



Montecito Sanitary District

1042 Monte Cristo Lane
Santa Barbara, CA 93108

A Public Service Agency

Phone: (805) 969-4200
www.montsan.org

BOARD PACKET

For the Regular Board Meeting of

Thursday, September 28, 2023

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AGENDA

For the General Meeting of the Board on:

September 28, 2023

The regular meeting of the Governing Board will begin at **12:00 p.m. on September 28, 2023** in the District's Board Room at 1042 Monte Cristo Lane.

The public may attend the meeting in person or participate remotely via Zoom using the following virtual meeting details:

By visiting: <https://us02web.zoom.us/j/86118975917>

Or by calling: 1-669-900-6833

Meeting ID: 861 1897 5917

1. CALL TO ORDER

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. PRESIDENT'S REPORT

D. AGENDA CHANGES/DELETIONS

2. PUBLIC COMMENT

Public comment on items not on the agenda is **limited to 3 minutes** and is at the discretion of the Board President. For further instructions, please see [Instructions for Public Comment](#) on the District's website.

3. CONSENT CALENDAR

- A. Payables from July 1, 2023 through July 31, 2023
- B. Payables from August 1, 2023 through August 31, 2023
- C. Board Meeting Minutes of the July 13, 2023 Regular Meeting
- D. Board Meeting Minutes of the July 26, 2023 Special Meeting
- E. Board Meeting Minutes of the July 27, 2023 Regular Meeting
- F. Board Meeting Minutes of the August 10, 2023 Regular Meeting
- G. Board Meeting Minutes of the August 24, 2023 Regular Meeting
- H. F-350 Utility Truck Purchase – SourceWell Contract

4. COMMITTEE REPORTS

It is recommended that the Board receive and file a report provided by the following committee(s):

- i) Investment Committee Ad Hoc (Director Hogan, General Manager John Weigold, and District Administrator Stephen Williams) related to their meetings regarding investment of District Reserve Policies

5. REGULAR BUSINESS

A. SALARY STUDY CONTRACTOR SELECTION

It is recommended that the Board:

- i) Receive a presentation from Staff regarding the recent completed Request for Proposals to conduct a Salary Study for the District; and
- ii) Receive a brief presentation from potential contractors and make inquiries, if desired; and
- iii) Take any such additional, related action that may be desirable.

B. EXPANSION OF STUDY FOR RECYCLED WATER – PARTNERSHIP BETWEEN MONTECITO WATER AND SUMMERLAND SANITARY DISTRICT

It is recommended that the Board:

- i) Discuss and consider authorizing the General Manager to execute a contract on behalf of the Montecito Sanitary District for up to \$60,000, to jointly fund with the Montecito Water District and the County of Santa Barbara, to expand a study by Carollo of the County of Santa Barbara's Recycled Water Study to include an alternative partnership between the Montecito Sanitary District and the Summerland Sanitary District; and
- ii) Take any such additional, related action that may be desirable.

C. ADOPTION OF STRATEGIC PLAN

It is recommended that the Board:

- i) Discuss and consider adopting the Montecito Sanitary District's Strategic Plan; and
- ii) Take any such additional, related action that may be desirable.

D. ENVIRONMENTAL SUPPORT SERVICES LINING PROJECT APPROVAL

It is recommended that the Board:

- i) Authorize the General Manager to execute a contract with **xxxxxxx** in the amount of **\$xx,xxx** for environmental support services for the Highway 101 lining project for the Montecito Sanitary District; and
- ii) Authorize the General Manager to approve expenditures of up to **\$x,xxx** (10%) as a change order allowance for any necessary changes in scope of work; and
- iii) Take any such additional, related action that may be desirable.

6. GENERAL MANAGER’S REPORT

General Manager John Weigold will provide informational, nonactionable updates regarding matters before the District.


7. ITEMS FOR FUTURE AGENDAS

The next regularly scheduled Board meeting will be held on October 12, 2023 at 12:00 pm.

8. ADJOURNMENT

The Montecito Sanitary District has resumed in-person meetings in accordance with the Brown Act. In accordance with the State of Emergency declaration issued on March 4, 2020 by the Governor of the State of California in response to COVID-19 and Government Code 54953(e), the District also provides alternative methods of remote participation which permit members of the public to observe and address public meetings remotely via telephone or Zoom. These methods of participation can be accessed through the internet link provided at the top of this agenda.

This agenda was posted on the District website, and at the Montecito Sanitary District Bulletin Board in accordance with the requirements of the Brown Act. Attested by:



Stephen Williams
District Administrator/Clerk of the Board

ADA – The Americans with Disabilities Act provides that no qualified individual with a disability shall be excluded from participation in, or denied the benefits of, the District's programs, services or activities because of any disability. If you need special assistance to participate in this meeting, please contact the District Office at 969-4200. Notification at least twenty-four (24) hours prior to the meeting will enable the District to make appropriate arrangements.



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BOARD LIST OF PAYABLES – JULY 2023

<u>CHECK DATE</u>	<u>SUMMARY & TYPE</u>	<u>BATCH TOTAL</u>
07/18/2023	ACCOUNTS PAYABLE	255,662.65
07/28/2023	ACCOUNTS PAYABLE	7,932.83
	Subtotal	\$ 262,498.21
07/18/2023	CAPITAL IMPROVEMENT PROJECTS	110,728.52
	Subtotal	\$ 110,728.52
07/09/2023	PAYROLL	92,592.54
07/23/2023	PAYROLL	93,238.85
	Subtotal	\$ 185,831.38
	<u>TOTAL</u>	<u>\$ 559,058.11</u>

*All Invoices were reviewed and approved by Department Managers

**All Invoices and Payments were reviewed and approved and checks signed by the General Manager

***Board Treasurer, Edwin Martin, approved all payables by email prior to check mailing

Check History Report
Sorted By Check Number
Activity From: 7/1/2023 to 7/31/2023
MONTECITO SANITARY DISTRICT (MSD)

