

# SOLANO COUNTY WATER AGENCY



## BOARD OF DIRECTORS:

### **Chair:**

*Director Dale Crossley*  
Reclamation District No. 2068

### **Vice Chair:**

*Supervisor Jim Spering*  
Solano County District 3

*Mayor Steve Young*  
City of Benicia

*Mayor Steve Bird*  
City of Dixon

*Mayor Harry Price*  
City of Fairfield

*Director Ryan Mahoney*  
Maine Prairie Water District

*Mayor Ron Kott*  
City of Rio Vista

*Supervisor Erin Hannigan*  
Solano County District 1

*Supervisor Monica Brown*  
Solano County District 2

*Supervisor John Vasquez*  
Solano County District 4

*Supervisor Mitch Mashburn*  
Solano County District 5

*Director J.D. Kluge*  
Solano Irrigation District

*Mayor Lori Wilson*  
City of Suisun City

*Mayor Ron Rowlett*  
City of Vacaville

*Mayor Robert McConnell*  
City of Vallejo

## GENERAL MANAGER:

*Roland Sanford*  
Solano County Water Agency

## BOARD OF DIRECTORS MEETING

**DATE:** Thursday, April 8, 2021

**TIME:** 6:30 P.M.

**PLACE:** Virtual Meeting – Zoom Meeting

### **Join Zoom Meeting:**

<https://us02web.zoom.us/j/83166083435?pwd=R2NleE1KUVC0dFp2enZQTmIDN0pUUT09>

Meeting ID: 831 6608 3435/Passcode: 672719

One tap mobile: +16699009128,,83166083435#,,,\*672719#

Dial by your location: +1 669 900 9128 US (San Jose)

### **1. CALL TO ORDER**

### **2. PLEDGE OF ALLEGIANCE**

### **3. APPROVAL OF AGENDA**

### **4. PUBLIC COMMENT**

*If you wish to make a Public Comment, please contact the Secretary at: [clea@scwa2.com](mailto:clea@scwa2.com) to expedite the process, thank you. Public Comments may still be made during the virtual meeting without prior notice.*

### **5. CONSENT ITEMS** (estimated time: 5 minutes)

(A) Minutes: Approval of the Minutes of the Board of Directors meeting of March 11, 2021.

(B) Expenditure Approvals: Approval of the March 2021 checking account register.

(C) Quarterly Financial Reports: Approve the Income Statement and Balance Sheet of March 2021.

(D) Lower Putah Creek Salmon Study: Authorize General Manager to execute Contract Amendment Number 14 with UC Davis for continuation of Lower Putah Creek Salmon Study through FY 2021-2022 (increase contract amount by \$285,459, from \$857,877 to \$1,143,336).



- (E) Adopt Real Estate Purchase Policy: Adopt real estate purchase policy.

6. **BOARD MEMBER REPORTS** *(estimated time: 5 minutes)*

RECOMMENDATION: For information only.

7. **GENERAL MANAGER’S REPORT** *(estimated time: 5 minutes)*

RECOMMENDATION: For information only.

8. **SOLANO WATER ADVISORY COMMISSION REPORT** *(estimated time: 5 minutes)*

RECOMMENDATION: For information only.

9. **WATER AGENCY WORKFORCE STUDY – PROGRESS UPDATE**  
*(estimated time: 45 minutes)*

RECOMMENDATION: Hear presentation and provide direction to staff.

10. **SOLANO SUBBASIN GROUNDWATER SUSTAINABILITY AGENCY GRANT FUNDING REQUEST FOR DEVELOPMENT OF GROUNDWATER SUSTAINABILITY PLAN FOR SOLANO SUBBASIN** *(estimated time: 10 minutes)*

RECOMMENDATION: Provide \$350,000 grant funding match to Solano Subbasin Groundwater Sustainability Agency for completion of Groundwater Sustainability Plan for Solano Subbasin.

11. **FEASIBILITY STUDY FOR PROPOSED NORTH BAY AQUEDUCT “TURNOUT”**  
*(estimated time: 10 minutes)*

RECOMMENDATION: Authorize General Manager to initiate feasibility investigations for proposed North Bay Aqueduct “turnout” that would facilitate integration of North Bay Aqueduct and Solano Project water supplies.

12. **WATER AGENCY STAFFING – ADDITION OF TWO PERMANENT WATER RESOURCES TECHNICIAN POSITIONS** *(estimated time: 10 minutes)*

RECOMMENDATION: Approve addition of two permanent Water Resources Technician positions and authorize immediate recruitment of said positions.

13. **SACKETT RANCH PARCEL SPLIT** *(estimated time: 15 minutes)*

RECOMMENDATION: Approve parcel split in concept and direct staff to prepare associated agreements necessary to effectuate parcel split, for Board consideration at subsequent Board meeting.

14. **LEGISLATIVE UPDATES** *(estimated time: 10 minutes)*

RECOMMENDATIONS:

1. Hear report from Committee Chair on activities of the SCWA Legislative Committee.
2. Hear report from Bob Reeb of Reeb Government Relations, LLC.

15. **WATER POLICY UPDATES** *(estimated time: 5 minutes)*

RECOMMENDATIONS:

1. Hear report from staff on current and emerging Delta and Water Policy issues and provide direction.
2. Hear status report from Committee Chair on activities of the SCWA Water Policy Committee.
3. Hear report from Supervisors Vasquez and Mashburn on activities of the Delta Counties Coalition, Delta Protection Commission, and Delta Conservancy.
4. Hear report from Elizabeth Patterson on activities of the North Bay Watershed Association (see <https://www.nbwatershed.org> for additional information).

16. **TIME AND PLACE OF NEXT MEETING**

Thursday, May 13, 2021 at 6:30 p.m. at the SCWA offices.

***The Full Board of Directors packet with background materials for each agenda item can be viewed on the Agency's website at [www.scwa2.com](http://www.scwa2.com).***

Any materials related to items on this agenda distributed to the Board of Directors of Solano County Water Agency less than 72 hours before the public meeting are available for public inspection at the Agency's offices located at the following address: 810 Vaca Valley Parkway, Suite 203, Vacaville, CA 95688. Upon request, these materials may be made available in an alternative format to persons with disabilities.

# CONSENT ITEMS



**SOLANO COUNTY WATER AGENCY  
BOARD OF DIRECTORS MEETING MINUTES  
MEETING DATE: March 11, 2021**

The Solano County Water Agency Board of Directors met this evening via Zoom teleconferencing, in deference to the ongoing State and County COVID-19 “shelter in place” directives. Present were:

Mayor Steve Young, City of Benicia  
Mayor Steve Bird, City of Dixon  
Mayor Harry Price, City of Fairfield  
Mayor Ronald Kott, City of Rio Vista  
Mayor Lori Wilson, City of Suisun City  
Mayor Ron Rowlett, City of Vacaville  
Mayor Robert McConnell, City of Vallejo  
Supervisor Erin Hannigan, Solano County District 1  
Supervisor Monica Brown, Solano County District 2  
Supervisor John Vasquez, Solano County District 4  
Supervisor Mitch Mashburn, Solano County District 5  
Director Dale Crossley, Reclamation District No. 2068  
Director Ryan Mahoney, Maine Prairie Water District

**CALL TO ORDER**

The meeting was called to order by Chair Crossley at 6:31 pm.

**APPROVAL OF AGENDA**

On a motion by Mayor Price and a second by Mayor Rowlett the Board unanimously approved – by roll call vote - the agenda.

**PUBLIC COMMENT**

There were no public comments.

**CONSENT ITEMS**

Supervisor Vasquez asked that item 5E (Adopt Real Estate Purchase Policy) be pulled for discussion.

On a motion by Mayor Wilson and a second by Mayor Rowlett the Board unanimously approved – by roll call vote - the following consent items:

- (A) Minutes
- (B) Expenditure Approvals
- (C) Purchase Order for Spare Motors and Gear Boxes
- (D) Contract Amendment with GHD

After discussion, the Board concluded item 5E (Adopt Real Estate Purchase Policy) needed further refinement. On a motion by Supervisor Vasquez and a second by Mayor Rowlett the Board unanimously approved – by roll call vote – removing item 5E from the Consent Items and directed staff to bring a revised Real Estate Purchase Policy to the Board, for Board consideration, in April.

**BOARD MEMBER REPORTS**

Chair Crossley reported that he gave opening remarks at the virtual Post Fire Flood Preparedness Town Hall meeting the Water Agency hosted on March 4<sup>th</sup>, and that Principal Water Resources Engineer Alex Rabidoux did an excellent job of putting the meeting together.

**GENERAL MANAGER’S REPORT**

The General Manager had nothing to add to the written report in the Board packet.

### **SOLANO WATER ADVISORY COMMISSION**

General Manager Roland Sanford reported that the Solano Water Advisory Commission (SWAC) is discussing drought preparations and that SWAC members are working collaboratively to ensure consistency with regard to the description of the North Bay Aqueduct and Solano Project water supplies in their respective Urban Water Management Plan updates.

### **SCWA FISCAL YEAR 2019-2020 AUDIT**

General Manager Roland Sanford reported that the Water Agency fiscal year 2019-2020 audit was recently completed by Badawi & Associates and that in their report, Badawi & Associates conclude the Water Agency's financial statements for fiscal year 2019-2020 are free from material misstatement and represented fairly in accordance with Generally Accepted Accounting Principles (GAAP). No deficiencies were noted – a "clean audit".

Mayor Young asked why inter-governmental revenues were down by half from the prior fiscal year. Ms. Marcie Fehrenkamp, Water Agency Accountant II explained that the decrease in revenue was due to fewer grant funds received from other government agencies. Mayor Young also asked why property tax revenues were less than initially forecast for fiscal year 2019-2020. Ms. Fehrenkamp explained that the property tax forecasts are provided by the County and based on best available information.

On a motion by Mayor Wilson and a second by Mayor Price the Board unanimously accepted – by roll call vote – the Water Agency's fiscal year 2019-2020 audit report prepared by Badawi & Associates.

### **APPOINTMENT OF REPRESENTATIVE TO NORTH BAY WATERSHED ASSOCIATION BOARD OF DIRECTORS**

On a motion by Mayor Wilson and a second by Supervisor Hannigan the Board unanimously approved – by roll call vote - the election of Ms. Elizabeth Patterson as the Water Agency's representative to the North Bay Watershed Association Board of Directors for 2021.

### **LEGISLATIVE UPDATES**

Chair Crossley reported that the Legislative Committee met on February 22<sup>nd</sup> and discussed potential goals and committee activities for 2021. Mr. Bob Reeb, the Water Agency's Legislative Advocate, briefed the Board on pending legislation (AB 9, AB 11, AB 50, AB 51, SB 369, and SB 559).

### **WATER POLICY UPDATES**

1. Staff had nothing to report on emerging Delta and Water Policy issues.
2. The Water Policy Committee will be meeting on March 17<sup>th</sup>.
3. Supervisor Vasquez stated that the Delta Protection Commission did not meet last month so there is nothing to report.
4. General Manager Roland Sanford stated there was nothing to report from the North Bay Watershed Association.

### **CLOSED SESSION**

Mayor Bird entered the meeting at this time.

The Board entered into Closed Session at 7:06 to discuss the following:

1. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION  
(Paragraph (1) of subdivision (d) of Gov. Code § 54956.9)  
Name of case: Solano County Water Agency v. State of California Department of Water Resources  
Solano County Superior Court Case No. FCS055749

The Board returned to open session at 7:32 pm. Chair Crossley stated that there was nothing to report out of the closed session.

**TIME AND PLACE OF NEXT MEETING**

Thursday, April 8, 2021 at 6:30 p.m., at the SCWA offices in Vacaville.

**ADJOURNMENT**

This meeting of the Solano County Water Agency Board of Directors was adjourned at 7:33 p.m.

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Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021  
SUBJECT: Expenditures Approval

RECOMMENDATIONS:


Approve expenditures from the Water Agency checking accounts for March 2021.

FINANCIAL IMPACT:

All expenditures are within previously approved budget amounts.

BACKGROUND:

The Water Agency auditor has recommended that the Board of Directors approve all expenditures (in arrears). Attached is a summary of expenditures from the Water Agency’s checking accounts for March 2021. Additional backup information is available upon request.

Recommended:   
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

## SOLANO COUNTY WATER AGENCY

## Cash Disbursements Journal

For the Period From Mar 1, 2021 to Mar 31, 2021

Filter Criteria includes: Report order is by Check Number. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
3/2/21	35782	2020SC 1020SC	Invoice: 3541172 AMERICAN TOWER CORPORATION	650.47	650.47
3/2/21	35783	2020SC 1020SC	Invoice: 6974 AMPLE ELECTRIC INC.	4,800.00	4,800.00
3/2/21	35784	2020SC 1020SC	Invoice: 412 BOUCHER LAW	1,802.50	1,802.50
3/2/21	35785	2020SC 1020SC	Invoice: SE00635 BSK ASSOCIATES	300.00	300.00
3/2/21	35786	2020SC 1020SC	Invoice: CAVAC72014 FASTENAL COMPANY	9.07	9.07
3/2/21	35787	2020SC 1020SC	Invoice: CL78275 INTERSTATE OIL COMPANY	552.80	552.80
3/2/21	35788	2020SC 1020SC	Invoice: JAN 2021 BRIAN KEELEY	6,542.90	6,542.90
3/2/21	35789	2020SC 2020SC 1020SC	Invoice: DEC COVID Invoice: JAN COVID LEE, CHRISTOPHER R.	75.00 75.00	150.00
3/2/21	35790	2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 1020SC	Invoice: 313520 Invoice: 313539 Invoice: 313563 Invoice: 313562 Invoice: 104677 Invoice: 104678 Invoice: 313778 Invoice: 314022 Invoice: 313993 Invoice: 105994 Invoice: 314667 Invoice: 314776 PACIFIC ACE HARDWARE	29.76 12.30 7.69 70.94 23.97 7.35 49.30 53.61 67.51 64.01 8.56 28.70	423.70
3/2/21	35791	2020SC 1020SC	Invoice: 02282111 SHANDAM CONSULTING	12,192.50	12,192.50
3/2/21	35792	2020SC 1020SC	Invoice: 0020953 SOLANO IRRIGATION DISTRICT	48,088.51	48,088.51
3/2/21	35793	2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 1020SC	Invoice: 2752931381 Invoice: 10584 Invoice: 2755650031 Invoice: 2756684981 Invoice: 34751 Invoice: 2762363871 STAPLES	99.46 23.78 19.58 35.01 89.70 310.60	578.13
3/2/21	35794	2020SC 1020SC	Invoice: 05A MICHAEL A. MELANSON	3,750.00	3,750.00
3/2/21	35795	2020SC 1020SC	Invoice: IGIS08-21 THE REGENTS OF THE UNIVERSITY OF CA	2,143.10	2,143.10
3/3/21	35795V	2020SC 1020SC	Invoice: IGIS08-21 THE REGENTS OF THE UNIVERSITY OF CA	2,143.10	2,143.10
3/2/21	35796	2020SC	Invoice: RICHARD ZINN	1,000.00	

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		2020SC	Invoice: RICHARD ZINN	1,000.00	
		1020SC	1 RICHARD ZINN		2,000.00
3/2/21	35797	2020SC	Invoice: 9874257696	2,711.23	
		1020SC	VERIZON WIRELESS		2,711.23
3/2/21	35798	2020SC	Invoice: 851647	803.08	
		2020SC	Invoice: 858733	334.24	
		1020SC	YELLOW SPRINGS INSTRUMENT CO.		1,137.32
3/9/21	35799	2020SC	Invoice: 13280	250.00	
		1020SC	ZACHARIAH WILKERSON		250.00
3/9/21	35800	2020SC	Invoice: 0663797	1,762.41	
		1020SC	ACWA JOINT POWERS INSURANCE AUTHORITY		1,762.41
3/9/21	35801	2020SC	Invoice: EXP REIM DEC	184.00	
		1020SC	- JAN KATHERINE ASHLEY		184.00
3/9/21	35802	2020SC	Invoice: EXP REIM FEB	25.00	
		1020SC	2021 JEFF BARICH		25.00
3/9/21	35803	2020SC	Invoice:	1,134.12	
		1020SC	0000053354610001 NORCAL RENTAL GROUP, LLC		1,134.12
3/9/21	35804	2020SC	Invoice: 7968677	1,378.46	
		1020SC	TIAA BANK		1,378.46
3/9/21	35805	2020SC	Invoice: 5143	1,834.15	
		2020SC	Invoice: 5140	38,722.78	
		1020SC	EYASCO, INC.		40,556.93
3/9/21	35806	2020N	Invoice: 7-283-04520	108.66	
		1020SC	FEDEX EXPRESS		108.66
3/9/21	35807	2020SC	Invoice: EXP REIM	193.61	
		1020SC	JAN-FEB 21 MARCIE FEHRENKAMP		193.61
3/9/21	35808	2020SC	Invoice: 98909	3,499.11	
		2020SC	Invoice: 98908	161.16	
		2020SC	Invoice: 98907	2,780.01	
		2020SC	Invoice: 98906	2,981.46	
		2020SC	Invoice: 98905	2,900.88	
		2020SC	Invoice: 98904	322.32	
		1020SC	HERUM/ CRABTREE/ SUNTAG		12,644.94
3/9/21	35809	2020SC	Invoice: 4021304	132.62	
		2020SC	Invoice: 0023028	86.37	
		2020SC	Invoice: 9024226	71.29	
		1020SC	HOME DEPOT CREDIT SERVICE		290.28
3/9/21	35810	2020SC	Invoice: CL79554	70.80	
		1020SC	INTERSTATE OIL COMPANY		70.80
3/9/21	35811	2020SC	Invoice: 268636	1,600.00	
		1020SC	KOVARUS/AHEAD, INC.		1,600.00

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3/9/21	35812	2020SC 1020SC	Invoice: 105282 LOCAL GOVERNMENT COMMISSION	2,363.64	2,363.64
3/9/21	35813	2020SC 1020SC	Invoice: 36948 LUHDORFF & SCALMANINI	3,900.00	3,900.00
3/9/21	35814	2020SC 1020SC	Invoice: 564543 M&M SANITARY LLC	166.50	166.50
3/9/21	35815	2020SC 1020SC	Invoice: 8973 MAZZEI CHEVROLET	18.62	18.62
3/9/21	35816	2020SC 2020SC 1020SC	Invoice: FEB 2021 Invoice: JAN 2021 MILLENNIUM TERMITE & PEST	51.00 51.00	102.00
3/9/21	35817	2020SC 1020SC	Invoice: INV-1753 OLD DURHAM WOOD	700.00	700.00
3/9/21	35818	2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 2020SC 1020SC	Invoice: 898355 Invoice: 898377 Invoice: 898378 Invoice: 898468 Invoice: 898484 Invoice: 899302 Invoice: 899679 Invoice: 899681 Invoice: 899801 Invoice: 900197 Invoice: 900133 Invoice: 900384 BOB PISANI & SON	20.44 16.69 60.03 44.42 16.61 635.04 20.58 61.48 14.85 205.32 70.60 41.81	1,207.87
3/9/21	35819	2020SC 1020SC	Invoice: 1017634272 PITNEY BOWES	122.22	122.22
3/9/21	35820	2020SC 1020SC	Invoice: 01141837 RECOLOGY HAY ROAD	219.40	219.40
3/9/21	35821	2020SC 1020SC	Invoice: 1465 DOUG NOLAN	3,500.00	3,500.00
3/9/21	35822	2020SC 1020SC	Invoice: 0020954 SOLANO IRRIGATION DISTRICT	129,507.11	129,507.11
3/9/21	35823	2020SC 1020SC	Invoice: 178068 STERLING MAY EQUIPMENT CO.	64.79	64.79
3/9/21	35824	2020SC 2020SC 1020SC	Invoice: 69075 Invoice: 69121 SUISUN VALLEY FRUIT GROWERS AS	50.47 150.86	201.33
3/9/21	35825	2020SC 1020SC	Invoice: IGIS08-21 THE REGENTS OF THE UNIVERSITY OF CA	2,143.10	2,143.10
3/9/21	35826	2020SC 1020SC	Invoice: 35 THINKING GREEN CONSULTANTS	364.29	364.29
3/9/21	35827	2020SC 1020SC	Invoice: 1015389 GROW WEST	57.80	57.80

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3/9/21	35828	2020SC	Invoice: 175	5,521.17	
		2020SC	Invoice: 171	8,885.67	
		2020SC	Invoice: 173	700.00	
		2020SC	Invoice: 174	5,886.49	
		2020SC	Invoice: 172	50.00	
		1020SC	TRPA FISH BIOLOGISTS		21,043.33
3/9/21	35829	2020N	Invoice: ROBERT FREEMAN	518.00	
		1020SC	ROBERT FREEMAN		518.00
3/16/21	35830	2020SC	Invoice: 13360	13,192.60	
		2020SC	Invoice: 13361	19,669.29	
		1020SC	ZACHARIAH WILKERSON		32,861.89
3/16/21	35831	2020SC	Invoice: 32021	640.00	
		1020SC	BELIA MARTINEZ		640.00
3/16/21	35832	2020N	Invoice: 0321-1	640.00	
		1020SC	JEFFREY J JANIK		640.00
3/16/21	35833	2020SC	Invoice: 63100666787	156.09	
		1020SC	LES SCHWAB TIRE CENTER		156.09
3/16/21	35834	2020SC	Invoice: 176339	20,765.00	
		1020SC	LSA ASSOCIATES, INC.		20,765.00
3/16/21	35835	2020SC	Invoice: FIN CHARGES	126.96	
		1020SC	PITNEY BOWES		126.96
3/16/21	35836	2020SC	Invoice: 47260302	269.20	
		2020SC	Invoice: 47261482	102.01	
		1020SC	RECOLOGY VACAVILLE SOLANO		371.21
3/16/21	35837	2020SC	Invoice: 1525503	17.18	
		1020SC	SHELDON		17.18
3/16/21	35838	2020U	Invoice: FEB 2021	504.05	
		1020SC	SOLANO COUNTY FLEET MANAGEMENT		504.05
3/16/21	35839	2020SC	Invoice: 2021-3-SCWA	12,278.79	
		1020SC	SUSTAINABLE SOLANO		12,278.79
3/16/21	35840	2020SC	Invoice: 2021-01020	3,278.59	
		1020SC	TERRA REALTY ADVISORS, INC.		3,278.59
3/16/21	35841	2020SC	Invoice: 20961-43	39,859.21	
		1020SC	THE REGENTS OF THE UNIVERSITY OF CA		39,859.21
3/16/21	35841V	2020SC	Invoice: 20961-43		39,859.21
		1020SC	THE REGENTS OF THE UNIVERSITY OF CA	39,859.21	
3/16/21	35842	2020SC	Invoice: 300447022	105.12	
		2020SC	Invoice: 200537658	6.43	
		1020SC	TRACTOR SUPPLY CREDIT PLAN		111.55
3/16/21	35843	2020SC	Invoice: KENNETH BLACKSHEAR	855.00	
		1020SC	KENNETH E BLACKSHEAR		855.00



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3/16/21	35844	2020SC	Invoice: JENNIFER NICOLI	810.00	
		1020SC	JENNIFER NICOLI		810.00
3/16/21	35845	2020SC	Invoice: DANIELLE SPEARS	1,000.00	
		1020SC	DANIELLE SPEARS		1,000.00
3/16/21	35846	2020SC	Invoice: FRANCESCA WESTBURG	50.00	
		1020SC	FRANCESCA WESTBURG		50.00
3/16/21	35847	2020SC	Invoice: OSV000002381612	285.00	
		1020SC	VERIZON CONNECT		285.00
3/16/21	35848	2020SC	Invoice: 1391 WILSON PUBLIC AFFAIRS	3,500.00	
		1020SC			3,500.00
3/16/21	35849	2020SC	Invoice: 20961-43 THE REGENTS OF THE UNIVERSITY OF CA	39,859.21	
		1020SC			39,859.21
3/23/21	35850	2020SC	Invoice: 2050304 THE REINALT-THOMAS CORP	158.45	
		1020SC			158.45
3/23/21	35851	2020SC	Invoice: 000016188799	298.21	
		2020SC	Invoice: 000016190292	843.43	
		2020SC	Invoice: 000016188844	166.16	
		1020SC	CALNET3		1,307.80
3/23/21	35852	2020SC	Invoice: MAR 2021 EXEC MTG	100.00	
		2020SC	Invoice: MAR 2021 BOD MTG	100.00	
		1020SC	DALE CROSSLEY		200.00
3/23/21	35853	2020SC	Invoice: 147744 FM GRAPHICS	170.98	
		1020SC			170.98
3/23/21	35854	2020SC	Invoice: EXP REIMB MARCH 2021	28.00	
		1020SC	JARD FONG		28.00
3/23/21	35855	2020SC	Invoice: 158411 GHD, INC.	7,658.24	
		1020SC			7,658.24
3/23/21	35856	2020SC	Invoice: 401679 HAUGHN & SON TIRE SERVICE INC	200.00	
		1020SC			200.00
3/23/21	35857	2020SC	Invoice: PSA00013991	85.87	
		2020SC	Invoice: PSA00014055	17.23	
		1020SC	HOLT AG SOLUTIONS		103.10
3/23/21	35858	2020SC	Invoice: EXP REIMB 3.07.21	98.59	
		1020SC	ZACH HYER		98.59
3/23/21	35859	2020SC	Invoice: CL80852 INTERSTATE OIL COMPANY	760.47	
		1020SC			760.47
3/23/21	35860	2020SC	Invoice: FEB 2021 BRIAN KEELEY	4,752.35	
		1020SC			4,752.35
3/23/21	35861	2020SC	Invoice: MAR 2021 EXEC MTG	100.00	
			13		

## SOLANO COUNTY WATER AGENCY

## Cash Disbursements Journal

For the Period From Mar 1, 2021 to Mar 31, 2021

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Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
		2020SC	EXEC MTG		
			Invoice: MAR 2021 WAT	100.00	
		1020SC	POL		
			JOHN D. KLUGE		200.00
3/23/21	35862	2020SC	Invoice: MAR 2021 BOD	100.00	
			MTG		
		1020SC	RYAN MAHONEY		100.00
3/23/21	35863	2020SC	Invoice: MAR 2021	100.00	
			EXEC MTG		
		2020SC	Invoice: MAR 2021 BOD	100.00	
			MTG		
		1020SC	MITCH MASHBURN		200.00
3/23/21	35864	2020SC	Invoice: MAR 2021 WAT	100.00	
			POL		
		1020SC	ROBERT MCCONNELL		100.00
3/23/21	35865	2020SC	Invoice: C61874	1,102.50	
		1020SC	MECOM EQUIPMENT, LLC		1,102.50
3/23/21	35866	2020SC	Invoice: 900832	53.02	
		2020SC	Invoice: 900941	11.86	
		2020SC	Invoice: 900963		4.41
		2020SC	Invoice: 900940	80.22	
		2020SC	Invoice: 900964		8.82
		2020SC	Invoice: 900965	124.11	
		2020SC	Invoice: 901046	23.58	
		2020SC	Invoice: 901189	18.22	
		2020SC	Invoice: 901188	85.50	
		2020SC	Invoice: 901568	63.84	
		2020SC	Invoice: 902301	9.11	
		2020SC	Invoice: 902336	139.02	
		2020SC	Invoice: 902459	137.66	
		2020SC	Invoice: 902483	82.53	
		2020SC	Invoice: 902564	49.91	
		2020SC	Invoice: 902777	37.95	
		2020SC	Invoice: 902806	139.63	
		2020SC	Invoice: 902948	104.81	
		1020SC	BOB PISANI & SON		1,147.74
3/23/21	35866a	1020SC	VOID		
3/23/21	35867	2020SC	Invoice: 3104631009	542.83	
		1020SC	PITNEY BOWES		542.83
3/23/21	35868	2020SC	Invoice: 34-APR-2021	9,500.00	
		1020SC	REEB GOVERNMENT RELATIONS, LLC		9,500.00
3/23/21	35869	2020SC	Invoice: 11888	138.60	
		2020SC	Invoice: 11881	260.00	
		1020SC	REGIONAL GOVERNMENT SERVICES AUTHORITY		398.60
3/23/21	35870	2020SC	Invoice: WCP-196	1,117.60	
		1020SC	RICHARD HEATH & ASSOCIATES, INC.		1,117.60
3/23/21	35871	2020SC	Invoice: MAR 2021	100.00	
			EXEC MTG		
		2020SC	Invoice: MAR 2021 BOD	100.00	
			MTG		
		1020SC	RON ROWLETT		200.00
3/23/21	35872	2020SC	Invoice: 197370	620.38	
		1020SC	SHELDON		620.38

## SOLANO COUNTY WATER AGENCY

## Cash Disbursements Journal

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3/23/21	35873	2020SC 2020SC 1020SC	Invoice: 0022416 Invoice: 0022415 SOLANO IRRIGATION DISTRICT	44,021.03 102,322.97	146,344.00
3/23/21	35874	2020SC 1020SC	Invoice: MAR 2021 EXEC MTG JAMES SPERING	100.00	100.00
3/23/21	35875	2020SC 1020SC	Invoice: 006492990046 APR2021 STANDARD INSURANCE COMPANY	2,005.88	2,005.88
3/23/21	35876	2020SC 2020SC 1020SC	Invoice: 36316 Invoice: 2786991001 STAPLES	128.46	23.78 104.68
3/23/21	35877	2020SC 2020SC 1020SC	Invoice: 180676 Invoice: 180677 STERLING MAY EQUIPMENT CO.	245.51 3.93	249.44
3/23/21	35878	2020N 1020SC	Invoice: JAY KROUS JAY KROUS	552.00	552.00
3/23/21	35879	2020N 1020SC	Invoice: JIMMY SARMIENTO JIMMY SARMIENTO	50.00	50.00
3/23/21	35880	2020SC 2020SC 1020SC	Invoice: MAR 2021 WAT POL Invoice: MAR 2021 BOD MTG JOHN VASQUEZ	100.00 100.00	200.00
3/23/21	35881	2020SC 1020SC	Invoice: 9874847265 VERIZON WIRELESS	1,810.67	1,810.67
3/23/21	35882	2020SC 1020SC	Invoice: 8 VICTOR PAUL CLAASSEN	8,341.65	8,341.65
3/23/21	35883	2020SC 1020SC	Invoice: 1655720 WESTERN RANCH & PET SUPPLY	605.48	605.48
3/23/21	35884	2020SC 1020SC	Invoice: 29996 WINTERS BROADBAND	595.00	595.00
3/23/21	35885	2020SC 1020SC	Invoice: MAR 2021 BOD MTG STEVE YOUNG	100.00	100.00
3/30/21	35886	2020SC 2020SC 2020SC 1020SC	Invoice: BA7379 Invoice: BA7381 Invoice: BA7380 BLANKINSHIP & ASSOCIATES, INC.	762.50 1,648.75 976.25	3,387.50
3/30/21	35887	2020SC 1020SC	Invoice: 449 BOUCHER LAW	10,727.50	10,727.50
3/30/21	35888	2020SC 1020SC	Invoice: SE01096 BSK ASSOCIATES	5,688.00	5,688.00
3/30/21	35889	2020SC 1020SC	Invoice: 1607829 COUNTY OF YOLO	18.00	18.00

