cycle, and explains how utilities can take the results of their self-assessment, identify and implement effective practices, measure progress in priority Attribute areas, and do this through an improvement plan.

The EUM self-assessment (see page 11 for more information) serves as a comprehensive starting point for utilities, and the EUM cycle reflects how a utility's self-assessment results can build into a continual improvement management process.

Continual improvement is one of the five Keys to Management Success for Effective Utility Management, and it operates throughout and supports the entire EUM cycle. The water sector is a rapidly evolving world, and utilities must stay abreast of new technologies, changes in the workforce, transforming customer needs, and much more. To adapt to these shifts, an effective utility must continually assess its performance and priorities, update its strategic plan, and make adjustments where necessary.

Two other Keys are reflected directly in the EUM cycle, **strategic business planning** and **measurement**; these are explained in greater detail later in this section. The two remaining Keys are also important to supporting all aspects of the EUM cycle: **leadership** and **knowledge management**. Leadership can exist at any level of a utility's organizational structure, and can encourage and enable active participation in an Effective Utility Management culture. Knowledge management supports the critical information and operating needs of each step of the cycle of Effective Utility Management. All five of the Keys to Management Success (see page 8 for more information) are integral to Effective Utility Management, and they work in tandem with the Ten Attributes (see page 4 for more information) to support successful utilities.

Beginning with the **self-assessment** exercise in **Section IV**, the EUM cycle is a self-reinforcing progression of assessment, planning, implementation, measurement, and adjusting over time. Each element of the cycle is described below.



**GOLETA SANITARY DISTRICT
EFFECTIVE UTILITY MANAGEMENT
SELF-ASSESSMENT
3/1/2021**

Attribute	Attribute Components	SDW		LR		AVERAGE RATING	
		Acheivement (1-5)	Importance (1-10)	Acheivement (1-5)	Importance (1-10)	Acheivement (1-5)	Importance (1-10)
Product Quality (PQ)	* Meets or exceeds regulatory and reliability requirements.	1	1	1	1	1	1
	* Operates consistent with customer, public health, economic, and ecological needs.	1		1		1	
Customer Satisfaction (CS)	* Provides reliable, responsive, and affordable services.	1	7	1	6	1	6.5
	* Receives timely customer feedback.	3		2		2.5	
	* Is responsive to customer needs and emergencies.	1		1		1	
	* Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, industrial, and newly emerging groups such as high-strength waste producers or power companies)	2		3		2.5	
Employee and Leadership Development (ED)	* Recruits, develops, and retains a competent, safety-focused workforce.	2	4	1	5	1.5	4.5
	* Is a collaborative organization dedicated to continual learning, improvement, and adaptation.	2		2		2	
	* Implements procedures for institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures).	1		2		1.5	
	* Invests in/provides opportunities for professional and leadership development.	2		1		1.5	
	* Supports an integrated and well-coordinated senior leadership team.	2		2		2	

Operational	* Conducts ongoing performance improvements informed by performance monitoring.	2	5	2	4	2	4.5
Optimization	* Minimizes resource use and loss from day-to-day operations.	2		2		2	
(OO)	* Is aware of and adopts in a timely manner operational and technology improvements, including operational technology and information technology.	1		1		1	
	* Manages and utilizes data from automated and smart systems.	1		1		1	
Financial	* Understands and plans for full life-cycle cost of utility.	1	2	1	3	1	2.5
Viability	* Effectively balances long-term debt, asset values, operations and maintenance expenditures, and operating revenues.	1		1		1	
(FV)	* Sets predictable and adequate rates to support utility current needs and plans to invest in future needs, taking into account affordability and the needs of disadvantaged households when setting rates.	2		3		2.5	
	* Understands opportunities for diversifying revenue and raising capital.	2		1		1.5	
Infrastructure	* Understands the condition of and costs associated with critical infrastructure assets.	1	3	1	2	1	2.5
Strategy and	* Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk.	1		1		1	
Performance	* Coordinates repair efforts within the community to minimize disruptions.	2		3		2.5	
(IS)	* Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies.	2		2		2	
Enterprise	* Works together with staff internally and coordinates with external partners to anticipate and avoid problems	3	6	4	7	3.5	6.5
Resiliency	* Proactively establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, environmental, safety, security, cyber, knowledge-loss, talent, and natural disaster-related).	2		1		1.5	
(ER)	* Plans for and actively manages to maintain business continuity.	3		1		2	

<p>Community</p> <p>Sustainability</p> <p>(SU)</p>	* Actively leads in promoting and organizing improvements to community and watershed health within utility and with external community partners.	4	8	4	8	4	8
	* Actively leads in promoting welfare within the community for disadvantaged households.	4		2		3	
	* Uses operations to enhance natural environment.	2		1		1.5	
	* Efficiently uses water and energy resources, promotes economic vitality, and engenders overall community improvement.	3		2		2.5	
	* Maintains and enhances ecological and community sustainability including pollution prevention, watershed and source water protection.	2		3		2.5	
<p>Water Resource</p> <p>Sustainability</p> <p>(WS)</p>	* Ensures water availability through long-term resource supply and demand analysis, conservation, fit for purpose water reuse, integrated water resource management, watershed management and protection, and public education initiatives.	4	10	2	10	3	10
	* Manages operations to provide for long-term aquifer and surface water sustainability and replenishment.	NA		N/A		N/A	
	* Understands and plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding).	NA		N/A		N/A	
<p>Stakeholder Understanding</p> <p>and Support</p> <p>(SS)</p>	* Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.	2	9	2	9	2	9
	* Actively engages in partnerships and involves stakeholders in the decisions that will affect them.	3		5		4	
	* Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public and environmental health of the community.	4		3		3.5	

Step 3: Graph Results

Graph each Attribute based on your rating and ranking.