Bank Code: B OPERATING CASH (MBT)					
Check Number	Check Date	Check Name	Check Amount	Description	
0000028533	7/18/2023	THE ALCALA LANE PROPERTY TRUST	2,300.00	Deposit Refund - 430 Alcala Lane	
0000028534	7/18/2023	ALLIANT INSURANCE SERVICES INC	9,080.00	Mobile Vehicle Policy Renewal 07/01/23-07/1/24	
0000028535	7/18/2023	AMAZON CAPITAL SERVICES	593.72	Gojo Soap & Dispenser, Bulletin Board, Junction Boxes, Reflection Tape & Paint	
0000028536	7/18/2023	AT&T MOBILITY	153.14	Standby Cellphone and Lift Station 4 Wireless Data Port	
0000028537	7/18/2023	BIG GREEN CLEANING COMPANY	2,460.00	Janitorial Services-July	
0000028538	7/18/2023	BOYD & ASSOCIATES	396.00	Quarterly Security Alarm Services	
0000028539	7/18/2023	CANON FINANCIAL SERVICES INC	272.61	Canon Copier Lease Payment-July	
0000028540	7/18/2023	CINTAS CORPORATION #684	1,207.51	Uniforms, Towels, Floor Mats-Cleaning/Rental-June	
0000028541	7/18/2023	CINTAS	181.50	Replenish Fist Aid Supplies	
0000028542	7/18/2023	COLANTUONO, HIGHSMTIH & WHATLEY, PC	7,425.00	Legal Services-June	
0000028543	7/18/2023	COMPUVISION COMMUNICATIONS	32,051.70	Annual Payment for Office Datto Cloud Backup, NetAlert Managed Services, Spam Filtering, Office 365	
0000028544	7/18/2023	CORT	44.00	Deed Report-June	
0000028545	7/18/2023	COX BUSINESS	160.39	Wireless Internet Services - July	
0000028546	7/18/2023	CSRMA	75,700.84	Workers Compensation and Property Insurance Renewal 07/01/23-07/01/24	
0000028547	7/18/2023	CALIFORNIA WATER ENVIRONMENT	215.00	CHECK REVERSAL	
0000028548	7/18/2023	CALIFORNIA WATER ENVIRONMENT	98.00	Plant Maintenance 1 Renewal-Larroude	
0000028549	7/18/2023	DATCO SERVICES CORPORATION	175.50	Quarterly DATCO Services	
0000028550	7/18/2023	DOCU PRODUCTS	267.96	Copier Maintenance Agreement-July	
0000028551	7/18/2023	DOCUSIGN INC. Lockbox	3,105.00	Annual Docusign Business Pro Plan	
0000028552	7/18/2023	ENGEL & GRAY, INC	2,888.64	Biosolids Hauling-June	
0000028553	7/18/2023	ENVIRONMENTAL RESOURCE ASSOC.	946.41	ELAP Required Annual Proficiency Sample Testing	
0000028554	7/18/2023	FASTENAL COMPANY	373.78	Disposable Gloves, Industrial Lubricant	
0000028555	7/18/2023	FISHER SCIENTIFIC	636.30	Lab Supplies	
0000028556	7/18/2023	FRONTIER	822.04	Phone Service for WWTP & Lift Stations-May/June	
0000028557	7/18/2023	GRAINGER	1,710.61	Marking Paint, Brass Valve, Single Hook, Traffic Cones, HDPE Plastic Sheet, Climbing Rope	
0000028558	7/18/2023	HADRONEX, INC	32,760.00	Annual Manhole Smartcovers Renewal	
0000028559	7/18/2023	HASA	11,990.80	Sodium Hypochlorite	
0000028560	7/18/2023	RICHARD P DI CESARE JR.	6,795.00	PM & Calibration of WWTP Sampler & Lift Station Flow Meters	
0000028561	7/18/2023	CHARLES KNIGHT	3,450.00	Deposit Refund - 1690 East Valley Road	
0000028562	7/18/2023	MARBORG INDUSTRIES	889.28	Refuse Disposal/Recycling, Dumpster Rental-June	
0000028563	7/18/2023	MONTECITO BANK & TRUST	2,684.14	Workshop Registrations, GM Travel Expenses, shipping	
0000028564	7/18/2023	MCCORMIX CORP	1,390.13	Vehicle Fuel 06/15-07/15/23	
0000028565	7/18/2023	MILAN-COOPER III, LLC	2,300.00	Deposit Refund - 490 Paso Robles Drive	
0000028566	7/18/2023	MISSION COMMUNICATIONS, LLC	4,459.80	Annual Mission Boxes Renewal	
0000028567	7/18/2023	MONTECITO JOURNAL	220.00	Notice of Hearing Publication	
0000028568	7/18/2023	MOUNTAIN SPRING WATER	186.00	Bottled Drinking Water & Cooler Rental-June	
0000028569	7/18/2023	WENDY MUNGER	2,300.00	Deposit Refund - 741 San Ysidro Road	
0000028570	7/18/2023	MONTECITO WATER DISTRICT	629.88	Water Services-June	
0000028571	7/18/2023	O'CONNOR PEST CONTROL WEST COAST	7,185.24	Annual Pest, Rodent, Gopher Control	
0000028572	7/18/2023	PITNEY BOWES GLOBAL FINANCIAL	143.84	Quarterly Postage Meter Lease Payment	
0000028573	7/18/2023	PLUMBERS DEPOT, INC	5,449.02	Upgrade CCTV Camera Sonde, Leader Hose for Vac-Con	
0000028574	7/18/2023	PRIORITY SAFETY SERVICES	4,231.81	Fix System Gas Detection Inspection, Multi Gas Detector	
0000028575	7/18/2023	PURETEC INDUSTRIAL WATER	75.84	Water Softener Sodium Tank Exchange	
0000028576	7/18/2023	QUINN COMPANY	1,742.50	Lift Station 4 Generator Servicing	
0000028577	7/18/2023	ROBERT D. NIEHAUS, INC	1,310.00	Rate Study-January	
0000028578	7/18/2023	RED WING BUSINESS ADVANTAGE	203.35	Boot Allowance-Flores	
0000028579	7/18/2023	SANTA BARBARA COUNTY EHS/CUPA	1,436.00	Annual Hazardous Materials Permit for Lift Stations	
0000028580	7/18/2023	SOCAL GAS	120.87	Gas Service-June	
0000028581	7/18/2023	STAPLES BUSINESS CREDIT	1,982.33	Office/Kitchen Supplies	
0000028582	7/18/2023	STREAMLINE	310.00	Website Management Services	

0000028583	7/18/2023	UNIVAR SOLUTIONS	5,457.97	Sodium Bisulfite
0000028584	7/18/2023	UNDERGROUND SERVICE ALERT	153.50	82 Dig Alert Tickets-June
0000028585	7/18/2023	LOS ANGELES TRUCK CENTERS, LLC	23.47	Vehicle Parts
0000028586	7/18/2023	MARK WEAVER	2,300.00	Deposit Refund - 1636 Moore Road
0000028587	7/18/2023	ZWORLD GIS	2,283.40	GIS Development Services-June

Bank B Total: 247,729.82

Bank Code: B OPERATING CASH (MBT) Single Check Run on 07/28/2023

Check Number	Check Date	Check Name	Check Amount	Description
28588	7/28/2023	MERCEDES-BENZ OF OXNARD	7,932.83	Repairs to the Wiring Harness on the CCTV Van due to Rodents
Bank B Total:			<u>7,932.83</u>	

Bank Code: G CAPITAL IMPROVEMENT CASH (MBT)

Check Number	Check Date	Check Name	Check Amount	Description
0000001398	7/18/2023	CLEARWATER ENGINEERING, INC	1,512.00	CIP CEME; Traffic Control for the Emergency Repair to Lift Station 1 Force Main
0000001399	7/18/2023	FILIPPIN ENGINEERING	10,192.50	CIP C002; Construction Inspection Management Services for the Posilipo Force Main Relocation Project
0000001400	7/18/2023	HARRINGTON INDUSTRIAL PLASTICS	26,089.43	CIP TEQU: Hypochlorite Holding Tank Replacement
0000001401	7/18/2023	MGS GENERAL ENGINEERING, INC.	13,594.51	CIP C010; Construction for the Ennisbrook Sewer Mainline Restoration Project
0000001402	7/18/2023	MNS ENGINEERS INC.	27,302.50	CIP 9; Engineering Services for the HWY 101 Sewer Relocation Project-March/May/June
0000001403	7/18/2023	RINCON CONSULTANTS, INC	12,303.90	CIP C010; Design/Permitting Services for the Ennisbrook Sewer Main Restoration Project
0000001404	7/18/2023	S B COUNTY - PUBLIC WORKS	1,537.18	CIP; Progress Payments for the Utility Permits at N Jameson and San Ysidro Road projects
0000001405	7/18/2023	SANTA BARBARA HEATING & AIR	10,530.00	CIP; Installation of HVAC System for Office and Operations
0000001406	7/18/2023	TORO ENTERPRISES, INC	7,666.50	CIP C002; Construction for the Posilipo Sewer Main Relocation Project

Bank G Total: 110,728.52

Report Total: 366,391.17



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BOARD LIST OF PAYABLES – AUGUST 2023

<u>CHECK DATE</u>	<u>SUMMARY & TYPE</u>	<u>BATCH TOTAL</u>
08/11/2023	ACCOUNTS PAYABLE	107,695.73
08/31/2023	ACCOUNTS PAYABLE	130,536.04
	Subtotal	\$ 238,231.77
08/11/2023	CAPITAL IMPROVEMENT PROJECTS	89,017.96
08/31/2023	CAPITAL IMPROVEMENT PROJECTS	19,402.89
	Subtotal	\$ 108,420.85
08/06/2023	PAYROLL	95,935.65
08/20/2023	PAYROLL	93,018.75
	Subtotal	\$ 188,954.40
	<u>TOTAL</u>	<u>\$ 535,607.02</u>

*All Invoices were reviewed and approved by Department Managers

**All Invoices and Payments were reviewed and approved and checks signed by the General Manager

***Board Treasurer, Edwin Martin, approved all payables by email prior to check mailing

Check History Report
Sorted By Check Number
Activity From: 8/1/2023 to 8/31/2023
MONTECITO SANITARY DISTRICT (MSD)

Bank Code: B OPERATING CASH (MBT)