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3/30/21	35890	2020SC	Invoice: 21-026-T APR 2021	505,925.00	
		2020SC	Invoice: 21-206-V FEB 2021	45,192.00	
		2020SC	Invoice: 21-024-O APR 2021	1,030.00	
		1020SC	DEPARTMENT OF WATER RESOURCES		552,147.00
3/30/21	35891	2020SC	Invoice: 5149	3,704.16	
		1020SC	EYASCO, INC.		3,704.16
3/30/21	35892	2020SC	Invoice: 145869	19,066.60	
		1020SC	KENNEDY/JENKS CONSULTANTS		19,066.60
3/30/21	35893	2020SC	Invoice: NAPA WHOLE 20/21	312,000.00	
		1020SC	COUNTY OF NAPA		312,000.00
3/30/21	35894	2020SC	Invoice: VIRGINIA MARKS	50.00	
		1020SC	VIRGINIA MARKS		50.00
3/17/21	5000033	2023AC	FSA REIMBURSEMENT 2020 CALENDAR YEAR 3.16.2021	451.04	
		1020SC	PATE, THOMAS		451.04
3/25/21	ASHLEY FEB 2021	2020SC	Invoice: ASHLEY FEB 2021	351.34	
		1020SC	UMPQUA BANK		351.34
3/25/21	COLIAS FEB 2021	2020SC	Invoice: COLIAS FEB 2021	232.59	
		1020SC	UMPQUA BANK		232.59
3/25/21	CUETARA FEB 2021	2020SC	Invoice: CUETARA FEB 2021	751.65	
		1020SC	UMPQUA BANK		751.65
3/2/21	EFT	2020SC	Invoice: MAR 2021 HEALTH	23,066.48	
		1020SC	CALPERS		23,066.48
3/12/21	EFT	2020SC	Invoice: 55632	421.32	
		1020SC	ONEPOINT HUMAN CAPITAL MANAGEMENT LLC		421.32
3/10/21	EFT	2020SC	Invoice: SIP PPE 3.6.2021	6,378.80	
		2020SC	Invoice: PPE 3.6.2021	10,921.03	
		2020SC	Invoice: PEPRA PPE 3.6.2021	3,697.11	
		1020SC	CALPERS		20,996.94
3/12/21	EFT	2020SC	Invoice: 23099622	137.50	
		1020SC	PAYCHEX		137.50
3/16/21	EFT	2020SC	Invoice: 70588631	809.94	
		1020SC	WEX BANK		809.94
3/25/21	EFT	2020SC	Invoice: PEPRA PPE 3.20.2021	3,601.23	
		2020SC	Invoice: PPE 3.20.2021	11,018.33	
		2020SC	Invoice: RETRO 3.20.2021	1,043.29	
		2020SC	Invoice: SIP PPE 3.20.2021	6,582.42	
		1020SC	CALPERS		22,245.27

## SOLANO COUNTY WATER AGENCY

## Cash Disbursements Journal

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3/26/21	EFT	2020SC 1020SC	Invoice: 55939 ONEPOINT HUMAN CAPITAL MANAGEMENT LLC	100.30	100.30
3/29/21	EFT	2020SC 2020SC 1020SC	Invoice: PENSION UAL 2021 CLA Invoice: PENSION UAL 2021 PEP CALPERS	159,672.00 14,497.00	174,169.00
3/20/21	EFT 3.20.2021	6012AC 2024AC 1020SC	EMPLOYER LIABILITIES PPE 3.20.2021 EMPLOYEE LIABILITIES PPE 3.20.2021 PAYROLL TAXES	1,777.64 21,898.01	23,675.65
3/6/21	EFT 3.6.2021	2024AC 6011AC 1020SC	EMPLOYEE LIABILITIES PPE 3.6.2021 EMPLOYER LIABILITIES PPE 3.6.2021 PAYROLL TAXES	18,896.18 1,549.69	20,445.87
3/25/21	FEHRENKAMP FEB 2021	2020SC 1020SC	Invoice: FEHRENKAMP FEB 2021 UMPQUA BANK	315.00	315.00
3/25/21	FLORENDO FEB 2021	2020SC 1020SC	Invoice: FLORENDO FEB 2021 UMPQUA BANK	6.99	6.99
3/25/21	FOWLER FEB 2021	2020SC 1020SC	Invoice: FOWLER FEB 2021 UMPQUA BANK	2,108.07	2,108.07
3/25/21	HYER FEB 2021	2020N 1020SC	Invoice: HYER FEB 2021 UMPQUA BANK	2,200.00	2,200.00
3/25/21	JONES FEB 2021	2020SC 1020SC	Invoice: JONES FEB 2021 UMPQUA BANK	130.13	130.13
3/25/21	LEE FEB 2021	2020SC 1020SC	Invoice: LEE FEB 2021 UMPQUA BANK	80.42	80.42
3/25/21	NGUYEN FEB 2021	2020N 1020SC	Invoice: NGUYEN FEB 2021 UMPQUA BANK	1,075.32	1,075.32
3/25/21	PASCUAL FEB 2021	2020SC 1020SC	Invoice: PASCUAL FEB 2021 UMPQUA BANK	191.28	191.28
3/25/21	PATE FEB 2021	2020SC 1020SC	Invoice: PATE FEB 2021 UMPQUA BANK	27.98	27.98
3/25/21	RABIDOUX FEB 2021	2020SC 1020SC	Invoice: RABIDOUX FEB 2021 UMPQUA BANK	12.74	12.74
3/25/21	SNYDER FEB 2021	2020SC 1020SC	Invoice: SNYDER FEB 2021 UMPQUA BANK	286.01	286.01
3/25/21	WILLINGMYRE FEB 2021	2020SC	Invoice: WILLINGMYRE FEB 2021	238.20	

## SOLANO COUNTY WATER AGENCY

## Cash Disbursements Journal

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Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
		1020SC	UMPQUA BANK		238.20
	Total			1,907,282.71	1,907,282.71

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021  
SUBJECT: Financial Report Approval

RECOMMENDATIONS:


Approve the quarterly Income Statement and Balance Sheet for the period ending March 2021.

FINANCIAL IMPACT:

All revenues and expenditures are reported within previously approved budget amounts.

BACKGROUND:

The Water Agency auditor has recommended that the Board of Directors receive quarterly financial reports. Attached are the Income Statement and the Balance Sheet of the Water Agency for the period ending March 2021. Additional backup information is available upon request.

Recommended:   
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:  
Noes:  
Abstain:  
Absent:

Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

		Current Year Actual	Current Year Budget	Variance Amount	Variance Percent	Last Year Actual	Change from Last Year	Percent Change
Revenues								
4001G	SECURED	\$ 68,464.72	\$ 88,247.00	(19,782.28)	(22.42)	\$ 41,341.94	27,122.78	65.61
4001N	SECURED	7,156,505.29	15,095,730.00	(7,939,224.71)	(52.59)	7,146,434.72	10,070.57	0.14
4001SC	SECURED	4,248,431.78	8,489,580.00	(4,241,148.22)	(49.96)	3,987,498.69	260,933.09	6.54
4001U	SECURED	569,744.22	1,159,620.00	(589,875.78)	(50.87)	539,536.35	30,207.87	5.60
4002G	UNSECURED	3,638.72	5,228.00	(1,589.28)	(30.40)	5,035.73	(1,397.01)	(27.74)
4002N	UNSECURED	347,544.88	361,480.00	(13,935.12)	(3.86)	341,683.28	5,861.60	1.72
4002SC	UNSECURED	299,249.39	307,000.00	(7,750.61)	(2.52)	304,975.02	(5,725.63)	(1.88)
4002U	UNSECURED	40,138.00	44,000.00	(3,862.00)	(8.78)	47,068.10	(6,930.10)	(14.72)
4004G	CURRENT SUPPLEMENTAL	1,102.03	2,389.00	(1,286.97)	(53.87)	1,246.26	(144.23)	(11.57)
4004N	CURRENT SUPPLEMENTAL	72,474.72	303,010.00	(230,535.28)	(76.08)	76,444.83	(3,970.11)	(5.19)
4004SC	CURRENT SUPPLEMENTAL	51,984.97	228,240.00	(176,255.03)	(77.22)	61,198.43	(9,213.46)	(15.06)
4004U	CURRENT SUPPLEMENTAL	8,890.47	33,910.00	(25,019.53)	(73.78)	8,165.10	725.37	8.88
4100N	WATER SALES	1,603,170.00	1,560,100.00	43,070.00	2.76	1,559,082.00	44,088.00	2.83
4100SC	WATER SALES	83,062.00	93,644.00	(10,582.00)	(11.30)	91,656.00	(8,594.00)	(9.38)
4102N	COST OF POWER TO PUMP NBA	138,225.57	50,000.00	88,225.57	176.45	0.00	138,225.57	0.00
4103N	CONVEYANCE SETTLEMENT	227,520.83	100,000.00	127,520.83	127.52	0.00	227,520.83	0.00
4110N	NAPA MAKE WHOLE	312,000.00	312,000.00	0.00	0.00	156,000.00	156,000.00	100.00
4120N	SWP ADJUSTMENTS	255,933.00	586,000.00	(330,067.00)	(56.33)	343,838.17	(87,905.17)	(25.57)
4122N	PROP 84 INTAKE GRANT	0.00	0.00	0.00	0.00	399,346.09	(399,346.09)	(100.00)
4150SC	EQUIPMENT DISTRIBUTION REIMI	0.00	30,000.00	(30,000.00)	(100.00)	0.00	0.00	0.00
4402WC	INTEREST - MONEY MGMT	24.05	65.00	(40.95)	(63.00)	104.40	(80.35)	(76.96)
4403SC	INTEREST - CHECKING	173.27	100.00	73.27	73.27	168.66	4.61	2.73
4404G	INTEREST - LAIF - GREEN VALLEY	300.10	220.00	80.10	36.41	426.91	(126.81)	(29.70)
4404N	INTEREST - LAIF - SWP	25,927.55	21,700.00	4,227.55	19.48	42,228.21	(16,300.66)	(38.60)
4404SC	INTEREST - LAIF - SP	22,757.72	45,000.00	(22,242.28)	(49.43)	38,132.08	(15,374.36)	(40.32)
4404U	INTEREST - LAIF - ULATIS	8,272.21	7,300.00	972.21	13.32	14,197.84	(5,925.63)	(41.74)
4405G	INTEREST - CAMP - GREEN VALLE	181.50	1,325.00	(1,143.50)	(86.30)	1,906.42	(1,724.92)	(90.48)
4405N	INTEREST - CAMP - SWP	15,680.78	131,100.00	(115,419.22)	(88.04)	188,576.04	(172,895.26)	(91.68)
4405SC	INTEREST - CAMP - SP	13,763.69	120,000.00	(106,236.31)	(88.53)	170,284.32	(156,520.63)	(91.92)
4405U	INTEREST - CAMP - ULATIS	5,002.96	44,000.00	(38,997.04)	(88.63)	63,402.49	(58,399.53)	(92.11)
4406SC	INTEREST - OTHER	5.12	0.00	5.12	0.00	0.00	5.12	0.00
4407G	INTEREST- INVESTMENT	310.06	222.00	88.06	39.67	361.21	(51.15)	(14.16)
4407N	INTEREST - INVESTMENTS	26,787.00	22,000.00	4,787.00	21.76	35,729.78	(8,942.78)	(25.03)
4407SC	INTEREST - INVESTMENTS	23,512.06	21,000.00	2,512.06	11.96	32,264.01	(8,751.95)	(27.13)
4407U	INTEREST - INVESTMENTS	8,546.42	7,400.00	1,146.42	15.49	12,012.95	(3,466.53)	(28.86)
4507G	HOMEOWNER RELIEF	176.70	1,293.00	(1,116.30)	(86.33)	194.10	(17.40)	(8.96)
4507N	HOMEOWNER RELIEF	11,775.30	86,070.00	(74,294.70)	(86.32)	11,952.30	(177.00)	(1.48)
4507SC	HOMEOWNER RELIEF	10,608.75	69,810.00	(59,201.25)	(84.80)	10,768.65	(159.90)	(1.48)
4507U	HOMEOWNER RELIEF	0.00	10,330.00	(10,330.00)	(100.00)	0.00	0.00	0.00
4600SC	REDEVELOP - DIX/RV	28,178.81	74,100.00	(45,921.19)	(61.97)	34,613.38	(6,434.57)	(18.59)



		Current Year Actual	Current Year Budget	Variance Amount	Variance Percent	Last Year Actual	Change from Last Year	Percent Change
4601SC	REDEVELOP - VACAVILLE	386,281.77	673,850.00	(287,568.23)	(42.68)	295,795.44	90,486.33	30.59
4601U	REDEVELOP - VACAVILLE	190,183.51	356,456.00	(166,272.49)	(46.65)	169,492.26	20,691.25	12.21
4602G	REDEVELOP - FAIRFIELD	17,669.08	84,248.00	(66,578.92)	(79.03)	36,720.42	(19,051.34)	(51.88)
4602SC	REDEVELOP - FAIRFIELD	534,976.75	975,360.00	(440,383.25)	(45.15)	445,623.35	89,353.40	20.05
4603SC	REDEVELOP - SUISUN CITY	232,019.77	276,360.00	(44,340.23)	(16.04)	134,709.32	97,310.45	72.24
4605SC	REDEVELOP - N. TEXAS	32,778.25	72,380.00	(39,601.75)	(54.71)	28,207.34	4,570.91	16.20
4702SC	BOATING AND WATERWAYS	0.00	180,000.00	(180,000.00)	(100.00)	0.00	0.00	0.00
4704SC	USFWS (FISH & WILDLIFE)	0.00	200,000.00	(200,000.00)	(100.00)	0.00	0.00	0.00
4705SC	USBR Grant	65,268.46	0.00	65,268.46	0.00	151,789.08	(86,520.62)	(57.00)
4900N	MISC INCOME	17,240.73	17,241.00	(0.27)	(0.00)	17,320.33	(79.60)	(0.46)
4900SC	MISCELLANEOUS INCOME	17,240.73	17,240.00	0.73	0.00	55,471.00	(38,230.27)	(68.92)
4906SC	SACKETT RANCH LEASE REVENUE	14,545.51	0.00	14,545.51	0.00	0.00	14,545.51	0.00
4922SC	GREENHOUSE REVENUES	10,684.50	3,000.00	7,684.50	256.15	12,898.00	(2,213.50)	(17.16)
4930U	O&M - OTHER AGENCIES	8,036.47	7,000.00	1,036.47	14.81	7,394.84	641.63	8.68
4940AC	OVERHEAD DISTRIBUTION REIMB	2,425,784.84	7,038,794.00	(4,613,009.16)	(65.54)	3,151,032.34	(725,247.50)	(23.02)
4960WC	WATERMASTER INCOME	1,869.10	4,600.00	(2,730.90)	(59.37)	7,222.73	(5,353.63)	(74.12)
4970AC	WATER CONSERVATION REIMBUR	0.00	170,000.00	(170,000.00)	(100.00)	0.00	0.00	0.00
4972AC	BAY AREA IRWMP GRANT	0.00	48,200.00	(48,200.00)	(100.00)	9,937.92	(9,937.92)	(100.00)
4973AC	OTHER GRANTS	0.00	0.00	0.00	0.00	33,349.54	(33,349.54)	(100.00)
4978SC	LPCCC SERVICES	0.00	150,000.00	(150,000.00)	(100.00)	25,279.73	(25,279.73)	(100.00)
4994SC	LPCCC-COASTAL CONSERVANCY	0.00	9,000.00	(9,000.00)	(100.00)	0.00	0.00	0.00
4995SC	LPCCC-IRWM	0.00	0.00	0.00	0.00	85,676.20	(85,676.20)	(100.00)
Total Revenues		19,644,644.11	39,796,942.00	(20,152,297.89)	(50.64)	20,435,794.30	(791,150.19)	(3.87)
Cost of Sales								
Total Cost of Sales		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Gross Profit		19,644,644.11	39,796,942.00	(20,152,297.89)	(50.64)	20,435,794.30	(791,150.19)	(3.87)
Expenses								
5500AC	CAPITAL EXPENDITURES	10,004.84	0.00	10,004.84	0.00	249,018.63	(239,013.79)	(95.98)
5500N	CAPITAL EXPENDITURES	0.00	25,000.00	(25,000.00)	(100.00)	9,907.76	(9,907.76)	(100.00)
5500SC	CAPITAL EXPENDITURES	2,829,685.00	305,000.00	2,524,685.00	827.77	71,157.74	2,758,527.26	3,876.64
5500U	CAPITAL EXPENDITURES	0.00	40,000.00	(40,000.00)	(100.00)	383,236.01	(383,236.01)	(100.00)
6010AC	GROSS SALARIES	1,845,038.11	3,310,900.00	(1,465,861.89)	(44.27)	1,767,378.16	77,659.95	4.39
6011AC	PERS RETIREMENT	252,160.63	394,400.00	(142,239.37)	(36.06)	290,371.27	(38,210.64)	(13.16)
6012AC	PAYROLL TAXES	70,122.66	143,900.00	(73,777.34)	(51.27)	75,255.71	(5,133.05)	(6.82)
6013AC	EMPLOYEE BENEFITS	238,747.49	457,700.00	(218,952.51)	(47.84)	247,392.41	(8,644.92)	(3.49)

		Current Year Actual	Current Year Budget	Variance Amount	Variance Percent	Last Year Actual	Change from Last Year	Percent Change
6016AC	OPEB/PENSION UNFUNDED EXPEN	228,288.00	224,400.00	3,888.00	1.73	750,000.00	(521,712.00)	(69.56)
6030AC	TELEPHONE	29,135.20	45,200.00	(16,064.80)	(35.54)	28,400.31	734.89	2.59
6040AC	OFFICE EXPENSE	7,435.72	36,425.00	(28,989.28)	(79.59)	17,974.36	(10,538.64)	(58.63)
6041AC	OFFICE EQUIPMENT	15,849.61	34,000.00	(18,150.39)	(53.38)	18,678.30	(2,828.69)	(15.14)
6042AC	SAFETY TRAINING & EQUIPMENT	6,032.90	10,500.00	(4,467.10)	(42.54)	3,204.93	2,827.97	88.24
6043AC	OFFICE HELP - TEMPORARY	0.00	10,000.00	(10,000.00)	(100.00)	0.00	0.00	0.00
6044AC	HR -EMPLOYEE SUPPORT	18,265.50	108,500.00	(90,234.50)	(83.17)	27,649.32	(9,383.82)	(33.94)
6050AC	POSTAGE	4,882.47	7,500.00	(2,617.53)	(34.90)	4,878.59	3.88	0.08
6060AC	SID OFFICE EXPENSE	30,975.01	67,325.00	(36,349.99)	(53.99)	41,447.50	(10,472.49)	(25.27)
6090AC	MEMBERSHIPS	50,116.91	75,610.00	(25,493.09)	(33.72)	45,311.04	4,805.87	10.61
6090N	SWC DUES	83,303.00	116,300.00	(32,997.00)	(28.37)	93,375.00	(10,072.00)	(10.79)
6100G	PPTY TAX ADMIN FEE	0.00	1,200.00	(1,200.00)	(100.00)	0.00	0.00	0.00
6100SC	PPTY TAX ADMIN FEE	0.00	102,500.00	(102,500.00)	(100.00)	0.00	0.00	0.00
6100U	PPTY TAX ADMIN FEE	0.00	15,000.00	(15,000.00)	(100.00)	0.00	0.00	0.00
6105N	PETERSEN RANCH EXPENSES	0.00	16,250.00	(16,250.00)	(100.00)	0.00	0.00	0.00
6105SC	PETERSEN RANCH EXPENSES	46,500.84	16,250.00	30,250.84	186.16	196,598.40	(150,097.56)	(76.35)
6106SC	SACKETT RANCH EXPENSES	34,236.17	0.00	34,236.17	0.00	0.00	34,236.17	0.00
6111AC	PS - PAYROLL SERVICES	9,883.27	24,800.00	(14,916.73)	(60.15)	9,437.69	445.58	4.72
6112AC	PS - COMPUTER SERVICES	431,910.75	697,350.00	(265,439.25)	(38.06)	499,532.53	(67,621.78)	(13.54)
6115AC	TALENT DECISION MONITORING	27,326.44	15,600.00	11,726.44	75.17	30,547.03	(3,220.59)	(10.54)
6128AC	GOVERNMENTAL ADVOCACY	123,034.50	205,000.00	(81,965.50)	(39.98)	70,267.16	52,767.34	75.10
6128N	GOVERNMENTAL ADVOCACY	0.00	70,000.00	(70,000.00)	(100.00)	0.00	0.00	0.00
6130SC	LPCCC - VEGETATION	11,227.17	14,629.00	(3,401.83)	(23.25)	57,834.83	(46,607.66)	(80.59)
6140AC	CONSULTANTS	255,056.01	318,900.00	(63,843.99)	(20.02)	267,596.07	(12,540.06)	(4.69)
6140N	CONSULTANTS	50,879.54	216,000.00	(165,120.46)	(76.44)	30,210.10	20,669.44	68.42
6140SC	CONSULTANTS	89,747.63	671,800.00	(582,052.37)	(86.64)	171,489.34	(81,741.71)	(47.67)
6140U	CONSULTANTS	129,468.45	220,000.00	(90,531.55)	(41.15)	46,970.99	82,497.46	175.63
6144AC	HYDROLOGY STATIONS	16,271.07	39,000.00	(22,728.93)	(58.28)	30,281.70	(14,010.63)	(46.27)
6144N	HYDROLOGY STATIONS	2,292.04	27,000.00	(24,707.96)	(91.51)	13,329.29	(11,037.25)	(82.80)
6144SC	HYDROLOGY STATIONS	18,466.24	85,000.00	(66,533.76)	(78.28)	63,044.24	(44,578.00)	(70.71)
6144U	HYDROLOGY STATIONS	79.91	15,000.00	(14,920.09)	(99.47)	13,421.51	(13,341.60)	(99.40)
6148SC	LPCCC - WILDLIFE	0.00	80,460.00	(80,460.00)	(100.00)	71,078.93	(71,078.93)	(100.00)
6149SC	LPCCC - FISHERIES	25,315.74	80,460.00	(55,144.26)	(68.54)	56,791.76	(31,476.02)	(55.42)
6161N	WATERSHED PROGRAM	23,212.12	198,100.00	(174,887.88)	(88.28)	34,551.98	(11,339.86)	(32.82)
6161SC	SOLANO PROJECT WQ MONITORI	8,650.72	30,000.00	(21,349.28)	(71.16)	5,135.78	3,514.94	68.44
6164SC	SOLANO PROJECT INVASIVES	57,041.72	219,152.00	(162,110.28)	(73.97)	87,040.65	(29,998.93)	(34.47)
6165N	Yolo Bypass/Cache Slough Progr	95,500.98	995,000.00	(899,499.02)	(90.40)	424,502.79	(329,001.81)	(77.50)
6166SC	UPPER PUTAH CREEK MGMT	82,965.51	239,000.00	(156,034.49)	(65.29)	53,265.71	29,699.80	55.76
6170N	NBA RELIABILITY PROGRAM	414.18	0.00	414.18	0.00	218,700.96	(218,286.78)	(99.81)
6170SC	INTER-DAM REACH MANAGEMEN	458,131.52	120,000.00	338,131.52	281.78	1,093.55	457,037.97	41,793.97
6170WC	MBK	14,205.75	55,000.00	(40,794.25)	(74.17)	21,849.00	(7,643.25)	(34.98)

		Current Year	Current Year	Variance	Variance	Last Year	Change from	Percent
		Actual	Budget	Amount	Percent	Actual	Last Year	Change
6179SC	LPCCC SERVICES	634.69	25,000.00	(24,365.31)	(97.46)	139,709.64	(139,074.95)	(99.55)
6181SC	LPCCC EQUIPMENT	19,445.51	20,000.00	(554.49)	(2.77)	28,226.19	(8,780.68)	(31.11)
6183SC	LPCCC NURSERY	93,739.30	50,000.00	43,739.30	87.48	35,040.82	58,698.48	167.51
6193SC	LPCCC-PROP 1	0.00	0.00	0.00	0.00	108,341.83	(108,341.83)	(100.00)
6196SC	LPCCC-COASTAL CONSERVANCY	0.00	9,000.00	(9,000.00)	(100.00)	17,324.60	(17,324.60)	(100.00)
6197SC	LPCCC-IRWM	0.00	0.00	0.00	0.00	114,214.18	(114,214.18)	(100.00)
6199SC	LPCCC MISC. SUPPLIES	22,487.66	25,000.00	(2,512.34)	(10.05)	15,313.59	7,174.07	46.85
6210AC	BOARD EXPENSES	14,088.27	35,000.00	(20,911.73)	(59.75)	15,591.24	(1,502.97)	(9.64)
6230SC	FIELD SUPPLIES	35,798.09	50,000.00	(14,201.91)	(28.40)	26,506.85	9,291.24	35.05
6230WC	MISC WATERMASTER EXP	160.00	300.00	(140.00)	(46.67)	250.00	(90.00)	(36.00)
6250SC	HCP PLANNING	294,792.42	421,000.00	(126,207.58)	(29.98)	293,144.19	1,648.23	0.56
6300AC	CAR MAINTENANCE	14,181.27	28,800.00	(14,618.73)	(50.76)	17,131.69	(2,950.42)	(17.22)
6310AC	FUEL	13,705.72	62,000.00	(48,294.28)	(77.89)	22,159.69	(8,453.97)	(38.15)
6320U	GARAGE SERVICES	5,953.48	15,000.00	(9,046.52)	(60.31)	4,954.01	999.47	20.17
6330AC	TRAVEL	3,487.71	10,000.00	(6,512.29)	(65.12)	11,307.15	(7,819.44)	(69.15)
6340AC	EMPLOYEE REIMBURSEMENTS	0.00	1,000.00	(1,000.00)	(100.00)	227.06	(227.06)	(100.00)
6350AC	INSURANCE	53,549.47	66,000.00	(12,450.53)	(18.86)	47,349.25	6,200.22	13.09
6360AC	EDUCATION & TRAINING	7,308.93	65,000.00	(57,691.07)	(88.76)	25,124.70	(17,815.77)	(70.91)
6410AC	COMP SOFTWARE/EQUIP	18,085.46	113,600.00	(95,514.54)	(84.08)	61,630.80	(43,545.34)	(70.66)
6550AC	SCWA Water Mgt Planning	0.00	300,000.00	(300,000.00)	(100.00)	0.00	0.00	0.00
6551AC	WATER CONSERVATION	474,742.80	646,000.00	(171,257.20)	(26.51)	696,002.13	(221,259.33)	(31.79)
6551N	WATER CONSERVATION	0.00	456,000.00	(456,000.00)	(100.00)	0.00	0.00	0.00
6554AC	MISC. WATER CONSERVATION GR	21,203.00	0.00	21,203.00	0.00	61,016.00	(39,813.00)	(65.25)
6600AC	MELLON LEVEE	4,979.79	20,000.00	(15,020.21)	(75.10)	3,609.30	1,370.49	37.97
6600SC	PSC MAINTENANCE	650,705.84	970,000.00	(319,294.16)	(32.92)	578,851.17	71,854.67	12.41
6610AC	FLOOD CONTROL	73,268.27	981,500.00	(908,231.73)	(92.54)	71,347.58	1,920.69	2.69
6611AC	GROUND WATER MANAGEMENT	316,372.23	603,949.00	(287,576.77)	(47.62)	265,918.67	50,453.56	18.97
6612AC	PUBLIC EDUCATION	131,280.77	297,355.00	(166,074.23)	(55.85)	89,604.77	41,676.00	46.51
6614AC	SOLANO SUB-BASIN GSA	3,142.62	20,000.00	(16,857.38)	(84.29)	142.80	2,999.82	2,100.71
6620G	LABOR	407.27	50,000.00	(49,592.73)	(99.19)	15,047.15	(14,639.88)	(97.29)
6620SC	LOWER PUTAH CREEK(NON-ACCC	439,938.01	497,163.00	(57,224.99)	(11.51)	502,992.44	(63,054.43)	(12.54)
6620U	LABOR	132,618.24	300,000.00	(167,381.76)	(55.79)	124,919.07	7,699.17	6.16
6630SC	SP ADMINISTRATION	783,970.79	1,225,000.00	(441,029.21)	(36.00)	764,111.66	19,859.13	2.60
6640SC	PSC OPERATIONS	183,387.66	360,000.00	(176,612.34)	(49.06)	167,863.03	15,524.63	9.25
6645SC	DAM MAINTENANCE	54,175.45	64,000.00	(9,824.55)	(15.35)	3,999.96	50,175.49	1,254.40
6646SC	DAM OPERATIONS	203,812.82	285,000.00	(81,187.18)	(28.49)	172,500.63	31,312.19	18.15
6650G	WEED CONTROL	0.00	6,000.00	(6,000.00)	(100.00)	5,776.00	(5,776.00)	(100.00)
6650U	SP PEST MANAGEMENT	0.00	60,000.00	(60,000.00)	(100.00)	42,116.80	(42,116.80)	(100.00)
6660G	EQUIP - TRANS DEPT	71.12	8,000.00	(7,928.88)	(99.11)	4,704.74	(4,633.62)	(98.49)
6660U	EQUIP - TRANS DEPT	19,658.42	80,000.00	(60,341.58)	(75.43)	38,546.30	(18,887.88)	(49.00)
6670G	SUPPLIES	298.43	2,000.00	(1,701.57)	(85.08)	0.00	298.43	0.00

		Current Year	Current Year	Variance	Variance	Last Year	Change from	Percent
		Actual	Budget	Amount	Percent	Actual	Last Year	Change
6670U	SUPPLIES	31,133.32	83,500.00	(52,366.68)	(62.71)	11,825.29	19,308.03	163.28
6675G	CONTRACT WORK	0.00	15,000.00	(15,000.00)	(100.00)	0.00	0.00	0.00
6675U	CONTRACT WORK	0.00	40,000.00	(40,000.00)	(100.00)	0.00	0.00	0.00
6680G	TRANS DEPT OVERHEAD	186.85	15,000.00	(14,813.15)	(98.75)	7,810.98	(7,624.13)	(97.61)
6680U	TRANS DEPT OVERHEAD	60,840.37	145,000.00	(84,159.63)	(58.04)	64,782.32	(3,941.95)	(6.08)
6690SC	REHAB & BETTERMENT	120,075.56	915,000.00	(794,924.44)	(86.88)	171,014.44	(50,938.88)	(29.79)
6690U	REHAB & BETTERMENT	0.00	270,000.00	(270,000.00)	(100.00)	0.00	0.00	0.00
6700N	WATER PURCHASES	10,534,755.17	11,963,742.00	(1,428,986.83)	(11.94)	10,760,962.00	(226,206.83)	(2.10)
6700SC	USBR ADMINISTRATION	0.00	79,000.00	(79,000.00)	(100.00)	79,000.00	(79,000.00)	(100.00)
6701SC	WATER RIGHTS FEE	94,599.97	95,000.00	(400.03)	(0.42)	89,133.33	5,466.64	6.13
6710N	NAPA MAKE WHOLE	312,000.00	312,000.00	0.00	0.00	312,000.00	0.00	0.00
6950AC	LABOR COSTS	206,091.54	462,454.00	(256,362.46)	(55.44)	241,758.25	(35,666.71)	(14.75)
6950G	LABOR COSTS	1,206.70	29,538.00	(28,331.30)	(95.91)	16,904.72	(15,698.02)	(92.86)
6950N	LABOR COSTS	174,989.90	656,846.00	(481,856.10)	(73.36)	274,952.03	(99,962.13)	(36.36)
6950SC	LABOR COSTS	786,770.09	1,712,542.00	(925,771.91)	(54.06)	758,726.92	28,043.17	3.70
6950U	LABOR COSTS	13,235.61	136,297.00	(123,061.39)	(90.29)	32,779.54	(19,543.93)	(59.62)
6951AC	INTRA-FUND TRANSFER	(502,610.01)	(1,156,134.00)	653,523.99	(56.53)	(600,290.42)	97,680.41	(16.27)
6952AC	OVERHEAD EXPENSES	296,518.48	693,681.00	(397,162.52)	(57.25)	358,532.19	(62,013.71)	(17.30)
6952G	OVERHEAD EXPENSES	2,204.38	44,306.00	(42,101.62)	(95.02)	23,925.67	(21,721.29)	(90.79)
6952N	OVERHEAD EXPENSES	260,209.11	985,268.00	(725,058.89)	(73.59)	419,689.90	(159,480.79)	(38.00)
6952SC	OVERHEAD EXPENSES	1,142,570.34	2,632,286.00	(1,489,715.66)	(56.59)	1,376,809.72	(234,239.38)	(17.01)
6952U	OVERHEAD EXPENSES	20,024.31	204,446.00	(184,421.69)	(90.21)	45,702.12	(25,677.81)	(56.19)
6990AC	CONTINGENCY	0.00	80,000.00	(80,000.00)	(100.00)	0.00	0.00	0.00
6990G	CONTINGENCY	0.00	5,000.00	(5,000.00)	(100.00)	0.00	0.00	0.00
6990N	CONTINGENCY	0.00	40,000.00	(40,000.00)	(100.00)	0.00	0.00	0.00
6990SC	CONTINGENCY	0.00	90,000.00	(90,000.00)	(100.00)	36,215.23	(36,215.23)	(100.00)
6990U	CONTINGENCY	0.00	50,000.00	(50,000.00)	(100.00)	0.00	0.00	0.00
Total Expenses		25,378,114.52	39,029,550.00	(13,651,435.48)	(34.98)	25,674,060.94	(295,946.42)	(1.15)
Net Income		(\$ 5,733,470.41)	\$ 767,392.00	(6,500,862.41)	(847.14)	(\$ 5,238,266.64)	(495,203.77)	9.45

