SOLANO COUNTY WATER AGENCY

BOARD OF DIRECTORS' MEETING

BOARD OF DIRECTORS:

Chair:
Mayor Alma Hernandez
City of Suisun City

Vice Chair:
Director J.D. Kluge
Solano Irrigation District

Mayor Steve Young
City of Benicia

Mayor Steve Bird
City of Dixon

Councilmember Doriss Panduro
City of Fairfield

Director Chris Holdener
Maine Prairie Water District

Director Gabe DeTar
Reclamation District No. 2068

Mayor Edwin Okamura
City of Rio Vista

Supervisor Cassandra James
Solano County District 1

Supervisor Monica Brown
Solano County District 2

Supervisor Wanda Williams
Solano County District 3

Supervisor John Vasquez
Solano County District 4

Supervisor Mitch Mashburn
Solano County District 5

Mayor John Carli
City of Vacaville

Mayor Andrea Sorce
City of Vallejo

GENERAL MANAGER:
Chris Lee
Solano County Water Agency

DATE: **Thursday, November 12, 2026**

TIME: **6:30 p.m.**

PLACE: **Berryessa Room**
Solano County Water Agency Office
810 Vaca Valley Parkway, Suite 202
Vacaville, CA 95688

Remote participation is available under AB 2449:
Please review the insert after agenda regarding AB 2449.

Zoom Information:
https://us02web.zoom.us/j/86847349477?pwd=7VzR4b15cpyDflUb2YH40CrV6YFwlb.1
Meeting ID: 868 4734 9477 | Passcode: 810810
One tap mobile: +16699006833,,83363088045#,,,,*810810#
Phone Number: +1 669 900 6833

1. **CALL TO ORDER**

2. **ROLL CALL**

   (A) Announcements Pursuant to AB 2449 (if any)

3. **PLEDGE OF ALLEGIANCE**

4. **APPROVAL OF AGENDA**

5. **PUBLIC COMMENT**

   The Public Comment section provides an opportunity to address the Board of Directors on items that are not listed on the agenda, or informational items pertinent to the agency's business. The Board welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the agency or are within the jurisdiction of the agency. The Board will not be able to act on matters brought to its attention under this item until a future board meeting.

   If you wish to make a Public Comment, please contact the Secretary at: clee@scwa2.com to expedite the process, thank you. Public Comments may still be made during the meeting without prior notice.

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

(A) Minutes: Approval of the Minutes of the Board of Directors meeting of October 8, 2026.

(B) Expenditure Approvals: Approve expenditures from the Water Agency checking account for October 2026.

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

RECOMMENDATION: For information only.

8. GENERAL MANAGER'S REPORT (*estimated time: 5 minutes*)

RECOMMENDATION: For information only.

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

RECOMMENDATION: For information only.

The Solano Water Advisory Commission (SWAC) is comprised of senior management staff of each of the individual agencies that make up the Solano County Water Agency. The SWAC and Water Agency staff meet monthly and confer on water and related issues and make reports and recommendations to the Water Agency Board of Directors.

10. CONTRACT WITH VERDANTAS FOR THE PUTAH CREEK 106A RESTORATION PROJECT (*estimated time: 10 minutes*)

RECOMMENDATION: Authorize General Manager to execute contract with Verdantas for the Putah Creek 106A Restoration Project. The contract will develop and finalize the Design and Permitting Documents.

In November 2025 the Water Agency was awarded a $1.21M planning grant for the Putah Creek Fish Passage at County Road 106A by the California Wildlife Conservation Board. The primary purpose of the planning grant is to develop engineering design and permit documents to address the fish passage issue at County Road 106A. As part of the grant, there will be a Technical Advisory Committee (TAC) formed, a variety of surveys including special status plants, fish, and cultural surveys done. A significant portion of the grant and the Verdantas contract will be on the engineering design, basis of design report, and state and federal permitting documents. Verdantas was selected as the preferred consultant based on their existing restoration experience along the Yuba, American, and Sacramento Rivers. Verdantas has also been working with Yolo County on drainage improvements in the Yolo Bypass for many years. The combined restoration and drainage improvement experience is exactly what is needed for the Road 106A project.

11. AMENDMENT 1 WITH SOLANO RCD FOR THE WATERSHED EDUCATION PROGRAM (*estimated time: 10 minutes*)

RECOMMENDATION: Authorize General Manager to execute Amendment 1 with the Solano Resource Conservation District (RCD) for the Watershed Education Program.

During the last several years, the Water Agency Board has directed staff to include funding for the Solano RCD's Watershed Education Program. At the June 2026 Board Meeting, the Board reaffirmed their commitment to the program, even while recognizing the financial strain of the Water Agency's ASW fund, which supports the Watershed Education Program. To meet Board direction, while also trying to balance the Water Agency's financial stability and core mission, the Water Agency and Solano RCD staff have been in close collaboration to refocus the scope of the Watershed Education Program on the region's critical water supplies, which include the Solano Project and State Water Project supplies.

12. CONTRACT WITH ARTHUR J. GALLAGHER & CO. TO CONDUCT WATER AGENCY TOTAL COMPENSATION STUDY (*estimated time: 10 minutes)*

RECOMMENDATION: Authorize General Manager to execute contract with Arthur Gallagher & Co. to conduct Water Agency Total Compensation Study.

The study will evaluate the Agency's salary and benefits programs, compare compensation to similar agencies, and provide recommendations to support employee recruitment, retention, and long-term workforce planning.

13. 2026 SALMON SEASON UPDATE (*estimated time: 15 minutes*)

RECOMMENDATION: For information only.

Staff will provide an update to the Board of Directors on the 2026 salmon season, the November 7th Salmon festival, and general updates on Putah Creek.

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

RECOMMENDATION: Hear report from Bob Reeb of Reeb Government Relations, LLC.

The Solano County Water Agency is committed to providing cities and farms with reliable access to water, flood risk reduction, and habitat conservation services. Federal and State financial and technical resources and legislative support are needed to fulfill our commitment to Solano County residents, businesses, and agricultural water users. The Solano County Water Agency is represented by Reeb Government Relations for state matters and Lincoln Concepts for federal matters.

15. WATER POLICY UPDATES (*estimated time: 10 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 on activities of the Delta Counties Coalition, Delta Protection Commission, and Delta Conservancy.

The Delta Counties Coalition, a consortium of five Delta Counties, including Contra Costa, Sacramento, San Joaquin, Solano, and Yolo, is working to give one voice to the Delta, advocating on behalf of local government and the four million people throughout the Delta region. Learn more at: https://savethedelta.saccounty.gov .

The Delta Protection Commission's primary authority is over land use in the Delta's unincorporated areas. The Commission coordinates the Sacramento-San Joaquin Delta National Heritage Area and leads the development of the Great California Delta Trail System. Learn more at: https://delta.ca.gov .

The Delta Conservancy leads efforts to preserve, protect, and restore the natural resources, economy, and agriculture of the Delta and Suisun Marsh through both internal programs and grant-funded projects. It collaborates with local communities, interested groups, science experts, Tribes, and state and federal agencies to accomplish this goal. Learn more at: https://deltaconservancy/ca/gov .

16. **CLOSED SESSION** (*estimated time: 30 minutes*)

CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION (Gov. Code §54956.9(d)(2): 2 cases

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

Thursday, December 10, 2026, at 6:30 p.m. at the Solano County Water Agency offices.

The full Board of Directors packet with background materials for each agenda item can be viewed on the Agency's website at https://www.scwa2.com/governance/board-meetings-agendas-minutes/ .

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 202, Vacaville, CA 95688. Upon request, these materials may be made available in an alternative format to persons with disabilities.

NOV.2026.BOD.Agenda

AB 2449 Provides Remote Options for Public Agencies

Despite the end of the COVID-19 pandemic, public agencies still have options available to them if they need to exercise remote participation for members of their legislative bodies. AB 2449 provides that if a quorum of the legislative body participates in person, a member of a legislative body may participate remotely so long as the member provides prompt notice and the need for remote participation falls under one of the statutorily defined exceptions. The member does not need to identify their location nor ensure it is accessible to the public.

Members of legislative bodies can use AB 2449 to participate remotely if there is "just cause" or if "emergency circumstances" exist. "Just cause" is defined as any of the following:

- Providing childcare or caregiving of a parent, grandparent, grandchild, sibling, spouse, or domestic partner that requires the member to participate remotely.
- A contagious illness that prevents attendance in person.
- Tending to a need related to a physical or mental disability.
- Travelling for business of the legislative body or another state or local agency.

"Emergency circumstances" are defined as follows:

- A physical or family medical emergency that prevents a member of a legislative body from attending in person.

Notice Must be Provided to Utilize AB 2449's Provisions

In order to utilize the provisions of AB 2449, members of a legislative body must inform their public agency at the earliest possible opportunity of their need to participate remotely, which can include before the start of the meeting. The member must also provide a general description of the circumstances that require remote participation. In the case of emergency circumstances, the member must actually request that the legislative body allow them to participate remotely and the legislative body has to take action on this request.

Any member participating remotely because of just cause or emergency circumstances must publicly disclose at the meeting before any action is taken, whether any other individuals 18 years of age or older are present in the room at the remote location with the member, and the general nature of the member's relationship with any such individuals.

Members and Public Must have Option to Participate in Meetings both Audibly and Visually

When a member participates remotely, he/she must utilize both audio and visual capabilities to effectuate compliance with the statute. Therefore, members of public agencies cannot use a call in only option to attend meetings, they must be on camera. Additionally, the legislative body is responsible for ensuring that the public can also participate in meetings remotely. This includes providing a way for the public to remotely hear, visually observe, and remotely address the legislative body. Furthermore, members of the public can no longer be required to submit their comments prior to the meeting but instead must be allowed to give comments in real time.

CONSENT ITEMS

SOLANO COUNTY WATER AGENCY
BOARD OF DIRECTORS MEETING MINUTES
MEETING DATE: October 8, 2026

The Solano County Water Agency Board of Directors met this evening in the Board Room located at the Water Agency office in Vacaville. Attending were:

Mayor Steve Bird, City of Benicia
Mayor Edwin Okamura, City of Rio Vista
Vice Mayor Jenalee Dawson, Suisun City
Mayor John Carli, City of Vacaville
Mayor Andrea Sorce, City of Vallejo
Director J.D. Kluge, Solano Irrigation District
Director Chris Holdener, Maine Prairie Water District
Supervisor Cassandra James, Solano County District 1
Supervisor Monica Brown, Solano County District 2
Supervisor Wanda Williams, Solano County District 3

CALL TO ORDER

The meeting was called to order by Director Kluge at 6:31 pm.

APPROVAL OF AGENDA

On a motion by Mayor Bird and a second by Supervisor James the Board unanimously approved by roll call vote the agenda.

PUBLIC COMMENT

There were no public comments.

CONSENT ITEMS

On a motion by Mayor Young and a second by Mayor Okamura the Board unanimously approved by roll call vote all the consent items.

(A) Minutes
(B) Expenditure Approvals
(C) Financial Report Approval
(D) Appropriations Limit for Fiscal Year 2026-2027
(E) Lake Berryessa Decontamination Pad Infrastructure Upgrade Grant

BOARD MEMBER REPORTS

Mayor Okamura noted that Water Agency staff will be coming to present on the Healthy Rivers and Landscapes (HRL) program. Mayor Young reported that large king tides may impact the City of Benicia and that the city was preparing with sandbags. He also noted flooding concerns at a condominium development and that potential engineering solutions are being considered.

GENERAL MANAGERS REPORT

General Manager Chris Lee reported that the Agency continues to track El Niño. While the current outlook could mean wetter conditions for Southern California, the implications for Northern California remain uncertain. Mr. Lee noted that the State Water Resources Control Board will hold public hearings on the Bay-Delta Water Quality Control Plan beginning October 28-29.

Mr. Lee also reported that several staff members recently attended the Bay-Delta Science Conference, where the Water Agency and the Lower Putah Creek Coordinating Committee were recognized with an environmental award for long-term monitoring and the Putah Creek Data Summit. Mr. Lee also shared that the Salmon Festival is on November 7 at Rotary Park in Winters.

SOLANO WATER ADVISORY COMMISSION REPORT

There were no updates from the Commission.

CAPITAL IMPROVEMENT PLAN UPDATE

Deborah Barr, Engineering Manager, provided an overview of the Solano Project Capital Improvement Program. The current ten-year rehabilitation and betterment plan extends through 2035 and includes 63 projects with an estimated total cost of approximately $43.5 million. The program would require an average of approximately six projects per year at about $4 million annually. Due to budget and staffing limitations, the Agency is currently budgeting approximately $1 million per year for these improvements.

Ms. Barr reviewed current projects and major needs involving the Putah Diversion Dam (PDD), Putah South Canal, and Monticello Dam. Current work includes roadway and drainage improvements at the PDD, radial gate rehabilitation and modernization, a penstock assessment in coordination with the Bureau of Reclamation, replacement of a leaking bypass jet valve, and additional surveillance at Monticello Dam. The Board also received information regarding the five miles of fencing needed and upcoming projects involving metal infrastructure coating, seismic upgrades and risk reduction, automation improvements, and Reservoir Lane flood issues.

Ms. Barr also discussed flood control improvements for the Ulatis and Green Valley Flood Control Projects, including dredging in the Green Valley system, repairs to washouts along the McCune Channel, and improvements at Lake Solano to protect the soft plug at the Putah Diversion Dam. Staff are also developing a formal ten-year capital improvement program for the Water Agency's flood control systems.

The Board discussed the long-term funding needs of the nearly 70-year-old Solano Project. General Manager Lee explained that existing resources are insufficient to fund the level of capital improvements needed and that the Agency is evaluating funding mechanisms beyond state and federal grants. Potential approaches include directly billing Solano Project member agencies, establishing a Proposition 218 or 26 assessment, issuing bonds, or developing a combination of funding sources. Staff will continue discussions with Solano Project member agency staff and expect to return to the Board with options and recommendations over the next several months.

Mayor Young asked about Agency reserves. Mr. Lee explained that the largest reserve funds are restricted for State Water Project purposes, while the Agency's ASW fund has approximately $14-$15 million in reserves, of which some level would need to be retained for emergencies. The Board also discussed whether restricted State Water Project funds could be used for other purposes and potential considerations involving riparian water users along Putah Creek and groundwater usage.

ULATIS FLOOD CONTROL PROJECT PROPERTY A-1 CHANNEL RELOCATION QUITCLAIM AND TRANSFER FINALIZATION

Engineering Manager Deborah Barr provided an overview of the A-1 Channel, a component of the Ulatis Flood Control Project. The Board had previously approved relocation of the A-1 Channel in the 1990s, but the related easement transfer was never completed. The purpose of the agenda item is to finalize the property and easement transfers associated with the realigned channel. Staff are requesting authorization for the General Manager to execute a Quitclaim Deed

abandoning the easement over the former channel alignment, executing a Grant Deed conveying two parcels adjacent to the Recology Hay Road property, accept a Grant of Easement Deed over portions of the Recology Hay Road property for construction, operation, and maintenance of the realigned A-1 Channel, and execute any subsequent contractual agreements necessary to complete the easement acquisition.

On a motion by Mayor Okamura and a second by Mayor Carli the Board unanimously approved by roll call vote the following items:

1. To execute a Quitclaim Deed abandoning easement over property containing former alignment of the Ulatis A-1 Channel.

2. To execute Grant Deed conveying two parcels adjacent to Recology Hay Road property.

3. To accept Grant of Easement Deed over portions of Recology Hay Road property for the construction, operation, and maintenance of the realigned A-1 Channel;

4. And, to execute any subsequent contractual agreements for easement acquisition, as necessary, including the authority to work with counsel and exercise discretion to negotiate, review, and approve non-essential, administrative, or procedural terms.

LOCAL STATE OF EMERGENCY

General Manager Chris Lee provided an overview of Resolution 2026-05, declaring a local state of emergency for the upcoming storm season and potential flooding associated with El Niño. Mr. Lee explained that the declaration would help staff prepare for potential flooding in the Agency's flood-control areas, expedite work on identified problem areas, and facilitate implementation of needed repairs.

On a motion by Supervisor James and a second by Supervisor Williams the Board unanimously approved by roll call vote.

LEGISLATIVE UPDATES

There were no updates from staff.

WATER POLICY UPDATES

There were no updates from staff. Mayor Okamura reported on the recent meeting of the Delta Protection Commission, noting that the meeting was held in Rio Vista and focused primarily on logo concepts.

The Board entered closed session at 7:21 pm. The Board came back into open session at 7:51 pm with nothing to report.

TIME AND PLACE OF NEXT MEETING

Thursday, November 12, 2026, at 6:30 pm at the SCWA offices.

ADJOURNMENT

The meeting of the Solano County Water Agency Board of Directors was adjourned at 7:51 pm.

_____

Chris Lee
General Manager &
Secretary to the Solano
County Water Agency

ACTION OF
SOLANO COUNTY WATER AGENCY

DATE: **November 12, 2026**

SUBJECT: **Expenditures Approval**

RECOMMENDATIONS:

Approve expenditures from the Water Agency checking accounts for October 2026.

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 October 2026. Additional backup information is available upon request.

Recommended: _____
Chris Lee, General Manager

☐ Approved as Recommended	☐ Other (see below)	☐ Continued on next page

Modification to Recommendation and/or other actions:

I, Chris Lee, 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 November 12, 2026, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

_____
Chris Lee
General Manager & Secretary to the
Solano County Water Agency

SOLANO COUNTY WATER AGENCY

Cash Disbursements Journal

For the Period From Oct 1, 2026 to Oct 31, 2026

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

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
10/1/26	EFT 10.01.2026	2020SC	Invoice: OCT 2026 HEALTH	49,312.14	
		1015SC	CALPERS		49,312.14
10/1/26	EFT 10.01.2026	2020SC	Invoice: PEPRA PPE 9.26.26	14,769.03	
		2020SC	Invoice: PPE 9.26.26	10,249.28	
		2020SC	Invoice: SIP PPE 9.26.26	8,565.28	
		1015SC	CALPERS		33,583.59
10/5/26	EFT 10/5/2026	2020SC	Invoice: 8/10/26 - 9/8/2026	3,635.13	
		1015SC	PACIFIC GAS & ELECTRIC CO,		3,635.13
10/6/26	10257	2020WC	Invoice: 21058	987.70	
		1015WC	MBK ENGINEERS		987.70
10/6/26	45622	2020SC	Invoice: 0710610	2,981.50	
		1015SC	ACWA JOINT POWERS INSURANCE AUTHORITY		2,981.50
10/6/26	45623	2020SC	Invoice: INV000372	432.50	
		1015SC	AMG PORTABLE RESTROOM		432.50
10/6/26	45624	2020SC	Invoice: 581875	320.00	
		1015SC	BLANKINSHIP & ASSOCIATES, INC.		320.00
10/6/26	45625	2020SC	Invoice: 542516-4	6,954.00	
		1015SC	J.F. BRENNAN COMPANY, INC.		6,954.00
10/6/26	45626	2020SC	Invoice: 25843044	847.98	
		1015SC	CALNET3 AT&T		847.98
10/6/26	45627	2020SC	Invoice: 001921	3,676.00	
		2020SC	Invoice: 001923	1,252.00	
		1015SC	CRAMER FISH SCIENCES		4,928.00
10/6/26	45628	2020N	Invoice: 26-206-V AUG 2026	133,639.00	
		2020N	Invoice: 26-026-T OCT 2026	762,497.00	
		2020N	Invoice: 26-024-O OCT 2026	386.00	
		1015SC	DEPARTMENT OF WATER RESOURCES		896,522.00
10/6/26	45629	2020SC	Invoice: 43869	1,700.00	
		1015SC	FOSTER & FOSTER CONSULTING ACTUARIES IN		1,700.00
10/6/26	45630	2020SC	Invoice: EMP REIM AUG 2026	1,802.83	
		1015SC	GAVIN POORE		1,802.83
10/6/26	45631	2020N	Invoice: 3336052	3,210.33	
		2020N	Invoice: 3338803	1,432.40	
		1015SC	GRANITE CONSTRUCTION COMPANY		4,642.73
10/6/26	45632	2020SC	Invoice: 73856	697.50	
		1015SC	HARRIS & ASSOCIATES, INC		697.50
10/6/26	45633	2020SC	Invoice: GREGORY-BREHM	30.99	
		1015SC	GREGORY BREHM		30.99
10/6/26	45634	2020SC	Invoice: GRACE PERALTA	100.00	
		1015SC	GRACE PERALTA		100.00
10/6/26	45635	2020SC	Invoice: JUAN RAMIREZ	100.00	
		1015SC	JUAN RAMIREZ		100.00
10/6/26	45636	2020SC	Invoice: EMP REIM SEPT 2026	36.98	
		1015SC	ZACH HYER		36.98
10/6/26	45637	2020N	Invoice: 0926-2	1,100.00	
		1015SC	JEFFREY J JANIK		1,100.00
10/6/26	45638	2020SC	Invoice: 0129673	75.00	
		2020SC	Invoice: 0129678	80.00	
		2020SC	Invoice: 0129674	75.00	
		2020SC	Invoice: 0129648	175.00	

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Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
		2020SC	Invoice: 0129672	150.00	
		2020SC	Invoice: 0129675	75.00	
		2020SC	Invoice: 0129671	140.00	
		2020SC	Invoice: 0129676	75.00	
		2020SC	Invoice: 0129677	390.00	
		1015SC	JUST THE FINEST		1,235.00
10/6/26	45639	2020SC	Invoice: 087754	149.28	
		2020SC	Invoice: 087835	21.09	
		2020SC	Invoice: 087836	48.69	
		2020SC	Invoice: 088408	92.42	
		2020SC	Invoice: 089478	154.84	
		2020SC	Invoice: 089638	86.99	
		2020SC	Invoice: 089639	121.21	
		1015SC	PISANI'S AUTO PARTS		674.52
10/6/26	45640	2020SC	Invoice: 3130164	45.00	
		2020SC	Invoice: 3131013	50.70	
		2020SC	Invoice: 3131143	33.80	
		2020SC	Invoice: 3132975	51.30	
		2020SC	Invoice: 3132915	45.00	
		1015SC	RECOLOGY HAY ROAD		225.80
10/6/26	45641	2020SC	Invoice: 0053953	72,640.80	
		2020SC	Invoice: 53954	168,503.95	
		1015SC	SOLANO IRRIGATION DISTRICT		241,144.75
10/6/26	45642	2020N	Invoice: 3028356	1,811.67	
		1015SC	SOMACH, SIMMONS & DUNN		1,811.67
10/6/26	45643	2020SC	Invoice: 006492990046 OCT 26	2,673.97	
		1015SC	STANDARD INSURANCE COMPANY		2,673.97
10/6/26	45644	2020SC	Invoice: DAVID LAQUIDARA	50.00	
		1015SC	DAVID LAQUIDARA		50.00
10/6/26	45645	2020SC	Invoice: JOHN EUGENIS	790.95	
		1015SC	JOHN EUGENIS		790.95
10/6/26	45646	2020SC	Invoice: TERENCE HUTCHINSON	1,500.00	
		1015SC	TERENCE HUTCHINSON		1,500.00
10/6/26	45647	2020SC	Invoice: REBECCA UHLICH	1,500.00	
		1015SC	REBECCA UHLICH		1,500.00
10/6/26	45648	2020N	Invoice: 78356	138,287.50	
		1015SC	CITY OF VACAVILLE		138,287.50
10/6/26	45649	2020SC	Invoice: CHRISTOPHER KLEIN	107.47	
		1015SC	CHRISTOPHER KLEIN		107.47
10/6/26	45650	2020SC	Invoice: JAMES PATTERSON	55.80	
		1015SC	JAMES PATTERSON		55.80
10/6/26	45651	2020SC	Invoice: 67897	580.00	
		1015SC	SAM BRAVO		580.00
10/6/26	45652	2020SC	Invoice: MW-SF2026	450.00	
		1015SC	WILLARD DAKIN		450.00
10/6/26	45653	2020SC	Invoice: 1073	450.00	
		1015SC	SCOTT HARRISON		450.00
10/6/26	45654	2020SC	Invoice: SALMON FESTIVAL 2026	500.00	
		1015SC	MARK PEET		500.00
10/6/26	45655	2020SC	Invoice: 0597	500.00	
		1015SC	JILLIAN WILKOWSKI		500.00
10/6/26	45656	2020SC	Invoice: 4326019	595.00	
		1015SC	CAL.NET INC. - WINTERS		595.00