Rating	Low Achievement	5											
		4											
	High Achievement	3								SS	WS		
		2						ER	SU				
		1	PQ	FV IS	ED OO		CS						
		1	2	3	4	5	6	7	8	9	10		
			More Important					Less Important					
Ranking													

AGENDA ITEM #3

AGENDA ITEM: 3

MEETING DATE: March 15, 2021

I. NATURE OF ITEM

Consideration of Resolution No. 21-661 Repealing Resolution No. 16-605 and Designating Authorized Signatories on District Bank Accounts

II. BACKGROUND INFORMATION

The Governing Board of the Goleta Sanitary District has previously adopted Resolution No. 16-605 designating the persons holding the following positions as authorized signatories on the District's bank accounts:

Governing Board President
Governing Board President Pro Tem
General Manager
Plant Superintendent

Recent title changes from Plant Superintendent to Plant Operations Manager have occurred and have been reflected in the District's Pay Scale and Organization Chart but the authorized signatories resolution has not updated to reflect the name change.

III. COMMENTS AND RECOMMENDATIONS

Staff recommends the Board approve and adopt proposed Resolution No. 21-661 (attached) to review the authorized signers to include the following positions:

Governing Board President
Governing Board President Pro Tem
General Manager
Plant Operations Manager

IV. REFERENCE MATERIALS

Proposed Resolution No. 21-661

Resolution No. 16-605

RESOLUTION NO. 21-661

RESOLUTION OF THE GOVERNING BOARD OF THE GOLETA SANITARY DISTRICT REPEALING RESOLUTION NO. 16-605 AND DESIGNATING AUTHORIZED SIGNATORIES ON DISTRICT BANK ACCOUNTS

RESOLVED BY THE GOVERNING BOARD OF THE GOLETA SANITARY DISTRICT, a California public agency, as follows:

1. That the persons holding the positions listed below are hereby designated as authorized signers on behalf of the Goleta Sanitary District on all District bank accounts:

Governing Board President
Governing Board President Pro Tem
General Manager
Plant Operations Manager

2. Resolution No. 16-605 is hereby repealed in its entirety and is replaced and superseded by this Resolution.

PASSED AND ADOPTED this 15th day of March, 2021, by the following vote of the Governing Board of the Goleta Sanitary District:

AYES:

NOES:

ABSTENTIONS:

ABSENT:

Jerry D. Smith,
President of the Governing Board

COUNTERSIGNED

Robert O. Mangus, Jr.,
Secretary of the Governing Board

CERTIFICATION

I do hereby certify that the foregoing is a full, true, and correct copy of a resolution duly and regularly adopted at a meeting of the Goleta Sanitary District Governing Board held on March 15, 2021.

ATTEST:

Robert O. Mangus, Jr.,
Governing Board Secretary
of the Goleta Sanitary District

RESOLUTION NO. 16-605

RESOLUTION OF THE GOVERNING BOARD OF THE GOLETA SANITARY DISTRICT REPEALING RESOLUTION NO. 14-572 AND DESIGNATING AUTHORIZED SIGNATORIES ON DISTRICT BANK ACCOUNTS

RESOLVED BY THE GOVERNING BOARD OF THE GOLETA SANITARY DISTRICT, a California public agency, as follows:

1. That the persons holding the positions listed below are hereby designated as authorized signers on behalf of the Goleta Sanitary District on all District bank accounts:

Governing Board President
Governing Board President Pro Tem
General Manager
Plant Superintendent

2. Resolution No. 14-572 is hereby repealed in its entirety and is replaced and superseded by this Resolution.

PASSED AND ADOPTED this 20th day of September, 2016, by the following vote of the Governing Board of the Goleta Sanitary District:

AYES: 5 **Rose, Smith, Fox, Majoewsky, Emerson**
NOES: None
ABSTENTIONS: None
ABSENT: None

COPY


Sharon Rose,

President of the Governing Board

COUNTERSIGNED

COPY


Robert O. Mangus, Jr.,

Secretary of the Governing Board

CERTIFICATION

I do hereby certify that the foregoing is a full, true, and correct copy of a resolution duly and regularly adopted at a meeting of the Goleta Sanitary District Governing Board held on September 20, 2016.

ATTEST:

COPY


Robert O. Mangus, Jr.,
Governing Board Secretary
of the Goleta Sanitary District

GENERAL MANAGER'S REPORT

GOLETA SANITARY DISTRICT GENERAL MANAGER'S REPORT

The following summary report describes the District's activities from March 2, 2021 through March 15, 2021. It provides updated information on significant activities under three major categories: Collection System, Treatment/Reclamation and Disposal Facilities, and General and Administration Items.

1. COLLECTION SYSTEM REPORT

STATE WATER BOARD REISSUANCE OF THE SANITARY SEWER SYSTEMS WASTE DISCHARGE REQUIREMENT (SSS WDR)

Staff continues to participate in California Assn. of Sanitation Agencies/Southern California Alliance of Publicly-Owned Treatment Works meetings regarding the draft informal release of the SSS WDR. The State Water Board has tentatively scheduled a workshop in April 2021 to receive oral comments. An update of this item will be provided after the State Water Board's workshop.

LINES CLEANING

Staff is conducting priority lines cleaning through-out the District.

CCTV INSPECTION

Staff continues routine Closed-Circuit Television (CCTV) inspections in the area of Foothill and La Cumbre Roads.

2020 CCTVI PROJECT

The National Plant Services crew have completed their lines cleaning and CCTVI work. Staff is reviewing the final video inspections and reports. Upon completion, the reports and inspection data will be sent to Hazen and Sawyer for review and recommendations for the update of the Collection System Asset Management Program and the 10-year Capital Improvement Project list.

2020 AERIAL IMAGERY UPDATE

The District's Geographic Information System (GIS) consultant is updating the District's GIS maps.

REPAIR AND MAINTENANCE

Staff repaired the CCTVI truck generator. The generator provides 120V power for the operation of the CCTVI equipment.