## ASSETS

Current Assets			ADMIN/SP/WC	SWP(N)	U	GV	
1010WC	MONEY MGMT - WATERMASTER	\$ 21,661.61	21,661.61				
1020G	CHECKING - GREEN V	1,773,495.58	(207,617.57)	1,779,687.32	186,882.53	14,543.30	
1030G	LAIF - GREEN VALLEY	23,177,601.30	18,302,574.74	3,663,711.00	1,168,909.64	42,405.92	
1040G	CAMP - GREEN VALLEY	16,850,504.50	(6,835,345.60)	17,800,540.78	5679275.42	206,033.90	
1050G	CERTIFICATES OF DEPOSIT - GV	4,838,482.38	1,475,427.88	2,527,424.12	806,376.49	29,253.89	
1060SC	PETTY CASH	978,123.31	142.70	969,944.14	8,036.47		
1210N	ACCOUNTS RECEIVABLE-SWP	1,125,424.81	147,444.20	969,944.14	8,036.47		
1225AC	RETENTION RECEIVABLE	107.00	107.00				
1400AC	PREPAID	66,966.75	66,966.75				
1415AC	INVENTORY-WATER CONSERVATION S	23,084.21	23,084.21				
Total Current Assets			48,855,451.45	12,994,445.92	27,711,251.50	7,857,517.02	292,237.01
Total Assets			\$ 48,855,451.45	\$ 12,994,445.92	\$ 27,711,251.50	\$ 7,857,517.02	\$ 292,237.01

## LIABILITIES AND CAPITAL

Current Liabilities						
2010N	UNEARNED INCOME-SWP	430,501.00	1.00	430,500.00		
2020N	ACCOUNTS PAYABLE-SWP	135,693.13	48,006.34	63,400.35	24,286.44	
2023AC	EMPLOYEE BENEFITS PAYABLE	5,892.74	5,892.74			
2025SC	SALES TAX PAYABLE	2,051.81	2,051.81			
2106SC	SECURITY DEPOSIT - SACKETT RAN	500.00	500.00			
2110SC	WESTSIDE IRWMP PREFUNDED ADMIN	129,165.84	129,165.84			
Total Current Liabilities		703,804.52	185,617.73	493,900.35	24,286.44	0.00
Long-Term Liabilities						
Total Long-Term Liabilities		0.00				
Total Liabilities		703,804.52	185,617.73	493,900.35	24,286.44	0.00
Capital						
3150SC	OTHER FLD CTRL CAPITAL PROJ.	1,423,210.66	1,423,210.66			
3155SC	OTHER CAPITAL PROJ/EMERG RESER	2,000,000.00	2,000,000.00			
3200G	GREEN VALLEY OPERTING RESERVE	88,022.00			88,022.00	
3200N	SWP OPERATING RESERVE	8,038,753.00		8,038,753.00		
3200SC	DESIGNATED REHAB & BETTERMENT	2,000,000.00	2,000,000.00			
3200U	ULATIS OPERATING RESERVE	837,122.00			837,122.00	
3250G	GV CAPITAL RESERVE	189,276.99				189,276.99
3250N	DESIGNATED SWP FACILITIES RESE	15,918,820.39		15,918,820.39		
3250SC	SP FUTURE REPLACEMENT CAPITAL	5,054,493.31	5,054,493.31			
3250U	ULATIS FCP CAPITAL RESERVE	6,806,559.38			6,806,559.38	
3350SC	DESIGNATED OPERATING RESERVES	10,550,879.00	10,550,879.00			
Net Income-Current Year		(5,733,470.41)	(4,919,970.33)	(1,326,770.39)	425,802.15	87,468.16
Total Capital		47,173,666.32	16,108,612.64	22,630,803.00	8,157,505.53	276,745.15
Total Liabilities & Capital		\$ 47,877,470.84	\$ 16,294,230.37	\$ 23,124,703.35	\$ 8,181,791.97	\$ 276,745.15

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021  
SUBJECT: Continuation of Lower Putah Creek Salmon Study

RECOMMENDATIONS:


Authorize General Manager to sign \$285,459 contract amendment with UC Davis for continuation of Lower Putah Creek Salmon Study through FY 2021-2022.

FINANCIAL IMPACT:

Sufficient funding is programed and available in the FY 2020-2021 Solano Project budget for this item.

BACKGROUND:

The Water Agency has contracted with UC Davis to conduct the ongoing Putah Creek Chinook Salmon Study. The primary purpose of the study is to determine whether a self-sustaining Chinook Salmon population is becoming established in Lower Putah Creek. Most if not all of the adult salmon observed to date in Lower Putah Creek are thought to be hatchery strays. Although it is now well established that these adult salmon are able to successfully spawn and produce juveniles, it remains unclear when and under what circumstances their progeny - juvenile fish - leave Lower Putah Creek for the ocean and eventually return as adults. The answer to this question could play a significant role in our collective ability to obtain future grant restoration funds for Lower Putah Creek, and how the State and Federal fishery agencies view Lower Putah Creek with respect to Solano Project operations, and in the context of the 2006 Bay Delta Plan Update and restoration of the Bay Delta ecosystem.

Recommended:   
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input checked="" type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:  
Noes:  
Abstain:  
Absent:

Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

RELEVANCE TO 2016-2025 SCWA STRATEGIC PLAN:

The proposed contract amendment is consistent with Objective B (*Support and promote Lower Putah Creek Coordinating Committee (LPCCC) programs and projects*) of Goal 7 (*Natural Resources Stewardship: Develop comprehensive approaches to the stewardship of natural resources*) of the 2016-2025 SCWA Strategic Plan.

**SOLANO COUNTY WATER AGENCY**  
**AMENDMENT TO AGREEMENT FOR PROFESSIONAL SERVICES**

AMENDMENT NUMBER: 14

CONTRACTOR: UC Davis Contract #03-00206VR.

EFFECTIVE DATE: April 9, 2021

PROJECT: Lower Putah Creek Chinook Salmon Study

**DESCRIPTION OF AMENDMENT:**

1. Extend term of contract through June 30, 2022.
2. Add scope of work items described in Attachment A – “Origin and Abundance of Chinook Salmon in Putah Creek, 2020-2021.”
3. Increase contract amount by \$285,459 from \$857,877 to \$1,143,336.

**SIGNATURES:**

Solano County Water Agency,  
A Public Agency

The Regents of the University of CA

By: \_\_\_\_\_  
Roland Sanford, General Manager  
Solano County Water Agency

By: \_\_\_\_\_  
University of CA, Davis  
Victoria Sissac, Contracts and Grants Analyst

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**FOR SCWA USE ONLY**

Contract Period: 11/30/19 to 6/30/22  
File Number: AG-U1-C  
Account Manager: RS  
G/L Account #: 6620SC  
Job Cost #: 4731  
Contract Type: Prof. Services



# Origin and Abundance of Chinook Salmon in Putah Creek, 2020-2021.

*Andrew L. Rypel, Peter B. Moyle, Michael Miller, Andrea D. Schreier, Malte Willmes, and Nann A. Fangue*

*University of California, Davis*

## Background & Objectives

Putah Creek historically supported a population of fall-run Chinook salmon, *Oncorhynchus tshawytscha* (Yoshiyama et al. 2000). When Monticello Dam was completed in 1957, fish were precluded from accessing spawning habitat in the Berryessa Valley and portions of the Vaca Mountains. During low flow conditions of the 1990s, the stream would dry in the summers and fall-run Chinook salmon were only occasionally present in very small numbers. Recently however, Putah Creek has been actively managed to promote salmon returns and spawning habitats. Prior to 2014, <10 salmon carcasses were normally found annually in Putah Creek (Moyle 2015). Yet in fall 2014, Chinook salmon numbers jumped and were estimated at ~200 individuals (Moyle 2015), and in fall 2015, an estimated ~700 spawners were observed (Peter Moyle, unpublished). While fish have been primarily identified as ‘strays’ of fall-run Chinook salmon from Central Valley hatcheries, some individuals may be a product of natural spawning, or based on run timing, late fall-run Chinook strays. Furthermore, little is known on outmigration survival rates of juvenile salmon from Putah Creek. Additional information is needed on Putah Creek salmon to determine whether the population has developed a self-sustaining population and how best to manage the ecosystem into the future. Specific key questions about the Putah Creek salmon run currently include: (1) Are all adults of hatchery origin or are some the product of natural spawning in the creek? (2) Are other runs (spring, late-fall) represented in the spawners? (3) What are the dynamics of out-migrating juveniles (size, age, timing)? (4) Are there “hotspots” of mortality for out-migrating smolts?; and (5) can stream conditions (temperature, oxygen etc) be managed to promote increased survivorship? Over the last several years, we developed a systematic program for surveying abundance and dynamics of adult and juvenile Chinook salmon. This proposal seeks continuation of our base monitoring program for juvenile and adult Chinook salmon, and also continued exploration of new monitoring tools for the creek (e.g., Parent-Based Tagging or PBT and environmental DNA or “eDNA”).

This project will be multi-disciplinary and involve cross-campus and agency collaborations. We have been communicating with the North Central Region of the Department of Fish and Wildlife (CDFW). Their office has agreed to lend us one of their backup Rotary Screw Traps contingent upon a scientific collecting permit being in place, an agreement to pull the trap should CDFW need it, and a Memorandum of Understanding being signed that places the liability of replacing or repairing the trap on the Solano County Water Agency. The research team consists of five labs (Rypel, Moyle, Fangue, Miller, and Schreier) at the University of California Davis collaborating on this project to sample and track juvenile fish, adult sampling, parent based tagging, Environmental DNA, and Otolith Microchemistry.

## Methods

### *Juvenile Sampling and Fish Tracking*

We propose estimating outmigration timing and relative abundance of juvenile Chinook salmon by continued operation of a rotary screw trap (RST) in lower Putah Creek (Hasbrook Weir). We also propose estimating outmigration survival by surgically implanting a Juvenile Salmon Acoustic Telemetry (JSATS) transmitter into 100 fish caught in the RST. Similar to 2017/2018 and 2018/2019, we will deploy JSATS receivers in at least two locations below the RST (Russell Ranch and Below Los Rios Check Dam) to determine survival of salmon to the Toe Drain. We will explore the use of JSATS tags for tracking the movements and behavior of other adult native fishes in Putah Creek such as Sacramento Pikeminnow and Sacramento Sucker. Up to 20 adults of other native species would be tracked during the 2021 season. We will tend the RST a minimum of once daily, increasing to two times per day during peak emigration and/or high flows as necessary to clean the trap and minimize any predation in the trap. Each time the trap is tended, we will collect the following data: average cone revolution timing, quantity of debris, water temperature, dissolved oxygen, fish counts by species, and mortalities. We will install a temperature logger in the trap and also collect daily water quality readings taken with a handheld YSI meter. Temperature information will be used to determine whether a correlation exists between temperature and timing of juvenile salmon emigration. In addition, we will sample 50 juvenile salmon captured in the trap including length, weight, condition (scales, fins, and eyes), and a genetic tissue sample from up to 25 fish per day.

Any non-Chinook salmon species will be identified, and length data obtained for all non-larval fishes (i.e. >20mm). If a large number ( $n > 30$ ) of any non-target species is captured, we will collect information on a sub-sample of 30 individual fish. We propose operating the trap 24 hours per day from January through June or until water temperatures reach 20°C. The trap will operate Monday through Friday for the duration of the study period. Trapping will end when no salmon are captured for five consecutive days (Music et al. 2010). A minimum crew of two people will be required to tend the trap and prepare daily, weekly, monthly, and a final trap catch summary. We will prepare a final report that will include histograms of the daily catch, length weight frequencies, available patterns of juvenile emigration, and any other preliminary results. We intend to publish significant findings in peer-reviewed journals.

### *Adult Sampling*

We propose another year of carcass surveys to determine the origin of adult Chinook salmon in Putah Creek. In 2019, in contrast to previous years, flash boards were not removed from the Los Rios Check Dam until late November due to resource management decisions beyond our control. Future attention is needed to ensure flashboards are removed early enough in the fall to allow salmon to enter Putah Creek to spawn. In fall 2020, we will canoe the creek once per week to sample any adult carcasses we find. From each carcass, we will collect otoliths, tissue samples for genetic analyses, size information (length), and sex. We will also collect the head of each fish missing its adipose fin and send it to the CDFW for coded wire tag (CWT) extraction and code retrieval. Coded wire tags will provide an exact age and origin of fish collected without an adipose fin for the purpose of verifying the samples from fish

without a CWT. By sampling adults for a fourth year, we hope to determine what proportion of fish are returning to Putah Creek to spawn using PBT approaches outlined in the genomics section.

#### *Genomics (Parent Based Tagging)*

We propose to genotype every carcass and juvenile collected. Genomic DNA will be extracted from tissue and used for Restriction site–Associated DNA (RAD) sequencing as we have previously described (Ali et al. 2016). RAD sequencing allows interrogation of the entire genome in many individuals in a very economical way and will allow several important lines of investigation. (1) We can assign contemporary Chinook salmon carcasses back to parental pairs and carcasses from previous years. (2) We will explore the genetic relationships between 2020 juveniles and 2019 adults, which would enable us to develop a pedigree for Putah Creek Chinook salmon. We will be able to determine if fish are full or half siblings (sibships) and estimate successful spawner abundance (Rawding et al. 2014). (3) These data will enable us to correlate spawning success with river position, time of spawning and river flows by matching the juveniles to the parental carcass collection sites which could be used for future management decisions. (4) We will use the data to determine if straying hatchery fish have a different spawning success from wild fish by correlating the genotypes to adult coded wire tag information. (5) By comparing the data with a new data set that shows the presence of subtle genetic structure in central valley Chinook salmon, we can determine if straying fish from different parts of the valley have differential spawning success in Putah Creek. While we proposed this same analysis last year, low numbers of spawning adults in 2019/2020 precluded the completion of this analysis last year. These analyses would be conducted in the lab of Michael Miller at UC Davis.

#### *Environmental DNA*

We propose a continuation of the pilot study aimed at investigating feasibility of eDNA to track biological changes in the Putah Creek ecosystem. Environmental DNA (eDNA) refers to DNA originating from skin/scales, mucus, gametes, or excrement that can be used to detect species and to define extant ecological communities. We are leveraging a new reference sequence database developed for fish and common macroinvertebrates species in the Sacramento San Joaquin Delta (funded independently through a Prop 1 grant to Schreier), and are expanding this library to also include any Putah Creek species. We are also refining an eDNA metabarcoding approach for Putah Creek samples. Replicate water samples will again be collected along the longitudinal profile of Putah Creek below Berryessa Dam. As part of 2019/2020 pilot sampling eDNA collection sites were assessed for year round accessibility. For 2020/2021 sampling we will retain the same eDNA sampling sites: (1) ~650m downstream of Berryessa Dam, adjacent to Stebbins Cold Canyon Reserve (38.5128, -122.0972); (2) at the rotary screw trap site (38.5325, -121.9355) or fyke trap site (38.5378, -121.8685) in the central reach of Putah Creek; and (3) just downstream of Mace Blvd approximately 5 km west of the Yolo Bypass Wildlife Area (38.5195, -121.6938). Sampling sites are separated by approximately 15-20 km. We will prioritize eDNA collections that can be paired with trap sampling, electrofishing, or other traditional methods of biodiversity assessment. Multiple points ensure differentiation of species occurring in Lake Berryessa from those appearing in separate creek reaches. Samples will be collected at multiple time points (4x per year or quarterly) to examine seasonal changes in community composition. Each site will be sampled with three biological replicates at each time point using a dedicated eDNA sampler (Thomas

et al. 2018). We are in the process of preparing 2019/2020 samples for Illumina sequencing (metabarcoding) using primers targeting the 12S rRNA gene in fish (Miya et al. 2015). Preliminary results show that this approach successfully amplifies DNA fragments of the expected size for the Putah Creek samples. We will report a list of all detected species at each reach in the system at each time point and provide a comparison to species level information collected from the fall electrofishing, rotary screw trap surveys, and other work.

### *Otolith Microchemistry*

Although PBT will tell us how many fish are of Putah Creek origin, and CWTs will identify hatchery origin of strays, CWTs are only inserted into 25% of salmon released from California hatcheries. Therefore, otolith microchemistry provides the best available tool for tracking the 75% of unmarked Chinook salmon from hatcheries as well as wild origin salmon.

Otolith samples will continue to be collected from adult carcasses, which will be archived by the California Department of Fish and Wildlife until used. In our recent published study (Willmes et al. 2020), we investigated the age structure and natal origin of Chinook Salmon spawning in Putah Creek in 2016. We used annual growth rings combined with otolith microchemistry to infer that most returning salmon were 2 or 3 years old and originated from at least seven different natal sources, overwhelmingly from Central Valley hatcheries (~88%). These findings highlight how straying Chinook Salmon can rapidly utilize restored habitats and have the potential to establish new populations.

Building on this dataset we propose further investigating if a local Putah Creek run is being established using otolith geochemistry from additional years of samples 2017-2021. In addition, we will quantify potential shifts in source populations over time from hatchery and wild sources, and reconstruct age/size relationships from otoliths. Finally, we will pilot the use of eye lens stable isotopes as a tool for reconstructing the isotopic chronologies of adult spawners that were retrieved in Putah Creek.

*Table 1. Proposed overview of samples to be analyzed for otolith and eye lens microchemistry.*

<i>Year</i>	<i>Sample type</i>	<i>Number of individual fish otoliths</i>	<i>Samples for analysis</i>	<i>Analysis type</i>
<b>2017</b>	<i>Otolith</i>	<b>206</b>	<b>180</b>	<b><math>^{87}\text{Sr}/^{86}\text{Sr}</math> + Trace Elements</b>
<b>2018</b>	<i>Otolith</i>	<b>42</b>	<b>42</b>	<b><math>^{87}\text{Sr}/^{86}\text{Sr}</math> + Trace Elements</b>
<b>2019</b>	-	-	-	-
<b>2020</b>	<i>Otolith</i>	<b>TBD</b>		<b><math>^{87}\text{Sr}/^{86}\text{Sr}</math> + Trace Elements</b>
	<i>Eyes lenses</i>	<b>TBD</b>		<b><math>\delta^{13}\text{C}</math>, <math>\delta^{15}\text{N}</math>, <math>\delta^{34}\text{S}</math></b>
<b>2021</b>	<i>Otolith</i>	<b>TBD</b>		<b><math>^{87}\text{Sr}/^{86}\text{Sr}</math> + Trace Elements</b>
	<i>Eyes lenses</i>	<b>TBD</b>		<b><math>\delta^{13}\text{C}</math>, <math>\delta^{15}\text{N}</math>, <math>\delta^{34}\text{S}</math></b>

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Yoshiyama R.M., P.B. Moyle , E.R. Gerstung, and F.W. Fisher. 2000. Chinook Salmon in the California Central Valley: An Assessment. *Fisheries* 25: 6-20. DOI: 10.1577/1548-8446(2000)0252.0.CO;2

## UC DAVIS LOWER PUTAH CREEK CHINOOK SALMON STUDY

TASK	COST
Juvenile Sampling and Fish Tracking	\$135,324
Adult Sampling	\$50,000
Parent-based tagging (genetics)	\$50,000
eDNA sampling	\$30,155
Otolith microchemistry	\$19,980
<b>TOTAL</b>	<b>\$285,459</b>

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021  
SUBJECT: Real Estate Purchase Policy

RECOMMENDATIONS:

Adopt Real Estate Purchase Policy.


FINANCIAL IMPACT:

None.

BACKGROUND:

The pending adoption of the Solano Habitat Conservation Plan and potential habitat mitigation requirements associated with continued operation of the North Bay Aqueduct have and are likely to continue to necessitate the acquisition of real estate for habitat mitigation purposes. In order to facilitate future transactions in an orderly fashion, staff recommends the Board adopt the following policy regarding real estate purchases:

*“Unless otherwise specified by the Board of Directors, all real estate purchase negotiations by staff shall be under the direct supervision of the Board of Directors Executive Committee. Final approval of all negotiated real estate purchase agreements shall be made by the Board of Directors, unless delegated by the Board of Directors to the Executive Committee or staff”.*

Recommended:   
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency



# SOLANO COUNTY WATER AGENCY



## MEMORANDUM

**TO:** Board of Directors

**FROM:** Roland Sanford, General Manager

**DATE:** April 2, 2021

**SUBJECT:** April General Manager's Report

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### Delta Stewardship Council Lookout Slough Consistency Determination

On March 24, 2021 the Water Agency formally protested the "Consistency Determination" filed by the Department of Water Resources for the Lookout Slough Tidal Habitat Restoration and Flood Improvement Project (Lookout Slough Project). Pursuant to the Delta Sacramento-San Joaquin Delta Reform Act of 2009 (Delta Reform Act), any State or local agency proposing to undertake a qualifying action (covered action) must submit documentation to the Delta Stewardship Council certifying their proposed project is consistent with the Delta Plan. In general, covered actions are projects that will be carried out, approved, or funded by State or local agencies and will have a significant impact on the Delta Plan's co-equal goals (water supply and Delta ecosystem protection). Covered actions, such as the Lookout Slough Project, cannot move forward without a Consistency Determination by the Delta Stewardship Council.

The Water Agency has repeatedly expressed concerns over the potential impacts of the Lookout Slough Project on North Bay Aqueduct operations. Key issues include increased frequency of water diversion curtailments due to increased presence of endangered fish species, and further degradation of water quality due to increasing dissolved organic carbon concentrations. Both issues could ultimately result in increased costs to residential, commercial, and other end users of the North Bay Aqueduct water supply, via increased municipal drinking water treatment costs or the need to develop alternative water supplies as a "backstop" to the North Bay Aqueduct.

The Water Agency is one of four entities that has formally protested the "Consistency Determination" filed by the Department of Water Resources for the Lookout Slough Tidal Habitat Restoration and Flood Improvement Project, the other three entities are: Liberty Island Access, Reclamation District 2060 & Reclamation District 2068, and the Central Delta Water Agency. Staff expects the Delta Stewardship Council to schedule a hearing on the Consistency Determination protests within the next 60 days.

810 Vaca Valley Parkway, Suite 203  
Vacaville, California 95688  
Phone (707) 451-6090 • FAX (707) 451-6099  
www.scwa2.com



### **Water Supply Outlook and Drought Preparations**

Late last month and in response to what is shaping up to be a critically dry year, the Department of Water Resources announced further reductions in the 2021 State Water Project supply. In the case of the North Bay Aqueduct, the 2021 Table A allocation is now just 5 percent of the full Table A contractual amount – only the second time annual allocations have been so low, and also the second time within the last ten years the annual allocation has been just 5 percent of the full Table A contractual amount. Fortunately, Lake Berryessa remains at over 70 percent of capacity and as discussed in previous reports, will provide full allocations in 2021. Collectively, Lake Berryessa, North Bay Aqueduct water carried over from prior years in San Luis Reservoir, and local surface and groundwater supplies are sufficient to largely offset the 2021 North Bay Aqueduct Table A reductions.

The ongoing drought once again underscores the importance of the Lake Berryessa water supply. Lake Berryessa provides one of the more reliable and affordable water supplies in the State, and without it, the periodic North Bay Aqueduct water supply shortfalls would be considerably more difficult to accommodate. Staff anticipates an amplification of water conservation messaging this summer and fall, but based on an informal poll of utility directors, no need for mandatory water conservation measures in Solano County.

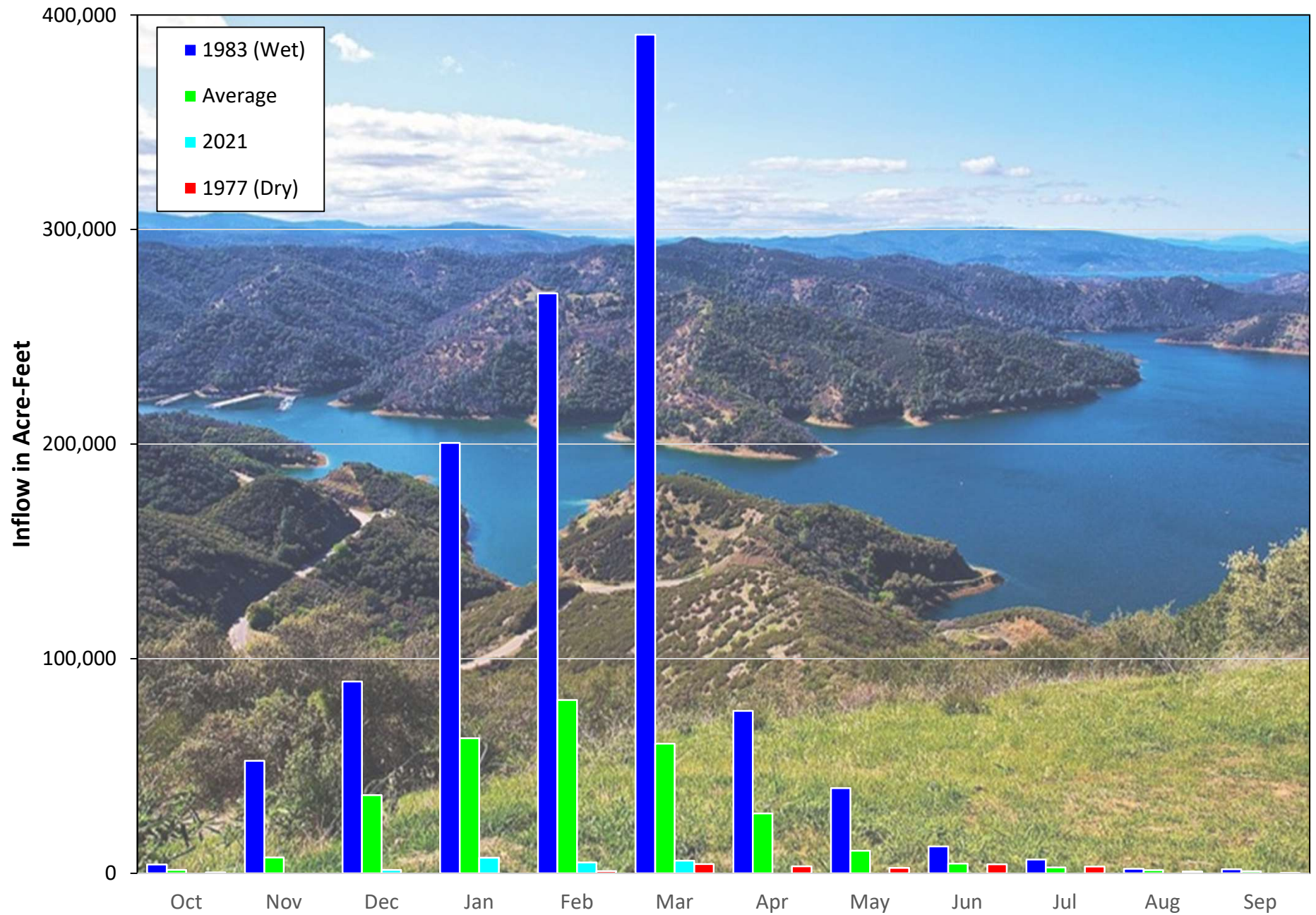
### **Fiscal Year 2020-2021 Year End Projections**

Due in no small part to COVID and despite significant expenditures in response to the LNU fire and the purchase of the Sackett Ranch, staff anticipates closing fiscal year 2020-2021 with a cumulative fund balance of approximately 52,900,000 – at or very near the cumulative fund balance at the close of the prior fiscal year. COVID restrictions limited the amount of fieldwork and public outreach activities that could be performed in fiscal year 2020-2021. Similarly, the mild winter of 2020, and now again in 2021, significantly reduced annual maintenance costs of flood control facilities. Staff is preparing a draft FY 2021-2022 budget for Budget Committee review in late May.

