

# **AGENDA**

## **COVID-19 Meeting Notice**

**To address concerns relating to COVID-19, this meeting will be accessible by remote video conferencing, 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 24 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 24 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**  
SPECIAL MEETING OF THE GOVERNING BOARD  
OF THE GOLETA SANITARY DISTRICT  
A PUBLIC AGENCY

One William Moffett Place  
Goleta, California 93117

September 8, 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 Special Meeting of August 18, 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 24 hours in advance of the meeting.

**BUSINESS:**

1. CONSIDERATION OF EMPLOYEE SALARY AND BENEFITS SURVEY  
PHASE 2  
(Board may take action on this item.)
2. REVIEW AND CONSIDERATION OF PROPOSAL FOR CONSTRUCTION  
MANAGEMENT SERVICES FOR THE TREATMENT PLANT LIFT STATION  
REHABILITATION PROJECT  
(Board may take action on this item.)
3. REPORT ON CALIFORNIA SPECIAL DISTRICT ASSOCIATION 2021 ANNUAL  
CONFERENCE
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 24 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.***

***Persons with a disability who require any disability-related modification or accommodation, including auxiliary aids or services, in order to participate in the meeting are asked to contact the District's Finance & H.R. Manager at least 2 hours prior to the meeting by telephone at (805) 967-4519 or by email at [info@goletasanitary.org](mailto:info@goletasanitary.org).***

# MINUTES

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

August 18, 2021

**CALL TO ORDER:** President Smith called the meeting to order at 3:01 p.m. All meeting participants attended via Zoom.

**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, Laura Romano, Management Analyst and Richard Battles, Legal Counsel from Howell Moore & Gough LLP.

**OTHERS PRESENT:** Larry Meyer, Director, Goleta West Sanitary District

**APPROVAL OF MINUTES:** Director Majoewsky made a motion, seconded by Director Emerson, to approve the minutes of the Regular Board meeting of 08/02/21. The motion carried by the following vote:

(21/08/2229)

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 24 hours in advance of the meeting.

**PUBLIC COMMENTS:** None

**BUSINESS:**

1. REPORT ON CALIFORNIA ASSOCIATION OF SANITATION AGENCIES 2021 ANNUAL CONFERENCE

Mr. Wagner gave a report on the conference, no Board action was taken.

2. UPDATE AND DISCUSSION OF OUTREACH PLAN FOR TRANSITION TO DISTRICT-BASED ELECTIONS

Mr. Wagner gave the staff report.

Director Fuller made a motion, seconded by Director Emerson to keep the outreach meeting schedule as presented.

The motion carried by the following vote:

(21/08/2230)

AYES:	3	Smith, Emerson, Fuller
NOES:	1	Rose
ABSENT:	1	Majoewsky
ABSTAIN:		None

Director Emerson made a motion, seconded by Director Fuller to approve and authorize the District Outreach Plan for Transition to District-Based Elections and expenditures of up to \$19,500.00

The motion carried by the following vote:

(21/08/2231)

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

3. GENERAL MANAGER'S REPORT

Mr. Wagner gave the report.

4. LEGAL COUNSEL'S REPORT

Mr. Battles reported on AB 818 regarding the issue of labeling of flushable wipes. He also reported on a California Fair Political Practices Commission (FPPC) opinion regarding disclosure requirements and tests to determine same.

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

Director Fuller – Reported on the Goleta Water District meeting he attended.

Director Rose – Reported that the Local Chapter CSDA meeting scheduled for Monday, August 23, 2021 was cancelled. Director Rose announced that she will resign as President of the Local Chapter of CSDA.

Director Majoewsky – No report.

Director Emerson – No report.

6. PRESIDENT'S REPORT

President Smith – No report.

7. ITEMS FOR FUTURE MEETINGS

A request for staff to present a review of public hearing procedures.

8. CORRESPONDENCE

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

9. 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 08/03/2021 to 08/18/2021 as follows:

Running Expense Fund #4640	\$	301,989.10
Capital Reserve Fund #4650	\$	70,666.50
Depreciation Replacement Reserve Fund #4655	\$	33,439.53

The motion carried by the following vote:

(21/08/2232)

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

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 4:18 p.m.

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Jerry D. Smith  
Governing Board President

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Robert O. Mangus, Jr.  
Governing Board Secretary

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Steven T. Majoewsky

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George W. Emerson

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Sharon Rose

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Edward Fuller

# **AGENDA ITEM #1**

**AGENDA ITEM: 1**

**MEETING DATE: September 8, 2021**

**I. NATURE OF ITEM**

Consideration of Employee Salary and Benefits Survey Phase 2

**II. BACKGROUND INFORMATION**

The District conducts periodic employee compensation and benefits surveys to attract and retain qualified employees pursuant to Resolution No. 11-522. The last time an employee compensation and benefits survey was completed was in 2016. The completion of an employee compensation and benefit survey every five years is a goal included in the District's Strategic Plan and its FY 2020-21 Action Plan.

On February 17, 2021, the Board discussed the possibility of hiring an outside consulting firm to perform a compensation and benefits survey. After the discussion, the Board directed staff to request proposals from qualified firms based on the following two-phased approach:

Phase 1 Consultant to review District's existing survey process/methodology and submit any recommended modifications to the Board for consideration.

Phase 2 If the Board concurs with the recommendations and/or elects to move forward with the survey, a scope of work and fee would be brought back for Board consideration.

On May 17, 2021, the Board selected public-sector Human Resources and Recruitment Services firm, Koff and Associates (K&A) to proceed with Phase 1 after reviewing proposals from three firms. K&A has completed the Phase 1 evaluation and has submitted its findings and recommendations along with a scope of work and cost proposal for Phase 2 as requested. A copy of the Phase 1 evaluation and Phase 2 proposal are included as attachments to this report. Kari Mercer, Project Manager with K&A will provide a brief presentation on the evaluation and proposal, and will be available for questions.

**III. COMMENTS AND RECOMMENDATIONS**

K&A evaluated the District's existing compensation and benefit survey methodology and recommends the District consider using 23 benchmark position classifications from 12 comparative agencies that have been selected based on a list of evenly weighted criteria.

K&A's methodology is more in-depth and has multiple criteria beyond those used in the past by the District. The District's past practice involved selection of comparator agencies located in a geographic proximity offering comparable services. K&A performs a quantitative analysis using agency budgets, populations served, number of full-time employees, labor market and geographic proximity, and comparable services. K&A use of benchmarks within classifications anchors the District's overall compensation to the market. This will provide some relief from compaction issues the District may have within certain classifications.

K&A also evaluates positions based on class descriptions, as job titles often don't give a complete picture. The full list of the methodology used in analyzing each class description is listed in the report on page 6. A 70% likeness match is used as a minimum for inclusion. For classifications outside the 70% match, a hybrid comparison is used. K&A recommends the District build salary levels from identified benchmark classes, with internal salary relationships developed to assist with the salary recommendations for non-benchmarked positions.

For data point comparisons K&A provides both average and median data points, using the top step in a salary range, but recommends using the median data, as the average can be skewed by outliers. The District has used the average of the top salary step, and made adjustments based on this information for data point comparisons.

The in-depth methodology used by K&A will provide the District with strong evidence for salary recommendations and will eliminate the concern that staff may have inadvertent bias when conducting compensation and benefit surveys. K&A anticipates it will take 12 weeks to complete the survey.

The District has the option, if it chooses to proceed with Phase 2, to include a presentation to the Board of its findings. If the Board does not wish to receive this presentation the cost for Phase 2 is a maximum of \$21,280. If the Board wishes to proceed with Phase 2 and include a presentation, the maximum cost would be \$22,080.

Staff recommends the Board review the proposal and if acceptable proceed with K&A for Phase 2 of a Compensation and Benefits Survey, pending any changes it wishes to make.

If the Board supports having K&A conduct Phase 2 of the survey as recommended, staff would prepare an addendum to proposal in an amount not to exceed \$22,080, or \$21,280, as directed by the Board.

#### **IV. REFERENCE MATERIALS**

Koff & Associates Total Compensation and Benefits Study Methodology Final Report dated August 31, 2021

Koff and Associates Proposal for Compensation and Benefits Survey- Phase 2 dated August 31, 2021



Koff & Associates  
A Gallagher Company

**August 31, 2021**

# Total Compensation Study Methodologies Final Report

**Goleta Sanitary District**

## **KOFF & ASSOCIATES**

### **KARI MERCER**

Project Manager

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Koff & Associates  
A Gallagher Company

August 31, 2021

Steve Wagner, P.E.  
General Manager/District Engineer  
Goleta Sanitary District  
1 William Moffett Place  
Goleta, CA 93117

Dear Mr. Wagner:

Koff & Associates is pleased to present this report of total compensation study methodologies to the Goleta Sanitary District. This report documents our recommended methodologies and practices for conducting a market compensation survey for the District.

We will be glad to answer any questions or clarify any points as you consider your options in conducting a market study. It has been a pleasure working with the District and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Kari Mercer  
Project Manager



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- Appendix V: Sample Salary Range Schedule
- Appendix VI: Sample Range Placement Recommendations



## EXECUTIVE SUMMARY

### Background

In June 2021, the Goleta Sanitary District (“District”) engaged the services of Koff & Associates (“K&A”) to develop a workplan for conducting a comprehensive Total Compensation Study for the District. All recommendations and study methodologies are presented in this report.

This process was precipitated by:

- The concern of the Board of Directors and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the District to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the District; and
- The desire to weigh the benefits of engaging a third-party consultant to conduct a compensation survey of the District’s labor market.

The goals of this project were to review the District’s current and past practices for conducting labor market surveys, and to make recommendations on survey elements and methodologies for conducting a compensation study. Our recommended study process is described in the following sections.

## RECOMMENDED STUDY PROCESS

### Benchmark Classifications

Classifications that we would expect to provide a sufficient sample for analysis are selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring the District’s overall compensation plan to the market. Other classifications not surveyed will be included in the compensation plan and aligned to the benchmark classifications using internal equity principles.

The recommended benchmark classifications are listed in Table 1 below.

**Table 1. Recommended Benchmark Classifications**

Classification Title
1. Accounting Technician
2. Administrative Assistant
3. Administrative Supervisor
4. Collection System Manager
5. Collections Maintenance Technician II



6. Collections Systems Supervisor
7. Electrician
8. Facilities Maintenance Supervisor
9. Finance and Human Resources Manager
10. General Manager/District Engineer
11. Instrumentation Technician
12. Industrial Waste Control Officer
13. Laboratory Analyst II
14. Laboratory and Technical Services Manager
15. Laboratory Assistant
16. Maintenance Worker
17. Management Analyst
18. Plant Maintenance Technician II
19. Plant Operations Manager
20. Plant Operations Supervisor
21. Plant Operator III
22. Project Engineer
23. Safety and Regulatory Compliance Manager

## Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. In developing the list of potential comparator agencies, K&A first started with agencies that the District has used historically, and other agencies were then added to the potential list of comparator agencies based on the following factors:

- 1. Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of the District be used as comparators.

When it comes to technical classes, the size of an organization is not as critical as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

- 2. Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.



3. **Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators and most of the comparator agencies that we have recommended provide similar services to the District.
4. **Labor market and geographic location** – Today’s labor market reality is that many agencies are in competition for the same pool of qualified employees because large portions of the workforce don’t live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. Furthermore, by selecting employers within a geographic proximity to the District, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the District. Therefore, the geographic labor market area where the District may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations.

Appendix I provides the final score and overall ranking for each agency included in the analysis, as well as each agency’s ranking for the individual factors listed above.

Following the quantitative analysis, it is important to discuss qualitative factors which influence the District’s ability to attract and retain a well-qualified workforce. This helps to ensure that the agencies selected as the labor market group are those which are most relevant to the District’s operations and recruitment and retention efforts. Following the quantitative and qualitative analyses, K&A’s recommendation is to use the twelve (12) agencies listed in Table 2 below as the District’s labor market group.

**Table 2. Recommended Comparator Agencies**

Agency
1. Camarillo Sanitary District
2. Carpinteria Sanitary District
3. City of Goleta
4. City of Lompoc
5. City of San Luis Obispo
6. City of Santa Barbara
7. City of Santa Maria
8. City of Thousand Oaks
9. Goleta Water District
10. Goleta West Sanitary District



Agency
11. Montecito Sanitary District
12. Ojai Valley Sanitary District

## Salary and Benefits Data

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. We recommend collecting the following salary and benefits data.

### 1. Monthly Base Salary

The top of the salary range and/or control point.

### 2. Employee Retirement

The retirement reflects the benefits offered to the majority of the employees:

- **PERS Formula:** We typically recommend comparing the service retirement formula for each agency’s Classic plan (including enhancements such as employer paid member contribution and single highest year final compensation) because this is the plan most relevant to employees who are currently in the PERS (or PERS-reciprocal) retirement plan when considering new employment opportunities. For agencies with retirement systems established under the County Employees Retirement Law of 1937 (“37 Act”), retirement formulas are converted to the equivalent PERS formula for purposes of comparison. Since approximately half of the District’s current workforce is eligible for the PEPRAs tier of PERS, we will also collect data on retirement benefits for PEPRAs employees as well.
- **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally determined maximum contribution is reported.
- **Other:** Any other retirement contributions made by the employer.

### 3. Deferred Compensation

Deferred compensation contributions provided to all employees of a classification with or without requiring the employee to make a contribution.

### 4. Insurances

Our typical approach is to collect the employer paid premiums for an employee with family coverage. We can also collect a different benefit level for comparison (i.e., employee only or employee plus one) if that is more relevant to the District’s employee demographic. The employer paid insurances include:

- Cafeteria/Flexible Benefit Plan



- Medical
- Dental
- Vision
- Other

## 5. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated is reported. All hours are translated into direct salary costs.

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment (or a different level of employee tenure if more relevant to the District).
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave hours available to Fair Labor Standards Act (“FLSA”) Exempt and/or management to reward for extraordinary effort (in lieu of overtime). This leave category may also include personal leave which may be available to augment vacation or other time off.

## 6. Additional Benefits

This category provides policy information (i.e., it is not included in the total compensation roll-up calculation) for benefits which are available to employees, but which have qualifiers attached such that not all employees in a classification receive them simply by being employed. This section is typically limited to five (5) benefits elements, and based on the District’s operations, we recommend collecting information for the following additional benefits: call back pay, retiree medical benefits, shift differentials, sick leave accrual, and stand-by pay.

Benefit elements numbers one through five above are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs such as those captured in number six above are usage-based and cannot be quantified on an individual employee basis, therefore, we provide policy information for those benefits.

## Data Collection

Data is collected through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.



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## Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and will rely on the District’s classification descriptions as the foundation for comparison.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at the District. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

K&A’s methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification’s “likeness” be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, K&A often uses “hybrids” which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at the District is performed by two or more classifications at a comparator agency. A “hybrid” representing a span in scope means that the comparator agency has one class that is “bigger” in scope and responsibility and one class that is “smaller,” where the District class falls in the middle.

If an appropriate match cannot be found, then no match is reported as a non-comparable (N/C).



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## Data Spreadsheets

For each benchmark classification, there are three information pages provided:

- Top Monthly Base Salary and Total Compensation Data (2 sheets per benchmark)
  - One sheet is sorted by top monthly salary
  - One sheet is sorted by total monthly compensation
- Benefit Detail (Monthly Equivalent Values)

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The percent above or below that the District is compared to the average and median is also reported.

To calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations which is a reason why including at least ten to twelve comparator agencies in the labor market is an important aspect of the study.

A sample datasheet is included in Appendix II.

## RECOMMENDATIONS

### Internal Salary Relationships

Building from the salary levels established for identified benchmark classes, internal salary relationships will be developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

### Proposed Salary Structure and Salary Range Placements

K&A will develop a proposed salary structure and salary range placement recommendations based on labor market results which includes tools that facilitate ease of administration of the compensation system as the District adds and/or deletes classifications, experiences cost of living adjustments, etc.

### Options for Implementation

K&A will provide options for implementation as a tool for the District as it considers how to integrate survey results into the District's compensation philosophies. In many cases, a phased, multiple year implementation must be taken, and K&A will provide examples of how this can be achieved based on the market data collected.



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## BENEFITS OF USING KOFF & ASSOCIATES

Historically, the District has utilized internal staff to conduct compensation surveys. Following is a summary of how these surveys have been conducted in previous years, and how K&A's methodology differs.

➤ **LABOR MARKET**

- *DISTRICT'S CURRENT PRACTICE*: Comparator agencies were selected based on approximations of geographic proximity and services offered. For classifications where there were fewer than seven (7) matches in the labor market, additional agencies were included in the labor market group.
- *K&A's METHODOLOGY*: K&A takes a collaborative approach to the selection of comparator agencies whereby a quantitative, objective analysis is performed on agency budgets, populations served, number of FTEs, geographic proximity, and comparable services. From this analysis, a ranked list of agencies from most to least comparable to the District is developed, and qualitative factors are used to refine the list to ensure that the list of agencies: 1) is relevant to the District's operations and culture; and 2) puts us in the best position to collect data on comparable bodies of work.

We do not recommend using different agencies for different classifications when conducting a compensation study. This can create problems with internal salary relationships because of the differing pay philosophies that are built into the data. By using the same labor market for all classes, the differences noted between classifications is representative of true differences in how the bodies of work are valued in the labor market. By contrast, by using different agencies, the differences noted may not be truly a reflection of differences in how bodies of work are valued, but instead reflect the differences in pay philosophies of the alternate labor market agencies.

In addition, K&A requires four (4) matches instead of seven (7) as noted above. Four matches are statistically reliable for determining labor market median and mean, and enhances our ability to anchor the compensation study to the labor market.

➤ **JOB MATCHING**

- *DISTRICT'S CURRENT PRACTICE*: Match each classification that is currently encumbered to the labor market, and when seven (7) matches are not found, the labor market is expanded to include additional agencies.
- *K&A's METHODOLOGY*: As noted previously in this report, K&A utilizes benchmarking where classifications that we would expect to provide a sufficient



sample for analysis are selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring the District’s overall compensation plan to the market. Other classifications not surveyed will be included in the compensation plan and aligned to the benchmark classifications using internal equity principles, as outlined below, ensuring proper internal salary relationships and pay differentials between levels in a job family and across the organization.

The levels within a job family/classification series that are typically selected as benchmarks are: journey, supervisor, and manager levels. These are the levels which are most consistently allocated (i.e., most likely to be used in other agencies) and are most consistent in terms of the duties assigned and qualifications required, and therefore provide the best anchors to the market for the District’s compensation system. Entry, advanced-journey, and lead levels are not used as benchmarks because of the variance of these classifications across agencies.

It is important to remember that data collection is based on the classification and not the incumbent, so whether there are current incumbents at a given level is not relevant to the data collection process. For example, if all of your current employees in the Laboratory Analyst classification series are presently allocated at the I-level, that does not make the I-level the appropriate level to survey. We would still study the journey level (or II-level) in the series, and use best practice principles around salary differentials to make recommendations for non-surveyed classes.

Specifically, our methodology for non-benchmark classes is as follows:

- The differential between a trainee and experienced (or journey) class in a series is generally 10% to 15%;
- A lead or advanced journey-level class is generally placed 10% to 15% above the journey-level.
- Full supervisory and management classes are normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision, span of control, etc.

Using this method helps us to address compaction issues in the District’s compensation structure, whereas surveying different levels within a job family typically can result in problematic salary relationships.



If there are surveyed classes for which the labor market yields insufficient data (i.e., fewer than four matches), we use the same principles as listed above to develop salary recommendations for those classes.

K&A also utilizes hybrid matching as noted previously in this report. This approach allows us to capture a more robust dataset which assists us in building a more solid framework for the District’s compensation structure.

➤ **DATA POINT OF COMPARISON**

- DISTRICT’S CURRENT PRACTICE: Use the top step in the salary range for each match, and calculate the average for comparison to the District. Adjustments are made for those classifications which are not currently aligned with the survey results.
- K&A’S METHODOLOGY: K&A also uses the top step in the range for data collection; however, we recommend using the market median (which is the midpoint of the market) instead of the market average (which is the arithmetic mean of the market). The average can be skewed by outliers whereas the median is the true midpoint of the market and is a better representation of the market’s pay practices for each classification.