GREASE AND OIL INSPECTIONS

Staff continues with the annual Grease and Oil inspections.

COMPETENCY-BASED TRAINING (CBT)

Staff continues to work with DKF Solutions to prepare for the upcoming Confined Space Entry training and to finalize the Vactor truck Standard Operating Procedure.

2. TREATMENT, RECLAMATION AND DISPOSAL FACILITIES REPORT

Plant flows have maintained an average of 4.1 million gallons per day (MGD). Reclamation demand has increase to 0.5 MGD. The facility has restarted and staff has begun to test a new coagulant as suggested by the filter surveillance project.

Centrifuge operations are continuing as planned. Dredging operations have been completed across approximately 80% of the lagoon. Given the reduction in overall solids coming into the plant we plan to extend the dredging operations through the end of the FY 2020-21 to maximize the benefit of the operation.

The Lystek refeed project has resumed. The refeed process is now feeding constantly at a lower rate but at the same volume per week as before the shutdown. Operations staff will continue to monitor digester foaming, to date foaming has not increased significantly with the new digester feeding routine.

Maintenance staff has replaced the liner on the biosolids distribution conveyor. This conveyor moves biosolids cake from the dewatering unit to either a truck or a bin.

3. GENERAL AND ADMINISTRATIVE ITEMS

Financial Report

The District account balances as of March 15, 2021 shown below are approximations to the nearest dollar and indicate the overall funds available to the District at this time.

Operating Checking Accounts:	\$ 566,671
Investment Accounts:	\$ 28,996,654
Total District Funds:	\$ 29,563,325

The following transactions are reported herein for the period 03/02/21 – 03/15/21.

Regular, Overtime, Cash-outs and Net Payroll:	\$ 119,746
Claims:	\$ 220,625
Total Expenditures:	\$ 340,371
Total Deposits:	\$ 77,084

Transfers of funds:

LAIF to Community West Bank Operational (CWB):	\$ - 0 -
CWB Operational to CWB Money Market:	\$ - 0 -
CWB Money Market to CWB Operational:	\$ 575,000

The District's investments comply with the District's Investment Policy adopted per Resolution No. 16-606. The District has adequate funds to meet the next six months of normal operating expenses.

Local Agency Investment Fund (LAIF)

LAIF Monthly Statement – February. 2021.
LAIF Quarterly Report – Previously submitted.
PMIA/LAIF Performance – February. 2021.
PMIA Effective Yield – February. 2021.

Community West Bank (CWB)

CWB Money Market Account – February. 2021.

Deferred Compensation Accounts

CalPERS 457 Deferred Compensation Plan – Previously submitted.
Lincoln 457 Deferred Compensation Plan – February. 2021.

COVID-19 Response Plan Update

A verbal update will be provided at the meeting.

Annual Planning Meeting

We have tentatively scheduled our annual planning meeting to be in person at the Pacifica Suites conference room on Wednesday March 24, 2021. The annual report will be distributed for review on Friday, March 19, 2021.

California State Treasurer
Fiona Ma, CPA



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

March 04, 2021

[LAI F Home](#)
[PMIA Average Monthly Yields](#)

GOLETA SANITARY DISTRICT

GENERAL MANAGER
ONE WILLIAM MOFFETT PLACE
GOLETA, CA 93117

[Tran Type Definitions](#)

Account Number: 70-42-002

February 2021 Statement

Account Summary

Total Deposit:	0.00	Beginning Balance:	2,020,014.55
Total Withdrawal:	0.00	Ending Balance:	2,020,014.55



PMIA/LAIF Performance Report as of 03/03/21



PMIA Average Monthly Effective Yields⁽¹⁾

Feb	0.407
Jan	0.458
Dec	0.540

Quarterly Performance Quarter Ended 12/31/20

LAIF Apportionment Rate ⁽²⁾ :	0.63
LAIF Earnings Ratio ⁽²⁾ :	0.00001719170547343
LAIF Fair Value Factor ⁽¹⁾ :	1.002271318
PMIA Daily ⁽¹⁾ :	0.49%
PMIA Quarter to Date ⁽¹⁾ :	0.58%
PMIA Average Life ⁽¹⁾ :	165

Pooled Money Investment Account Monthly Portfolio Composition ⁽¹⁾ 01/31/21 \$124.0 billion

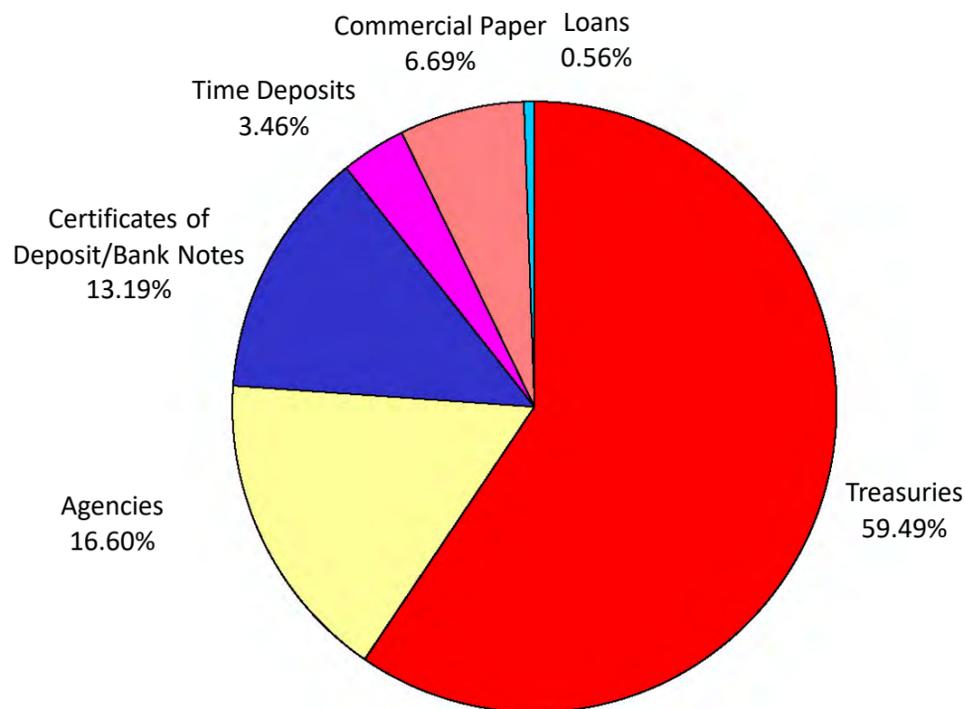


Chart does not include 0.01% of mortgages. Percentages may not total 100% due to rounding.