Check Number	Check Date	Name	Check Amount	Description
0000028589	8/11/2023	ACME ANALYTICAL SOLUTIONS	479.62	Analyzer Chemicals
0000028590	8/11/2023	ALLIANT INSURANCE SERVICES INC	891.00	Crime Policy Renewal for FY 2023/24
0000028591	8/11/2023	AMAZON CAPITAL SERVICES	1,708.69	Blower, Generator Paint, Parts for Trash Pump, Extension Poles, Rodent Repellent, Start Relay for Lab Refrigerator
0000028592	8/11/2023	AUTOZONE, INC	241.86	Vehicle Parts & Supplies
0000028593	8/11/2023	BARTLETT, PRINGLE & WOLF, LLP	1,515.50	Accounting Services for 2022 Annual Audit
0000028594	8/11/2023	BIG GREEN CLEANING COMPANY	2,460.00	Janitorial Services-August
0000028595	8/11/2023	CALIFORNIA-NEVADA SECTION, AWWA	200.00	Advanced Water Treatment Operator Renewal-Keen
0000028596	8/11/2023	CANON FINANCIAL SERVICES INC	297.91	Canon Copier Lease Payment-August
0000028597	8/11/2023	CED ROYAL INDUSTRIAL SOLUTIONS	2,318.42	Starter for Lift Station 2, DAFT Sludge Pump
0000028598	8/11/2023	COLANTUONO, HIGHSMTIH & WHATLEY	5,100.00	General Counsel Legal Services-July
0000028599	8/11/2023	COMPUVISION COMMUNICATIONS	632.00	IT Services-July
0000028600	8/11/2023	CORT	44.00	Deed Report-July
0000028601	8/11/2023	DFK SOLUTIONS GROUP, LLC	7,580.00	Update OERP to SEPR as required by the SWRCB
0000028602	8/11/2023	DOCU PRODUCTS	131.05	Copier Maintenance Agreement-August
0000028603	8/11/2023	ENGEL & GRAY, INC	5,812.01	Biosolids Hauling-July
0000028604	8/11/2023	FISHER SCIENTIFIC	1,042.39	Lab Testing Supplies
0000028605	8/11/2023	GLS COMPANIES	750.00	Landscape Services-July
0000028606	8/11/2023	GLUCK, FRED (or) LINDA	2,300.00	Deposit Refund - 499 Crocker Sperry Drive
0000028607	8/11/2023	GRAINGER	1,075.72	Collection Tools, Vehicle Mounted Bypass Pump, Couplings, Bolts, Faucet
0000028608	8/11/2023	HASA	9,851.36	Sodium Hypochlorite
0000028609	8/11/2023	HCD	73.00	Modular Registration Renewal
0000028610	8/11/2023	SEAN HUTCHINSON	2,093.00	Deposit Refund - 777 Riven Rock Road
0000028611	8/11/2023	IDEXX DISTRIBUTION, INC	1,659.20	Lab Testing Supplies
0000028612	8/11/2023	RICHARD P DI CESARE JR.	6,529.00	Parts/Service/Calibration of WWTP ISCO Sampler
0000028613	8/11/2023	MARBORG INDUSTRIES	294.99	Dumpster Roll-Off Fee
0000028614	8/11/2023	MONTECITO BANK & TRUST	3,165.17	Windshield, Conf. Registrations, Travel Expenses, Board Lunches, Memberships Dues, Lab Supplies, Propane
0000028615	8/11/2023	MCCORMIX CORP	914.17	Vehicle Fuel 07/15-07/31/2023
0000028616	8/11/2023	MCMMASTER-CARR SUPPLY COMPANY	73.58	Thermostat for Admin Building
0000028617	8/11/2023	MISCOWATER	3,497.57	Lift Station 4 Level Controller
0000028618	8/11/2023	MOUNTAIN SPRING WATER	161.10	Bottled Drinking Water/Cooler Rental-July
0000028619	8/11/2023	O'CONNOR PEST CONTROL WEST	240.00	Lift Station 2 & 4 Rodent Control
0000028620	8/11/2023	O'CONNOR PEST CONTROL WEST	385.00	New Service - Rodent Control at Treatment Plant
0000028621	8/11/2023	OILFIELD ENVIRONMENTAL &	993.05	Outside Lab Analyses
0000028622	8/11/2023	PAYCHEX OF NEW YORK, LLC	287.70	Payroll Services-July
0000028623	8/11/2023	POSTER COMPLIANCE CENTER	150.74	Federal/State Compliance Poster Renewal
0000028624	8/11/2023	PURETEC INDUSTRIAL WATER	361.83	Quarterly Water Softener Tank Rental, Sodium Tank Exchange
0000028625	8/11/2023	QUINN COMPANY	5,455.59	Generator Servicing and Parts for Lift Stations & WWTP
0000028626	8/11/2023	RED WING BUSINESS ADVANTAGE	450.00	Boot Allowance-Kearney, Perez
0000028627	8/11/2023	RINGCENTRAL, INC.	703.28	Phone Service-July
0000028628	8/11/2023	S B HOME IMPROVEMENT CENTER	90.29	Light Bulbs, Stud Finder, Lysol
0000028629	8/11/2023	SOUTHERN CALIFORNIA EDISON CO	23,022.18	Electric Service-July
0000028630	8/11/2023	SHERWIN-WILLIAMS CO.	39.13	Paint Supplies for Lift Station Generator
0000028631	8/11/2023	SMARDAN-HATCHER COMPANY	15.93	Galvanized Bushing-Collections
0000028632	8/11/2023	STAPLES BUSINESS CREDIT	814.03	Office, Janitorial Supplies
0000028633	8/11/2023	T-MOBILE	19.33	Wireless Data Port for UF/RO-July
0000028634	8/11/2023	UNIVAR SOLUTIONS	4,793.26	Sodium Bisulfite
0000028635	8/11/2023	UNDERGROUND SERVICE ALERT	710.96	88 Dig Alert Tickets-July / Annual State Regulatory Fee
0000028636	8/11/2023	USA BLUE BOOK	1,579.29	Sewer Marking Flags, Odor Ban for Lift Station 5, Diffuser
0000028637	8/11/2023	ALICE VAN DE WATER	2,300.00	Deposit Refund - 1694 San Leandro Lane
0000028638	8/11/2023	MONTECITO SANITARY DISTRICT GOLD	111.83	CSDA GM Leadership Summit Travel Expense Reimbursement
0000028639	8/11/2023	MONTECITO SANITARY DISTRICT	2,280.00	GIS Program Support-August

0000028640	8/31/2023	ACWA/JPIA	25,321.93	Medical/Dental/Life Insurance Premium-August
0000028641	8/31/2023	AT&T MOBILITY	150.88	Standby Cellphone, Lift Station 4 Wireless-July
0000028642	8/31/2023	BARTLETT, PRINGLE & WOLF, LLP	5,889.50	Annual Audit Progress Payment-July
0000028643	8/31/2023	BNY OF NEW YORK MELLON	2,080.00	Annual Administrative Fee
0000028644	8/31/2023	CED ROYAL INDUSTRIAL SOLUTIONS	1,559.30	Spare DAFT VFD
0000028645	8/31/2023	CINTAS CORPORATION #684	1,550.23	Uniform/Towels, Floor Mats-Cleaning/Rental-July
0000028646	8/31/2023	COX BUSINESS	160.39	Wireless Internet Service-August
0000028647	8/31/2023	CALIFORNIA WATER ENVIRONMENT	202.00	Annual Membership Dues-Arce
0000028648	8/31/2023	FAMCON PIPE & SUPPLY, INC	2,113.72	Metal Seated Gate Valve w/ Hand Wheel
0000028649	8/31/2023	FISHER SCIENTIFIC	7,814.02	Lab Equipment Replacement
0000028650	8/31/2023	JOSE FLORES	655.15	Tri-State Seminar Travel Expense Reimbursement
0000028651	8/31/2023	FRONTIER	599.95	Phone Service for WWTP, Lift Stations 1, 2, 4-August
0000028652	8/31/2023	GEOGRAPHIC DATA & MANAGEMENT	5,130.00	Tax Roll Reports, Parcel Map and Owner Info Update
0000028653	8/31/2023	GIBBS INTERNATIONAL INC	461.35	Solenoid for Vehicle Unit #8
0000028654	8/31/2023	GLS COMPANIES	795.00	Landscape Services-July
0000028655	8/31/2023	GRAINGER	372.04	Traffic Cones-Collections
0000028656	8/31/2023	HASA	6,126.88	Sodium Hypochlorite
0000028657	8/31/2023	INCLINE INVESTORS INC.	3,450.00	Deposit Refund-627 Lilac Drive
0000028658	8/31/2023	JOHNSON SCREENS INC.	35.68	Plant Materials
0000028659	8/31/2023	JOSHUA BOBROVE	500.00	Photographer
0000028660	8/31/2023	WILLIAM T KEARNEY	655.15	Tri-State Seminar Travel Expense Reimbursement
0000028661	8/31/2023	KIMBALL MIDWEST	16.36	Drill Bit
0000028662	8/31/2023	CHARLES KING (or) LESLIE	2,300.00	Deposit Refund-1821 Fernald Point Lane
0000028663	8/31/2023	MARBORG INDUSTRIES	1,108.44	Refuse Disposal, Recycling, Dumpster, Portable Rstrm Rental-July
0000028664	8/31/2023	MCCORMIX CORP	697.14	Vehicle Fuel 08/01-08/15/2023
0000028665	8/31/2023	MICHAEL VIETTONE CIVIL ENG	1,300.00	Engineering Services-July
0000028666	8/31/2023	MISCOWATER	3,766.94	Level Controller for Lift Station 4
0000028667	8/31/2023	MOTION INDUSTRIES, INC	1,775.73	Clarifier Gear Box
0000028668	8/31/2023	MONTECITO WATER DISTRICT	747.18	Water Service-July
0000028669	8/31/2023	OILFIELD ENVIRONMENTAL & WATER SERVICES	747.00	Outside Lab Analyses-July
0000028670	8/31/2023	OWEN, WALTER (or) LUCINDA	2,216.00	Deposit Refund-639 Olive Road
0000028671	8/31/2023	JOSHUA PEREZ	655.15	Tri-State Seminar Travel Expense Reimbursement
0000028672	8/31/2023	RINCON CONSULTANTS, INC	817.25	Environmental Engineering for Ennisbrook Pipe Protect in Place
0000028673	8/31/2023	RINGCENTRAL, INC.	703.28	Phone Service-July
0000028674	8/31/2023	LUIS RIZO	670.15	Tri-State Seminar Travel Expense Reimbursement
0000028675	8/31/2023	ROLLINS, CAROLE	1,222.74	NELAC Conference Travel Expense Reimbursement
0000028676	8/31/2023	SANTA BARBARA HEATING & AIR	7,975.00	Remove/Replace Damaged Furnaces in Maintenance Bldg
0000028677	8/31/2023	SANTA BARBARA & VENTURA COUNTY	4,725.00	Repair Admin Building Doors
0000028678	8/31/2023	SEIU LOCAL 620	1,517.28	Union Dues 07/09-08/20/23
0000028679	8/31/2023	SHERWIN-WILLIAMS CO.	26.26	Paint Supplies for Lift Station 4
0000028680	8/31/2023	STANDARD INSURANCE COMPANY	1,600.68	Short/Long Term Disability Insurance Premium-August
0000028681	8/31/2023	STATE WATER RESOURCE CONTROL	150.00	WWTP Operator Grade 5 Renewal-Felix
0000028682	8/31/2023	TAFÉ ELECTRIC COMPANY	6,306.30	On-Call Electrical Services at WWTP & Lift Station
0000028683	8/31/2023	UNIVAR SOLUTIONS	4,041.71	Sodium Bisulfite
0000028684	8/31/2023	MIGUEL VILLAFANA	670.15	Tri-State Seminar Travel Expense Reimbursement
0000028770	8/31/2023	SOUTHERN CALIFORNIA EDISON	19,157.13	Electric Service 07/25-08/22/23