Depending upon the market results, we do not necessarily recommend immediate and full implementation of the survey data. K&A considers compensation within 5% of the market median to be competitive. If the market shows that you have classifications which are significantly under market, and it is not financially feasible to implement all findings in the first year after completion of the study, our recommendation is to use a phased approach where those which are furthest from the market median receive some adjustment in the first year, and those which are within 5% of the market median are adjusted in subsequent years.

We also provide options for consideration if the survey results show that the District has classifications that are over market.

Koff & Associates has been providing premier human resources services to public agencies for 37 years, with approximately 70% to 80% of our overall project load being classification and compensation work. The result of a compensation study conducted by K&A is a compensation structure which is designed for ease of administration by District staff. Our deliverables include several tools for the District to use as changes are made in the system, for example if the District adopts cost of living adjustments or if classifications are added or deleted, etc. Samples of our deliverables have been included as appendices to this report.



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Our methodology is straightforward, inclusive, and transparent. We build stakeholder touchpoints into our processes to ensure that stakeholders from all levels within the organization are informed and educated about the process, and are given an opportunity to review deliverables and provide feedback.

## USING THE MARKET DATA AS A TOOL

K&A strives to provide deliverables that are useful and relevant to the District in order for the market data to serve as a meaningful instrument for the District to make future compensation decisions.

We look forward to the opportunity to work with the District in the future. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

**Koff & Associates**

A handwritten signature in blue ink that reads "Kari Mercer".

Kari Mercer  
Project Manager



## Appendix I

### Comparator Agency Analysis

Proposed List of Comparators  
Total Compensation Study

Ranking	Comparator Agency	Overall Criteria Comparison Score
	<b>Goleta Sanitary District</b>	<b>6</b>
1	Camarillo Sanitary District	34
2	City of Santa Barbara	38
3	City of Thousand Oaks	45
4	City of San Luis Obispo	47
4	City of Santa Maria	47
4	Ojai Valley Sanitary District	47
7	Montecito Sanitary District	49
8	City of Simi Valley	55
8	Goleta Water District	55
10	Carpinteria Sanitary District	59
11	City of Lompoc	60
12	City of Oxnard	61
13	City of Goleta	64
14	Summerland Sanitary District	68
15	South San Luis Obispo County Sanitation District	73
16	Ventura Regional Sanitary District	74
17	City of Pismo Beach	76

**Top Ranked Comparator Agencies**

**Legend: A lower Overall Comparison Score indicates that the comparator agency is more similar to the Goleta Sanitary District.**

Column A: Ranking based upon comparison score.

Column B: Agency Name

Column C: The Overall Criteria Comparison Score is equal to the sum of ranking for each criteria.

**The Overall Comparison Score is comprised of the following criteria:**

- 1- Geographic Proximity Comparison
- 2- Population Comparison
- 3- Full Time Equivalent Comparison
- 4- Agency Expenditure Comparison
- 5- Cost of Living Average Comparison
- 6- Comparable Services Comparison

Proposed List of Comparators  
Total Compensation Study

Agency	Geographic Proximity	Population Served	FTE	Agency Expenditures/ Operating Expenses (Excludes Capital Improvement and Related Expenses)	Cost of Living % above or below Goleta Sanitary District	Comparable Services	Overall Comparison Score	Overall Rank
<b>Goleta Sanitary District</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>1</b>
Camarillo Sanitary District	8	3	4	4	5	10	34	2
City of Santa Barbara	4	4	8	8	13	1	38	3
City of Thousand Oaks	13	10	3	10	8	1	45	4
City of San Luis Obispo	18	7	5	5	11	1	47	5
City of Santa Maria	14	5	10	2	15	1	47	5
Ojai Valley Sanitary District	9	12	7	3	6	10	47	5
Montecito Sanitary District	5	14	9	7	13	1	49	8
City of Simi Valley	15	9	14	15	1	1	55	9
Goleta Water District	3	2	16	16	1	17	55	9
Carpinteria Sanitary District	7	13	11	9	9	10	59	11
City of Lompoc	11	6	6	18	18	1	60	12
City of Oxnard	12	17	2	17	12	1	61	13
City of Goleta	2	11	18	14	1	18	64	14
Summerland Sanitary District	6	16	15	12	9	10	68	15
South San Luis Obispo County Sanitation District	16	8	12	11	16	10	73	16
Ventura Regional Sanitary District	10	18	17	13	6	10	74	17
City of Pismo Beach	16	15	13	6	16	10	76	18



## Appendix II

### Sample Data Sheet



# Total Compensation Study Methodologies – Final Report

## Goleta Sanitary District

### Administrative Aide

Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Comparator 1	Administrative Assistant	\$ 7,077	\$ 3,092	\$ 10,169	7/2/2018	7/1/2019	unknown
2	Comparator 2	Administrative Assistant	\$ 6,768	\$ 3,818	\$ 10,586	7/1/2018	7/1/2019	3.00%
3	Comparator 3	Administrative Assistant I	\$ 6,621	\$ 3,384	\$ 10,006	7/1/2018	7/1/2019	3.50%
4	Comparator 4	Administration Assistant	\$ 6,283	\$ 2,423	\$ 8,706	7/1/2018	unknown	unknown
5	Comparator 5	Administrative Aide/Clerical Support	\$ 6,275	\$ 3,291	\$ 9,566	7/1/2018	7/1/2019	2.50%
6	CLIENT	Administrative Aide	\$ 5,956	\$ 3,145	\$ 9,101	7/1/2018	7/1/2019	unknown
7	Comparator 6	Administrative Assistant	\$ 5,867	\$ 3,453	\$ 9,320	7/1/2018	7/1/2019	unknown
8	Comparator 7 <sup>1</sup>	Administrative Services Assistant II	\$ 5,603	\$ 3,562	\$ 9,165	7/1/2017	unknown	unknown
9	Comparator 8	Administrative Assistant	\$ 5,470	\$ 3,600	\$ 9,069	7/1/2018	7/1/2019	unknown
10	Comparator 9	Administrative Coordinator	\$ 5,315	\$ 2,952	\$ 8,267	1/1/2018	1/1/2019	2.00%
11	Comparator 10	Office Assistant II	\$ 5,288	\$ 2,599	\$ 7,887	9/12/2017	unknown	unknown
12	Comparator 11	Office Assistant II	\$ 5,059	\$ 2,605	\$ 7,664	7/1/2018	7/1/2019	2.00%
13	Comparator 12	Office Assistant II	\$ 4,565	\$ 2,500	\$ 7,065	7/1/2018	7/1/2019	unknown
<b>Summary Results</b>			<b>Top Monthly</b>		<b>Total Monthly</b>			
Average of Comparators			\$ 5,849		\$ 8,956			
% CLIENT Above/Below			1.8%		1.6%			
Median of Comparators			\$ 5,735		\$ 9,117			
% CLIENT Above/Below			3.7%		-0.2%			
Number of Matches			12		12			

N/C - Non Comparator  
 1 - Salary in negotiation.



## Appendix III

### Sample Benefits Detail

Sample Benefit Detail  
Month Year

Agency		CLIENT	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY	COMPARATOR AGENCY
<b>Benchmark/ Comparator Agency Match</b>		Accounting Specialist II	[Accounts Payable Accounting Technician/ Accounting Technician]	Accounting Technician	Accounting Technician	Fiscal Staff Assistant II	Accounting Specialist	Accounting Technician	Fiscal Office Specialist	Accounting Technician	[Accounting Technician/ Accounting Specialist]	Accounting Specialist II
	<b>Top Step</b>	\$ 5,324	\$ 4,134	\$ 6,036	\$ 5,711	\$ 5,543	\$ 6,271	\$ 4,380	\$ 5,197	\$ 5,182	\$ 5,996	\$ 4,964
<b>Retirement</b>	Retirement Type	401(a)	401(b)	CalPERS	CalPERS	CalPERS	CalPERS	CalPERS	SamCERA	401(a)	CalPERS	CalPERS
	Employer Contribution	\$ 905	\$ 566	\$ 579	\$ 683	\$ 614	\$ 737	\$ 385	\$ 586	\$ 648	\$ 527	\$ 520
	EE Cost Sharing				\$ -219							
	ER Paid Member Contrib											
	Calc Classic EPMC as Spec Comp											
	Social Security		\$ 256						\$ 322	\$ 321		\$ 308
	Deferred Compensation			\$ 60		\$ 63						
Other Ret.												
<b>Insurance</b>	Cafeteria	\$ 1,230	\$ 900	\$ 994				\$ 850				
	Health				\$ 1,203	\$ 2,397	\$ 2,115		\$ 3,343	\$ 2,837	\$ 1,598	\$ 850
	Dental			\$ 74	\$ 90	\$ 94	\$ 241		\$ 106		\$ 94	\$ 30
	Vision				\$ 11	\$ 12			\$ 17		\$ 11	\$ 8
	Other Ins.											
<b>Leaves</b>	Vacation	\$ 369	\$ 239	\$ 377	\$ 483	\$ 256	\$ 374	\$ 253	\$ 325	\$ 319	\$ 450	\$ 286
	Holidays	\$ 246	\$ 163	\$ 279	\$ 220	\$ 256	\$ 305	\$ 219	\$ 240	\$ 239	\$ 323	\$ 229
	Admin Leave	\$ 20			\$ 88	\$ 128						
<b>Allow</b>	Auto											
	Rent/Utility Subsidy											
<b>Benefit Package Total</b>		<b>\$ 2,770</b>	<b>\$ 2,124</b>	<b>\$ 2,363</b>	<b>\$ 2,558</b>	<b>\$ 3,819</b>	<b>\$ 3,772</b>	<b>\$ 1,707</b>	<b>\$ 4,938</b>	<b>\$ 4,364</b>	<b>\$ 3,003</b>	<b>\$ 2,232</b>



## Appendix IV

### Sample Results Summary

**Sample Results Summary**  
Month, Year

Classification	Top Monthly Salary Data					Total Monthly Compensation Data					# of Matches
	Top Monthly Salary	Average of Comparators	%above or below	Median of Comparators	%above or below	Total Monthly Comp	Average of Comparators	%above or below	Median of Comparators	%above or below	
Accounting Specialist II	\$ 5,324	\$ 5,342	-0.3%	\$ 5,370	-0.9%	\$ 8,093	\$ 8,430	-4.2%	\$ 8,699	-7.5%	10
Administrative Specialist	\$ 6,245	\$ 5,642	9.7%	\$ 5,769	7.6%	\$ 9,281	\$ 8,800	5.2%	\$ 9,203	0.8%	6
Building & Facilities Construction Coordinator	\$ 7,110	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	\$ 10,396	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	3
Deputy Executive Director/Chief Operating Officer	\$ 16,849	\$ 14,918	11.5%	\$ 14,202	15.7%	\$ 24,817	\$ 21,313	14.1%	\$ 21,096	15.0%	4
Director of Finance	\$ 11,943	\$ 12,744	-6.7%	\$ 11,864	0.7%	\$ 17,644	\$ 17,833	-1.1%	\$ 18,021	-2.1%	10
Director of Housing Programs	\$ 12,871	\$ 12,122	5.8%	\$ 11,136	13.5%	\$ 19,345	\$ 17,171	11.2%	\$ 16,203	16.2%	9
Director of Property, Development, and Administration	\$ 12,871	\$ 12,393	3.7%	\$ 11,488	10.7%	\$ 19,345	\$ 17,686	8.6%	\$ 17,736	8.3%	5
Executive Assistant	proposed	\$ 6,142		\$ 6,300		proposed	\$ 9,632		\$ 10,074		8
Executive Director/Chief Executive Officer	\$ 18,068	\$ 17,643	2.4%	\$ 17,487	3.2%	\$ 26,435	\$ 24,436	7.6%	\$ 24,958	5.6%	10
Family Self Sufficiency Coordinator	\$ 5,193	\$ 4,957	4.5%	\$ 4,989	3.9%	\$ 7,924	\$ 7,804	1.5%	\$ 7,353	7.2%	5
Finance Analyst	\$ 8,723	\$ 8,062	7.6%	\$ 8,657	0.8%	\$ 12,476	\$ 12,299	1.4%	\$ 12,187	2.3%	5
Housing Financing Analyst	\$ 6,689	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	\$ 9,854	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	3
Housing Programs Representative	\$ 5,193	\$ 5,298	-2.0%	\$ 5,226	-0.6%	\$ 7,924	\$ 8,065	-1.8%	\$ 8,264	-4.3%	6
Housing Programs Supervisor	\$ 9,022	\$ 7,862	12.9%	\$ 7,737	14.2%	\$ 12,981	\$ 11,678	10.0%	\$ 11,920	8.2%	8
Human Resources Manager	\$ 9,447	\$ 9,223	2.4%	\$ 9,231	2.3%	\$ 14,359	\$ 13,579	5.4%	\$ 13,722	4.4%	6
Information Systems Analyst	\$ 5,882	\$ 7,482	-27.2%	\$ 7,554	-28.4%	\$ 8,813	\$ 11,116	-26.1%	\$ 11,235	-27.5%	5
Leasing Agent	\$ 6,663	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	\$ 9,821	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	1
Leasing Representative	\$ 5,533	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	\$ 8,363	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	2
Maintenance Assistant	\$ 4,169	\$ 4,535	-8.8%	\$ 4,447	-6.7%	\$ 6,605	\$ 7,523	-13.9%	\$ 7,410	-12.2%	8
Office Assistant	\$ 4,253	\$ 4,146	2.5%	\$ 4,235	0.4%	\$ 6,714	\$ 6,817	-1.5%	\$ 6,557	2.3%	10
Property and Development Supervisor	\$ 8,054	\$ 8,356	-3.8%	\$ 8,250	-2.4%	\$ 11,725	\$ 12,320	-5.1%	\$ 12,372	-5.5%	9
Property Management Representative	\$ 4,154	\$ 4,950	-19.2%	\$ 4,610	-11.0%	\$ 7,625	\$ 9,058	-18.8%	\$ 7,889	-3.5%	5
Resident Programs Analyst	\$ 6,689	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	\$ 9,854	Insuff. Data	Insuff. Data	Insuff. Data	Insuff. Data	2
Resident Programs Supervisor	\$ 8,054	\$ 8,085	-0.4%	\$ 7,821	2.9%	\$ 11,725	\$ 12,107	-3.3%	\$ 12,723	-8.5%	6
Senior Building & Facilities Maintenance Worker	\$ 5,245	\$ 5,272	-0.5%	\$ 5,017	4.3%	\$ 7,992	\$ 8,152	-2.0%	\$ 7,850	1.8%	9
Senior Housing Programs Analyst	\$ 7,354	\$ 8,090	-10.0%	\$ 8,106	-10.2%	\$ 10,711	\$ 11,886	-11.0%	\$ 12,298	-14.8%	10
Senior Housing Programs Specialist	\$ 6,371	\$ 5,906	7.3%	\$ 5,661	11.1%	\$ 9,443	\$ 8,956	5.2%	\$ 8,971	5.0%	8
Senior Office Assistant	\$ 4,676	\$ 4,864	-4.0%	\$ 4,796	-2.6%	\$ 7,259	\$ 8,113	-11.8%	\$ 8,198	-12.9%	4
Senior Resident Programs Specialist	\$ 4,676	\$ 5,717	-22.3%	\$ 5,755	-23.1%	\$ 7,259	\$ 8,302	-14.4%	\$ 8,671	-19.5%	6
Systems Administrator	proposed	\$ 8,921		\$ 8,854		proposed	\$ 13,130		\$ 13,364		5
		AVERAGE:	-1.5%	AVERAGE:	0.2%		AVERAGE:	-1.9%	AVERAGE:	-1.8%	
		MEDIAN:	-0.3%	MEDIAN:	0.8%		MEDIAN:	-1.5%	MEDIAN:	0.8%	