<i>Fund Name</i>	<i>Closing Fund Balance by Fiscal Year</i>			
	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021(*)</u>
Admin-Solano Project-WM	20,878,116	20,866,265	21,028,583	17,229,756
State Water Project	16,914,423	20,792,243	23,957,575	27,048,951
Ulatris Flood Control	6,343,849	7,214,592	7,643,680	8,307,559
Green Valley Flood Control	231,620	217,198	227,300	320,919
Totals:	44,368,008	49,090,298	52,907,138	52,907,184

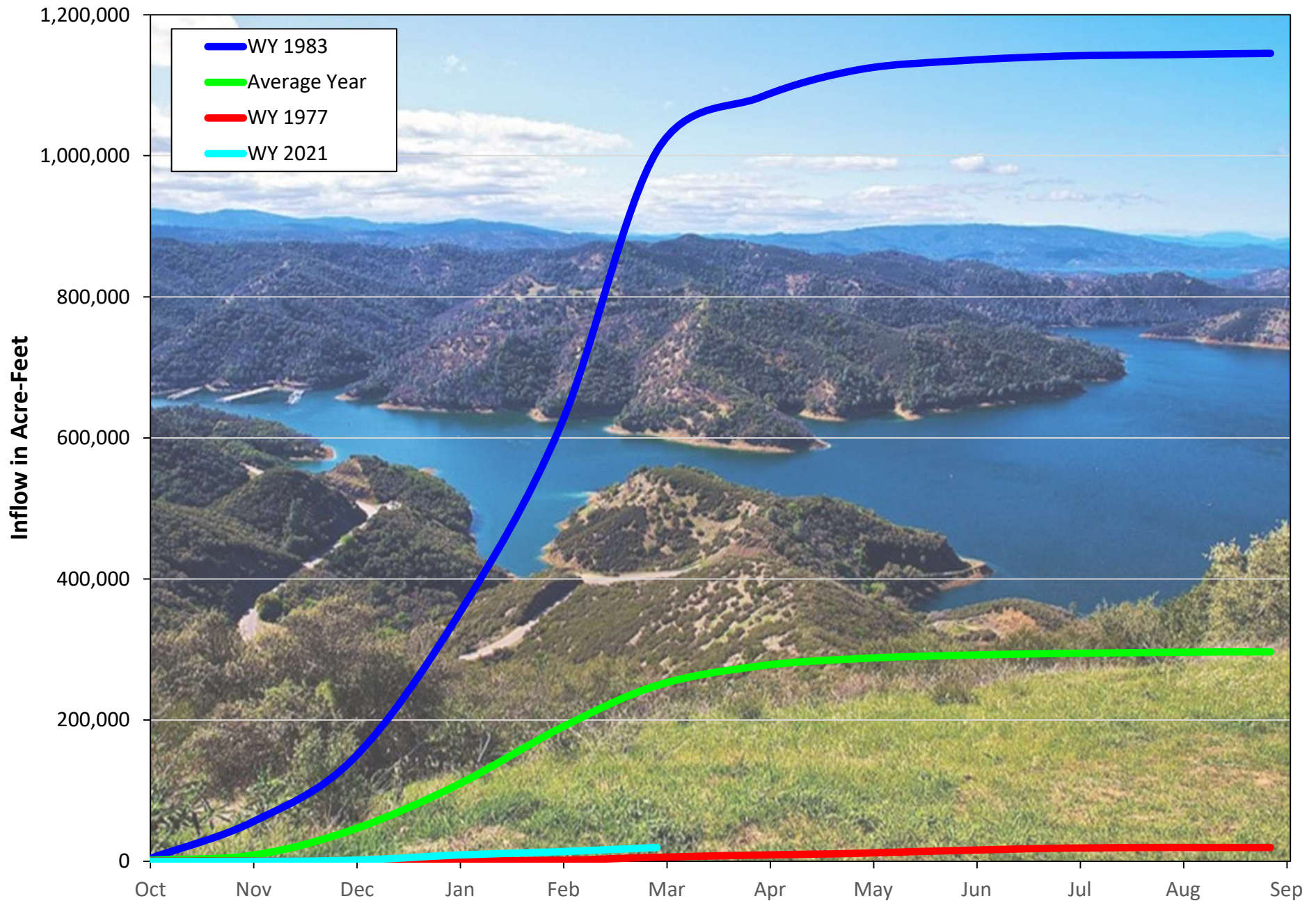
“(\*)” Projected Closing Fund Balance

# Annual Lake Berryessa Inflow

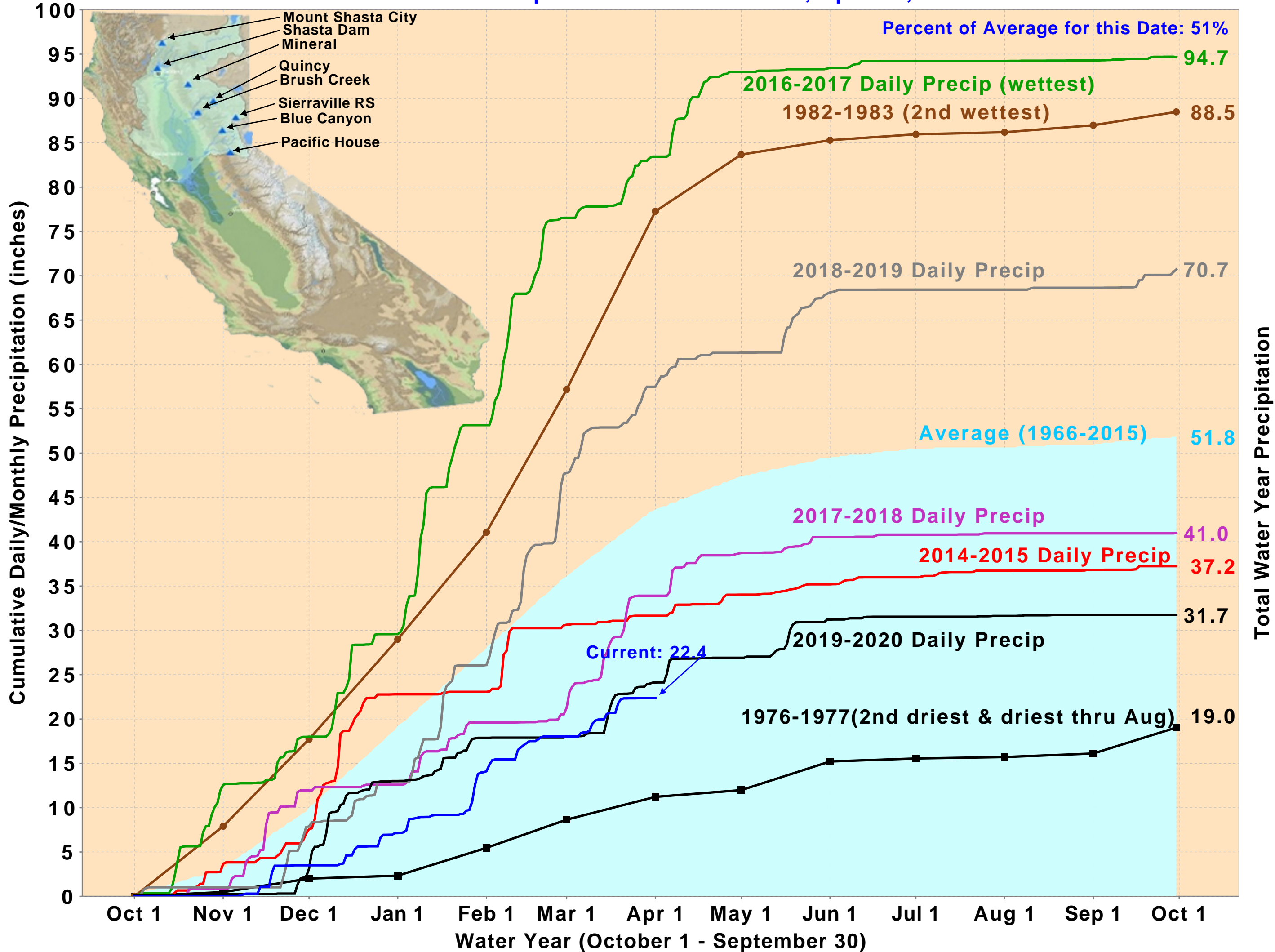




# Annual Lake Berryessa Inflow



# Northern Sierra Precipitation: 8-Station Index, April 01, 2021



**REPORT OF CONSTRUCTION CHANGE ORDERS AND  
CONTRACTS APPROVED BY GENERAL MANAGER UNDER  
DELEGATED AUTHORITY**

**Construction Contract Change Orders (15% of original project costs or \$50,000, whichever is less) - None**

**Construction Contracts (\$45,000 and less) – None**

**Professional Service Agreements (\$45,000 and less) –**  
Ample Electric – Electrician Support = \$25,000

**Non-Professional Service Agreements (\$45,000 and less) – None**

**Construction contracts resulting from informal bids authorized by SCWA Ordinance- None**

Note: Cumulative change orders or amendments resulting in exceeding the dollar limit need Board approval.

# WATER ADVISORY COMMISSION UPDATES

**Solano Water Advisory Commission**  
**Meeting Minutes**  
**February 24, 2021**

Present: Roland Sanford, Chris Lee, Thomas Pate, Alex Rabidoux and Jeff Barich, SCWA; Curtis Paxton and Justen Cole, Vacaville; Beth Schoenberger, Kevin Brown and Matthew Brown, Vallejo; Misty Kaltreider, Solano County; Kelly Huff, Dixon RCD; Cary Keaten, SID; Bryan Busch, RD 2068.

The meeting was called to order at 12:31 PM.

1. Approval of Minutes

The minutes of the January 27, 2021 meeting were approved.

2. Emerging Issues

For the LNU Complex, SCWA is putting together a Virtual Town Hall Meeting with multiple Solano agencies on March 4 at 6:00-7:30pm.

3. SCWA General Manager's Report

For Board Agenda items, the Dixon Regional Watershed Project will be the main topic discussed, with the Dixon Regional Watershed JPA providing an update.

For NBA topics, no change in allocation is expected. SCWA has been getting lots of inquiries on water transfers, with current market prices around \$500-700 per AF of SWP water. For the NBA, there are still issues with the NOD increment. SCWA met with DWR yesterday, and DWR has been inconsistent with how they interpret the NOD Settlement language. The attorneys are now involved in trying to resolve this issue. For the Lookout Slough project, DWR filed a Consistency of Determination with the Delta Stewardship Council for the project. SCWA has concerns with the Consistency of Determination, as well as RD 2068, City of Vallejo, and others. For Vallejo, Beth will setup a meeting with the City's attorney and SCWA's legal counsel. On other NBA issues, the NBA users met with DWR at the annual DWR-NBA user meeting and received an overview of O&M activities accomplished in 2020 and what is planned for 2021 including the 3-week outage. Additionally, the BSPP curtailment of 60-cfs was lifted.

On Solano Project issues, Roland and Chris met with Garamendi's staff and were able to discuss the Lake Berryessa Invasive Species program. Garamendi's staff were interested and it seems like there is some synergy. In the past SCWA has not received much traction with Napa County. However, most recently a few members of the SCWA Board have engaged with Napa County and the Board sent off a formal letter to the Napa County Board of Supervisors.

For Bay Delta Planning issues, the Voluntary Settlement Agreement (VSA) discussions are picking up momentum. SCWA is involved from both the SWP as well as Putah Creek stand points. With the federal administration change there is some thought that the VSA discussions will pick up.

In regards to Flood Issues, the Dixon Regional Watershed Project is currently the main focus with continuing discussions amongst staff from the City of Dixon, Dixon RCD, Solano County, and SCWA.



4. Groundwater Planning  
There will be a Citizens Advisory Meeting coming up. No other significant updates.
5. Solano County Report  
Misty provided an update that the County is having a levee workshop tomorrow, to discuss various funding opportunities. Flannery Associates is still buying but the process has slowed down, with over 27,000-acres to date. Flannery Associates is still focused in the same area near the Montezuma Hills, Travis AFB, Rio Vista, and the Hwy 12 corridor.
6. PSC/NBA Maintenance  
No updates.
7. Legislative/Initiative/Court Decision Issues Not Discussed Above  
None
8. New Business  
None
9. Urban Water Management Plans  
Kennedy Jenks has sent over the first draft to SCWA. SCWA will provide internal comments by the end of this week, and will send out the Technical Memorandums by the end of next week.
10. Public Comments  
None

The next meeting will be March 24, 2021 at 12:30 PM.

The meeting adjourned at 1:01 PM.

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021  
SUBJECT: Water Agency Workforce Study-Progress Update

RECOMMENDATIONS:

Hear presentation and provide direction to staff.

FINANCIAL IMPACT:

None.

BACKGROUND:

The Water Agency retained Boucher Law to conduct a Workforce Study consisting of three phases; an Organizational Analysis, a Classification Study, and a Total Compensation Study (described below). Progress to date includes completion of a draft Organizational Analysis report, a draft Classification Analysis report, and a recommend list of agencies to be included in the Total Compensation Study (copies attached). The Workforce Study Committee, which consists of Director Crossley, Supervisor Brown, and Water Agency staff has been assisting Boucher Law with the Workforce Study. The purpose of the presentation is to brief the Board on the status of the Workforce Study and solicit initial feedback prior to project completion.



Recommended: \_\_\_\_\_  
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input checked="" type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:

Noes:

Abstain:

Absent:

\_\_\_\_\_  
Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

**Phase I Agency Organization:**

- Provide a complete and comprehensive analysis of SCWA's current organizational structure as well as 5- and 10-year projections.
- Review SCWA's organizational chart to gain an understanding of the current structure, the distribution of labor between SCWA's employees' technical skills and abilities and how they relate to SCWA's mission.
- Compare the current organizational structure to peer organizations of a similar size and with a similar mission.
- Conduct a meeting with the Workforce Study Committee to discuss preliminary findings and potential changes or recommendations prior to the preparation of the final report.

**Phase II Agency Classifications:**

- Develop a classification structure that reflects SCWA's overall classification and salary strategy that includes clear definitions of terms and the development of career ladders for full-time and part-time employees, including vacant positions.
- Conduct job audits with all employees in single position classifications, a representative sample of employees in multiple position classification, and appropriate management personnel to validate the information.
- Identify career ladders/promotional opportunities for each classification.
- Recommend additional opportunities for career ladder/promotional opportunities such as formal field, technical, or management training and/or certification.
- Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Conduct a comprehensive anonymous employee satisfaction questionnaire.

**Phase III Agency Total Compensation and Benefits:**

- Conduct a comprehensive total compensation survey using comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the Agency.
- Meet and consult with the Workforce Study Committee to determine list of comparable agencies to be used in the total compensation survey.
- Due to the complex nature and highly specialized skill sets of some Agency employees, Boucher Law will also look at comparable public sector water related jobs with the same essential duties and functions where appropriate.
- Conduct a total compensation analysis to provide SCWA with an accurate assessment of how its compensation plan compares with selected labor market agencies.
- Conduct analysis of employer paid insurance premium contributions for health, dental orthodontics, vision, short- and long-term disability, long-term care, life and Accidental Death & Dismemberment insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, management leave, administrative leave, family leave, and vacation, including an analysis of Families First Coronavirus Response Act.
- Conduct analysis for employer contributions to employee retirement plans.
- Develop external competitive and internal equitable salary recommendations for each classification.
- Conduct an internal base salary relationship analysis, including the development of appropriate internal relationships and equity guidelines.
- Identify any pay compaction issues and provide potential solutions.
- Identify and extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- Provide feedback on what other agencies are doing to compensate CalPERS PEPRA employees who may not receive equal employer paid benefits.
- Conduct an analysis and provide recommendations for benefits SCWA does not currently offer, such as longevity pay, bonus pay, EPA program, employer contributions to deferred compensation plan, and employer contributions to retirement health savings accounts.

Slide 1



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Slide 2



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**Agenda**

- Workforce Study Overview
- Organizational Analysis Process
- Organizational Analysis Recommendations
- Classification Study Process
- Classification Study Recommendations
- Total Compensation Study Process
- Recommended Labor Market Agencies
- Q&A

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Slide 3

**Study Overview**

Boucher Law was retained to conduct a Workforce Analysis which includes an organizational analysis, classification study and total compensation study:

- Phase I – Organizational Analysis
- Phase II – Classification Study
- Phase III – Total Compensation Study



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Slide 9



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Slide 10

### Classification Study Process (Methodology)

- Employee orientation sessions
- PEO completion
- Interviews
- Analysis of each position using allocation factors and whole job analysis



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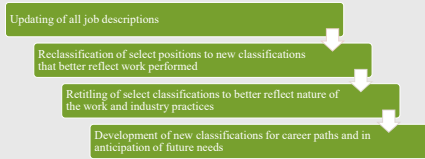
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Slide 11

### Classification Study Recommendations



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graph TD; A[Updating of all job descriptions] --> B[Reclassification of select positions to new classifications that better reflect work performed]; B --> C[Retitling of select classifications to better reflect nature of the work and industry practices]; C --> D[Development of new classifications for career paths and in anticipation of future needs];
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Slide 12

### Factors in Selecting Comparable Agencies

- Agency Size
- Geographic Proximity
- Industry and Services Provided
- Competing Agencies
- Differences in Average Wages Paid Between Locations
- Past agencies surveyed and Availability of Data



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Slide 13

Recommended Survey Agencies

City of Vacaville	City of Fairfield	Contra Costa Water District	Solano Irrigation District
Yuba County Water Agency	Sonoma County Water Agency	Zone 7 Water Agency	Napa County Flood Control & Water Conservation District
Mojave Water Agency	Bay Area Water Supply and Conservation Agency		

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Slide 14

Questions?



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# WORKFORCE STUDY (2020)

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## Phase I - Organizational Analysis Report Revised

Prepared for:  
Solano County Water Agency  
December 22, 2020

Prepared by: Jill D. Engelmann  
Senior Practice Leader

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# Solano County Water Agency

## Phase I – Organizational Analysis



## SECTION 1 – Background/Introduction

Solano County Water Agency (“SCWA”) retained Boucher Law to conduct a Workforce Study to include an organizational analysis, classification study and total compensation study for its entire agency. There are three phases of this Workforce study. The three phases are as follows:

### Phase I Agency Organization:

- Provide a complete and comprehensive analysis of SCWA’s current organizational structure as well as 5- and 10- year projections.
- Review SCWA’s organizational chart to gain an understanding of the current structure, the distribution of labor between SCWA’s employees’ technical skills and abilities and how they relate to SCWA’s mission.
- Compare the current organizational structure to peer organizations of a similar size with a similar mission.
- Conduct a meeting with the Workforce Study Committee to discuss preliminary findings and potential changes or recommendations prior to the preparation of the final report.

### Phase II Agency Classifications:

- Develop a classification structure that reflects SCWA’s overall classification and salary strategy that includes clear definitions of terms and the development of career ladders for full-time and part-time employees, including vacant positions.
- Conduct job audits with all employees in single position classifications, a representative sample of employees in multiple position classification, and appropriate management personnel to validate the information.
- Identify career ladders/promotional opportunities for each classification.
- Recommend additional opportunities for career ladders/promotional opportunities such as formal field, technical, or management training and/or certification.
- Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Conduct a comprehensive anonymous employee satisfaction questionnaire.

### **Phase III Agency Total Compensation and Benefits:**

- Conduct a comprehensive total compensation survey using comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the Agency.
- Meet and consult with Workforce Study Committee to determine list of comparable agencies to be used in the total compensation survey.
- Due to the complex nature and highly specialized skill sets of some agency employees Boucher Law will also look at comparable public sector water related jobs with the same essential duties and functions where appropriate.
- Conduct a total compensation analysis to provide SCWA with an accurate assessment of how its compensation plan compares with the selected labor market agencies.
- Conduct analysis of employer paid insurance premium contributions for health, dental orthodontics, vision, short- and long-term disability, long-term care, life and AD&D insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, management leave, administrative leave, family leave and vacation include analysis of FFCRA.
- Conduct analysis for employer contributions to employee retirement plans.
- Develop external competitive and internal equitable salary recommendations for each classification.
- Conduct an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines.
- Identify any pay compression issues and provide potential solutions.
- Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- Provide feedback on what other agencies are doing to compensate CalPERS PEPRA employees who may not receive equal employer paid benefits.
- Conduct analysis and provide recommendations for benefits SCWA does not currently offer, such as longevity pay, bonus pay, EPA program, employer contributions to deferred compensation plan, and employer contributions to retirement health savings accounts.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Assist in the development of a strategy for implementing the compensation and benefits recommendations and plan.

**This report focuses on Phase I – Organizational Analysis.** Separate reports will be submitted for the subsequent Phases II and III.

## SECTION 2 – Overview/Status of Study Tasks

In conducting the workforce organizational study, Boucher Law:

1. Reviewed a variety of SCWA organizational documents, including SCWA's organization chart, strategic plan, class specifications, agency policies, budget, and website.
2. Conducted a project kick-off meeting with the Workforce Study Committee to discuss the project phases, processes, and timeline and to ensure Boucher Law has a comprehensive understanding of the study's goals, objectives and to receive comments, feedback and concerns with respect to the study and the process (completed).
3. Conducted one-on-one meetings with each member of management and key employees to gather detailed relevant organizational information (completed).
4. Reviewed SCWA's 2016-2025 Strategic Plan, and collected information regarding progress on goals and objectives during one on one meetings in order to identify areas of progress (completed).
5. Researched and identified peer agencies to be included in analysis (completed).
6. Analyzed and compared SCWA's organizational structure with peer organizations to identify potential gaps in SCWAs current structure (completed).
7. Developed draft report with analysis, findings, and preliminary recommendations (completed).
8. Met with SCWA General Manager and Assistant General Manager to discuss draft report (completed).
9. Presented report to the Workforce Study Committee to discuss findings and preliminary recommendations (completed).
10. Conducted additional research on future staffing needs, based on requests from the Workforce Study Committee and revised the draft report accordingly. (Completed)

## SECTION 3 – Management Interviews

Boucher Law conducted one-on-one meetings with the General Manager, the Acting Assistant General Manager, two Principal Water Resources Engineers, the Supervising Water Resources Engineer, the Putah Creek Streamkeeper, the Accountant II serving as the contact person for this project, and the Supervising Water Resources Specialist. A list of all individuals interviewed is provided in Appendix A of this report.

These meetings were designed to gather detailed information in order to form a clear picture of the functions of the various units within SCWA and the roles of staff members; as well as to solicit individual input related to SCWA's goals and objectives (strategic plan), strengths and areas of improvement, and any gaps in terms of staffing, technology, or other resources.

A sample of the questions asked during the one on one interviews is provided below:

- Please tell us about your current responsibilities and give us an overall picture of the group that you manage/are responsible for.
- Please provide a snapshot of the responsibilities for each of the people reporting directly to you.
- Tell us about the training/guidance you have received to help you be effective in your role. Has it been sufficient? Is there anything you would change?
- How are your tasks/projects/priorities assigned to you? How do you assign tasks/priorities to your team?
- How effective is the communication within your group, across different groups, and across the organization as a whole? Is there anything that you would recommend to improve it?
- Of the ten goals in the strategic plan, which are you actively involved in? Are they started, ongoing, completed, or not started?
- What do you see as the strengths of SCWA and what areas could it improve on?
- What, if any, gaps do you see in terms of staffing, technology or other resources that could make SCWA better.

Key areas of information collected in the management meetings is summarized below.

### Agency Strengths

- There is an overall feeling that the organization is well respected in its region with opportunities to get involved in many areas at the local, state and federal level.
- SCWA does a good job of protecting its resources and meeting its mission.
- There is strong communication/partnerships with external agencies.
- There is a lot of trust in the organization. Staff is confident that everyone is there to get the job done. "We all care about what we do."

- SCWA has accomplished a great deal in meeting Groundwater Sustainability (GSA) requirements, completion of Habitat Conservation Plan (HCP), and work on integration of SCWA managed resources.
- The agency is well funded which allows for exploration of new ideas.
- SCWA employs a highly professional staff who are willing to assist others. The employees are provided latitude to perform their jobs and have opportunities to get involved in many things and experience new challenges.
- The agency is described as nimble and responds to needs and requests in a timely manner. There is minimal bureaucracy and a high level of trust.

### **Agency Weaknesses**

- Collaboration and communication between groups is in need of improvement to be more transparent as to what people are doing. Managers need to disseminate information more openly. In addition, some areas see a need for improved communication in their own areas.
- Lack of staffing is seen as a weakness and will be discussed in “gaps” below. It appears the lack of staffing is greatly impacting the workload. Some staff members feel stretched too thin which prohibits them from working on making improvements or having the time to properly manage staff. Due to workload, staff is focused on day to day operations and tasks that must be completed, allowing no time to dedicate to identifying improvements or exploring future needs and associated plans.
- There is a need for succession planning.
- There is a need for a formalized new hire orientation and supervisory/manager training and mentoring. Training sources are mostly identified by the individual.
- There is a lack of a public relations/marketing and outreach program.
- The agency is in need of long-term financial planning and some feel the need to be less dependent on grant funds.
- Policy advocacy at the state and federal level and establishing a stronger presence in legislative matters is in need of improvement.
- There is inconsistency between management philosophies/approaches between different managers which has created some confusion and possible resentment.
- Dedication to a Safety program needs to be addressed.

### **Gaps in Staffing, Technology and Other Resources**

Staffing gaps identified by those interviewed included the need for a Project Manager for HCP, need for additional resources to support the safety program, a dedicated Human Resources function due to agency growth, the need for an in-house IT staff person, the need to fill the Administrative Services Manager position which has been vacant for three years, and the need for additional administrative support staff (there is only one administrative support position now and higher level staff are doing administrative tasks). System security and sufficient system backup has not been effectively addressed and the lack of any internal information technology support was also seen as a weakness.

## SECTION 4 – Strategic Plan

SCWA's Strategic Plan was prepared in 2016 and was developed to cover the period of 2016 to 2025. There have been no updates to the Strategic Plan since its inception in 2016. During the one-on-one meetings with management, Boucher Law attempted to conduct an informal update of the Strategic Plan by asking each individual about his/her area(s) of responsibility within the Strategic Plan and the status of each goal and objective.

Overall, Boucher Law found a number of flaws in the Strategic Plan – namely, the plan lacks formal ownership for the various goals and objectives, there aren't any target due dates for each goal and objective, there was general confusion on some of the objectives as to who was responsible and whether or not any actions had been taken. It appears that some of the items under the different objectives are on-going business responsibilities and pertain to business as usual. There has been no overall update of the plan since it was created in 2016.

There is an urgent need to update and re-evaluate the strategic plan to determine if all goals are still relevant and to place SCWA in a better position to anticipate and plan for future demands and growth.

The following is a detailed informal update of the Strategic Plan based on management input:

**Goal 1: Identify current supply and demand requirements – and project future water resources needs.**

Much has been done on Objective A, B, and C with the exception of A-1 which has not been started. Objective A-1 "Compile a County-wide inventory of current supplies and demand" should be a high priority. Nothing is happening on Objective D – "Evaluate and develop additional water resources as necessary".

**Goal 2: Water Management Infrastructure: Optimize the use of SCWA managed infrastructure.**

Objective A is on-hold due to the need for public buy-in. Staff is working on a multi benefit project to take to the state for more funding. Objectives B, C and D are infrastructure/Engineering projects that are currently being worked on.

**Goal 3: Flood Management: Implement SCWA's role in flood management.**

Much has been done on Objective A, with the exception of A-1 which is for the CIP and needs to be done for the next fiscal year. Objectives B-1, 2, and 3 have not been started. Objectives B-4 and 5 are completed but need updating. Objective C is on-going.



**Goal 4: Water Resources Resiliency: Protect access to reliable water supplies under current and future stressors.**

Most of the items for Objectives A, B and C are on-going.

**Goal 5: Education and Outreach: Provide and maintain communication of SCWA activities and responsibilities.**

Not much has been done in terms of Education and Outreach.

**Goal 6: Data Management: Maintain data that supports effective, efficient water supply and reliability.**

Objectives A-1 and 2 haven't been done and there is no Advisory Commission to assess needs for comprehensive data management system (B-1). The remainder of B and C are on-going.

**Goal 7: Natural Resources and Stewardship: Develop comprehensive approaches to the stewardship of natural resources.**

Much has been done on Objective A and the HCP is scheduled to be implemented in the Spring of 2021. Objectives B and C are ongoing. It is unclear if any action has been taken on Objectives D and E.

**Goal 8: Groundwater Management: Implement SCWA's role in Sustainable Groundwater Management Act (SGMA).**

Work is on-going for this Goal.

**Goal 9: Advocacy: Expand proactive advocacy at regional and federal levels to achieve the objectives of SCWA.**

This mainly falls under the General Manager and the Legislative Advocate. Much has been done and is on-going.

**Goal 10: Funding and Staffing: Provide the necessary resources to continue to achieve SCWA's mission and values efficiently and effectively in a fiscally responsible manner.**

Objective A-1: Preparation of a 5-year and 10-year Fiscal Plan with performance measures has not been done. Work is on-going for Objective A-2 and 3 as well as B-1. Objective C is being addressed through this workforce study. Not much has been done for Objective D (cost-saving strategies).

## SECTION 5 – Analysis of Peer Agencies

Numerous agencies were researched to identify appropriate peer agencies for comparison of organizational structure. Elements considered in identifying peer agencies were type of water agency (wholesale), similar size (FTEs and total revenue) and similar mission. In its research, Boucher Law only found two agencies that are similar in revenue.

In addition, public water agencies/districts with reputations for being industry leaders in the areas of technology, resource forecasting and planning, and water conservation and innovative water supply were included. The list of agencies included is provided in Appendix B of this report.

# SECTION 6 – Recommendations

Based on the analysis conducted by Boucher Law, as described in this report, we recommend the following:

## **A) Overall organizational structure**

SCWA's overall organizational structure, with a General Manager, Assistant General Manager, and then essentially managers over administration, engineering, and water resources is consistent with industry practices. All of the peer organizations researched, with the exception of Mojave Water District, have one or more Associate General Managers or Assistant General Managers. The addition of the Assistant General Manager position at SCWA allows the General Manager to focus on working with the Board of Directors and other water districts, as well as legislative efforts and on strategic planning for the agency.

The Acting Assistant General Manager is currently also the Principal Water Resources Specialist and the incumbent's time is currently stretched so thin between management of the Water Resources Unit, the Administrative Services Unit, and several large projects; he is not able to effectively plan and manage his various areas of responsibility.

Boucher Law recommends that both the Assistant General Manager and the Principal Water Resources Specialist positions be filled as full-time, regular positions; thereby dividing the duties currently performed by the Acting Assistant General Manager between two positions. This will enable the Assistant General Manager to more effectively manage the overall day to day activities of SCWA. The Principal Water Resources Specialist position would then be able to more effectively focus on managing the activities of that particular unit and the associated projects such as the HCP.

## **B) Administrative Staff**

- That the currently vacant Administrative Services Manager position be filled, with an emphasis on general administrative management responsibilities, as well as, financial planning and human resources management. The management of the Administrative Unit is currently assigned to the Interim Assistant General Manager and, as mentioned above, this position is stretched so thin between the various responsibilities, that the incumbent does not have the time required to sufficiently manage this unit. Consequently, there are issues with communication and collaboration within the unit and key goals and objectives related to SCWA finances have not been addressed. The filling of the vacant Administrative Services Manager position would also provide for increased emphasis on equity and diversity, tracking of staff training, and the safety aspects associated with human resources such as ergonomics.

- The addition of an Information Technology position, at the level of Information Technology Specialist, to be added to the Administrative Services Division. This position could cover many areas of responsibility including storage, system security, system redundancy, enhanced website, improved accounting system, and routine helpdesk and troubleshooting.
- Addition of an Executive Assistant to report to the General Manager and Assistant General Manager, to be responsible for preparation of board packages and board items and to serve as a point of contact for the Board Members; as well as, public relations/communications responsibilities.

#### **C) Assistant/Associate Control Systems Engineer**

There is currently one employee, Supervising Water Resources Engineer, that is responsible for designing and managing all SCWA instrumentation related to the collection and transmission of data; with assistance from a Senior Water Resources Specialist Technician. This team is currently stretched thin and only has time to troubleshoot problems. The addition of a new SCADA system will place additional demands on this team. The Supervising Water Resources Engineer has acquired a significant amount of knowledge regarding SCWA's various data collection systems over several years and it is likely to take a number of years for a new person to get up to speed. In order to meet the current demands, increase the efficiency of SCWA's data collection, and to provide for effective succession planning, Boucher Law recommends the addition of an Assistant or Associate Control Systems Engineer.

#### **D) Resource Planning/Strategic Planning Staff**

Based on the review of organizational charts from the external agencies included in the peer analysis, Boucher Law identified a key organizational area that appears to be missing from SCWA's organizational structure. The majority of the peer organizations include a division, unit, or individual responsible for forecasting future resource needs through modeling and other technology/research and developing plans to ensure the agency is able to meet and/or capitalize on those demands. SCWA has not addressed many areas of its Strategic Plan that deal with identifying needs and future trends – such as identifying current supply and demand requirements (Goal 1, Objective A-1), evaluating and developing additional water sources (Goal 1, D), identifying and prioritizing outstanding concerns and additional infrastructure needs (Goal 3, Objective A-3), to name a few. This fact further emphasizes the need for SCWA to add a Resource Planning or Strategic Planning Unit.

Based on further analysis of the classifications included in the Resource Planning Divisions at agencies similar in size to SCWA such as Mojave Water Agency and West Basin Water District, Boucher Law found that a variety of classifications were used, including Water Resources Specialist, Water Policy & Resources Analyst, and Principal Resource Specialist. At larger agencies such as East Bay MUD, the Water Resources Planning Unit is staffed with an Engineering Manager, Civil Engineers, and Water Resources Specialists. Given SCWA's relatively smaller size, Boucher Law recommends the addition of a planning position to serve as a generalist who can pinpoint future sources of funding and potential areas of growth, and can then bring in the appropriate consultant(s) to do the detailed modeling and analysis. When hiring for this position, SCWA should

focus on individual(s) with a combination of technical knowledge to understand modeling and forecasting of water demands, as well as, skills and understanding in the area of business management to understand the strategies behind solid business practices.

Should SCWA decide to add this recommended Resource Planning/Strategic Planning function, Boucher Law can do additional research and work with SCWA to determine the appropriate classification.

#### **E) Additional Staff for Restoration of Acquired Properties**

SCWA recently acquired additional properties that require habitat restoration, including but not limited to, the planning of field projects; the planting and protection of designated plants; fence design, construction, and maintenance; invasive weed control; the installation of irrigation; and the operation of heavy equipment to allow for restoration work. In order to meet the demands associated with the recently acquired properties, Boucher Law recommends the addition of two Assistant/Associate Water Resource Technician positions.