238,231.77

Check History Report
Sorted By Check Number
Activity From: 8/1/2023 to 8/31/2023
MONTECITO SANITARY DISTRICT (MSD)

Bank Code: G CIP CASH (MBT)

Check Number	Check Date	Name	Check Amount	Description
0000001407	8/11/2023	CED ROYAL INDUSTRIAL SOLUTIONS	6,518.01	CIP LEME-Lift Station 2 Controller Replacement
0000001408	8/11/2023	JIM MYERS & SONS, INC	78,417.45	CIP-Skimmer Trough Replacement
0000001409	8/11/2023	MNS ENGINEERS INC.	245.00	CIP-Engineering Services for HWY 101 Sewer Main Protect-In-Place
0000001410	8/11/2023	RINCON CONSULTANTS, INC	3,837.50	CIP C002-Engineering Services for Posilipo Force Main Relocation
0000001411	8/31/2023	FILIPPIN ENGINEERING	160.00	CIP No. C002; Construction Management Services for the Posilipo Force Main Relocation Project-July
0000001412	8/31/2023	RINCON CONSULTANTS, INC	299.00	CIP No. C002; Environmental Engineering Services for the Posilipo Force Main Relocation Project-July
0000001413	8/31/2023	TIERRA CONTRACTING INC	3,420.00	CIP No.C003; Construction Progress Payment for the Olive Mill/San Ysidro Roundabout Sewer Main Relocation Project
0000001414	8/31/2023	TORO ENTERPRISES, INC	15,523.89	CIP No. C002; Construction Progress Payment for the Posilipo Force Main Relocation Project
Bank G Total:			<u>108,420.85</u>	
Report Total:			<u><u>346,652.62</u></u>	



Montecito Sanitary District

1042 Monte Cristo Lane
Santa Barbara, CA 93108

A Public Service Agency

Phone: (805) 969-4200
www.montsan.org

MINUTES

For the General Meeting of the Board on:

July 13, 2023

1. CALL TO ORDER

The Governing Board of the Montecito Sanitary District convened a regular meeting at 12:07 pm on Thursday, July 13, 2023. The meeting was also broadcast using Zoom teleconferencing.

ATTENDANCE

Board Members Present:

Director Hogan, Johnson, Martin, Director Ohlmann, and President Ellwood T. Barrett II

Board Members Absent:

None

Also Present and Participating:

John Weigold, MSD General Manager
Stephen Williams, MSD Clerk of the Board & District Administrator
Aleks Giragosian, Colantuono, Highsmith & Whatley, PC
Ricardo Larroude, MSD Collections & Maintenance Superintendent
Bryce Swetek, MSD Engineering Manager
Carole Rollins, MSD Laboratory & Pretreatment Manager

2. PUBLIC COMMENT

No members of the public addressed the Board.

3. REGULAR BUSINESS

A. EASEMENTS (DISTRICT RIGHT-OF-WAYS)

ON MOTION by Director Hogan, Seconded by Director Ohlmann, the Board voted to adopt Ordinance No. 22 – Establishing Policies and Standards for District Easements and Regulating Easement Encroachments.

AYES: Directors Hogan, Johnson, Martin, Ohlmann, and Barrett
NAYS: None
ABSTAIN: None
ABSENT: None

B. DISCUSSION ON CONNECTION FEES FOR ACCESSORY DWELLING UNITS

The Board received a presentation from Legal Counsel regarding Accessory Dwelling Units and Junior Accessory Dwelling Units Fees and Charges.

C. DISCUSSION ON SALARY SURVEY

The Board reviewed and discussed the Draft Request for Proposals to conduct a Salary Study for the District and gave input to staff on additional items to incorporate.

D. DISCUSSION ON BOARD ROOM DESIGN

The Board discussed potential changes to the Board Room. No action was taken.

E. DISCUSSION ON SOLAR OPTIONS FOR THE DISTRICT

The Board discussed potential solar options to offset the District's utility costs. No action was taken.

4. ITEMS FOR THE NEXT AGENDA

The next Board meeting will be a General Meeting of the Board on July 27, 2023. No topics were brought up as possible items.

5. ADJOURNMENT

The meeting adjourned at 5:02 pm ON MOTION by Director Hogan, Seconded by Director Barrett.

These minutes were presented for approval at the General Board Meeting on September 28, 2023.

Ellwood T. Barrett II, President

Minutes taken and prepared by:

Stephen Williams
District Administrator/Clerk of the Board



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MINUTES

For the Special Meeting of the Board on:

July 26, 2023

1. CALL TO ORDER

The Governing Board of the Montecito Sanitary District convened a regular meeting at 12:04 pm on Wednesday, July 26, 2023. The meeting was also broadcast using Zoom teleconferencing.

ATTENDANCE

Board Members Present:

Director Hogan, Johnson, Martin, Director Ohlmann, and President Ellwood T. Barrett II

Board Members Absent:

None

Also Present and Participating:

John Weigold, MSD General Manager
Stephen Williams, MSD Clerk of the Board & District Administrator
Aleks Giragosian, Colantuono, Highsmith & Whatley, PC
Ken Coates, Montecito Water District Vice President
Floyd Wicks, Montecito Water District Director
Nick Turner, Montecito Water District General Manager
Mike Prater, Local Agency Formation Commission
Guest 1, Unidentified Member of the Public
Guest 2, Unidentified Member of the Public
Guest 3, Unidentified Member of the Public
1-805-455-1670, Unidentified Member of the Public

2. PUBLIC COMMENT

No members of the public addressed the Board.

3. REVIEW OF THE DRAFT SPECIAL DISTRICT COLLABORATION AND CONSOLIDATION STUDY

The Board received a presentation from Raftelis and discussed the current draft version of its collaboration and consolidation study for Montecito Sanitary District and Montecito Water District. No actions were taken.

4. COMMITTEE REPORTS

Directors Hogan and Johnson gave a brief report on the Joint Strategic Planning Committee (MSD Directors Hogan and Johnson and MWD Directors Plough and Coates) meeting of July 24, 2023.

5. **ITEMS FOR THE NEXT AGENDA**

The next Board meeting will be a General Meeting of the Board on August 10, 2023. Topics the Board brought up as potential Agenda Items are as follows:

- Possible vote on consolidation

6. **ADJOURNMENT**

The meeting adjourned at 4:37 pm ON MOTION by Director Johnson, Seconded by Director Hogan.

These minutes were presented for approval at the General Board Meeting on September 28, 2023.

Ellwood T. Barrett II, President

Minutes taken and prepared by:

Stephen Williams
District Administrator/Clerk of the Board



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MINUTES

For the General Meeting of the Board on:

July 27, 2023

1. CALL TO ORDER

The Governing Board of the Montecito Sanitary District convened a regular meeting at 12:06 pm on Thursday, July 27, 2023. The meeting was also broadcast using Zoom teleconferencing.

ATTENDANCE

Board Members Present:

Director Hogan, Johnson, Martin, Director Ohlmann, and President Ellwood T. Barrett II

Board Members Absent:

None

Also Present and Participating:

John Weigold, MSD General Manager
Stephen Williams, MSD Clerk of the Board & District Administrator

NOTE: During the President's Report Director Barrett formed an Ad Hoc consisting of Directors Hogan and Ohlmann to discuss the General Managers Compensation who will report back to the Board at the August 10th General Meeting.

2. PUBLIC COMMENT

No members of the public addressed the Board.