## Appendix V

### Sample Range Schedule

**Client**  
**Sample Salary Range Schedule**  
**Month, Year**

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
1	36,247	38,059	39,962	41,960	44,058	3,021	3,172	3,330	3,497	3,672	1,394.11	1,463.82	1,537.01	1,613.86	1,694.55	17.43	18.30	19.21	20.17	21.18
2	37,153	39,011	40,961	43,009	45,160	3,096	3,251	3,413	3,584	3,763	1,428.97	1,500.41	1,575.43	1,654.21	1,736.92	17.86	18.76	19.69	20.68	21.71
3	38,082	39,986	41,985	44,085	46,289	3,173	3,332	3,499	3,674	3,857	1,464.69	1,537.92	1,614.82	1,695.56	1,780.34	18.31	19.22	20.19	21.19	22.25
4	39,034	40,986	43,035	45,187	47,446	3,253	3,415	3,586	3,766	3,954	1,501.31	1,576.37	1,655.19	1,737.95	1,824.85	18.77	19.70	20.69	21.72	22.81
5	40,010	42,010	44,111	46,316	48,632	3,334	3,501	3,676	3,860	4,053	1,538.84	1,615.78	1,696.57	1,781.40	1,870.47	19.24	20.20	21.21	22.27	23.38
6	41,010	43,061	45,214	47,474	<b>49,848</b>	3,418	3,588	3,768	3,956	4,154	1,577.31	1,656.18	1,738.98	1,825.93	1,917.23	19.72	20.70	21.74	22.82	23.97
7	42,035	44,137	46,344	48,661	51,094	3,503	3,678	3,862	4,055	4,258	1,616.74	1,697.58	1,782.46	1,871.58	1,965.16	20.21	21.22	22.28	23.39	24.56
8	43,086	45,241	47,503	49,878	52,372	3,591	3,770	3,959	4,156	4,364	1,657.16	1,740.02	1,827.02	1,918.37	2,014.29	20.71	21.75	22.84	23.98	25.18
9	44,163	46,372	48,690	51,125	53,681	3,680	3,864	4,058	4,260	4,473	1,698.59	1,783.52	1,872.70	1,966.33	2,064.65	21.23	22.29	23.41	24.58	25.81
10	45,267	47,531	49,907	52,403	55,023	3,772	3,961	4,159	4,367	4,585	1,741.06	1,828.11	1,919.51	2,015.49	2,116.26	21.76	22.85	23.99	25.19	26.45
11	46,399	48,719	51,155	53,713	56,398	3,867	4,060	4,263	4,476	4,700	1,784.58	1,873.81	1,967.50	2,065.88	2,169.17	22.31	23.42	24.59	25.82	27.11
12	47,559	49,937	52,434	55,056	57,808	3,963	4,161	4,369	4,588	4,817	1,829.20	1,920.66	2,016.69	2,117.52	2,223.40	22.86	24.01	25.21	26.47	27.79
13	48,748	51,185	53,745	56,432	59,254	4,062	4,265	4,479	4,703	4,938	1,874.93	1,968.67	2,067.11	2,170.46	2,278.98	23.44	24.61	25.84	27.13	28.49
14	49,967	52,465	55,088	57,843	60,735	4,164	4,372	4,591	4,820	5,061	1,921.80	2,017.89	2,118.78	2,224.72	2,335.96	24.02	25.22	26.48	27.81	29.20
15	51,216	53,777	56,466	59,289	62,253	4,268	4,481	4,705	4,941	5,188	1,969.84	2,068.34	2,171.75	2,280.34	2,394.36	24.62	25.85	27.15	28.50	29.93
16	52,496	55,121	57,877	60,771	63,810	4,375	4,593	4,823	5,064	5,317	2,019.09	2,120.05	2,226.05	2,337.35	2,454.22	25.24	26.50	27.83	29.22	30.68
17	53,809	56,499	59,324	62,290	65,405	4,484	4,708	4,944	5,191	5,450	2,069.57	2,173.05	2,281.70	2,395.78	2,515.57	25.87	27.16	28.52	29.95	31.44
18	55,154	57,912	60,807	63,848	67,040	4,596	4,826	5,067	5,321	5,587	2,121.31	2,227.37	2,338.74	2,455.68	2,578.46	26.52	27.84	29.23	30.70	32.23
19	56,533	59,359	62,327	65,444	68,716	4,711	4,947	5,194	5,454	5,726	2,174.34	2,283.06	2,397.21	2,517.07	2,642.92	27.18	28.54	29.97	31.46	33.04
20	57,946	60,843	63,886	67,080	70,434	4,829	5,070	5,324	5,590	5,869	2,228.70	2,340.13	2,457.14	2,580.00	2,709.00	27.86	29.25	30.71	32.25	33.86
21	59,395	62,365	65,483	68,757	72,195	4,950	5,197	5,457	5,730	6,016	2,284.42	2,398.64	2,518.57	2,644.50	2,776.72	28.56	29.98	31.48	33.06	34.71
22	60,880	63,924	67,120	70,476	74,000	5,073	5,327	5,593	5,873	6,167	2,341.53	2,458.60	2,581.53	2,710.61	2,846.14	29.27	30.73	32.27	33.88	35.58
23	62,402	65,522	68,798	72,238	75,850	5,200	5,460	5,733	6,020	6,321	2,400.06	2,520.07	2,646.07	2,778.37	2,917.29	30.00	31.50	33.08	34.73	36.47
24	63,962	67,160	70,518	74,044	77,746	5,330	5,597	5,876	6,170	6,479	2,460.07	2,583.07	2,712.22	2,847.83	2,990.23	30.75	32.29	33.90	35.60	37.38
25	65,561	68,839	72,281	75,895	79,690	5,463	5,737	6,023	6,325	6,641	2,521.57	2,647.65	2,780.03	2,919.03	3,064.98	31.52	33.10	34.75	36.49	38.31
26	67,200	70,560	74,088	77,792	81,682	5,600	5,880	6,174	6,483	6,807	2,584.61	2,713.84	2,849.53	2,992.01	3,141.61	32.31	33.92	35.62	37.40	39.27
27	68,880	72,324	75,940	79,737	83,724	5,740	6,027	6,328	6,645	6,977	2,649.22	2,781.68	2,920.77	3,066.81	3,220.15	33.12	34.77	36.51	38.34	40.25
28	70,602	74,132	77,838	81,730	85,817	5,883	6,178	6,487	6,811	7,151	2,715.45	2,851.23	2,993.79	3,143.48	3,300.65	33.94	35.64	37.42	39.29	41.26
29	72,367	75,985	79,784	83,774	87,962	6,031	6,332	6,649	6,981	7,330	2,783.34	2,922.25	3,068.63	3,222.06	3,383.17	34.79	36.53	38.36	40.28	42.29
30	74,176	77,885	81,779	85,868	90,161	6,181	6,490	6,815	7,156	7,513	2,852.92	2,995.57	3,145.35	3,302.61	3,467.75	35.66	37.44	39.32	41.28	43.35
31	76,030	79,832	83,823	88,015	92,415	6,336	6,653	6,985	7,335	7,701	2,924.25	3,070.46	3,223.98	3,385.18	3,554.44	36.55	38.38	40.30	42.31	44.43
32	77,931	81,828	85,919	90,215	94,726	6,494	6,819	7,160	7,518	7,894	2,997.35	3,147.22	3,304.58	3,469.81	3,643.30	37.47	39.34	41.31	43.37	45.54
33	79,879	83,873	88,067	92,470	97,094	6,657	6,989	7,339	7,706	8,091	3,072.29	3,225.90	3,387.19	3,556.55	3,734.38	38.40	40.32	42.34	44.46	46.68
34	81,876	85,970	90,269	94,782	99,521	6,823	7,164	7,522	7,899	8,293	3,149.09	3,306.55	3,471.87	3,645.47	3,827.74	39.36	41.33	43.40	45.57	47.85
35	83,923	88,119	92,525	97,152	102,009	6,994	7,343	7,710	8,096	8,501	3,227.82	3,389.21	3,558.67	3,736.60	3,923.44	40.35	42.37	44.48	46.71	49.04
36	86,021	90,322	94,839	99,581	104,560	7,168	7,527	7,903	8,298	8,713	3,308.52	3,473.94	3,647.64	3,830.02	4,021.52	41.36	43.42	45.60	47.88	50.27
37	88,172	92,581	97,210	102,070	107,174	7,348	7,715	8,101	8,506	8,931	3,391.23	3,560.79	3,738.83	3,925.77	4,122.06	42.39	44.51	46.74	49.07	51.53
38	90,376	94,895	99,640	104,622	109,853	7,531	7,908	8,303	8,718	9,154	3,476.01	3,649.81	3,832.30	4,023.91	4,225.11	43.45	45.62	47.90	50.30	52.81
39	92,636	97,267	102,131	107,237	112,599	7,720	8,106	8,511	8,936	9,383	3,562.91	3,741.05	3,928.11	4,124.51	4,330.74	44.54	46.76	49.10	51.56	54.13
40	94,952	99,699	104,684	109,918	115,414	7,913	8,308	8,724	9,160	9,618	3,651.98	3,834.58	4,026.31	4,227.63	4,439.01	45.65	47.93	50.33	52.85	55.49
41	97,325	102,192	107,301	112,666	118,300	8,110	8,516	8,942	9,389	9,858	3,743.28	3,930.45	4,126.97	4,333.32	4,549.98	46.79	49.13	51.59	54.17	56.87
42	99,758	104,746	109,984	115,483	121,257	8,313	8,729	9,165	9,624	10,105	3,836.86	4,028.71	4,230.14	4,441.65	4,663.73	47.96	50.36	52.88	55.52	58.30
43	102,252	107,365	112,733	118,370	124,288	8,521	8,947	9,394	9,864	10,357	3,932.79	4,129.42	4,335.90	4,552.69	4,780.32	49.16	51.62	54.20	56.91	59.75
44	104,809	110,049	115,552	121,329	127,396	8,734	9,171	9,629	10,111	10,616	4,031.10	4,232.66	4,444.29	4,666.51	4,899.83	50.39	52.91	55.55	58.33	61.25

**Client  
Sample Salary Range Schedule  
Month, Year**

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
45	107,429	112,800	118,440	124,362	130,581	8,952	9,400	9,870	10,364	10,882	4,131.88	4,338.48	4,555.40	4,783.17	5,022.33	51.65	54.23	56.94	59.79	62.78
46	110,115	115,620	121,401	127,471	133,845	9,176	9,635	10,117	10,623	11,154	4,235.18	4,446.94	4,669.29	4,902.75	5,147.89	52.94	55.59	58.37	61.28	64.35
47	112,868	118,511	124,436	130,658	137,191	9,406	9,876	10,370	10,888	11,433	4,341.06	4,558.11	4,786.02	5,025.32	5,276.58	54.26	56.98	59.83	62.82	65.96
48	115,689	121,474	127,547	133,925	140,621	9,641	10,123	10,629	11,160	11,718	4,449.59	4,672.06	4,905.67	5,150.95	5,408.50	55.62	58.40	61.32	64.39	67.61
49	118,581	124,511	130,736	137,273	144,136	9,882	10,376	10,895	11,439	12,011	4,560.82	4,788.87	5,028.31	5,279.73	5,543.71	57.01	59.86	62.85	66.00	69.30
50	121,546	127,623	134,004	140,705	147,740	10,129	10,635	11,167	11,725	12,312	4,674.85	4,908.59	5,154.02	5,411.72	5,682.30	58.44	61.36	64.43	67.65	71.03
51	124,585	130,814	137,355	144,222	151,433	10,382	10,901	11,446	12,019	12,619	4,791.72	5,031.30	5,282.87	5,547.01	5,824.36	59.90	62.89	66.04	69.34	72.80
52	127,699	134,084	140,788	147,828	155,219	10,642	11,174	11,732	12,319	12,935	4,911.51	5,157.09	5,414.94	5,685.69	5,969.97	61.39	64.46	67.69	71.07	74.62
53	130,892	137,436	144,308	151,524	159,100	10,908	11,453	12,026	12,627	13,258	5,034.30	5,286.01	5,550.31	5,827.83	6,119.22	62.93	66.08	69.38	72.85	76.49
54	134,164	140,872	147,916	155,312	163,077	11,180	11,739	12,326	12,943	13,590	5,160.15	5,418.16	5,689.07	5,973.52	6,272.20	64.50	67.73	71.11	74.67	78.40
55	137,518	144,394	151,614	159,194	167,154	11,460	12,033	12,634	13,266	13,930	5,289.16	5,553.62	5,831.30	6,122.86	6,429.01	66.11	69.42	72.89	76.54	80.36
56	140,956	148,004	155,404	163,174	171,333	11,746	12,334	12,950	13,598	14,278	5,421.39	5,692.46	5,977.08	6,275.93	6,589.73	67.77	71.16	74.71	78.45	82.37
57	144,480	151,704	159,289	167,254	175,616	12,040	12,642	13,274	13,938	14,635	5,556.92	5,834.77	6,126.51	6,432.83	6,754.47	69.46	72.93	76.58	80.41	84.43
58	148,092	155,497	163,271	171,435	180,007	12,341	12,958	13,606	14,286	15,001	5,695.85	5,980.64	6,279.67	6,593.65	6,923.34	71.20	74.76	78.50	82.42	86.54
59	151,794	159,384	167,353	175,721	184,507	12,650	13,282	13,946	14,643	15,376	5,838.24	6,130.15	6,436.66	6,758.49	7,096.42	72.98	76.63	80.46	84.48	88.71
60	155,589	163,369	171,537	180,114	189,120	12,966	13,614	14,295	15,009	15,760	5,984.20	6,283.41	6,597.58	6,927.46	7,273.83	74.80	78.54	82.47	86.59	90.92
61	159,479	167,453	175,825	184,617	193,848	13,290	13,954	14,652	15,385	16,154	6,133.80	6,440.49	6,762.52	7,100.64	7,455.68	76.67	80.51	84.53	88.76	93.20
62	163,466	171,639	180,221	189,232	198,694	13,622	14,303	15,018	15,769	16,558	6,287.15	6,601.50	6,931.58	7,278.16	7,642.07	78.59	82.52	86.64	90.98	95.53
63	167,552	175,930	184,727	193,963	203,661	13,963	14,661	15,394	16,164	16,972	6,444.33	6,766.54	7,104.87	7,460.11	7,833.12	80.55	84.58	88.81	93.25	97.91
64	171,741	180,328	189,345	198,812	208,753	14,312	15,027	15,779	16,568	17,396	6,605.43	6,935.71	7,282.49	7,646.62	8,028.95	82.57	86.70	91.03	95.58	100.36
65	176,035	184,837	194,078	203,782	213,971	14,670	15,403	16,173	16,982	17,831	6,770.57	7,109.10	7,464.55	7,837.78	8,229.67	84.63	88.86	93.31	97.97	102.87
66	180,436	189,457	198,930	208,877	219,321	15,036	15,788	16,578	17,406	18,277	6,939.83	7,286.83	7,651.17	8,033.73	8,435.41	86.75	91.09	95.64	100.42	105.44
67	184,947	194,194	203,904	214,099	224,804	15,412	16,183	16,992	17,842	18,734	7,113.33	7,469.00	7,842.45	8,234.57	8,646.30	88.92	93.36	98.03	102.93	108.08
68	189,570	199,049	209,001	219,451	230,424	15,798	16,587	17,417	18,288	19,202	7,291.16	7,655.72	8,038.51	8,440.43	8,862.46	91.14	95.70	100.48	105.51	110.78
69	194,310	204,025	214,226	224,938	236,184	16,192	17,002	17,852	18,745	19,682	7,473.44	7,847.11	8,239.47	8,651.44	9,084.02	93.42	98.09	102.99	108.14	113.55
70	199,167	209,126	219,582	230,561	242,089	16,597	17,427	18,298	19,213	20,174	7,660.28	8,043.29	8,445.46	8,867.73	9,311.12	95.75	100.54	105.57	110.85	116.39
71	204,146	214,354	225,071	236,325	248,141	17,012	17,863	18,756	19,694	20,678	7,851.79	8,244.38	8,656.59	9,089.42	9,543.89	98.15	103.05	108.21	113.62	119.30
72	209,250	219,713	230,698	242,233	254,345	17,438	18,309	19,225	20,186	21,195	8,048.08	8,450.48	8,873.01	9,316.66	9,782.49	100.60	105.63	110.91	116.46	122.28
73	214,481	225,205	236,466	248,289	260,703	17,873	18,767	19,705	20,691	21,725	8,249.28	8,661.75	9,094.83	9,549.58	10,027.05	103.12	108.27	113.69	119.37	125.34
74	219,843	230,836	242,377	254,496	267,221	18,320	19,236	20,198	21,208	22,268	8,455.51	8,878.29	9,322.20	9,788.32	10,277.73	105.69	110.98	116.53	122.35	128.47
75	225,339	236,606	248,437	260,859	273,902	18,778	19,717	20,703	21,738	22,825	8,666.90	9,100.25	9,555.26	10,033.02	10,534.67	108.34	113.75	119.44	125.41	131.68
76	230,973	242,522	254,648	267,380	280,749	19,248	20,210	21,221	22,282	23,396	8,883.57	9,327.75	9,794.14	10,283.85	10,798.04	111.04	116.60	122.43	128.55	134.98
77	236,747	248,585	261,014	274,065	287,768	19,729	20,715	21,751	22,839	23,981	9,105.66	9,560.95	10,038.99	10,540.94	11,067.99	113.82	119.51	125.49	131.76	138.35
78	242,666	254,799	267,539	280,916	294,962	20,222	21,233	22,295	23,410	24,580	9,333.31	9,799.97	10,289.97	10,804.47	11,344.69	116.67	122.50	128.62	135.06	141.81
79	248,733	261,169	274,228	287,939	302,336	20,728	21,764	22,852	23,995	25,195	9,566.64	10,044.97	10,547.22	11,074.58	11,628.31	119.58	125.56	131.84	138.43	145.35
80	254,951	267,698	281,083	295,138	309,894	21,246	22,308	23,424	24,595	25,825	9,805.80	10,296.09	10,810.90	11,351.44	11,919.02	122.57	128.70	135.14	141.89	148.99
81	261,325	274,391	288,110	302,516	317,642	21,777	22,866	24,009	25,210	26,470	10,050.95	10,553.50	11,081.17	11,635.23	12,216.99	125.64	131.92	138.51	145.44	152.71
82	267,858	281,251	295,313	310,079	325,583	22,321	23,438	24,609	25,840	27,132	10,302.22	10,817.33	11,358.20	11,926.11	12,522.42	128.78	135.22	141.98	149.08	156.53
83	274,554	288,282	302,696	317,831	333,722	22,880	24,023	25,225	26,486	27,810	10,559.78	11,087.77	11,642.16	12,224.26	12,835.48	132.00	138.60	145.53	152.80	160.44
84	281,418	295,489	310,263	325,777	342,065	23,452	24,624	25,855	27,148	28,505	10,823.77	11,364.96	11,933.21	12,529.87	13,156.36	135.30	142.06	149.17	156.62	164.45
85	288,454	302,876	318,020	333,921	350,617	24,038	25,240	26,502	27,827	29,218	11,094.37	11,649.09	12,231.54	12,843.12	13,485.27	138.68	145.61	152.89	160.54	168.57
86	295,665	310,448	325,971	342,269	359,383	24,639	25,871	27,164	28,522	29,949	11,371.73	11,940.31	12,537.33	13,164.20	13,822.41	142.15	149.25	156.72	164.55	172.78
87	303,057	318,209	334,120	350,826	368,367	25,255	26,517	27,843	29,235	30,697	11,656.02	12,238.82	12,850.76	13,493.30	14,167.97	145.70	152.99	160.63	168.67	177.10
88	310,633	326,165	342,473	359,596	377,576	25,886	27,180	28,539	29,966	31,465	11,947.42	12,544.79	13,172.03	13,830.63	14,522.16	149.34	156.81	164.65	172.88	181.53

**Client  
Sample Salary Range Schedule  
Month, Year**

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
89	318,399	334,319	351,035	368,586	387,016	26,533	27,860	29,253	30,716	32,251	12,246.11	12,858.41	13,501.33	14,176.40	14,885.22	153.08	160.73	168.77	177.20	186.07
90	326,359	342,677	359,811	377,801	396,691	27,197	28,556	29,984	31,483	33,058	12,552.26	13,179.87	13,838.87	14,530.81	15,257.35	156.90	164.75	172.99	181.64	190.72
91	334,518	351,244	368,806	387,246	406,608	27,876	29,270	30,734	32,271	33,884	12,866.07	13,509.37	14,184.84	14,894.08	15,638.78	160.83	168.87	177.31	186.18	195.48
92	342,881	360,025	378,026	396,927	416,774	28,573	30,002	31,502	33,077	34,731	13,187.72	13,847.10	14,539.46	15,266.43	16,029.75	164.85	173.09	181.74	190.83	200.37
93	351,453	369,025	387,477	406,850	427,193	29,288	30,752	32,290	33,904	35,599	13,517.41	14,193.28	14,902.94	15,648.09	16,430.50	168.97	177.42	186.29	195.60	205.38
94	360,239	378,251	397,163	417,022	437,873	30,020	31,521	33,097	34,752	36,489	13,855.35	14,548.11	15,275.52	16,039.29	16,841.26	173.19	181.85	190.94	200.49	210.52
95	369,245	387,707	407,093	427,447	448,820	30,770	32,309	33,924	35,621	37,402	14,201.73	14,911.82	15,657.41	16,440.28	17,262.29	177.52	186.40	195.72	205.50	215.78
96	378,476	397,400	417,270	438,133	460,040	31,540	33,117	34,772	36,511	38,337	14,556.77	15,284.61	16,048.84	16,851.28	17,693.85	181.96	191.06	200.61	210.64	221.17
97	387,938	407,335	427,702	449,087	471,541	32,328	33,945	35,642	37,424	39,295	14,920.69	15,666.73	16,450.06	17,272.57	18,136.19	186.51	195.83	205.63	215.91	226.70
98	397,636	417,518	438,394	460,314	483,330	33,136	34,793	36,533	38,359	40,277	15,293.71	16,058.39	16,861.31	17,704.38	18,589.60	191.17	200.73	210.77	221.30	232.37
99	407,577	427,956	449,354	471,822	495,413	33,965	35,663	37,446	39,318	41,284	15,676.05	16,459.85	17,282.85	18,146.99	19,054.34	195.95	205.75	216.04	226.84	238.18
100	417,767	438,655	460,588	483,617	507,798	34,814	36,555	38,382	40,301	42,317	16,067.95	16,871.35	17,714.92	18,600.66	19,530.70	200.85	210.89	221.44	232.51	244.13





## Appendix VI

### Sample Range Placement Recommendations

**CLIENT**  
**Sample Salary Range Placement Recommendations**  
**Date, Year**

Class Title	Current Maximum Monthly Salary	% from Top Monthly Median	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Study Benchmark	Rationale
Accounting Specialist I	\$5,058			12	\$4,817	-4.75%		Internal alignment: Set 10% below Accounting Specialist II
Accounting Specialist II	\$5,324	-0.9%	\$5,370	16	\$5,317	-0.12%	X	Market range and placement.
Administrative and Public Information Coordinator	\$6,663			23	\$6,321	-5.14%		Internal alignment: Set 10% above Administrative Specialist
Administrative Specialist	\$6,245	7.6%	\$5,769	19	\$5,726	-8.30%	X	Market range and placement.
Building & Facilities Construction Coordinator	\$7,110	Insuff. Data		26	\$6,807	-4.26%	X	Internal alignment: Set 20% below Property and Development Supervisor
Building & Facilities Maintenance Worker	\$4,867			12	\$4,817	-1.01%		Internal alignment: Set 5% below Senior Building and Facilities Maintenance Worker
Deputy Executive Director/Chief Operating Officer	\$16,849	15.7%	\$14,202	60	\$15,760	-6.46%	X	Internal alignment: Set 10% below Executive Director/ Chief Executive Officer
Director of Finance	\$11,943	0.7%	\$11,864	48	\$11,718	-1.88%	X	Market range and placement.
Director of Housing Programs	\$12,871	13.5%	\$11,136	46	\$11,154	-13.34%	X	Market range and placement.
Director of Property, Development, and Administration	\$12,871	10.7%	\$11,488	47	\$11,433	-11.17%	X	Market range and placement.
Executive Assistant	Proposed		\$6,300	23	\$6,321		X	Market range and placement.
Executive Director/Chief Executive Officer	\$18,068	3.2%	\$17,487	64	\$17,396	-3.72%	X	Market range and placement.
Family Self Sufficiency Coordinator	\$5,193	3.9%	\$4,989	13	\$4,938	-4.91%	X	Market range and placement.
Finance Analyst	\$8,723	0.8%	\$8,657	36	\$8,713	-0.11%	X	Market range and placement.
Housing Financing Analyst	\$6,689	Insuff. Data	Insuff. Data	26	\$6,807	1.76%	X	Internal alignment: Maintain 20% below Property and Development Supervisor
Housing Programs Representative	\$5,193	-0.6%	\$5,226	15	\$5,188	-0.09%	X	Market range and placement.
Housing Programs Specialist	\$5,596			17	\$5,450	-2.60%		Internal alignment: Set 5% below Senior Housing Programs
Housing Programs Supervisor	\$9,022	14.2%	\$7,737	37	\$8,931	-1.01%	X	Internal alignment: Set 10% above Senior Housing Programs
Human Resources Manager	\$9,447	2.3%	\$9,231	38	\$9,154	-3.10%	X	Market range and placement.
Information Systems Analyst	\$5,882	-28.4%	\$7,554	30	\$7,513	27.73%	X	Market range and placement.
Leasing Agent	\$6,663	Insuff. Data	Insuff. Data	29	\$7,330	10.01%	X	Internal alignment: Maintain 10% below Senior Housing
Leasing Representative	\$5,533	Insuff. Data	Insuff. Data	21	\$6,016	8.74%	X	Internal alignment: Maintain 20% below Leasing Agent
Maintenance Assistant	\$4,169	-6.7%	\$4,447	9	\$4,473	7.29%	X	Market range and placement.
Maintenance Project Coordinator	\$5,795			18	\$5,587	-3.59%		Internal alignment: Maintain 10% above Senior Building and Facilities Maintenance Worker
Office Assistant	\$4,253	0.4%	\$4,235	7	\$4,258	0.10%	X	Market range and placement.
Property and Development Supervisor	\$8,054	-2.4%	\$8,250	34	\$8,293	2.98%	X	Market range and placement.
Property Management Representative	\$4,154	-3.5%	\$4,298	7	\$4,258	2.50%	X	Market range and placement (total compensation).
Resident Programs Analyst	\$6,689	Insuff. Data	Insuff. Data	24	\$6,479	-3.15%	X	Internal alignment: Maintain 20% below Resident Programs Supervisor
Resident Programs Specialist	\$4,253			7	\$4,258	0.10%		Internal alignment: Set 5% below Senior Resident Programs Specialist
Resident Programs Supervisor	\$8,054	2.9%	\$7,821	32	\$7,894	-1.99%	X	Market range and placement.
Senior Building & Facilities Maintenance Worker	\$5,245	4.3%	\$5,017	14	\$5,061	-3.50%	X	Market range and placement.
Senior Housing Programs Analyst	\$7,354	-10.2%	\$8,106	33	\$8,091	10.02%	X	Market range and placement.
Senior Housing Programs Specialist	\$6,371	11.1%	\$5,661	19	\$5,726	-10.12%	X	Market range and placement.