#### **F) Hiring, On-boarding, and Training**

A review of SCWAs policies and procedures found a lack of policies related to the recruiting and hiring of staff. Interviews with management and key personnel indicated that each manager/unit handles recruiting and hiring on its own with little consistency. SCWA is underrepresented in several protected categories within its management ranks. To ensure fair, objective, and job-related recruiting and hiring practices and to protect itself against any potential claims of discrimination; Boucher Law recommends that SCWA create standard policies and practices related to the recruitment and selection of employees. Boucher Law also recommends that SCWA create a policy related to equity and diversity in the workplace and provide training in this area.

One of the common areas in need of improvement mentioned during the one-on-one interviews was a more formalized on-boarding and training program. Boucher Law recommends that SCWA develop a more formalized on-boarding program and ensure that employees are receiving necessary training. Given the size of SCWA, Boucher Law also recommends that SCWA research and select an external supervisory training program that all new supervisors are required to complete.

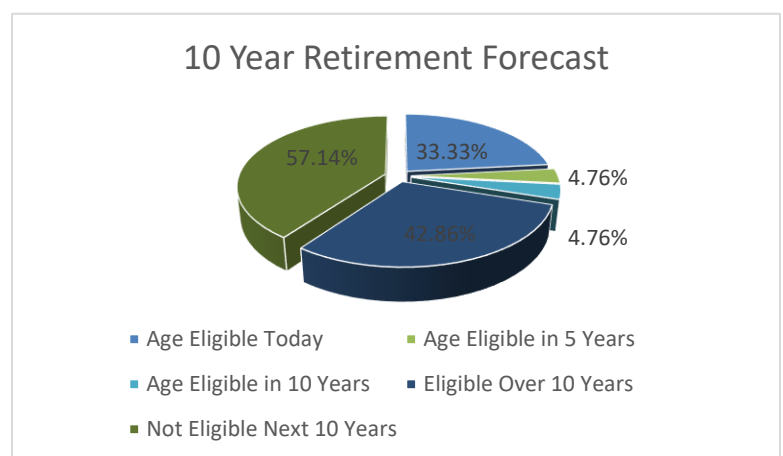
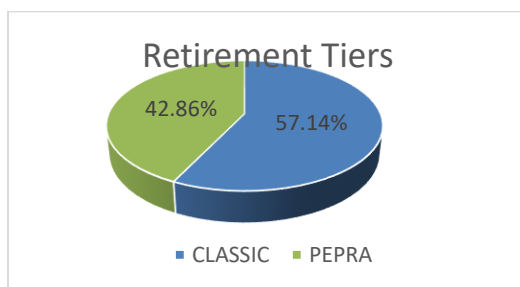
# SECTION 7 – Future Staffing Needs

Boucher Law took a two-pronged approach to researching and analyzing SCWA’s future staffing needs over the next five to ten years. This two-pronged approach looked internally at anticipated retirements and succession planning needs and externally at planned staff increases or changes in other public water agencies.

## A) Internal Analysis

Boucher Law utilized demographic data provided by SCWA to assess potential turnover as a result of retirement at the current time, in the next five years, in the next ten years, and beyond. The resulting data is displayed below.

	Currently Eligible to retire	Eligible to retire in 5 years	Eligible to retire in 10 years	Eligible to retire in over 10 years	Not Eligible in 10 years
<b>Number of Employees</b>	7	1	1	9	12
<b>Percentage of Total Staff</b>	33.33%	4.76%	4.76%	42.86%	57.14%



Given that currently approximately one-third of SCWA’s total staff is eligible for retirement, immediate succession planning is recommended by Boucher Law. While it’s true that those eligible to retire may not be planning to retire in the immediate future, there is a high likelihood that they will retire within the next five to ten years. The knowledge transfer for some of these key employees may require an extensive amount of time. Now would be the appropriate time to identify key positions and begin developing existing employees and/or hiring employees to be prepared to take over those key positions.

## **B) External Analysis**

The three primary external factors affecting future staffing needs are capital projects (the need for construction and/or rehabilitation of SCWA facilities), legislative changes/decisions, and environmental impacts. While capital projects may be more easily anticipated and planned for, legislative changes/decisions and environmental impacts are extremely difficult to anticipate beyond the current time period. Climate change and natural disasters such as fires appear to be the most significant environmental impacts.

Boucher Law spoke with representatives from Contra Costa Water District (CCWD), East Bay Municipal Utility District (EBMUD) and Sonoma County Water Agency (Sonoma) to solicit information about their future staffing plans for the next five to ten years. Boucher Law also reached out to Alameda County Water Agency for information, but did not receive a response.

### **i) East Bay Municipal Utility District (EBMUD)**

EBMUD 's budget for 2021 includes 2,152.75 full-time equivalent (FTE) positions (38 in Water Resources). Approximately 77.4% of EBMUD's operating budget is allocated to labor and benefits (including overtime costs). Approximately 28.6% of EBMUD's Capital budget is allocated to labor and benefits. Overall, approximately 40.3% of EBMUD's total annual budget (operations and capital) is allocated to labor and benefits.

EBMUD's Strategic Plan looks ahead three to five years and identifies key priorities, guides and prioritizes their budget. EBMUD just adopted a new Strategic Plan in June. They are trying to manage long term cost structure.

EBMUD uses a bi-annual budget cycle and they aren't projecting to increase staffing over the next two years. They are trying to maintain their current staffing level, being cautious and thoughtful in what they do. Their head count was at an all-time low in 2013 and they have been trying to gradually build it back to a level where they can continue to invest in infrastructure and meet environmental and regulatory requirements. EBMUD expects that growth will be slower than it has been in the last five years. Because of COVID-19 and potential legislation with right to water when customers can't pay their bill, they are hesitant to grow their long-term labor costs since this is their biggest cost.

In terms of capital projects, EBMUD may have a major capital project that doesn't require regular staff. They are more likely to use limited-term and temporary construction staff. They were going to increase miles of pipeline that are over 100 years old and this would have required two more crews for every five miles. They have made efficiency improvements and therefore require less staff.

They are also in the process of replacing their financial and materials management system.

Some of the key areas in EBMUD's new strategic plan that may be relevant to SCWA include:

- Diversity and Inclusion Master Plan.
- Capital Budget Priorities - Miles of distribution pipe replaced, number of concrete digesters and concrete aerated grit tanks rehabilitated, implement the Orinda Water Treatment Plant Disinfection Improvements, steel water tanks and pumping plants rehabilitated.
- Long-Term Water Supply - Additional supply by 2040 to provide 85% reliability under design drought conditions and diversify through regional partnerships.
- Conservation - 70 MGD savings from conservation programs / natural replacement by 2050.
- Water Recycling - 20 MGD of recycled water capability by 2040
- Climate Change - Update the Climate Change Monitoring and Response Plan. Explore approaches for how to adapt to potential future conditions and identify "no regrets" infrastructure investment decisions. Continue District leadership in climate change by participating in climate change studies, workshops or education events.

**ii) Sonoma County Water Agency (Sonoma)**

Sonoma's budget includes 232 full time equivalent (FTE) positions. Approximately 30% of Sonoma's operating budget is allocated to labor and benefits.

Due to recent fires and the COVID-19 pandemic, Sonoma is currently in a hiring freeze. If an existing position is vacated, they have to make a case to fill the position. However, they are still conscious of the need for succession planning for critical positions, typically at the management level. Sonoma's main focus is succession planning and making sure they have people to fill key positions. Sonoma makes sure that they are thinking ahead about staffing needs five to ten years into the future, but adding positions is very difficult. Instead, they typically realign staff as needed to address key areas. Sonoma has been refocusing on disaster preparedness and recently realigned staff to increase numbers in this area.

Sonoma does not see needing to add positions for capital improvements. They see a potential need for more positions dedicated to climate change in the future, but this will likely be more about refocusing existing staff. Their agency is pretty broad and one could argue that everything they do is connected to climate change.

If there are any positions added in the future, they will most likely be front line staff responsible for maintenance and operations (mechanics, maintenance



workers) in order to make sure that their infrastructure is stable. Sonoma's biggest need is in the working ranks where they have been using contract staff; where it's hard to continue using contractors.

**iii) Contra Costa Water District (CCWD)**

CCWD's budget includes 2,152.75 full-time equivalent (FTE) positions. Approximately 57% of CCWD's operating budget is allocated to labor and benefits. Approximately 15% of CCWD's Capital budget is allocated to labor and benefits. Overall, approximately 41% of CCWD's total annual budget (operations and capital) is allocated to labor and benefits.

CCWD bases their future staffing projections off of their 10-year plan. They look at the Capital Improvement Plan and any efficiency improvements that arise. For example, when they built the Brentwood water facility, they projected the number of water operators they would need. For the LV Expansion project, they projected the level and number of "project" employees/positions they would need. They do not have any way of making future staffing projections based off of the "what regulations may arise, etc." In addition, the BOD for CCWD is cognizant of staffing levels and the District keeps FTE counts to a tight number. Staffing additions must be justified by a specific project, thus any future projections involving what may come due to legislation etc. cannot be justified much in advance.

## SECTION 8 – Conclusion

The above sections of this draft report present the methodology, research, and analysis undertaken by Boucher Law to reach the provided recommendations. Boucher Law welcomes comments and questions in response to this draft report.

If we may be of further assistance at any time, please do not hesitate to contact our office at (510) 838-1000 at any time, or email our Senior Practice Leader, Jill Engelmann, at [jill@boucher.law](mailto:jill@boucher.law).

## SECTION 8 – Appendices

<b>APPENDIX A</b> <b>SOLANO COUNTY WATER AGENCY</b> <b>Workforce Organization, Job Classification and Compensation Study</b> <b>List of Individuals Interviewed</b>		
<b>Department</b>	<b>Name</b>	<b>Title</b>
Executive Management	Roland Sanford	General Manager
Executive Management/Operations	Chris Lee	Interim Assistant General Manager
Engineering	Alex Rabidoux	Principal Water Resources Engineer
Operations	Mark Snyder	Supervising Water Resources Specialist
Administrative Services	Sandra Willingmyre	Accountant II
Legislative Advocacy	Thomas Pate	Principal Water Resources Engineer
Engineering	Jay Cuetera	Supervising Water Resources Engineer
LPCCC	Rich Marovich	Putah Creek Streamkeeper

<b>APPENDIX B</b> <b>SOLANO COUNTY WATER AGENCY</b> <b>Workforce Organization, Job Classification and Compensation Study</b> <b>Comparable Peer Agencies</b>			
<b>Agency</b>	<b>Total Revenue</b>	<b>Type of Service</b>	<b>FTEs</b>
Solano County Water Agency	\$39,796,941 (20/21 Proposed Budget)	Wholesale	20
Sonoma County Water Agency	\$51,746,194 (2019 CAFR)	Wholesale & Retail	232
Mojave Water Agency	\$49,217,974 (2019 CAFR)	Wholesale	40 (approx.)
Zone 7 Water Agency	\$118,600,000 (2019 CAFR)	Wholesale	108.5
Calleguas Municipal Water Agency	\$143,452,530 (20/21 Budget)	Wholesale	70 (approx.)
San Bernardino Valley Municipal Water District	\$153,180,000 (FY19 Audited Financials)	Wholesale	26 (approx.)
Alameda County Water District	\$138,300,000 (2019 CAFR)	Wholesale and Retail	233
Contra Costa Water District	\$163,801,000 (2019 CAFR)	Wholesale & Retail	303.5
Municipal Water District of Orange County	173,774,423 (2019 Audited Report)	Wholesale39,796,941 (20/21 Proposed)	38
West Basin Municipal Water District	\$210,851,262 (2019 CAFR)	Wholesale	56
Irvine Ranch Water District	\$283,500,000 (2019 CAFR)	Retail	410
East Bay Municipal Utilities District	\$1,036,800,000 (2021 Budget)	Retail	2152.75 (38 in water resources)

### **Appendix C – Organizational Charts**

Please refer to the attached exhibits for the referenced organizational charts in this report.

- A) Solano County Water Agency
- B) Sonoma County Water Agency
- C) Mojave Water Agency
- D) Zone 7 Water Agency
- E) Calleguas Municipal Water Agency
- F) San Bernardino Valley Municipal Water District
- G) Alameda County Water District
- H) Contra Costa Water District
- I) Municipal Water District of Orange County
- J) West Basin Municipal Water District
- K) Irvine Ranch Water District
- L) East Bay Municipal Utilities District

# WORKFORCE STUDY (2020/2021)

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## Phase II - Revised Classification Study Report

Prepared for:  
Solano County Water Agency  
March 15, 2021

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# Solano County Water Agency

## Phase II – Classification Study



## SECTION 1 – Background/Introduction

Solano County Water Agency (“SCWA”) was retained Boucher Law to conduct a Workforce Study to include an organizational analysis, classification study and total compensation study for its entire agency. There are three phases of this Workforce study. The three phases are as follows:

### Phase I Agency Organization:

- Provide a complete and comprehensive analysis of SCWA’s current organizational structure as well as 5- and 10- year projections.
- Review SCWA’s organizational chart to gain an understanding of the current structure, the distribution of labor between SCWA’s employees’ technical skills and abilities and how they relate to SCWA’s mission.
- Compare the current organizational structure to peer organizations of a similar size with a similar mission.
- Conduct a meeting with the Workforce Study Committee to discuss preliminary findings and potential changes or recommendations prior to the preparation of the final report.

### Phase II Agency Classifications:

- Develop a classification structure that reflects SCWA’s overall classification and salary strategy that includes clear definitions of terms and the development of career ladders for full-time and part-time employees, including vacant positions.
- Conduct job audits with all employees in single position classifications, a representative sample of employees in multiple position classification, and appropriate management personnel to validate the information.
- Identify career ladders/promotional opportunities for each classification.
- Recommend additional opportunities for career ladders/promotional opportunities such as formal field, technical, or management training and/or certification.
- Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Conduct a comprehensive anonymous employee satisfaction questionnaire.



### **Phase III Agency Total Compensation and Benefits:**

- Conduct a comprehensive total compensation survey using comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the Agency.
- Meet and consult with Workforce Study Committee to determine list of comparable agencies to be used in the total compensation survey.
- Due to the complex nature and highly specialized skill sets of some agency employees Boucher Law will also look at comparable public sector water related jobs with the same essential duties and functions where appropriate.
- Conduct a total compensation analysis to provide SCWA with an accurate assessment of how its compensation plan compares with the selected labor market agencies.
- Conduct analysis of employer paid insurance premium contributions for health, dental orthodontics, vision, short- and long-term disability, long-term care, life and AD&D insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, management leave, administrative leave, family leave and vacation include analysis of FFCRA.
- Conduct analysis for employer contributions to employee retirement plans.
- Develop external competitive and internal equitable salary recommendations for each classification.
- Conduct an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines.
- Identify any pay compression issues and provide potential solutions.
- Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- Provide feedback on what other agencies are doing to compensate CalPERS PEPRA employees who may not receive equal employer paid benefits.
- Conduct analysis and provide recommendations for benefits SCWA does not currently offer, such as longevity pay, bonus pay, EPA program, employer contributions to deferred compensation plan, and employer contributions to retirement health savings accounts.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Assist in the development of a strategy for implementing the compensation and benefits recommendations and plan.

This report focuses on Phase II – Classification Study. Separate reports will be submitted for Phases I and III.

## SECTION 2 – Project Scope and Work Plan

The purpose of the classification study was to (i) review the current classification structure and related concepts; (ii) provide recommendations regarding changes to the current classification structure; (iii) identify career ladders/promotional opportunities for each classification; (iv) prepare revised and/or new classification specifications as appropriate; and (v) ensure that all positions are properly allocated within the new proposed classification structure.

This Draft Classification Study Report is designed to provide (i) an overview of study tasks; (ii) a conceptual framework for the analysis; (iii) recommended classification structure; and (iv) the next steps in the study.

This classification study encompassed twenty-four (24) positions in the classifications listed below:

Accountant I	Principal Water Resources Engineer
Accountant II	Principal Water Resources Specialist
Administrative Assistant	Senior Water Resources Engineer
Administrative Services Manager	Senior Water Resources Specialist
Assistant General Manager	Senior Water Resources Technician
Assistant Water Resources Engineer	Streamkeeper
Assistant Water Resources Specialist	Supervising Water Resources Engineer
Associate Water Resources Engineer	Supervising Water Resources Specialist
Associate Water Resources Specialist	Water Conservation Coordinator
General Manager	Water Resources Technician

In conducting the classification study, Boucher Law:

1. Conducted an online meeting with the Workforce Study Committee to ensure a comprehensive understanding of the study goals, objectives and to receive their comments, feedback and concerns with respect to the study and the process.
2. Conducted online employee orientation sessions to ensure all employees (i) were apprised of the study goals, processes and objectives; and (ii) had an opportunity to express any concerns or questions on the study.
3. Conducted a detailed analysis of each position through the analysis of individual Position Description Questionnaires (PDQs).
4. Conducted interviews with all study incumbents to gain a comprehensive understanding of work performed.
5. Analyzed all of the information gathered via the PDQs and job evaluation interviews to identify the scope and level of work performed by each employee as well as the typical duties and the requisite knowledge, skills, abilities, and other job-related characteristics required to perform the work assigned to each position.
6. Developed Draft Preliminary Classification Concepts for review and feedback.
7. Developed a classification structure consistent with the classification concepts encompassing the total bodies of work being performed within the study positions.
8. Developed recommendations regarding the appropriate allocation of each position within the proposed classification structure.
9. Developed new classification specifications supporting the classification structure recommendations. The classification specifications include/describe appropriate job definitions, distinguishing characteristics, supervision received and exercised, essential duties and responsibilities statements, knowledge, skills and abilities statements, minimum qualifications, any required training, certifications or licenses, and physical and environmental working conditions. *(To be completed once the overall classification structure is tentatively approved)*

## SECTION 3 – Conceptual Framework

An accurate and up-to-date classification system provides an organization with the necessary tools to make administrative, fiscal control, and human resources decisions. Further, accurate and current classification specifications provide the fundamental and essential building blocks for successfully administering recruitment, performance management, compensation, and succession planning programs. In addition to providing the basis for these types of human resources management and process decisions, position classification can also effectively support systems of administrative and fiscal control. Identifying positions based on a well-defined and orderly classification system supports organizational planning, budget analysis and preparation, and various other administrative functions.

The classification analysis, as applied to all regular, full-time positions within SCWA, relies upon sound principles of job evaluation. Using these principles, Boucher Law has developed a classification structure for SCWA that is designed to reflect distinct differences in the levels and types of work being performed based on established classification factors and concepts. This section of the report presents the conceptual framework for the methods used by Boucher Law in developing a proposed classification plan for SCWA's positions. To facilitate review, this section is organized as follows:

- General Guidelines and Definitions
- Nature of the Work
- Classification Job Family Levels

### **GENERAL GUIDELINES AND DEFINITIONS**

#### **Standard Classification Factors**

In order to develop classification/allocation recommendations, each position is first analyzed based on the nature of work performed. Nature of work refers to the occupation, profession, or subject matter field in which each position falls. Positions that perform work of a similar nature are considered to be in the same "job family". Within each job family, the level of the position is then determined by evaluating it against the following factors:

- **Decision Making** - This consists of (a) the decision-making responsibility and degree of independence or latitude that is inherent in the position, and (b) the impact of the decisions.
- **Scope and Complexity** - This defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- **Contact with Others Required by the Job** - This measures (a) the types of contacts,

and (b) the purpose of the contacts.

- **Supervision Received and Exercised** - This describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.
- **Knowledge, Skills, and Abilities** - This defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.

These factors were carefully and consistently applied during the analysis of each position included in the scope of the study. Not all factors will be as pertinent to all positions and each factor is analyzed in accordance with the importance of that particular factor to the kind of job under study.

### **Whole-Job Analysis**

For purposes of this study, Boucher Law used a whole-job analysis approach. This approach compares jobs with one another on the basis of an overall evaluation of difficulty or performance. The entire position, including the skills required, the decision-making authority, the scope, the magnitude of work, and the accountability for results, is compared as a whole to other positions.

### **Broad and Narrow Classifications**

Key to SCWA's classification structure is the judicious use of broad and narrow classification concepts. It is easy to see that several positions belong to the same class when the duties are identical. In practical application, however, the duties and responsibilities of positions need not be identical in order to be placed in a common classification. Classification plans generally establish classifications based on a determination of "sufficient similarity". However, within an individual organization, sufficient similarity can be interpreted to coincide with the goals and philosophy of the organization. For example, a broad interpretation recognizes positions that share a core set of classification factors, but accepts substantial variation between positions resulting in varied assignments within each broad classification. In contrast, a narrow interpretation might create separate narrow classifications to address such variations. Because SCWA has a relatively small staff, there is a clear need for flexibility in work assignments which lends itself to broader classifications. However, it is also important to recognize when there are positions that are greater in complexity, decision-making, and/or specialized knowledge and skills that require a separate classification.

### **Point in Time Analysis**

A classification study primarily captures the essential nature of positions at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving. Boucher has, to the extent possible,

designed a classification structure in line with SCWA's current goals, recognizing that other additions or deletions from the plan may take place in the future. Overall, the proposed classification structure, the levels of work, and the functional areas identified should provide a strong foundation for SCWA's future classification needs.

### **Preponderant Duties**

Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time. Therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy the majority of the incumbent's time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

### **Classification of the Position, Not the Employee**

Position classifications should be consistent regardless of who holds the position. As such, a classification study process classifies positions, not individual employees. Furthermore, classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service.

### **Position versus Classification**

Position and classification are two words that are often thought of as interchangeable; but in fact have very different meanings. In a classification plan, a position is an assigned a group of duties and responsibilities performed by one person. Sometimes the word "job" is appropriately used in the place of position.

In contrast, a classification may contain only one position, or may consist of a number of positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical); the same core knowledge, skills, and other requirements are appropriate for all positions; and the same salary range is equitable for all positions.

### **Classification versus Allocation**

Classification is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together based on job family, classification series, and classification distinctions. Allocation is more specifically tied to the placement

and/or budgeting of positions within an organization. Thus, agencies may allocate a position within an organization based on the results of the classification analysis for that position.

### **NATURE OF THE WORK**

The overall nature of the work being performed provides the basis for establishing job families and also helps group positions according to their overall functions and responsibilities. Classifications in a job family usually have similarities in their employment requirements that may support career progression. However, classes in the same job family may still require different levels of education, experience, skill, effort, or responsibility. These categories are described as follows:

- **“Clerical” classifications** typically describe positions that are responsible for general or specialized office and/or secretarial support work such as document production/processing, filing, reception, calendar maintenance, scheduling, and data entry. Typically, incumbents use a basic knowledge of office procedures, combined with basic reading, writing and arithmetic skills.
- **“Technical” classifications** typically describe the performance of the day-to-day functions in a para-professional area of assignment. The focus of the job is on the performance of various duties that are considered complex and of a technical nature, requiring specialized knowledge, but not at the professional level (such as an Analyst). Typical areas of para-professional or technical support work are in accounting, engineering, planning, and mechanical trades.
- **“Professional” classifications** typically describe work that is analytical in nature, requiring incumbents to possess sufficient knowledge and skill to analyze problems, evaluate and identify alternatives, and recommend/implement actions/solutions; such knowledge is usually obtained through possession of a four-year college degree and/or a highly specialized and advanced type of training.

### **Classification Job Family Levels**

Within each classification series, there may be a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization’s needs and priorities. The categories recommended are described as follows:

- **Entry-level** classifications are designed to provide an on-the-job training opportunity to an employee who has limited or no directly related work experience and is not yet performing the full range of work assigned to the journey-level class. In some cases, positions which are limited in scope and/or performing more basic duties may be permanently allocated to the entry-level.

The designation of “Assistant” has been used for this entry level for the majority of the classification series. In a few instances the designation of “I” has been used for this entry level, such as Administrative Assistant I and Accountant I to be consistent with common industry titling.

- **Journey-level** classifications recognize positions that perform the full range of tasks typically assigned to positions in the job family. A journey-level position requires incumbents to be fully competent in performing assigned duties. The designation of “Associate” has been used for this journey level for the majority of the classification series. In a few instances the designation of “II” has been used for this journey level, such as Administrative Assistant II and Accountant II to be consistent with common industry titling.
- **Advanced journey-level/Lead** classifications describe positions with specialized and/or advanced duties beyond the journey level of the series. Incumbents may also serve as a lead. Leads are typically responsible for providing ongoing lead supervision to a group of at least two lower level staff while performing the day-to-day work themselves. The designation of “Senior” has been used for this advanced/lead level classification. While a professional advanced journey-level/lead classification may also supervise clerical or technical position, the supervisory responsibilities are not the primary purpose of the classification.
- **Program Manager-level** classifications describe positions that are responsible for the management of an on-going, major program within the agency. Responsibilities at this level include strategic planning, program development and enhancement, program budget development and administration, collaboration with a variety of external agencies, grant development and administration. Positions at this level may or may not have direct supervisory responsibility over subordinate staff; however, responsibilities typically include the on-going direction and training of SCWA employees.
- **Supervisor-level** classifications describe full, first-line supervisory positions that plan, assign, supervise, and formally review the work of subordinates; assist in program development and management; and assume responsibility for a variety of personnel actions in such areas as performance evaluation, training, selection, transfers, approval of leave, and recommending disciplinary measures. Supervisors may also assist in budget development and administration. Most “working” supervisors also spend a substantial portion of their time performing the more difficult and complex work of the section or unit. The designation of “Supervisor” has been used for this level classification.
- **Manager-level** classifications describe full responsibility for planning, organizing, directing staff, and controlling all activities of a department. Managers are also responsible for the strategic planning and budget oversight for functions and/or operations for a department.



- **Executive Manager-level** classifications describe full responsibility for strategic planning, working with the governing board in the areas of policy development and the establishment of agency mission and goals, serving as a primary representative of the agency, and the planning and direction of the activities of the entire agency or multiple agency departments.

# SECTION 4 – Recommended Classification Structure

The classification structure recommended by Boucher Law in Table 1 below retains much of the current structure, but (i) changes the classification concepts for some classifications, (ii) establishes consistent titling for the different levels within a classification series (iii) creates new classifications where the duties and responsibilities of the work assigned are significantly different in nature, complexity and scope; (iv) provides clearer distinctions among the different classifications; and (v) creates additional levels within various classification series to provide career ladders/promotional opportunities and for future potential growth within SCWA.

**Table 1 – Classifications and Classification Series  
for Current Positions**

Current Classification	Proposed Classification
<b>Executive Management</b>	
General Manager	No Change
Assistant General Manager	No Change
<b>Administrative</b>	
Accountant I	No Change
Accountant II	No Change
N/A	Assistant Management Analyst (new classification)
N/A	Associate Management Analyst (new classification)
N/A	Senior Accountant (new classification)

Current Classification	Proposed Classification
N/A	Senior Management Analyst (new classification)
Administrative Assistant	Administrative Assistant I (new classification)
Administrative Assistant	Administrative Assistant II (title change)
Administrative Services Manager	Manager, Administrative Affairs (title change)
N/A	Policy and Legislative Affairs Manager (new classification)
<b>Engineering</b>	
Assistant Water Resources Engineer	No Change
Associate Water Resources Engineer	No Change
Senior Water Resources Engineer	No Change
Supervising Water Resources Engineer	No Change
Principal Water Resources Engineer	Manager, Engineering (title change)
N/A	Assistant Control Systems Engineer (new classification)
N/A	Associate Control Systems Engineer (new classification)
N/A	Senior Control Systems Engineer (new classification)
N/A	Supervising Control Systems Engineer (new classification)
<b>Water Resources</b>	

Current Classification	Proposed Classification
Water Resources Technician I/II	Assistant/Associate Water Resources Technician (title change)
Senior Water Resources Technician	Senior Water Resources Technician
N/A	Supervising Water Resources Technician (new classification)
Assistant Water Resources Specialist	No Change
Associate Water Resources Specialist	No Change
Senior Water Resources Specialist	No Change
Water Conservation Coordinator	Water Resources Program Manager
Supervising Water Resources Specialist	No Change
Principal Water Resources Specialist	Manager, Water Resources (title change)
N/A	Assistant Hydrologist (new classification)
N/A	Associate Hydrologist (new classification)
N/A	Senior Hydrologist (new classification)
Streamkeeper	No Change

The classification structure recommended by Boucher Law in Table 2 creates new classifications in line with the needs/gaps identified and recommendations for new positions in the Organizational Analysis Report (Phase I).

**Table 2 – Proposed New Classifications for Future Positions**

Current Classification	Proposed Classification
<b>Administrative</b>	
	Account Clerk I
	Account Clerk II
	Executive Assistant/Public Information Specialist
	Assistant Information Technology Specialist
	Associate Information Technology Specialist
<b>Water Resources</b>	
	Assistant Water Resources Planner
	Associate Water Resources Planner
	Senior Water Resources Planner

The next section of this report provides a summary of the titles, nature of work and a brief narrative on typical duties and responsibilities assigned to each current and proposed classification within SCWA. Draft new and revised class specifications (job descriptions) will be developed once the classification concepts are approved.

## Classifications and Classification Series for Current Positions

### I. Executive Management

**General Manager** – this is a single-position, executive management position that plans, organizes, and provides administrative direction and oversight for all Agency functions and activities. Reporting to the SCWA Board of Directors, this position is responsible for planning, organizing, administering, coordinating, and evaluating, either directly or through subordinate management and supervisory staff, the work of the Agency in accordance with applicable laws, codes, and regulations, and adopted policies and objectives of the Agency Board of Directors; directing and coordinating the development and implementation of goals, objectives, and programs for the Agency Board of Directors and the Agency; developing administrative policies, procedures, and work standards to ensure that the goals and objectives are met and that programs provide mandated services in an effective, efficient, and economical manner; advising the Agency Board of Directors on issues, programs, and financial status; preparing and recommending long- and short-range plans for Agency service provision, capital improvements, and funding; overseeing and directing the preparation of capital and operating agency budgets, agendas for Board of Director meetings, and a variety of reports; overseeing the selection, training, professional development, and work evaluation of Agency staff; overseeing the implementation of effective employee relations and related programs; and providing policy guidance and interpretation to staff.

**Assistant General Manager** – this is a single-position executive management classification that assists the General Manager in managing and directing the daily activities of the Agency; executes actions needed to support the General Manager in the overall success of the Agency's adopted organizational mission. Reporting to the General Manager, this position is responsible for assisting the General Manager in managing and directing activities of the Agency; developing, planning, and implementing goals and objectives consistent with the Agency's mission, vision, and strategic plan; directly overseeing the operations of multiple Agency departments; ensuring that the Agency complies with changing environmental requirements; analyzing Agency projects and programs; conducting studies of systems and procedures and managing major Agency projects; prioritizing and allocating available resources; reviewing and evaluating programs and service delivery; representing the Agency to outside agencies and organizations; participating in outside community and professional groups and committees; assisting in developing and coordinating the Agency budget; reviewing budget proposals and recommending budgets for reporting departments and divisions to the General Manager for inclusion in the proposed fiscal year budget; providing technical assistance as necessary; selecting, training, leading, motivating, and evaluating assigned personnel; addressing performance issues and responding to staff questions and concerns; making discipline recommendations to the General Manager; providing technical advice to

the General Manager and the Board of Directors in Agency day-to-day operational matters and serving as the General Manager in his/her absence.

## **II. Administrative**

**Accountant I** - This is the entry level for the professional classification series responsible for the accounting functions of the Agency. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include learning and maintaining the Agency's financial records and statements, assisting in preparation of the annual budget, assisting with the annual audit; maintaining cash receipts, cash disbursements journal, and the general ledger; learning and tracking the Agency's checking account and investment account activities; learning and participating in operating and maintaining a computerized financial information system.