3. CONSENT CALENDAR

ON MOTION by Director Barrett, Second by Director Hogan, the Board voted to approve the following Consent Calendar items:

- A. Payables from June 1, 2023 through June 30, 2023
- B. Board Meeting Minutes of the June 1, 2023 Special Meeting
- C. Board Meeting Minutes of the June 8, 2023 Regular Meeting
- D. Board Meeting Minutes of the June 15, 2023 Special Meeting
- E. Board Meeting Minutes of the June 22, 2023 Regular Meeting

4. GENERAL MANAGER'S REPORT

The Board received an information, nonactionable update from the General Manager John Weigold on relevant matters currently facing the District.

5. ITEMS FOR THE NEXT AGENDA

The next Board meeting will be a General Meeting of the Board on August 10, 2023. No topics were brought up as possible items.

6. ADJOURNMENT

The meeting adjourned at 2:10 pm ON MOTION by Director Hogan, Seconded by Director Barrett.

These minutes were presented for approval at the General Board Meeting on September 28, 2023.

Ellwood T. Barrett II, President

Minutes taken and prepared by:

Stephen Williams
District Administrator/Clerk of the Board



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MINUTES

For the General Meeting of the Board on:

August 10, 2023

1. CALL TO ORDER

The Governing Board of the Montecito Sanitary District convened a regular meeting at 12:07 pm on Thursday, August 10, 2023. The meeting was also broadcast using Zoom teleconferencing.

ATTENDANCE

Board Members Present:

Director Hogan, Martin, Director Ohlmann, and President Ellwood T. Barrett II

Board Members Absent:

Director Johnson

Also Present and Participating:

John Weigold, MSD General Manager

Stephen Williams, MSD Clerk of the Board & District Administrator

Aleks Giragosian, Colantuono, Highsmith & Whatley, PC

Ricardo Larroude, MSD Collections & Maintenance Superintendent

Tobe Plough, Montecito Water District President

Ken Coates, Montecito Water District Vice President

Laura Robinson, Service Employees International Union (Local 620)

Pamela Duffield, Member of the Public

Guest, Unidentified Member of the Public

2. PUBLIC COMMENT

No members of the public addressed the Board.

3. COMMITTEE REPORTS

Directors Hogan and Ohlmann gave a brief report on their General Manager Compensation Ad Hoc Committee findings.

4. REGULAR BUSINESS

A. CONSIDERATION OF FIRST AMENDMENT TO GENERAL MANAGER EMPLOYMENT AGREEMENT

ON MOTION by Director Hogan, Seconded by Director Martin, the Board voted to adopt the First Amendment to the General Manager's Employment Agreement.

AYES: Directors Hogan, Johnson, Martin, Ohlmann, and Barrett
NAYS: None
ABSTAIN: None
ABSENT: Director Johnson

B. DISCUSSION ON SPECIAL DISTRICT COLLABORATION AND CONSOLIDATION STUDY

The Board discussed the potential collaboration and consolidation with Montecito Water District. No actions were taken.

C. DISCUSSION ON THE DISTRICT'S CCTV VAN AND THE DISTRICT CAPABILITIES AS IT RELATES TO INTRUSIONS ON THE COLLECTION SYSTEM

The Board received a presentation from Ricardo Larroude, Collection and Maintenance Superintendent, on the District's CCTV and its various uses in District operations. No actions were taken.

D. DISCUSSION ON SETTING A DATE TO DEVELOP THE DISTRICT'S STRATEGIC PLAN

The Board discussed potential dates to hold a day-long meeting to develop the District's first Strategic Plan and determined that it would be held on September 14, 2023.

E. DISCUSSION ON THE ELECTRICAL REHABILITATION AND AERATION BLOWER REPLACEMENT PROJECT

The Board received a presentation from Bryce Swetek, Engineering Manager, on the District's electrical rehabilitation and aeration blower replacement project. No actions were taken.

5. ITEMS FOR THE NEXT AGENDA

The next Board meeting will be a General Meeting of the Board on July 27, 2023. Topics the Board brought up as potential Agenda Items are as follows:

- Board discussion on Public Outreach

6. **ADJOURNMENT**

The meeting adjourned at 5:15 pm ON MOTION by Director Hogan, Seconded by Director Martin The Board received a presentation from Raftelis and discussed the current draft version of its collaboration and consolidation study for Montecito Sanitary District and Montecito Water District. No actions were taken.

These minutes were presented for approval at the General Board Meeting on September 28, 2023.

Ellwood T. Barrett II, President

Minutes taken and prepared by:

Stephen Williams
District Administrator/Clerk of the Board



Montecito Sanitary District

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Santa Barbara, CA 93108

A Public Service Agency

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www.montsan.org

MINUTES

For the General Meeting of the Board on:

August 24, 2023

1. CALL TO ORDER

The Governing Board of the Montecito Sanitary District convened a regular meeting at 12:09 pm on Thursday, August 24, 2023. The meeting was also broadcast using Zoom teleconferencing.

ATTENDANCE

Board Members Present:

Director Johnson, Director Martin, Director Ohlmann, and President Ellwood T. Barrett II

Board Members Absent:

None

Also Present and Participating:

John Weigold, MSD General Manager
Stephen Williams, MSD Clerk of the Board & District Administrator
Bryce Swetek, MSD Engineering Manager
Ken Coates, Montecito Water District Vice President

2. PUBLIC COMMENT

No members of the public addressed the Board.

3. REGULAR BUSINESS

A. RECOGNITION OF SERVICE OF A DISTRICT STAFF MEMBER

ON MOTION by Director Ohlmann, Seconded by Director Johnson, the Board voted to approve Resolution 2023-970 – Honoring Ms. Caroline Martin for 25 Years of Service to the District.

AYES: Directors Hogan, Johnson, Martin, Ohlmann, and Barrett
NAYS: None
ABSTAIN: None
ABSENT: None

B. DISCUSSION ON RECYCLED WATER

The Board discussed options regarding Recycled Water. No actions were taken.

C. PROTECTIVE MEASURES OF DISTRICT FACILITIES (2023 STORM) – CONTRACT AWARD

ON MOTION by Director Johnson, Seconded by Director Martin, the Board voted to:

- i) Authorize the General Manager to execute a contract with Stantec in the amount of \$538,000 for the engineering and environmental support services from design through post-construction for the protective measures of our District’s facilities; and
- ii) Authorize the General Manager to approve expenditures of up to \$53,800 (10%) as a change order allowance for any necessary changes in scope of work; and
- iii) Authorize the General Manager to negotiate with Stantec regarding potential fee reductions.

AYES: Directors Johnson, Martin, Ohlmann, and Barrett
NAYS: None
ABSTAIN: None
ABSENT: None

D. HIGHWAY 101 SEWER CROSSING LINING PROJECT – CONTRACT AWARD

ON MOTION by Director Johnson, Seconded by Director Ohlmann, the Board voted to:

- i) Authorize the General Manager to execute a contract with Filippin Engineering in the amount of \$68,820 for construction management and inspection support services for the lining of our District’s facilities; and
- ii) Authorize the General Manager to approve expenditures of up to \$6,882 (10%) as a change order allowance for any necessary changes in scope of work; and

AYES: Directors Johnson, Martin, Ohlmann, and Barrett
NAYS: None
ABSTAIN: None
ABSENT: None

E. POSILIPO FORCE MAIN RELOCATION AND RESTORATION PROJECT – PHASE 1

ON MOTION by Director Barrett, Seconded by Director Ohlmann, the Board voted to:

- i) Accept the Posilipo Force Main Relocation and Restoration Project – Phase I as complete and approving the issuance of a Notice of Completion for a total project cost of \$183,340.94.

AYES: Directors Johnson, Martin, Ohlmann, and Barrett
NAYS: None
ABSTAIN: None
ABSENT: None

4. **GENERAL MANAGER'S REPORT**

The Board received an information, nonactionable update from the General Manager John Weigold on relevant matters currently facing the District.

5. **ITEMS FOR THE NEXT AGENDA**

The next Board meeting will be a General Meeting of the Board on September 24, 2023. No topics were brought up as possible items.

6. **ADJOURNMENT**

The meeting adjourned at 3:27 pm ON MOTION by Director Johnson, Seconded by Director Barrett.

These minutes were presented for approval at the General Board Meeting on September 28, 2023.

Ellwood T. Barrett II, President

Minutes taken and prepared by:

Stephen Williams
District Administrator/Clerk of the Board



National Auto Fleet Group

A Division of Chevrolet of Watsonville

490 Auto Center Drive, Watsonville, CA 95076

(855) 289-6572 • (831) 480-8497 Fax

Fleet@NationalAutoFleetGroup.com

8/15/2023
8/25/2023 Re-Configured

Quote ID: **35277 R1**

Order Cut Off Date: **TBA**

Ricardo Larroude
Montecito Sanitary District
Collection & Maintenance

1042 Monte Cristo lane
1042 Monte Cristo lane

Santa Barbara, California, 93108

Dear Ricardo Larroude,

National Auto Fleet Group is pleased to quote the following vehicle(s) for your consideration.