**CLIENT**  
**Sample Salary Range Placement Recommendations**  
**Date, Year**

Class Title	Current Maximum Monthly Salary	% from Top Monthly Median	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Study Benchmark	Rationale
Senior Office Assistant	\$4,676	-2.6%	\$4,796	12	\$4,817	3.02%	X	Market range and placement.
Senior Property Management Representative	\$4,753			9	\$4,473	-5.88%		Internal alignment: Set 5% above Property Management Representative
Senior Resident Programs Specialist	\$4,676	-23.1%	\$5,755	9	\$4,473	-4.34%	X	Internal alignment: Maintain 10% below Family Self Sufficiency Coordinator
Systems Administrator	Proposed		\$8,854	37	\$8,931		X	Market range and placement.

**Legend for columns:**

Column 1 - Classification Title.

Column 2 - Client's current monthly maximum salaries.

Column 3 - Shows the percentage difference between the client's current maximum monthly salaries and the desired market position.

Column 4 - Market placement shows the monthly market values derived from the total compensation survey results.

Column 5 - Salary range number of the consultant's newly proposed salary range schedule.

Column 6 - Monthly maximum salary of the consultant's newly proposed salary ranges.

Column 7 - This percentage expresses the difference between the client's current salaries and the consultant's proposed salaries.

Column 9 - The rationale expresses how the consultant arrived at each proposed maximum monthly salary recommendation (i.e., the proposed range placement within the newly proposed salary range schedule).



**Submittal date: August 31, 2021**

# Proposal for Compensation and Benefits Survey – Phase 2

**Goleta Sanitary District**

## **Koff & Associates**

**GEORG S. KRAMMER**

Chief Executive Officer

2835 Seventh Street

Berkeley, CA 94710

[www.KoffAssociates.com](http://www.KoffAssociates.com)

[gkrammer@koffassociates.com](mailto:gkrammer@koffassociates.com)

Tel: 510.274.2760

Fax: 510.652.5633

August 31, 2021

Mr. Steve Wagner, P.E. CSDM  
General Manager/District Engineer  
Goleta Sanitary District  
One William Moffett Place,  
Goleta, CA 93117

Dear Mr. Wagner:

Thank you for the opportunity to respond to your request for proposal for a Compensation and Benefits Survey for the **Goleta Sanitary District** (“District”), for approximately 32 classifications. We are most interested in assisting the District with this important study and feel that we are uniquely qualified to provide value to your organization based on our extensive experience working with other sanitary and water districts throughout California.

Koff & Associates is an experienced public-sector Human Resources and Recruitment Services firm that has been conducting similar classification and compensation studies for cities, counties, and special districts, for 37 years. The firm has achieved a reputation for working successfully with management, employees, and union representatives. We believe in a high level of dialogue and input from employees and management and our proposal speaks to that level of effort. That extra effort has resulted in close to 100% implementation of all of our classification and compensation studies. We are very proud of the fact that we have only had a handful of formal appeals in our firm’s entire history.

I can be reached at our Berkeley address. My phone number is 510.274.2760 and my email is [gkrammer@koffassociates.com](mailto:gkrammer@koffassociates.com). Please call me with any questions or if you wish additional information.

We look forward to the opportunity to provide professional assistance to the Goleta Sanitary District with this important project.

Sincerely yours,



Georg S. Krammer  
Chief Executive Officer



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## QUALIFICATIONS OF FIRM

**Koff & Associates (“K&A”)** is a full-spectrum, public sector human resources and recruitment services firm that was founded by Gail Koff in 1984, and has been assisting special districts, cities, counties, other public agencies, and non-profit organizations with their human resources needs for 37 years.

As of April 30, 2021, we are in the process of merging with Arthur J. Gallagher and are now officially a Gallagher Division. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the Western Region.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including service as the management representative in meet & confer and negotiation meetings), working with Boards of Directors, Boards of Commissioners, Boards of Supervisors, City Councils, County Commissions, Boards of Trustees, Merit Boards, and Joint Power Authorities.

The firm’s areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; organizational development/assessment studies; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for our smaller public agencies that need the expertise of an Human Resources Director but do not need a full-time, on-site professional.

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

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

K&A relies on our stellar reputation and the recommendations and referrals of current and recent past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical human resources assistance with integrity, honesty, and a commitment to excellence.

We are very proud of the fact that we have only had a handful of formal appeals in our entire history, working with hundreds of public agency clients and completing hundreds of studies and other projects.

## KEY PERSONNEL

All members of our team have worked on multiple classification and compensation studies and are well acquainted with the wide array of public sector classification plans and compensation structures, as well as the challenges and issues that arise when conducting studies such as this one for the District. K&A has a team of 32 professionals.

Georg Krammer, Chief Executive Officer, will serve as the Director for this project; he will coordinate all of K&A's efforts, will attend all meetings with the District, and will be responsible for all work products and deliverables.

Georg brings over 20 years of management-level human resources experience to Koff & Associates with an emphasis in classification and compensation design; market salary studies; organizational development; executive recruitment; performance management; and employee relations, in the public sector and in large corporations as well as small, minority-owned businesses.

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

He has spearheaded several hundred classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

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

- **Wastewater:** California Association of Sanitation Agencies, Central Marin Sanitation Agency, Encina Wastewater Authority, Leucadia Wastewater District, Napa Sanitation District, Ojai Valley Sanitary District, Orange County Sanitation District, Oro Loma Sanitary District, Truckee Sanitary District, Union Sanitary District, Vallejo Flood and Wastewater District
- **Water:** Bay Area Water Supply & Conservation Agency, Beaumont Cherry Valley Water District, Central Coast Water Authority, Cucamonga Valley Water District, Eastern Municipal Water District, Joshua Basin Water District, Marina Coast Water District, Metropolitan Water District of Southern California, Min-Peninsula Water District, Mojave Water Agency, Monte Vista Water District, Mt. View Sanitary District, Oakwood Lake Water District, Paradise Irrigation District, Rancho California Water District, San Bernardino Valley Water Conservation District, Santa Clarita Valley Water Agency, Sonoma County Water Agency, South Coast Water District, State

Water Contractors, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Valley County Water District, West Basin Municipal Water District, Western Municipal Water District, Zone 7 Water Agency

- **Other Special Districts:** Air Quality, Community Services District, Fire and Police Protection, Housing/Economic Development, Open Space, Public Utilities, and Transportation.
- **Cities/Towns:** Alameda, American Canyon, Anaheim, Arroyo Grande, Bellflower, Campbell, Citrus Heights, Coachella, Concord, Cotati, Gilroy, La Cañada Flintridge, Lomita, Los Altos, Los Altos Hills, Menifee, Menlo Park, Morro Bay, Murrieta, National City, Newport Beach, Oakland, Oxnard, Palm Desert, Perris, Pleasant Hill, Port Hueneme, Redlands, Redwood City, Sacramento, San Diego, San Jose, San Marino, Santa Ana, Santa Barbara, Santa Clara, Saratoga, Sausalito, Seal Beach, Spokane (Washington), Vallejo, West Sacramento, Westminster, Yucca Valley, Yreka
- **Counties:** Bernalillo (New Mexico), Fresno, Monterey, Orange, Placer, San Joaquin, Sonoma, and Trinity.
- **Courts:** Habeas Corpus Resource Center, Superior Court of Kern County, Superior Court of Orange County, Superior Court of Santa Barbara.

## **METHODOLOGY / SCOPE OF WORK / DELIVERABLES**

### **COMPENSATION AND BENEFITS SURVEY**

#### **Deliverable A. Meetings with Study Project Team and Management Staff and Initial Documentation Review**

- Orientation and briefing sessions with the study project team and staff to explain methodology.
- Gather all pertinent documentation, including class descriptions, organizational charts, personnel policies, memoranda of understanding, etc.
- Review and confirm comparator agencies, benchmark classifications, and benefits to be surveyed.

#### **Deliverable B. Data from Comparators and Preliminary Data Review**

- K&A to conduct all of the data collection and analysis to ensure validity of data and quality control; compare job description to job description; ensure matches of at least 70%.
- Review the District's existing job descriptions to ensure understanding of each position to be surveyed.
- Collect job descriptions, organization charts, and other information from comparator agencies via website, in person, or by telephone.
- Make preliminary "matches" using "whole position methodology" and then schedule appointments by telephone, and sometimes in person, with knowledgeable individuals to answer specific questions. Our "whole position methodology" includes factors such as education, experience, problem solving, supervision exercised, etc.
- Ensure a very high validity rate and produce data that is substantiated before management, employee representation as well as governing bodies.
- Enter data into spreadsheet format designed for ease of interpretation and use.
- Present information in a format that will identify the comparator positions used for each class comparison.
- Calculate information based upon average and median figures, allowing the District to make informed compensation decisions.
- Collect and display benefit data in an easy-to-read format.

- Submit three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data.

#### **Deliverable C. Draft Compensation Findings and Meeting with Project Team**

- Distribute draft findings to the District.
- After the District’s preliminary review, meet with the project team and various stakeholders to clarify data, receive requests for reanalysis of certain comparators; and answer questions and address concerns.
- Provide an opportunity for the project team and other stakeholders to review and question any of our recommended benchmark comparator matches.
- If questions arise, conduct follow-up analysis to reconfirm original analysis and/or make corrections.

#### **Deliverable D. Analysis of Internal Relationships and Alignment**

- Determine internal equity for both market driven and non-benchmarked positions.
- Develop internal position hierarchy based on the “whole position” classification methodology which we use to do the internal alignment.
- Make recommendations regarding vertical salary differentials across the organization.

#### **Deliverable E. Compensation Recommendations**

- Review and make recommendations regarding internal alignment and salary structure within which classifications are allocated, based upon the District’s preferred compensation plan.
- Discuss draft recommendations with management team prior to developing Interim Report.

#### **Deliverable F. Draft Compensation Report, Final Report and Guidelines for Implementation**

- Complete Draft Report and submit to the District for review, comment, and recommendations, including detailed compensation findings and recommendations; proposed salary ranges, and implementation issues; methodology for continued implementation and maintenance of recommendations.
- After the District’s questions/concerns are addressed and discussed, create Final Compensation Report.

#### **Deliverable G. Final Presentation**

- Our proposal includes the option for one initial overview, one interim study session (to discuss the initial findings of the market salary study), and one final presentation to the Board, as needed.

## **TIMELINE**

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

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

Deliverables	Compensation and Benefits Survey	Completion by:
A.	Meetings with Study Project Team and Management Staff and Initial Documentation Review	Week 1
B.	Data from Comparators and Preliminary Data Review	Week 9
C.	Draft Compensation Findings and Meeting with Project Team	Week 10
D.	Analysis of Internal Relationships and Alignment	Week 11
E.	Compensation Structure Development	Week 11
F.	Draft Compensation Report, Final Report and Guidelines for Implementation	Week 12
G.	Final Presentation	As Scheduled

## COST PROPOSAL

**Please note:** for small studies such as this, it is often challenging to estimate the hours; of course, we will only bill for actual hours worked and this study may take fewer hours than our best estimate below. Additionally, any unbilled time left over from the Phase 1 budget will be applied to Phase 2.

Deliverables	Compensation and Benefits Survey	Hours Option A	Hours Option B
A.	Meetings with Study Project Team and Management Staff and Initial Documentation Review; Confirmation of Comparator Agencies, Benchmarks, and Benefits to be Surveyed	3	3
B.	Data from Comparators and Preliminary Data Review (up to 23 benchmark classifications and up to 12 comparator agencies)	93	93
C.	Draft Compensation Findings/Meeting with Project Team	16	16
D.	Analysis of Internal Relationships and Alignment	5	5
E.	Compensation Structure Development	5	5
F.	Draft Compensation Report, Final Report and Guidelines for Implementation	8	8
G.	Final Presentation	5	0
	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	3	3
	<b>Total Professional Hours -</b>	<b>138</b>	<b>133</b>
	Combined professional and clerical composite rate: <b>\$160/Hour</b>	<b>\$22,080</b>	<b>\$21,280</b>
	Expenses are <b>included</b> in the composite hourly rate:	<b>N/A</b>	<b>N/A</b>
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, etc.</i>		
	<b>TOTAL PROJECT COST NOT TO EXCEED:</b>	<b>\$22,080</b>	<b>\$21,280</b>
	<i>*Additional consulting will be honored at composite rate (\$160/hour)</i>		

## **CONTRACTUAL REQUIREMENTS**

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

Thank you!

## **INSURANCE REQUIREMENTS**

We will submit and support the levels of coverage and endorse the District with our General Liability coverage upon award of a contract for the project.

Section 7 (page 2) and Section X (pages 5-6) - Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

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

## Proposal Signature Page

Koff & Associates intends to adhere to all of the provisions described above.

This proposal is valid for 90 days from date of submittal.

Respectfully submitted,

By: KOFF & ASSOCIATES  
State of California



Georg S. Krammer  
Chief Executive Officer

August 31, 2021

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# **AGENDA ITEM #2**

**AGENDA ITEM: 2**

**MEETING DATE: September 8, 2021**

**I. NATURE OF ITEM**

Review and Consideration of Proposal for Construction Management Services for the Treatment Plant Lift Station Rehabilitation Project

**II. BACKGROUND INFORMATION**

An integral part of the Goleta Sanitary District's Water Resource Recovery Facility (WRRF) is its Plant Lift Station which was constructed in 1988. This lift station pumps raw wastewater from the District's collection system as well as the Santa Barbara Municipal Airport. The lift station consists of 5 pumps, (4) 125 horsepower (HP) 6.5 million gallon per day (MGD) pumps, and (1) 75 HP 4.5 MGD jockey pump. During the life of the lift station normal maintenance has been performed to ensure that the pump station performs reliably.

In August, 2019 the Board approved a contract with MNS Engineering Inc. (MNS) for design services to complete plans and specification and bid documents for a project to rehabilitate the influent pump station to maintain safety and functionality.

In August, 2021 the Board approved the project to go out to competitive bid based on the final plans produced by MNS.

**III. COMMENTS AND RECOMMENDATIONS**

Staff requires the assistance from an engineering firm for construction management (CM) services. These services may include: Project Review and Pre-Job Coordination, Project Setup, Pre-Construction Conferences, Pre-Construction Site Survey, Contract Administration/Document Control, Project Communication and Coordination, Project Schedule Adherence, Cost Control, Inspection, Permit Management, Safety, Labor Compliance/Certified Payrolls, Record Drawings (As-Builts), Startup and Commissioning, and Closeout.

Staff contacted MNS to provide an updated proposal for the required services for this project. MNS was the design engineering firm and therefore is extremely familiar with the scope of this project, they also have a local office to help reduce the costs of onsite inspections.

The approved FY 2021-22 budget included \$3,370,065 for the construction phase of this project. A summary of the revised total estimated project cost based on the 100% design cost estimate and attached CM proposal is shown in the following table.

<b>Projected Cost Estimate &amp; Budget</b>		
<b>Costs</b>	<b>Previous</b>	<b>Current</b>
Construction	\$ 3,130,000	\$ 3,130,000
Construction Management (CM)	\$ 296,110	\$ 456,072
<b>Total</b>	<b>\$ 3,426,110</b>	<b>\$ 3,586,072</b>

<b>Budget</b>	
FYs 2019-21 Budget Total	\$ 1,970,065
FY 2021-22 Budget	\$ 1,400,000
<b>Overage to FY 2022-23 Budget</b>	<b>\$ 216,007</b>
<b>Total</b>	<b>\$ 3,586,072</b>

A copy of the estimated construction cost is attached to this report. While the total estimated project costs slightly exceed the funding included in the approved FY 2021-22 budget, the actual costs will be based on the approved contract amount and added to the FY 2022-23 budget. The project may be delayed if the received bids are significantly higher than the estimated project costs.

Staff recommends that the Board authorize the General Manager to contract MNS Engineering Inc. for construction management services at an amount not-to-exceed \$456,072 for the Plant Lift Station Rehabilitation Project.

#### **IV. REFERENCE MATERIAL**

MNS Proposal for Construction Management Services

**August 21, 2021**

Goleta Sanitary District  
**Attention: Mr. Steve Wagner**, General Manager  
One William Moffett Place  
Goleta, CA 93117

**SUBJECT: Proposal for Construction Management Services for Influent Pump Station Improvement Project**

Dear Mr. Wagner:

Thank you for the opportunity to submit this proposal for Construction Management Services for the Influent Pump Station Improvement (IPS) Project. MNS Engineers, Inc. (MNS) offers the Goleta Sanitary District (District) a team of qualified construction management professionals with experience in similar rehabilitation and improvements in operating wastewater treatment plants. The MNS team has specific experience in the planning and coordination necessary to ensure that improvement work is conducted in a coordinated manner as to not jeopardize plant operations.

### Project Understanding

The goal of this project is to successfully rehabilitate the existing plant influent pump station's operation and safety. The key objectives of this project include:

- New complete bubbler level control system
- Rehabilitation of four existing influent pumps and motors
- Upgrades and overhaul of the HVAC system to ensure maintenance of classified gas areas and compliance with NFPA requirements
- New sump pump system
- New gas detection system
- Electrical and control modifications including:
  - The replacement of existing Motor Control Centers (MCC) F and FA into a single motor control center.
  - New Automatic Transfer Switch
- Concrete repair and coatings to existing concrete structures including the plant wet well.

This work must be completed in a manner as to maintain the plant operational capability at all times during construction. MNS has reviewed the project's conceptual schedule. We have reviewed the 90% plans and specifications and offer the following insight:

### Risk Management

As the District's advocate, MNS will continually evaluate potential risks to achieving the project's key performance indicators (KPIs). MNS will work directly with the District's Project Manager and the construction contractor to implement risk mitigation strategies to maintain a project on schedule and budget continually.

We have reviewed the construction documents to identify potential project risks and develop mitigation strategies for each of these identified risks.