Daily rates are now available here. [View PMIA Daily Rates](#)

Notes: The apportionment rate includes interest earned on the CalPERS Supplemental Pension Payment pursuant to Government Code 20825 (c)(1) and interest earned on the Wildfire Fund loan pursuant to Public Utility Code 3288 (a).

Source:

⁽¹⁾ State of California, Office of the Treasurer

⁽²⁾ State of California, Office of the Controller



445 Pine Avenue
Goleta, CA 93117

Statement Ending 02/26/2021

GOLETA SANITARY DISTRICT
Customer Number: XXXXXXXX5554

RETURN SERVICE REQUESTED

GOLETA SANITARY DISTRICT
MONEY MARKET
1 WILLIAM MOFFETT PL
GOLETA CA 93117-3901

All Community West Bank branch offices are open to serve you Monday through Friday,
9:00 am to 5:00 pm.

Business Financing

When your business needs new funding or commercial real estate financing, please contact your Community West Banker. We offer flexible financing at competitive rates.

Loan Payment Mailing Address Change

The mailing address for loan payments has changed. If you are not mailing a payment with a coupon, make sure you write the loan number on the check. Please mail loan payments to:
CWB Loan Servicing, P.O. Box 80233, City of Industry, CA 91716-8233

Summary of Accounts

Account Type	Account Number	Ending Balance
PUBLIC AGENCY-MMDA	XXXXXXXX5554	\$27,551,639.56

PUBLIC AGENCY-MMDA - XXXXXXXX5554

Account Summary

Date	Description	Amount		
01/30/2021	Beginning Balance	\$27,537,701.41	Average Ledger Balance	\$27,537,701.41
	1 Credit(s) This Period	\$13,938.15		
	0 Debit(s) This Period	\$0.00		
02/26/2021	Ending Balance	\$27,551,639.56		

Account Activity

Post Date	Description	Debits	Credits	Balance
01/30/2021	Beginning Balance			\$27,537,701.41
02/26/2021	INTEREST AT .6598 %		\$13,938.15	\$27,551,639.56
02/26/2021	Ending Balance			\$27,551,639.56



Performance Update

Quoted performance data represents past performance. Past performance does not guarantee nor predict future performance. Current performance may be lower or higher than the performance data quoted. Please keep in mind that double-digit returns are highly unusual and cannot be sustained.

Variable products are sold by prospectus. Consider the investment objectives, risks, charges, and expenses of the variable product and its underlying investment options carefully before investing. The prospectus contains this and other information about the variable product and its underlying investment options. Please review the prospectus available online for additional information. Read it carefully before investing.

Investment return and principal value of an investment will fluctuate so that an investor's unit values, when redeemed, may be worth more or less than their original cost.

Monthly hypothetical performance adjusted for contract fees *

Investment Options		Inception Date	Change from Previous Day	YTD as of 03/03/2021	YTD as of 02/26/2021	Average Annual Total Return (%) as of 2/26/2021						Since Incep.
						1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	
Risk Managed												
DWS Equity 500 Index VIP Portfolio - Class A ¹¹	RM	10/01/1997	-1.28	1.75	1.52	2.67	5.32	29.65	12.73	15.36	11.98	6.74
DWS Small Cap Index VIP Portfolio - Class A ^{8, 11}	RM	08/25/1997	-1.07	11.83	11.50	6.10	21.01	49.00	13.43	16.45	10.51	7.28
Fidelity [®] VIP Freedom 2055 Portfolio SM - Service Class ^{7, 9}	RM	04/11/2019	-0.61	3.16	2.23	2.55	7.42	29.93	N/A	N/A	N/A	16.72
Fidelity [®] VIP Freedom 2060 Portfolio SM - Service Class ^{7, 9}	RM	04/11/2019	-0.69	3.07	2.21	2.62	7.40	30.11	N/A	N/A	N/A	16.78
Neuberger Berman AMT Mid Cap Growth Portfolio (I Class) ⁸	RM	11/03/1997	-4.05	3.39	6.62	5.96	11.02	54.86	20.28	20.70	13.10	9.81
Maximum Capital Appreciation												
AB VPS Global Thematic Growth Portfolio - Class B ^{1, 2}	MCA	01/11/1996	-1.98	1.31	1.74	1.72	6.76	45.89	16.62	18.83	8.45	6.08
Delaware VIP [®] Smid Cap Core Series - Standard Class ^{5, 8}	MCA	07/12/1991	-0.84	9.92	9.65	7.74	16.38	36.18	10.92	12.06	10.71	9.42
DWS Alternative Asset Allocation VIP Portfolio - Class A ^{1, 2, 3, 9, 10}	MCA	02/02/2009	-0.71	2.02	2.18	2.03	5.40	10.41	4.92	4.20	1.75	4.38
LVIP Baron Growth Opportunities Fund - Service Class ⁸	MCA	10/01/1998	-2.76	1.57	2.99	4.83	9.49	42.23	20.47	19.81	13.50	11.77
LVIP SSGA Emerging Markets 100 Fund - Standard Class ^{1, 19}	MCA	06/18/2008	0.76	6.36	3.92	4.60	12.97	22.01	-1.25	7.74	0.07	2.46
LVIP SSGA Small-Cap Index Fund - Standard Class ^{8, 11}	MCA	04/18/1986	-1.06	11.66	11.31	6.11	20.80	48.70	13.18	16.21	10.27	7.46
LVIP T. Rowe Price Structured Mid-Cap Growth Fund - Standard Class ⁸	MCA	02/03/1994	-3.88	-1.00	2.16	2.57	7.77	43.11	19.42	19.92	13.42	7.56