One (1) New/Unused (2024 Ford Super Duty F-350 SRW (X3B) XL 4WD SuperCab 8' Box 164" WB, Knapheide Upfit + Handling) and delivered to your specified location, each for

One Unit

Contract Price	\$53,291.82
Knapheide Upfit + Handling	\$17,196.00
Tax (8.7500 %)	\$6,167.68
Tire fee	\$8.75
Total	\$76,664.25

- per the attached specifications.

This vehicle(s) is available under the **Sourcewell Contract 091521-NAF** . Please reference this Contract number on all purchase orders to National Auto Fleet Group. Payment terms are Net 20 days after receipt of vehicle.

Thank you in advance for your consideration. Should you have any questions, please do not hesitate to call.

Sincerely,

Jesse Cooper
Account Manager
Email: Fleet@NationalAutoFleetGroup.com
Office: (855) 289-6572
Fax: (831) 480-8497



Purchase Order Instructions & Resources

In order to finalize your purchase please submit this purchase packet to your governing body for a purchase order approval and submit your purchase order in the following way:

Email: Fleet@NationalAutoFleetGroup.com

Fax: (831) 480-8497

Mail: National Auto Fleet Group

490 Auto Center Drive

Watsonville, CA 95076

We will send a courtesy confirmation for your order and a W-9 if needed.

Additional Resources

Learn how to track your vehicle: www.NAFGETA.com

Use the upfitter of your choice: www.NAFGpartner.com

Vehicle Status: ETA@NationalAutoFleetGroup.com

General Inquiries: Fleet@NationalAutoFleetGroup.com

For general questions or assistance please contact our main office at:

1-855-289-6572



Knapheide Truck Eq Co - CA
 3550 Bozzano Road
 Stockton CA 95215
 Phone: 209-855-8400
 Fax: 209-835-2128
 www.knapheide.com/sacramento

QUOTATION

Quote ID: AAV0002684

Page 1 of 2

Customer: NATIONAL AUTO FLEET GROUP
 490 AUTO CENTER DRIVE
 WATSONVILLE CA 95076

Quote Number: AAV0002684
Quote Date: 8/25/2023
Quote valid until: 9/24/2023

Contact:
 Phone: 855-289-6572
 Fax: 1-831-480-8497

By: Prepared aavila
Salesperson: MELVIN JACKSON
PO#:

Enduser: Montecito Sanitary District

Make: FORD	Model: F-350	Year: 2024	Single/Dual: SRW
Cab Type: EXTENDED	Wheelbase: 158.0	Cab-to-Axle: 56.0	VIN: CUSTOMR WILL PROVIDE

QTY	PART NUMBER	DESCRIPTION	UNIT PRICE	AMOUNT
1		MODEL 696F40 FLIP TOP SERVICE BODY PAINTED SINGLE STAGE WHITE ALUMINUM TRIM KIT WITH ROCK GUARDS MASTER LOCKING SYSTEM WITH CODEABLE PADLOCKS KNAP-LINED GALVA-GRIP STRAIGHT BUMPER LED CLEARANCE LIGHTS SURFACE MOUNT LED LIGHTS CALIFORNIA STYLE FORKLIFT LOADABLE LADDER RACK POWDER COATED WHITE 7-WAY TRAILER PLUG UTILIZED WITH FACTORY HITCH BULLET STYLE BACKUP CAMERA	\$13,712.00	\$13,712.00
1		DEALER CREDIT FOR BED REMOVAL, KTEC STOCKTON TO KEEP (PENDING INSPECTION AND BED MARKET DEMAND) ***** NOTE: A FAST FLASH PATTERN WILL APPEAR AFTER REMOVING THE PICKUP BED AN AUTHORIZED DEALER WILL NEED TO CORRECT IT - WE CANNOT	(\$100.00)	(\$100.00)
1		FUEL KIT FOR PICKUP BED REMOVAL, GAS	\$551.00	\$551.00
1		PDI	\$325.00	\$325.00
1		DELIVERY TO MONTECITO SANITARY DISTRICT 1042 MONTE CRISTO LANE SANTA BARBARA, CA, 93108	\$1,145.00	\$1,145.00
		***** TORSION FLOOR INSTALLATION IS RECOMMENDED ON CHASSIS WITH OFF-ROAD SPECIFICATIONS ALL PRODUCTS EXHIBITING DAMAGES OR FATIGUE FRACTURES DUE TO SEVERE OFF-ROAD APPLICATIONS OR TWISTING LOADS ARE EXCLUDED FROM WARRANTY CLAIMS *****		
		Ford Drop Ship Code 88WNW9 SUBJECT TO INSPECTION ***** QUOTE SUBJECT TO CHANGE UPON RECEIPT AND INSPECTION OF CUSTOMER SUPPLIED VEHICLE, ADDITIONAL REVISIONS MAY BE DEEMED NECESSARY. AT WHICH POINT, YOU WILL BE NOTIFIED WITH A REVISED QUOTE *****		
			Quote Total:	\$15,633.00



Knapheide Truck Eq Co - CA
3550 Bozzano Road
Stockton CA 95215
Phone: 209-855-8400
Fax: 209-835-2128
www.knapheide.com/sacramento

QUOTATION

Quote ID: AAV0002684

Page 2 of 2

QTY	PART NUMBER	DESCRIPTION	UNIT PRICE	AMOUNT
			Discount:	\$0.00
			Total Due(Sales tax not included):	\$15,633.00

The following options may be added:

QUANTITY	DESCRIPTION	PRICE EACH	AMOUNT	ADD TO QUOTE
				Yes / No

Notes:

This Quote is subject to the following terms and conditions:

Credit Card Policy

We do not accept credit cards for payment of any order in excess of \$3,000.00. For other orders, we do accept MasterCard, American Express, Visa and Discover cards for payment.

Pricing Policy

- Price Quotation is good on orders received through the expiration date.
- Pricing quoted applies to chassis make/model originally provided and quantity quoted. Any change may result in price change.
- Orders are subject to all applicable state, local and federal excise taxes. Applicable taxes will be applied on final billing to customer upon completion of order.
- Knapheide Truck Equipment must be in possession of the vehicle for this order within 90 days of quote acceptance or the order can be subject to price adjustments due to cost increases for materials, labor, and shop supplies.

Payment Policy

- Payment Terms are due upon receipt of signed quote unless prior credit agreement has been established at the time of order.
- Payment terms for customers with an established credit account will be Net 30 from date of invoice.
- Knapheide has right to assess late charges at 1.5% per month on all invoices that are 60 days or more past due.

Return Policy

- All sales are final. Purchased parts or products are non returnable.

Cancellation Policy

- Payment is due in full upon cancellation of any orders for non-stocked parts or products (provided part/product has been ordered by Knapheide) and upon cancellation of installation orders, once product installation has begun.

Customer agrees and understands this Quote is an offer to sell subject to the terms and conditions above and any additional terms or modifications are hereby objected to, unless mutually agreed upon in writing by Customer and Knapheide. The undersigned represents and warrants that he/she is duly authorized to sign below on behalf of Customer and thereby accepts offer and Knapheide will begin processing the order.

Knapheide Truck Equipment Center is not responsible for loss of or damage to the vehicle due to or arising from fire, weather, theft or any other cause except the sole negligence of Knapheide Truck Equipment Center. Knapheide Truck Equipment Center is not responsible for any loss or damage to articles of personal property that have been left in the vehicle or for loss or damage to bodies, trailers or special equipment, including any cargo, materials or supplies carried on or in such bodies, trailers or special equipment, whatever the cause.

Customer must fill out the information below before the order can be processed...

Signature & Print Accepted by:	
Date:	
P.O. number:	Dealer Code:

Vehicle Configuration Options

ENGINE	
Code	Description
99A	Engine: 6.8L 2V DEVCT NA PFI V8 Gas, (STD)
TRANSMISSION	
Code	Description
44F	Transmission: TorqShift-G 10-Speed Automatic, (STD)
WHEELS	
Code	Description
64A	Wheels: 17" Argent Painted Steel, (STD)
TIRES	
Code	Description
TBM	Tires: LT245/75Rx17E BSW A/T (4), -inc: Spare may not be the same as road tire
PRIMARY PAINT	
Code	Description
Z1	Oxford White
SEAT TYPE	
Code	Description
AS	Medium Dark Slate, HD Vinyl 40/20/40 Split Bench Seat, -inc: center armrest, cupholder, storage and driver's side manual lumbar
AXLE RATIO	
Code	Description
X37	3.73 Axle Ratio, (STD)
ADDITIONAL EQUIPMENT	
Code	Description
96V	XL Chrome Package, -inc: 4 additional pickup box tie-downs, Halogen Fog Lamps, Bright Chrome Hub Covers & Center Ornaments, Chrome Rear Step Bumper, Chrome Front Bumper
67D	190 Amp Alternator
924	Privacy Glass
435	Power-Sliding Rear-Window w/Defrost
153	Front License Plate Bracket, -inc: Standard in states requiring 2 license plates and optional to all others