TABLE 1 Key Project Risks and Mitigation Strategies

Element	Risk	MNS Action
<b>Maintenance of Plant Operations (MOPO)</b>	<ul style="list-style-type: none"> <li>Work will be conducted within the confines of an existing plant. The plant must be operational during all phases of construction.</li> </ul>	<ul style="list-style-type: none"> <li>MNS will institute a Process Shutdown Request (PSR) process that will require the construction contractors to develop detailed planning for any construction activity that could affect ongoing plant operations.</li> <li>MNS will serve as the facilitator between District operations and the contractor to help ensure that the "unplanned consequences of construction" risks are removed as a risk.</li> </ul>
<b>Delays in Delivery of Key equipment</b>	<ul style="list-style-type: none"> <li>Current market conditions could cause a delay in the delivery of critical electrical equipment (MCC) and delay the refurbishment of the pumps. This risk could negatively impact the project schedule and overall budget</li> </ul>	<ul style="list-style-type: none"> <li>MNS will implement its Focused Submittals Review process that engages all project stakeholders in the expedited review of those critical project submittals.</li> <li>MNS recommends the District modify its contract documents to clarify its force majeure clause further to provide extra protection against claims from contractors due to such delays.</li> <li>Monitor and update project construction schedule.</li> <li>Suggest not allowing bypass to begin until delivery of the MCC, ATS, and related items to start until delivery dates are 100% certain.</li> </ul>
<b>Startup and commissioning of new facilities</b>	<ul style="list-style-type: none"> <li>The start-up and commissioning process for new facilities sometimes suffers from a lack of planning and coordination</li> </ul>	<ul style="list-style-type: none"> <li>Implement the MNS "Starting with the End in Mind" program.</li> <li>This program requires contractors to work directly with plant operations and the CM team to develop commissioning plans at the project's outset. This includes training and maintenance planning.</li> </ul>
<b>Plant bypass requirements</b>	<ul style="list-style-type: none"> <li>Plant flow will require to be bypassed during a portion of the work.</li> </ul>	<ul style="list-style-type: none"> <li>MNS will implement its Plant Shutdown Request process to ensure that the contractor's bypass planning is correct and provides redundancy and emergency failure response planning.</li> </ul>

### Construction Management Approach

Our straightforward approach to construction management (CM) focuses on project efficiency and fulfilling all District budget, schedule, and documentation requirements. The following scope was specifically adapted to satisfy the objectives and requirements described in the project scope of work. Our CM scope of work is comprised of three separate tasks:

- Pre-Construction Phase
- Construction Phase
- Post-Construction Phase

MNS will provide the following Scope of Work:

<b>TASK 1</b>	<b>PRE-CONSTRUCTION PHASE</b>
<b>TASK 1.1</b>	<b>Project Review and Pre-Job Coordination</b>

Upon receipt of the Notice to Proceed from the District, MNS will contact the key individuals involved in the project and establish a clear protocol for the contract administration, lines of communication, and levels of authorization. We will coordinate with the District to establish a firm foundation of communication and understanding of the project.



**TASK 1.2** Project Setup

Before commencing construction MNS will establish a cloudbased construction document control and filing system, saving time and reducing risk. The electronic document control system will integrate information from the design, construction, and District's teams.

**TASK 1.3** Pre-Construction Conference

MNS will organize and conduct a pre-construction meeting. The Construction Manager will prepare an agenda and submittal list for the District's review and send to the contractor prior to the meeting. At the pre-construction conference, we will discuss the hierarchy of both the District and the contractor as well as establish the protocol to be used throughout the project. The meeting will set the tone of cooperation for the project and elaborate on contract requirements and concerns. MNS will distribute meeting minutes to all parties in attendance. The meeting will highlight the contractor's responsibility including:

- Safety
- Sequence of work
- Schedule
- Site access and traffic control
- Deliveries
- MOPO protocols
- Underground utilities
- Daily pre-task meetings with plant staff
- Permits
- Schedule of value/progress pay requests/state funding requirements
- Labor compliance and reporting
- Submittals, Requests for Information (RFIs), and Contract Change Orders (CCOs)
- Schedule updates and weekly meeting
- As-builts/record documents
- Project closeout and warranty transfer

**TASK 1.4** Pre-Construction Site Survey

MNS will use both video and photographs to conduct the pre-construction survey. This site survey will provide a record of the conditions of all areas that may be impacted by construction associated with this project.

**TASK 2** CONSTRUCTION PHASE**TASK 2.1** Contract Administration/Document Control

MNS will implement the project administration system discussed in Task 1.2. Our system will contain a method for organizing files and computer-generated forms and spreadsheets to assist in tracking correspondence, submittals, requests for information (RFIs), contract change orders (CCOs), progress payments, and documenting materials testing results. Contract administration includes:

- Daily diaries
- Labor compliance and certified payrolls
- Logs for submittals, RFIs, CCOs, and materials testing results



- Correspondence, permits, and agreements
- Progress schedule/Weekly Statement of Working Days (WSWDs)
- Progress Pay Estimates and quantities
- Potential claims
- Safety and traffic control
- Material verification
- Weekly meetings agenda and minutes

## TASK 2.2 Project Communication and Coordination

The Construction Manager will oversee project communication and coordination with the District, Design Engineer, and contractor throughout the construction phase. The weekly progress meetings will help the construction team to stay abreast of project issues and progress. The Construction Manager will act as the project liaison for the District.

## TASK 2.3 Project Schedule Adherence

The Construction Manager will review and approve the contractor's schedule at the start of the project. The contractor will be required to submit schedule updates, which will also be reviewed by the Construction Manager. MNS will require and review the three-week-look-ahead schedule from the contractor on a weekly basis. The contractor will be issued WSWDs to document the progress of the work and the number of working days expended.

## TASK 2.4 Cost Control

The project's document control system will track and monitor the actual project construction costs. The tracking of contract item payments and quantities is incorporated into the progress payment spreadsheet. Contract change order payments, extra work, and item overruns and underruns will also be tracked. The project contingency balance will be verified as part of the monthly progress pay estimate review and submittal. MNS will work closely with the District and the contractor to resolve all change orders and/or disputes.

## TASK 2.5 Submittal / RFI Review

MNS will perform timely review of submittals and RFIs; all submittals and RFIs will be logged and distributed as necessary. MNS will monitor the log to verify responses are submitted in a timely manner, foremost in the planning process.

### Focused Submittal Reviews

MNS has developed a focused submittal review process for long-lead items. This process identifies those long-lead items requiring expedited submittal review and engineer approval to accelerate its release for fabrication. The process allows the Engineer to review the submittal over a ten-day period. MNS will arrange a meeting to discuss the submittal and any questions/issues requiring clarification before approval (in person or via Zoom). This meeting will include the reviewing engineers, the equipment manufacturer technical team, and the contractor.

Generally, the process of submitting, reviewing, and approving submittals is the most document control-intensive portion of the project. Our cloud-based document control system processes submittals in as few as three clicks. The system distributes submittals as determined in the established communication matrix. All submittal tracking logs are automatically maintained. We will review all submittals for general compliance with the contract documents to minimize the complicated and often project delays associated with resubmittals.



**TASK 2.6** Progress Estimate

MNS will prepare accurate and complete quantity calculations for each contract item and each progress pay estimate. The Inspector will track any extra work and supplemental work costs to be compared against the authorized change order amounts. We will review the contractor's monthly Request for Payment and recommend approval for payment to the District.

**TASK 2.7** Change Order and Claims Management

Before beginning any contract work, MNS will coordinate with the District to define the preferred contract change order (CCO) process. We will provide management of CCO administration. Our initial review will determine entitlement and find a mitigation strategy to lessen the impacts of any change. MNS will manage the change impact process by providing a detailed estimation of costs and time impacts. We will prepare any CCOs, provide recommendations to the District on acceptance and impact mitigation, and maintain documentation of potential change orders, issue files, and change orders with our cloud-based document control system. The Construction Manager will work closely with the District, Design Engineer, and contractor to resolve all change orders and/or disputes. That said, if a dispute has been filed MNS will work diligently to thoroughly understand the nature and extent of the dispute and resolve it as quickly as possible. MNS will work proactively with the contractor, designer, and District to minimize the cost and schedule impacts resulting from project changes.

Our objective is to resolve any conflict or potential claim at the job level before it becomes an actual claim. Notices of Potential Claims (NPCs) submitted by the contractor will be acted on promptly. We will evaluate all NPCs and resolve disputes fairly and with cost in mind, and review resolutions with the District's Project Manager. We have found the risk of dealing with a contract claim can be minimized by:

- Responding timely to RFIs and CCOs
- Anticipating problems and resolve issues proactively
- Resolving conflicts at the lowest possible level
- Being firm but fair when analyzing potential disputes

**TASK 2.8** Inspection

The Construction Manager will implement inspection guidelines for monitoring the quality of the contractor's work. The Construction Inspector will be onsite daily to inspect the work and verify it is performed safely and in accordance with the contract documents. The inspectors' responsibilities include:

- *Meetings.* Host and document pre-installation meetings with installing contractors.
- *QA.* Inspect all work to ensure it meets the requirements and quality of work outlined in the contract documents. Monitor contractor's QC program to ensure compliance with the approved plan.
- *Daily Inspection Reports/Documentation.* The daily report will include an accurate description of the labor and equipment, work description, safety issues, work performed, and weather conditions. Inspector will submit labor compliance reviews, material verifications, track work items, and maintain as-builts.
- *Coordination.* Coordinate testing of systems.
- *Site documentation.* MNS will take pre-construction site photos to document the existing condition of the project limits prior to construction. MNS will document construction throughout the life of the project.
- *Permit/SWPPP Compliance.* Monitor work for compliance with project permits and appropriate stormwater best management practices (BMPs) are being implemented.
- *Verification of Material and Equipment.* Verify the delivered items conform to the project specifications and approved submittals.
- *Punch List* Develop a punch list of items and verify completion per the specifications.



**TASK 2.9** Permit Management

MNS will monitor the construction to ensure all items of work are performed in accordance with the encroachment permit and stormwater pollution control permit requirements. MNS will review the contractor's WPCP prior to the start of construction.

**TASK 2.10** Safety

The contractor has sole responsibility for compliance with safety requirements on the construction contract, but MNS will monitor compliance with their safety program and advise the District of observed deficiencies. The contractor's approved Safety Plan, MUTCD, and Cal/OSHA Safety Orders will guide our inspectors in monitoring the contractor's work. Final payment is addressed in the project closeout section.

**TASK 2.11** Labor Compliance/Certified Payrolls

As part of the monthly closeout, MNS will review certified payroll to verify the contractor and their subcontractors have complied with the California Department of Industrial Relations (DIR) requirements about certified payroll verification and submission. MNS will also conduct field surveys of the contractor's staff and subcontractors to ensure compliance with prevailing wage rate requirements. The Office Administrator will manage this process with the contractors providing that all required information is obtained and processed promptly.

**TASK 2.12** Record Drawings (As-Builts)

MNS will track and maintain as-built drawings in accordance with the contract requirements and ensure they are complete. The Construction Manager will monitor the status of the as-built drawing set which is often made a contingency for approval of the monthly pay request. MNS will also keep a field set of as-built drawings for use in reviewing the contractor's copy. Upon completion, the final set of record drawings will be reviewed by the Construction Manager and submitted to the Design Engineer for final processing.

**TASK 2.13** Startup and Commissioning

The start-up and commissioning planning process begins within 60 days of the Notice to Proceed and continues until the project is substantially complete. This detailed planning process includes plans and testing protocols for each new item of equipment or subsystem. The commissioning process flows through several formal testing and certification stages for each item of an equipment item, including proper installation, functional testing, performance testing, subsystem testing, system testing, and final performance measurement and testing. MNS will review the project specifications to ascertain each system's training requirements and piece of equipment and ensure these requirements are satisfied.

**TASK 3** CONSTRUCTION CLOSEOUT PHASE**TASK 3.1** Closeout

MNS will provide a set of field as-built drawings for final processing of the as-built plans. The Construction Manager, with the assistance of the Construction Inspector, will prepare and submit a final punch list of outstanding contract items to the contractor, and re-inspect the completed work. MNS will also conduct a final inspection in presence of District representatives and the contractor. Once the contractor provides all required documentation, MNS will submit a Final Pay request for final payment. MNS will submit all job files and final reports to the District upon completion of the contract.



## Staff Qualifications

### Willy Nowotny—Project Manager

Mr. Nowotny has over 35 years of experience in the project management of wastewater treatment plant rehabilitation projects. He has successfully managed over \$4B in large, complex wastewater treatment plant conversions. Adding insight to his project management expertise, Willy's first 20 years of experience was as an at-risk contractor. This experience provides Willy with the added insight into understanding the challenges faced by the project from the contractor's perspective and how to best mitigate those challenges to achieve the District's goals.

### Jason Mate—Construction Manager

Mr. Mate has a depth of experience in managing the construction of water and wastewater projects. Jason brings a practical hands on approach to supervising complex projects. Jason has over 14 years of construction experience where his roles have ranged from Project Engineer, Construction Manager, and Resident Engineer, to Project Manager for several large-scale water and wastewater projects. He recently completed managing the construction for the \$110M Advanced Water Treatment Facility for WRD. Jason will be responsible for the overall construction management and will be available to assist the District as needed in any matters requiring clarification or expedited resolution.

### Eddie William—Construction Inspector

Mr. Williams has over 30 years of experience in construction inspection for public works projects including water and wastewater projects. Eddie worked as the lead inspector for the City of Santa Maria where he acted as Construction Manager and Inspector for all types of CIP and private development projects. He recently completed the inspection for the Southland WWTF Sludge Dewatering Screw Press project for Nipomo CSD and provided inspection for the Annual Waterline Replacement project for the City of Santa Cruz.

### Ken Shaner—Construction Inspector

Mr. Shaner has over 34 years of experience in construction management and inspection, with a strong background in water/sewer system, utility relocation projects, and roadway/highway. Ken spent over 20 years as a public works inspector for the County of Ventura where he oversaw the inspection of the Water and Sewer.

## Schedule and Fee

MNS proposes to provide construction management services as outlined in the Work Plan/Scope of Work on a time and materials, not-to-exceed basis. The estimated cost of services is shown in the attached Staffing Plan. Actual costs billed to the District will be on actual time spent. Based upon the anticipated construction duration of 9 months with additional time for start-up, MNS estimates that the total service fee for construction management and inspection for this project is **\$456,072.00**. This is a prevailing wage project; therefore, the inspection will be paid in accordance with DIR prevailing wage rates. Note that the fee is an estimate; the actual costs may fluctuate depending on the contractor's actual operation, changes in scope, and/or the length of time requested by the District to complete this project.

Our proposed construction professionals are committed to delivering quality services to deliver a timely, cost effective project. Again, we appreciate the opportunity to propose on this work. Please feel free to contact me at (805) 692-6921 or at [gchelini@mnsengineers.com](mailto:gchelini@mnsengineers.com) should you have any questions.

Sincerely,  
**MNS Engineers, Inc.**



Greg Chelini, PE  
Vice President

Attachments; Staffing Plan

## Willy Nowotny, CCM, DBIA Principal Construction Manager



### Firm

- MNS Engineers, Inc.

### Areas of Expertise

- Construction management and inspection
- Water/wastewater infrastructure rehabilitation and improvements
- Capital project development
- Alternative Delivery Methods: Lump Sum, Design-Build, CMAR/GMP

### Years of Experience

- Total: 37

### Certifications

- Certified Construction Manager, CMAA
- Design-Build Professional, DBIA
- 10-hour Construction Safety, Cal/OSHA
- CPR and First Aid

### Education

- MA, Public Administration, George Washington University, Washington, DC
- BA, Political Science/Economics, Texas A&M University-Commerce, College Station, TX

### Affiliations

- Construction Management Association of America
- Design Build Institute of America, National Water/Wastewater Steering Committee
- Design Build Institute of America, Houston Chapter President
- Project Management Institute

Willy will provide lead construction management services and oversight of the MNS team on this project. Willy is considered an expert in wastewater treatment plant rehabilitation projects in the United States and overseas. He has more than 40 years' experience, as a contractor and program and construction manager on projects that require careful integration of the new treatment processes while maintaining full-operation of the plant.

Willy is a seasoned construction professional with over 37 years of experience leading multidisciplinary teams in the successful completion of over \$4B in large complex water and wastewater projects throughout the United States, the Dominican Republic, and Peru.

Willy's broad experience includes all aspects of large capital project development processes from design management through project closeout. He provided risk management and consulting for the third set of locks of the Panama Canal. He is proficient in all alternative delivery methods including lump sum, design-build, and CMAR/GMP. His success in the industry is built upon a strong drive to provide the customer with outstanding results—on time and on budget. Willy's experience in team building includes both design and construction professionals.

### His project experience includes:

**Owner's Agent for On-Call Engineering Services, Carmel Area Wastewater District, CA.** *Project Manager.* MNS serves as the direct Owner's Representative and Advisor to the Board of Directors for the largest renovation project at this plant in 25 years. MNS provides the District with project risk mitigation strategies including schedule review, time impact analysis, and claims mitigation services for the construction of this plant work. MNS also provides the District with review and opinion of major change order issues.

**Owner's Agent for the Digester and Thickener Facilities Upgrade, City of San Jose, CA.** *Principal Project Director.* This \$107M upgrade project is part of the 150-million-gallons-per-day San Jose-Santa Clara Regional Wastewater Facility (RWF). Construction upgrades to this 60-year-old facility involve the retrofit of 15 existing digesters and thickener facilities. Renovations include structural, mechanical, electrical, and



instrumentation and controls. As part of the \$8M contract, MNS provides claims management and mitigation services, including change order management, risk identification, mitigation strategies, schedule review, and time impact analysis.

**Owner's Agent/Owner's Engineer Services for GRIP Program, Water Replenishment District of Southern California, CA.** *Construction Manager.* WRD established the GRIP to find alternative sources of water to offset the imported water used for replenishment in the Montebello Forebay. As part of the GRIP, an advanced water treatment facility (AWTF) was designed and constructed to treat 10,000 acre feet per year of tertiary recycled water. Treatment processes include automatic strainer to protect downstream membrane treatments systems from large particles; microfiltration (MF) or ultrafiltration (UF) to reduce turbidity and silt density index (SDI) of reverse osmosis (RO) feed water; cartridge filtration to project downstream of the RO process; RO to remove salts, minerals, metal ions, organic compounds, and microorganisms; advanced oxidation with ultraviolet light (UV) treatment using hydrogen peroxide in concert with UV to reduce N-Nitroso-Dimethylamine (NDMA) concentrations and provide additional disinfection; decarbonation to release excess carbon dioxide and stabilize the product water; and pH adjustment/corrosivity stabilization.

**Valencia Water Reclamation Plant Stage Five Expansion, Los Angeles County Sanitation Districts, Valencia, CA.** *Senior Project Manager.* This \$80M complete expansion of the existing water reclamation plant included influent pumps, primary sedimentation tanks, aeration tanks, final sedimentation tanks, pressure filters, chlorine contact tanks, chemical stations, digesters, solids handling facilities, and associated mechanical, electrical, and instrumentation work as well as construction of a new administration building. Working for the JF Shea Construction Company, responsibilities included day-to-day field management of the Valencia Water Reclamation Plant and Hill Canyon Water Reclamation facility expansion.

**Thomas P. Smith Water Reclamation Expansion, City of Tallahassee, Tallahassee, FL.** *Project Director.* This \$168M water treatment expansion project required innovative contracting strategies and aggressive scheduling. In an effort to keep project costs down while providing needed construction support, a partnership was established with Florida State and Florida A&M to use their top construction and engineering students to serve as interns on the project. His efforts to train and motivate the project team resulted in a true safety culture that

enabled the project to exceed two million man-hours without a Cal/OSHA recordable incident.

**Greenfield Membrane Wastewater Treatment (\$50M), Regional Wastewater Operating Authority, Greenville, SC.** *Project Director.* Wilhelm maximized shared savings by leading the project team to exceed a very aggressive completion schedule by two months, returning to the Owner over \$2M in savings. He motivated and coached the project team into a collaborative partnership with the local contractors. This contributed to the project's success in exceeding one million man-hours without an OSHA recordable incident.

**La Romana Water Treatment Plant, Greenfield Water Treatment Plant, La Romana, Dominican Republic.** For this \$142M project, Willy assumed responsibility for this project at 20% of completion with 35% of budget and schedule exhausted. He reorganized the project team to make best use of available resources. The project was completed on time and on schedule.