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Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
10/6/26	EFT 10/6/2026	2020N	Invoice: 9-478-47045	153.17	
		1015SC	FEDEX EXPRESS		153.17
10/7/26	45648V	2020N	Invoice: 78356		138,287.50
		1015SC	CITY OF VACAVILLE	138,287.50	
10/10/26	PPE 10/10/2026	2020SC	Invoice: PPE 10/10/26	34,517.71	
		1015SC	PAYROLL TAXES		34,517.71
10/10/26	PPE 10/10/2026	2020SC	Invoice: GARNISH PPE 10/10/26	153.23	
		1015SC	CALIFORNIA STATE DISBURSEMENT UNIT		153.23
10/10/26	PPE 10/10/2026	2020SC	Invoice: 105587	136.00	
		1015SC	ONEPOINT HUMAN CAPITAL MANAGEMENT LLC		136.00
10/12/26	EFT 10/12/2026	2020SC	Invoice: 8551003786009	294.17	
		2020SC	Invoice: 8551003785193	10.86	
		1015SC	RECOLOGY VACAVILLE SOLANO		305.03
10/13/26	45657	2020SC	Invoice: 67105	128.05	
		2020SC	Invoice: 67228	138.05	
		2020SC	Invoice: 67296	423.74	
		1015SC	AARON'S AUTOMOTIVE		689.84
10/13/26	45658	2020SC	Invoice: 202609	740.00	
		2020SC	Invoice: 202609A	350.00	
		1015SC	A CLEANING BEE		1,090.00
10/13/26	45659	2020SC	Invoice: WC 7/1/26 - 9/30/26	26,788.48	
		1015SC	ACWA JOINT POWERS INSURANCE AUTHORIT		26,788.48
10/13/26	45660	2020N	Invoice: 212130002	1,018.52	
		2020N	Invoice: 213123768		702.22
		1015SC	AIRESPRING		316.30
10/13/26	45661	2020SC	Invoice: 16160490 WILLINGMYRE	893.00	
		2020SC	Invoice: 16159101 LEE	2,003.00	
		1015SC	CALPERS LONG-TERM CARE PROGRAM		2,896.00
10/13/26	45662	2020SC	Invoice: 1903	243.44	
		1015SC	CASTLE & KING ROCK & READY MIX		243.44
10/13/26	45663	2020SC	Invoice: D4009901-001	3,882.50	
		1015SC	JACOBS ENGINEERING GROUP		3,882.50
10/13/26	45664	2020SC	Invoice: 1736551	1,333.53	
		1015SC	DEPT OF FORESTRY & FIRE PROTECTION		1,333.53
10/13/26	45665	2020SC	Invoice: 632016	3,009.00	
		2020SC	Invoice: 632015	9,441.00	
		2020SC	Invoice: 632017	1,057.00	
		1015SC	DOWNEY BRAND		13,507.00
10/13/26	45666	2020SC	Invoice: 78127	650.00	
		1015SC	J & J TRUCK REPAIR		650.00
10/13/26	45667	2020SC	Invoice: 92026	5,750.00	
		1015SC	LINCOLN CONCEPTS		5,750.00
10/13/26	45668	2020N	Invoice: 2609723	445.00	
		2020N	Invoice: 2609C99	89.00	
		1015SC	MCCAMPBELL ANALYTICAL, INC.		534.00
10/13/26	45669	2020SC	Invoice: 001892716	4,425.00	
		1015SC	MOTION INDUSTRIES, INC.		4,425.00
10/13/26	45670	2020SC	Invoice: ERVIN - ESPANA	5.49	
		1015SC	ERVIN ALCANTARA ESPANA		5.49

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Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
10/13/26	45671	2020SC	Invoice: 288689	68.98	
		2020SC	Invoice: 409391	31.13	
		2020SC	Invoice: 409418	47.60	
		2020SC	Invoice: 409440	68.31	
		2020SC	Invoice: 409524	25.33	
		2020SC	Invoice: 409525	68.13	
		2020SC	Invoice: 409568	129.89	
		2020SC	Invoice: 409787	21.63	
		2020SC	Invoice: 409935	34.59	
		2020SC	Invoice: 290485	13.60	
		1015SC	PACIFIC ACE HARDWARE		509.19
10/13/26	45672	2020N	Invoice: 1547055	18,856.48	
		2020N	Invoice: 17131514	111.96	
		1015SC	PAPE MACHINERY		18,968.44
10/13/26	45673	2020SC	Invoice: 1030141372	174.09	
		1015SC	PITNEY BOWES		174.09
10/13/26	45674	2020SC	Invoice: 60590	3,905.40	
		1015SC	SMITH-ROOT INC.		3,905.40
10/13/26	45675	2020SC	Invoice: 1414995	224.97	
		2020SC	Invoice: 1414997	46.46	
		1015SC	GROW WEST		271.43
10/13/26	45676	2020SC	Invoice: ANDREW PIEHL	765.75	
		1015SC	ANDREW PIEHL		765.75
10/13/26	45677	2020SC	Invoice: PS-INV108490	1,695.00	
		1015SC	WESTERN WEATHER GROUP INC.		1,695.00
10/13/26	45678	2020SC	Invoice: 2026.1001	13,920.23	
		1015SC	YOLO COUNTY FLOOD CONTROL & WATER CONSE		13,920.23
10/13/26	45679	2020SC	Invoice: LBO INC SEPT 2026	100.00	
		1015SC	DEANNA ALLEN		100.00
10/13/26	45680	2020SC	Invoice: LBO INC SEPT 2026	4,745.00	
		1015SC	BREANN ANDERSON		4,745.00
10/13/26	45681	2020SC	Invoice: LBO INC SEPT 2026	850.00	
		1015SC	CAELAN DAVIS		850.00
10/13/26	45682	2020SC	Invoice: LBO INC SEPT 2026	150.00	
		1015SC	ADAM ESPINOZA		150.00
10/13/26	45683	2020SC	Invoice: LBO INC SEPT 2026	95.00	
		1015SC	JULIE FEATHERSTON		95.00
10/13/26	45684	2020SC	Invoice: LBO INC SEPT 2026	1,690.00	
		1015SC	TRACY FEATHERSTON		1,690.00
10/13/26	45685	2020SC	Invoice: LBO INC SEPT 2026	770.00	
		1015SC	LESLEYANNE GALINDO		770.00
10/13/26	45686	2020SC	Invoice: LBO INC SEPT 2026	15.00	
		1015SC	AMBER GARCIA		15.00
10/13/26	45687	2020SC	Invoice: LBO INC SEPT 2026	5.00	
		1015SC	ALANAH GIBB		5.00
10/13/26	45688	2020SC	Invoice: LBO INC SEPT 2026	430.00	
		1015SC	DANIELA GUTIERREZ		430.00
10/13/26	45689	2020SC	Invoice: LBO INC SEPT 2026	1,340.00	
		1015SC	MASON HANCOCK		1,340.00
10/13/26	45690	2020SC	Invoice: LBO INC SEPT 2026	245.00	
		1015SC	MARK HAVEN		245.00

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10/13/26	45691	2020SC	Invoice: LBO INC SEPT 2026	2,300.00	
		1015SC	HOLLIS ELIZABETH GUTIERREZ		2,300.00
10/13/26	45692	2020SC	Invoice: LBO INC SEPT 2026	1,025.00	
		1015SC	HAYLIE M. NEVAREZ		1,025.00
10/13/26	45693	2020SC	Invoice: LBO INC SEPT 2026	30.00	
		1015SC	JOSEPH COSTANZO		30.00
10/13/26	45694	2020SC	Invoice: LBO INC SEPT 2026	300.00	
		1015SC	JAMES L DAVIS		300.00
10/13/26	45695	2020SC	Invoice: LBO BUS SEPT 2026	9,070.00	
		1015SC	MARKLEY COVE RESORT		9,070.00
10/13/26	45696	2020SC	Invoice: LBO INC SEPT 2026	1,065.00	
		1015SC	ALANNAH LEANNE ORR		1,065.00
10/13/26	45697	2020SC	Invoice: LBO INC SEPT 2026	585.00	
		1015SC	PAMALA DAVIS		585.00
10/13/26	45698	2020SC	Invoice: LBO BUS SEPT 2026	2,765.00	
		1015SC	BERRYESSA SMI OPCO L		2,765.00
10/13/26	45699	2020SC	Invoice: LBO BUS SEPT 2026	8,090.00	
		1015SC	ROYAL ELK PARK MANAGMENT, INC		8,090.00
10/13/26	45700	2020SC	Invoice: LBO INC SEPT 2026	1,260.00	
		1015SC	NICHOLAS ROGERS		1,260.00
10/13/26	45701	2020SC	Invoice: LBO INC SEPT 2026	1,130.00	
		1015SC	DAVETTA SANFORD		1,130.00
10/13/26	45702	2020SC	Invoice: LBO BUS SEPT 2026	1,550.00	
		1015SC	SPANISH FLAT CAMPGROUND INC.		1,550.00
10/13/26	45703	2020SC	Invoice: LBO INC SEPT 2026	315.00	
		1015SC	BOBBIE STARNES		315.00
10/13/26	45704	2020SC	Invoice: LBO BUS SEPT 2026	6,810.00	
		1015SC	STEELE CANYON CAMPGROUND		6,810.00
10/13/26	45705	2020SC	Invoice: LBO INC SEPT 2026	335.00	
		1015SC	JULIA S. TAPIA		335.00
10/13/26	45706	2020SC	Invoice: LBO INC SEPT 2026	315.00	
		1015SC	MATTHEW WEINSTEIN		315.00
10/13/26	45707	2020SC	Invoice: LBO INC SEPT 2026	120.00	
		1015SC	WESTLEY MILLER		120.00
10/13/26	45708	2020SC	Invoice: LBO STAFF SEPT 2026	9,070.00	
		1015SC	MARKLEY COVE RESORT		9,070.00
10/13/26	45709	2020SC	Invoice: OCT 2026 BOD MTG	168.24	
		1015SC	STEVEN BIRD		168.24
10/13/26	45710	2020SC	Invoice: OCT 2026 EXEC MTG	150.00	
		2020SC	Invoice: OCT 2026 BAYDELTA TF	150.00	
		2020SC	Invoice: OCT 2026 BOD MTG	150.00	
		1015SC	JOHN D. KLUGE		450.00
10/13/26	45711	2020SC	Invoice: OCT 2026 BOD MTG	201.68	
		1015SC	STEVE YOUNG		201.68
10/13/26	EFT 10/13/2026	2020SC	Invoice: 3014338	42.06	
		2020SC	Invoice: WN69124845	539.54	
		2020SC	Invoice: 4014281	157.80	
		2020SC	Invoice: 8014933	298.68	
		2020SC	Invoice: 7611498	12.35	
		2020SC	Invoice: 6611575	36.63	
		2020SC	Invoice: 2523070	97.75	

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Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
		2020SC	Invoice: 523365	55.37	
		2020SC	Invoice: 9514101	31.57	
		2020SC	Invoice: 9514102	186.71	
		2020SC	Invoice: EPD 10/13/26		5.05
		1015SC	HOME DEPOT CREDIT SERVICE		1,453.41
10/13/26	EFT 10/13/2026	2020SC	Invoice: CL73551	2,125.08	
		1015SC	INTERSTATE OIL COMPANY		2,125.08
10/13/26	EFT 10/13/2026	2020SC	Invoice: 200902076	200.73	
		1015SC	TRACTOR SUPPLY CREDIT PLAN		200.73
10/13/26	EFT 10/13/2026	2020SC	Invoice: 1GVP-PGQF-DYVJ	55.69	
		2020SC	Invoice: 1YF9-9CDD-GFKK	16.52	
		2020SC	Invoice: 16LG-MH1V-6PCK	363.15	
		2020SC	Invoice: 1Q3L-KNKT-QQQL	35.99	
		2020SC	Invoice: 1PLQ-NGQK-DR4G	47.13	
		1015SC	AMAZON CAPITAL SERVICES, INC.		518.48
10/15/26	45677V	2020SC	Invoice: PS-INV108490		1,695.00
		1015SC	WESTERN WEATHER GROUP INC.	1,695.00	
10/15/26	45712	2020SC	Invoice: PS-INV108490	1,695.00	
		1015SC	WESTERN WEATHER GROUP INC.		1,695.00
10/15/26	EFT 10.15.2026	2020SC	Invoice: PEPRA PPE 10.10.26	14,764.32	
		2020SC	Invoice: PPE 10.10.26	10,249.28	
		2020SC	Invoice: SIP PPE 10.10.26	10,086.29	
		1015SC	CALPERS		35,099.89
10/15/26	EFT 10/15/2026	2020SC	Invoice: 6154426312	1,522.02	
		1015SC	VERIZON WIRELESS		1,522.02
10/15/26	EFT 10/15/2026	2020SC	Invoice: 8/19/26 - 9/17/26	73.27	
		1015SC	PACIFIC GAS & ELECTRIC CO,		73.27
10/20/26	EFT 10/20/2026	2020SC	Invoice: 115756652	2,203.73	
		1015SC	WEX BANK		2,203.73
10/21/26	45713	2020SC	Invoice: SEPT 2026	10,016.46	
		1015SC	JAMES B. DEROSE		10,016.46
10/22/26	45714	2020SC	Invoice: V012512779	1,735.97	
		1015SC	AIR SYSTEMS SERVICE & CONST.		1,735.97
10/22/26	45715	2020SC	Invoice: 4732105-3	3,000.00	
		2020SC	Invoice: 4729449-3	3,000.00	
		1015SC	CONNOISSEUR MEDIA HOLDCO, INC		6,000.00
10/22/26	45716	2020SC	Invoice: 5400971	870.00	
		1015SC	AMERICAN TOWER CORPORATION		870.00
10/22/26	45717	2020SC	Invoice: 207-3108A-2609	13,050.00	
		1015SC	CALIFORNIA WATER EFFICIENCY PARTNERSHIP		13,050.00
10/22/26	45718	2020N	Invoice: 65410	12,565.00	
		1015SC	COASTLAND CIVIL ENGINEERING LLP		12,565.00
10/22/26	45719	2020SC	Invoice: 35419	6,050.00	
		1015SC	CONNREX DIGITAL		6,050.00
10/22/26	45720	2020SC	Invoice: 16089	1,311.00	
		1015SC	DIXON/SOLANO RCD WATER QUALITY COALITIO		1,311.00
10/22/26	45721	2020SC	Invoice: 6009	31,200.53	
		1015SC	EYASCO, INC.		31,200.53
10/22/26	45722	2020SC	Invoice: 2950	151.38	
		1015SC	FLUME INC		151.38

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10/22/26	45723	2020SC	Invoice: EMP REIM OCT 2026	270.00	
		1015SC	ZACH HYER		270.00
10/22/26	45724	2020SC	Invoice: 14547	3,881.87	
		1015SC	LIFEGUARD FIRST AID & SAFETY LLC		3,881.87
10/22/26	45725	2020SC	Invoice: 206524	43,012.50	
		1015SC	LSA ASSOCIATES, INC.		43,012.50
10/22/26	45726	2020SC	Invoice: WCP-501	9,003.84	
		1015SC	RESOURCE INNOVATIONS, INC.		9,003.84
10/22/26	45727	2020SC	Invoice: 1796	3,000.00	
		1015SC	ROCK STEADY JUGGLING		3,000.00
10/22/26	45728	2020SC	Invoice: INVWA1792	10,000.00	
		1015SC	SAN LUIS & DELTA-MENDOTA WATER AUTHORIT		10,000.00
10/22/26	45729	2020SC	Invoice: 0054027	70,331.95	
		2020SC	Invoice: 0054028	135,314.22	
		1015SC	SOLANO IRRIGATION DISTRICT		205,646.17
10/22/26	45730	2020SC	Invoice: 761423	1,873.13	
		1015SC	SPENCER BUILDING MAINTENANCE		1,873.13
10/22/26	45731	2020SC	Invoice: 636	12,642.00	
		1015SC	JOHN B WHITCOMB		12,642.00
10/22/26	45732	2020SC	Invoice: 2069119	2,256.75	
		2020SC	Invoice: 2069219	14,632.55	
		1015SC	WEST YOST & ASSOCIATES, INC.		16,889.30
10/22/26	45733	2020SC	Invoice: 50039743653	236.23	
		1015SC	WHITE CAP. LP		236.23
10/22/26	45734	2020N	Invoice: 3343935	5,825.29	
		2020N	Invoice: 3342976	2,224.90	
		2020N	Invoice: 3344881	1,520.10	
		2020N	Invoice: 3346412	2,522.87	
		1015SC	GRANITE CONSTRUCTION COMPANY		12,093.16
10/22/26	45735	2020SC	Invoice: 2026-02490	472.50	
		1015SC	TERRA REALTY ADVISORS, INC.		472.50
10/22/26	45736	2020SC	Invoice: 4345685	5.00	
		2020SC	Invoice: 4347126	595.00	
		1015SC	CAL.NET INC. - WINTERS		600.00
10/22/26	EFT 10/22/2026	2020N	Invoice: 9-495-99386	152.59	
		1015SC	FEDEX EXPRESS		152.59
10/22/26	EFT 10/22/2026	2020SC	Invoice: 39023742	17.18	
		1015SC	SUPERIOR PLUS PROPANE		17.18
10/24/26	PPE 10/24/2026	2020SC	Invoice: PPE 10/24/26	32,965.01	
		1015SC	PAYROLL TAXES		32,965.01
10/24/26	PPE 10/24/2026	2020SC	Invoice: GARNISH PPE 10/24/26	153.23	
		1015SC	CALIFORNIA STATE DISBURSEMENT UNIT		153.23
10/24/26	PPE 10/24/2026	2020SC	Invoice: 105893	124.00	
		1015SC	ONEPOINT HUMAN CAPITAL MANAGEMENT LLC		124.00
10/25/26	BARR SEPT 2026	2020SC	Invoice: BARR SEPT 2026	1,708.74	
		1015SC	COLUMBIA BANK		1,708.74
10/25/26	CAMADDO SEPT 2026	2020SC	Invoice: CAMADDO SEPT 2026	116.97	
		1015SC	COLUMBIA BANK		116.97

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10/25/26	CUETARA SEPT 2026	2020SC	Invoice: CUETARA SEPT 2026	1,408.43	
		1015SC	COLUMBIA BANK		1,408.43
10/25/26	EVANS SEPT 2026	2020SC	Invoice: EVANS SEPT 2026	617.53	
		1015SC	COLUMBIA BANK		617.53
10/25/26	FEHRENKAMP SEPT 2026	2020SC	Invoice: FEHRENKAMP SEPT 2026	1,657.00	
		1015SC	COLUMBIA BANK		1,657.00
10/25/26	FERRENTINO SEPT 2026	2020SC	Invoice: FERRENTINO SEPT 2026	437.32	
		1015SC	COLUMBIA BANK		437.32
10/25/26	FOWLER SEPT 2026	2020SC	Invoice: FOWLER SEPT 2026	487.85	
		1015SC	COLUMBIA BANK		487.85
10/25/26	FOX SEPT 2026	2020SC	Invoice: FOX SEPT 2026	781.76	
		1015SC	COLUMBIA BANK		781.76
10/25/26	GANTNER SEPT 2026	2020SC	Invoice: GANTNER SEPT 2026	3,558.00	
		1015SC	COLUMBIA BANK		3,558.00
10/25/26	HOANG SEPT 2026	2020SC	Invoice: HOANG SEPT 2026	2,298.57	
		1015SC	COLUMBIA BANK		2,298.57
10/25/26	HYER SEPT 2026	2020SC	Invoice: HYER SEPT 2026	1,517.11	
		1015SC	COLUMBIA BANK		1,517.11
10/25/26	LEE SEPT 2026	2020SC	Invoice: LEE SEPT 2026	221.73	
		1015SC	COLUMBIA BANK		221.73
10/25/26	MOORE SEPT 2026	2020SC	Invoice: MOORE SEPT 2026	1,005.73	
		1015SC	COLUMBIA BANK		1,005.73
10/25/26	POORE SEPT 2026	2020SC	Invoice: POORE SEPT 2026	28.00	
		1015SC	COLUMBIA BANK		28.00
10/25/26	RABIDOUX SEPT 2026	2020SC	Invoice: RABIDOUX SEPT 2026	1,862.44	
		1015SC	COLUMBIA BANK		1,862.44
10/25/26	RIVERA SEPT 2026	2020SC	Invoice: RIVERA SEPT 2026	729.88	
		1015SC	COLUMBIA BANK		729.88
10/25/26	SHTAYYEH SEPT 2026	2020SC	Invoice: SHTAYYEH SEPT 2026	523.82	
		1015SC	COLUMBIA BANK		523.82
10/25/26	SORENSEN SEPT 2026	2020SC	Invoice: SORENSEN SEPT 2026	18.52	
		1015SC	COLUMBIA BANK		18.52
10/25/26	STEVENSON SEPT 2026	2020SC	Invoice: STEVENSON SEPT 2026	2,115.96	
		1015SC	COLUMBIA BANK		2,115.96
10/25/26	TURLEY SEPT 2026	2020SC	Invoice: TURLEY SEPT 2026	363.50	
		1015SC	COLUMBIA BANK		363.50
10/25/26	WILLINGMYRE SEP 2026	2020SC	Invoice: WILLINGMYRE SEP 2026	2,196.88	
		1015SC	COLUMBIA BANK		2,196.88
10/26/26	EFT 10/26/2026	2020SC	Invoice: 9/10/26 - 10/8/26	3,698.59	
		1015SC	PACIFIC GAS & ELECTRIC CO,		3,698.59
10/27/26	45737	2020SC	Invoice: 4064	3,477.10	
		2020SC	Invoice: 4076	3,992.50	
		1015SC	AG INNOVATIONS NETWORK		7,469.60
10/27/26	45738	2020SC	Invoice: TS1369026	11,642.31	
		1015SC	APEX TECHNOLOGY MANAGEMENT LLC		11,642.31
10/27/26	45739	2020SC	Invoice: 25980128	843.90	
		1015SC	CALNET3 AT&T		843.90
10/27/26	45740	2020SC	Invoice: 44023971	919.01	
		1015SC	CANON FINANCIAL SERVICES, INC.		919.01

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10/27/26	45741	2020SC	Invoice: D4009901-002	1,079.00	
		1015SC	JACOBS ENGINEERING GROUP		1,079.00
10/27/26	45742	2020SC	Invoice: 11120	7,300.00	
		1015SC	CP UNLIMITED		7,300.00
10/27/26	45743	2020SC	Invoice: 002070	1,024.00	
		1015SC	CRAMER FISH SCIENCES		1,024.00
10/27/26	45744	2020N	Invoice: 920882716	6,550.00	
		1015SC	THE DAVEY TREE EXPERT COMPANY		6,550.00
10/27/26	45745	2020SC	Invoice: EXP REIM SEPT-OCT 26	209.56	
		1015SC	MARCIE FEHRENKAMP		209.56
10/27/26	45746	2020SC	Invoice: EXP REIM OCT-2026	134.85	
		1015SC	ANDREW GANTNER		134.85
10/27/26	45747	2020SC	Invoice: 9088020301	773.69	
		2020SC	Invoice: 9098181093	297.19	
		1015SC	W.W.GRAINGER, INC. DEPT 807573308		1,070.88
10/27/26	45748	2020N	Invoice: 3350623	2,509.39	
		2020N	Invoice: 3351826	1,941.49	
		1015SC	GRANITE CONSTRUCTION COMPANY		4,450.88
10/27/26	45749	2020SC	Invoice: 647435	175.00	
		1015SC	M&M SANITARY LLC		175.00
10/27/26	45750	2020N	Invoice: 2609J25	267.00	
		2020N	Invoice: 2610275	89.00	
		1015SC	MCCAMPBELL ANALYTICAL, INC.		356.00
10/27/26	45751	2020N	Invoice: 17208194	102.30	
		2020N	Invoice: 17217418	269.88	
		2020N	Invoice: 17218880	235.24	
		1015SC	PAPE MACHINERY		607.42
10/27/26	45752	2020SC	Invoice: JUL - SEP 2026	34,675.00	
		2020SC	Invoice: USBR Q1	5,900.00	
		1015SC	PUTAH CREEK COUNCIL		40,575.00
10/27/26	45753	2020SC	Invoice: 3142766	50.00	
		1015SC	RECOLOGY HAY ROAD		50.00
10/27/26	45754	2020SC	Invoice: 034-NOV-2026	10,000.00	
		1015SC	REEB GOVERNMENT RELATIONS, LLC		10,000.00
10/27/26	45755	2020SC	Invoice: EXP REIM OCT 2026	43.01	
		1015SC	ELISE SHTAYYEH		43.01
10/27/26	45756	2020U	Invoice: SEPT - 2026	962.47	
		1015SC	SOLANO COUNTY FLEET MANAGEMENT		962.47
10/27/26	45757	2020SC	Invoice: 0054098	3,056.37	
		1015SC	SOLANO IRRIGATION DISTRICT		3,056.37
10/27/26	45758	2020SC	Invoice: SEC875548	180.10	
		1015SC	CHARLES LOMELI, TAX COLLECTOR		180.10
10/27/26	45759	2020N	Invoice: 3028624	3,741.00	
		1015SC	SOMACH, SIMMONS & DUNN		3,741.00
10/27/26	45760	2020SC	Invoice: 006492990046 NOV 26	2,673.97	
		1015SC	STANDARD INSURANCE COMPANY		2,673.97
10/27/26	45761	2020SC	Invoice: 84066	12,831.75	
		1015SC	VERDANTAS INC.		12,831.75
10/27/26	45762	2020N	Invoice: US01U002264822	9,786.00	
		2020N	Invoice: US01U002276760	3,914.00	

SOLANO COUNTY WATER AGENCY
Cash Disbursements Journal
For the Period From Oct 1, 2026 to Oct 31, 2026
Filter Criteria includes: Report order is by Date. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
		1015SC	ERNST & YOUNG U.S. LLP		13,700.00
10/27/26	45763	2020SC	Invoice: 625	421.25	
		2020SC	Invoice: 626	8,819.79	
		2020SC	Invoice: 627	3,065.47	
		1015SC	TRPA FISH BIOLOGISTS		12,306.51
10/27/26	EFT 10/27/2026	2020SC	Invoice: 8551005383058	310.60	
		2020SC	Invoice: 8551005383059	53.10	
		1015SC	RECOLOGY VACAVILLE SOLANO		363.70
10/27/26	EFT 10/27/2026	2020SC	Invoice: CL74786	1,739.99	
		1015SC	INTERSTATE OIL COMPANY		1,739.99
10/27/26	EFT 10/27/2026	2020SC	Invoice: 16P7-CJWR-RHTC	67.27	
		2020SC	Invoice: 19GV-KFK3-NJVD	10.26	
		2020SC	Invoice: 19NJ-3VGD-YL4H	31.78	
		1015SC	AMAZON CAPITAL SERVICES, INC.		109.31
10/28/26	EFT 10/28/2026	2020SC	Invoice: 6155121327	1,646.80	
		1015SC	VERIZON WIRELESS		1,646.80
10/29/26	EFT 10.29.2026	2020SC	Invoice: PEPRA PPE 10.24.26	14,022.11	
		2020SC	Invoice: PPE 10.24.26	10,249.28	
		2020SC	Invoice: SIP PPE 10.24.26	9,545.66	
		1015SC	CALPERS		33,817.05
	Total			2,429,372.37	2,429,372.37

SOLANO COUNTY WATER AGENCY

MEMORANDUM

TO: **Board of Directors**

FROM: **Chris Lee, General Manager**

DATE: **November 4, 2026**

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

Water Supply Update

October 1st signifies the beginning of the new 2026-2027 water year.