Performance Update

Monthly hypothetical performance adjusted for contract fees *

Investment Options		Inception Date	Change from Previous Day	Average Annual Total Return (%) as of 2/26/2021								
				YTD as of 03/03/2021	YTD as of 02/26/2021	1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	Since Incep.
Long Term Growth												
American Funds Global Growth Fund - Class 2 ¹	LTG	04/30/1997	-1.72	2.18	2.71	1.87	8.23	41.95	15.25	18.24	11.57	9.68
American Funds Growth Fund - Class 2	LTG	02/08/1984	-2.35	0.63	1.77	1.61	8.69	57.13	23.10	24.21	15.19	12.40
American Funds International Fund - Class 2 ¹	LTG	05/01/1990	-0.13	1.70	0.31	2.44	6.67	25.78	5.43	11.72	5.40	7.02
Delaware VIP Small Cap Value ^{5, 8}	LTG	12/27/1993	0.51	15.75	13.33	11.97	22.50	30.47	5.71	11.59	8.15	9.22
Fidelity® VIP Contrafund® Portfolio - Service Class	LTG	01/03/1995	-2.37	-1.11	0.00	1.03	3.00	34.31	15.09	16.78	11.65	10.62
Fidelity® VIP Growth Portfolio - Service Class	LTG	10/09/1986	-2.19	1.30	2.30	1.43	6.39	49.99	21.84	22.87	15.44	10.23
LVIP BlackRock Global Real Estate Fund - Standard Class ^{1, 2, 7}	LTG	04/30/2007	-0.37	3.61	3.58	4.09	7.69	5.95	6.36	5.48	4.20	0.99
LVIP Delaware Mid Cap Value Fund - Standard Class ^{5, 8}	LTG	12/28/1981	-0.18	9.51	8.04	8.33	13.78	26.05	6.44	11.87	8.75	10.30
LVIP Delaware Social Awareness Fund - Standard Class ⁵	LTG	05/02/1988	-1.39	3.00	2.88	3.09	6.79	33.48	14.06	15.52	11.87	10.02
LVIP Dimensional U.S. Core Equity 1 Fund - Standard Class	LTG	12/28/1981	-0.88	5.39	4.61	4.66	9.56	34.31	12.17	15.35	11.65	9.82
LVIP Mondrian International Value Fund - Standard Class ¹	LTG	05/01/1991	0.32	4.06	2.38	2.89	6.05	8.27	-0.33	5.31	2.72	5.20
LVIP SSGA International Index Fund - Standard Class ^{1, 11, 20}	LTG	04/30/2008	-0.50	2.04	0.55	2.06	5.36	19.52	3.46	8.41	3.61	1.51
LVIP SSGA S&P 500 Index Fund - Standard Class ^{11, 21}	LTG	05/01/2000	-1.31	1.74	1.53	2.66	5.32	29.61	12.71	15.38	12.02	5.45
LVIP Vanguard Domestic Equity ETF Fund - Service Class ^{9, 22}	LTG	04/29/2011	-1.39	2.13	2.00	2.83	6.22	31.28	13.10	15.18	N/A	11.04
LVIP Vanguard International Equity ETF Fund - Service Class ^{1, 9, 22}	LTG	04/29/2011	-0.56	3.32	2.10	2.18	7.86	24.08	4.29	9.93	N/A	3.56
MFS® VIT Utilities Series - Initial Class ²	LTG	01/03/1995	-1.50	-6.98	-6.88	-5.52	-3.78	1.39	8.28	8.99	6.88	9.78
Growth and Income												
American Funds Growth-Income Fund - Class 2	GI	02/08/1984	-1.26	2.04	1.71	2.96	5.46	25.08	10.12	14.62	11.34	10.11