**San Francisco de Macoris Water Treatment System, Refurbishment and Enlargement of Existing Water Treatment Plant, San Francisco de Macoris, Dominican Republic.** For this \$178M project, Willy assumed responsibility for this project at 40% of completion with 70% of the budget and schedule exhausted. He completed major buyout of ductile iron pipe saving \$12M against projected cost and obtained a two-month time extension from governmental authority, INAPA. The project was completed on schedule.

**Bani Water Treatment Plant Expansion (\$43M), Bani, DR.** Wilhelm recruited and organized the project team. His leadership of the procurement effort saved \$20M in projected costs through use of worldwide resources. The project brought potable water to over 150,000 residents.

**Low Pressure Membrane Water Treatment Plant (\$75M), Yuma, AZ.** Wilhelm negotiated with Yuma City officials for first ever project completed under an alternative delivery method, Construction Manager at Risk (CMAR). He led the team through a successful schedule development, buyout, and construction planning. The project completed as planned.



## Jason Mate, CCM, CPEI Construction Manager



### Firm

- MNS Engineers, Inc.

### Areas of Expertise

- Water/wastewater projects
- Roadways
- Project management

### Years of Experience

- Total: 14

### Certifications

- Certified Construction Manager, CMAA
- Certified Public Infrastructure Inspector, APWA
- Concrete Field Testing Technician, ACI Grade 1
- 10-hour Construction Safety, Cal/OSHA

### Education

- BEng, Environmental Engineering, minor in Civil Engineering (Honors), Griffith University, Queensland, Australia

### Professional Development

- Stormwater Pollution Prevention Plan (SWPPP) training

Mr. Mate has over 14 years of experience in environmental and civil engineering. Jason's roles have ranged from project engineer, resident engineer, to project manager for several large-scale projects involving water/wastewater resources, transportation, and solar energy. His experience includes:

### **New Turn-Out Structures at the San Gabriel River Coastal Basin Spreading Ground, Water Replenishment District of Southern California, CA.**

*Construction Manager.* This project constructed two new turn-out structures and associated discharge structures at the San Gabriel River Coastal Basin Spreading Grounds, which will provide needed operational flexibility for the spreading of an additional 11,000 acre-feet per year (AFY) of tertiary recycled water and 10,000 AFY of advanced treated recycled water. Additional work included shotcrete lining of an existing approximately 6,400-linear-foot distribution channel and the installation of new 66-inch pipelines approximately 500 linear feet along with electrical and instrumentation and control systems.

### **North Pleasant Valley Groundwater Desalter Project, City of Camarillo, CA.**

*Resident Project Representative.* This \$35M facility will process approximately 4,500 acre-feet per year of groundwater, producing about 3,800 acre-feet of drinking water per year. The resulting brine waste of approximately 700 acre-feet per year will be discharged to the Calleguas Regional SMP, Phase 2C. The SMP conveys brine waste to the Pacific Ocean. The North Pleasant Valley Desalter project site is located within the 4.7-acre treatment plant and will treat brackish groundwater for use as potable water. This project includes construction of a new Administration building housing an emergency generator, green sand filtration system, a reverse osmosis treatment system, storage tanks, and other operating facilities; a new perimeter wall, gates, access driveway, and related site improvements: large diameter pipelines to connect Wells A and B to the treatment site; drilling of a new well; pipelines to connect the discharge from the facility to the City's existing water system; a discharge brine line from the facility to the Regional Salinity Management pipeline; wash-water solids settling system and connection to the local sewer.



**EI Estero Wastewater Treatment Plant Tertiary Filter Replacement, City of Santa Barbara, CA.** *Assistant Resident Engineer.* This \$8.4M project replaced the treatment plant's existing filtration system with a microfiltration (MF)/ultrafiltration (UF) facility. Work included demolition of an existing gravity filter, installation of driven concrete piles, construction of a new MF/UF facility, new filter feed pumps, replacement of chemical feed pumps, modifications to the chlorine contact basin, modifications to the reclaimed water storage reservoir, new reclaimed water transfer pumps, yard piping modifications, associated electrical and instrumentation modifications, and other appurtenant work.

**Owner's Agent/Owner's Engineer (OA/OE) Services for the Groundwater Reliability Improvement Program (GRIP), Water Replenishment District of Southern California (WRD), CA.** *Construction Manager.* WRD established the GRIP to find alternative sources of water to offset the imported water used for replenishment in the Montebello Forebay. As part of the GRIP, an advanced water treatment facility (AWTF) is being designed and constructed to treat 10,000 acre feet per year of tertiary recycled water. The GRIP AWTF is located in a 5.2-acre lot, adjacent to the San Gabriel River in the City of Pico Rivera. Treatment processes include automatic strainer to protect downstream membrane treatments systems from large particles; microfiltration (MF) or ultrafiltration (UF) to reduce turbidity and silt density index (SDI) of reverse osmosis (RO) feed water; cartridge filtration to protect downstream of the RO process; RO to remove salts, minerals, metal ions, organic compounds, and microorganisms; advanced oxidation with ultraviolet light (UV) treatment using hydrogen peroxide in concert with UV to reduce N-Nitroso-Dimethylamine (NDMA) concentrations and provide additional disinfection, decarbonation to release excess carbon dioxide and stabilize the product water; and pH adjustment/corrosivity stabilization. The 11,700-sf treatment facility is LEED certified with approximately 40,000 sf of additional surface landscape and bioretention, 4,000 sf of vegetated roof garden, with 79,000 sf of surface parking and pedestrian hardscape.

**Government Wastewater Treatment Plant (WWTP) Upgrade (ICI), Ontario, Canada.** *Project Superintendent/Engineer.* This \$15M project constructed a new state-of-the-art polymer distribution system for sludge discharge, a new oil handling facility, civil cut/fill operation for new roads and access paths, retrofit of entire WWTP facility including a four-story demolition and reinstallation of concrete slabs and office layout. Project management responsibilities included conformance to stringent government specifications, requests for information (RFIs), monthly draws, cost estimating, close-out reports, document control, weekly contract negotiations and bid approval, quality assurance/quality control (QA/QC) inspections, project scheduling and update (250-line CPM schedule), four-week-look-ahead schedule, operations and maintenance (O&M) manuals, as-built markups, cost and budget management, and weekly client meetings. Project completed successfully on time and within budget; 10% extra work was granted with full use of contingency. The project resulted in a \$500K/year savings for client and plant capacity increased from 17M to 22M liters per day.

**Utility Scale Solar Farm (30 megawatts) for FIT program with LEED Certification, Ontario, Canada.** *Assistant Project Manager/Project Engineer.* This \$135M project required CAD layout and pre-side inspection of three utility scale solar farms with road access, module layout, structural footings, cultural excursion zones, racking supports, inverter, structural pads, substation, and interconnection point. Responsibilities included managing the principal contractor (PCL Constructors and RES USA), contract compliance, scheduling milestone and phase construction, problem solving design discrepancies on-site, extra work approvals, and quality assurance/quality control (QA/QC) inspections with 200 manpower on-site daily. Project management tasks included weekly and monthly reporting; monthly draws and cost; requests for information (RFIs); NCR; letters and notices; engineer reporting; chairman meetings; operations and maintenance (O&M) manuals; four-look-ahead forecast schedule; submittal of future project plans, testing plans, permits; contract negotiation; native exclusion zoning; and complete site due diligence for three future solar farm locations.



## Eddie Williams

### Senior Construction Inspector



#### Firm

- MNS Engineers, Inc.

#### Areas of Expertise

- Construction inspection
- Facilities management
- Land development review
- Project management
- Public works projects
- Transportation projects
- Vertical construction

#### Years of Experience

- 31

#### Education

- Resident Engineering Coursework, California State University, Sacramento, CA

#### Professional Development

- Stormwater Prevention
- Construction Traffic Control, Caltrans
- Flagger Safety, Caltrans
- Work Zone Safety, Caltrans

Mr. Williams has over 31 years of experience in the civil engineering industry with a focus on project management, plan development, plan review, and construction inspection for public works as well as private development projects. Prior to MNS, Eddie worked for the City of Santa Maria providing project management, construction inspection, and resident engineering. He has an intricate knowledge and understanding of the operations of a public works department that allows him to easily work for other agencies in the same capacity. Eddie is known as an independent self-starter, complex problem solver, and effective communicator at all levels of construction, design, and management. His experience includes:

**Southland WWTF Sludge Dewatering Screw Press, Nipomo CSD, CA.** *Construction Inspector.* This \$1M upgrade project was necessary to meet requirements of plant's operating permit and to reduce aromatic emissions. Project included modification of plant's existing piping systems to accommodate the installation of the integrated Screw Press with the existing Gravity Belt Thickener. Project involved grading, structural concrete, erection of a new steel structure, and application of protective epoxy coatings. Project also included fiber optic installation and testing, and coordination and tracking of modifications to the Pro Logic digital controls to successfully complete the integration of two ICP's and the plant's existing SCADA system, electrical upgrades to existing switch gear as well as new electrical installation. Mr. Williams provided considerable coordination between plant staff, design team, contractor and construction management reducing plant disruptions.

**Water Street Water Main Replacement, City of Santa Cruz, CA.** *Construction Inspector.* This \$3M project replaced the existing water line and installed approximately 150 feet of 16-inch pipeline, 2,310 feet of 12-inch pipeline, 30 feet of 8-inch pipeline, 260 feet of 6-inch pipeline, 15 feet of 4-inch pipeline, 10 pipeline connections, 46 water service reconnections (3/4 to 6 inch), seven water service renewals, and 90 feet of slip lining along one of the most highly traveled corridors in the City. Installations included fire hydrants; service reconnections; testing, flushing, chlorination, and disinfection of the new pipelines; trenching and shoring; hot mix asphalt (HMA) and Portland cement concrete (PCC) paving; and daily traffic control.



**Moss Landing Rule 20A Underground Utility District, County of Monterey, CA.** *Construction Inspector.* This project involved services to manage the construction of the underground utility improvements. MNS provided a field liaison with utility companies; compliance with Coastal Development Permit, including mitigation monitor plan, Stormwater Pollution Prevention Plan (SWPPP), biological, and Conditions of Approval; coordination and scheduling with the biological, archaeological, and Native American consultants; construction schedule monitoring; parcel owner coordination; survey crew coordination; and request for information responses.

**Main Street Utility Separation Project, City of Santa Maria, CA.** *Construction Management/Inspection.* This project provided sufficient separation between water, sewer, and stormwater to meet health and human services requirements. The project plan was amended mid construction to remove stormwater connections from sanitary sewer system discovered during construction and reroute to appropriate utility. This work was performed in a 12-foot-wide alley in an area of Santa Maria that was constructed in the 1930s one block north of State Route 166, extending four blocks west of State Route 135. This project also required multiple stages of pump around bypass measures during construction of nine new manholes.

**Waterline Replacement Fesler Street, Mill Street, Cypress Street, City of Santa Maria, CA.** *Construction Management/Inspection.* This project replaced old water distribution lines installed in 1930 to 1940. Updated standard fire hydrants, service valves, meters were provided as well as new service lines to many residents.

**UVP Water Distribution Interconnect, City of Santa Maria, CA.** *Construction Management/Inspection.* The project provided dual system controls (i.e. clay valves and two-way bypass valves for connection between Golden State Water and the City of Santa Maria water distribution systems). Connection occurs at the northeast corner of Union Valley Parkway and California Boulevard.

**Broadway Commons Development, City of Santa Maria, CA.** *Construction Management/Inspection.* The project included upsizing the existing sewer main from 8-inch and 10-inch to a 12-inch and replacing three. Manholes maintained sewage flows for the duration of construction. This was a multi-agency effort that included City of Santa Maria, Cal Trans State Route 135 and PG&E.

**The Enos Ranch Development, City of Santa Maria, CA.** *Construction Management/Inspection.* This project had multi-owner/developer entities with varying effluent sewage needs, leading into overlapping department jurisdictions within the City of Santa Maria. Eddie played a key logistic role in determining the appropriate timing and department to oversee varying work scopes as construction progress occurred.

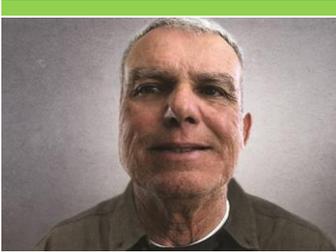
**City of Santa Maria, CA.** *Project Manager/Resident Engineer/Construction Inspector.* During Eddie's career with the City of Santa Maria, the last 11 years were focused on project management, resident engineering, plan review, and construction inspection. Responsibilities included: site inspections; collaboration with contractors and agency officials as on-site Resident Engineer/Construction Inspector; creation of detailed daily activity reports; preparation of basic engineering computations, surveys, and designs; preparation of construction estimates; site progress monitoring and management of on-site issues; conflict resolution between clients, team members, and management; preparation of progress field reports review with professional design consultants; preparation of schedule, review, and track special inspection reports; preparation of daily project generated construction documents tracking; and reviewed public improvement plans for multiple public and private development projects.

**Crossroads Center and Roundabouts, City of Santa Maria, CA.** *Construction Inspector.* The Crossroads Development was as large multi-use development. The improvement involved the construction and improvements of several roadways and the construction of four different two-lane roundabouts at four-way intersections. Eddie was the lead inspector overseeing all inspection of the public works improvements that were part of the development. Project elements included mass grading, roadway grading, Class II base placement, HMA placement, curb, gutter, sidewalk, underground utilities, traffic signals and lighting, and ADA compliance. Construction also included landscape improvements, soil amendments, irrigation, plantings, and hardscape. Underground utilities included storm water collection facilities, two bio swales, City owned sewage conveyance, PG&E placement, Verizon duct bank placements, City Water Distribution lines, Southern California Gas line placements, and future fiber optic conduits. Mr. Williams responsibilities included plans and specification compliance for all construction activity in the public right of way, environmental compliance, project coordination, daily reporting, and SWPPP compliance.



## Ken Shaner

### Senior Construction Inspector



#### Firm

- MNS Engineers, Inc.

#### Areas of Expertise

- Roadway/highway
- Water/stormwater
- Residential development
- Caltrans

#### Years of Experience

- Total: 35

#### Certifications

- 10-hour Construction Safety, Cal/OSHA
- CPR and First Aid

#### Education

- Soils Inspection and Engineering Certificate, California State University, Long Beach, CA

#### Professional Development

- Guardrail and End Terminals, Caltrans
- Temporary Pedestrian Facilities, Caltrans

Mr. Shaner has over 35 years of experience in construction management and inspection, with a strong background in roadway/highway, water/sewer system, and utility relocation projects. Ken spent over 20 years as a public works inspector, developing expertise in a diverse range of public works projects including roadways, bridges, flood control improvements, and wastewater facilities. He is highly skilled in crew supervision and project coordination between clients, utilities, contractors, and agencies such as Caltrans. His experience includes:

**Eigleberry Water Main Replacement, City of Gilroy, CA.** *Construction Inspector.* This project consisted of two projects under one contract. The Eigleberry Street Water Services and Water Line project consisted of the installation of approximately 1,300 linear feet of new 8-inch ductile iron pipe (DIP) water line in two separate sections: the first beginning at a hot-tap tie-in at Sixth Street, with a tie-in to an existing 8-inch waterline at Seventh Street. A second section of new piping was installed at a connection to the existing 8-inch water line at Eighth Street with a tie-in to the existing line at Ninth Street. In addition, the project scope required the installation of new fire hydrants and water service laterals along Eigleberry Street between First and Ninth Streets.

**Eigleberry Street Resurfacing, City of Gilroy, CA.** *Construction Inspector.* This project involved approximately 3,600 tons of hot mix asphalt removal and replacement; 10,400 square yards of concrete profiling grind; various quantities of minor concrete work; 24 curb access ramp upgrades; thermoplastic marking; and utility adjustments. This federally-funded project required thorough knowledge of the contract administration and filing requirements of federally-funded projects including those administered under the Caltrans Local Assistance Procedure Manual.

**Lawrence Drain, City of Thousand Oaks, CA.** *Construction Inspector.* This \$17M project involved installation of a new box drainage culvert and laterals in an existing industrial neighborhood. Work included: 2,500 linear feet of 12- by 3-foot reinforced concrete box culvert and 500 linear feet of 36-inch elliptical RCP; sewer lateral realignment; SWPPP inspection; and over 3,000 cubic yards of earthwork.

**Lake Sherwood Golf Course and Subdivision, Westlake, CA.** *Inspector.* For this \$50+ million golf course and subdivision project, responsibilities included



performing all inspections including over 4 million cy of earthwork; construction of two 12-foot by 12-foot double box culverts and 84-inch triple barrel RCP; several deep retention facilities; concrete lined spillway, concrete intake structures, energy dissipation structures; over 2 miles of RSP along stream embankment; all in-track drainage facilities including 18" – 60" RCP, drainage inlets and outlets.

**Lake Sherwood Water System, Calleguas Municipal Water District, CA.** *Construction Inspector.* This water supply system project included two buried post-tensioned concrete DYK tanks (1.5MG and 5MG) and associated piping; 1 to 5MGD steel tank; and several miles of sewer and water main lines and laterals.

**Prunedale Improvement Project, Caltrans District 5, CA.** *Assistant Resident Engineer.* This \$75M project spanned four areas along an eight-mile stretch of US 101 in the County of Monterey, north of Salinas, CA. The Project realigned over 10 miles of highway in multiple stages; improved the adjacent frontage roads; constructed eight new structures, six concrete and/or soldier pile retaining walls and sound walls, and five reinforced box culverts; and widened one existing structure. Additional elements included over one million cubic yards of earthwork, miles of hot mix asphalt (HMA) and Portland cement concrete (PCC) paving, numerous drainage systems, traffic control, and traffic signals. This was also the first SuperPave project within the State of California. Responsibilities included field construction inspection, field engineering, material verification, daily reports, traffic control, and safety review.

**State Route 246 Pavement Rehabilitation, Caltrans District 5, CA.** *Construction Inspector.* This approximately 2.5-mile pavement rehabilitation project spanned from US 101 to the City of Solvang. Utilizing rubberized hot mix asphalt (RHMA), the \$2M project involved full width grinding of the traffic lanes and shoulders; included dig out and repairs at various locations; drainage repairs and improvements at various locations; high intensity thermoplastic striping and pavement markers; traffic control; replace and upgrade traffic signal loops; Stormwater Pollution Prevention Plan (SWPPP); adjustment of utility manholes and vaults to meet Americans with Disabilities Act (ADA) compliance. The project required daily field grading and adjustments in order to maintain the existing flowlines and maintain ADA compliant sidewalk ramps. Responsibilities included coordination; daily inspection; SWPPP review; calculation of item quantities; traffic control; and daily reports.

**Senior Public Works Inspector, II – IV, County of Ventura, CA.** In this position for over 20years, Ken was responsible for the inspection of County projects. The range of projects he supervised included underground sewer, water, utilities, storm drains, structures, street improvements, reservoirs, grading flood control facilities, and bridge construction for subdivisions and capital projects. Responsibilities included the enforcement of water and sanitation district facilities and improvements relating to subdivisions within the County of Ventura and City of Moorpark. Tasks involved enforcement of Ventura County, State of California, and Caltrans standards; uniform building codes; standard specifications; and Federal and Cal/OSHA standards. Ken provided installation/construction inspection of water pressure reducing stations, reservoirs, sewers, water and storm drain pipelines, sewer mains and cml water mains (by video), flood control structures, lift station facilities, sewage treatment plant expansion, underground utilities, manhole construction.

**Retrofit of Lake Sherwood Dam, County of Ventura, CA.** *Construction Inspector.* This project involved reinforcement of dam concrete, over 8 million cubic yards of earthwork, alluvial streambed removals, dredging of lake bottom, concrete channel walls, and concrete lining of dam spillway and outfall. Additional construction consisted of placement of 18-inch sewer trunk line under the lake and associated manhole shafts; rip rap for scour protection of lake shore; construction of an elevated weir structure; significant environmental restrictions including endangered species, plants, riparian habitat; coordination with Fish and Wildlife and US Army Corps of Engineers; and extensive dewatering and SWPPP compliance.

**Triunfo Sanitation District, Westlake Village, CA.** *Construction Inspector.* This project installed 1.8 miles of 36-inch sewer mainline with open cut excavation to a depth of 24 feet. Additional installations included 72-inch manhole bottoms, safety platforms, and vent shafting.