With the start of the new water year, we are seeing El Niño strengthen.

As of November 4, Lake Berryessa is at elevation 427.38 feet, 85% full. From a water supply perspective, we are looking to be in good shape for several years to come.

Our State Water Project allocation remains at 60% for the year.

Short-term and seasonal precipitation forecasts are shown in the figures below.

El Niño Status

As El Niño becomes increasingly established in the atmosphere, it is promoting a weather pattern featuring persistent low pressure off the West Coast and a ridge of high pressure across the central United States.

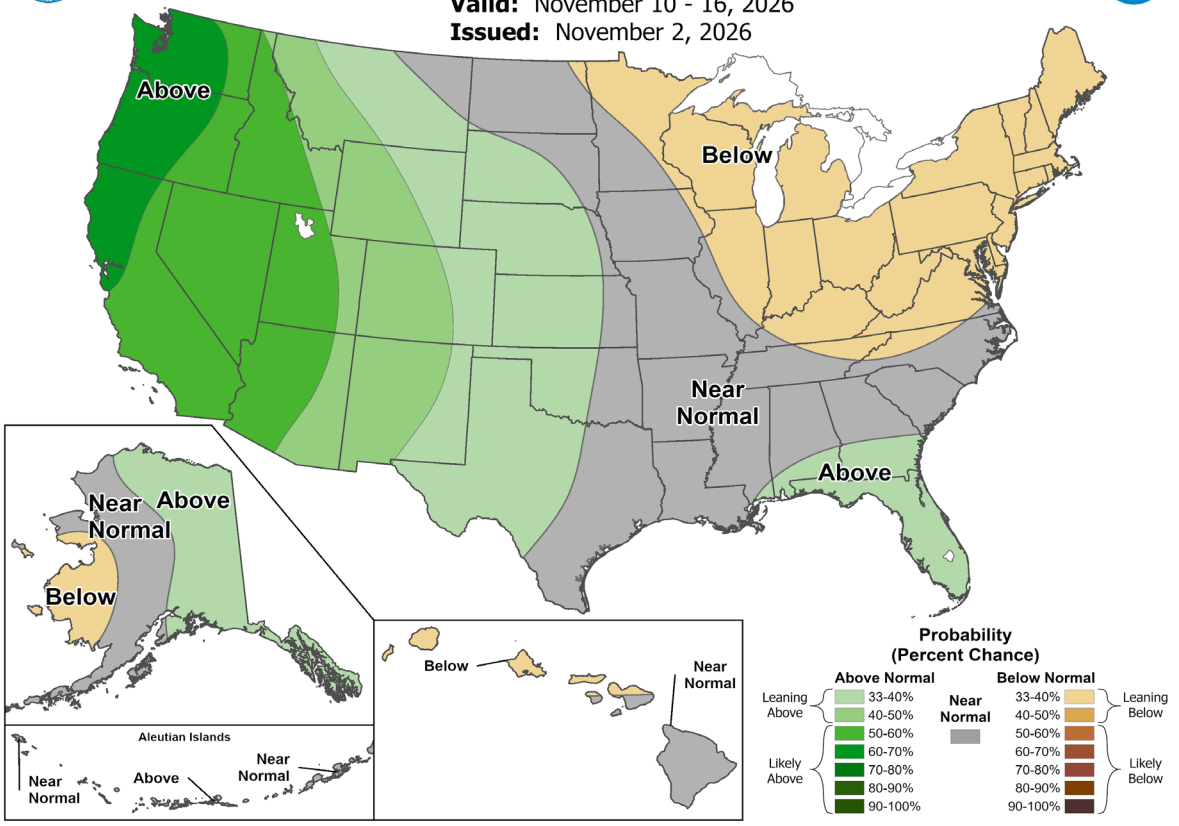
These long-lasting configurations are particularly effective at directing moisture-rich atmospheric rivers into California. Forecast models indicate the first notable atmospheric river of the season may develop during the middle of November, with a Gulf of Alaska low helping maintain an active storm track.

California could experience one or two significant rain events between November 11th and 16th as the current stable air mass shifts eastward.

810 Vaca Valley Parkway, Suite 202
Vacaville, California 95688
Phone (707) 451-6090 • www.scwa2.com

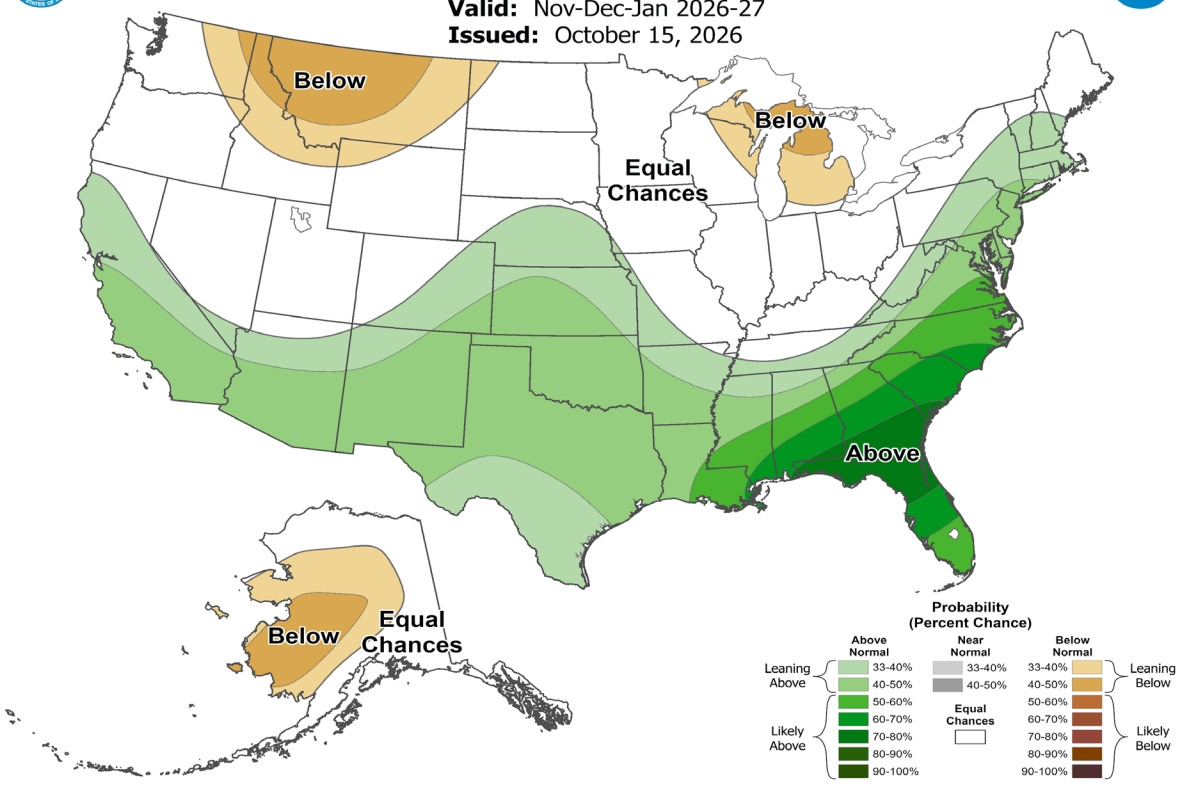
8-14 Day Precipitation Outlook

Valid: November 10 - 16, 2026
Issued: November 2, 2026



Seasonal Precipitation Outlook

Valid: Nov-Dec-Jan 2026-27
Issued: October 15, 2026



Bay Delta Plan[1] Update

The State Water Board (SWB) adopted an update to the Bay-Delta Water Quality Control Plan on October 29th, incorporating certain elements of the Healthy Rivers and Landscapes (HRL) pathway.

The Board's action followed a two-day public meeting that included presentations from SWB staff and extensive public comment from HRL participants, Tribal representatives, water agencies, and other stakeholders. Prior to adoption, the Board made several revisions to the draft Bay-Delta Plan, including modifications requested by public water agencies.

While adoption of the updated Bay-Delta Plan marks a significant milestone, important questions and concerns remain. Because the Plan does not fully incorporate the HRL pathway and includes numerous changes from the October 16th draft, the Water Agency and its Member Agencies must thoroughly review the final adopted version to fully assess its implications for local water supplies. Of particular concern is the Plan's insufficient evaluation of impacts to groundwater resources that may result from reduced surface water availability.

The regulatory backstop of Unimpaired Flows is still fundamentally flawed as a catch all for every watershed. It needs considerable revision and should be adapted to individual watershed conditions.

Although this action represents a historic development in Delta water management, significant questions remain regarding implementation, regulatory certainty, water supply reliability, and the long-term impacts on both surface water and groundwater resources.

Golden Mussel Update[2]

Although locals are still using Lake Berryessa, the boating season is all but over. Staff and Concessionaires will still inspect and decontaminate watercraft as necessary. There are no substantive updates currently.

LPCCC Update

2026 Salmon Run Has Started!
The fall pulse flow is released each year to attract salmon into the spawning grounds of Putah Creek, near Winters, CA. This year, the pulse flow started on Oct 25, 2026, taking about a day and half to reach the bottom of the Creek in the Yolo Bypass Wildlife Area. The Los Rios Check

[1] The Bay-Delta Water Quality Control Plan is a policy document adopted by the State Water Resources Control Board that establishes water quality control measures and flow requirements needed to provide reasonable protection of the beneficial uses in the San Francisco Bay/Sacramento-San Joaquin Delta estuary.
[2] In the fall of 2024, Golden Mussels were observed in the Sacramento-San Joaquin Delta. At Lake Berryessa, there are two options for launching: a 30-day quarantine after your boat is sealed with a red tag or going through the hot water decontamination process at Markley Cove or Steel Canyon Recreation Area. Lake Berryessa was the first reservoir to require decontamination of vessels coming from the Delta.

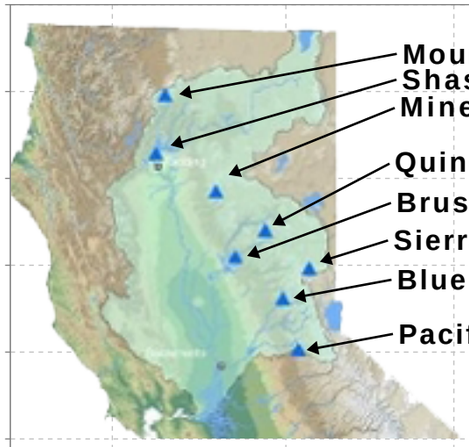
Dam, located in the Wildlife Area, is removed right before pulse flow arrival. The pulse flow lasts about one week. As of Nov 3, 2026, 94 adult salmon had arrived at the counting weir on the UC Davis Riparian Reserve. After scientists do some measurements, the salmon continue their journey to Winters.

This year, extreme amounts of aquatic weeds caused debris management issues, partially blocking the check dam. However, local farmers were ready with heavy equipment and were able to clear the debris jam that day. Here is a video of weeds washing away after the jam was cleared.

Winters Salmon Festival Nov 7, 2026
The Winters Salmon Festival is planned for 11am-4pm Nov 7, 2026, in downtown Winters in Rotary Park. Bands, crafts, food, art, it's a family friendly event celebrating the annual return of the salmon! New this year, guided hikes down along the Creek. The big mobile aquarium will also be present with live salmon and maybe some sturgeon.

Lower Putah Creek Coordinating Committee (LPCCC) Monthly Meetings
The LPCCC meets publicly each month, a few hours before the regular Water Agency Board meetings. Agendas can be found on the Water Agency website https://scwa2.com/lower-putah-creek-coordinating-committee/lpccc-agendas/ You can also ask the Streamkeeper to be put on the email list at mstevenson@scwa2.com. The LPCCC is a forum for all things Putah Creek.

Northern Sierra Precipitation: 8-Station Index, November 05, 2026



Percent of Average for this Date: 19%

2016-2017 Daily Precip (wettest) 94.7

1982-1983 Daily Precip (2nd wettest) 88.5

2024 - 2025 Daily Precip 56.6

Average (1991-2020)

2025 - 2026 Daily Precip 51.6

2020-2021 Daily Precip (3rd driest) 24.0

1923-1924 (driest) 17.1

1976-1977 (2nd driest) 19.0

Current: 0.7

Cumulative Daily/Monthly Precipitation (inches)

Total Water Year Precipitation

100 95 90 85 80 75 70 65 60 55 50 45 40 35 30 25 20 15 10 5 0

Oct 1 Nov 1 Dec 1 Jan 1 Feb 1 Mar 1 Apr 1 May 1 Jun 1 Jul 1 Aug 1 Sep 1 Oct 1

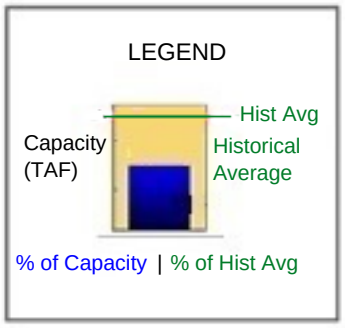
Water Year (October 1 - September 30)

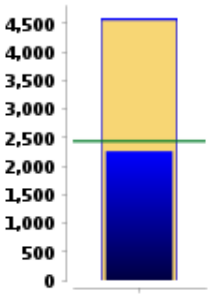


CALIFORNIA MAJOR WATER SUPPLY RESERVOIRS

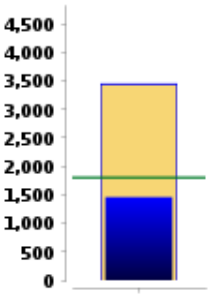
Midnight - November 4, 2026

CURRENT CONDITIONS

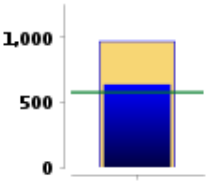




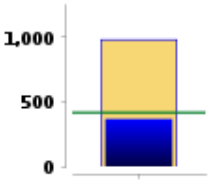
50% | 93%
Shasta



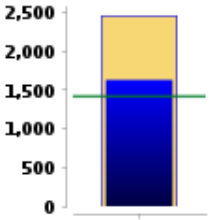
43% | 81%
Oroville



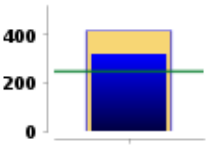
66% | 111%
New Bullards Bar



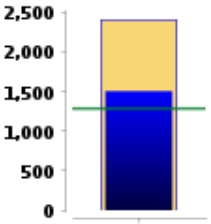
38% | 89%
Folsom



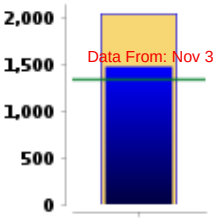
67% | 115%
Trinity



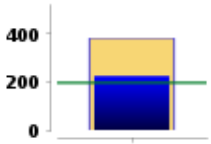
77% | 129%
Camanche



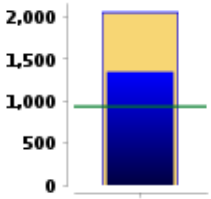
63% | 117%
New Melones



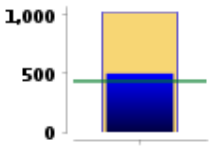
73% | 110%
Don Pedro



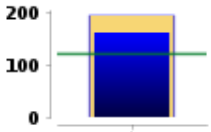
59% | 114%
Sonoma



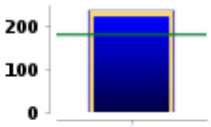
66% | 144%
San Luis



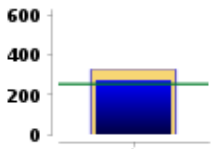
49% | 115%
McClure



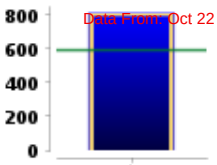
83% | 133%
Cachuma



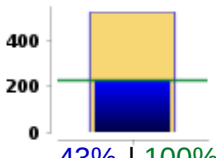
94% | 124%
Casitas



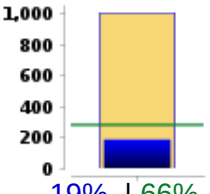
84% | 108%
Castaic



98% | 134%
Diamond Valley



43% | 100%
Millerton



19% | 66%
Pine Flat

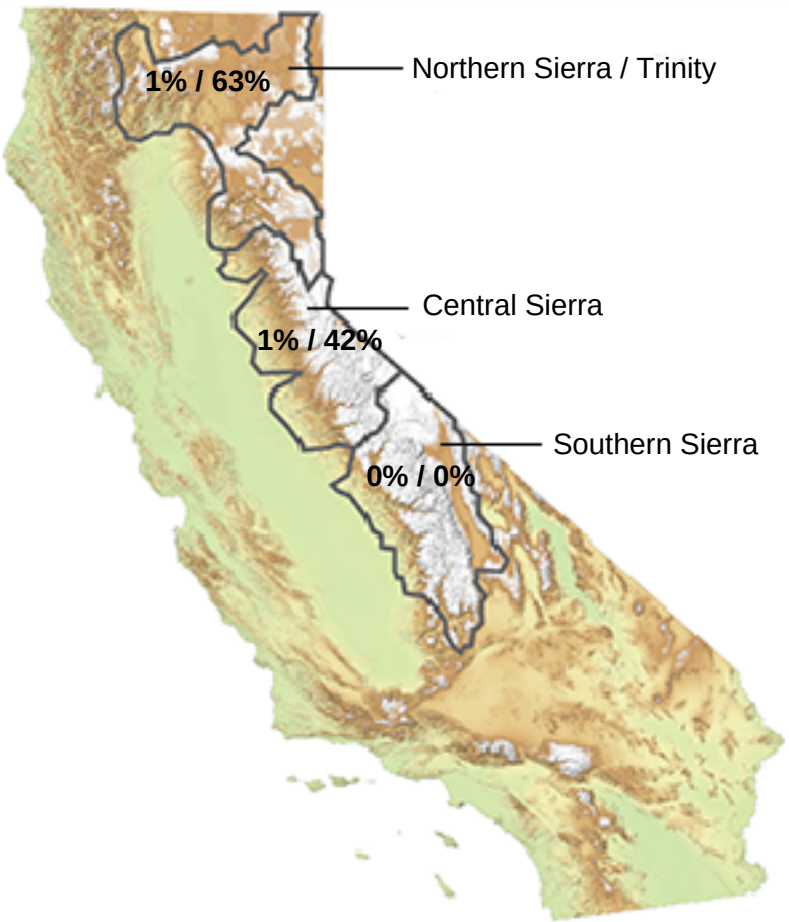
Updated 11/05/2026 01:48 PM



STATEWIDE SNOW WATER CONTENT

CURRENT REGIONAL SNOWPACK FROM AUTOMATED SNOW SENSORS

% of April 1 Average / % of Normal for This Date



NORTH	
Data as of November 4, 2026	
Number of Stations Reporting	33
Average snow water equivalent (Inches)	0.2
Percent of April 1 Average (%)	1
Percent of normal for this date (%)	63

CENTRAL	
Data as of November 4, 2026	
Number of Stations Reporting	55
Average snow water equivalent (Inches)	0.4
Percent of April 1 Average (%)	1
Percent of normal for this date (%)	42

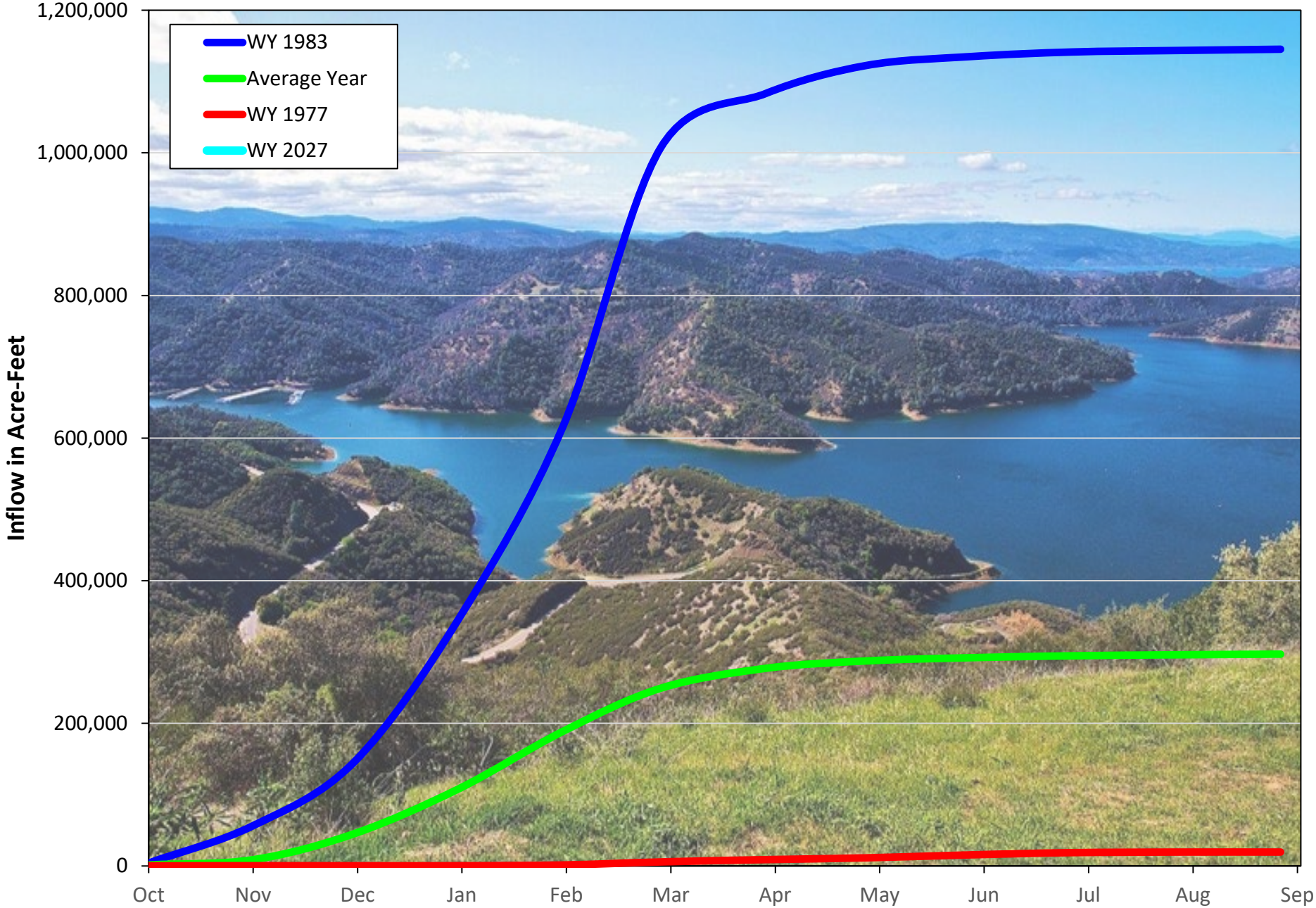
SOUTH	
Data as of November 4, 2026	
Number of Stations Reporting	25
Average snow water equivalent (Inches)	0.1
Percent of April 1 Average (%)	0
Percent of normal for this date (%)	0

STATE	
Data as of November 4, 2026	
Number of Stations Reporting	113
Average snow water equivalent (Inches)	0.3
Percent of April 1 Average (%)	1
Percent of normal for this date (%)	45

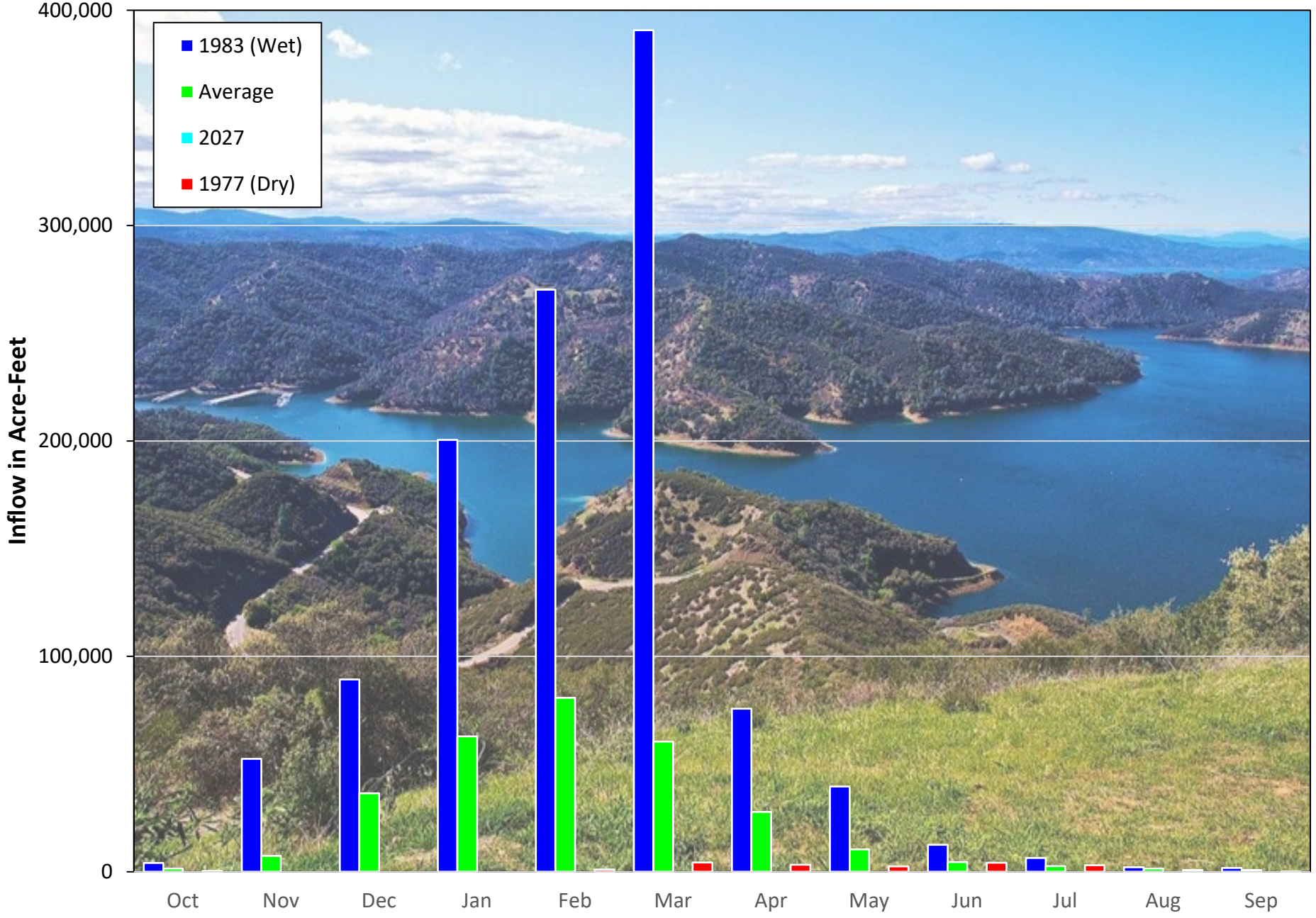
Statewide Average: 1% / 45%

Data as of November 4, 2026

Annual Lake Berryessa Inflow



Annual Lake Berryessa Inflow



Time Period Covered: October 2026

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

Construction Contract Change Orders (15% of original project costs or $220,000, whichever is less) – None.