Performance Update

Monthly hypothetical performance adjusted for contract fees *

Investment Options		Inception Date	Change from Previous Day	YTD as of 03/03/2021	YTD as of 02/26/2021	Average Annual Total Return (%) as of 2/26/2021						Since Incep.
						1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	
BlackRock Global Allocation V.I. Fund - Class I ^{1,3}	GI	02/28/1992	-0.76	0.91	0.71	1.26	4.74	25.70	8.83	9.52	5.55	6.53
Delaware VIP REIT ^{2, 5, 7}	GI	05/04/1998	-0.24	2.80	3.31	3.82	7.03	-1.58	6.08	3.09	5.70	7.12
Delaware VIP Value ⁵	GI	07/28/1988	0.10	3.65	1.62	3.38	5.76	17.30	4.94	9.09	9.75	7.75
Fidelity® VIP Freedom 2020 Portfolio SM - Service Class ^{9, 12}	GI	04/26/2005	-0.48	0.96	0.63	0.91	3.72	18.11	8.32	9.94	6.66	6.05
Fidelity® VIP Freedom 2025 Portfolio SM - Service Class ^{9, 12}	GI	04/26/2005	-0.54	1.24	0.82	1.14	4.30	20.16	8.91	10.75	7.37	6.59
Fidelity® VIP Freedom 2030 Portfolio SM - Service Class ^{9, 12}	GI	04/26/2005	-0.54	1.63	1.09	1.41	5.01	22.64	9.52	12.09	7.99	6.85
Fidelity® VIP Freedom 2035 Portfolio SM - Service Class ^{9, 12}	GI	04/08/2009	-0.62	2.51	1.78	2.16	6.45	27.21	10.36	13.34	8.70	12.05
Fidelity® VIP Freedom 2040 Portfolio SM - Service Class ^{9, 12}	GI	04/08/2009	-0.69	3.11	2.26	2.61	7.43	30.05	10.91	13.72	8.93	12.33
Fidelity® VIP Freedom 2045 Portfolio SM - Service Class ^{9, 12}	GI	04/08/2009	-0.65	3.14	2.25	2.56	7.38	30.02	10.91	13.72	8.97	12.41
Fidelity® VIP Freedom 2050 Portfolio SM - Service Class ^{9, 12}	GI	04/08/2009	-0.68	3.14	2.28	2.62	7.40	30.04	10.90	13.71	8.96	12.53
LVIP BlackRock Advantage Allocation Fund - Standard Class ^{3, 5, 13}	GI	07/28/1988	-0.58	0.14	-0.06	0.29	2.39	14.81	6.72	8.06	5.59	5.82
LVIP Delaware Wealth Builder Fund - Standard Class ^{3, 5, 13}	GI	08/03/1987	-0.25	0.44	-0.19	0.63	2.10	9.44	4.65	6.67	5.05	5.95
LVIP JPMorgan Retirement Income Fund - Standard Class ^{3, 5, 13}	GI	04/27/1983	-0.47	0.00	-0.12	0.28	1.98	10.07	5.19	6.06	4.57	6.61
Income												
Delaware VIP Diversified Income ^{4, 5}	I	05/16/2003	-0.27	-2.07	-1.80	-1.21	-1.20	4.61	5.07	3.81	3.05	4.47
Delaware VIP High Yield ^{4, 5, 6}	I	07/28/1988	-0.20	0.42	0.24	0.32	1.75	8.30	5.47	6.91	4.53	5.68
LVIP BlackRock Inflation Protected Bond Fund - Standard Class ⁴	I	04/30/2010	-0.15	-0.23	-0.50	-0.92	0.25	2.80	2.88	2.15	1.49	1.61
LVIP Delaware Bond Fund - Standard Class ^{4, 5}	I	12/28/1981	-0.33	-2.20	-1.94	-1.39	-1.62	3.02	4.79	3.22	2.97	6.64
LVIP Delaware Diversified Floating Rate Fund ^{5, 16}	I	04/30/2010	-0.04	0.09	0.16	0.01	0.34	0.40	0.85	1.12	0.23	0.34
LVIP Global Income Fund - Standard Class ^{1, 4, 13, 15}	I	05/04/2009	-0.26	-2.50	-2.57	-1.71	-1.91	0.69	3.15	2.57	1.27	2.64

Performance Update

Monthly hypothetical performance adjusted for contract fees *

Investment Options	Inception Date	Change from Previous Day	YTD as of 03/03/2021	YTD as of 02/26/2021	Average Annual Total Return (%) as of 2/26/2021							
					1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	Since Incep.	
LVIP SSGA Bond Index Fund - Standard Class ^{4, 11}	I 04/30/2008	-0.33	-2.68	-2.32	-1.56	-2.30	0.32	4.01	2.22	2.21	2.59	
PIMCO VIT Total Return Portfolio - Administrative Class ⁴	I 12/31/1997	-0.35	-2.38	-2.04	-1.50	-1.79	1.70	4.26	3.19	2.63	4.30	
Risk Managed - Asset Allocation												
LVIP Global Conservative Allocation Managed Risk Fund - Standard Class ^{1, 3, 9, 13, 17}	RMAA 05/03/2005	-0.57	0.44	0.31	0.74	2.46	8.78	4.89	5.86	4.55	4.88	
LVIP Global Growth Allocation Managed Risk Fund - Standard Class ^{1, 3, 9, 13, 17}	RMAA 05/03/2005	-0.69	2.09	1.61	1.91	5.16	13.40	4.35	6.77	4.31	4.51	
LVIP Global Moderate Allocation Managed Risk Fund - Standard Class ^{1, 3, 9, 13, 17}	RMAA 05/03/2005	-0.66	1.48	1.13	1.43	4.21	11.64	4.35	6.39	4.28	4.73	
LVIP SSGA Global Tactical Allocation Managed Volatility Fund - Standard Class ^{1, 3, 9, 13, 14, 15}	RMAA 05/03/2005	-0.31	3.60	2.79	2.61	6.31	16.37	4.51	6.66	4.00	3.78	
Preservation of Capital												
LVIP Government Money Market Fund - Standard Class ^{13, 18}	PC 01/07/1982	0.00	-0.17	-0.15	-0.08	-0.24	-0.91	0.11	-0.23	-0.60	2.75	
Risk Managed - US Large Cap												
LVIP BlackRock Dividend Value Managed Volatility Fund - Standard Class ^{13, 14}	RMUSL 02/03/1994	0.27	8.16	5.49	6.18	9.39	19.84	4.81	8.32	5.44	6.48	
LVIP Blended Large Cap Growth Managed Volatility Fund - Standard Class ^{13, 14, 15}	RMUSL 02/03/1994	-1.91	0.36	0.95	1.98	4.45	31.41	10.99	12.99	8.65	6.95	
Asset Allocation												
LVIP T. Rowe Price 2010 Fund (Standard Class) ^{9, 12, 13}	AsA 05/01/2007	-0.55	0.85	0.64	0.95	3.11	14.59	7.00	6.88	4.52	4.06	
LVIP T. Rowe Price 2020 Fund (Standard Class) ^{9, 12, 13}	AsA 05/01/2007	-0.63	1.32	1.03	1.36	3.94	17.94	7.83	8.04	4.97	4.13	
LVIP T. Rowe Price 2030 Fund (Standard Class) ^{9, 12, 13}	AsA 05/01/2007	-0.79	2.13	1.77	2.17	5.47	23.24	9.00	8.93	5.34	4.31	
LVIP T. Rowe Price 2040 Fund (Standard Class) ^{9, 12, 13}	AsA 05/01/2007	-0.90	3.07	2.58	2.92	6.92	27.54	9.93	9.82	5.63	4.18	
LVIP T. Rowe Price 2050 Fund (Standard Class) ^{9, 12, 13}	AsA 04/29/2011	-0.93	3.37	2.84	3.18	7.41	28.88	10.19	10.72	N/A	5.61	