91S	Amber 360 Degree LED Warn Strobes (Pre-Installed), -inc: dual beacon
66S	Upfitter Switches (6), -inc: Located in overhead console
76C	Exterior Backup Alarm (Pre-Installed)
43C	120V/400W Outlet, -inc: 1 in-dash mounted outlet and 1 outlet in the console
OPTION PACKAGE	
Code	Description
610A	Order Code 610A

2024 Fleet/Non-Retail Ford Super Duty F-350 SRW XL 4WD SuperCab 8' Box 164" WB

WINDOW STICKER

2024 Ford Super Duty F-350 SRW XL 4WD SuperCab 8' Box 164" WB

CODE	MODEL	MSRP
X3B	2024 Ford Super Duty F-350 SRW XL 4WD SuperCab 8' Box 164" WB	\$51,345.00
OPTIONS		
99A	Engine: 6.8L 2V DEVCT NA PFI V8 Gas, (STD)	\$0.00
44F	Transmission: TorqShift-G 10-Speed Automatic, (STD)	\$0.00
64A	Wheels: 17" Argent Painted Steel, (STD)	\$0.00
TBM	Tires: LT245/75Rx17E BSW A/T (4), -inc: Spare may not be the same as road tire	\$165.00
Z1	Oxford White	\$0.00
AS	Medium Dark Slate, HD Vinyl 40/20/40 Split Bench Seat, -inc: center armrest, cupholder, storage and driver's side manual lumbar	\$0.00
X37	3.73 Axle Ratio, (STD)	\$0.00
96V	XL Chrome Package, -inc: 4 additional pickup box tie-downs, Halogen Fog Lamps, Bright Chrome Hub Covers & Center Ornaments, Chrome Rear Step Bumper, Chrome Front Bumper	\$225.00
67D	190 Amp Alternator	INC
924	Privacy Glass	\$30.00
435	Power-Sliding Rear-Window w/Defrost	\$405.00
153	Front License Plate Bracket, -inc: Standard in states requiring 2 license plates and optional to all others	\$0.00
91S	Amber 360 Degree LED Warn Strobes (Pre-Installed), -inc: dual beacon	\$650.00
66S	Upfitter Switches (6), -inc: Located in overhead console	\$165.00
76C	Exterior Backup Alarm (Pre-Installed)	\$175.00
43C	120V/400W Outlet, -inc: 1 in-dash mounted outlet and 1 outlet in the console	\$175.00
610A	Order Code 610A	\$0.00
Please note selected options override standard equipment		

SUBTOTAL	\$53,335.00
Advert/ Adjustments	\$0.00
Manufacturer Destination Charge	\$1,995.00
TOTAL PRICE	\$55,330.00
Est City: N/A MPG	
Est Highway: N/A MPG	
Est Highway Cruising Range: N/A mi	

Any performance-related calculations are offered solely as guidelines. Actual unit performance will depend on your operating conditions.

Notes

Standard Equipment

MECHANICAL

Engine: 6.8L 2V DEVCT NA PFI V8 Gas -inc: Flex fuel (STD)
Transmission: TorqShift-G 10-Speed Automatic -inc: SelectShift and selectable drive modes: normal, eco, slippery roads, tow/haul and off-road (STD)
3.73 Axle Ratio (STD)

EXTERIOR

Wheels: 17" Argent Painted Steel -inc: painted hub covers/center ornaments (STD)
Tires: LT245/75Rx17E BSW A/S (4) -inc: Spare may not be the same as road tire (STD)

ADDITIONAL EQUIPMENT

50-State Emissions System
Transmission w/Oil Cooler
Electronic Transfer Case
Part-Time Four-Wheel Drive
78-Amp/Hr 750CCA Maintenance-Free Battery w/Run Down Protection
160 Amp Alternator
Class V Towing Equipment -inc: Hitch, Brake Controller and Trailer Sway Control
Trailer Wiring Harness
4130# Maximum Payload
GVWR: 10,800 lb Payload Package
HD Shock Absorbers
Front Anti-Roll Bar
Firm Suspension
Hydraulic Power-Assist Steering
34 Gal. Fuel Tank
Single Stainless Steel Exhaust
Auto Locking Hubs
Front Suspension w/Coil Springs
Solid Axle Rear Suspension w/Leaf Springs
4-Wheel Disc Brakes w/4-Wheel ABS, Front And Rear Vented Discs, Brake Assist and Hill Hold Control
Regular Box Style
Steel Spare Wheel
Full-Size Spare Tire Stored Underbody w/Crankdown
Clearcoat Paint
Black Front Bumper w/Black Rub Strip/Fascia Accent and 2 Tow Hooks

Black Rear Step Bumper
Black Side Windows Trim and Black Front Windshield Trim
Black Door Handles
Black Power Heated Side Mirrors w/Convex Spotter, Manual Folding and Turn Signal Indicator
Manual Extendable Trailer Style Mirrors
Fixed Rear Window
Light Tinted Glass
Variable Intermittent Wipers
Aluminum Panels
Black Grille
Tailgate Rear Cargo Access
Reverse Opening Rear Doors
Tailgate/Rear Door Lock Included w/Power Door Locks
Boxside Steps
Autolamp Auto On/Off Aero-Composite Halogen Daytime Running Lights Preference Setting Headlamps w/Delay-Off
Cargo Lamp w/High Mount Stop Light
Perimeter/Approach Lights
Radio w/Seek-Scan, Clock and Speed Compensated Volume Control
Radio: AM/FM Stereo w/MP3 Player -inc: 4 speakers
Fixed Antenna
SYNC 4 -inc: 8" LCD capacitive touchscreen w/swipe capability, wireless phone connection, cloud connected, AppLink w/app catalog, 911 Assist, Apple CarPlay and Android Auto compatibility and digital owner's manual
2 LCD Monitors In The Front
4-Way Driver Seat -inc: Manual Recline and Fore/Aft Movement
4-Way Passenger Seat -inc: Manual Recline and Fore/Aft Movement
60-40 Folding Split-Bench Front Facing Fold-Up Cushion Rear Seat
Manual Tilt/Telescoping Steering Column
Gauges -inc: Speedometer, Odometer, Oil Pressure, Engine Coolant Temp, Tachometer, Transmission Fluid Temp, Engine Hour Meter, Trip Odometer and Trip Computer
Power Rear Windows
FordPass Connect 5G Mobile Hotspot Internet Access
Rear Cupholder
Remote Keyless Entry w/Integrated Key Transmitter, Illuminated Entry and Panic Button
Cruise Control w/Steering Wheel Controls
Manual Air Conditioning
HVAC -inc: Underseat Ducts
Illuminated Locking Glove Box
Interior Trim -inc: Chrome Interior Accents
Full Cloth Headliner

Urethane Gear Shifter Material
HD Vinyl 40/20/40 Split Bench Seat -inc: center armrest, cupholder, storage and driver's side manual lumbar
Day-Night Rearview Mirror
Passenger Visor Vanity Mirror
Full Overhead Console w/Storage and 2 12V DC Power Outlets
Front Map Lights
Fade-To-Off Interior Lighting
Full Vinyl/Rubber Floor Covering
Pickup Cargo Box Lights
Smart Device Remote Engine Start
Instrument Panel Covered Bin and Dashboard Storage
Power 1st Row Windows w/Driver And Passenger 1-Touch Up/Down
Delayed Accessory Power
Power Door Locks
Driver Information Center
Trip Computer
Outside Temp Gauge
Digital/Analog Appearance
Seats w/Vinyl Back Material
Manual Adjustable Front Head Restraints and Manual Adjustable Rear Head Restraints
Securilock Anti-Theft Ignition (pats) Immobilizer
2 12V DC Power Outlets
Air Filtration
AdvanceTrac w/Roll Stability Control Electronic Stability Control (ESC) And Roll Stability Control (RSC)
ABS And Driveline Traction Control
Side Impact Beams
Dual Stage Driver And Passenger Seat-Mounted Side Airbags
Tire Specific Low Tire Pressure Warning
Dual Stage Driver And Passenger Front Airbags w/Passenger Off Switch
Safety Canopy System Curtain 1st And 2nd Row Airbags
Outboard Front Lap And Shoulder Safety Belts -inc: Rear Center 3 Point and Height Adjusters
Back-Up Camera

**Solicitation Number: RFP #091521****CONTRACT**

This Contract is between Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and 72 Hour LLC dba: National Auto Fleet Group, 490 Auto Center Drive, Watsonville, CA 95076 (Supplier).

Sourcewell is a State of Minnesota local government unit and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) that offers cooperative procurement solutions to government entities. Participation is open to eligible federal, state/province, and municipal governmental entities, higher education, K-12 education, nonprofit, tribal government, and other public entities located in the United States and Canada. Sourcewell issued a public solicitation for Automobiles, SUVs, Vans, and Light Trucks with Related Equipment and Accessories from which Supplier was awarded a contract.