Construction Contracts ($220,000 and less) –

- J.T. Martin Trucking Inc. – Ulatis Materials Handling and Transport – $50,000

Professional Service Agreements ($100,000 and less) – None.

Non-Professional Service Agreements ($100,000 and less) – None.

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

WATER ADVISORY COMMISSION UPDATES

SOLANO WATER ADVISORY COMMISSION (SWAC)
Meeting Minutes
October 22, 2026

Present:

Agency	Members
SCWA	Chris Lee, Alex Rabidoux, Deborah Barr, Tuyet Hoang
Benicia	Rainier Garcia (online)
Dixon	Jordan Santos
Fairfield	Michael Hether
Rio Vista	
Vacaville	Justen Cole, Tim Hawkins
Vallejo	Melissa Cansdale, Beth Schoenberger (online), Jeff Barich (online)
Solano County	Misty Kaltreider, Austin Miller
RD 2068	
SID	Paul Fuchslin, Cary Keaten
Dixon RCD	
FSSD	
MPWD	
UC Davis	Joel McCoy (online)
Other	

The meeting was called to order at 10:01 AM.

1. Bylaws

No updates regarding bylaws.

2. Bay-Delta Plan

Alex Rabidoux (Water Agency) reported that on October 16, 2026, the State Water Resources Control Board (SWRCB) had circulated its responses to comments on the latest Bay-Delta Plan update ahead of the October 28–29, 2026, hearing. Staff were reviewing the information, which did not appear to have any substantial changes regarding Putah Creek for this update. The SWRCB responded to similar concerns raised by Yolo County regarding Cache Creek, including cold-water classification, connectivity to the Delta, and mercury.

Members discussed coordinating local elected officials' participation in the hearing and preparing talking points that agencies could tailor to their communities. Comments could address local water supply and groundwater impacts, potential financial effects, and the benefits of the Putah Creek Accord.

Members also discussed developing a coordinated public outreach strategy to explain potential regional impacts of the Bay-Delta Plan. They agreed that a smaller staff-level group should identify objectives, audiences, and messaging after the hearing, with legal counsel and a public relations firm considered as resources. Michael Hether (Fairfield) offered to share a public relations firm contact. Alex Rabidoux will coordinate next steps and arrange a November subcommittee meeting before the December 9, 2026, SWAC meeting.

3. Water Accounting, Transfers, Exchanges

Alex Rabidoux (Water Agency) reported that there were no significant updates. He noted that water transfers with the Westside agencies were occurring and that he would follow up with those agencies to confirm how the transfers were progressing as well as determine if there were any outstanding water accounting matters. He also reported that the Westside agencies had previously indicated that they had sufficient water and were not interested in pursuing additional transfers at that time.

4. Solano Project CIP

Chris Lee (Water Agency) reported that the Solano Project is nearly 70 years old and that the Agency's current funding is insufficient to keep pace with its capital improvement needs. Deborah Barr (Water Agency) noted that the Agency had identified approximately $40 million in projects but can contribute about $1 million annually, compared with an estimated $4 million needed to maintain the current program.

Members discussed potential funding options, including water charges, a service fee under Proposition 218 or Proposition 26, bonds, and member agency contributions. They also emphasized reviewing agencies' priorities and expenditures, communicating potential rate impacts to elected officials and ratepayers, and coordinating among member agencies before developing recommendations. A more focused discussion is expected in January or February 2027, following smaller discussions among Solano Project members.

5. NBA AOO Update

Alex Rabidoux indicated that a focused discussion with North Bay Aqueduct members regarding Area of Origin matters would be held separately or deferred until after the meeting.

6. SP-NBA Intertie Update

Deborah Barr (Water Agency) reported that she met with the Maine Prairie Water District Board and that staff were refining a fourth alternative for both the agricultural water connection and the municipal connection. The Agency is continuing to work with Coastland Engineering and expects survey work to begin in November 2026. Staff anticipate bringing the refined alternatives back to the participating agencies around January or February 2027 after additional value engineering work is completed.

Deborah Barr reported that the fourth alternative for the agricultural connection had reduced the estimated project cost to approximately $19 million, including a 30 percent contingency, compared with earlier alternatives estimated at approximately $40 million to $50 million. She noted that the estimate includes approximately $4.4 million for grading and $1.4 million for easements. With additional negotiations and cost-sharing by landowners, the agricultural connection could potentially be reduced to approximately $10 million to $12 million. The municipal and industrial (M&I) connection was estimated at approximately $10 million.

Deborah Barr explained that the next step will be to determine how to advance the project toward a state of readiness, including how to fund preliminary design and ultimately complete design. She noted that grant funding may be available to support future phases. Members discussed the importance of clearly explaining the project's benefits and how water wheeling and exchanges could work in practice so that participating agencies can evaluate the value of

the project. Justen Cole (Vacaville) noted that agencies expected to participate should understand their respective roles and financial commitments prior to funding. Deborah Barr indicated that the Water Agency could help develop exhibits and hypothetical examples to demonstrate how the system could operate. She noted that the Agency has largely used the funds previously set aside for the current feasibility work.

7. Water Agency General Manager's Report
   a. Water Agency Board Items: Chris Lee (Water Agency) reported that the next Water Agency Board meeting was scheduled for November 12, 2026. A staff presentation may include an update on the Salmon Festival and fish in the system. Discussion is expected to occur in closed session regarding the Bay-Delta Plan and the Area of Origin lawsuit.

   b. North Bay Aqueduct: No additional updates provided.

   c. Solano Project: Deborah Barr (Water Agency) reported that the Agency has begun preparing for potential high-water events by clearing vegetation and addressing the soft plug associated with the overflow at Putah Diversion Dam to help ensure that the facility functions as designed. She also reported that the Agency participated in a regional flood emergency management meeting and encouraged local agencies to ensure their representatives participate in ongoing regional coordination efforts.

   d. Bay Delta Planning Issues: No additional updates beyond prior discussion.

   e. Flood Management Issues: Misty Kaltreider (Solano County) reported that the County planned to provide its Board of Supervisors with an update on El Niño preparedness, including coordination with local agencies, culvert cleaning, ditch maintenance, and public outreach. The County's Office of Emergency Services will also encourage residents to sign up for Alert Solano, the County's regional emergency notification system, and take other preparedness measures.

      Cary Keaten (SID) reported that SID is cleaning ditches and addressing drainage crossings along rural county roads. He noted a situation with the California Department of Fish and Wildlife (CDFW) regarding maintenance work at a drainage facility in an industrial subdivision near Cordelia Road, and a difference of jurisdictional opinion. Paul Fuchslin (SID) clarified that the drainage originates within the industrial subdivision and flows into a ditch. He explained that the work was necessary because the area had flooded in a prior storm, affecting nearby businesses. Cary Keaten asked for member agencies' input to see if there were any similar experiences. Members discussed the importance of completing necessary drainage maintenance while addressing regulatory requirements.

   f. Other Regional and State Issues: Deborah Barr reported that the Department of Water Resources would provide an update on the Little Egbert Tract project at the Solano Regional Drainage and Flood Working Group meeting scheduled after the SWAC meeting. The Water Agency offered to distribute the presentation to member agencies. She noted that the project could affect water quality and the ability to divert water supplies.

      Alex Rabidoux explained that a hydrodynamic study completed approximately 10 years ago identified Little Egbert Tract as having potentially significant effects on the

North Bay Aqueduct compared with other restoration projects. He noted that the project's effects, including potential changes to organic carbon, are complex and that the Water Agency intends to continue reviewing and commenting on the project from both North Bay Aqueduct and flood management perspectives. Deborah Barr reported that the project's draft Environmental Impact Report is anticipated around March 2027, and the Agency wants to ensure that local agencies are aware to have adequate time to review and comment.

g. Other Issues: No additional issues reported.

8. Groundwater Planning

a. SGMA Update: Alex Rabidoux (Water Agency) reported that there were no major updates regarding the Solano Subbasin Groundwater Sustainability Agency. Staff have begun reviewing the initial materials for the Proposition 218 fee study prepared by Luhdorff & Scalmanini Consulting Engineers. An update is anticipated for the GSA Board, which is not scheduled to meet until January 2027. Alex Rabidoux noted that the direction from the GSA collaborative is to keep fees as reasonable as possible, although an increase is anticipated due to rising costs and the need to support the program. A draft fee study is expected to be presented to the GSA Board in January 2027 for review and feedback.

Misty Kaltreider (Solano County) asked whether the GSA or its Technical Advisory Committee would review and comment on the proposed Suisun expansion project. Chris Lee (Water Agency) confirmed that both the Water Agency and the GSA intend to provide comments. Alex Rabidoux noted the importance of coordinating with the County, noting that the Water Agency has concerns regarding the project from both a regional water supply and groundwater management perspective, including questions raised during a recent meeting with the City of Rio Vista.

9. Solano County Report

Misty Kaltreider (Solano County) reported that the County planned to present an El Niño preparedness update to the Board of Supervisors, including its coordination with local agencies, maintenance activities, and public outreach. She also reported that the Stevenson Bridge project was substantially complete and that a ribbon-cutting ceremony may occur in mid-November 2026. Misty Kaltreider thanked the Water Agency and its staff for coordinating with the County to complete the project before the Salmon Festival

10. Other Topics

Alex Rabidoux (Water Agency) noted that the Association of California Water Agencies (ACWA) Region 2 and Region 4 event would be held on November 4, 2026, and reported that approximately 47 participants had registered. The event will include a tour of Putah Diversion Dam, Winters Putah Creek Park, and the fish-counting weir at Nishikawa, with an opportunity to observe salmon and learn about ongoing fisheries work. The program will include presentations from agency representatives, UC Davis, and the Department of Water Resources, as well as discussions regarding predation, the Bay-Delta Plan, climate conditions, the Yolo Bypass, and flood operations.

Cary Keaten (SID) encouraged members to register for the ACWA event and offered to forward the agenda. He reviewed several planned speakers and topics, including comments from

Assembly Majority Leader Cecilia Aguiar-Curry, presentations regarding fisheries and predation, a discussion of the status of the Bay-Delta Plan and implementation of Healthy Rivers and Landscapes, and presentations on climate outlooks, the Yolo Bypass, and flood control operations. Chris Lee (Water Agency) also noted that the annual Salmon Festival was scheduled for November 7, 2026, and that fish were expected to be present in the system.

11. Public Comments

No public comments were made.

The meeting was adjourned at 11:34 am.

NEXT MEETING: Wednesday, December 9, 2026.

ACTION OF
SOLANO COUNTY WATER AGENCY

DATE: **November 12, 2026**

SUBJECT: **Contract with Verdantas for the Putah Creek 106A Restoration Project**

RECOMMENDATIONS:

Authorize General Manager to execute contract with Verdantas for the Putah Creek 106A Restoration Project. The contract will develop and finalize the Design and Permitting Documents.

FINANCIAL IMPACT:

Not to exceed cost of $931,475. Funding for the Putah Creek 106A Restoration Project is included in the Proposed FY 2026/2027 budget, with the majority of funding being reimbursed by the Wildlife Conservation Board's 106A grant.

BACKGROUND:

In November 2025 the Water Agency was awarded a $1.21M planning grant for the Putah Creek Fish Passage at County Road 106A by the California Wildlife Conservation Board. The primary purpose of the planning grant is to develop engineering design and permit documents to address the fish passage issue at County Road 106A. As part of the grant, there will be a Technical Advisory Committee (TAC) formed, a variety of surveys including special status plants, fish, and cultural surveys done. A significant portion of the grant and the Verdantas contract will be on the engineering design, basis of design report, and state and federal permitting documents. Verdantas was selected as the preferred consultant based on their existing restoration experience along the Yuba, American, and Sacramento Rivers. Verdantas has also been working with Yolo County on drainage improvements in the Yolo Bypass for many years. The combined restoration and drainage improvement experience is exactly what is needed for the Road 106A project.

RELEVANCE TO 2016-2030 SCWA STRATEGIC PLAN:

Approval of the agreement supports Goals 1 (Water Supply Management), 4 (Water Resource Resiliency), and 7 (Natural Resources Stewardship) by advancing restoration along Lower Putah Creek while also helping to protect Solano Project water supplies.

Recommended: _____
Chris Lee, General Manager

☐ Approved as Recommended	☐ Other (see below)	☐ Continued on next page

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Modification to Recommendation and/or other actions:

I, Chris Lee, 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 November 12, 2026, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

_____
Chris Lee
General Manager & Secretary to the
Solano County Water Agency

Name of Project: **Road 106A Fish Passage Project, Design & Permit Support**

SOLANO COUNTY WATER AGENCY

AGREEMENT FOR PROFESSIONAL SERVICES
(***Professional Services/Architects/Engineers***)

THIS AGREEMENT, **effective November 12, 2026**, is between SOLANO COUNTY WATER AGENCY, a public agency existing under and by virtue of Chapter 573 of the 1989 statutes of the State of California, hereinafter referred to as "Agency," and Verdantas Inc., a professional design services provider, hereinafter referred to as "Contractor" or "Verdantas."

The Agency requires services for **Road 106A Fish Passage Project, Design & Permit Support**; and the Contractor is willing to perform these services pursuant to the terms and conditions set out in this Agreement.

IT IS MUTUALLY AGREED, as follows:

l. **SCOPE OF SERVICES**

The Agency hereby engages the Contractor, and the Contractor agrees to perform the services for habitat accounting and peer review of project design, as described in Exhibit A, in accordance with the terms of this Agreement and any applicable laws, codes, ordinances, rules or regulations. Services must be conducted by Contractor in a manner consistent with that level of care and skill ordinarily exercised by other members of the engineering and science professions currently practicing under similar conditions. In case of conflict between any part of this Agreement, this Agreement shall control over any Exhibit.

2. **COMPENSATION**

Compensation for services shall be as follows: Hourly rate of personnel plus any allowed reimbursable expenses based on unit costs as indicated on any allowed reimbursable expense in Exhibit B **not to exceed $931,475** for all work contemplated by this Agreement.

3. **METHOD OF PAYMENT**

Payment for services will be approved by the Agency's representative only if all Agreement requirements have been met.

Invoices must be submitted monthly, and upon confirmation of conformance with the requirements set forth in this Agreement and approval by the Agency's representative, the Agency shall pay the Contractor within thirty (30) days for fees and allowed expenses incurred the prior month. *Invoices that are over 6 months old will not be approved or paid by the Agency.* **In no event shall the cumulative total paid pursuant to this agreement exceed the maximum amount provided for in paragraph 2 of this Agreement.**

Every invoice shall specify hours worked for each task identified in Exhibit A undertaken. To be approved by payment, any allowed reimbursable expenses will need supporting written documentation such as receipts and mileage logs.

Each invoice shall be accompanied by a spreadsheet showing, by month, costs incurred to date for the project broken down by the Tasks identified in Exhibit A. The spreadsheet shall show, for each task, budget amounts, total expended and remaining amounts. The spreadsheet shall show a subtotal for each fiscal year covered by this Agreement. Any amendments to this Agreement which are mutually agreed to and executed shall be listed and incorporated into spreadsheet. An example of a typical spreadsheet shall be provided by the Agency.

4. **TIME OF PERFORMANCE**

This Agreement shall become effective as of the date specified on the first page of this Agreement, which shall be a date after full execution of the Agreement, and said services will take place between this date and **June 30, 2028**, which shall be the date of expiration of this Agreement.

5. **MODIFICATION AND TERMINATION**

This Agreement may be modified or amended only by written instrument signed by the Parties hereto, and the Contractor's compensation and time of performance of this Agreement shall be adjusted if they are affected by such modification or amendment.

Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion be approved in advance, in writing, by the Agency's General Manager.

This Agreement may be terminated by either party at any time, without cause, upon five (5) business days' written notification to the Contractor.

Following termination by the Agency or the Contractor, the Contractor shall be reimbursed for all expenditures made in good faith in accordance with the terms of this Agreement that are unpaid at the time of termination.

6. INDEMNIFY AND HOLD HARMLESS

To the extent permitted by law and consistent with California Civil Code §§ 2782 et seq., Contractor agrees to indemnify, including the cost to defend, Solano County Water Agency and its officers, officials, employees, and authorized representatives from and against any and all claims, demands, costs, or liability that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of Contractor and its employees or agents in the performance of services under this contract, but this indemnity does not apply to liability for damages arising from the sole negligence, or willful acts of the Solano County Water Agency; and does not apply to any passive negligence of the Solano County Water Agency unless caused at least in part by the Contractor.

7. **INSURANCE**

Minimum Insurance Requirements: Contractor shall procure and maintain for the duration of this Agreement, insurance against claims for injuries or death to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by Contractor, its agents, representatives, employees or subcontractors. Contractor may meet the requirements below with primary or excess coverage.

Coverage – Insurance coverage shall be at least as broad as the following:

1. **Commercial General Liability (CGL) -** Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury with limit of at least two million dollars ($2,000,000) per occurrence or the full per occurrence limits of the policies available, whichever is greater for. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (coverage as broad as the ISO CG 25 03, or ISO CG 25 04 endorsement provided to Solano County Water Agency) or the general aggregate limit shall be twice the required occurrence limit.

2. **Automobile Liability -** (If necessary) Insurance Services Office (ISO) Business Auto Coverage (Form CA 0001), covering Symbol 1 (any auto) or if Design Professional has no owned autos, Symbol 8 (hired) and 9 (non-owned) with limit of one million dollars ($1,000,000) for bodily injury and property damage each accident.

3. **Workers' Compensation Insurance -** as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease. **Waiver of Subrogation:** The insurer(s) named above agree to waive all rights of subrogation against the Solano County Water Agency, its directors, officers, employees, and authorized volunteers for losses paid under the terms of this policy which arise from work performed by the Named Insured for the Agency; but this provision applies regardless of whether or not the Solano County Water Agency has received a waiver of subrogation from the insurer.

4. **Professional Liability** - (also known as Errors & Omission) Insurance appropriate to the Contractors profession, with limits no less than $1,000,000 per occurrence or claim, and $2,000,000 policy aggregate.

Claims-Made Policies: If any of the required policies provide coverage on a claims-made basis for professional liability, then the following requirements apply:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained and evidence of insurance must be provided **for at least five (5) years after completion of the contract work.**
3. If coverage is canceled or non-renewed, and not **replaced with another claims-made policy form with a Retroactive Date** prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of **five (5)** years after completion of contract work.

If the Contractor maintains broader coverage and/or higher limits than the minimums shown above, er Agency shall be entitled to the broader coverage and/or higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Agency.

Other Required Provisions: The Commercial General Liability policy must contain, or be endorsed to contain, the following provisions:

1. **Additional Insured Status:** Agency, its directors, officers, employees, and authorized representatives are to be given insured status insurance (at least as broad as ISO Form CG 20 10 10 01 with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage may be provided in the form of an endorsement to the Contractor's insurance.

2. **Primary Coverage:** For any claims related to this project, the Contractor's insurance coverage shall be primary at least as broad as ISO CG 20 01 04 13 as respects to the Agency, its directors, officers, employees, agents, and authorized volunteers. Any insurance or self-insurance maintained by the Agency, its directors, officers, employees, agents, and authorized representatives shall be excess of the Contractor's insurance and shall not contribute with it.

Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the Agency.

Self-Insured Retentions: Self-insured retentions must be declared to and approved by the Agency. The Agency may require the Contractor to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or Agency.

Acceptability of Insurers: Insurance is to be placed with insurers having a current A.M. Best rating of no less than A:VII or as otherwise approved by Agency.

Verification of Coverage: Contractor shall furnish the Agency with certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the Agency before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The Agency reserves the right to require complete, certified copies of all required insurance policies, including policy Declaration and Endorsements pages listing all policy endorsements.

Subcontractors: Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that Agency is an additional insured on insurance required from subcontractors.

8. **COMPLIANCE WITH LAW**

The Contractor shall be subject to and comply with all federal, state and local laws and regulations applicable with respect to its performance under this Agreement, including but not limited to, licensing, employment and purchasing practices; and wages, hours and conditions of employment.

9. **RECORD RETENTION**

Except for materials and records, delivered to the Agency, the Contractor shall retain all materials and records prepared or obtained in the performance of this Agreement, including financial records, for a period of at least three years after the Contractor's receipt of the final payment under this Agreement. Upon reasonable prior written request by the Agency, the Contractor shall make such materials and records available to the Agency during normal business hours at no additional charge and without restriction or limitation to State and federal governments at no additional charge.

10. **OWNERSHIP OF DOCUMENTS**

All materials and records of a finished nature, such as final plans, specifications, reports and maps, prepared or obtained in the performance of this Agreement, shall be delivered to and become the property of the Agency. All materials of a preliminary nature, such as survey notes, sketches, preliminary plans, computations and other data, prepared or obtained in the performance of this Agreement, shall be made available, upon reasonable written request, to the Agency at no additional charge and without restriction or limitation on their use. All materials of a preliminary nature that are provided to Agency are created solely for the purposes of Contractor's performance of the Services. Any unauthorized changes made by Agency to, and any re-use by Agency of the materials shall be at Agency's sole risk and without liability to Contractor.

11. **SUBCONTRACT AND ASSIGNMENT**

This Agreement binds the heirs, successors, assigns and representatives of both Parties. The Contractor shall not enter into subcontracts for any work contemplated under this Agreement and shall not assign this Agreement or monies due or to become due, without the prior written consent of the General Manager of the Agency or his designee, subject to any required state or federal approval, which shall not be unreasonably withheld.

12. **NONRENEWAL**

The Contractor understands and agrees that there is no representation, implication, or understanding that the services provided by the Contractor under this Agreement will be purchased by the Agency under a new agreement following expiration or termination of this Agreement, and Contractor waives all rights or claims to notice or hearing respecting any failure to continue purchase of all or any such services from the Contractor.