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Performance Update

Monthly hypothetical performance adjusted for contract fees *

Investment Options		Inception Date	Change from Previous Day	YTD as of 03/03/2021	YTD as of 02/26/2021	Average Annual Total Return (%) as of 2/26/2021						Since Incep.
						1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	
LVIP T. Rowe Price 2060 Fund - Standard Class ^{9, 12, 13}	AsA	04/30/2020	-1.00	3.72	3.14	3.50	8.04	N/A	N/A	N/A	N/A	37.34
Risk Managed - US Mid Cap												
LVIP Blended Mid Cap Managed Volatility Fund - Standard Class ^{8, 13, 14, 15}	RMUSM	05/01/2001	-3.41	-2.42	0.13	1.64	5.82	33.87	14.81	15.90	6.54	4.91
LVIP JPMorgan Select Mid Cap Value Managed Volatility Fund - Standard Class ^{8, 13, 14, 15}	RMUSM	05/01/2001	-0.25	8.73	6.95	6.95	11.53	21.70	3.29	6.58	5.05	5.82
Risk Managed - Global/International												
LVIP Franklin Templeton Global Equity Managed Volatility Fund - Standard Class ^{1, 13, 14}	RMGI	08/01/1985	-0.91	2.36	1.73	3.45	6.01	24.72	4.32	8.25	4.70	7.03
LVIP SSGA International Managed Volatility Fund - Standard Class ^{1, 9, 13, 14}	RMGI	12/31/2013	-0.47	2.13	0.61	2.13	5.39	10.03	0.39	5.03	N/A	0.63

* These returns are measured from the inception date of the fund and predate its availability as an investment option in the variable annuity (separate account). This hypothetical representation depicts how the investment option would have performed had the fund been available in the variable annuity during the time period. It includes deductions for the M&E charge and the contract administrative fee. If selected above, the cost for the i4LIFE® Advantage feature or a death benefit will be reflected. The cost for other riders with quarterly charges is not reflected. No surrender charge and no annual contract charge is reflected.

Performance Update

1 International

Investing internationally involves risks not associated with investing solely in the United States, such as currency fluctuation, political or regulatory risk, currency exchange rate changes, differences in accounting and the limited availability of information.

2 Sector Funds

Funds that target exposure to one region or industry may carry greater risk and higher volatility than more broadly diversified funds.

3 Asset Allocation Portfolios

Asset allocation does not ensure a profit, nor protect against loss in a declining market.

4 Bonds

The return of principal in bond funds is not guaranteed. Bond funds have the same interest rate, inflation, credit, duration, prepayment and market risks that are associated with the underlying bonds owned by the fund or account.

5 Macquarie Investment Management

Investments in Delaware VIP Series, Delaware Funds, LVIP Delaware Funds or Lincoln Life accounts managed by Macquarie Investment Management Advisers, a series of Macquarie Investments Management Business Trust, are not and will not be deposits with or liabilities of Macquarie Bank Limited ABN 46 008 583 542 and its holding companies, including their subsidiaries or related companies, and are subject to investment risk, including possible delays in repayment and loss of income and capital invested. No Macquarie Group company guarantees or will guarantee the performance of the fund, the repayment of capital from the fund, or any particular rate of return.

6 High-yield or mortgage-backed funds

High-yield funds may invest in high-yield or lower rated fixed income securities (junk bonds) or mortgage-backed securities with exposure to subprime mortgages, which may experience higher volatility and increased risk of nonpayment or default.

7 REIT

A real estate investment trust (REIT) involves risks such as refinancing, economic conditions in the real estate industry, declines in property values, dependency on real estate management, changes in property taxes, changes in interest rates and other risks associated with a portfolio that concentrates its investments in one sector or geographic region.

8 Small & Mid Cap

Funds that invest in small and/or midsize company stocks may be more volatile and involve greater risk, particularly in the short term, than those investing in larger, more established companies.

9 Fund of funds

Each fund is operated as a fund of funds that invests primarily in one or more other funds, rather than in individual securities. A fund of this nature may be more expensive than other investment options because it has additional levels of expenses. From time to time, the Fund's advisor may modify the asset allocation to the underlying funds and may add new funds. A Fund's actual allocation may vary from the target strategic allocation at any point in time. Additionally, the Fund's advisor may directly manage assets of the underlying funds for a variety of purposes.

10 Alternative Funds

Certain funds (sometimes called "alternative funds") expect to invest in (or may invest in some) positions that emphasize alternative investment strategies and/or nontraditional asset classes and, as a result, are subject to the risk factors of those asset classes and/or investment strategies. Some of those risks may include general economic risk, geopolitical risk, commodity-price volatility, counterparty and settlement risk, currency risk, derivatives risk, emerging markets risk, foreign securities risk, high-yield bond exposure, index investing risk, exchange-traded notes risk, industry concentration risk, leveraging risk, real estate investment risk, master limited partnership risk, master limited partnership tax risk, energy infrastructure companies risk, sector risk, short sale risk, direct investment risk, hard assets sector risk, active trading and "overlay" risks, event-driven investing risk, global macro strategies risk, temporary defensive positions and large cash positions. If you are considering investing in alternative investment funds, you should ensure that you understand the complex investment strategies sometimes employed and be prepared to tolerate the risks of such asset classes. For a complete list of risks, as well as a discussion of risk and investment strategies, please refer to the fund's prospectus. The fund may invest in derivatives, including futures, options, forwards and swaps. Investments in derivatives may cause the fund's losses to be greater than if it invested only in conventional securities and can cause the fund to be more volatile. Derivatives involve risks different from, or possibly greater than, the risks associated with other investments. The fund's use of derivatives may cause the fund's investment returns to be impacted by the performance of securities the fund does not own and may result in the fund's total investment exposure exceeding the value of its portfolio.