**Accountant II** – This is the journey level for the professional classification series responsible for the accounting functions of the Agency. Work is performed with greater independence, under general supervision. Responsibilities include maintaining the Agency's financial records and statements, assisting in preparation of the annual budget, assisting with the annual audit; maintaining cash receipts, cash disbursements journal, and the general ledger; tracking the Agency's checking account and investment account activities; participating in operating and maintaining a computerized financial information system.

**Senior Accountant** (new classification) – This is the advanced journey-level/lead level for the professional classification series responsible for the accounting functions of the Agency. Incumbents in this class perform specialized and/or advanced duties beyond the Accountant II level, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include designing, analyzing, implementing and maintaining procedures and policies to regulate departmental accounting systems; assigning and reviewing the work of other professional accounting staff; supervising clerical staff; directing and preparing the annual budget; directing the compilation of complex periodic financial statements as well as, expenditure, revenue and cost accounting reports for federal, state, county and other agencies; reconciling and advising others on reconciling a variety of different grants and budget documents for which fiscal reports must be prepared.

**Assistant Administrative Analyst** (new classification) – This is the entry level for the professional classification series responsible for a variety of functions in the areas of financial and budget analysis, human resources, contract administration, and/or risk management. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities may include learning, interpreting, and applying financial and/or human resources policies; assisting in

preparation of the annual budget; assisting with the annual audit; learning and reviewing contracts and approving payments; updating or creating job descriptions and salary information; learning and administering the agency's insurance program; learning to and recruiting, selecting, and onboarding new employees; learning and administering employee benefits programs.

**Associate Administrative Analyst** (new classification) - This is the journey level for the professional classification series responsible for a variety of functions in the areas of financial and budget analysis, human resources, contract administration, and/or risk management. Work is performed with greater independence, under general supervision. Responsibilities may include interpreting, and applying financial and/or human resources policies; assisting in preparation of the annual budget; assisting with the annual audit; reviewing contracts and approving payments; updating or creating job descriptions and salary information; administering the agency's insurance program; recruitment, selection, and processing of new employees; advising Agency supervisors and managers on human resources matters; administering employee benefits programs.

**Senior Administrative Analyst** (new classification) - This is the advanced journey-level/lead level for the professional classification series responsible for a variety of functions in the areas of financial and budget analysis, human resources, contract administration, and/or risk management. Incumbents in this class perform specialized and/or advanced duties beyond the Associate Administrative Analyst level, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include assigning and reviewing the work of other professional accounting or administrative staff; supervising clerical staff; providing professional and technical advice and assistance to agency departments on a variety of complex human resources, contract, budget, and/or insurance issues and problems; conducting complex investigations related to disciplinary matters or discrimination complaints; conducting recruitments for executive level or other hard to recruit for positions and designing complex employee selection tools; developing agency training programs.

**Administrative Assistant I** - This is the entry level for the clerical classification series responsible for a variety of administrative, secretarial, and office support duties. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include filing, preparing records, reports, and agenda mail-outs; housekeeping and ordering and maintaining office and related supplies; screening calls, visitors, and incoming mail; assisting and directing public to appropriate locations and/or staff; composing, typing, formatting, and proofreading a variety of routine reports, letters, documents, flyers, brochures, calendars, and memoranda; learning to and processing Agency invoices and assisting management, employees, and outside agencies with accounts payable.



**Administrative Assistant II** - This is the journey level for the clerical classification responsible for a variety of administrative, secretarial, financial and office support duties. Work is performed with greater independence, under general supervision. Responsibilities include those listed for Administrative Assistant I, as well as, assisting in interpreting and applying regulations, policies, procedures, systems, rules, and precedents in response to inquiries and complaints from the public; compiling information and data for administrative reports; checking data; preparing and assembling reports, manuals, articles, announcements, and other informational materials.

The classification structure recommended by Boucher Law does not include an advanced-journey/lead level for the Administrative Assistant series at this time. This is primarily due to the fact that this is currently a single position classification and there is a limited scope of responsibilities that are typically assigned to this classification series. In general, an advanced-journey/lead level classification is responsible for providing lead direction to individuals at a lower level within the series, for serving in an advisory capacity, and/or for performing the more complex duties. Should SCWA's staffing levels in this classification series increase or there be a need for the performance of duties that do not fit within existing classification structure, Boucher Law recommends a classification study be conducted at that time. Such a classification study could be more narrowly focused on a single position or smaller number of positions.

**Manager, Administrative Services** (currently Administrative Services Manager) - This is a single-position management-level classification that oversees, directs, and participates in all activities related to human resources, contract administration, grant administration, budget preparation and maintenance, finance and accounting, insurance, information technology and general administration. Responsibilities include managing all assigned programs, services, and activities; participating in the development and implementation of goals, objectives, policies, and priorities; recommending within policy, appropriate service and staffing levels; recommending and administers policies and procedures; selecting, motivating, training and evaluating assigned personnel; overseeing the investment of Agency reserve funds.

**Policy and Legislative Affairs Manager** (new classification) – This is a single-position executive program management classification that provides special administrative, policy and technical assistance and advice to the General Manager and represents the Agency and its constituents on a variety of policy and legislative issues, with emphasis on the State Water Project. Responsibilities include analyzing delta and statewide water policy development for opportunities and threats to Agency interests; participating in governmental, stakeholder and science forums to protect and advocate for Agency interests; monitoring developments in water resources and fisheries science as it relates to policy matters; and strategizing the development of solutions for recommendation to the General Manager.

### III. Engineering

**Assistant Water Resource Engineer** - This is the entry level for the professional classification series responsible for the engineering functions of the Agency. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include performing construction management of Agency projects and designing simple structures, water facilities and appurtenances under the supervision of a licensed engineer; working closely with contractors and vendors, including assisting in and conducting field inspections and investigations of the Agency's systems and facilities; collecting surveying data in the field to generate topographic features, alignments, profiles, and cross-sections; receiving and reviewing applications, engineering plans, cost schedules, material costs and or contractor bids for work.

**Associate Water Resources Engineer** - This is the journey level for the professional classification series responsible for the engineering functions of the Agency. Work is performed with greater independence, under general supervision. Responsibilities include performing construction management of Agency projects and designing structures, water facilities and appurtenances under the supervision of a licensed engineer; working closely with contractors and vendors, including conducting field inspections and investigations of the Agency's systems and facilities; preparing engineering drawings for Agency staff by utilizing surveying data collected in the field to generate topographic features, alignments, profiles, and cross-sections; receiving and reviewing applications, engineering plans, cost schedules, material costs and or contractor bids for work.

**Senior Water Resources Engineer** - This is the advanced journey-level/lead level for the professional classification series responsible for the engineering functions of the Agency. Incumbents in this class are assigned the more complex projects related to water resources engineering, and serve in an advisory capacity to other professional staff. Responsibilities include planning, organizing, and reviewing or performing the design and preparation of plans, drawings, specifications and estimates in connection with the construction, maintenance or operations of flood control, water supply, and distribution facilities and systems; managing capital improvement infrastructure projects, including working with external consultants and/or vendors, contract negotiation, development and administration, reviewing contract invoices and scope of work, responding to arising problems and questions, and meeting with consultants on a regular basis; serving as the Agency's technical representative on various internal and external committees/meetings; assigning and reviewing the work of other professional engineering or technical staff. Responsibilities may include recommending, training, supervising, and/or evaluating technical staff and seasonal/intern staff.

**Supervising Water Resources Engineer** – This is the first full supervisory level for the professional classification series responsible for the engineering functions of the Agency. Incumbents are responsible for managing the maintenance and of flood

control and water distribution systems; coordinating and directing or participating in the total planning and design of assigned projects, including development and evaluation of alternatives and operational scenarios, rights of way, environmental requirements, permits, agreements, and preparation of final plans and specifications; interviewing, hiring, and directing staff in work assignments and tasks; training staff in departmental and professional procedures; providing leadership and motivating staff; reviewing and approving staff work procedures and products; evaluates staff performance by use of standard Agency review procedures; participating in budget preparation and administration, including the capital improvement budget; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures; representing Agency at meetings with local, State and Federal agencies.

**Manager, Water Resources Engineering** (currently Principal Water Resources Engineer) – This is a single-position management level classification, responsible for managing and directing all engineering functions of the Agency. Responsibilities include managing and participating in the development and implementation of goals, objectives, policies, and priorities for the Agency and for the Engineering Department; recommending, within Agency policy, appropriate service and staffing levels; recommending and administering policies and procedures; managing the engineering and construction activities of the Agency and performing engineering functions and construction management; ensuring the reliable Operation & Maintenance of SCWA's water infrastructure including the Solano Project, North Bay Aqueduct, Ulati and Green Valley Flood Control Projects; overseeing and providing engineering support for stream restoration projects; managing the development and administration of the Department's budgets, including materials and supplies, contract services, specified capital improvement projects, and vehicle and equipment expenses; selecting, training, motivating, and evaluating assigned personnel; continuously monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures; identifying opportunities for improvement and reviewing with the Assistant General Manager and General Manager; directing the implementation of improvements; collaborating with and supporting Agency members and partner agencies on regional water supply, water quality, flood control, Sac-SJ Delta issues, and other issues as they arise.

**Assistant Control Systems Engineer** (new classification) – This is the entry level for the professional classification series responsible for the control systems engineering functions of the Agency. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include learning, designing, developing, implementing, modifying, installing, upgrading and maintaining the Agency's Supervisory Control and Data Acquisition (SCADA) systems and electrical or electronic systems in the area of water resources, flood control, water supply, and water distribution facilities; learning to develop and developing design requirements including researching data, preparing plans, specifications and

estimates for the purchase, installation, modification and testing of instrumentation systems equipment at flood control, water supply or water distribution facilities and systems; recommending the purchase of appropriate equipment to meet Agency requirements; troubleshooting and repairing equipment problems; learning to address and addressing canal operator and/or public issues with data or web pages providing data reported by the electronic control systems; analyzing the collected data including quality assurance and quality checking, validating, plotting, and filling; and providing data to other local, State and Federal agencies.

**Associate Control Systems Engineer** (new classification) – This is the journey level for the professional classification series responsible for the control systems engineering functions of the Agency. Work is performed with greater independence, under general supervision. Responsibilities include designing, developing, implementing, modifying, installing, upgrading and maintaining the Agency's Supervisory Control and Data Acquisition (SCADA) systems and electrical or electronic systems in the area of water resources, flood control, water supply, and water distribution facilities; developing design requirements including researching data, preparing plans, specifications and estimates for the purchase, installation, modification and testing of instrumentation systems equipment at flood control, water supply or water distribution facilities and systems; recommending the purchase of appropriate equipment to meet Agency requirements; troubleshooting and repairing equipment problems; addressing canal operator and/or public issues with data or web pages providing data reported by the electronic control systems; analyzing the collected data including quality assurance and quality checking, validating, plotting, and filling; and providing data to other local, State and Federal agencies.

**Senior Control Systems Engineer** (new classification) – This is the advanced journey-level/lead level for the professional classification series responsible for the control systems engineering functions of the Agency. Incumbents in this class are assigned the more complex projects related to control systems engineering, and serve in an advisory capacity to other professional staff. Responsibilities include directing others in designing, developing, implementing, modifying, installing, upgrading and maintaining the Agency's Supervisory Control and Data Acquisition (SCADA) systems and electrical or electronic systems in the area of water resources, flood control, water supply, and water distribution facilities and designing and developing the more complex or new SCADA or other electronic systems; assisting in the management of the Agency's flow network, including the design and installation of new locations, developing flow rating curves, and making regular flow measurements to ensure the required accuracy is being met; and maintaining all Agency monitoring networks.

**Supervising Control Systems Engineer** (new classification) - This is the first full supervisory level for the professional classification series responsible for the control systems engineering functions of the Agency in the areas of water resources, flood control, water supply, and water distribution facilities. Incumbents are responsible for managing the design, modification, and maintenance of control systems;

coordinating and directing or participating in the total planning and design of assigned projects, including development and evaluation of alternatives and operational scenarios; identifying and prioritizing new automation projects; assisting in the development of Agency goals and objectives; interviewing, hiring, and directing staff in work assignments and tasks; training staff in departmental and professional procedures; providing leadership and motivating staff; reviewing and approving staff work procedures and products; evaluates staff performance by use of standard Agency review procedures; participating in budget preparation and administration, including the capital improvement budget; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures; coordinating with and providing data to other local, State and Federal agencies; managing construction projects, including contract development and

#### **IV. Water Resources**

##### **Assistant Water Resources Technician** (currently Water Resources Technician I) -

This is the entry level for the technical classification series responsible for a variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Responsibilities include learning to perform and performing logistical planning and preparation to implement field work projects; learning to perform and performing control of invasive water and land-based species; operating and maintaining water resource projects such as weed management and irrigation; operating heavy equipment such as tractors, trucks and excavators and creating access through difficult and inaccessible terrain to allow restoration work; assisting in the design and fabrication of equipment, tools, parts and hardware; maintaining public relations along the creek, acquiring signed agreements with landowners to allow private property access, and discussing landowner concerns; conducting field inspections, investigations, and monitoring and data gathering for the Agency's monitoring stations, water distribution systems and flood control facilities.

##### **Associate Water Resources Technician** (currently Water Resources Technician II) -

This is the journey level for the technical classification series responsible for a variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Work is performed with greater independence, under general supervision. Responsibilities include performing logistical planning and preparation to implement field work projects; performing control of invasive water and land-based species; operating and maintaining water resource projects such as weed management and irrigation; operating heavy equipment such as tractors, trucks and excavators and creating access through difficult and inaccessible terrain to allow restoration work; designing and fabricating equipment, tools, parts and hardware; maintaining public relations along the creek, acquiring signed agreements with landowners to allow private property access, and discussing landowner concerns; conducting field inspections, investigations, and

monitoring and data gathering for the Agency's monitoring stations, water distribution systems and flood control facilities.

**Senior Water Resources Technician** - This is the advanced journey-level/lead level for the technical classification series responsible for a wide variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Incumbents in this class are assigned the more complex projects, and serve in a lead/advisory capacity to other technical staff.

Responsibilities include performing or arranging for maintenance and repair of equipment; overseeing the shop where supplies, equipment and tools are stored, making sure the shop is cleaned and maintained in accordance with OSHA requirements; monitoring, maintaining and transplanting multiple plant test-plot sites; testing various soil amendments and soil conditions; meeting, discussing and planning alternatives with soil scientists and biologists; assisting in project management of outsourced construction projects such as preparing contracts and scheduling work dates and task orders; assisting in flood monitoring and channel maintenance by performing routine measurements and keeping records of stream flows; designing and fabricating complex equipment, tools, parts and hardware; assigning and reviewing the work of other technical and seasonal staff.

**Supervising Water Resources Technician** (new classification) – This is the first full supervisory level for the technical classification series responsible for a wide variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Incumbents are responsible for overseeing, supervising, directing and performing the work of the Water Resources Technicians and seasonal staff involved in planning and implementing a variety of field work projects and performing control of invasive water and land-based species; interviewing and hiring staff, assigning and reviewing their work, ensuring that staff have the necessary resources to accomplish tasks, addressing and resolving any staff conflicts, motivating and training staff, ensuring staff perform work in a safe manner; and completing performance evaluations; participating in budget preparation and administration; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures. Responsibilities may also include obtaining necessary permits for Agency work, ensuring work complies with applicable permits, and advising other supervisors on the compliance requirements related to their projects.

**Assistant Water Resources Specialist** - This is the entry level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include assisting water resources staff in development of projects and implementation of programs, including, but not limited to, water resources management, water conservation, grant administration, and habitat

restoration/management; learning to conduct and conducting field inspections, investigations, and monitoring and data gathering for the Agency; conducting research and collecting data and preparing a variety of reports, as well as drafting maps, charts, diagrams, and tables using computer programs; surveying, assessing, and reporting baseline environmental conditions and wildlife at sites for project planning; assisting in project management of grant funded projects such as preparing contracts and scheduling invoices and task orders, monitoring and reporting on project progress and success, and providing suggestions for project modifications; learning to prepare and preparing basic grant proposals.

**Associate Water Resources Specialist** – This is the journey level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Work is performed with greater independence, under general supervision. Responsibilities include the development of projects and implementation of programs, including but not limited to, water resources management, water conservation, grant administration, and habitat restoration/management; conducting field inspections, investigations, and monitoring and data gathering for the Agency; conducting research and collecting data and preparing a variety of reports, as well as drafting maps, charts, diagrams, and tables using computer programs; surveying, assessing, and reporting baseline environmental conditions and wildlife at sites for project planning; researching, planning, and writing grant/funding proposals including coordination with funding agencies and their criteria; administering and monitoring grants, ensuring compliance with grant requirements and schedule; preparing reports required by grants including quarterly progress reports, annual reports, close-out and monitoring reports, financial reports, and reimbursement requests with invoices. preparing contracts.

**Senior Water Resources Specialist** – This is the advanced journey/lead level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Incumbents in this class are assigned the more complex projects related to water resources management, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include the development and planning of complex projects involving multiple funding sources and/or partnering and collaborating with other agencies for mutual benefit; overseeing the work of others in and researching, planning, and writing grant/funding proposals including coordination with funding agencies and their criteria; administering and monitoring complex grants including multiple funding sources and/or multiple service providers, ensuring compliance with grant requirements and schedule; preparing reports required by grants including quarterly progress reports, annual reports, close-out and monitoring reports, financial reports, and reimbursement requests with invoices. Responsibilities may include recommending, training, supervising, and evaluating technical staff and seasonal/intern staff.

**Water Resources Program Manager** (retitle of Water Conservation Program Coordinator and broadening of scope) – This is the program manager level responsible for the management of an on-going, major water resources program within the Agency (such as the Water Conservation or Lake Berryessa Mussel Prevention Program). Responsibilities include strategic planning; planning, designing, coordinating, implementing, promoting, and overseeing a major water resources program, in support of the Agency’s strategic goals and priorities; coordinating and performing grants administration for the Agency and other regional entities involved in cooperative programs; collecting and summarizing program data, overseeing grant budgets, tracking expenditures, coordinating preparation of grant progress reports, and grant reimbursements with participating agencies; ensuring compliance with policies and requirements of funding agency; accounting protocols and procedures; preparing, administering, and maintaining the program budget, submitting budget recommendations, and monitoring expenditures; developing community outreach programs to promote the program; participating on community task force/committees; overseeing the design, production, and distribution of a variety of promotional, marketing, outreach, and informational materials, communications, and presentations to educate businesses, children, special interest groups and constituencies, the general public, and member communities in Agency programs, services, resources, and events; recruiting, hiring, training, and supervising seasonal and/or regular employees.

**Supervising Water Resources Specialist** - This is the first full supervisory level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Incumbents are responsible for managing, coordinating and directing or participating in the total planning, design, and implementation of assigned habitat restoration and conservation projects, including development and evaluation of alternatives and operational scenarios, environmental requirements, permits, and agreements; interviewing, hiring, and directing professional and technical staff in work assignments and tasks; training staff in departmental and professional procedures; providing leadership and motivating staff; reviewing and approving staff work procedures and products; evaluates staff performance by use of standard Agency review procedures; participating in budget preparation and administration; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures.

**Manager, Water Resources** (currently Principal Water Resources Specialist) - This is a single-position management level classification, responsible for managing and directing all water management, water conservation, and habitat conservation and restoration functions of the Agency. Responsibilities include managing and participating in the development and implementation of goals, objectives, policies, and priorities for the Agency and for the Water Resources Department; recommending, within Agency policy, appropriate service and staffing levels; recommending and administering policies and procedures; managing and



overseeing the planning, directing, administration, and evaluation of the Habitat Conservation Plan (HCP) as well as other biological, habitat, and environmental programs and the Groundwater Sustainability Agency (GSA); managing the endangered species conservation program; coordinating assigned activities with other departments, outside agencies, and the public; fostering cooperative working relationships among departments, regional water programs, intergovernmental and regulatory agencies, and various public and private groups; managing the development and administration of the Department's budgets, including materials and supplies, and contract services; ; selecting, training, motivating, and evaluating assigned personnel; continuously monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures; identifying opportunities for improvement and reviewing with the Assistant General Manager and General Manager; directing the implementation of improvements.

**Assistant Hydrologist** (new classification) - This is the entry level for the professional classification series responsible for collection, analysis, and maintenance of hydrographic, hydrologic, and land use data reflecting water quality, availability, needs, uses and rights. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include collecting or coordinating the collection of water quality samples and measurements and coordinating the analysis of the samples by laboratories; learning to monitor and monitoring test results (MIB, Geosmin, Cyanobacteria, cyanotoxins) and plotting trends to ensure that source water quality levels are below certain water thresholds for safe drinking standards; informing key downstream customers and water treatment plant managers regarding water quality constituents of concern; learning and maintaining and calibrating streamflow gages, release valves, and other hydrographic and hydrologic equipment; learning, customizing and programming computer software to store, analyze, and report hydrographic and hydrologic data; communicating with various landowners regarding ground water monitoring programs; coordinating meetings with various stakeholders such as staff members, landowners, and contractors on groundwater well development.

**Associate Hydrologist** (new classification) - This is the journey level for the professional classification series responsible for collection, analysis, and maintenance of hydrographic, hydrologic, and land use data reflecting water quality, availability, needs, uses and rights. . Work is performed with greater independence, under general supervision. Responsibilities include collecting or coordinating the collection of water quality samples and measurements and coordinating the analysis of the samples by laboratories; monitoring test results (MIB, Geosmin, Cyanobacteria, cyanotoxins) and plotting trends to ensure that source water quality levels are below certain water thresholds for safe drinking standards; informing key downstream customers and water treatment plant managers regarding water quality constituents of concern; maintaining and calibrating streamflow gages, release valves, and other hydrographic and hydrologic equipment; customizing and

programming computer software to store, analyze, and report hydrographic and hydrologic data; communicating with various landowners regarding ground water monitoring programs; coordinating meetings with various stakeholders such as staff members, landowners, and contractors on groundwater well development.

**Senior Hydrologist** (new classification) This is the advanced journey/lead level for the professional classification series responsible for collection, analysis, and maintenance of hydrographic, hydrologic, and land use data reflecting water quality, availability, needs, uses and rights. Incumbents in this class perform advanced technical hydrologic analysis duties, make policy recommendations, are assigned the more complex projects related to water resources management, and serve in an advisory capacity to other professional staff. Responsibilities include performing highly complex analysis and interpreting technical data pertaining to ground and surface water quantity and quality, urban and agricultural hydrologic programs, rainfall and drainage, flood control, and water resource facilities; compiling and interpreting planning and design analyses based on independent critical evaluations and making recommendations pertaining to hydrologic issues; evaluating water needs and supply availability utilizing hydrologic models; developing computer programs pertaining to hydrology and hydrologic models; assisting in the formulation and administration of water supply contracts. Responsibilities may also include recommending, training, supervising, and evaluating technical staff.

**Streamkeeper** - This is a single-position executive program management classification that directs, plans, organizes and provides administrative direction for all actions of the Lower Putah Creek Coordinating Committee (LPCCC); oversees Committee monitoring and vegetation management, develops restoration projects and grant proposals, administers restoration projects; maintains cooperative relations with landowners, government and regulatory agencies; and various public and private groups. Responsibilities include serving as the executive director of the LPCCC and overseeing the monitoring, preservation and enhancement of Putah Creek Resources; planning, organizing, administering, coordinating, and evaluating the work of the LPCCC in accordance with applicable laws, codes, and regulations, and adopted policies and objectives of the LPCCC; directing and coordinating the development and implementation of goals, objectives, and programs for the LPCCC; developing conceptual plans and innovative approaches to creek restoration; developing grant proposals, budgets, schedules and contracts; and preparing reports and invoices.

## **New Classifications and Classification Series for Future Positions**

### **I. Administrative**

**Account Clerk I** - This is the entry level for the clerical classification responsible for a variety of routine clerical accounting and data entry duties. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general

supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include learning to process and processing Agency invoices; assisting management, employees, and outside agencies with accounts payable; assisting in researching and resolving issues related to accounts payable matters; entering and processing purchase orders into accounting system then routing for approval; maintaining consultant contract files and tracking and updating contract summary for contract balances; learning to and posting, verifying and balancing various accounts; gathering, sorting and researching records and files to provide factual data, and tracing discrepancies to reconcile accounts.

**Account Clerk II** - This is the journey level for the clerical classification responsible for a variety of routine clerical accounting and data entry duties. Work is performed with greater independence, under general direction. Responsibilities include processing Agency invoices; assisting management, employees, and outside agencies with accounts payable; researching and resolving issues related to accounts payable matters; entering and processing purchase orders into accounting system then routing for approval; maintaining consultant contract files and tracking and updating contract summary for contract balances; posting, verifying and balancing various accounts; gathering, sorting and researching records and files to provide factual data, and tracing discrepancies to reconcile accounts.

**Executive Assistant/Public Information Specialist** – This is a single-position professional classification responsible for providing comprehensive administrative support to the General Manager, Assistant General Manager, and Board of Directors; and for coordinating with the executive team to develop and promote public outreach activities. Responsibilities include providing sophisticated calendar management for the General Manager, prioritizing inquiries and requests while troubleshooting conflicts; acting as a liaison and providing support to the Board of Directors; arranging and handling all logistics for Board meetings and events, scheduling meetings, drafting agendas; developing, compiling, and distributing presentation materials, and record meeting minutes; researching, developing, planning and coordinating community outreach program activities; developing and preparing well written materials and professional presentations; coordinating and participating in public appearances, special events, contests, or exhibits to increase program or service awareness and further public relations objectives; monitoring the Agency's social media outlets and websites, identifying needs, ensuring content is updated and maintained.

**Assistant Information Technology Specialist** – This is the entry level for the technical classification series responsible for comprehensive administration of the Agency's Information Technology infrastructure. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities may include diagnosing and troubleshooting incoming employee calls and requests for service and help; learning to and establishing and maintaining network security profile including intrusion detection testing, applying security and anti-virus updates, reporting and mitigating security breaches; assisting

in the researching, planning, designing and implementing network changes and upgrades; creating and maintaining mutually beneficial business relationships with outside vendors and consultants; providing instruction and training on hardware and software to Agency employees.

**Associate Information Technology Specialist** – This is the journey level for the technical classification series responsible for comprehensive administration of the Agency’s Information Technology infrastructure. Work is performed with greater independence, under general direction. Responsibilities include those listed for Assistant Information Technology Specialist, as well as, establishing system specifications by conferring with users; analyzing workflow, access, information, and security requirements; testing new technologies and making recommendations for implementation; assisting in system planning and executing the selection, installation, configuration, and testing of PC and server hardware, software, LAN and WAN networks, and operating and system management systems; defining system and operational policies and procedures.

## **II. Water Resources**

**Assistant Water Resources Planner** - This is the entry level for the professional classification series responsible for a variety of professional planning activities involving water demand and availability relative to land use development; to conduct special project research; to prepare reports and recommendations relative to assigned area of responsibility. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities may include assisting in compiling, updating, and analyzing data on land use, population, urban growth patterns, economic and social trends, industrial development and other demographic data essential to efficient water utility and land use planning; preparing and/or reviewing initial studies, draft environmental impact reports, local and state watershed protection efforts, water quality investigations, and other related documents; assisting in portions of studies related to water demand forecasting, water facility planning, rate structures and economic projections; assisting in maintaining current service area water demands as represented by Agency and cities General Plan documents.

**Associate Water Resources Planner** - This is the journey level for the professional classification series responsible for a variety of professional planning activities involving water demand and availability relative to land use development; to conduct special project research, as assigned; to prepare reports and recommendations relative to assigned area of responsibility. Work is performed with greater independence, under general supervision. Responsibilities may include compiling, updating, and analyzing data on land use, population, urban growth patterns, economic and social trends, industrial development and other demographic data essential to efficient water utility and land use planning;

preparing and/or reviewing initial studies, draft environmental impact reports, local and state watershed protection efforts, water quality investigations, and other related documents;

**Senior Water Resources Planner** - This is the advanced journey/lead level for the professional classification series responsible for planning, coordinating and participating in complex and difficult planning services related to water service, environmental assessment, regulatory compliance issues, and for overseeing and managing contract services in these areas. Incumbents in this class perform their assigned duties with considerable independent judgment and discretion, are assigned the more complex projects related to water resources planning, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include training and overseeing the work of assigned professional staff; preparing complex studies and reports on a wide range of planning issues; providing project conceptualization and scope development; gathering and analyzing data; providing project management oversight to professional, technical, and clerical staff and consultants; developing alternatives and recommendations; writing and editing draft and final reports; determining requirements for the permitting of Agency projects; coordinating project scoping sessions and public involvement activities; utilizing CEQA and NEPA guidelines, as appropriate, to prepare environmental documents for Agency projects; participating in and/or conduct various public meetings and hearing.

The classification structure recommended by Boucher Law does not include an advanced-journey/lead level for the Account Clerk and Information Technology Specialist series at this time. This is primarily due to the fact that there is a limited scope of responsibilities that are typically assigned to these classification series and it is anticipated that these will be single position classification series. In general, an advanced-journey/lead level classification is responsible for providing lead direction to individuals at a lower level within the series, for serving in an advisory capacity, and/or for performing the more complex duties. Should SCWA's staffing levels in these classification series increase or there be a need for the performance of duties that do not fit within existing classification structure, Boucher Law recommends a classification study be conducted at that time. Such a classification study could be more narrowly focused on a single position or smaller number of positions.

# SECTION 5 – Position Allocation Recommendations

Table 3 below provides the current and recommended classifications for each position included in this classification study. Where a change of classification (beyond a change in title) is recommended, further detail is provided following Table 3.

In determining how to implement recommendations that involve a change in the allocation of a position to either a higher or lower classification where there is an incumbent in the position, there are a number of considerations. When there is a recommendation that a position be reclassified to a higher level there are typically three options; either a) move the incumbent to the higher level classification without a competitive process, b) change the responsibilities of the position so that they are consistent with the current classification, or c) post the position as open and allow all qualified employees to apply and compete for the higher level position. In the case where the duties have evolved over time (typically a minimum of a year) and the employee has been performing the duties for that full period of time, the most common action is to move the employee to the higher level without a competitive process.

When there is a recommendation that a position be reclassified to a lower level there are also typically three options; either a) move the employee to the lower level classification, b) change the responsibilities assigned to the position so that they are consistent with the current classification, or c) leave the position in its current classification until it becomes vacant and then reclassify the position to the lower level. If the decision is to move the employee to the lower level and the employee's current pay is higher than the top step in the new classification, typically the employee's pay rate is frozen or "red circled" and is not increased until the salary range for the new classification catches up to the employee's frozen or "red circled" pay rate. In this manner, no employee is required to take a reduction in pay as a result of a classification study.