13. **NOTICE**

Any notice provided for herein are necessary to the performance of this Agreement and shall be given in writing by personal delivery or by prepaid first-class mail addressed as follows:

AGENCY	CONTRACTOR
Chris Lee, General Manager Solano County Water Agency 810 Vaca Valley Parkway, Suite 202 Vacaville, CA 95688	Jai Singh Verdantas Inc. 519 Seabright Ave, Ste. 102, Santa Cruz, CA 95062

IN WITNESS WHEREOF, the Parties have executed this Agreement the day and year first above written. If the Contractor is a corporation, documentation must be provided that the person signing below for the Contractor has the authority to do so.

SOLANO COUNTY WATER AGENCY	VERDANTAS, INC.
By:_____ Chris Lee General Manager	By: _____ Jai Singh Eco Engineering Area Leader

FOR SCWA USE ONLY

Contract Period: 11/12/2026 to 6/30/2028
File Number: AG-V-6
Account Manager: Easton Rivera
G/L Account #: 6202SC
Job Cost #: -----
Contract Type: Professional Services (Engineering)

EXHIBIT A

SCOPE OF SERVICES & BUDGET

Task 1 – Project Management **$89,164**

The Consultant will conduct monthly coordination meetings with SCWA staff as well as internal project meetings to track and maintain task progress, schedule, and budget. The Consultant will be coordinating the project team, coordinating reviews of project deliverables, as well as preparing monthly invoices.

- ***Deliverables:*** *Monthly meeting notes to summarize the coordination meetings. Monthly invoices with supporting documentation for grant reimbursement. Monthly meeting notes*

Task 2 – Technical Advisory Committee (TAC) Meeting Support **$30,150**

The Consultant will provide support for 2 stakeholder workshops to present the various Project alternatives and obtain feedback in helping to determine the preferred alternative. The Consultant will provide additional support for 3 TAC meetings to review the preferred alternative through the 30%, 65%, and 90% design stages.

- ***Deliverable:*** *Presentation slides will be put together for the 2 stakeholder workshops and up to 3 TAC meetings. Meeting summary notes will also be put together for each of the workshops and meetings.*

Task 3 – Preliminary Studies **$104,436**

The Consultant will conduct preliminary analyses and studies to support the project design. The work will include establishing a longitudinal profile from the 2025 Green LiDAR for Lower Putah Creek, a review of the existing Wood Rodgers HEC-RAS model, additional RTK-GPS surveying to supplement voids in the Green LiDAR survey, and preliminary geotechnical evaluations.

- ***Deliverable:*** *Longitudinal profile of Putah Creek for the Interdam Reach (Monticello Dam to the Putah Diversion Dam) and Lower Putah Creek (Putah Diversion Dam to the Toe Drain) in Excel and CAD formats. A refined HEC-RAS model and existing conditions simulations for the Project Reach. Topo-bathymetric survey points of pumping station locations, critical infrastructure, and data gaps. Geotechnical memorandum with surficial sampling results.*

Task 4 – Project Designs

The Consultant will evaluate alternatives and advance the fish passage and delivery designs through 30%, 65%, and 90% design drawings and specifications, based on direction from SCWA and informed by stakeholders including TAC input. Stream restoration will follow a separate design track and will be advanced through 10% and 30% design. The project design will be broken into 4 subphases as shown below.

Task 4.1 – Alternatives Analysis **$82,780**

The Consultant will develop conceptual alternatives in collaboration with SCWA staff and stakeholder input. The project alternatives will seek to improve fish passage for Chinook Salmon and enhance creek habitat while supporting existing agricultural operations and water delivery needs.

- ***Deliverables:*** *Presentation materials of the preferred alternative to be advanced to the 30% design.*

Task 4.2 – Conceptual Design (30%) $87,559

The Consultant will advance the fish passage and water delivery designs to 30%.

- ***Deliverables:*** *30% design grading surface and 30% design plans and specifications.*

Task 4.3 – Intermediate Design and Specifications (65%) $188,832

The Consultant will advance the fish passage and water delivery designs to 65%. Stream restoration designs will advance to 10% alternatives, including conceptual layouts and design concepts.

- ***Deliverables:*** *65% design grading surface and 65% design plans and specifications. 10% stream restoration alternatives.*

Task 4.4 – Draft Design and Specifications (90%) $131,937

The Consultant will advance the fish passage and water delivery designs to 90%. The plans and specifications will be advanced to a level sufficient for future bidding and construction. Stream restoration designs will advance separately to 30%.

- ***Deliverables:*** *90% design grading surface and 90% design plans and specifications, including engineer's estimate and bid item list. 30% stream restoration design surface.*

Task 5 – Basis of Design Report $51,200

The Consultant will put together the Basis of Design (BOD) Report that will summarize the historical and existing conditions review, field surveys, geotechnical evaluations, hydrologic and hydraulic analyses, design features, proposed project, and implementation schedule.

- ***Deliverables:*** *Draft BOD report at 30%, 65%, and a Draft and Final 90% report.*

Task 6 – Resource Surveys, Permitting, and CEQA Compliance $148,716

The Consultant will conduct the necessary site surveys and assessments for special-status plant surveys, aquatic resources delineation, cultural resources survey, and biological assessments. In coordination with SCWA staff, the Consultant will prepare and submit supporting documentation for environmental review and regulatory actions: CEQA Exemption, Regional Water Quality Control Board Section 401 Permit, CDFW Lake and Streambed Alteration Agreement Notification, CDFW Restoration Management Permit, USFWS Section 7 Biological Opinion, NOAA Fisheries Section 7 Biological Opinion, and Delta Stewardship Council Consistency Determination with the Delta Plan.

- ***Deliverable:*** *Documentation of the special-status plan survey, aquatic resources delineation, and cultural survey. USFWS/NMFS biological assessments, project monitoring and maintenance plan, permit applications and supporting environmental review documentations.*

Reimbursable Expenses $16,701

- Field truck, lodging and meals, mileage, equipment rental
- No Administrative Charges to be applied.

#	Description of Task	Total Cost
1	Project Management	$ 89,164
2	TAC Meeting Support	$ 30,150
3	Preliminary Studies and Resource Surveys	$ 104,436
4	Project Design, 30 / 65 / 90% Design	--------
4.1	Alternatives Analysis	$ 82,780
4.2	Conceptual Designs (30%)	$ 87,559
4.3	Intermediate Design Specifications (65%)	$ 188,832
4.4	Draft Design and Specifications (90%)	$ 131,937
5	Basis of Design Report	$ 51,200
6	Resource Surveys / Permitting / CEQA Compliance	$ 148,716
	Reimbursable Expenses	$ 16,701
	Contract Total =	**$ 931,475**

EXHIBIT B

CONSULTANT PROPOSAL

2544 Industrial Blvd, West
Sacramento, CA 95691

Memo

Date	November 5, 2026
To	Alex Rabidoux and Max Stevenson, Solano County Water Agency
From	Matthew Weber and Chris Campbell, Verdantas Inc.
Subject	Scope and Budget Proposal
Project	49921 – Putah Creek Road 106a Fish Passage Project

Introduction

Verdantas Inc. (Verdantas) is pleased to submit this scope and budget proposal to Solano County Water Agency (SCWA) for planning, engineering, and environmental services for the Putah Creek Road 106a Fish Passage Project (Project). This proposal supports the planning grant awarded to SCWA by the Wildlife Conservation Board (WCB) to develop a fish passage solution at County Road 106a while preserving the site's vehicle crossing and water diversion functions for agriculture.

The proposed services are intended to support a collaborative evaluation of fish passage, road crossing, and water management alternatives, informed by SCWA, affected landowners and stakeholders, and the technical advisory committee (TAC). As outlined below, the anticipated effort includes preliminary studies and field investigations, alternatives analysis, phased engineering design, basis of design documentation, and environmental review and permitting support. Together, these activities will advance a preferred alternative toward future implementation, with the objective of improving passage for Chinook salmon and enhancing creek habitat while supporting existing agricultural operations and water delivery needs.

Scope of Work

1. Project Management

This task covers monthly coordination meetings with SCWA and Verdantas' internal project management, including tracking task progress, schedule, and budget; coordinating the project team; preparing invoices; and coordinating quality reviews of project deliverables.

Task 1 Assumptions:

- Assumes work through June 2028 (end of grant period)

Task 1 Deliverables:

- Monthly invoices identifying charges by task (PDF)

Estimated Labor Cost: $89,164

2. TAC Meeting Support

This task supports 2 stakeholder workshops to present Project alternatives and solicit feedback to support selection of a preferred alternative. Following selection, Verdantas will support 3 technical advisory committee (TAC) meetings to review the preferred alternative as it advances through the 30%, 65%, and 90% design stages. Each workshop and TAC meeting is assumed to be 2 hours in length. This task includes preparation of meeting materials, participation, and synthesis of meeting feedback.

Task 2 Assumptions:

- 2 stakeholder workshops, each up to 2 hours, to refine alternatives
- 3 TAC meetings, each up to 2 hours, to cover the 30%, 65%, and 90% design milestones
- SCWA will identify and invite stakeholders, coordinate scheduling and meeting logistics, and confirm selection of the preferred alternative after considering stakeholder input
- Verdantas will prepare technical presentation materials and support the workshop discussions
- Verdantas staff will participate virtually

Task 2 Deliverables:

- Technical presentation materials and notes (PDF) for each meeting

Estimated Labor Cost: $30,150

3. Preliminary Studies

This task covers preliminary studies related to topo-bathymetric data collection, hydrologic and hydraulic analysis, and geotechnical data collection and synthesis. Biological and cultural resource surveys are included in Task 6.

- **Establish Longitudinal Profile** – Verdantas will use the 2025 Green LiDAR digital elevation model (DEM) to develop a detailed, LiDAR-derived longitudinal profile for Putah Creek, for the Interdam Reach (Monticello Dam to the Putah Diversion Dam) and Lower Putah Creek (Putah Diversion Dam to the Toe Drain). The longitudinal profile will be provided in both CAD and Excel formats.
- **Hydraulic Analyses** – Verdantas will review the existing HEC-RAS model developed by Wood Rodgers using the 2025 Green LiDAR DTM to identify refinements needed for the Project, particularly from Mace Blvd to the Los Rios Check Dam section. Before modeling begins, Verdantas will confirm with SCWA the model extent, available calibration or validation information, and design flow values. The model will be run to establish existing conditions. Project scenario simulations in support of the alternatives analysis, design refinement, and permitting are covered in Task 4.

- **Topographic and bathymetric surveying** – Verdantas will perform up to 4 days of RTK-GPS surveying to supplement areas not adequately covered by Green LiDAR because of vegetation, depth, or turbidity limitations. Before fieldwork, Verdantas and SCWA will prioritize pumping station elevations, surface water delivery locations, and critical design data gaps within the available survey effort. Spot checks or surveys at later design stages will count toward the same 4-day allowance. Any priority locations that cannot be surveyed within that allowance will be identified to SCWA for direction.
- **Preliminary geotechnical evaluations** – Verdantas will perform a preliminary geotechnical evaluation of the proposed siphon locations, stream rehabilitation area, and Road 106a crossing. The evaluation will include a desktop review of available geotechnical information and up to 2 site visits for visual inspections and surficial sampling. Findings will identify preliminary constraints and recommendations for further investigation. Subsurface exploration and design-level geotechnical recommendations are not included in this preliminary evaluation and will be reviewed with SCWA if needed to advance the Project designs.

Task 3 Assumptions:

- SCWA will provide the full 2025 Green LiDAR data and HEC-RAS model developed by Wood Rodgers
- 2 Staff for up to 4 days of topo-bathymetric surveying
- SCWA will coordinate site access necessary to complete up to 2 geotechnical site visits and up to 4 days of topo-bathymetric surveying
- No special permits are assumed to be required for surficial sampling

Task 3 Deliverables:

- Longitudinal profile of Putah Creek, for the Interdam Reach (Monticello Dam to the Putah Diversion Dam) and Lower Putah Creek (Putah Diversion Dam to the Toe Drain) (Excel and CAD)
- Refined HEC-RAS model and existing conditions simulations for the Project reach
- Topo-bathymetric survey points of pumping station locations and critical infrastructure/data gaps
- Geotechnical technical memorandum with surficial sampling results (PDF)

Estimated Labor Cost: $104,436

4. Project Designs

Verdantas will evaluate alternatives and advance the fish passage and water delivery designs through 30%, 65%, and 90% design drawings and specifications, based on direction from SCWA and informed by stakeholder and TAC input. Stream restoration will follow a separate design track: 10% alternatives under Task 4.3 and a 30% design under Task 4.4. Project design components will include sumps, siphons, water/gate structures, fish passage facilities, and road crossing options, as necessary to meet the Project goals of improving fish habitat while supporting existing agricultural operations.

Task 4 includes Project-scenario hydraulic simulations using the existing-conditions model refined under Task 3 to support alternatives analysis, design refinement, and permitting. Modeling assumptions and results will be documented in the Basis of Design Report under Task 5.

4.1 Alternatives Analysis

Verdantas will develop conceptual alternatives in collaboration with SCWA and present those alternatives over two stakeholder meetings (covered in Task 2). The alternatives will seek to improve passage for chinook salmon and enhance the creek habitat while supporting existing agricultural operations and water delivery needs.

Before developing alternatives, Verdantas and SCWA will agree on the number of conceptual alternatives and the level of analysis supported by the Task 4.1 budget. The comparison will address fish passage and habitat objectives, vehicle crossing functions, agricultural operations, water delivery needs, and the opportunities and constraints identified in the preliminary studies. The agreed comparison framework will be used to document the basis for SCWA's preferred alternative selection.

Task 4.1 Assumptions:

- Stakeholder input is captured in Task 2
- SCWA will confirm selection of the preferred alternative after considering stakeholder input
- The number of alternatives and level of analysis will be agreed upon with SCWA and will be commensurate with the available Task 4.1 budget

Task 4.1 Deliverables:

- Presentation materials of the preferred alternative (PDF) to be advanced to 30% design

Estimated Labor Cost: $82,780

4.2 Conceptual Designs (30%)

After SCWA confirms selection of the preferred alternative following consideration of stakeholder input, Verdantas will advance the fish passage and water delivery designs to 30%. Stream restoration designs will not be advanced until the fish passage and water delivery improvement footprints are further developed in Task 4.3.

Task 4.2 Assumptions:

- Design plans and specifications will be advanced to a sufficient level for SCWA and TAC review and feedback

Task 4.2 Deliverables:

- 30% design grading surface (LandXML and DWG)
- 30% design plans and specifications (PDF)

Estimated Labor Cost: $87,559

4.3 Intermediate Design and Specifications (65%)

Verdantas will advance the fish passage and water delivery designs to 65%. Stream restoration designs will advance to 10% alternatives, including conceptual layouts and design concepts.

Task 4.3 Assumptions:

- Design plans and specifications will be advanced to a sufficient level for permitting

Task 4.3 Deliverables:

- 10% Stream restoration alternatives (PDF)
- 65% design grading surface (LandXML and DWG)
- 65% design plans and specifications (PDF)

Estimated Labor Cost: $188,832

4.4 Draft Design and Specifications (90%)

Verdantas will address comments from the 65% design and advance the fish passage and water delivery designs to 90%. The plans and specifications for those components will be advanced to a level sufficient for future bidding and construction. Stream restoration designs will advance separately to 30%, including the restoration design surface and plan set.

Task 4.4 Assumptions:

- Includes time for addressing comments received during 65% design review and permitting
- The plans and specifications will be advanced to a level suitable for future bidding and construction, subject to resolution of final comments and permitting requirements

Task 4.4 Deliverables:

- 30% Stream restoration design surface (LandXML and DWG) and plan set (PDF)
- 90% design grading surface (LandXML and DWG)
- 90% design plans and specifications (PDF), engineer's estimate of construction costs, and bid items list

Estimated Labor Cost: $131,937

5. Basis of Design Report

The Basis of Design Report (BOD) will summarize the historical and existing conditions review, field surveys, geotechnical evaluations, hydrologic and hydraulic analyses, design features and functions, opportunities and constraints, proposed project, and implementation schedule.

Verdantas will submit a Basis of Design Report at each fish passage and water delivery design milestones: 30%, 65%, and 90%.

Task 5 Assumptions:

- The BOD report will be developed incrementally (i.e., portions of the 30% BOD may consist of outlines for sections to be developed at the 65% milestone).
- Comments on the 30% BOD will be addressed at 65% and comments on the 65% BOD will be addressed in the 90% BOD.

Task 5 Deliverables:

- Draft 30% BOD report (Word and PDF)
- Draft 65% BOD report (Word and PDF)
- Draft and Final 90% BOD report (Word and PDF)

Estimated Labor Cost: $51,200

6. Resource Surveys, Permitting, and CEQA Compliance

Verdantas will conduct the necessary site surveys and assessments, including a special-status plant survey, aquatic resources delineation, cultural resources survey, and USFWS/NMFS biological assessments. Verdantas will also develop a monitoring and maintenance plan for the Project area. In coordination with SCWA staff, Verdantas will prepare and submit supporting documentation for the following anticipated environmental review and regulatory actions: CEQA Exemption, USACE Section 404, USACE Section 408, USACE Section 10, Central Valley Flood Protection, Regional Water Quality Control Board Section 401 Permit, CDFW Lake and Streambed Alteration Agreement Notification, CDFW Restoration Management Permit, USFWS Section 7 Biological Opinion, NOAA Fisheries Section 7 Biological Opinion, and Delta Stewardship Council Consistency Determination with Delta Plan. These services cover preparation and submission of documentation.

This scope assumes that the Project qualifies for a CEQA Exemption and that the disturbance footprint remains below 5 acres. Exemption eligibility and the disturbance footprint will be confirmed during Project development. If either assumption is not met, Verdantas and SCWA will review the resulting changes to environmental documentation, scope, budget, and schedule before proceeding with additional work.

For the proposed stream restoration footprint, Task 6 includes special-status plant survey and aquatic resources delineation only. Stream restoration designs are assumed to advance only to 30%; accordingly, cultural resources survey, USFWS/NMFS biological assessments, and permitting work described above are not included for that footprint. SCWA and Verdantas will confirm the boundary between the stream restoration footprint and the other Project components before surveys and application preparation begin.

Task 6 Assumptions:

- We assume that the Project qualifies for a CEQA exemption and that the disturbance footprint will remain below 5 acres

- Since stream restoration designs will advance only to 30%, cultural resources survey, USFWS/NMFS biological assessments, and permitting work are not included for that footprint
- The scope includes preparation and initial submission of permit applications and supporting documentation. Substantial revisions, supplemental studies, or additional documentation requested by regulatory agencies beyond the stated scope will be reviewed with SCWA before proceeding

Task 6 Deliverables:

- Documentation of the special-status plant survey, aquatic resources delineation, and cultural resources survey
- USFWS/NMFS biological assessments
- Project monitoring and maintenance plan
- Permit applications and supporting environmental review documentation
- Deliverables are subject to the stream restoration exclusions

Estimated Labor Cost: $148,716

Proposed Budget

Verdantas proposes to perform these services on a time and materials basis. The estimated labor cost to perform Tasks 1 through 6 is $914,774 with $18,371 in reimbursable expenses. The total budget, including reimbursable expenses, is $933,145, as shown in the attached budget detail.

Attachment 1:
Budget Detail

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ESTIMATED PROJECT BUDGET SUMMARY

Putah Creek Road 106a Fish Passage Project
Project # 066.P000049921

Task #	Task Description	Sub-Task Total	Task Total
1	**Project Management**		**$ 89,164.00**
2	**TAC Meeting Support**		**$ 30,150.00**
3	**Preliminary Studies and Resource Surveys**		**$ 104,436.00**
4	**30 / 65 / 90 % Designs and Specs**		**$ 491,108.00**
4.1	Alternatives Analysis	$ 82,780.00	
4.2	Conceptual Designs (30%)	$ 87,559.00	
4.3	Intermediate Design Specifications (65%)	$ 188,832.00	
4.4	Draft Design and Specifications (90%)	$ 131,937.00	
5	**30 / 65 / 90 % Basis of Design Report**		**$ 51,200.00**
6	**Resource Surveys / Permitting / CEQA Compliance**		**$ 148,716.00**
6.1	Biological Surveys	$ 67,980.00	
6.2	Cultural	$ 38,338.00	
6.3	CEQA Compliance	$ 11,417.00	
6.4	Permitting	$ 30,981.00	

Labor Fee	**$**	**914,774.00**
Reimbursables	**$**	**16,701.00**
Subconsultant(s)	**$**	**-**
Total Project Budget	**$**	**931,475.00**

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ESTIMATED ENGINEERING LABOR FEES

Putah Creek Road 106a Fish Passage Project
Project # 066.P000049921

Unless expressly provided within the contract, rates are subject to increase annually on January 1 of each year.

Task #	Director	Senior Ecoengineer III Senior Ecohydrologist III	Senior Ecoengineer II Senior Ecohydrologist II	Ecoengineer II Ecohydrologist II	Project Manger	Ecoengineer I Ecohydrologist I	Engineer/ Architect/ Scientist/ Surveyor	Staff Engineer/ Architect/ Scientist/ Surveyor III	Staff Engineer/ Architect/ Scientist/ Surveyor II	Administrative/Project Controls Staff II	Administrative/Project Controls Staff I	Subtotal Labor Hours Per Task	Subtotal Labor Fee Per Task
	$340	$306	$266	$219	$201	$190	$187	$169	$160	$128	$93		
1	54	0	170	0	80	0	0	32	0	32	0	368	$ 89,164.00
2	20	0	50	0	50	0	0	0	0	0	0	120	$ 30,150.00
2.1	8		20		20							48	$ 12,060.00
2.2	12		30		30							72	$ 18,090.00
3	21	0	56	136	16	260	0	0	0	0	0	489	$ 104,436.00
3.1	8		16	120								144	$ 33,256.00
3.9	1		4	16								21	$ 4,908.00
3.10	8		20			120						148	$ 30,840.00
3.11	4		16		16	140						176	$ 35,432.00
4	70	58	287	334	426	378	80	474	274	0	40	2421	$ 491,108.00
4.1	40		120	60	120							340	$ 82,780.00
4.2	6	12	36	59	66	81	17	102	59	0	9	447	$ 87,559.00
4.3	14	27	77	127	141	175	37	219	127	0	18	962	$ 188,832.00
4.4	10	19	54	88	99	122	26	153	88	0	13	672	$ 131,937.00
5	12	0	52	152	0	0	0	0	0	0	0	216	$ 51,200.00
5.1	4		16	32								52	$ 12,624.00
5.2	6		24	80								110	$ 25,944.00
5.3	2		12	40								54	$ 12,632.00
	177	**58**	**615**	**622**	**572**	**638**	**80**	**506**	**274**	**32**	**40**	**3614**	**$ 766,058.00**

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ESTIMATED PERMITTING LABOR FEES

Putah Creek Road 106a Fish Passage Project
Project # 066.P000049921

Unless expressly provided within the contract, rates are subject to increase annually on January 1 of each year.

Task #	Principal	Director of Planning	Senior Planner	Senior Project Manager	Project Manager	Regulatory Specialist	GIS Specialist	Senior Biologist / Botanist	Senior Archaeologist	Associate Biologist	Associate Archaeologist	Staff Archaeologist	Technical Editor	Subtotal Labor Hours Per Task	Subtotal Labor Fee Per Task
	$287	$270	$197	$172	$162	$155	$139	$138	$135	$121	$116	$98	$94		
6.1			3	24			28	268	0	185				508	$ 67,980.00
6.2			10		31		10		120		90	30	4	295	$ 38,338.00
6.3	4	14	24				5	5					4	52	$ 11,417.00
6.4	7			14	26	122	18						10	190	$ 30,981.00
	11	**14**	**37**	**38**	**57**	**122**	**61**	**273**	**120**	**185**	**90**	**30**	**18**	**1045**	**$ 148,716.00**

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ESTIMATED REIMBURSABLE EXPENSES

Putah Creek Road 106a Fish Passage Project
Project # 066.P000049921

Item Description	Quantity	Unit Cost	Item Cost
Field Truck (100 miles free daily)	45 day(s)	154.00 /day	$ 6,930.00
Lodging and Meals (GSA rate)	15 day(s)	225.00 /day	$ 3,375.00
Survey Grade RTK GPS (Receiver + Network Subscripti	8 day(s)	350.00 /day	$ 2,800.00
Juniper Geode	16 day(s)	56.00 /day	$ 896.00
Resource Survey Equipment Package	16 day(s)	75.00 /day	$ 1,200.00
Excavation Package	4 day(s)	75.00 /day	$ 300.00
CHRIS Search Fee (Per Repository)			$ 1,200.00

Subtotal Reimbursables	**$**	**16,701.00**
~~**Administrative Charge (10%)**~~	~~**$**~~	~~**1,670.00**~~
~~**Total Reimbursables**~~	~~**$**~~	~~**18,371.00**~~

ACTION OF
SOLANO COUNTY WATER AGENCY

DATE: **November 12, 2026**

SUBJECT: **Amendment 1 with the Solano RCD for the Watershed Education Program**

RECOMMENDATIONS:

Authorize General Manager to execute Amendment 1 with the Solano Resource Conservation District (RCD) for the Watershed Education Program.