11 Index

An index is unmanaged, and one cannot invest directly in an index. Indices do not reflect the deduction of any fees.

12 Target-date funds

The target date is the approximate date when investors plan to retire or start withdrawing their money. Some target-date funds make no changes in asset allocation after the target date is reached; other target-date funds continue to make asset allocation changes following the target date. (See the prospectus for the funds allocation strategy.) The principal value is not guaranteed at any time, including at the target date. An asset allocation strategy does not guarantee performance or protect against investment losses. A "fund of funds" may be more expensive than other types of investment options because it has additional levels of expenses.

13 Manager of managers funds

Subject to approval of the fund's board, Lincoln Investment Advisors Corporation (LIAC) has the right to engage or terminate a subadvisor at any time, without a shareholder vote, based on an exemptive order from the Securities and Exchange Commission. LIAC is responsible for overseeing all subadvisors for funds relying on this exemptive order.

14 Managed Volatility Strategy

The fund's managed volatility strategy is not a guarantee, and the fund's shareholders may experience losses. The fund employs hedging strategies designed to reduce overall portfolio volatility. The use of these hedging strategies may limit the upside participation of the fund in rising equity markets relative to unhedged funds, and the effectiveness of such strategies may be impacted during periods of rapid or extreme market events.

15 Multimanager

For those funds that employ a multimanager structure, the fund's advisor is responsible for overseeing the subadvisors. While the investment styles employed by the fund's subadvisors are intended to be complementary, they may not, in fact, be complementary. A multimanager approach may result in more exposure to certain types of securities risks and in higher portfolio turnover.

Performance Update

¹⁶ Floating rate funds

Floating rate funds should not be considered alternatives to CDs or money market funds and should not be considered as cash alternatives.

¹⁷ Risk Management Strategy

The fund's risk management strategy is not a guarantee, and the funds shareholders may experience losses. The fund employs hedging strategies designed to provide downside protection during sharp downward movements in equity markets. The use of these hedging strategies may limit the upside participation of the fund in rising equity markets relative to other unhedged funds, and the effectiveness of such strategies may be impacted during periods of rapid or extreme market events.

¹⁸ Money Market Funds

You can lose money by investing in the fund. Although the fund seeks to preserve the value of your investment at \$1.00 per share (or, for the LVIP Government Money Market Fund, at \$10.00 per share), it cannot guarantee it will do so. An investment in the fund is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. The fund's sponsor has no legal obligation to provide financial support to the fund, and you should not expect that the sponsor will provide financial support to the fund at any time.

¹⁹ Emerging Markets

Investing in emerging markets can be riskier than investing in well-established foreign markets. International investing involves special risks not found in domestic investing, including increased political, social and economic instability, all of which are magnified in emerging markets.

²⁰ MSCI

The fund described herein is indexed to an MSCI® index. It is not sponsored, endorsed, or promoted by MSCI®, and MSCI®; bears no liability with respect to any such fund or to an index on which a fund is based. The prospectus and statement of additional information contain a more detailed description of the limited relationship MSCI®; has with Lincoln Investment Advisors Corporation and any related funds.

²¹ S&P

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²² Exchange-traded funds

Exchange-traded funds (ETFs) in this lineup are available through collective trusts or mutual funds. Investors cannot invest directly in an ETF.

Important Disclosures

Variable products are issued by The Lincoln National Life Insurance Company, Fort Wayne, IN, distributed by Lincoln Financial Distributors, Inc., and offered by broker/dealers with an effective selling agreement. The Lincoln National Life Insurance Company is not authorized nor does it solicit business in the state of New York.

Contractual obligations are backed by the claims-paying ability of The Lincoln National Life Insurance Company.

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Lincoln Financial Group is the marketing name for Lincoln National Corporation and its affiliates. Affiliates are separately responsible for their own financial and contractual obligations.

Asset Categories

RM	= Risk Managed
MCA	= Maximum Capital Appreciation
LTG	= Long Term Growth
GI	= Growth and Income
I	= Income
RMAA	= Risk Managed - Asset Allocation
PC	= Preservation of Capital
RMUSL	= Risk Managed - US Large Cap
AsA	= Asset Allocation
RMUSM	= Risk Managed - US Mid Cap
RMGI	= Risk Managed - Global/International

**DISTRICT
CORRESPONDENCE**
Board Meeting of March 15, 2021



Date: Correspondence Sent To:

1. 03/01/2021 Mark Smith
Subject: Sewer Service Availability
Proposed Sewer Service Connection for One Existing Single Family
Residence
A.P.N. 069-070-047 at 5965 La Goleta Road, Goleta, CA

2. 03/03/2021 Kevin Murphy
Subject: Sewer Service Availability
Proposed Sewer Service Connection for a proposed 13,781 SF tenant
improvement
A.P.N. 073-050-015 at 130 Robin Hill Road, Goleta, CA

3. 03/01/2021 Various Environmental Consulting Firms
Subject: RFQ for Preparation of Climate Adaption Plan

4. 03/05/2021 Various Human Resources Consulting Firms
Subject: Request for Statement of Qualifications for Compensation and
Benefits Survey

Date: Correspondence Received From:

1. 03/03/2021 CSRMA
Subject: CSRMA Workers' Compensation Program
Experience Modification Factor
July 1, 2021 – July 1, 2020

2. 03/08/2021 CSRMA
Subject: Goleta Sanitary District Awarded the 2020 Workers'
Compensation Excellence Award!

Hard Copies of the Correspondence are available at the District's Office for review