**Table 3**

Incumbent	Current Classification	Recommended Classification
Roland Sanford	General Manager	General Manager
Chris Lee	Assistant General Manager	Assistant General Manager
Vacant	Administrative Services Manager	Manager, Administrative Services
Sandra Willingmyre	Accountant II	Associate Administrative Analyst
Marcie Fehrenkamp	Accountant II	Senior Accountant
Katherine Ashley	Administrative Assistant	Administrative Assistant II
Thomas Pate	Principal Water Resources Engineer	Policy and Legislative Affairs Manager

Incumbent	Current Classification	Recommended Classification
Gavin Poore	Assistant Water Resources Engineer	Assistant Water Resources Engineer
Gustavo Cruz	Assistant Water Resources Engineer	Assistant Water Resources Engineer
Jeff Barich	Senior Water Resources Engineer	Senior Water Resources <sup>1</sup> Engineer
Jay Cuetara	Supervising Water Resources Engineer	Supervising Control Systems Engineer
Alex Rabidoux	Principal Water Resources Engineer	Manager of Engineering
Zachary Hyer	Water Resources Technician II	Associate Water Resources Technician
Long Nguyen	Water Resources Technician II	Associate Water Resources Technician
Duc Jones	Senior Water Resources Technician	Senior Water Resources Technician
Rick Fowler	Senior Water Resources Technician	Senior Water Resources Technician
Nicole Herr	Assistant Water Resources Specialist	Assistant Water Resources Specialist
Sabrina Colias	Senior Water Resources Specialist	Water Resources Program Manager
Andrew Fiorendo	Water Conservation Coordinator	Water Resources Program Manager
Mark Snyder	Supervising Water Resources Specialist	Supervising Water Resources Technician <sup>2</sup>
Vacant	Supervising Water Resources Specialist	Supervising Water Resources Specialist
Vacant	Principal Water Resources Specialist	Manager of Water Resources
Justin Pascual	Associate Water Resources Specialist	Associate Hydrologist
Rich Marovich	Streamkeeper	Streamkeeper

Marcie Fehrenkamp

Current Classification: Accountant II

Recommended Classification: Senior Accountant

Discussion/Recommendation – The primary responsibilities of this position are to plan and manage the development and maintenance of SCWA’s annual financial budget, annual year end projection/mid-year budget, and year-end financial closing process

<sup>1</sup>See additional narrative on page 34

<sup>2</sup> See additional narrative on Page 36

(29%); prepare and review a variety of monthly financial reports for staff and management (20%); plan, manage, and prepare for the annual financial audit (15%); provide quarterly financial statements and balance sheets by fund, to the Board of Directors and quarterly support to grant administrators (6%); review and approve bank reconciliations and interest earnings; review and prepare invoices; review and approve consultant and vendor payments and payroll processing; and analyze and review/reconcile balance sheet accounts (18%). The annual budget responsibilities assigned to this position are at an advanced journey level in terms of complexity and overall level of responsibility and are consistent with the Senior level of the Accountant classification series. Additionally, the incumbent is responsible for providing guidance and advising other professional staff in relation to the annual budget and annual year-end projection (mid-year budget). Boucher Law therefore recommends that this position be reclassified to Senior Accountant.

**Sandra Willingmyre**

Current Classification: Accountant II

Recommended Classification: Associate Administrative Analyst

Discussion/Recommendation - This position is assigned a wide variety of professional duties in the areas of accounting, finance, risk management, and human resources. The incumbent is responsible for accounts payable, contract payments, General Ledger maintenance, payroll processing, banking management and reconciliations, CalPERS payments and unfunded liability management, labor and overhead allocation to projects, and providing information for the annual audit (approximately 47% of time). The incumbent also is responsible for Workers' Compensation, benefits management, employee recruitment and processing, employee handbook and human resources policy updates, revisions, and distribution, and salary and job description management (approximately 30%); for managing the Agency's insurance and assisting with safety training (approximately 10%); and for assisting with budget preparation, interpreting and applying financial policies, and tracking and providing recommendations on investments (approximately 12%).

Given the variety of responsibilities of this position, the new classification series of Administrative Analyst is more appropriate. The complexity of the responsibilities assigned to this position are consistent with the Associate level within the Administrative Analyst classification series and the incumbent performs the assigned duties independently without direct supervision. Boucher Law therefore recommends that this position be reclassified to Associate Administrative Analyst.



**Thomas Pate**

Current Classification: Principal Water Resources Engineer

Recommended Classification: Policy and Legislative Affairs Manager

Discussion/Recommendation- The incumbent was previously responsible for managing the Water Resources Engineering Department of the Agency (duties now performed by Alex Rabidoux). Since approximately 2015, this position has been responsible for representing the Agency on all State Water Project matters (20%); protecting the Agency's constituents/members by participating in a wide range of meetings and discussion forums and lobbying for Agency interests (20%); reviewing and providing comment on a variety of documents produced by State, Federal, public and science entities (20%); reporting relevant information back to the General Manager for further discussion and strategizing solutions for recommendation to the General Manager for his/her consideration and assisting in risk evaluation of possible options (10%); and participating in Agency Legislative Committee; Association of California Water Agencies (ACWA) Legislative Committee meetings and working with legislative advocates (5%). The current classification of Principal Water Resources Engineer is no longer appropriate for this position. Boucher Law has recommended the creation of the new classification of Policy and Legislative Affairs Manager and recommends that this position be reclassified to this new classification.

**Jeff Barich**

Current Classification: Senior Water Resources Engineer

Recommended Classification: Senior Water Resources Engineer

Discussion/Recommendation - A review of Jeff Barich's PDQ and further clarification obtained from his classification study interview indicated that the incumbent spends approximately 50% of his time serving as the point person for water accounting for the Solano Project and State Water Project. This area of responsibility certainly is complex and requires analytical skills, however, it does not require professional engineering skills. While this position does have some responsibility for management of capital improvement infrastructure projects it appears that most of these projects have been placed on hold or have been completed and the incumbent is primarily working on smaller, non-capital projects. The incumbent does not have formal lead responsibility over other engineers; however, he does serve in an advisory role to an Assistant Water Resources Engineer on flood control matters since he previously held that role.

The classification of Senior Water Resources Engineer is defined as the advanced-journey/lead level where incumbents are assigned the more complex projects related to water resources engineering, including the management of capital improvement infrastructure projects. While Jeff Barich's position has had some responsibility in this area; it constitutes a small percentage of his time and therefore is not the preponderant responsibility.

Boucher Law recommends that the incumbent's duties be adjusted so that they are more consistent with the classification of Senior Water Resources Engineer.

**Jay Cuetara**

Current Classification: Supervising Water Resources Engineer

Recommended Classification: Supervising Control Systems Engineer

Discussion/Recommendation - This position is responsible for designing, upgrading, purchasing, programming, installing, and maintaining all of the Agency's instrumentation network (70%); for supervising a Water Resources Technician (5%); for managing a database, providing data reports upon request, and for ensuring data on Agency web pages is correct (10%); and for collecting water flow data and creating flow rating curves (10%). The organizational report prepared by Boucher Law also recommends the addition of an Assistant/Associate Control Systems Engineer which would be supervised by this position.

The responsibilities of this position are consistent with the new classification of Supervising Control Systems Engineer and Boucher Law recommends that this position be reclassified accordingly.

**Sabrina Colias**

Current Classification: Senior Water Resources Specialist

Recommended Classification: Water Resources Program Manager

Discussion/Recommendation - This position is responsible for managing the operations and long-term trajectory of the Lake Berryessa (LB) Mussel Prevention Program, which includes recruiting, testing, hiring, onboarding, scheduling, training, advising and directing seasonal employees/interns and a Water Resources Technician (57%); collecting data and developing and updating the inspection protocol, and preparing and submitting a variety of reports and updates (17%); communicating and coordinating with various stakeholders, including concessionaires, members of the public, neighboring waterbody agencies that also manage mussel prevention programs, California Department of Forestry and Wildlife (CDFW), United States Bureau of Reclamation (USBR), Caltrans and members of the Westside IRWM Coordinating Committee on matters related to Lake Berryessa status, activities and events; and maintaining positive relationships with these entities (10%); preparing grant proposals and administering grants, including submitting invoices and providing activity reports; developing and monitoring the budget for various aspects of the LB Mussel Prevention Program (15%); and acting as Chair and Vice-Chair to various resource groups such as Westside IRWM and the Winters Salmon Festival (8%). The incumbent is also responsible for answering questions and addressing any issues with the Agency's Water Conservation Landscape Assistant Program.

The classification of Senior Water Resources Specialist is defined as the advanced-journey/lead level series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. While this position is responsible for grant administration and habitat restoration/management; the primary purpose of this position is the management of a significant, ongoing Agency program. The new proposed classification of Water Resources

Program Manager is defined as being responsible for the management of an on-going, major water resources program within the Agency.

Boucher Law recommends that this position be reclassified to Water Resources Program Manager.

**Andrew Fiorendo**

Current Classification: Water Conservation Coordinator

Recommended Classification: Water Resources Program Manager

Discussion/Recommendation - This position is responsible for management and administration of the Agency's water use efficiency program, which includes the management of consultants and contractors that implement the Agency water conservation programs such as a rebate program to install water saving devices, working with businesses to help them maximize their water use, etc. (15%); managing the water conservation program budget, including grant reporting (15%); serving as the lead author for the Agency's Urban Water Management Plan (10%); working with member agencies to implement an agricultural water use efficiency program (10%); coordinating Urban Water Conservation Committee meetings and presenting innovative agency water conservation programs at professional conferences (15%); hiring, training, and overseeing the work of seasonal employees/interns (10%); and developing program and time schedules for implementation of additional water conservation programs (5%).

Boucher Law has recommended that the Water Conservation Coordinator classification be retitled to Water Resources Program Manager and the nature of the classification be broadened. The purpose of this recommendation is to create a broader, more flexible classification that can be used for more than a single position. The responsibilities of this position are consistent with the new classification of Water Resources Program Manager. Boucher Law recommends that this position be reclassified to Water Resources Program Manager.

**Mark Snyder**

Current Classification: Supervising Water Resources Specialist

Recommended Classification: Supervising Water Resources Technician

Discussion/Recommendation - This position is responsible for supervising regular and seasonal employees responsible for maintenance work related to habitat enhancement projects, Agency vehicles, heavy equipment and machinery, and property; as well as for performing some of these functions. This position is also responsible for a variety of stream flow monitoring, safety, and permit functions. Assigned duties include supervisory duties - reviewing job applications and hiring staff, evaluating staff workload and assigning tasks, reviewing work completed by staff, providing training to staff, and overseeing work performed by staff (40%); creating Agency-wide safety policies/programs, conducting hazard assessments and accident investigations, coordinating and leading Safety Committee meetings, and making recommendations to other supervisors on how to improve the health and safety of their staff (15%); maintaining and improving agency habitat conservation

properties, communicating and maintaining good relations with Putah Creek landowners; overseeing the maintenance of pool vehicles and equipment, maintaining logs of Agency vehicles and equipment, preparing and submitting annual equipment use reports to the Air Quality District, and recommending and purchasing Agency vehicles and equipment (16%); collecting periodic flow measurements along Lower Putah Creek, monitoring and adjusting the daily flow in Lower Putah Creek, corresponding with Lower Putah Creek water users regarding their irrigation schedules, and reporting creek flow violations and riparian diversion activity to the Streamkeeper (14%); and preparing and submitting annual reports for environmental permits, applying for air quality permits for Agency equipment, ensuring work that he and assigned staff are performing complies with applicable environmental permits; and advising other supervisors on the environmental compliance requirements related to their projects (5%).

The duties of this position are not consistent with the current classification of Supervising Water Resources Specialist in that this position does not supervise Water Resources Specialists or other professional staff.

The incumbent spends the largest percentage of his time supervising the Water Resources Technicians and seasonal staff and performing duties that are consistent with the Water Resources Technician classification (70%). This is consistent with the new classification of Supervising Water Resources Technician recommended by Boucher Law. The duties associated with applying for permits and ensuring the work of the assigned team is in compliance with permit requirements is also consistent with the classification of Supervising Water Resources Technician. Some of the assigned duties related to Agency safety are more consistent with the recommended classification of Associate Administrative Analyst; however, these duties constitute only 15% of the time spent by the incumbent. The responsibility for advising other supervisors on the environmental compliance requirements and ensuring the Agency obtains the necessary permits requires keeping up to date on new laws and regulations and negotiating with permitting agencies and is consistent with Senior Water Resources Specialist, however, this only constitutes approximately 5% of the time spent by the incumbent.

In summary, the preponderance of the work assigned to this position is consistent with the new classification of Supervising Water Resources Technician.

The incumbent was recently promoted to this position from a Senior Water Resources Specialist position to meet the needs of the Agency. Boucher Law recommends that this position remain as it is currently classified and at the time it becomes vacant, be reclassified to Supervising Water Resources Technician.

#### **Justin Pascual**

Current Classification: Associate Water Resources Specialist  
Recommended Classification: Associate Hydrologist

Discussion/Recommendation - The responsibilities of this position are highly specialized and are primarily focused on overseeing the sampling and monitoring of the water quality of the

Agency's raw water sources to ensure that solano county customers are provided with safe drinking water (28%); maintaining and calibrating water quality instrumentation (10%); coordinating and monitoring groundwater well levels and well development (13%); conducting algaecide investigations and field trials (10%); investigating the impacts of fires on the Agency watershed and assisting in drafting a water quality monitoring plan (8%); contractor management (10%); programming and troubleshooting computer software to store, analyze, and report hydrographic and hydrologic data (13%). The responsibilities of this position require specialized knowledge and are not consistent with the current classification of Associate Water Resources Specialist. The assigned responsibilities are consistent with the new classification of Associate Hydrologist recommended by Boucher Law. Boucher Law recommends that this position be reclassified to Associate Hydrologist.

## SECTION 6 – Conclusion

The above sections of this draft report present the methodology, research, and analysis undertaken by Boucher Law to reach the provided recommendations. Boucher Law welcomes comments and questions in response to this draft report.

If we may be of further assistance at any time, please do not hesitate to contact our office at (510) 838-1000 at any time, or email our Senior Practice Leader, Jill Engelmann, at [jill@boucher.law](mailto:jill@boucher.law).

November 18, 2020

Chris Lee, Interim Assistant General Manager  
Solano County Water Agency  
810 Vaca Valley Pkwy #203  
Vacaville, CA 95688

VIA ELECTRONIC MAIL: clee@scwa2.org

Re: Recommended Labor Market Agencies for Total Compensation Study

On behalf of Boucher Law, we are pleased to submit our firm's recommendations regarding the ten labor market agencies to be included in SCWA's Total Compensation Study.

The determination of an appropriate labor market involves the application of the selection criteria outlined below.

- Agency size – In general, agencies that employ relatively similar numbers of employees may have similar economic demographics. Since it is not possible to find agencies that are exactly the same in terms of this particular selection criteria, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the “skewing” effect when either of these are used exclusively.
- Geographic proximity – When considering a labor market, it is important to consider the geographic proximity of potential agencies, since they may be competitors in the recruitment market for most of SCWA's employees. If there are not enough agencies within the local market with which to conduct a study, then the geographic area may be expanded to include agencies in other closer counties. Since some agencies provide specialized services, or may be surveying higher-level management classes, the recruitment area may be further expanded to include more regional, or even statewide agencies.
- Industry – In general, agencies that provide the same types of services are more likely to have similar types of job classes, and are more likely to be recruiting from the same applicant pool as SCWA. For those reasons, the labor market agencies selected should comprise local government agencies responsible for water

conservation, the distribution and sale of water, water quality, and habitat restoration.

- Competing agencies – Information regarding the agencies that SCWA frequently competes with for talent (i.e. has lost employees to or recruited employees from) is also useful in selecting the labor market agencies.
- Differences in average wages paid between geographical areas – When considering potential agencies that are located in more highly populated, metropolitan areas or in less densely populated, remote areas; it is important to consider differences in cost of living and respective average wages in those areas. It is uncommon to find a sufficient number of labor market agencies within a geographical area small enough to have the same average wages. Consequently, in order to reduce the impact of differences in average wages from different geographical areas, the goal is to provide a balanced mix of agencies from equal, higher and lower paying areas. Boucher Law collected information from the Salary.com website regarding the differences in average wages between the City of Vacaville (where SCWA) is located and the location of other labor market agencies.

After extensive research of other water agencies, review of previous compensation studies conducted for SCWA, discussion with SCWA management, and consideration of the above factors; Boucher Law recommends that data from the ten labor market agencies listed on the attached table be used in SCWA's total compensation study.

Sincerely,

*Jill Engelmann*

JILL ENGELMANN  
SENIOR PRACTICE LEADER

Enclosures



# Solano County Water Agency Workforce Analysis Study

## Phase III – Total Compensation Study

### Labor Market Agency Recommendations

	Agency	Industry/Services	FTE's	Budget	Location	Distance from Vacaville	Difference in average wages as compared to Vacaville
	Solano County Water Agency	Wholesale Water, Habitat Restoration	20	\$39,796,000	Vacaville		
1	City of Vacaville, Utilities Dept	Retail Water Sewer	76	57,047,649	Vacaville	0 miles	0.0%
2	Contra Costa Water District	Wholesale and Retail Water	303.5	163,801,000	Concord	35.1 miles	+ 0.7%
3	Solano Irrigation District	Retail Water (ag and domestic) and hydroelectric power	81	9,913,084	Vacaville	0 miles	0.0%
4	Yuba County Water Agency	Retail Water (Irrigation) and hydroelectric power	81	73,6262,000	Marysville	66 miles	-5.4%
5	Sonoma County Water Agency	Wholesale and Retail Water	232	\$51,746,149	Santa Rosa	64.5 miles	-1.9%
6	Zone 7 Water Agency	Wholesale Water	108.5	\$118,600,000	Livermore	64.3 miles	+ 5.1%
7	Napa County Flood Control & Water Conservation District	Watershed Management, Wholesale Water, Flood Control	11	1,691,000	Napa	28.3 miles	- 1.2%
8	Mojave Water Agency	Wholesale Water	40	\$49, 217,974	Apple Valley	433 miles	- 4.7%
9	City of Fairfield, Public Works Department	Retail Water Water Conservation	186	46,900,000	Fairfield	10.3 miles	+ 0.6%
10	Bay Area Water Supply and Conservation Agency	Wholesale Water Water Conservation	10	\$17,000,000	San Mateo	73.9 miles	+ 9.3%
	Average for all ten agencies		112.9				+ .25%

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021

SUBJECT: Solano Subbasin Groundwater Sustainability Agency Grant Funding Request for  
Development of Groundwater Sustainability Plan for Solano Subbasin

RECOMMENDATIONS:

Provide \$350,000 grant funding match to Solano Subbasin Groundwater Sustainability Agency for completion of the Groundwater Sustainability Plan for the Solano Subbasin.


FINANCIAL IMPACT:

Sufficient funding is available in the Water Agency’s Solano Project Reserve Fund.

BACKGROUND:

The Solano GSA, in coordination with the other GSAs in the Solano Subbasin, known as the Solano Collaborative (Collaborative) was successful in securing a \$1 million grant from the California Department of Water Resources (DWR) under the Sustainable Groundwater Planning Grant Program (SGWP), using funds authorized by the Water Quality, Supply, and Infrastructure Improvement Act of 2014 (Proposition 1) in 2017. The Collaborative is using these funds for development of the Solano Subbasin Groundwater Sustainability Plan (GSP).

The Collaborative was also successful in securing \$705,000 from the California Drought, Parks, Climate, Coastal Protection, and Outdoor Access For All Act of 2018 (Proposition 68). Tasks under this grant include extended outreach, expanding our knowledge regarding data gaps within our groundwater monitoring system, and exploring potential groundwater recharge locations within the subbasin. Unfortunately, DWR was only able to secure \$405,000 from Proposition 68 for the Solano Subbasin. There is a possibility that the additional \$300,000 will be allocated by DWR after July 1, but there are no guarantees that will occur.

Recommended:   
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input checked="" type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

In addition to the uncertainty of future Proposition 68 funding, additional costs have been incurred for GSA Board and stakeholder outreach meetings, beyond what was originally anticipated in 2017. To complete the GSP and some important coordinated work, the Solano GSA is requesting \$350,000 from the Water Agency. The Solano GSA, which is coordinating the work on the GSP for the entire Collaborative could completely exhaust existing funding by July 1, 2021.

Staff have had conversations with the other GSA staff about contributing to the needed funding-both the City of Vacaville GSA and the Solano Irrigation District GSA stated they could help with the funding.

The Sacramento GSA would have to wait until next fiscal year and even at that point there is no guarantee they could contribute anything given their constrained groundwater budget for the four subbasins they are working on in Sacramento County.

The North Delta GSA said it is very unlikely they could contribute at all. They would have to do a rate study to increase the fees they are already collecting and it is unlikely their Board would attempt to do that.

The Solano GSA, which is made up of nine different agencies, has also stated that it cannot contribute towards this shortcoming. Most of the agencies in the Solano GSA have limited budget discretion and this would cause a hardship on each of those smaller agencies.

The Solano GSA is also reticent to start charging fees to landowners to collect funds to complete the GSP. The prevailing thought is to hold off on charging fees until the GSP starts implementation. Even if the collective GSAs agreed to start collecting fees, the Proposition 218 process would take too much time to help with the current budgetary shortcomings. The cutoff for adding items to the Solano County tax roll is August 18<sup>th</sup>, and even if added this August, it would not become effective until next year. A rate study would also need to be conducted to have strong justification for the fee amounts.

Grant funding has been spent on developing the GSP, stakeholder outreach and education, and interbasin coordination. Sections 1 and 2 of the GSP are complete as are a Technical Memorandum on the Hydrogeologic Conceptual Model and Groundwater Conditions. Total budget spent through February 2021 was \$863,263.32

Sections 3 and 4 should be complete at the time of the Board meeting. The consulting team will be working on Sections 5-9 and several tech memos for the remainder of the year. Total costs estimated for the remainder of the year are \$738,927.68.

The Solano GSA agreement amount with Luhdorff and Scalammuni is \$1.6 million dollars. Total costs would exceed grant funding by approximately \$200,000. The request for the additional \$350,000 would be to cover the costs of completing the GSP, developing implementation fees, including a rate study and meeting the requirements of Proposition 218, and any necessary revisions to the GSP after submittal to DWR.

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021

SUBJECT: Feasibility Study for proposed North Bay Aqueduct “Turnout”

RECOMMENDATIONS:

Authorize General Manager to initiate feasibility investigations for proposed North Bay Aqueduct “turnout” that would facilitate integration of North Bay Aqueduct and Solano Project water supplies.


FINANCIAL IMPACT:

No immediate cost. Staff anticipates retaining a consultant to perform the majority of the feasibility analyses and will seek Board approval of the consultant contract at a future Board meeting, once the proposed scope of work and associated cost estimate are identified.

BACKGROUND:

Since the early 1990’s the North Bay Aqueduct (NBA) and Solano Project water users have expressed interest in more fully integrating the NBA and Solano Project water supplies, and more specifically, developing infrastructure that would allow NBA water to be used for agricultural purposes. Currently, NBA water is only available to the cities of Benicia, Fairfield, Vacaville and Vallejo. Suisun City holds a contract with the Water Agency for NBA water, but lacks the infrastructure needed to access the NBA supply.

Over the years various parties have explored the feasibility of constructing a small reservoir – the Noonan Reservoir project – on the edge of Fairfield, where the NBA pipeline, the Solano Project’s Putah South Canal, and the Solano Irrigation District’s irrigation infrastructure are all in close proximity to each other. The project was envisioned to be a facility that would provide limited storage capacity for NBA supplies, as well as a means of delivering NBA supplies to lands irrigated by the Solano Irrigation District. Unfortunately, due to geotechnical issues, presence of endangered species and recent urban encroachment the project is not financially viable.

Recommended:   
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input checked="" type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

More recently, the Solano Irrigation District, on behalf of the Suisun Solano Water Authority, explored the prospects of constructing a facility at the Noonan Reservoir site that provided little or no storage, thereby avoiding at least some of the geotechnical and endangered species issues that rendered the original Noonan Reservoir project infeasible. However, potentially insurmountable hurdles remained and therefore the scaled-back option was not considered viable.

The Suisun Solano Water Authority's interest in the project stemmed from the desire to access Suisun City's 1,500 acre-foot annual NBA Table A entitlement – exchange the NBA water for Solano Project water, which Suisun City currently has access to via the Suisun Solano Water Authority. The Suisun Solano Water Authority remains interested in projects that allow Suisun City to access its NBA supply, either directly or through an exchange for Solano Project water (see attached letter from Solano Suisun Water Authority).

Water Agency staff, on behalf of Suisun City and the Solano Irrigation District have approached the Department of Water Resources (DWR) – the owner and operator of the NBA – in regards to construction of an alternative “turnout” location along the NBA right-of-way. A facility that would allow NBA water to be exchanged for Solano Project water currently used for irrigation by the Solano Irrigation District and/or Maine Prairie Water District. Department of Water Resources staff have confirmed that such an exchange is permissible from their perspective and provided information outlining the process by which new turnouts are constructed on State Water Project facilities. An engineering feasibility study is needed to determine if such a project is financially viable.

Construction of an alternative turnout could not only benefit Suisun City, but also potentially Benicia, Fairfield, Vacaville and Vallejo, who at times may find it desirable to exchange NBA water for the generally higher quality and more reliable Solano Project water. Particularly if the North Bay Aqueduct Alternate Intake Project is never built and the reliability of the NBA water supply continues to decline. In view of the potential benefits to all the NBA water users, staff is requesting Board authorization to initiate the feasibility investigations necessary to determine the financial viability of the project. Assuming Board authorization is granted, staff will seek Board approval of a consultant contract for conducting the necessary feasibility investigations, at a subsequent Board meeting.

RELEVANCE TO 2016-2025 SCWA STRATEGIC PLAN:

The proposed North Bay Aqueduct turnout is consistent with Goal # 1 (*Optimize the management of the County's current and future water resources in a sustainable manner*) and Goal # 2 (*optimize the use of SCWA managed infrastructure*) of SCWA's 2016-2025 Strategic Plan.



## SUISUN-SOLANO WATER AUTHORITY

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March 9, 2021

SCWA Board of Directors  
c/o Roland Sanford, General Manager  
Solano County Water Agency

**Subject:** *NBA/Solano Project Exchange Project*

Dear Mr. Sanford:

Many years ago, the Noonan Reservoir Project was developed to allow for the exchange of State Project Water through the North Bay Aqueduct (NBA) and Solano Project (SP) Water. The Noonan Reservoir Project included first; a pipeline connecting to the NBA, second; a modest-sized reservoir and third; a pipeline connecting to Solano Irrigation District (SID) facilities. The intent was to fill the reservoir with State Project Water when it was available, store the water and then distribute it via SID's distribution facilities to their agricultural customers. Agencies participating in the project had proposed to exchange some of their State Project Water transported through the NBA for SP Water stored in Lake Berryessa. While there were other features of the old project (a reservoir, for example), this letter's intent is to focus on construction only of a pipeline that would allow for the local exchange of State Project Water for SP Water.

The Noonan Reservoir Project was conceived in the 1980's and identified as Project 1 under by the Solano Water Authority (SWA). Funding for land acquisition and feasibility studies were provided by Fairfield and Vacaville. Some land was acquired and is held in fee by the SWA. Other land was pledged but, not transferred to SWA. The most significant feasibility study was a geotechnical evaluation to determine the suitability of the site for an earthen dam. The study found there were significant geotechnical issues making the project unfeasible due to expense. As a result, the project became defunct. Additionally, lands pledged to the reservoir site were re-programmed as environmental mitigation sites. Today, the Noonan Reservoir Project as conceived in the 1980's is obsolete.

However, the foundational principal of local exchanges of State Project Water for SP Water remains sound. For example, sometimes the State Project Water is in excess of what can be immediately used by the Cities. Under such a condition, the water is not used. It is beneficial to SCWA if it can all be utilized. Additionally, at least one City (the City of Suisun City) is not using its allocation due to the fact it doesn't

#### Billing

701 Civic Center Blvd  
Suisun City, CA 94585  
(707) 421-7320

A Joint Powers Authority  
Providing Drinking Water to the City of Suisun City

#### Operations

1090 Aviator Drive  
Vacaville, CA 95688  
(707) 448-6847



have a conveyance facility to get the water to its treatment plant. For example, the City of Suisun City (City) has 1,300 acre-foot of annual Table A allocation of the State Project Water.

Should the City be able to exchange its State Project Water to SID for SP Water, both agencies would benefit. This type of exchange of State Project Water for SP Water could be beneficial to other Solano County Water Agency (SCWA) partners as well. An NBA-SP Exchange Project (Project), therefore, would benefit multiple SCWA partner agencies.

While the foundational principal of the old Noonan Reservoir Project is still sound, the old plan no longer works. Not only has part of the proposed reservoir site been re-purposed, but the pipeline alignment is no longer available due to extensive land development and the placement of conservation easements. There is, however, an apparent feasible pipeline alignment for the exchange project. For example, a project proponent could connect the Department of Water Resources (DWR) North Gate Road Pumping Station directly to one of SID's agricultural distribution systems. This would allow State Water Project Water to be pumped into SID's ag distribution facilities. In turn, SID would exchange the agreed upon volume of SP Water in Lake Berryessa to the participating party.

There are multiple local beneficiary parties for such an exchange project. There are also logistical challenges. Primarily, the North Gate Road Pumping Station is owned and operated by the State of California and, any modifications to the facility would need to be negotiated with the State. Obtaining agreement will likely take time. But, we understand the DWR has a dedicated group for processing such requested changes to its facilities so, we're not blazing new ground.

**The purpose of this letter, therefore, is intended to ask SCWA be the lead agency for an NBA-SP Exchange Project. Not only would SCWA be the lead agency but, the request is for SCWA to permit, design and fund the construction of the Project.** The City and SID believe the multiple benefiting parties from the Project provides the basis of the request. For example, along with the City of Suisun City, the Project could benefit Vallejo, Fairfield, Benicia and Vacaville.

Developing any physical infrastructure project takes time. Developing a project with multiple parties, including the DWR, could take additional time. As such, the City and SID requests and urge SCWA to agree to take the lead role as project proponent and assign the Project a high priority.

Sincerely,



John D. Kluge, Board President  
Suisun-Solano Water Authority

ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021

SUBJECT: Water Agency Staffing – Addition of Two Permanent Water Resources Technician Position

RECOMMENDATIONS:

Approve addition of two permanent Water Resources Technician positions and authorize immediate recruitment of said positions.

FINANCIAL IMPACT:

The annual cost (salary and benefits) of the Water Resources Technician position series (I, II, and Sr.) ranges from \$90,618.55 - \$140,349.67. There is sufficient funding in the FY 20-21 budget to support the proposed positions. Funding will be included in subsequent budgets if the positions are approved.

BACKGROUND:

Pursuant to Board direction and in accordance with the Agency’s 2016-2025 Strategic Plan, the Water Agency’s responsibilities and activities continue to grow. In particular, there is a continuing and expanding need for heavy equipment operation, equipment transportation, and equipment maintenance in support of habitat restoration projects, Solano Project, miscellaneous flood control projects, and Habitat Conservation Plan properties. The two new positions would report directly to the Supervising Water Resources Specialist and at least in the short term offset the loss of one limited-term Water Resources Technician and one limited-term Assistant Water Resources Specialist, both of which completed their three-year assignments and have left the Water Agency.



Recommended: \_\_\_\_\_  
Roland Sanford, General Manager

<input type="checkbox"/>	Approved as Recommended	<input type="checkbox"/>	Other (see below)	<input checked="" type="checkbox"/>	Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:

Noes:

Abstain:

Absent:

\_\_\_\_\_  
Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency



The anticipated duties of the proposed Water Resources Technician positions include but are not limited to:

- Inspect, maintain, and repair vehicles and equipment.
- Transport construction equipment and materials.
- Control invasive and nuisance vegetation in Putah Creek and around Water Agency owned properties.
- Maintain buildings and other structures located on Agency owned properties, such as Petersen and Sacket Ranches.
- Install and maintain habitat enhancement projects in Putah Creek and Water Agency owned properties.
- Operate construction equipment, such as excavators and backhoes.

**RELEVANCE TO 2016-2025 SCWA STRATEGIC PLAN**

The proposal to hire two Water Resources Technicians is consistent with Goal #10 (*Funding and Staffing*), Objective C (*Provide Necessary and sufficient staffing and resources to maintain Program Activities and to achieve the goals and objectives of Strategic Plan Priorities*); Goal #7 (*Natural Resources Stewardship*), Objective B (*Support and promote Lower Putah Creek Coordinating Committee programs and projects*) and Objective D (*Identify other habitat and watershed stewardship opportunities and implement activities where feasible*).


ACTION OF  
SOLANO COUNTY WATER AGENCY

DATE: April 8, 2021  
SUBJECT: Sackett Ranch Parcel Split

RECOMMENDATIONS:  
Approve parcel split in concept and direct staff to prepare associated agreements necessary to effectuate parcel split, for Board consideration at subsequent Board meeting.