# **AGENDA ITEM #3**

**AGENDA ITEM: 3**

**MEETING DATE: September 8, 2021**

**I. NATURE OF ITEM**

Report on California Special District Association 2021 Annual Conference

**II. BACKGROUND INFORMATION**

The California Special Districts Association (CSDA) 2021 Annual Conference was held on September 1 through 3, 2021 at the Marriott Hotel in Monterey, California. Board Members George Emerson and Ed Fuller, and General Manager Steve Wagner attended the conference. A verbal report of the conference will be provided at the meeting. A copy of the conference brochure and schedule is attached to this report.

**III. COMMENTS AND RECOMMENDATIONS**

Since this report is for information purposes only, no Board action is required at this time.

**IV. REFERENCE MATERIALS**

CSDA 2021 Annual Conference Attendee Brochure

**ATTENDEE  
BROCHURE**

**LEARN & NETWORK WITH  
DISTRICT PEERS**

**IN ONE PLACE!**

**CALIFORNIA  
SPECIAL  
DISTRICTS  
ASSOCIATION**

**20  
21**

**YOU ARE A...**

**SPECIAL DISTRICT**

**HERO**

**2021 CSDA ANNUAL CONFERENCE  
& EXHIBITOR SHOWCASE**

**AUGUST 30-SEPTEMBER 2 MONTEREY, CA**



# ATTENDEE BROCHURE

## SPECIAL DISTRICT POWERS **ACTIVATE**

In 2020 and 2021, special district staff and elected officials were called on to be the HEROES of their communities by providing essential services to Californians through difficult times.

Come together with other special district heroes for a three day, must-attend education and networking event. Develop new partnerships. Participate in inspiring and motivating keynote sessions. Walk away with strategies, new connections, and innovative ideas to help you and your district in good times and challenging times.

### **TWO DYNAMIC KEYNOTES**



Kevin Brown

Jason Hewlett



**THE CSDA ANNUAL  
CONFERENCE & EXHIBITOR  
SHOWCASE IS THE ONE  
CONFERENCE SPECIAL  
DISTRICT LEADERS CAN'T  
AFFORD TO MISS!**



## Breakout Session Information

Choose from over 35 breakout sessions for your needs and the needs of your district. Topics include: pensions, ethics, harassment prevention, prevailing wage, Brown Act, community outreach and engagement, governance, legislative and legal updates and much, much more!

Check the conference website for full breakout session details.



CSDA will follow all state and local COVID-19 guidelines at the 2021 Annual Conference and Exhibitor Showcase. These may include masking and social distancing at the following locations:

- Monterey Conference Center
- Monterey Marriott
- The Portola Hotel & Spa



Room reservations for the CSDA Annual Conference and Exhibitor Showcase begin at \$214 plus tax and are based on availability. In order to book a hotel room, you must first register for the conference to obtain a CSDA room reservation link.

# 35

breakout sessions



## THIS YEAR'S CONFERENCE WILL BE HELD IN AMAZING MONTEREY!



**HOTELS & CONFERENCE CENTER**



**Monterey Marriott**  
350 Calle Principal  
Monterey, CA 93940

**Portola Hotel & Spa**  
2 Portola Plaza  
Monterey, CA 93940

**Conference Center**  
1 Portola Plaza  
Monterey, CA 93940

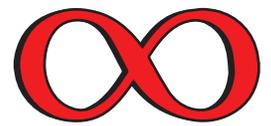


## Credit Incentive Points

Special District Risk Management Authority (SDRMA) is committed to establishing a strategic partnership with our members to provide maximum protection, help control losses, and positively impact the overall cost of property/liability and workers' compensation coverage through the Credit Incentive Program. Credit incentive points (CIPs) can be earned based on an agency's attendance at the CSDA Annual Conference & Exhibitor Showcase, reducing SDRMA members' annual contribution amounts.

# 07

pre-conference events



amount of fun



**Kevin Brown**

**OPENING KEYNOTE**

**Tuesday, August 31**

**“The Hero Effect – Being your best when it matters the most!”**

In a fresh and entertaining style, Kevin shares ideas, strategies and principles that will inspire and equip participants to show up every day and make a positive difference. At the heart of Kevin’s message is a simple, yet powerful philosophy for life that drives every thought, every action and ultimately every result we achieve both personally and professionally. Your team will be motivated to reach beyond what is required and do something remarkable!

This program is designed to help participants:

- Achieve greater results by eliminating “ordinary” thinking and mastering the habit of excellence.
- Own the moments that matter (and they all matter) by taking responsibility for their attitude, their actions and their results.
- Create meaningful relationships and deliver an extraordinary experience for every “customer” at work and at home.



**Jason Hewlett**

**SDRMA SPONSORED KEYNOTE**

**Wednesday, September 1**

**“The Promise – Becoming Legendary Leaders.”**

With humor, heart, and absolute clarity, Jason hilariously brings legends of stage, music, and comedy to life to help leaders discover their very own signature moves and redefine their promise and commitment to their teams and organizations.

In 2021 our world is different, but foundational values remain the same: To deliver on our promises, to be accountable to expectations and exceed them, and to always give 100% in every interaction. In Jason’s entertaining and educational presentation, utilizing the legends of stage for establishing what a promise looks like from a performance level, participants will be enlightened, energized, and entertained in a keynote unlike any other. Music, comedy, stories, and powerful insights will leave attendees talking about the promise in their own lives, business, and how everyone can up their game in 2021.

**YOU ARE A...**  
**SPECIAL DISTRICT**  
**HERO**



# PRE-CONFERENCE PROGRAM EVENTS TO HELP YOU POWER UP!



## PRE-CONFERENCE PROGRAM EVENTS

MONDAY, AUGUST 30, 2021

9:00 a.m. – 3:30 p.m.

[Pre-Conference Workshops]

### Special District Leadership Academy Module 1: Governance Foundations\* -

As the core curriculum of CSDA's Special District Leadership Academy, this workshop serves as the "foundation" for the series on effective governance of special districts. It is specifically designed for special district board members and meets the requirement for six hours of governance training for Special District Leadership Foundation programs.

### So, You Want to Be a General Manager? \*

This is a practical career development workshop for senior executives and emerging leaders in special districts. This action-oriented workshop includes group and panel discussions on the journey, roles, and skill sets of a general manager; identifying general manager opportunities; developing positive relations with the board, staff, and peer agency executives; and leadership best practices.

10:00 a.m.

### SDLF Scramble for Scholarships Golf Tournament\*

Pacific Grove Golf Links

12:30 – 3:30 p.m.

[Pre-Conference Workshop]

### The Board and General Manager Working Together to Optimize the District – a 5-Step Program for Assuring Optimal Performance\*

Optimizing district performance is always a goal. The five systematic steps that will be presented in detail are:

- a frank assessment of district position, status and outlook
- a realistic look at communications between the board and general manager
- an honest appraisal of the third rails of your organizational model
- policies that support best practices
- clearly setting the organizational vector

*The instructor will use in-class exercises and assessment tools for each step for assessment purposes. Come prepared to have open dialogue about how to get and keep your district performing at the highest levels.*

1:30 – 3:30 p.m.

### Certified Special District Manager (CSDM) Exam, Special District Leadership Foundation (Optional)

3:45 – 5:15 p.m.

Chapter Roundtable Discussion (Optional, no fee,  
must be attending annual conference)

\*Separate registration and payment required. Space is limited and on a first-come, first-served basis.



5:15 - 7:30 P.M. [MONDAY]  
CONFERENCE OFFICIALLY

# BEGINS



President's  
Reception with  
the Exhibitors

ALL REGISTERED ATTENDEES WELCOME

**NEW CONFERENCE CENTER**



**MONDAY, AUGUST 30, 2021**

9:00 a.m. - 3:30 p.m.

Pre-Conference Workshop: **SDLA Module 1: Governance Foundations\***

Pre-Conference Workshop: **So, You Want to Be a General Manager?\***

10:00 a.m.

**SDLF Scramble for Scholarships Golf Tournament\***

12:30 - 3:30 p.m.

Pre-Conference Workshop: **The Board and GM Working Together to Optimize the District\***

1:30 - 3:30 p.m.

**Certified Special District Manager (CSDM) Exam, Special District Leadership Foundation\***

3:45 - 5:15 p.m.

**Chapter Roundtable Discussion**

5:15 - 7:30 p.m.

**Conference Begins!  
President's Reception with the Exhibitors**

.....  
**TUESDAY, AUGUST 31, 2021**

7:30 - 8:30 a.m.

**Continental Breakfast with the Exhibitors**

8:45 - 10:45 a.m.

**Opening General Session: Kevin Brown**

11:00 a.m. - 12:00 p.m.

**Breakout Sessions**

12:15 - 1:30 p.m.

**Lunch with the Exhibitors**

1:45 - 3:00 p.m.

**Breakout Sessions**

**TUESDAY CONT...**

3:45 - 4:45 p.m.

**Breakout Sessions**

5:00 - 6:30 p.m.

**Mix & Mingle in the Exhibit Hall**

.....  
**WEDNESDAY, SEPTEMBER 1, 2021**

8:00 - 10:30 a.m.

**SDRMA Full Plated Breakfast and Keynote Speaker: Jason Hewlett**

10:45 a.m. - 12:00 p.m.

**Breakout Sessions**

12:15 - 1:45 p.m.

**Legislative Update Luncheon**

2:00 - 3:15 p.m.

**Breakout Sessions**

3:30 - 5:00 p.m.

**Breakout Sessions**

6:00 - 9:00 p.m.

**SDLF Taste of the City**

.....  
**THURSDAY, SEPTEMBER 2, 2021**

8:00 - 10:00 a.m.

**CSDA Closing Breakfast**

\* = optional, advanced registration, additional fee



# 2021 CSDA ANNUAL CONFERENCE ATTENDEE REGISTRATION FORM

one form per attendee, please print

**PLEASE PRINT & INCLUDE  
FORM WITH PAYMENT.**

### Three Ways to Register:

1. REGISTER ONLINE by visiting the CSDA Annual Conference website at [conference.csdanet.net](http://conference.csdanet.net).
2. REGISTER BY FAX your registration form to 916-520-2465.  
All faxed forms must include payment.
3. REGISTER BY MAIL to CSDA, 1112 I Street, Suite 200, Sacramento, CA 95814.  
Check made payable to: California Special Districts Association.

### Not sure if you are a member?

Not sure if you are a member? Contact the CSDA office at 877-924-2732 to find out if your agency or company is already a member. To learn more about the benefits of membership, contact Member Services Director Cassandra Strawn at [cassandras@csda.net](mailto:cassandras@csda.net) or call toll-free 877-924-2732.

### Full conference registration fee includes:

- » President's Reception with the Exhibitors Monday
- » Keynote Sessions
- » Continental Breakfast with the Exhibitors on Tuesday morning
- » Lunch with the Exhibitors on Tuesday
- » Mix and Mingle in the Exhibit Hall on Tuesday
- » SDRMA Full Plated Breakfast on Wednesday
- » Legislative Update Luncheon on Wednesday
- » All Breakout Sessions on Tuesday and Wednesday
- » Taste of the City Reception on Wednesday
- » Closing Breakfast on Thursday

**Full conference GUEST registration includes all meal functions.**

Name:		Title:		
District:				
Address:				
City:		State:	Zip:	
Phone:		Fax:		
Email:		Website:		
Member status: <input type="checkbox"/> Member <input type="checkbox"/> Non-member				
Special Needs (include dietary):				
Emergency Contact:				
Would you prefer to opt out of exhibitor or sponsor emails? <input type="checkbox"/> Yes <input type="checkbox"/> No				
CONFERENCE REGISTRATION FEES		EARLY BIRD (ON/BEFORE JULY 30, 2021)	REGULAR (AFTER JULY 30, 2021)	SUBTOTAL
<input type="checkbox"/> CSDA Member - Full Conference		\$625.00	\$675.00	
<input type="checkbox"/> Non-member - Full Conference		\$940.00	\$1015.00	
<input type="checkbox"/> Guest of a Member - Full Conference (Cannot be from a district/co.) <input type="checkbox"/> Vegetarian		\$300.00	\$325.00	
<input type="checkbox"/> Guest of a Non-member - Full Conference (Cannot be from a district/co.) <input type="checkbox"/> Vegetarian		\$450.00	\$485.00	
<input type="checkbox"/> CSDA Member - One-day registration <input type="checkbox"/> Tues. <input type="checkbox"/> Wed. <input type="checkbox"/> Thurs.		\$350.00 each day	\$375.00 each day	
<input type="checkbox"/> Non-member - One-day registration <input type="checkbox"/> Tues. <input type="checkbox"/> Wed. <input type="checkbox"/> Thurs.		\$510.00 each day	\$565.00 each day	
SEPARATE REGISTRATION FEES		CSDA MEMBER	NON-MEMBER	SUBTOTAL
<input type="checkbox"/> Pre-Conference Workshop: SDLA Module 1: Governance Foundations - Aug. 30		\$225.00	\$340.00	
<input type="checkbox"/> Pre-Conference Workshop: So You Want to be a General Manager? - Aug. 30		\$100.00	\$100.00	
<input type="checkbox"/> Pre-Conference Workshop: The Board and GM Working Together... - Aug. 30		\$150.00	\$225.00	
<input type="checkbox"/> SDFL Scramble for Scholarships Golf Tournament - Aug. 30		\$105.00 (includes lunch)		
<input type="checkbox"/> Taste of the City Reception (Guests only) - Aug. 30		\$ 65.00 CSDA Member Guest	\$ 98.00 Non-member Guest	
<b>TOTAL</b>				
Payment type: <input type="checkbox"/> Check <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> AMEX <input type="checkbox"/> Discover				
Account name:		Account Number:		
Expiration date:		Authorized Signature:		

**Cancellations/Substitution Policy:** Cancellations must be in writing and received by CSDA no later than Friday, August 13, 2021. All cancellations received by this date will be refunded less a \$75 processing fee. There will be no refunds for cancellations made after August 13, 2021. Substitutions are acceptable and must be done in writing no later than August 20, 2021 at 5:00 p.m. Please submit any cancellation notice or substitution request to [meganh@csda.net](mailto:meganh@csda.net) or fax to 916-520-2465.

**Consent to Use Photographic Images:** Registration and attendance at, or participation in, CSDA meeting and other activities constitutes an agreement by the registrant to CSDA's use and distribution (both now and in the future) of the registrant or attendee's image or voice in photographs, videotapes, electronic reproductions, and audiotapes of such events and activities.

**Anti-Discrimination and Harassment Policy:** CSDA is dedicated to a harassment-free event experience for everyone. Our Anti-Discrimination and Harassment Policy can be found under "CSDA Transparency" at [www.csdanet.net/about-csda/who-we-are](http://www.csdanet.net/about-csda/who-we-are).



California Special Districts Association  
1112 I Street, Suite 200  
Sacramento, CA 95814

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Sacramento, CA

# ATTENDEE BROCHURE



*GOING TO CONFERENCE  
IS ALWAYS AN EXCELLENT  
OPPORTUNITY TO NETWORK,  
MEET NEW PEOPLE, AND LEARN  
MORE ABOUT SO MANY TOPICS.  
I NEVER COME WITHOUT  
LEARNING SOMETHING NEW  
TO BENEFIT MY BOARD OR MY  
COMMUNITY.*

- CRYSTAL SMITH, DIRECTOR  
EDGEMONT COMMUNITY SERVICES DISTRICT

**2021 CSDA ANNUAL CONFERENCE  
& EXHIBITOR SHOWCASE**

**AUGUST 30-SEPTEMBER 2 MONTEREY, CA**



# **GENERAL MANAGER'S REPORT**

## **GOLETA SANITARY DISTRICT GENERAL MANAGER'S REPORT**

The following summary report describes the District's activities from August 19, 2021 through September 8, 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**

#### **LINES CLEANING**

Staff is conducting routine lines cleaning in the area of Foothill and La Cumbre Roads. Staff completed the removal of the grout material from sewer lines at the San Marcos Preserve. Removal of the material from Suellen Court will be completed shortly. Letters were sent to area residents regarding the dumping of prohibited items into the sewer system.

#### **CCTV INSPECTION**

Staff is conducting routine Closed-Circuit Television (CCTV) inspections in the area of Cathedral Oaks and El Sueno Roads.

#### **GREASE AND OIL INSPECTIONS**

Staff continues with the annual Grease and Oil inspections.

#### **REPAIR AND MAINTENANCE**

Staff lowered and raised to grade two manholes on La Roda Avenue near Walnut Drive as part of a new Santa Barbara County paving project.

#### **2021 CCTVI PROJECT REVIEW**

Consultant Hazen and Sawyer is scheduled to present an update of the GSD Asset Management Program based on the recent CCTVI project data on September 14, 2021.

#### **PROFESSIONAL DEVELOPMENT**

Collection System Maintenance Technician (CSMT) II Loren Barringer and CSMT II Braden Stribling successfully renewed their National Association of Sewer Service Companies (NASSCO) Pipeline Assessment Certification Program (PACP) certificates. PACP is used to document pipeline conditions in a format which can be readily reviewed by consultants and contractors. The PACP was used by Hazen and Sawyer for the review of the 2021 CCTVI project data

#### **GEOGRAPHIC INFORMATION SYSTEM (GIS) PROGRAM**

Staff assisted the District's GIS consultant in the completion of the GIS dictionary for the GIS layers and attributes. This will help ensure that proper defect coding and terms are used during CCTV inspection and facilitates the transfer of data between the WinCan inspection software, and the Lucity asset management software.

### **2. TREATMENT, RECLAMATION AND DISPOSAL FACILITIES REPORT**

Plant flows have maintained an average of 4.1 million gallons per day (MGD). The

demand for reclaimed water is consistent at 1.5 MGD. Flow concentrations and loadings during the weekends continue to cause intermittent challenges and various levels of plant interference.

Operations and Lab staff completed a test to determine the efficacy of the CounterQuat additive. This biostimulant is used to counteract the adverse impacts of Quaternary Ammonium Compounds (QACs) and surfactants found in common consumer antimicrobial products. The District has previously used the CounterQuat with positive results and has been able to help out other entities with our knowledge of the toxicity problem and some of the solutions. The test has shown that the CounterQuat additive enhanced the amount of nitrogen removal from the wastewater and aided in recovery of treatment capabilities at a higher rate, however, it did not have a significant impact on reducing the quantity of bacteria leaving the secondary clarifiers and impacting the operations of the reclamation facility.

Centrifuge operations are continuing as planned. Dredging operations are continuing in lagoon #2.

The Lystek refeed project is in its last phase of biosolids recycling. We are testing a different form of alkalinity that is significantly less expensive and readily available. The next phase of testing with a different source of solids through the Lystek reactor will begin in the next few weeks.

### **3. GENERAL AND ADMINISTRATIVE ITEMS**

#### **Financial Report**

The District account balances as of September 8, 2021 shown below are approximations to the nearest dollar and indicate the overall funds available to the District at this time.

Operating Checking Accounts:	\$ 538,574
Investment Accounts:	\$ 28,799,766
Total District Funds:	\$ 29,338,340

The following transactions are reported herein for the period 08/19/21 – 09/08/21.

Regular, Overtime, Cash-outs and Net Payroll:	\$ 116,670
Claims:	\$ 341,502
Total Expenditures:	\$ 458,172
Total Deposits:	\$ 49,754

Transfers of funds:

LAIF to Community West Bank Operational (CWB):	\$ - 0 -
CWB Operational to CWB Money Market:	\$ - 0 -
CWB Money Market to CWB Operational:	\$ 600,000

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 – August, 2021

LAIF Quarterly Report – Previously submitted.

PMIA/LAIF Performance – Previously submitted.

PMIA Effective Yield – Previously submitted.

**Community West Bank (CWB)**

CWB Money Market Account – August, 2021

**Deferred Compensation Accounts**

CalPERS 457 Deferred Compensation Plan – Previously submitted.

Lincoln 457 Deferred Compensation Plan – August, 2021

**COVID-19 Response Plan Update**

A verbal update will be provided at the meeting.

**Personnel Update**

A verbal update will be provided at the meeting.

**Governing Board Meeting Schedule**

October's first meeting has been rescheduled as a special meeting, Wednesday, October 6, 2021 at 2:00 p.m.