FINANCIAL IMPACT:

Increase cost amount by $540,000 from $250,000 to $790,000 and extend term of contract to June 30, 2029. Funding for FY 2026-2027 was already programed into the Administration, Public Education budget at the direction of the Board. Funding for FYs 27-28 and 28-29 will be programmed into future year budgets. Additionally, since the scope of the Watershed Education Program is being changed to also focus on the Delta and State Water Project, funding will be cost-shared with the Water Agency's State Water Project funds.

BACKGROUND:

During the last several years, the Water Agency Board has directed staff to include funding for the Solano RCD's Watershed Education Program. At the June 2026 Board Meeting, the Board reaffirmed their commitment to the program, even while recognizing the financial strain of the Water Agency's ASW fund, which supports the Watershed Education Program. To meet Board direction, while also trying to balance the Water Agency's financial stability and core mission, the Water Agency and Solano RCD staff have been in close collaboration to refocus the scope of the Watershed Education Program on the region's critical water supplies, which include the Solano Project and State Water Project supplies.

RELEVANCE TO 2016-2030 SCWA STRATEGIC PLAN:

Approval of Amendment 1 supports Goal 5 (Education and Outreach) and Goal 7 (Natural Resources Stewardship).

Recommended: _____
Chris Lee, General Manager

☐ Approved as Recommended	☐ Other (see below)	☐ Continued on next page

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Modification to Recommendation and/or other actions:

I, Chris Lee, 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 November 12, 2026, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

_____
Chris Lee
General Manager & Secretary to the
Solano County Water Agency

SOLANO COUNTY WATER AGENCY

AMENDMENT TO AGREEMENT FOR PROFESSIONAL SERVICES

AMENDMENT NUMBER: 1

CONTRACTOR: Solano Resource Conservation District

EFFECTIVE DATE: November 12, 2026

PROJECT: Watershed Education Program

DESCRIPTION OF AMENDMENT:

1. Extend term of contract to June 30, 2029 (3-year Contract)
2. Include the additional Scope of Work that is part of this amendment.
3. Increase contract amount by $540,000 from $250,000 to $790,000.

SIGNATURES:

Solano County Water Agency,
A Public Agency

By: _____
Chris Lee, General Manager
Solano County Water Agency

Solano Resource Conservation District

By: _____
Chris Rose,
Executive Director

FOR SCWA USE ONLY

Contract Period: 07/10/2026 to 6/30/2029
File Number: AG-S-9
Account Manager: Elise Shtayyeh
G/L Account #: 6612AC |
Job Cost #: 6114 |
Contract Type: Professional Services

Integrated Scope of Work
Strategic Framework FY 2027-2029

Solano Resource Conservation District

Program Overview

This Scope of Work integrates two sequential, field-trip-based environmental education initiatives designed for Solano County elementary and middle school students in Grades 3 and 6. Operating across the academic year (August through May), these programs leverage standards-aligned science and place-based learning strategies to foster environmental literacy and understanding of Solano County's water resources.

The **Watershed Explorers Program** will be continuously updated throughout this scope, incorporating best practices for student engagement from sister agencies. The program introduces students to the complete water lifecycle—from local intake sources through municipal use and treatment, and back into natural ecosystems. Similarly, the **Suisun Marsh & Delta Education Program** will incorporate regional best practices to enhance curriculum delivery. The updated 6th-grade curriculum will guide students through a deeper exploration of the local environment by directly linking the Delta ecosystem to our regional water infrastructure, spanning from Lake Berryessa (The Solano Project) to the Delta (The State Water Project).

Core Goals and Objectives

- Locally Relevant Environmental Literacy: Deliver meaningful, outdoor environmental education using local parks, open spaces, marshes, and creeks as real-world learning laboratories.
- Standards-Aligned & Place-Based Curriculum: Implement Next Generation Science Standards-aligned curricula addressing the human water use cycle, local drinking water sources, climate change impacts, and stormwater pollution.
- Environmental Stewardship: Deepen students' connection to nature while empowering them to implement water conservation and resource protection in their daily lives.
- Resource Knowledge: Analyze our local water supplies.
- Infrastructure Systems: Map the human-made pathways—from collection and treatment plants to pipes and wastewater facilities—that deliver clean water to our homes and return it to the environment.
- Community Science & Data Contribution: Engage 6th-grade students in water assessments, contributing valid scientific data to long-term regional studies.
- Delta & Marsh Connectivity: Build clear conceptual bridges for 6th graders between local estuarine habitats, Suisun Marsh brackish ecology, and the broader Sacramento-San Joaquin Delta water delivery.

Integrated Scope of Work
Strategic Framework FY 2027-2029

Solano Resource Conservation District

Program Framework & Student Matrix ***Note: Scope adjusted following 2027 curriculum revisions.***

Program Name	Target Grade	Program Window	Key Environmental Focus	Field Trip Location
Watershed Explorers	3rd Grade	Oct – Mar	Drinking and wastewater treatment, urban runoff, value of water and outdoor spaces, stewardship practices	Local park or open space
Suisun Marsh & Delta Watershed	6th Grade	Aug – Mar	Estuarine & Delta ecology, State Water Project & Solano Water Project connections, water sampling, creative expression	Rush Ranch Open Space

Program Scope & Deliverables ***Note: Scope adjusted following 2027 curriculum revisions.***

1. Watershed Explorers Program (3rd Grade)

Teacher-led Pre-Field Trip Lessons: Three 1-hour, preparatory modules covering foundational water resource concepts.

Educator-led Pre-Field Trip Lesson: 1-hour lesson covering where drinking water comes from, wastewater treatment, watershed runoff pollutants, and stewardship solutions.

Experiential Field Trip (3.5 Hours): Includes land acknowledgment, guided hike, binocular skills, and scientific observation across three rotating 25-minute stations:

- *Macroinvertebrate Exploration:* Investigating aquatic organisms to evaluate runoff impacts.
- *Native Seeding:* Water treatment discussion paired with planting California wildflowers and assembling a take-home seed packet.
- *Stormwater Protection:* Tracing pollutants and environmental impacts using the *Slick's Watershed Adventure* interactive card activity.

2. Suisun Marsh & Delta Watershed Program (6th Grade)

Solano RCD staff will visit multiple sister agencies in our region and elsewhere in the state during the Spring and Summer of 2027 to observe programming on themes of local water infrastructure and best practices for engaging students with these concepts. Drawing on the most successful approaches from these external agencies, a menu of updated curriculum options will be presented to the Water Agency in late Summer 2027. The Water Agency will select elements that best align with their mission from the concepts and activities presented, which our staff will then develop into a full curriculum to put into effect during the 2027-2028 school year.

In the interim, Delta water infrastructure will be incorporated with State Water Project & Delta Integration. The program will highlight the importance of the Sacramento – San Joaquin Delta, Suisun Marsh, and Bay-Delta to Solano County. The program will also discuss the importance of the Delta to our region's water supply for our homes, business, and agricultural communities in Solano County.

Blended Classroom Lessons: Two 50-minute modules led by RCD educators.

Experiential Field Trip (3.5 Hours): Features four interactive stations. Currently includes:

- *Soil Station:* Analyzing soil types and tidal influence in grasslands and wetland ecosystems.
- *Water Station:* Conducting chemical water testing (salinity, turbidity, pH, phosphate, dissolved oxygen, supporting National Estuarine Research Reserve (NERR) datasets.
- *Plant Station:* Identifying native vegetation adapted to shifting salinity gradient shifts and evaluating how changing Delta outflow affects marsh ecosystems.
- *Mindfulness & Writing Station:* Art, poetry, and reflection on the interconnected Delta-Marsh watershed, with optional entry into the St. Mary's College *River of Words* competition.

3. Program Maintenance & Annual Reporting

- Curriculum & Manual Revisions: Annual reviews and printing of Student and Teacher Program Manuals for both programs to reflect updated Solano water-focused highlights, Delta inclusion, and municipal water infrastructure.
- Metric Analysis & Reporting: Pre- and post-program assessments measuring student learning outcomes, interest, and environmental stewardship, synthesized into an annual Program Report.

4. Program Realignment & Scope Refinement

- Scope Refinement: Re-evaluate program components to align with the importance of the region's critical water supplies, including the Solano Project and State Water Project to support our region's homes, businesses, schools, and agricultural communities.
- Regional Benchmarking: Conduct peer agency learning sessions during Year 1 (visiting Sacramento Regional, Roseville Utility Center, and Metropolitan) to model established water infrastructure-focused education programs.
- In-Person & Virtual Infrastructure: Utilize drone video footage of the Delta, Lake Solano, and Suisun Marsh to build virtual tours connecting drinking water intakes to wastewater outflows.

Partner Funding Discussions

Meet with local agencies to leverage partner interest in funding this initiative, supporting their public outreach mandates and helping recruit students into regional water utility and environmental careers. The overreaching goal will be preparing Solano County's youth to better understand and appreciate their environment, water resources, and the importance of balancing both for our region to succeed.

Agency / Partner	Primary Contacts	Focus / Funding Alignment
City of Vacaville	Justen Cole	Municipal Water & Wastewater Enterprise Funds
City of Fairfield	Michael Heather	Municipal Water Enterprise Funds
City of Vallejo	Beth Schoenberger	Municipal Water Enterprise Funds
Solano Irrigation District	Cary Keaten	Agricultural water delivery, raw water supply
Solano County	Misty Kaltreider	County-level recreation, Lookout Slough & Delta integration

Solano Resource Conservation District - Watershed Education Program

Solano County 3rd & 6th & HS students

FUNDING IMPACT	FY 2026-2027	FY 2027-2028	FY 2028-2029	TOAL IMPACT OVER 3 YEARS
Total Students	3,729	3,729	3,729	**11,187**

	FY 2026-2027	FY 2027-2028	FY 2028-2029	TOTAL
Watershed Explorers Program - 3rd grade classes				
Outreach/Scheduling and Staff Hiring	$ 91,456.00	$ 96,512.00	$ 104,232.96	$ 292,200.96
Curriculum and Program Preparation	$ 64,727.00	$ 71,869.00	$ 77,618.52	$ 214,214.52
Implementation	$ 78,941.00	$ 80,793.00	$ 87,256.44	$ 246,990.44
Materials, Transportation & Non Personnel Expenses	$ 26,712.63	$ 29,675.20	$ 32,642.72	$ 89,030.55
Watershed Explorers TOTAL Cost	$ 261,836.63	$ 278,849.20	$ 301,750.64	$ 842,436.47
Suisun Marsh Watershed Program - 6th grade classes				
Outreach/Scheduling and Staff Hiring	$ 85,444.25	$ 85,213.00	$ 92,030.04	$ 262,687.29
Curriculum and Program Preparation **adjusted for 28-29 curriculum development*	$ 52,636.00	$ 58,344.00	$ 70,012.80	$ 180,992.80
Implementation	$ 67,725.00	$ 73,638.00	$ 79,529.04	$ 220,892.04
Materials, Transportation & Non Personnel Expenses	$ 60,361.40	$ 62,515.70	$ 68,767.27	$ 191,644.37
Suisun Marsh Watershed Program Total Cost	$ 266,166.65	$ 279,710.70	$ 310,339.15	$ 856,216.50
Biomonitoring Program - HS classes				
Outreach/Scheduling and Staff Hiring	$ 35,069.00	$ 37,110.00	$ 40,078.80	$ 112,257.80
Curriculum and Program Preparation	$ 38,377.00	$ 38,887.00	$ 41,997.96	$ 119,261.96
Implementation	$ 39,775.50	$ 42,142.50	$ 45,513.90	$ 127,431.90
Materials, Transportation & Non Personnel Expenses	$ 24,598.60	$ 24,757.00	$ 27,232.70	$ 76,588.30
Biomonitoring Program Total Cost	$ 137,820.10	$ 142,896.50	$ 154,823.36	$ 435,539.96

*yearly increase: 8% staff/labor & 10% supplies/transport

Total Program Cost FY 2026-2027	$ 665,823.38	
Solano County Water Agency Funding	**$ 250,000.00**	**Allocated for WE and SMP only*
Match Funding	$ 415,823.38	
Total Program Cost FY 2027-2028	$ 701,456.40	
Solano County Water Agency Funding	**$ 270,000.00**	**Allocated for WE and SMP only*
Match Funding	$ 431,456.40	
Total Program Cost FY 2028-2029	$ 766,913.15	
Solano County Water Agency Funding	**$ 270,000.00**	**Allocated for WE and SMP only*
Match Funding	$ 496,913.15	
Total Program Cost Over 3 Years	$ 2,134,192.93	
Solano County Water Agency Funding	**$ 790,000.00**	
Anticipated Match Funding	$ 1,344,192.93	**If match isnt secured, student numbers may be reduced*

ACTION OF
SOLANO COUNTY WATER AGENCY

DATE: **November 12, 2026**

SUBJECT: **Contract with Arthur J. Gallagher & Co. to Conduct Water Agency Total Compensation Study**

RECOMMENDATIONS:

Authorize General Manager to execute contract with Arthur Gallagher & Co. to conduct Water Agency Total Compensation Study.

FINANCIAL IMPACT:

Not to exceed cost of $39,900. Funding for the Workforce Study is included in the Proposed FY 2026/2027 budget.

BACKGROUND:

In July 2026, the Solano County Water Agency (Agency) issued a Request for Proposals (RFP) for a Total Compensation Study to evaluate the competitiveness of the Agency's salary and benefits programs and ensure the Agency remains well-positioned to recruit, retain, and motivate qualified employees. The Agency received eight proposals from qualified consulting firms. Staff evaluated each proposal using a scoring matrix that considered qualifications, experience, project approach, and cost. Arthur J. Gallagher & Co. (Gallagher) received the highest overall score and was selected as the preferred consultant.

Although the Agency's Purchasing Policy authorizes the General Manager to approve professional services agreements under $100,000, staff is presenting this contract to the Board for approval consistent with Board direction provided during discussions of workforce- and compensation-related consulting services in May 2026.

The Agency has experienced significant growth in both programs and staffing over the past several decades. In 1990, the Agency operated with three full-time positions and primarily managed water supply contracts. Today, the Agency employs 24 full-time staff and up to 12 seasonal employees while administering a diverse portfolio of water resources, groundwater sustainability, conservation, and regional resource management programs.

Recommended: _____
Chris Lee, General Manager

☐	Approved as Recommended	☐	Other (see below)	☒	Continued on next page

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Modification to Recommendation and/or other actions:

I, Chris Lee, 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 November 12, 2026, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Chris Lee
General Manager & Secretary to the
Solano County Water Agency

As the Agency's responsibilities and workforce have evolved, it is important to periodically evaluate compensation and benefits to ensure the Agency remains competitive within the labor market.

The Agency's most recent workforce study was an extensive, agency-wide undertaking that began in July 2020 and included three major components: an Organizational Study, a Classification Study, and a Compensation Study. Study reports were completed in July 2021, and implementation of the study recommendations continued through Board consideration and adoption of final actions in December 2022. The resulting changes became effective in January 2023, with the overall process spanning approximately two and one-half years from initiation to implementation.

The proposed Gallagher engagement is substantially narrower in scope and focuses exclusively on a Total Compensation Study. The study will evaluate salaries and benefits, identify appropriate comparator agencies, conduct market surveys of compensation and benefits, analyze internal equity and pay compression issues, review the Agency's compensation structure, and provide recommendations regarding compensation philosophy, salary ranges, implementation options, and long-term administration of the compensation system.

Gallagher has extensive experience conducting compensation studies for public agencies and reports having completed nearly 1,000 classification and compensation studies during the past ten years, including numerous water agencies and special districts throughout California. Recent water agency clients include Contra Costa Water District, Montecito Water District, Coastside County Water District, North Coast County Water District, Rainbow Municipal Water District, Yuba Water Agency, and Santa Clara Valley Water.

The proposed agreement is for a fixed fee not to exceed $39,900, which includes all project tasks, meetings, presentations, and post-study consultation support. The study is anticipated to be completed within approximately 16 weeks following contract execution. Staff recommends that the Board authorize the General Manager to execute the agreement with Gallagher to conduct the Agency's Total Compensation Study.

RELEVANCE TO 2016-2030 SCWA STRATEGIC PLAN:

Approval of the agreement supports Goal 10 (Funding and Staffing), Objective C, by providing the Agency with the information necessary to maintain a competitive compensation program that supports employee recruitment, retention, and succession planning and ensures the Agency has the staffing resources necessary to achieve its strategic objectives.

Name of Project: **Total Compensation Study**

SOLANO COUNTY WATER AGENCY

AGREEMENT FOR PROFESSIONAL SERVICES
(***Professional Services/Contractor***)

THIS AGREEMENT, **effective November 12, 2026**, is between SOLANO COUNTY WATER AGENCY, a public agency existing under and by virtue of Chapter 573 of the 1989 statutes of the State of California, hereinafter referred to as "Agency," and Arthur J. Gallagher & Co., hereinafter referred to as "Contractor."

The Agency requires services for **Total Compensation Study**; and the Contractor is willing to perform these services pursuant to the terms and conditions set out in this Agreement.

IT IS MUTUALLY AGREED, as follows:

l. SCOPE OF SERVICES

The Agency hereby engages the Contractor, and the Contractor agrees to perform the services for Total Compensation Study, as described in Exhibit A, in accordance with the terms of this Agreement and any applicable laws, codes, ordinances, rules or regulations. In case of conflict between any part of this Agreement, this Agreement shall control over any Exhibit.

2. COMPENSATION

Compensation for services shall be as follows: Hourly rate of personnel plus any allowed reimbursable expenses based on unit costs as indicated on any allowed reimbursable expense in Exhibit B **not to exceed $39,900** for all work contemplated by this Agreement.

3. METHOD OF PAYMENT

Payment for services will be approved by the Agency's representative only if all contract requirements have been met.

Invoices must be submitted monthly, and upon approval of the Agency's representative, the Agency shall pay the Contractor monthly in arrears for fees and allowed expenses incurred the prior month. *Invoices that are over 6 months old will not be approved or paid by the Agency*. **In no event shall the cumulative total paid pursuant to this agreement exceed the maximum amount provided for in paragraph 2 of this Agreement.**

Every invoice shall specify hours worked for each task identified in Exhibit A undertaken. To be approved by payment, any allowed reimbursable expenses will need supporting written documentation such as receipts and mileage logs.

Each invoice shall be accompanied by a spreadsheet showing, by month, costs incurred to date for the project broken down by the Tasks identified in Exhibit A. The spreadsheet shall show, for each task, budget amounts, total expended and remaining amounts. The spreadsheet shall show a subtotal for each fiscal year covered by the contract. Any amendments to the contract shall be listed and incorporated into spreadsheet. An example of a typical spreadsheet shall be provided by the Agency.

4. **TIME OF PERFORMANCE**

This Agreement shall become effective as of the date it is executed and said services will take place between this date and **June 30, 2027,** as directed by the Agency.

5. **MODIFICATION AND TERMINATION**

This Agreement may be modified or amended only by written instrument signed by the parties hereto, and the Contractor's compensation and time of performance of this Agreement shall be adjusted if they are materially affected by such modification or amendment.

Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter materially affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion be approved in advance, in writing, by the Agency's General Manager.

This Agreement may be terminated by the Agency at any time, without cause, upon 30 days written written notification to the Contractor. The Contractor may terminate this Agreement upon 30 days written notice to Agency.

Following termination by the Agency or the Contractor, the Contractor shall be reimbursed for all expenditures made in good faith in accordance with the terms of this Agreement that are unpaid at the time of termination.

6. INDEMNIFY AND HOLD HARMLESS

To the extent permitted by law, Contractor shall hold harmless, defend at its own expense, and indemnify Solano County Water Agency, its directors, officers, employees, and authorized volunteers, against any and all liability, claims, losses, damages, or expenses, including reasonable attorney's fees and costs, arising from all acts or omissions of Contractor or its officers, agents, or employees in rendering services under this contract; excluding, however, such liability, claims, losses, damages or expenses arising Solano County Water Agency's sole negligence or willful acts.

The sole liability of Contractor and any of its affiliates (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) for any and all claims in any manner related to this Agreement, will be the payment of direct damages, not to exceed (in the aggregate) the fees received by Contractor within the previous twelve (12) months of the alleged incident.

In no event will either Contractor or Agency be liable for any consequential, incidental, indirect, special or punitive damage, loss or expenses (including, but not limited to, business interruption, reputational damages, lost business, lost profits or lost savings) even if it has been advised of their possible existence.

7. **INSURANCE**

Minimum Insurance Requirements: Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries or death to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Contractor, his agents, representatives, employees or sub-contractors.
Coverage - Coverage shall be at least as broad as the following:

1. **Commercial General Liability (CGL) -** Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury with limit of at least two million dollars ($2,000,000) per occurrence or the full per occurrence limits of the policies available, whichever is greater. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (coverage as broad as the ISO CG 25 03, or ISO CG 25 04 endorsement provided to Solano County Water Agency) or the general aggregate limit shall be twice the required occurrence limit.

2. **Automobile Liability –** (if necessary) Insurance Services Office (ISO) Business Auto Coverage (Form CA 00 01), covering Symbol 1 (any auto) or if Contractor has no owned autos, Symbol 8 (hired) and 9 (non-owned) with limit of one million dollars ($1,000,000) for bodily injury and property damage each accident.

3. **Workers' Compensation Insurance -** as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease. **Waiver of Subrogation:** The insurer(s) named above agree to waive all rights of subrogation against the Solano County Water Agency, its elected or appointed officers, officials, agents, authorized volunteers and employees for losses paid under the terms of this policy which arise from work performed by the Named Insured for the Agency; but this provision applies regardless of whether or not the Solano County Water Agency has received a waiver of subrogation from the insurer.

   If the Contractor maintains broader coverage and/or higher limits than the minimums shown above, the Solano County Water Agency requires and shall be entitled to the broader coverage and/or higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Solano County Water Agency.

   Other Required Provisions - The general liability policy must contain, or be endorsed to contain, the following provisions:

   1. **Additional Insured Status:** Solano County Water Agency, its directors, officers, employees, and authorized volunteers are to be given insured status (at least as broad as ISO Form CG 20 10 10 01), with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations.

   2. **Primary Coverage:** The Contractor's CGL insurance coverage shall be primary at least as broad as ISO CG 20 01 04 13 as respects to the Solano County Water Agency, its directors, officers, employees and authorized volunteers. Any insurance or self-insurance maintained by the Solano County Water Agency its directors, officers, employees and authorized volunteers shall be excess of the Contractor's insurance and shall not contribute with it.

   Notice of Cancellation: The CGL shall provide that coverage shall not be canceled, except with notice to the Solano County Water Agency.

   Acceptability of Insurers - Insurance is to be placed with insurers having a current A.M. Best rating of no less than A: VI or as otherwise approved by Solano County Water Agency.

   Verification of Coverage – Contractor shall furnish the Solano County Water Agency with certificates and amendatory endorsements, or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the Solano County Water Agency before work commences. However, failure to obtain the

required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The Solano County Water Agency reserves the right to require complete, certified copies of all required insurance policies, including policy Declaration pages and Endorsement pages.

Sub-contractors - Contractor shall require and verify that all sub-contractor maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that Solano County Water Agency its directors, officers, employees, and authorized volunteers are an additional insured are an additional insured on Commercial General Liability Coverage.

8. **COMPLIANCE WITH LAW**

The Contractor shall be subject to and comply with all federal, state and local laws and regulations applicable with respect to its performance under this Agreement, including but not limited to, licensing, employment and purchasing practices, and wages, hours and conditions of employment.

9. **RECORD RETENTION**

Except for materials and records, delivered to the Agency, the Contractor shall retain all materials and records prepared or obtained in the performance of this Agreement, including financial records, for a period of at least three years after the Contractor's receipt of the final payment under this Agreement. Upon request by the Agency, the Contractor shall make such materials and records available to the Agency at no additional charge and without restriction or limitation to State and federal governments at no additional charge.

10. **OWNERSHIP OF DOCUMENTS**

All materials and records of a finished nature, such as final plans, specifications, reports and maps, prepared or obtained in the performance of this Agreement, shall be delivered to and become the property of the Agency. All materials of a preliminary nature, such as survey notes, sketches, preliminary plans, computations, and other data, prepared or obtained in the performance of this Agreement, shall be made available, upon request, to the Agency at no additional charge and without restriction. Notwithstanding the foregoing, Contractor shall retain sole and exclusive ownership of all right, title, and interest in, and to, its intellectual property and derivatives thereof which no data or confidential information of the Agency was used to create and which was developed entirely using Contractor's own resources, including any and all pre-existing or independently developed know-how, methods, processes and other materials prepared by Contractor. To the extent Contractor's intellectual property is necessary for the Agency to use the deliverables provided under this Agreement, Contractor grants to Agency a non-exclusive, royalty-free license to Contractor's intellectual property solely for the Agency's use of such deliverables.

11. **SUBCONTRACT AND ASSIGNMENT**

This Agreement binds the heirs, successors, assigns and representatives of the Contractor. The Contractor shall not enter into subcontracts for any work contemplated under this Agreement and shall not assign this Agreement or monies due or to become due, without the prior written consent of the General Manager of the Agency or his designee, subject to any required state or federal approval.

12. **NONRENEWAL**

The Contractor understands and agrees that there is no representation, implication, or understanding that the services provided by the Contractor under this Agreement will be purchased by the Agency

under a new agreement following expiration or termination of this Agreement and waives all rights or claims to notice or hearing respecting any failure to continue purchase of all or any such services from the Contractor.