FINANCIAL IMPACT:  
No immediate financial impact. Approximately \$735,000 in revenue upon completion of parcel split.

BACKGROUND:  
The Sacket Ranch, which the Water Agency purchased in September 2020, is located in Solano County, adjacent to Putah Creek and immediately upstream of Lake Solano. The property encompasses a single tax assessor parcel (APN 0101-020-11). Pursuant to Board direction, County and Water Agency staff have formulated the attached proposal, whereby the Sackett Ranch would be divided into two nearly equivalent sized parcels, one to be solely owned by the Water Agency and the other parcel to be solely owned by the County of Solano. As a part of the parcel split proposal, the County would reimburse the Water Agency \$736,205 for the value of the land received. There remain several items, most notably access easements, to negotiate. Staff is requesting Board approval of the proposed parcel split in concept, and assuming approval is given, will work with County staff and Water Agency counsel to prepare the agreements necessary to effectuate the parcel split.

  
Recommended: \_\_\_\_\_  
Roland Sanford, General Manager

<input type="checkbox"/> Approved as Recommended	<input type="checkbox"/> Other (see below)	<input type="checkbox"/> Continued on next page
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Modification to Recommendation and/or other actions:

I, Roland Sanford, General Manager and Secretary to the Solano County Water Agency, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular meeting thereof held on April 8, 2021 by the following vote:

Ayes:  
Noes:  
Abstain:  
Absent:

\_\_\_\_\_  
Roland Sanford  
General Manager & Secretary to the  
Solano County Water Agency

April 1, 2021

Roland Sanford  
Executive Director  
Solano County Water Agency  
[rsanford@scwa2.com](mailto:rsanford@scwa2.com)

RE: 3373 Sackett: Parcel Split Valuation

Roland:

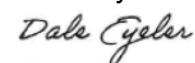
Based on the March 24<sup>th</sup> meeting between you, Bill Emlen and Dale Eyeler, the County of Solano recommends the parcel split of Solano County APN 0101-020-11, also known as 3373 Sackett Lane which would follow as nearly as possible the proposed boundaries shown in Exhibit 1 (attached). The County Assessor currently estimates the overall parcel area at 74.3 acres which was based informally on boundaries extending only to the creek's nearest edge. This estimate was made in 1969 and based on revisions to the parcel boundaries at that time; however, no formal survey was conducted. The latest parcel area estimate made by the County Survey department from parcel boundaries extending to the middle of Putah Creek, per the parcel's deed, result in an estimated overall parcel area of 90.0 acres. This estimate may change after a full boundary survey is completed. New legal descriptions will be drafted after a field survey is authorized and completed.

The attached Exhibit 1 includes both the line work that the Assessor's mapping and what the area on which our revised estimate is based. This line work comes from a parcel map recorded in Book 12 of Parcel Maps at Page 9 (attached as Exhibit 2). This map has a prominent note on it stating that these lines were not surveyed. Our suspicion is that only the lines over land were most likely surveyed and the area in Putah Creek was not.

The current 90.0-acre estimate utilized defined boundaries, making the calculation of parcel areas resulting from the split accurately determinable, in contrast with attempting to calculate based on boundary changes at the time of the 74.3-acre estimate. The parcel split shown in Exhibit 1 is based on the 90.0-acre boundaries and indicates 42.18 and 47.82 acres apportioned to the County of Solano and SCWA respectively. A majority of the buildings would remain with SCWA on its parcel, with the exception of one 3-sided material storage building included on the proposed County portion.

SCWA paid \$2,700,000 for the overall 90.0-acre property which included \$170,000 for equipment. The remainder \$2,530,000 for the land and buildings/improvements matches the appraisal performed by Colliers International dated June 5, 2020. Based on the attached valuation calculation (Exhibit 3), the County is offering to pay \$736,205 for its proposed 42.18 of the 90.0 acres (46.87% of the land) which also includes approximately \$36,450 for the value of the material storage building.

Sincerely



Dale Eyeler  
General Services Real Estate Agent



Stephen Fredericks  
County Surveyor

Enc.

cc: Birgitta Corsello, County Administrator  
Bill Emlen, Assistant County Administrator  
Megan M. Greve, General Services Director



EXHIBIT 1  
3373 SACKETT LANE  
PARCEL SPLIT MAP

Line Along Creek	
Parcel 1	1602.67'
Parcel 2	1805.00'

Parcel 1 Line Table		
Line #	Length	Direction
L170	259.26	N28° 18' 31"W
L171	683.88	N27° 04' 02"W
L172	962.28	N19° 53' 31"W
L173	129.36	N46° 48' 31"W
L174	241.56	N23° 48' 31"W
L175	480.48	N01° 13' 31"W
L176	367.66	N42° 11' 29"E
L177	308.07	S41° 08' 01"E
L178	608.11	S38° 13' 25"E
L179	569.30	S45° 12' 30"E
L180	117.18	S64° 53' 36"E
L181	393.04	S55° 15' 07"W
L182	815.44	S38° 48' 54"E
L183	408.34	S50° 51' 41"W
L184	580.38	S24° 50' 13"W

Total Acreage  
90.0 acres,  
more or less

PARCEL : 1  
Area: 42.18 AC  
Perimeter: 6924.35'

PARCEL : 2  
Area: 47.82 AC  
Perimeter: 6885.43'

Northeasterly line per  
Book 12 of Parcel Maps  
Page 9

50' access easement

Water Intake

Pressure tank and  
pump controller building

Parcel 2 Line Table		
Line #	Length	Direction
L181	393.04	S55° 15' 07"W
L182	815.44	S38° 48' 54"E
L183	408.34	S50° 51' 41"W
L184	580.38	S24° 50' 13"W
L185	283.14	N30° 56' 29"E
L186	507.91	N14° 48' 31"W
L187	1149.38	S62° 59' 30"W
L188	104.51	S57° 38' 06"W
L189	115.73	S40° 41' 12"W
L190	157.23	S27° 18' 47"W
L191	565.34	S49° 59' 29"W
L192	186.26	S39° 15' 47"E
L193	303.39	S36° 42' 49"E
L194	176.46	S59° 06' 38"E
L195	230.78	S52° 41' 51"E
L196	358.46	S42° 17' 04"E
L197	293.57	S42° 17' 04"E
L198	256.08	S64° 53' 36"E



**SOLANO COUNTY**  
DEPARTMENT OF RESOURCE MANAGEMENT  
PUBLIC WORKS ENGINEERING  
675 TEXAS STREET, SUITE 5500  
FAIRFIELD, CA 94533-6341  
TEL: (707) 784-6060 FAX: (707) 784-2894



12 P.M. 10

(REMAINDER  
NOT SURVEYED - PER DEED 1515 O.R. 03)

77.3 AC. ±

**BASIS OF BEARINGS:**WESTERLY OCCUPIED LINE - N. 14° 15' 00" W. -  
PER DEED 1515 O.R. 03 AND 3-P.M.-93**LEGEND:**

- - SET 5/8" X 24" RE-BAR MON. WITH PLASTIC CAP L.S. 3932 OR TAB
- ⊕ - SET 3/4" X 15" IRON PIN - L.S. 3932
- DENOTES NOTHING FOUND, NOTHING SET
- [ ] - DENOTES DISTANCES PER 967 OR 357

**NOTES:** DUE TO IMPENETRABLE BRUSH AND VINE TANGLE  
AND SCOURING OF FLOOD WATERS IN BOTTOM OF CREEK AND  
GULLIES, IT WAS DEEMED IMPRACTICAL TO SET MONUMENTS  
ALONG SOME PORTIONS OF THE BOUNDARY LINE -

DISTANCES AND BEARINGS AROUND EXTERIOR  
BOUNDARY PER 1515 O.R. - 03, SOLANO COUNTY RECORDS

Scale 1" = 200'

**PARCEL MAP**  
for  
**JAMES F. RANSELL**  
Portion of Section 26  
T. 8N. R. 2W., M.D.B. & M.  
Solano County, California

PARCEL A  
40.04 AC.

SHEET 2 OF 2 Dec. 1976

PARCEL MAP

LOCATION: SECTION 26 T. 8N. R. 2W., M.D.B. & M.  
SOLANO COUNTY, CALIF.

YOLO ENGINEERS &amp; SURVEYORS, INC.

DAVIS

WOODLAND

WEST SACRAMENTO

PM 12-10



OWNER'S CERTIFICATE

The undersigned, being the party having record title interest in the lands delineated within the distinctive border upon this map, does hereby consent to the making and recordation of the same.

By James F. Ransdell  
James F. Ransdell

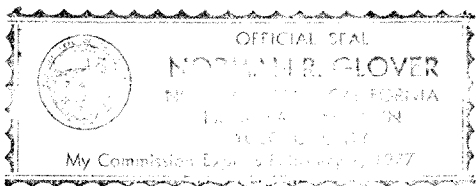
By Wanda A. Ransdell  
Wanda A. Ransdell

ACKNOWLEDGEMENT

State of California ) ss  
County of Yolo )

On this 30th day of December, 1976, before me, Norman R. Glover, a Notary Public, State of California, duly commissioned and sworn, personally appeared James F. Ransdell and Wanda A. Ransdell known to me to be the persons whose names are subscribed to the within instrument, and acknowledged to me that they executed the same.

My Commission Expires: February 1, 1977



Norman R. Glover  
Notary Public in and for the County of  
State of California

DEED OF TRUST

Title Insurance and Trust Company, as Trustee, under deed of trust recorded in Book 1515 of Official Records, Page 7, (Instrument No. 11886) Solano County Records.

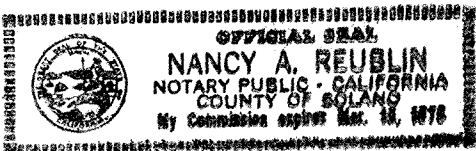
By Edward L. Coffey

By James L. Turner

State of California) ss  
County of )

On this 3rd day of February, 1977, before me a Notary Public in and for said County and State, personally appeared Edward L. Coffey known to me to be the VICE PRESIDENT and JAMES L. TURNER known to me to be the ASSISTANT SECRETARY of Title Insurance and Trust Company, that executed the within instrument on behalf of the company therein named and acknowledged to me that such company executed the same.

My Commission Expires: MARCH 18, 1979



Nancy A. Reublin  
Notary Public in and for the County of  
State of California

DEED OF TRUST

Woodland Production Credit Association, a Corporation, as Trustee under Deed of Trust recorded in Instrument No. 2824, Image 4531 of Solano County Records. ( Book 1976 C. R. Page 4531)

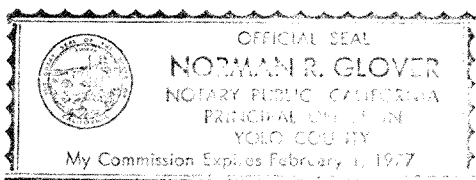
By Charles L. Ray

By \_\_\_\_\_

State of California) ss  
County of Yolo )

On this 30th day of December, 1976, before me the undersigned, a Notary Public in and for said County and State, personally appeared Charles L. Ray and \_\_\_\_\_, known to be the Secretary - Treasurer and \_\_\_\_\_ respectively, of the corporation that executed the within instrument on behalf of the corporation therein named and acknowledged to me that such corporation executed the same.

My Commission Expires: February 1, 1977



Norman R. Glover  
Notary Public in and for the County of  
State of California

COUNTY SURVEYOR'S CERTIFICATE

This map has been examined for conformance with the requirements of the Subdivision Map Act and Local Ordinances.

Dated: February 4, 1977

E. Whapp  
County Surveyor

SURVEYOR'S CERTIFICATE

This map was prepared by me or under my direction and was based on a field survey in conformance with the requirements of the Subdivision Map Act at the request of James F. Ransdell on October, 1976. I hereby certify that all provisions of applicable state law and local ordinance have been complied with.

4313  
4313

Raymond L. Dowell L.S. 3932  
Raymond L. Dowell, L. S. 3932

COUNTY RECORDER'S CERTIFICATE

Filed this 4th day of February, 1977 at 1:03 P.M., in Book 12 of PARCEL MAPS at Page 97, at the request of JAMES F. RANSDALL

Ronald J. Alvarado  
County Recorder  
Melvin W. Verna, Dep

OWNER'S CERTIFICATE

The undersigned, James F. Ransdell and Wanda A. Ransdell certify they are the only entity having any record title in all the land delineated within the distinctive border of this Parcel Map, and hereby consent to the preparation and recordation of said map. The same undersigned hereby declare the parcel of land designated hereon as "Private Road and Utility Easement" shall be for the benefit of and may be used by all persons who may hereinafter become owners of the land herein designated within the distinctive border of this map or any parts or portions thereof. Said private road and utility easement shall be for the purposes of ingress thereto and egress therefrom, and construction and maintenance of public utilities. IN WITNESS THEREOF, the undersigned have caused their names to be subscribed on this 3rd day of February, 1977.

By James F. Ransdell  
James F. Ransdell

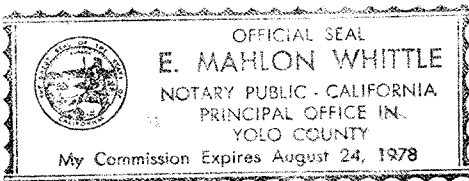
By Wanda A. Ransdell  
Wanda A. Ransdell

ACKNOWLEDGEMENT

State of California) ss  
County of Yolo )

On this 3rd day of FEBRUARY, 1977 before me, E. MAHLON WHITTLE, a Notary Public, State of California, duly commissioned and sworn, personally appeared James F. Ransdell and Wanda A. Ransdell known to me to be the persons whose names are subscribed to the within instrument, and acknowledged to me that they executed the same.

My Commission Expires: August 24, 1978



E. Mahlon Whittle  
Notary Public in and for the County of  
State of California

PARCEL MAP  
for  
JAMES F. RANSDALL  
Portion of Section 26  
T. 8N. R. 2W., M.D.B.&M.  
Solano County, California

SHEET 1 OF 2

PARCEL MAP	
LOCATION:	SECTION 26 T.8N. R.2W. M.D.B.&M. SOLANO COUNTY, CALIF
YOLO ENGINEERS & SURVEYORS, INC.	
DAVIS	WOODLAND WEST SACRAMENTO

# EXHIBIT 3

## 3373 SACKET LANE

### POTENTIAL PARCEL SPLIT VALUATION

April 1, 2021

#### APPRAISAL VALUES PER COST APPROACH

Acreage to County	42.18	A
Acreage Remaining with SCWA	47.82	
Total estimated Site Acreage	<u>90.00</u>	B

County Portion of total Acreage (A / B)	46.87%
	x
Cost Based Appraisal for Land	<u>\$1,486,000</u>
Allocation of Land Cost (County)	696,439

Depreciable Value of Improvements (County portion)	+
Material Storage Building	<u>36,450</u>

**Cost Based Allocation Total (County)** \$732,889

#### VALUATION BASED ON APPRAISAL

TOTAL COST APPROACH VALUE (Land+Improvements)	\$2,518,604
FINAL APPRAISAL VALUE (Based on Comparable Properties)	<u>\$2,530,000</u>
PERCENT VARIANCE	<u>100.4525%</u> 100.4525%

#### Appraised Allocation after Variance Applied

County	<u>\$736,205</u>
SCWA	<u>1,793,795</u>
Total	<u>\$2,530,000</u>

# WATER POLICY UPDATES



# North Bay Watershed Association

## Board of Directors Meeting - Draft Summary

March 5, 2021 | 9:30 – 11:30 a.m.

IN ACCORDANCE WITH THE GOVERNOR'S EXECUTIVE ORDERS N-25-20 AND N-29-20 WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT, THIS MEETING WILL BE HELD VIRTUALLY VIA REMOTE CONFERENCING SERVICE — NO PHYSICAL MEETING

### LOCATION

Zoom Meeting

[www.nbwatershed.org](http://www.nbwatershed.org)

### 1. **Welcome and Call to Order—Directors or Member Representatives Present Included:**

Michael Boorstein – Central Marin Sanitation Agency	Andy Rodgers – NBWA
Jason Dow – Central Marin Sanitation Agency	Sabrina Marson – NBWA
Leon Garcia – City of American Canyon	Ken Schwarz – Horizon Water & Environment
Paul Jensen – City of San Rafael	Ann Thomas – Marin Conservation League
Megan Clark – Las Gallinas Valley Sanitary District	Chris Choo – County of Marin
Rob Carson – Marin Countywide Stormwater Pollution Prevention Program	Lisel Blash – Marin Environmental Housing Collaborative
Jack Gibson – Marin Municipal Water District	Erica Yelensky – US EPA – Marin Conservation League
Larry Russell – Marin Municipal Water District	Chelsea Thompson – City of Petaluma
Cheryl Howlett – Marin Municipal Water District	Kevin McDonnell – City of Petaluma
Ryan Gregory – Napa Sanitation District	Susan Stompe – Marin Conservation League
Rick Fraites – North Marin Water District	Keith Lichten – SFB RWQCB
Tony Williams – North Marin Water District	Derek Beauduy – SFB RWQCB
Roland Sanford – Solano County Water Agency	Imtiaz-Ali Kalyan – SFB RWQCB
Jean Mariani – Novato Sanitary District	J. Martinez
Pamela Meigs – Ross Valley Sanitary District	Frances Knapczyk – Napa RCD
Elizabeth Patterson – Department of Water Resources	Nicole White
Bené da Silva – Napa Flood Control	Renee Hu
Don Seymour – Sonoma Water	Steven Lee
Susan Gorin – County of Sonoma	Lauren Hart – Sonoma State University
Gustavo Goncalves – County of Marin	

Fifteen NBWA board members attended the meeting comprised of 41 agency staff, stakeholders, partners, and interested members of the public.

Call to Order – Jack Gibson called the meeting to order at 9:31 am via Zoom.

2. **General Public Comment** - One comment from Gustavo Goncalves— the Marin County parks recently learned from the San Francisco Bay Restoration Authority that Measure AA Grant funding was awarded for the McInnis Marsh restoration and Gallinas Creek Geomorphic Dredge Project. The funds will support completion of design CEQA and permitting for both of the projects.
3. **Approval of Agenda** - Unanimously approved
4. **Approval of February 5 Meeting Summary** - Director Mariani moved. Director Meigs seconded. Unanimously approved.
5. **Accepted Treasure's Report** - Director Mariani moved. Director Clark seconded. Unanimously accepted.

6. **Election of Board Officers for 2021/2022** - At the February meeting, the offer was extended to anyone interested in serving as a Board Officer to contact Andy. Directors Mariani and Connolly expressed interest in Vice Chair. Director Gibson is open to continuing service as Chair. Chair Gibson opened for nominations. Director Fraites nominated Director Gibson for Chair; Director McDonnell seconded. Director Mariani nominated Director Connolly for Vice Chair; Director Meigs seconded. No other nominations received. The nominations were unanimously approved.
7. **Guest Presentation– San Francisco Bay Regional Water Quality Control Board Update On Water Quality Impacts Related To People Experiencing Homelessness**  
*Keith Lichten – Chief, Watershed Management Division*  
*Derek Beauduy – Municipal Stormwater Section Lead*  
*Imtiaz-Ali Kalyan – Municipal stormwater staff*  
*San Francisco Bay Regional Water Quality Control Board*  
*Watershed Management Division*

Topics covered:

- Bay Area unsheltered (vehicles, camps, out on the streets, etc.) homelessness. The trend has increased 20 to 45 percent in South, West, and East Bay from 2017 to 2019. Water quality issues include trash, sewage (bacteria and pathogens), direct riparian and creek bank impacts, and illegal dumping. Local Agency Interests: Support residents, Clean creeks and Bay, Flood management, NPDES municipal stormwater permit compliance, Clean Water Act citizen suit provision (two suits have come up recently, Baykeeper San Jose settlement (\$100 million) and Baykeeper lawsuit against Sunnyvale and Mountain View for bacteria.
- Water Board role. The board has a range of responsibilities and is looking for a reasonable and balanced approach given limited resources. The main focus is on water quality impacts. Regulate discharges of waste from encampments. Support municipal actions. Cover under broader permits: NPDES Municipal Stormwater Permits and Permits for work in creeks and wetlands.  
The Water Board Resolution R2-2015-0024 “Actions to address the adverse water quality impacts of homeless encampments” confirms statement of purpose and encourages folks to do the "right thing".  
Discharges are regulated by:
  - NPDES Municipal Stormwater permits
    - Municipal Regional Stormwater NPDES Permit
    - Statewide Small and Non-traditional NPDES stormwater permit
    - Statewide Trash Amendments
  - Clean Water Act Section 401 Water Quality Certifications
    - Work in and around creeks, flood control channels
  - Petaluma River Bacteria TMDL
    - Measures to address potential impacts of homeless camps in municipal and Caltrans rights of way
- What are municipalities doing?
  - Municipal Regional Stormwater Permit
    - Prohibition against cause or contribution to impairment
    - Trash control
    - Proposed: Discharges associated with unsheltered homeless populations
  - Direct Discharge Control Programs. Cities can get credit by working on the following:

- Identify sources of trash
  - Encampments
  - Illegal dumping
- Describe control actions
- Map affected receiving waters
- Assess and report on controls and water quality benefit

This is an early draft of what the homeless provisions are likely to become.

- Cities and counties are doing the following:
  - Homelessness provision reflects work already being done.
  - Encampments
    - Provide sanitation services, including access to running water
    - Clean sidewalks, streets, and plazas
    - Collect trash
  - Vehicles
    - Provide designated parking areas
    - Provide sewage disposal services (pump-out stations, mobile pumping services, voucher programs)

There are a range of challenges, for example for RVs and vehicles, some may not be working or owned by the residents, to be able to participate in some programs.
  - Longer-term actions
    - Develop funding (e.g., Sonoma Measure O)
    - Modify response approaches (e.g., Kahoots)
    - Housing resources, services

Municipalities can help coordinate the contractors for how these measures can be implemented effectively.

Some of the problems are so significant that some of the solutions can be hard to scale. Resources are key.

Creek and Wetland Permits:

- Stream Maintenance Programs
  - Trash and homeless encampment cleanup are allowable mitigation for temporary impacts
- Bay Area Flood Protection Agencies Association (BAFPAA) – Water Board Coordination
  - Considering general permit approach to address creekbank impacts of encampments
- Caltrans: trash control
  - Cease and Desist Order issued in February 2019
    - Trash control benchmarks ~ 1,000 acres/year
    - Control trash from all Significant Trash Generating Areas of right-of-way by December 2030
    - Submit Workplans are being reviewed.

- Cooperative implementation opportunities.

Derek invited any municipal NBWA member that have a cooperative project where a Caltrans right-of-way and a Municipal right-of-way can benefit from a trash control structure install within the municipal right-of-way to reach out to him or Caltrans to looking into cooperative implementation.

#### Questions:

Clark: She had an idea that someone can go to the homeless encampments to teach about water quality?

Lichten: There are a few organizations that are informally doing engagement and education. He agrees there could be more stewardship engagement.

Gregory: Is part of the regulations an incentive to move this population out of these sensitive areas?

Lichten: The obvious water quality approach is to find location that have less direct effect on water quality, but then that created tension with folks who prefer to be near waterways and out of site. The intent is to foster the conversation and not implement a "command and control" regulatory way.

Fraites: Regarding Novato RVs. Do they work with the State, Fish and Wildlife? Have they weighed in?

Carson: Fish and Wildlife has been out for site visits and have shared mitigation efforts, which were then shared with the water board. He did see some of these mitigation actions shared in the presentation. Fish and Wildlife aren't in favor enforcing regulations without resources.

da Silva: His personal experience with this complex issue is that collaboration is key. If there is a funding mechanism, that would also be helpful.

Lichten: He recognizes there has been limited federal funding and that cities are using state or other grants and that a lot of great work comes when resources and funding are available. Measure O (which will provide \$25 million a year for mental health and homelessness services over ten years) is an example of local funding support.

Garcia: His 27+ years of experience with Community Action Napa Valley and Napa State Hospital has confirmed to him that services and resources are better than moving homeless along. He wanted to share his support for what some municipalities are doing to aid the issues and that regional collaboration is going to be key.

Lichten: Thanked Garcia for his comments and acknowledging the need for reducing re-location and what can be done to bring services to where people are.

Russell: This is more a social issue than a water quality issue. He supports what Oakland has been doing, such as setting up facilities. He compliments CalTrans and Water Board's efforts to try to assist with homeless encampments.

Lichten: He agrees there's a benefit to develop prevention services.

Martinez (chat): Santa Cruz has done some work on involving the unsheltered population in the stewardship of the watershed

8. **Roundtable - Regional Water Supply Conditions Updates** Member and partner agencies shared information on current water supply conditions and/or associated conservation measures, programs, and awareness campaigns.

Don Seymour started the discussion acknowledging the current drought conditions. Lake Mendocino storage levels are low. The projections don't look good. Lake Sonoma storage is equally concerning. Water conservation outreach is being discussed.

In January, Sonoma Water submitted and was approved a temporary change in classification with the State Water Control board. The upper Russian River is in the driest water supply condition.

Questions:

Russell: He made the comment that he doesn't see any real benefit in looking to historical data. He is under the impression that there is not a stage drop at the Russian River collectors. Does Don's model look at that communication portion between surface and ground water? Have they tried to develop a sustainable yield? Is there a sustainable yield?

Seymour: They make releases from Lake Sonoma to make sure minimum stream flow requirements are being met; these are their measured downstream from the collector wells. There isn't an issue with drawing down the river. Ranney collector wells are in close contact with surface water. The water being pumped is seen by the water board as division as surface water, but from a water quality perspective, they are permitted by ground water.

Russell: Are temperatures the same from ground and surface water?

Seymour: No, there a big difference in temperature, which is being used as a tracer to understand how water is being moved through their system.

An inflatable dam is also being used to help their system and they see temperature changes in this process.

Seymour: In regard to looking back, they use climate change data sets in their long-term planning. That is why they use historical data. There's some good drought information in those data sets.

Russell: He would like Seymour to present to his District Operating Committee and will coordinate with him directly. He asked if there was anything MMWD can do, let him know.

No other questions.

9. **Executive Director Report**

Andy reported on activities that have taken place since the last meeting:

- Attended SOE conference SC meeting on Feb 23
- Presented Regional Collaboration with a One Water Strategy to Marin Conservation League on March 3
- Met with SCTA/RCPA on Feb 26
- Quarterly newsletter distributed

- AR – Member dues
- AP – Subconsultants
- FY 21/22 work plan will be considered for approval on April 2
- Continually updating distribution lists and website as needed.
- Call for newsletter topics and program highlights
- Planning to attend Water Bond and Resilience Coalition conference call with Assembly Member Jim Wood on March 8
- Developing JTC plan and focus for 2021
- JTC meetings to resume April 2021
- Conference committee to focus on 2022 event

#### 10. NBWA Information Sharing - Board members

Gibson: Marin Municipal Water District is concerned about the drought. They are preparing on all fronts for supply management. They are doing a conservation promotion to get message out. Lawn signs are in development. Anyone else interested in the lawn signs, let him know.

Russel: They are implementing mechanical efforts, increased RR water intake. They already hit their annual take from the SW aqueduct. MMWD is pumping Phoenix reservoir and Soulajule reservoir (generators are being brought in for the pumps). Water treatment plant may open in April and will work year-round. Reclaimed water signs will be handed out.

Water crisis awareness is important.

Meigs: Ross Valley Sanitation District is using recycled water to perform wastewater collection system maintenance activities. They reached a goal on 100K gallons of recycled water by use since the beginning of the FY of July 2020. Each gallon of recycled used saves a gallon of potable water.

Garcia: City of American Canyon is also concerned with conservation outreach. They are creating off-set options from the past that they will look in to again, like lawn replacement rebates.

Clark: Las Gallinas Valley Sanitary District's the secondary treatment project is going smoothly. They are in the midst of a classification study; they have it and now have to respond. Their union contract is coming up; where to site their admin building is still an issue. She will pass that Russell would like a timeline on recycled water.

Carson: Marin Countywide Stormwater Pollution Prevention Program they submitted over 341 acres worth of trash projects to CalTrans for cooperative funding opportunities-the more detail on the projects the better.

Important to almost everyone in NBWA is AB 377 bill that is currently in committee (Environmental, Safety and toxic materials committee)  
[https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=202120220AB377](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=202120220AB377)  
 CASQA has authorized their ED to lobby against the bill. The bill essentially removes a lot of regulatory authority from regional and state boards. He encourages agencies to reach out to the committee to express their thoughts. He's happy to provide what he knows.

Boorstein: Central Marin Sanitation Agency is able to take additional liquids from others except wastewater sludge from local agencies; process is similar to FOG. By 2022 they will be

powered by biodiesel 100 percent. They have a new engine and will have their 750 kilowatt generator that was repaired. They can provide more energy to Marin Clean Energy.

There is an abandoned sewer that is being removed near a creek on shady lane, which will help restore the creek and fish transit. Plans and permits are being processed.

Fraites: North Bay Water District instituted the AMI program a year and a half ago and is incredibly successful; saving tens of thousands of gallons of water due to the changeover. Recycled water was instituted for turf areas and is highly successful with 91 signups. They are making plans for the drought and working with customers to save water. They supply to most Marin cities and they are dealing with salt intrusion (no state of federal guideline issues). They are drilling a new well. They are looking into and planning for possible future housing developments.

#### **11. Agenda Items for Future Meetings**

April 2 – Post-wildfire water quality findings update, and consider FY21/22 work plan  
May 7 – Local/regional Environmental Education Program updates  
June 4 – North Bay One Water initiatives, Sustainability Collaborations and Programs  
July 9 – Legislative Updates

Others in development: urban scale carbon sequestration initiatives, funding, water management/conveyance and transportation, member collaboration updates and highlights.

#### **12. Announcements and Adjourn**

Meeting adjourned at 11:28 am  
Next Meeting: April 2, 2021, Zoom

SUBMITTED BY: Andy Rodgers, Executive Director, NBWA

## AGENDA

Time	Agenda Item	Proposed Action
9:30	<b>Welcome and Call to Order – Roll Call and Introductions</b> <i>Jack Gibson, Chair</i>	N/A
9:35	<b>General Public Comments</b> This time is reserved for the public to address the Committee about matters NOT on the agenda and within the jurisdiction of the Committee.	N/A
9:40	<b>Agenda Review and Approve Past Meeting Minutes</b> <i>Jack Gibson, Chair</i>	Approve
9:45	<b>Treasure’s Report</b> <i>Jack Gibson, Chair</i>	Accept
9:50	<b>Guest Presentations – One Water North Bay Communities: Public Engagement, Programs and Activities (Virtual and Distanced) for Spring 2021</b> <i>Sustainable Solano, Napa Resource Conservation District, Sonoma Ecology Center, Friends of the Petaluma River, Marin County Stormwater Pollution Prevention Program, San Rafael Sustainability Program</i> As our region emerges from winter and a year of relative seclusion, representatives from six dynamic organizations in the North Bay will share their plans for offering our watershed communities opportunities for environmental education, awareness, and activities this Earth Day and Spring 2021.	Consider regional collaborations and promotions
10:50	<b>Draft FY 2021/2022 NBWA Work Plan</b> <i>Andy Rodgers, Executive Director</i>	Input/feedback



11:00	<b>Executive Director Report</b> <i>Andy Rodgers, Executive Director</i>  Andy will provide an update on active projects, communications, committees, activities, and developing initiatives since the March 5 Board meeting.	Questions/input
11:05	<b>Board Information Exchange</b> <i>Members</i>  Members will highlight issues and share items of interest.	N/A
11:15	<b>Agenda Items for Future Meetings</b> <i>Andy Rodgers, Executive Director</i>  Andy will outline ideas for next and future Board meeting topics and solicit feedback.	N/A
11:25	<b>Announcements/Adjourn</b> <b>Next Board Meeting: May 7, 2021</b>	N/A