California State Treasurer  
**Fiona Ma, CPA**



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

September 02, 2021

[LAIF 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

August 2021 Statement

**Account Summary**

Total Deposit:	0.00	Beginning Balance:	2,023,869.68
Total Withdrawal:	0.00	Ending Balance:	2,023,869.68



445 Pine Avenue  
Goleta, CA 93117

## Statement Ending 08/31/2021

GOLETA SANITARY DISTRICT

Customer Number: XXXXXXXX5554

RETURN SERVICE REQUESTED

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

**Notice of change:** Because of a regulatory change, you are no longer limited in the number of transactions you conduct on savings or money market accounts. Previously you were limited to 3 external payments per month.

### Summary of Accounts

Account Type	Account Number	Ending Balance
PUBLIC AGENCY-MMDA	XXXXXXXX5554	\$26,775,896.32

### PUBLIC AGENCY-MMDA - XXXXXXXX5554

#### Account Summary

Date	Description	Amount		
07/31/2021	Beginning Balance	\$27,368,727.56	Average Ledger Balance	\$27,256,227.56
	1 Credit(s) This Period	\$7,168.76		
	1 Debit(s) This Period	\$600,000.00		
08/31/2021	Ending Balance	\$26,775,896.32		

#### Account Activity

Post Date	Description	Debits	Credits	Balance
07/31/2021	Beginning Balance			\$27,368,727.56
08/26/2021	Claims & P/R Funding	\$600,000.00		\$26,768,727.56
08/31/2021	INTEREST AT .3000 %		\$7,168.76	\$26,775,896.32
08/31/2021	Ending Balance			\$26,775,896.32

#### Daily Balances

Date	Amount	Date	Amount
08/26/2021	\$26,768,727.56	08/31/2021	\$26,775,896.32



# 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 09/01/2021	YTD as of 08/31/2021	Average Annual Total Return (%) as of 8/31/2021							
					1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	Since Incep.	
<b>Risk Managed</b>												
Fidelity® VIP Freedom 2055 Portfolio <sup>SM</sup> - Service Class <sup>6,9</sup>	RM	04/11/2019	0.41	15.64	15.17	2.58	3.56	29.13	N/A	N/A	N/A	18.71
Fidelity® VIP Freedom 2060 Portfolio <sup>SM</sup> - Service Class <sup>6,9</sup>	RM	04/11/2019	0.48	15.60	15.05	2.50	3.49	29.10	N/A	N/A	N/A	18.71
<b>Maximum Capital Appreciation</b>												
AB VPS Global Thematic Growth Portfolio - Class B <sup>1,2</sup>	MCA	01/11/1996	0.44	19.00	18.48	5.20	10.05	35.84	21.58	19.27	11.87	6.59
DWS Alternative Asset Allocation VIP Portfolio - Class A <sup>1,2,3,6,7</sup>	MCA	02/02/2009	0.53	11.25	10.66	0.99	3.05	18.88	7.29	4.40	2.70	4.86
LVIP Baron Growth Opportunities Fund - Service Class <sup>4</sup>	MCA	10/01/1998	0.89	15.37	14.36	3.40	8.01	36.00	17.47	19.10	15.21	12.01
LVIP Delaware SMID Cap Core Fund - Standard Class <sup>4,5</sup>	MCA	07/12/1991	0.31	18.76	18.40	2.51	1.73	43.68	9.39	11.48	11.82	9.53
LVIP SSGA Emerging Markets 100 Fund - Standard Class <sup>1,19</sup>	MCA	06/18/2008	0.36	11.34	10.94	2.61	-3.59	35.03	4.07	5.21	0.84	2.87
LVIP SSGA Small-Cap Index Fund - Standard Class <sup>4,18</sup>	MCA	04/18/1986	0.58	15.61	14.95	2.12	0.14	45.28	9.21	12.77	12.02	7.45
LVIP T. Rowe Price Structured Mid-Cap Growth Fund - Standard Class <sup>4</sup>	MCA	02/03/1994	0.38	14.90	14.47	2.86	11.73	34.74	19.90	19.34	15.91	7.85
<b>Long Term Growth</b>												
American Funds Global Growth Fund - Class 2 <sup>1</sup>	LTG	04/30/1997	0.53	17.46	16.85	3.70	7.70	29.55	19.60	18.22	14.27	10.05
American Funds Growth Fund - Class 2	LTG	02/08/1984	0.39	17.36	16.91	3.33	8.00	32.89	25.05	24.13	17.81	12.64

# Performance Update

## Monthly hypothetical performance adjusted for contract fees \*

Investment Options		Inception Date	Change from Previous Day	YTD as of 09/01/2021	YTD as of 08/31/2021	Average Annual Total Return (%) as of 8/31/2021						Since Incep.
						1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	
American Funds International Fund - Class 2 <sup>1</sup>	LTG	05/01/1990	0.93	5.05	4.08	3.39	-0.44	22.85	7.96	9.39	7.00	7.03
Delaware VIP Small Cap Value <sup>4, 5</sup>	LTG	12/27/1993	-0.17	23.38	23.59	1.83	-3.05	53.61	5.99	9.38	10.54	9.39
Fidelity® VIP Contrafund® Portfolio - Service Class	LTG	01/03/1995	0.26	22.19	21.87	4.53	12.09	25.19	19.89	18.48	14.97	11.23
Fidelity® VIP Growth Portfolio - Service Class	LTG	10/09/1986	0.39	20.40	19.93	4.42	10.59	29.40	23.97	24.10	18.18	10.57
LVIP BlackRock Global Real Estate Fund - Standard Class <sup>1, 2, 9</sup>	LTG	04/30/2007	1.24	24.66	23.13	1.61	6.31	34.56	10.76	6.31	6.82	2.18
LVIP Delaware Mid Cap Value Fund - Standard Class <sup>4, 5</sup>	LTG	12/28/1981	-0.05	22.02	22.08	2.21	0.92	47.26	8.18	10.85	11.44	10.50
LVIP Delaware Social Awareness Fund - Standard Class <sup>5</sup>	LTG	05/02/1988	0.13	20.41	20.25	2.89	7.58	30.91	17.19	16.24	14.55	10.38
LVIP Dimensional U.S. Core Equity 1 Fund - Standard Class	LTG	12/28/1981	0.01	20.76	20.74	2.43	4.74	35.34	14.67	15.72	14.20	10.08
LVIP Mondrian International Value Fund - Standard Class <sup>1</sup>	LTG	05/01/1991	0.71	12.22	11.44	0.99	-1.49	25.26	3.71	5.07	4.49	5.41
LVIP SSGA International Index Fund - Standard Class <sup>1, 18, 20</sup>	LTG	04/30/2008	0.84	11.64	10.71	1.48	0.56	24.90	7.79	8.36	5.96	2.18
LVIP SSGA S&P 500 Index Fund - Standard Class <sup>18, 21</sup>	LTG	05/01/2000	0.03	20.63	20.59	2.93	7.59	29.58	16.59	16.56	14.90	6.17
LVIP Vanguard Domestic Equity ETF Fund - Service Class <sup>6, 22</sup>	LTG	04/29/2011	0.13	19.41	19.26	2.58	6.73	30.90	16.06	15.88	13.95	12.15
LVIP Vanguard International Equity ETF Fund - Service Class <sup>1, 6, 22</sup>	LTG	04/29/2011	0.95	10.30	9.26	1.38	-0.28	24.80	8.18	8.72	5.66	4.06
MFS® VIT Utilities Series - Initial Class <sup>2</sup>	LTG	01/03/1995	1.03	9.99	8.87	4.13	4.66	21.85	10.76	9.63	8.57	10.23
<b>Growth and Income</b>												
American Funds Growth-Income Fund - Class 2	GI	02/08/1984	0.26	18.85	18.54	2.62	5.57	27.55	13.70	15.21	14.07	10.41
BlackRock Global Allocation V.I. Fund - Class I <sup>1, 3</sup>	GI	02/28/1992	0.24	7.15	6.89	0.90	0.61	17.32	11.19	9.16	6.56	6.63
Fidelity® VIP Freedom 2020 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/26/2005	0.25	8.28	8.01	1.34	2.57	16.02	10.23	9.37	7.95	6.32
Fidelity® VIP Freedom 2025 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/26/2005	0.33	9.45	9.09	1.49	2.76	18.10	11.05	10.20	8.88	6.89

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# Performance Update

## Monthly hypothetical performance adjusted for contract fees \*

Investment Options		Inception Date	Change from Previous Day	YTD as of 09/01/2021	YTD as of 08/31/2021	Average Annual Total Return (%) as of 8/31/2021						Since Incep.
						1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	
Fidelity® VIP Freedom 2030 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/26/2005	0.27	10.81	10.50	1.76	3.03	20.78	11.90	11.53	9.68	7.21
Fidelity® VIP Freedom 2035 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/08/2009	0.39	13.61	13.17	2.17	3.28	25.67	13.27	13.02	10.75	12.48
Fidelity® VIP Freedom 2040 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/08/2009	0.41	15.61	15.14	2.51	3.57	29.14	14.27	13.69	11.13	12.87
Fidelity® VIP Freedom 2045 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/08/2009	0.44	15.64	15.13	2.49	3.54	29.09	14.26	13.68	11.23	12.95
Fidelity® VIP Freedom 2050 Portfolio <sup>SM</sup> - Service Class <sup>6, 8</sup>	GI	04/08/2009	0.41	15.62	15.14	2.50	3.57	29.07	14.24	13.67	11.27	13.06
LVIP BlackRock Advantage Allocation Fund - Standard Class <sup>3, 5, 10</sup>	GI	07/28/1988	0.14	6.77	6.62	0.89	2.56	11.83	8.72	7.68	6.66	5.93
LVIP Delaware REIT Fund - Standard Class <sup>2, 5, 9</sup>	GI	05/04/1998	1.56	30.67	28.67	1.66	9.51	36.36	8.71	4.71	8.18	7.97
LVIP Delaware Value Fund - Standard Class <sup>5</sup>	GI	07/28/1988	-0.25	13.99	14.28	1.13	-0.11	28.10	6.84	8.56	11.73	8.01
LVIP Delaware Wealth Builder Fund - Standard Class <sup>3, 5, 10</sup>	GI	08/03/1987	0.06	8.40	8.34	0.73	2.02	15.35	6.92	6.23	6.57	6.11
LVIP JPMorgan Retirement Income Fund - Standard Class <sup>3, 5, 10</sup>	GI	04/27/1983	0.19	4.73	4.53	0.72	1.76	10.05	6.52	5.51	5.19	6.64
<b>Income</b>												
LVIP BlackRock Inflation Protected Bond Fund - Standard Class <sup>12</sup>	I	04/30/2010	0.00	2.77	2.77	-0.15	1.43	3.56	3.67	2.35	1.03	1.83
LVIP Delaware Bond Fund - Standard Class <sup>5, 12</sup>	I	12/28/1981	0.03	-1.23	-1.26	-0.27	1.17	-0.11	5.02	2.68	2.60	6.57
LVIP Delaware Diversified Floating Rate Fund <sup>5, 14</sup>	I	04/30/2010	0.01	-0.45	-0.46	-0.09	-0.23	-0.08	0.53	0.68	0.37	0.27
LVIP Delaware Diversified Income Fund - Standard Class <sup>5, 12</sup>	I	05/16/2003	0.03	-0.84	-0.88	-0.14	1.35	1.16	5.82	3.13	2.79	4.40
LVIP Delaware High Yield Fund - Standard Class <sup>5, 12, 15</sup>	I	07/28/1988	0.10	3.52	3.42	0.42	1.77	8.17	6.26	5.30	5.28	5.69
LVIP Global Income Fund - Standard Class <sup>1, 10, 12, 13</sup>	I	05/04/2009	0.07	-3.09	-3.16	-0.56	-0.30	-1.75	3.09	1.98	0.67	2.48
LVIP SSGA Bond Index Fund - Standard Class <sup>12, 18</sup>	I	04/30/2008	0.04	-1.52	-1.55	-0.30	1.39	-1.29	4.12	1.77	1.82	2.55
PIMCO VIT Total Return Portfolio - Administrative Class <sup>12</sup>	I	12/31/1997	0.00	-1.03	-1.03	-0.23	1.38	-0.22	4.60	2.62	2.50	4.25

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# Performance Update

## Monthly hypothetical performance adjusted for contract fees \*

Investment Options	Inception Date	Change from Previous Day	YTD as of 09/01/2021	YTD as of 08/31/2021	Average Annual Total Return (%) as of 8/31/2021						Since Incep.	
					1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr		
<b>Risk Managed - Asset Allocation</b>												
LVIP Global Conservative Allocation Managed Risk Fund - Standard Class <sup>1,3,6,10,16</sup>	RMAA	05/03/2005	0.16	6.61	6.43	0.83	2.52	11.41	6.36	5.82	5.26	5.11
LVIP Global Growth Allocation Managed Risk Fund - Standard Class <sup>1,3,6,10,16</sup>	RMAA	05/03/2005	0.28	11.06	10.75	1.54	2.88	16.85	6.68	7.34	5.64	4.92
LVIP Global Moderate Allocation Managed Risk Fund - Standard Class <sup>1,3,6,10,16</sup>	RMAA	05/03/2005	0.23	9.34	9.08	1.34	2.81	14.30	6.39	6.79	5.42	5.06
LVIP SSGA Global Tactical Allocation Managed Volatility Fund - Standard Class <sup>1,3,6,10,11,13</sup>	RMAA	05/03/2005	0.28	11.04	10.73	1.21	1.61	21.15	6.90	7.00	5.09	4.13
<b>Preservation of Capital</b>												
LVIP Government Money Market Fund - Standard Class <sup>10,17</sup>	PC	01/07/1982	0.00	-0.66	-0.66	-0.09	-0.26	-0.98	-0.12	-0.23	-0.60	2.70
<b>Risk Managed - US Large Cap</b>												
LVIP BlackRock Dividend Value Managed Volatility Fund - Standard Class <sup>10,11</sup>	RMUSL	02/03/1994	-0.14	18.31	18.48	1.52	-1.38	34.95	7.36	9.16	7.86	6.81
LVIP Blended Large Cap Growth Managed Volatility Fund - Standard Class <sup>10,11,13</sup>	RMUSL	02/03/1994	0.13	24.37	24.21	3.69	13.13	31.15	16.53	16.35	11.93	7.63
<b>Asset Allocation</b>												
LVIP T. Rowe Price 2010 Fund (Standard Class) <sup>6,8,10</sup>	AsA	05/01/2007	0.22	7.63	7.40	1.08	2.58	13.77	8.88	6.98	5.45	4.39
LVIP T. Rowe Price 2020 Fund (Standard Class) <sup>6,8,10</sup>	AsA	05/01/2007	0.25	9.10	8.83	1.29	2.80	16.67	9.81	8.31	6.11	4.52
LVIP T. Rowe Price 2030 Fund (Standard Class) <sup>6,8,10</sup>	AsA	05/01/2007	0.29	12.05	11.73	1.76	3.38	22.01	11.51	9.63	6.77	4.83
LVIP T. Rowe Price 2040 Fund (Standard Class) <sup>6,8,10</sup>	AsA	05/01/2007	0.36	14.90	14.49	2.18	3.79	26.79	12.91	10.87	7.35	4.83
LVIP T. Rowe Price 2050 Fund (Standard Class) <sup>6,8,10</sup>	AsA	04/29/2011	0.37	15.79	15.36	2.32	3.88	28.32	13.36	11.87	7.79	6.50
LVIP T. Rowe Price 2060 Fund - Standard Class <sup>6,8,10</sup>	AsA	04/30/2020	0.37	16.53	16.10	2.40	3.96	29.94	N/A	N/A	N/A	38.53
<b>Risk Managed - US Mid Cap</b>												

# Performance Update

## Monthly hypothetical performance adjusted for contract fees \*

Investment Options	Inception Date	Change from Previous Day	YTD as of 09/01/2021	YTD as of 08/31/2021	Average Annual Total Return (%) as of 8/31/2021							
					1 Mo	3 Mo	1 Yr	3 Yr	5 Yr	10 Yr	Since Incep.	
LVIP Blended Mid Cap Managed Volatility Fund - Standard Class <sup>4, 10, 11, 13</sup>	RMUSM 05/01/2001	0.46	13.06	12.54	2.94	11.25	30.62	15.52	16.76	9.29	5.39	
LVIP JPMorgan Select Mid Cap Value Managed Volatility Fund - Standard Class <sup>4, 10, 11, 13</sup>	RMUSM 05/01/2001	-0.03	23.07	23.11	1.91	0.93	42.79	6.59	8.03	8.04	6.40	
<b>Risk Managed - Global/International</b>												
LVIP Franklin Templeton Global Equity Managed Volatility Fund - Standard Class <sup>1, 10, 11</sup>	RMGI 08/01/1985	0.04	14.95	14.90	1.30	2.80	27.94	8.21	9.73	6.82	7.29	
LVIP SSGA International Managed Volatility Fund - Standard Class <sup>1, 6, 10, 11</sup>	RMGI 12/31/2013	0.85	11.41	10.47	1.48	0.40	24.63	4.58	6.25	N/A	1.82	

\* 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.

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# 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 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.

**5 Macquarie Investment Management**

Investments in Delaware VIP Series, Delaware Funds, Ivy Variable Insurance Portfolios, Ivy 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 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.

**7 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.

**8 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.

**9 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.

**10 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.

**11 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.

**12 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.

**13 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.

**14 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.

**15 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.

# Performance Update

## <sup>16</sup> 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.

## <sup>17</sup> 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.

## <sup>18</sup> Index

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

## <sup>19</sup> 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.

## <sup>20</sup> 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.

## <sup>21</sup> S&P

The Index to which this fund is managed is a product of S&P Dow Jones Indices LLC (SPDJI) and has been licensed for use by one or more of the portfolio's service providers (licensee). Standard & Poor's®; and S&P® are registered trademarks of Standard & Poor's Financial Services LLC (S&P); Dow Jones® is a registered trademark of Dow Jones Trademark Holdings LLC (Dow Jones); and these trademarks have been licensed for use by SPDJI and sublicensed for certain purposes by the licensee. S&P®, S&P GSCI® and the Index are trademarks of S&P and have been licensed for use by SPDJI and its affiliates and sublicensed for certain purposes by the licensee. The Index is not owned, endorsed, or approved by or associated with any additional third party. The licensee's products are not sponsored, endorsed, sold or promoted by SPDJI, Dow Jones, S&P, their respective affiliates, or their third party licensors, and none of these parties or their respective affiliates or third party licensors make any representation regarding the advisability of investing in such products, nor do they have liability for any errors, omissions, or interruptions of the Index®.

## <sup>22</sup> 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.**

Limitations and exclusions may apply.

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 September 8, 2021**



**Date:**                    **Correspondence Sent To:**

1. 08/27/2021 Santa Barbara County  
County Surveyor's Office  
**Subject:** Parcel Map 14,844, Williams-Lot Split  
A.P.N. 059-010-047, La Riata Lane, Santa Barbara, CA
  
2. 09/02/2021 The Honorable Gavin Newsom  
Governor, State of California  
**Subject:** AB 818 (Bloom): Goleta Sanitary District Support  
and Signature Request  
  - Jessica Gauger, Director of Legislative Advocacy & Public Affairs  
California Association of Sanitation Agencies
  
3. 09/07/2021 Alanna Snowden  
**Subject:** Sewer Service Availability  
Proposed Annexation and Sewer Service Connection for One Existing  
Single-Family Residence  
A.P.N. 077-042-001 at 1420 Holiday Hill Road, Goleta
  
4. 09/07/2021 Santa Barbara Contractors Association  
**Subject:** Goleta Sanitary District Notice to Contractors Regarding  
Discharge of Grout, Cement or any other Construction Material in  
Sewer System

**Date:**                    **Correspondence Received From:**

1. 08/30/2021 Central Coast Community Energy  
**Subject:** County of Santa Barbara Is Part of Central Coast Community  
Energy and Impact on Enrollment in Southern California Edison's Critical  
Peak Pricing Program
  
2. 09/01/2021 City of Santa Barbara, Santa Barbara Airport  
Henry Thompson, Airport Director  
**Subject:** Santa Barbara Airport Pretreatment Facility Follow-Up Letter
  
3. 09/07/2021 Howell Moore & Gough  
Attorneys At Law LLP  
  
Moss, Levy & Hartzheim LLP  
**Subject:** Goleta Sanitary District  
District Financial Statements Request for Year Ended June 30, 2021

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