13. **NOTICE**

Any notice provided for herein are necessary to the performance of this Agreement and shall be given in writing by personal delivery or by prepaid first-class mail addressed as follows:

AGENCY	CONTRACTOR
Chris Lee, General Manager Solano County Water Agency 810 Vaca Valley Parkway, Suite 202 Vacaville, CA 95688	Georg Krammer Arthur J. Gallagher & Co. 2121 N. California Boulevard, Suite 350 Walnut Creek, CA 94596

The parties have executed this Agreement the day and year first above written. If the Contractor is a corporation, documentation must be provided that the person signing below for the Contractor has the authority to do so.

Solano County Water Agency, a Public Agency	Arthur J. Gallagher & Co.
By:_____ Chris Lee General Manager	By: _____ Georg Krammer Managing Director

FOR SCWA USE ONLY

Contract Period: November 12, 2026, to June 30, 2027
File Number: AG-G-13
Account Manager: Sandra Willingmyre
G/L Account #: 6140AC
Job Cost #: 1724
Contract Type: Professional Services
Contractor PM Email: Georg Krammer, Georg_Krammer@ajg.com

EXHIBIT A

SCOPE OF SERVICES

METHODOLOGY / WORKPLAN / DELIVERABLES

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

TOTAL COMPENSATION STUDY:

Milestone A: Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements

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

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

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

List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected
During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will identify appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation for ensuring that the Agency's compensation plan is competitively aligned with the external labor market. We will also identify those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the Agency wants to include in the total compensation data gathering process.

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

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

   - ***Organizational type and structure*** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the Agency's current/ previous list of comparators, if any, and the advantages/disadvantages of including them and/or others would be discussed.
   - ***Similarity of population served, Agency demographics, Agency staff, and operational budgets*** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
   - ***Scope of services provided*** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis. When reviewing this factor, the Agency's unique services would be evaluated in order to ensure that the majority of comparators provide the same services. This ensures that each comparator yields a sufficient number of matches for the Agency's jobs.

- ***Labor market*** – The reality of today's labor market is that many agencies are in competition for the same pool of qualified employees, because large portions of the workforce don't live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. In addition, working-from-home opportunities and hybrid work schedules have further changed the landscape of supply and demand of talent. Therefore, the geographic labor market area (where the Agency is competing for talent) is taken into consideration.
- ***Cost of living and cost of labor*** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets and the appropriateness of comparator agencies. When the identified survey market includes comparators that are located outside of the Agency's geographic area, we analyze cost of labor to ascertain whether there are significant differences and, if so, we are able to apply geographic cost-of-labor adjustments factors to the market data to ensure and apples-to-apples comparison.

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

The Agency is also interested in including private sector employers in the survey. When it comes to private sector data, we work with purchased surveys that can supplement the public sector market data to represent the private sector. We use this approach because it is very unlikely that individual private sector employers will share their proprietary compensation data; hence, we have to rely on purchased surveys and cannot survey individual employers.

We recommend using one or two surveys as one/two additional data points for the study, to supplement the comparator agencies. We utilize the Economic Research Institute's ("ERI") compensation survey, as well as its cost-of-labor and cost-of-living indices over the years. In addition, we have used surveys like Towers Watson and Mercer to complement our public sector data. We are happy to discuss this approach with the Agency in more detail.

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

Due to the fact that the Agency's classification structure includes many classifications with multiple levels, we will work with you on identifying which level(s) in each class series will serve as the most reliable benchmarks.

3. **Determination of Salary and Benefits Data to Be Collected**
In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

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

Milestone B. Market Survey Delivery

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

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

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

In addition, the RFP identifies Agency job classifications that may need to be reviewed more carefully, including individual interviews conducted with key team members, HR, and management. The initial list of positions that warrant a more in-depth analysis include the Senior Accountant and Supervising Water Resources / SCADA Engineer.

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

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

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

Benefits data will be displayed in an easy-to-read format. In addition, we are often asked to collect "additional" benefits, which we typically report on a separate spreadsheet.

Milestone C. Draft Compensation Findings/Stakeholder Review and Feedback

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

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

Analysis of Internal Relationships and Alignment

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

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

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

Compensation Structure and Policy Development

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

In addition, we will develop recommendations for the administration and maintenance of the updated compensation model, including:

- Transparent and clear salary determination methodology (e.g., scoring system).
- Methodology for employee progression through the updated salary schedule.
- Annual monitoring for market position, cost-of-living adjustments, and internal equity.
- Updates to other policies and procedures related to compensation.

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

Final Report

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

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

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

Final Presentation

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

EXHIBIT B

RATE OF COMPENSATION

Cost Proposal

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

It has been our experience that the time, money, and resources invested in stakeholder communication throughout the study are time, money, and resources saved during implementation. Our goal is to conduct each study the right way the first time.

To create efficiency and cost savings for our clients, as well as operating as green an organization as possible, we often conduct our studies virtually. Our cost proposal assumes that all meetings and presentations will be conducted virtually/remotely and no onsite travel to Agency offices will occur. Should the Agency desire onsite meetings, our per diem cost for onsite meetings based on travel time and market rate travel cost are outlined below. Our fees to conduct the study outlined above (including out-of-pocket expenses) will be $39,900.

The cost proposal is a fixed fee and will be billed in four equal installments on a monthly basis. The first installment invoice for $9,975 will be sent after contract execution.

The table below outlines the price per phase.

Total Compensation Study	Fees
Ongoing Project Status Meetings throughout the Study	$1,900
Milestone A: Project Kickoff Meetings, Orientations, Determination of Survey Elements *Includes virtual meetings and ongoing project management meetings throughout.* *On-site meetings are available at an additional cost**	$8,300
Milestone B: Market Survey Delivery	$19,000
Milestone C: Draft Compensation Findings/ Stakeholder Review and Feedback	$4,750
Milestone D: Development of Recommendations, Final Reports, and Presentations *Includes virtual meeting; On-site meetings are available at an additional cost **	$5,950
TOTAL PROJECT COST (Including all tasks) will not exceed: $39,900	

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

Our study costs are directly derived from estimating the number of hours needed to perform the work and the level of the consultant charged with performing the work. Gallagher typically bills monthly up to the maximum of each deliverable. Please note, as phases sometimes run concurrently, a phase may not be completed at the time it is billed. All expenses are included in this quote.

Should the Agency wish to have additional on-site presentation days or meetings, the estimated cost would be $1,000-$2,000 per day depending on the level of consultant required and the required time. Any change to the scope of the assignment (beyond what is described above) as well as other work requested beyond this assignment will be billed based on our hourly rates unless we mutually agree on a fixed fee for the additional work.

Gallagher Rate Sheet
2026

For projects with an estimated budget of $10,000 or less, the following is our rate schedule:

$310 per hour for Managing Director
$280 per hour for Project Manager
$260 per hour for Senior Consultant
$240 per hour for Consultant
$230 per hour for Associate Consultant
$215 per hour for Support Specialist
$145 per hour for Support Assistant
$120 per hour for Office Assistant

For projects with an estimated budget of more than $10,000, our composite hourly rate of $240/hour will apply.

3-Year Composite Rate Table:

Composite Rate	Year 1	Year 2	Year 3
	$240	$255	$270

3-Year Hourly Rate Table by Classification:

Role	Year 1	Year 2	Year 3
Managing Director	$310	$330	$350
Project Manager	$280	$295	$310
Senior Consultant	$260	$275	$290
Consultant	$240	$255	$270
Associate Consultant	$230	$245	$260
Support Specialist	$215	$225	$235
Support Assistant	$145	$155	$165
Office Assistant	$120	$130	$140

** We reserve the right to increase our hourly rates on an annual basis based on our regular rate adjustment schedule.*

Solano County Water Agency

Total Compensation Study

August 19, 2026

Mr. Georg S. Krammer
Managing Director | Public Sector, Community & Education
2121 N. California Boulevard, Suite 350
Walnut Creek, CA 94596
510.274.2760 | georg_krammer@ajg.com

Gallagher Benefit Services, Inc. | ajg.com



Gallagher

Insurance | Risk Management | Consulting

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The Gallagher Way. Since 1927.

Cover Letter

August 19, 2026

Ms. Sandra Willingmyre
Supervisor of Administrative Services
Solano County Water Agency
810 Vaca Valley Parkway, Suite 202
Vacaville, CA 95688

Dear Ms. Willingmyre:

We appreciate the opportunity to present this proposal regarding the services Gallagher's Human Resources & Compensation Consulting practice can offer Solano County Water Agency (Agency). Gallagher is highly capable and qualified to work with the Agency based on our extensive experience with public sector organizations across the country, including over 100 water and wastewater special districts in California. We have also worked with the Agency many years ago when we were still Koff & Associates. We would consider it a privilege to serve the Agency in this capacity.

It is our understanding that the Agency is seeking a total compensation study.

We believe we will provide the Agency with the most diversely experienced project team of any consulting practice in the country, which enhances the solutions and recommendations we will provide on this engagement. The questions and perspective provided by our team ensure we anticipate any issues the Agency may face throughout this project, as well as the ongoing management of the updated classification and compensation system. Gallagher does not utilize the services of any subcontractors in the services we provide.

We have prepared the following proposal in response to your request. We appreciate having the opportunity to submit this proposal and look forward to assisting the Agency in this engagement.

Sincerely,

Georg S. Krammer
Managing Director, Practice Operations & Hub Leader
510.274.2760 | Georg_Krammer@ajg.com

Erik Smetana
Managing Director & National Practice Leader
314.494.4849 | Erik_HenrySmetana@ajg.com

Organizational Overview

Value Proposition:

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

Company History:

Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still "growing strong" because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago's largest insurance brokerage, Gallagher is now one of the world's largest human capital, insurance brokerage and risk management services firms. We have operations in 33 countries and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants. Since 1961, we have been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain, and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.



Company Culture & Philosophy:

The ideals, principles and values embodied by the founder whose name still appears on our door are part of our corporate DNA. Gallagher's approach to business, cultivated through three generations of family leadership, has always centered on creating relationship value as true partners to our clients. Gallagher's interactions with you will be straightforward and candid. By earning the trust of our clients, we have sustained a reputation for ethics and a commitment to transparency that continues to contribute to our growth.

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

Talent Practice:

Gallagher's Talent practice empowers clients to **attract talent, manage staff, develop leaders**, and **reward success**—leveraging the power of Gallagher and wisdom of experience to produce an engaged and productive workforce. Tapping into expertise that spans the spectrum of human resources at every level, we can assemble flexible compensation and consulting solutions that improve efficiency and build bottom lines.

Our practice is a combination of some of the most respected names in human resources and compensation consulting. As we have grown in our services and reach, we have grown in our ability to serve our clients – this includes the acquisition and integration of talented firms, consultants, and advisors from Koff & Associates (2021) and Buck (2023). Bringing together experts from compensation, performance, compliance, data and analytics, survey, and leadership fields, Gallagher empowers clients with tools for the entire lifecycle of employment management.

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



HR & Organizational Effectiveness
Think of us as your strategic partner and an extension of your HR and organizational change team.

Compensation & Rewards
We strengthen the employer-employee relationship by designing equitable, competitive, and sustainable compensation and rewards programs.

Multinational Benefits & Mobility
As Global Connectors, we provide solutions for you to manage your multinational workforce in a compliant, coordinated, strategic, administratively efficient, and cost-effective way.

Communications
A global leader in employee communication, we set the industry standard for excellence and innovation

People Development & Insights
We help you understand your customers and your workforce to unlock value and performance.

Public Sector, Community & Education Consulting Practice:

Gallagher's Public Sector, Community & Education consulting practice **has completed nearly a thousand classification and compensation studies for public entities, higher education, and similarly situated clients in the last ten (10) years.** We have extensive experience in developing and communicating a compensation philosophy, designing and implementing market-aligned pay structures and career frameworks and developing job evaluation methods to maintain internal equity. We conduct benchmark analyses, including conducting custom tailored salary surveys (if needed), and recommend appropriate administrative and procedural guidelines to maintain the compensation system. We ensure that our clients comply with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy.

We have served our clients for more than 40 years across an array of strategic and value-adding HR services with **classification, compensation, and pay equity as our core specialties**.

Alliances

We have a strategic alliance with the Public Sector Human Resources Association (PSHRA), the National Public Employers Labor Relations Association (NPELRA), and the Colleges and Universities Professional Association for Human Resources (CUPA - HR) and have conducted a series of training seminars/workshops on compensation, classification, job evaluation, strategic HR, and employee benefits management throughout the nation in conjunction with these organizations. Gallagher Benefit Services also focuses on the higher education market.

Market Leading Thought Leadership and Strategic Direction

Our consultants have demonstrated leadership in the compensation and strategic HR fields by completing training and certifications from WorldatWork, ERI, HRCI, Human Capital Institute, SHRM, and others in addition to serving as instructors and presenters for ICMA, CUPA-HR, NAPO, WorldatWork, NACO, NPELRA, PSHRA and other regional and national associations.

Our thought leadership has been published and/or highlighted in *University Business, PSHRA News, American City and County, TalentCulture, Public Management, TLNT, Corporate Report Ventures, ERE, Corporate Board Member, Benefits Planner*, *WorldatWork, Society of Industrial & Organizational Psychology,* and others.

As your Trusted Advisor we have additional information for your consideration based on your current focus

You can expect a trusted advisor in Gallagher, not just a vendor focusing on only one aspect of your HR offerings. While there are numerous vendors that can provide HR consulting, our subject matter expertise is brought to life in the way we partner with our clients and is what truly sets Gallagher apart.

Our consulting style is proactive and collaborative. We strive to provide you with relevant information and partner with you to support informed decisions and anticipate the future. As experts in providing a broad spectrum of human resource and talent management capabilities, **our experience has shown us that companies contemplating a compensation and classification study are also well served to be thinking about:**

Executive Search and Recruiting

Our high-quality, high-touch search and leadership consulting services provide you with transformational leaders.

We act as an extension of your recruiting and talent teams, helping them find and attract the right executives to lead their organizations into the future.

Our capabilities include:

- **Executive Search & Staff Recruitments**
- Helping governing bodies, agency leaders, and HR identify, assess and select the best qualified candidates for all executive, senior, and staff level roles
- Depth in HR, Finance, and IT search experience (including CHRO / CFO / CTO, HR / Finance /IT Director, Chief Diversity Officer / Director of Labor Relations, and other administration-related roles)



HR & Organizational Effectiveness

Think of our team as an extension of your HR & Organizational Change team – we can help you with strategic advisory, one-off projects, and "HR in a box" solutions.

Here are some of the specific ways we may be able to help:

- **Strategic assessment** and planning for current and future workforce needs
- Optimizing the organizational structure for efficiency and effectiveness
- Ensuring the right people are in the right roles at the right time
- Optimizing the organizational structure
- Organizational Change Management
- Compliance Guidance
- DEI Matters
- HR Technology Selection and Implementation
- HR Support:
  - People Operations (Policies, Handbooks, Job Descriptions, Leave Management)

Leadership Development, Organizational Strategy and Talent Assessments

We offer leadership development and organizational strategy solutions that shift the way your leaders think and work.

We can also help you predict the capability of current or potential talent to deliver on your agency strategy through custom and off-the-shelf, multi-rater assessments and psychometric assessments to help you with talent selection and development decisions for individuals and teams.

Through these processes, Gallagher can help you with:

- **Organizational design**
- Data-driven leadership performance and effectiveness assessments
- Succession planning
- Leadership development through coaching and training programs
- Develop all levels of your workforce to support a compelling career pathway
- Make data-driven and bias-free talent decisions
- Better predict career success
- Accelerate career development using data to inform personal development plans
- Identify the right leaders of the future

We welcome the opportunity to further explore how we can partner with you in these critical areas.

Project Staffing

Our team of specialists and experts brings a proven track record of designing and executing comprehensive compensation strategies, performing complex classification analyses, evaluating pay equity to ensure fair, competitive structures, and delivering high-value strategic HR advisory services. Many of our professionals have served as practitioners within the very sectors we support, granting us unique insight into real-world operational challenges. We combine rigorous data analytics, industry best practices, and innovative thinking to craft customized, forward-looking solutions aligned with each organization's strategic HR goals. By drawing from hands-on experience and leveraging an in-depth understanding of market trends, we help our clients both meet current standards and proactively prepare for an ever-evolving talent landscape.

Gallagher fosters a commitment of excellence, professionalism, integrity, collaboration, and urgency to each of our clients. With each unique client, Gallagher combines these principles to deliver client services customized, specifically to meet your needs. Your Gallagher consulting team has years of experience consulting to public sector clients, including those with unionized and represented employees with a significantly diverse employee workforce with organizations nationwide, including a long history of serving California cities, counties, and public bodies - we have worked with more than 1,000 public sector and higher education clients over the past decade. The vast majority of the members of Gallagher's public sector compensation consulting practice has achieved one or more of the following certifications and/or degrees:

- Certified Compensation Professional from WorldatWork
- Compensation Analyst Credential from Economic Research Institute
- IPMA-SCP from the Public Sector Human Resources Association
- PHR and/or SPHR from the Human Resources Certification Institute
- SHRM-CP and/or SCP from the Society for Human Resource Management
- SWP and HCS from the Human Capital Institute
- Master's degree or above, in Human Resources, Business Administration, and/or Organizational Psychology

PROJECT LEADERSHIP & LEADERSHIP SUPPORT

Executive Project Sponsor

ERIK SMETANA, Managing Director & National Practice Leader - *25+ years of experience*
Erik manages operations and leads Gallagher's Public Sector, Community & Education Human Resources & Compensation Consulting practice. Erik's 25-plus-year work history has led him to serve in various diverse roles across human resource management, particularly in compensation and benefits, talent management and organizational development, people analytics, and employee relations and policy development. Erik has extensive experience in private and public sectors, working with an eclectic mix of dynamic organizations, including Fortune 500 companies across multiple industries, international not-for-profit organizations, membership associations, media outlets (e.g., NPR and NBC affiliates), institutions of higher education and research, and others. Before joining Gallagher, he served as the enterprise-wide Deputy CHRO and business unit CHRO with the University of Missouri System and with Vanderbilt University as the Executive Director of People & Engagement, leading, designing, and implementing compensation, employee learning, talent acquisition, and people-focused programs and initiatives. He has earned a variety of credentials over his career, including an MBA and MFA in Communication from Lindenwood University, SHRM-SCP and SPHR, SWP and HCS from Human Capital Institute, and a specialized certification in AI strategy from MIT.

As a consultant, Erik has been **engaged in more than 250 client projects with organizations ranging from cities and counties to state agencies to tribal nations and more including school districts, colleges and universities, special districts and authorities,** and other sector aligned entities in the provision of *compensation, classification, pay equity, organizational assessment, leadership coaching, performance management, and other strategic HR advisory services*.

Project Directors/Advisors

GEORG KRAMMER, MBA, SPHR, Managing Director, Practice Operations & Hub Leader – *25+ years of experience*
Georg Krammer brings more than 25 years of management-level human resources experience with an emphasis in classification and compensation design, market salary studies, executive recruitment, organizational development, performance management, and employee relations; in the public sector and in large corporations as well as small, minority-owned businesses. After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration (MBA) from the University of San Francisco. Georg started his HR career at Wells Fargo's college recruiting department, moving on to HR management positions in the banking and technology consulting industries. After serving in the roles of HR Manager, Administrative Officer, and HR Director, he crossed over to the public sector. Georg's wide-ranging and deep human resources experience has prepared him to serve public sector clients varied needs. He has spearheaded several hundred classification, compensation, organizational and strategic planning studies for hundreds of cities, towns, counties, and special districts throughout California. Over the last decade, Georg has shared his vast knowledge at public sector industry conferences for organizations such as CALPELRA, CSDA, IPMA, and NPELRA. He has lectured and conducted workshops on subjects such as How to Conduct Classification and Compensation Studies, Performance Management, Succession Planning, and Recruitment. He holds the SPHR certification (Senior Professional in Human Resources).

TRACY MORRIS - MBA, SHRM-CP, Principal Consultant, Practice Operations & Hub Leader - *15+ years of experience*
Tracy brings more than 15 years of experience in strategic human resources advisory services, beginning her career as a private sector practitioner before transitioning into K-12, public sector, and higher education consulting. She has deep specialization in compensation, classification, and total rewards, and partners with cities, counties, school districts, colleges and universities, and special districts to deliver defensible, data-driven solutions related to compensation structures, market benchmarking, pay equity, FLSA compliance, job architecture, and compensation policy development. Tracy is frequently engaged to support complex, high-impact initiatives requiring a balance of technical rigor, stakeholder engagement, and practical implementation guidance.

In her role at Gallagher, Tracy serves as a senior project leader and trusted advisor to executive leadership teams, HR directors, and governing bodies. She is known for translating complex data and regulatory considerations into clear, actionable recommendations that support informed decision-making and long-term sustainability. In addition to her client-facing work, Tracy serves as a Practice Operations & Hub Leader, where she leads process improvement, delivery standards, and systems optimization efforts across the consulting practice to improve efficiency, consistency, and client experience. She holds a bachelor's degree in Applied Economics and a Master of Business Administration from Texas Tech University and is a SHRM Certified Professional (SHRM-CP).

ZAK SHTULBERG, Principal Consultant, Practice Operations & Hub Leader - *15+ years of experience*
Since starting as an HR consulting intern at Buck (now Gallagher) in 2012, Zak has been mission-driven and passionate about collaboration with clients and partners on transformative people, compensation, and other HR initiatives that improve the lives of employees and their communities. Projects have spanned a broad spectrum, including compensation strategy design, change management and communications, workforce planning, project management, analytics and technology enablement, and organization design, among many others. With both internal and external partners, he is recognized for blending strategic and technical advice with innovative analytics and technology and has grown as a trusted partner and subject matter expert in HR and compensation. Prior to starting his career, he earned a Bachelor of Science in Industrial and Labor Relations from Cornell University.

CHELSEA FREEMAN - Senior Consultant & Search Leader- *20+ years of experience*
Chelsea leads the search function within Gallagher's Public Sector, Community & Education Human Resources & Compensation Consulting practice. Chelsea's 20-plus-year professional background spans both the private and public sectors, with deep expertise in executive recruitment, classification and compensation, HR operations, talent strategy, and organizational effectiveness. Her experience includes working with complex organizations across higher education, municipal government, and other public-sector entities operating within highly regulated and shared-governance environments.

Chelsea began her Human Resources career in private-sector manufacturing before transitioning into public sector, where she developed a strong foundation in workforce strategy, compliance, and organizational consulting. Prior to joining Gallagher, she served as the Classification, Compensation, and HR Operations Manager at California State University, Monterey Bay, where she led the development and implementation of a comprehensive compensation philosophy for staff and faculty. In this role, Chelsea was responsible for classification and reclassification programs, advising on collective bargaining agreements, implementing HR process improvement initiatives, and providing ongoing consultation to executive leadership on organizational design, recruiting strategy, equitable hiring practices, and Diversity, Equity, and Inclusion efforts.

Since joining Gallagher, Chelsea has integrated her classification and compensation expertise with recruitment and marketing experience to deliver a full-service executive search approach. She currently manages full-cycle executive recruitments for public-sector clients, including cities, counties, special districts, and higher education. Chelsea is known for her consultative, equity-driven leadership style, emphasizing transparency, compliance, inclusive outreach, and strong alignment with organizational mission, culture, and governance structures. Chelsea earned her B.A. degree in Communications from Sonoma State University.

Project Managers

JAIME PARKER - Senior Consultant & Project Manager - *15+ years of experience*
Jaime is a Senior Consultant and Project Manager with more than 15 years of experience, including over 12 years specializing in compensation, classification, and organizational effectiveness across higher education and public-sector organizations. She brings a strong blend of practitioner and consulting experience, having spent fifteen years in higher education roles within Human Capital Services and the Office of Institutional Effectiveness at Kansas State University before joining Gallagher nearly four years ago. She serves as a trusted advisor and project manager, leading complex compensation and classification studies, market benchmarking, job architecture and leveling initiatives, organizational assessments, FLSA exemption analyses, and executive, and board-level reporting. Jaime helps organizations advance equitable, competitive, and sustainable workforce strategies. She holds a bachelor's degree in accounting from Kansas State University and earlier in her career held leadership roles in the banking industry.

MAGGIE WILLIAMS-DALGART, Senior Consultant & Project Manager – *20+ years of experience*
Since joining Gallagher in 2021 Maggie has been providing a wide range of consulting services, including classification analysis and development, custom salary and benefits surveys, and pay plan design for various public sector agencies, including cities, counties, special districts, community colleges, and transit agencies. Maggie provides strategic advising and understands the importance of engaging key stakeholders throughout the study. Prior to joining Gallagher, Maggie spent 20 years in human resources for local government. In addition to classification and compensation expertise, Maggie's experience includes collective bargaining, labor contract administration and labor costing, policy development, and recruitment and selection. Maggie served as President of CalPACS from 2018 - 2021, a regional internet-based salary and benefits survey website for local agencies in Southern California. Maggie holds a bachelor's degree in history of public policy from the University of California, Santa Barbara and a master's degree in public administration from the University of Colorado, Colorado Springs.

MIKE HARARY, Senior Consultant & Project Manager – *40+ years of experience*
Mike Harary possesses over 40 years of municipal HR management experience, including serving as a Human Resources Director for two municipalities in Southern California. He has been involved in all aspects of Human Resources for the cities of La Mirada, Orange, Westminster, and Downey, including serving as Chief Labor Negotiator, managing recruitment and selection processes for all types of municipal government positions, handling employee benefits functions, responding to labor and employee relations issues, complying with labor laws, conducting personnel investigations, and managing a variety of general human resources functions. He has also served as a consultant with Koff and Associates/Gallagher since 2019, managing numerous classification and compensation studies for multiple cities, counties, and special districts throughout California. Mike has a bachelor's degree in business administration emphasizing in Human Resources Management from California State University, Long Beach, and a Master of Business Administration, also from Cal State Long Beach. Mike will provide managerial project support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

PRACTICE OPERATIONS

CHRISTINE NICHOLS - Operations Support Specialist - *30+ years of experience*
Christine joined Gallagher in 2023, bringing more than 30 years' experience in Operations Support to the practice. Prior to joining Gallagher, she worked in the private sector for a Global staffing company. In her role as Operations Support for the practice, Christine ensures that all administrative processes across the team run efficiently and effectively, providing seamless client experience from proposal to project closure. She plays an integral part in the contract review process, follows up on client invoices & vendor payments, pulls data from a variety of internal & external systems and coordinates communications with other Gallagher departments. Christine is responsible for managing all RFPs, web inquiries & client referrals to the practice. She also handles all the scheduling of internal & external meetings for the practice, as well as review & audit of practice expenses.

PROJECT STAFF SUPPORT		
ALYSSA THOMPSON	Senior Consultant & Client Liaison	*25+ years of experience*
KARI MERCER	Senior Consultant & Client Liaison	*15+ years of experience*
RENATE TINER	Senior Consultant & Client Liaison	*15+ years of experience*
CHARMAIN KOHLER	Consultant II & Client Liaison	*10+ years of experience*
SHILOH VENABLE	Consultant II & Client Liaison	*15+ years of experience*
CINDY HARAY	Consultant	*35 years of experience*
JANNA DINKELSPIEL	Consultant	*15+ years of experience*
KELLY BARNS	Consultant	*20+ years of experience*
MONICA GARRISON-REUSCH	Consultant	*20+ years of experience*
SUZY PARKER	Consultant	*5+ years of experience*
MARY GAUTHE	Senior Associate Consultant	*5+ years of experience*
CARISSA MARTO	Associate Consultant	*5+ years of experience*
KATHY ELLER	Associate Consultant	*10+ years of experience*
KELSI ARNEY	Associate Consultant	*8+ years of experience*
LAUREN GRANT	Associate Consultant	*10+ years of experience*
LYNDA GUERRA	Associate Consultant	*5+ years of experience*
ERIC SWIDLER	Senior Analyst	*5+ years of experience*

Approach to the Project

Our practice takes a thoughtful and collaborative approach to all our client engagements, where we work to ensure our efforts are ones which demonstrate how the Public Sector, Community and Education practice **C.A.R.E.S.** - collaborate/consult, advise/assess, recommend/resource, engage/endorse, and strategize/serve - about our clients and their needs. To that end, our project approach starts with our process and client communications.



Our extensive experience has resulted in a comprehensive understanding of the scope of work described by the Agency. Additionally, we understand the importance of this study as one of many strategies to address current human resources issues and appreciate the delicate nature of public sector spending. Below are some key considerations we have in this type of project, followed by our approach to the areas identified by the Agency, our detailed work plan, and the estimated project timeline.

Key Considerations:

Leadership Support: Effective compensation reform requires consistent, visible leadership commitment at multiple organizational levels. We establish a leadership accountability structure that includes executive sponsors, department champions, and implementation teams with clearly defined roles. Leaders must actively communicate the program's importance, address concerns directly, and visibly support the process through each phase. We provide leaders with focused messaging tools and data points to effectively advocate for changes. Without this multi-level support structure, even technically sound compensation systems often encounter significant resistance during implementation.

Benefit to you: This ensures leadership alignment and visible support, which are critical for successful implementation and stakeholder buy-in.

Internal Fairness and Equity: Our approach balances external market competitiveness with internal equity through comprehensive job analysis techniques. We conduct detailed comparisons across job families, reporting relationships, and responsibility levels to ensure logical compensation relationships. This includes specialized analysis of career progression paths and appropriate differentials between supervisory and non-supervisory roles. We implement specific methodologies to address compression issues, particularly between long-service employees and new hires with market-driven starting salaries. Our process identifies and remedies historical inequities while establishing defensible rationales for pay differences based on skills, responsibilities, and performance factors.

Benefit to you: This will allow us to identify and remedy historical inequities for the Agency, while establishing defensible rationales for pay differences based on skills, responsibilities, and performance factors.

Appropriate Timelines: We develop realistic project schedules based on organizational complexity and resources. This includes adequate time for comprehensive job documentation, employee input, leadership review cycles, and implementation planning. A typical comprehensive compensation project requires 6+ months for proper execution, including 2-3 months for thorough job analysis, 1-2 months for market research, and 2-3 months for implementation planning, noting that this work may happen concurrently across the life of the engagement. Accelerated timelines often compromise data quality and stakeholder buy-in, leading to implementation challenges and future rework. We establish appropriate checkpoints and quality controls to ensure thoroughness while maintaining momentum.

Benefit to you: A well-paced process reduces risks, enhances data quality, and ensures engagement throughout the project.

Data-Driven with Human Oversight: Our methodology combines rigorous data collection with expert interpretation. We utilize multiple validated market sources appropriate for your sector, geographic region, and organizational characteristics. All job matches undergo multi-level validation checks to ensure accurate comparisons. This empirical foundation is then contextualized through structured consultant review panels that consider institutional history, strategic priorities, and unique operational factors as shared and iterated by our clients. We document both the data-driven recommendations and any exceptions to provide a clear, defensible audit trail. This balanced approach ensures decisions are not rigidly algorithmic while maintaining system integrity.

Benefit to you: This ensures data-backed decisions are tailored to your unique organizational needs, with a clear and defensible audit trail. Combining data with expert insights allows for strategic decisions that align with the Agency's organizational goals.

Clear and Consistent Communication: We develop compensation structures and classification frameworks with inherent clarity, using straightforward job leveling frameworks, transparent progression criteria, and consistent application of compensable factors. Communication materials are tailored to different stakeholder needs—executive summaries for leadership, detailed implementation guides for HR professionals, and practical explanation tools for managers and employees. We create accessible resources explaining compensation philosophy, range structure, placement methodology, and future growth opportunities. Systems are designed with straightforward administration requirements that do not require specialized expertise for day-to-day management.

Benefit to you: Clear communication builds trust, ensures understanding across all Agency levels, and simplifies system administration.

Compression Planning and Analysis: Our implementation approach includes detailed financial modeling that identifies potential compression scenarios before placement decisions are finalized. We analyze the distribution of current salaries against proposed ranges to identify employee clusters and gaps requiring special attention. Implementation options are developed with multi-year cost projections, including various phasing alternatives to balance budget constraints with equity requirements. Special focus is given to departments with significant longevity differences and areas with recent hiring at market rates. This proactive approach prevents creating new inequities while addressing existing compression issues within available resources.

Benefit to you: Proactively addressing compression issues helps maintain equity, improve retention, and align pay with organizational priorities.

Our Approach:

The Agency desires human resources assistance to conduct a comprehensive analysis of their employee compensation and benefits package to ensure competitiveness in the industry. The Agency is interested in including compensation and benefits of those positions and comparators should be chosen based on similar services, budgets and geographic locations.

The Agency employs 25 full-time staff and 3-15 interns seasonally. Per the salary schedule on the Agency's website, there are approximately 19 classifications, including many classification series that offer career paths with multiple levels such as Assistant, Associate, Senior, and Supervising.

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

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

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

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

STUDY OBJECTIVES

Compensation Objectives:

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

Overall Objectives:

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

METHODOLOGY / WORKPLAN / DELIVERABLES

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

TOTAL COMPENSATION STUDY:

Milestone A: Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements

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

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

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

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

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will identify appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation for ensuring that the Agency's compensation plan is competitively aligned with the external labor market. We will also identify those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the Agency wants to include in the total compensation data gathering process.

1. **Determination of Comparator Agencies**

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

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

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

identified survey market includes comparators that are located outside of the Agency's geographic area, we analyze cost of labor to ascertain whether there are significant differences and, if so, we are able to apply geographic cost-of-labor adjustments factors to the market data to ensure and apples-to-apples comparison.

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

The Agency is also interested in including private sector employers in the survey. When it comes to private sector data, we work with purchased surveys that can supplement the public sector market data to represent the private sector. We use this approach because it is very unlikely that individual private sector employers will share their proprietary compensation data; hence, we have to rely on purchased surveys and cannot survey individual employers.

We recommend using one or two surveys as one/two additional data points for the study, to supplement the comparator agencies. We utilize the Economic Research Institute's ("ERI") compensation survey, as well as its cost-of-labor and cost-of-living indices over the years. In addition, we have used surveys like Towers Watson and Mercer to complement our public sector data. We are happy to discuss this approach with the Agency in more detail.

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

Due to the fact that the Agency's classification structure includes many classifications with multiple levels, we will work with you on identifying which level(s) in each class series will serve as the most reliable benchmarks.

3. **Determination of Salary and Benefits Data to Be Collected**
In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

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

Milestone B. Market Survey Delivery

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

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

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

In addition, the RFP identifies Agency job classifications that may need to be reviewed more carefully, including individual interviews conducted with key team members, HR, and management. The initial list of positions that warrant a more in-depth analysis include the Senior Accountant and Supervising Water Resources / SCADA Engineer.

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

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

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

Benefits data will be displayed in an easy-to-read format. In addition, we are often asked to collect "additional" benefits, which we typically report on a separate spreadsheet.

Milestone C. Draft Compensation Findings/Stakeholder Review and Feedback

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

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

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

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

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

Compensation Structure and Policy Development
We will review and make recommendations regarding the Agency's salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the Agency's preferred compensation model. We will also work with the Agency on their compensation philosophy as it relates to market position and the formulation of their compensation plan. This analysis will result in external pay

equity, solutions to address any pay equity issues, and an implementation strategy supporting Agency goals, objectives, and budget considerations.

In addition, we will develop recommendations for the administration and maintenance of the updated compensation model, including:

- Transparent and clear salary determination methodology (e.g., scoring system).
- Methodology for employee progression through the updated salary schedule.
- Annual monitoring for market position, cost-of-living adjustments, and internal equity.
- Updates to other policies and procedures related to compensation.

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

Final Report

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

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

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

Final Presentation

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

EXPECTATIONS OF AGENCY SUPPORT:

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

- Timely provision of written documentation, such as current class specifications, union contracts, organizational charts, budget documents, salary schedules, past studies, etc.;
- Assistance in the notification and scheduling of initial kickoff and other meetings;
- Meeting agreed-upon timelines.

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

COMMUNICATION WITH THE AGENCY:

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

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

POST-STUDY CONSULTATION AND SUPPORT:

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

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

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

STAKEHOLDER ENGAGEMENT:

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

- Initial study kick-off meetings with stakeholders;
- Stakeholder input regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected;
- Agency stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

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

Project Timeline

The following is an estimate to complete each milestone by week. We will discuss the details of each phase during project kickoff and identify specific deadlines for the project at that time. We will conduct frequent conference calls with the Agency to ensure the schedule is monitored throughout the project. In today's world, speed is particularly important. However, given the significance of this project, it is just as important for Agency officials, department heads, and employees to have sufficient time to review and approve the recommendations of Gallagher and to ensure proper communications occur. We have prepared a timeline to ensure the Agency has the work products in an expeditious manner. Our phases run concurrently; in that we do not wait until the full completion of a phase to begin another phase. We are prepared to commence the work within two weeks of receiving your authorization to proceed.

Total Compensation Study	
Milestone	**Timeframe**
A. Project Kickoff Meetings, Orientations, and Determination of Survey Elements	Weeks 1-3
B. Market Survey Delivery	Weeks 4-10
C. Draft Compensation Findings/Stakeholder Review and Feedback	Weeks 11-13
D. Development of Recommendations, Final Report, and Presentations	Weeks 14-16

References

Contact names and phone numbers are listed for each project. These projects are relevant to demonstrating our ability to meet the needs of the Agency and show considerable experience in developing compensation systems for a variety of public sector organizations. Our references can attest to the timeliness, quality, and responsiveness of the services we provide, our understanding of job classification and pay equity, and our knowledge of legal issues, such as the ADA and FLSA, and our expertise in working with public organizations and sensitive personnel issues. The projects listed below were completed by members of your project team and within similar timeframes to what the Agency is requesting.

AGENCY & PROJECT	CONTACT
Bay Area Water Supply & Conservation Agency Ongoing classification and compensation services, including biannual agency-wide total compensation studies since 2007; last study completed October 2024.	Ms. Deborah Grimes Office Manager (650) 349-3000 155 Bovet Road, Suite 302 San Mateo, CA 94402 DGrimes@bawsca.org
Carpinteria Water District Classification and Compensation study, completed 2024.	Ms. Norma C. Rosales Assistant General Manager (805)824-0345 1301 Santa Ynez Ave, Carpinteria, CA 93013 Norma@cvwd.net
Coachella Valley Water District Classification and Compensation Study, completed 2023.	Mr. Bill Walters Human Resources Administrator (760)398-2661 ext. 2372 51501 Tyler St. Coachella, CA 92236 bwalters@cvwd.gov Mr. Scott Hunter, M. HER Director, Human Resources (760)398-2661x2371 shunter@cvwd.org
Coastside County Water District Total Compensation Study, completed 2024. Classification and Compensation Study, completed 2017.	Ms. Mary Rogren Assistant General Manager (650) 726-4405 766 Main St. Half Moon Bay, CA 94019 mrogren@coastsidewater.org
Contra Costa Water District Ongoing classification and compensation services including a District-wide Classification Study completed in 2020; last total compensation study completed 2025.	Ms. Kristen Cunningham Director of People & Culture (925) 688-8172 1331 Concord Ave. Concord, CA 94520 kcunningham@ccwater.com
Eastern Municipal Water District Classification and Total Compensation Study, completed 2019.	Ms. Laura Zamora Director of Human Resources (909) 521-3438 247 West Third Street San Bernardino, CA 92415 lzamore@sb-court.org Please note: Ms. Zamora is no longer with Eastern Municipal Water District and now

	works for the Superior Court of San Bernardino County. We provide her information where you can contact her for a reference of our work for Eastern Municipal Water District.
East Valley Water District Ongoing classification and compensation services since we completed a District-wide Classification, Compensation, and Organizational Study in 2014. New District-wide Classification and Compensation Study, completed 2026.	Ms. Kerrie Bryan Human Resources/Risk and Safety Manager (909) 806-4087 31111 Greenspot Road Highland, CA 92346 kbryan@eastvalley.org
Helix Water District Total Compensation study, completed 2025.	Ms. Jodi Biermann Human Resources Manager (619) 667-6298 7811 University Avenue La Mesa, CA 91942 Jodi.biermann@helixwater.org
Marin Municipal Water District Classification and Compensation Study, 2019. Various Recruitment work since 2019. Flex Staffing Classification Study, 2021.	Ms. Vikkie Garay Human Resources Manager (415)945-1430 220 Nellen Avenue Corte Madera, CA 94925 vgaray@marinwater.org
Mojave Water Agency Ongoing classification and compensation services since 2017.	Adnan Anabtawi General Manager (760) 946-7059 13846 Conference Center Drive Apple Valley, CA 92307 AAnabtawi@mojavewater.org
Montecito Water District Total Compensation Study, completed 2024.	Nick Turner, P.E. General Manager (805) 969-2271 583 San Ysidro Road Santa Barbara, CA 93108 nturner@montecitowater.com
North Coast County Water District Total Compensation Study, completed 2024. Total Compensation Study, completed 2021. Compensation Study, completed 2016.	Ms. Stephanie Dalton Management Analyst II (650) 355-3462 2400 Francisco Blvd. Pacifica, CA 94044 stephaniedalton@nccwd.com
Rainbow Municipal Water District Total Compensation Study, completed 2025.	Ms. Karleen Harp Administrative Services Manager (760) 728-1178 3707 Old Hwy 395 Fallbrook, CA 92028 kharp@rainbowmwd.ca.gov
Rincon Del Diablo Municipal Water District Classification and Total Compensation Study, completed 2025. Classification and Total Compensation Study, completed 2019.	Mr. Jeffrey J. Umbrasas, MPA Director of Administration & Finance (760) 445-1514 1920 North Iris Lane, Escondido, CA 92026 jumbrasas@rinconwater.org

San Luis & Delta-Mendota Water Authority Total Compensation Study, completed 2024.	Ms. Laures Stiles, MHR Director of HR (209)826-9696 842 6th Street Los Banos, CA. 93635 laures.stiles@sldmwa.org
Santa Clara Valley Water District-wide Compensation survey completed in 2022. Ongoing Classification and Compensation Projects since 2013.	Ms. Patrice McElroy Deputy Administrative Officer patricemcelroy@valleywater.org
Yuba Water Agency Classification and Total Compensation Study, completed 2025.	Ms. Theresa DellaSanta Human Resources Manager (530)741-5013 1220 F Street Marysville, CA 95901 tdellasanta@yubawater.org
Zone 7 Water Agency Ongoing classification, compensation, organizational assessment, staffing, and succession planning services since 2016.	Mr. Osborn Solitei Assistant General Manager (925) 454-5043 100 North Canyons Parkway Livermore, CA 94551 osolitei@zone7water.com

Cost Proposal

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

It has been our experience that the time, money, and resources invested in stakeholder communication throughout the study are time, money, and resources saved during implementation. Our goal is to conduct each study the right way the first time.

To create efficiency and cost savings for our clients, as well as operating as green an organization as possible, we often conduct our studies virtually. Our cost proposal assumes that all meetings and presentations will be conducted virtually/remotely and no onsite travel to Agency offices will occur. Should the Agency desire onsite meetings, our per diem cost for onsite meetings based on travel time and market rate travel cost are outlined below. Our fees to conduct the study outlined above (including out-of-pocket expenses) will be $39,900.

The cost proposal is a fixed fee and will be billed in four equal installments on a monthly basis. The first installment invoice for $9,975 will be sent after contract execution.

The table below outlines the price per phase.

Total Compensation Study	Fees
Ongoing Project Status Meetings throughout the Study	**$1,900**
Milestone A: Project Kickoff Meetings, Orientations, Determination of Survey Elements *Includes virtual meetings and ongoing project management meetings throughout.* *On-site meetings are available at an additional cost**	**$8,300**
Milestone B: Market Survey Delivery	**$19,000**
Milestone C: Draft Compensation Findings/ Stakeholder Review and Feedback	**$4,750**
Milestone D: Development of Recommendations, Final Reports, and Presentations *Includes virtual meeting; On-site meetings are available at an additional cost **	**$5,950**
TOTAL PROJECT COST (Including all tasks) will not exceed: $39,900	

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

Our study costs are directly derived from estimating the number of hours needed to perform the work and the level of the consultant charged with performing the work. Gallagher typically bills monthly up to the maximum of each deliverable. Please note, as phases sometimes run concurrently, a phase may not be completed at the time it is billed. All expenses are included in this quote.

Should the Agency wish to have additional on-site presentation days or meetings, the estimated cost would be $1,000-$2,000 per day depending on the level of consultant required and the required time. Any change to the scope of the assignment (beyond what is described above) as well as other work requested beyond this assignment will be billed based on our hourly rates unless we mutually agree on a fixed fee for the additional work.

Gallagher Rate Sheet
2026

For projects with an estimated budget of $10,000 or less, the following is our rate schedule:

$310 per hour for Managing Director
$280 per hour for Project Manager
$260 per hour for Senior Consultant
$240 per hour for Consultant
$230 per hour for Associate Consultant
$215 per hour for Support Specialist
$145 per hour for Support Assistant
$120 per hour for Office Assistant

For projects with an estimated budget of more than $10,000, our composite hourly rate of $240/hour will apply.

3-Year Composite Rate Table:

Composite Rate	Year 1	Year 2	Year 3
	$240	$255	$270

3-Year Hourly Rate Table by Classification:

Role	Year 1	Year 2	Year 3
Managing Director	$310	$330	$350
Project Manager	$280	$295	$310
Senior Consultant	$260	$275	$290
Consultant	$240	$255	$270
Associate Consultant	$230	$245	$260
Support Specialist	$215	$225	$235
Support Assistant	$145	$155	$165
Office Assistant	$120	$130	$140

** We reserve the right to increase our hourly rates on an annual basis based on our regular rate adjustment schedule.*

Contractual Considerations

Gallagher is pleased to submit this proposal to the Agency. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.

Our legal team has provided the following exceptions to the terms and conditions outlined in this proposal. We are open to discussion on these.

- Gallagher is pleased to submit this proposal to client. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.
- Gallagher is not a federal contractor or subcontractor. Therefore, Gallagher cannot agree to federal contracting provisions contained within the RFP.
- Section 1, para 3 (PDF Page 1) - Gallagher proposes the following change to this section: Indemnification. Each party agrees to defend, indemnify and hold the other party and its affiliates and their respective directors, officers, employees and agents harmless from any and all losses, liabilities, exposures, damages and all related costs and expenses, including reasonable legal fees, to the extent arising from or relating to any third party claims, demands, suits, allegations, or causes or threats of action based on the indemnifying party's: (i) breach of any representation, warranty or covenant made by such party hereunder, or (ii) grossly negligent acts or omissions or intentional misconduct; provided, however, that the indemnifying party's indemnification obligations hereunder shall be reduced to the extent that such losses and damages arise from the acts or omissions of the other party or its employees or agents.
- Section 1, para 3 (PDF Page 1) - A limitation of liability of fees paid needs to be added to the indemnification provision.
- Section 1, para 3 (PDF Page 1) - We propose the following change to this section: Client shall own all final deliverables provided to Client by Gallagher as part of the services provided under this Agreement, provided however, Gallagher shall retain sole and exclusive ownership of all right, title, and interest in, and to, its intellectual property and derivatives thereof which no data or Confidential Information of the Client was used to create and which was developed entirely using Gallagher's own resources, including any and all pre-existing or independently developed know-how, methods, processes and other materials prepared by Gallagher. To the extent Gallagher's intellectual property is necessary for the Client to use the deliverables provided under this Agreement, Gallagher grants to Client a non-exclusive, royalty-free license to Gallagher's intellectual property solely for Client's use of such deliverables.
- Section VI, D, Insurance Requirement (PDF pages 5-6) - Below are Gallagher's insurance representations based on AJG Risk Management policies. These are not changed on a client by client basis.
- Section VIII, para 2 (PDF Page 6) - Gallagher cannot agree to be bound by the terms and conditions referenced in this section until it has had the opportunity to review.

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

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

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than $2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than $1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of $1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than $10,000,000 per occurrence or in the aggregate;

- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than $5,000,000 per claim, or $10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than $2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than $1,000,000 per claim and in the aggregate.
- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.

Signature Page

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

This proposal is valid for 90 days.

Respectfully submitted,

By: GALLAGHER BENEFIT SERVICES, INC.
State of California



Georg S. Krammer **August 19, 2026**
Managing Director, Compensation and Rewards Consulting

ajg.com **The Gallagher Way. Since 1927.**

Gallagher is pleased to submit this proposal to you. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.

This material was created to provide accurate and reliable information on the subjects covered by should not be regarded as a complete analysis of these subjects. It is not to provide specific legal, tax or other professional advice. The services of an appropriate professional should be sought regarding your individual situation.

Consulting and insurance brokerage services to be provided by Gallagher Benefit Services, Inc. and/or its affiliate Gallagher Benefit Services (Canada) Group Inc. Gallagher Benefit Services, Inc., a non-investment firm and subsidiary of Arthur J. Gallagher & Co., is a licensed insurance agency that does business in California as “Gallagher Benefit Services of California Insurance Services” and in Massachusetts as “Gallagher Benefit Insurance Services.



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ACTION OF
SOLANO COUNTY WATER AGENCY

DATE: **November 12, 2026**

SUBJECT: **2026 Salmon Season Update**

RECOMMENDATIONS:

For information only.

FINANCIAL IMPACT:

None.

BACKGROUND:

Staff will provide an update to the Board of Directors on the 2026 salmon season, the November 7th Salmon festival, and general updates on Putah Creek.

RELEVANCE TO 2016-2030 SCWA STRATEGIC PLAN:

Updates on the 2026 salmon season are consistent with Goal 4 Water Resource Resiliency (Objective B-Protect water rights and supplies) and Goal 7 Natural Resources Stewardship (Objective B-Support and promote Lower Putah Creek Coordinating Committee programs and projects and Objective C-Protect water supply sources)

Recommended: _____
Chris Lee, General Manager

☐ Approved as Recommended	☐ Other (see below)	☐ Continued on next page

Modification to Recommendation and/or other actions:

I, Chris Lee, 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 November 12, 2026, by the following vote:

Ayes:

Noes:

Abstain:

Absent:

_____
Chris Lee
General Manager & Secretary to the
Solano County Water Agency

LEGISLATIVE UPDATES

WATER POLICY UPDATES