Supplier desires to contract with Sourcewell to provide equipment, products, or services to Sourcewell and the entities that access Sourcewell's cooperative purchasing contracts (Participating Entities).

1. TERM OF CONTRACT

- A. **EFFECTIVE DATE.** This Contract is effective upon the date of the final signature below.
- B. **EXPIRATION DATE AND EXTENSION.** This Contract expires November 8, 2025, unless it is cancelled sooner pursuant to Article 22. This Contract may be extended one additional year upon the request of Sourcewell and written agreement by Supplier.
- C. **SURVIVAL OF TERMS.** Notwithstanding any expiration or termination of this Contract, all payment obligations incurred prior to expiration or termination will survive, as will the following: Articles 11 through 14 survive the expiration or cancellation of this Contract. All rights will cease upon expiration or termination of this Contract.

2. EQUIPMENT, PRODUCTS, OR SERVICES

- A. **EQUIPMENT, PRODUCTS, OR SERVICES.** Supplier will provide the Equipment, Products, or Services as stated in its Proposal submitted under the Solicitation Number listed above.

Supplier's Equipment, Products, or Services Proposal (Proposal) is attached and incorporated into this Contract.

All Equipment and Products provided under this Contract must be new and the current model. Supplier may offer close-out or refurbished Equipment or Products if they are clearly indicated in Supplier's product and pricing list. Unless agreed to by the Participating Entities in advance, Equipment or Products must be delivered as operational to the Participating Entity's site.

This Contract offers an indefinite quantity of sales, and while substantial volume is anticipated, sales and sales volume are not guaranteed.

B. **WARRANTY.** Supplier warrants that all Equipment, Products, and Services furnished are free from liens and encumbrances, and are free from defects in design, materials, and workmanship. In addition, Supplier warrants the Equipment, Products, and Services are suitable for and will perform in accordance with the ordinary use for which they are intended. Supplier's dealers and distributors must agree to assist the Participating Entity in reaching a resolution in any dispute over warranty terms with the manufacturer. Any manufacturer's warranty that extends beyond the expiration of the Supplier's warranty will be passed on to the Participating Entity.

C. **DEALERS, DISTRIBUTORS, AND/OR RESELLERS.** Upon Contract execution and throughout the Contract term, Supplier must provide to Sourcwell a current means to validate or authenticate Supplier's authorized dealers, distributors, or resellers relative to the Equipment, Products, and Services offered under this Contract, which will be incorporated into this Contract by reference. It is the Supplier's responsibility to ensure Sourcwell receives the most current information.

3. PRICING

All Equipment, Products, or Services under this Contract will be priced at or below the price stated in Supplier's Proposal.

When providing pricing quotes to Participating Entities, all pricing quoted must reflect a Participating Entity's total cost of acquisition. This means that the quoted cost is for delivered Equipment, Products, and Services that are operational for their intended purpose, and includes all costs to the Participating Entity's requested delivery location.

Regardless of the payment method chosen by the Participating Entity, the total cost associated with any purchase option of the Equipment, Products, or Services must always be disclosed in the pricing quote to the applicable Participating Entity at the time of purchase.

A. **SHIPPING AND SHIPPING COSTS.** All delivered Equipment and Products must be properly packaged. Damaged Equipment and Products may be rejected. If the damage is not readily apparent at the time of delivery, Supplier must permit the Equipment and Products to be

returned within a reasonable time at no cost to Sourcewell or its Participating Entities. Participating Entities reserve the right to inspect the Equipment and Products at a reasonable time after delivery where circumstances or conditions prevent effective inspection of the Equipment and Products at the time of delivery. In the event of the delivery of nonconforming Equipment and Products, the Participating Entity will notify the Supplier as soon as possible and the Supplier will replace nonconforming Equipment and Products with conforming Equipment and Products that are acceptable to the Participating Entity.

Supplier must arrange for and pay for the return shipment on Equipment and Products that arrive in a defective or inoperable condition.

Sourcewell may declare the Supplier in breach of this Contract if the Supplier intentionally delivers substandard or inferior Equipment or Products.

B. SALES TAX. Each Participating Entity is responsible for supplying the Supplier with valid tax-exemption certification(s). When ordering, a Participating Entity must indicate if it is a tax-exempt entity.

C. HOT LIST PRICING. At any time during this Contract, Supplier may offer a specific selection of Equipment, Products, or Services at discounts greater than those listed in the Contract. When Supplier determines it will offer Hot List Pricing, it must be submitted electronically to Sourcewell in a line-item format. Equipment, Products, or Services may be added or removed from the Hot List at any time through a Sourcewell Price and Product Change Form as defined in Article 4 below.

Hot List program and pricing may also be used to discount and liquidate close-out and discontinued Equipment and Products as long as those close-out and discontinued items are clearly identified as such. Current ordering process and administrative fees apply. Hot List Pricing must be published and made available to all Participating Entities.

4. PRODUCT AND PRICING CHANGE REQUESTS

Supplier may request Equipment, Product, or Service changes, additions, or deletions at any time. All requests must be made in writing by submitting a signed Sourcewell Price and Product Change Request Form to the assigned Sourcewell Supplier Development Administrator. This approved form is available from the assigned Sourcewell Supplier Development Administrator. At a minimum, the request must:

- Identify the applicable Sourcewell contract number;
- Clearly specify the requested change;
- Provide sufficient detail to justify the requested change;

- Individually list all Equipment, Products, or Services affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
- Include a complete restatement of pricing documentation in Microsoft Excel with the effective date of the modified pricing, or product addition or deletion. The new pricing restatement must include all Equipment, Products, and Services offered, even for those items where pricing remains unchanged.

A fully executed Sourcewell Price and Product Change Request Form will become an amendment to this Contract and will be incorporated by reference.

5. PARTICIPATION, CONTRACT ACCESS, AND PARTICIPATING ENTITY REQUIREMENTS

A. PARTICIPATION. Sourcewell's cooperative contracts are available and open to public and nonprofit entities across the United States and Canada; such as federal, state/province, municipal, K-12 and higher education, tribal government, and other public entities.

The benefits of this Contract should be available to all Participating Entities that can legally access the Equipment, Products, or Services under this Contract. A Participating Entity's authority to access this Contract is determined through its cooperative purchasing, interlocal, or joint powers laws. Any entity accessing benefits of this Contract will be considered a Service Member of Sourcewell during such time of access. Supplier understands that a Participating Entity's use of this Contract is at the Participating Entity's sole convenience and Participating Entities reserve the right to obtain like Equipment, Products, or Services from any other source.

Supplier is responsible for familiarizing its sales and service forces with Sourcewell contract use eligibility requirements and documentation and will encourage potential participating entities to join Sourcewell. Sourcewell reserves the right to add and remove Participating Entities to its roster during the term of this Contract.

B. PUBLIC FACILITIES. Supplier's employees may be required to perform work at government-owned facilities, including schools. Supplier's employees and agents must conduct themselves in a professional manner while on the premises, and in accordance with Participating Entity policies and procedures, and all applicable laws.

6. PARTICIPATING ENTITY USE AND PURCHASING

A. ORDERS AND PAYMENT. To access the contracted Equipment, Products, or Services under this Contract, a Participating Entity must clearly indicate to Supplier that it intends to access this Contract; however, order flow and procedure will be developed jointly between Sourcewell and Supplier. Typically, a Participating Entity will issue an order directly to Supplier or its authorized subsidiary, distributor, dealer, or reseller. If a Participating Entity issues a purchase order, it may use its own forms, but the purchase order should clearly note the applicable Sourcewell

contract number. All Participating Entity orders under this Contract must be issued prior to expiration or cancellation of this Contract; however, Supplier performance, Participating Entity payment obligations, and any applicable warranty periods or other Supplier or Participating Entity obligations may extend beyond the term of this Contract.

Supplier's acceptable forms of payment are included in its attached Proposal. Participating Entities will be solely responsible for payment and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.

B. **ADDITIONAL TERMS AND CONDITIONS/PARTICIPATING ADDENDUM.** Additional terms and conditions to a purchase order, or other required transaction documentation, may be negotiated between a Participating Entity and Supplier, such as job or industry-specific requirements, legal requirements (e.g., affirmative action or immigration status requirements), or specific local policy requirements. Some Participating Entities may require the use of a Participating Addendum; the terms of which will be negotiated directly between the Participating Entity and the Supplier. Any negotiated additional terms and conditions must never be less favorable to the Participating Entity than what is contained in this Contract.

C. **SPECIALIZED SERVICE REQUIREMENTS.** In the event that the Participating Entity requires service or specialized performance requirements not addressed in this Contract (such as e-commerce specifications, specialized delivery requirements, or other specifications and requirements), the Participating Entity and the Supplier may enter into a separate, standalone agreement, apart from this Contract. Sourcewell, including its agents and employees, will not be made a party to a claim for breach of such agreement.

D. **TERMINATION OF ORDERS.** Participating Entities may terminate an order, in whole or in part, immediately upon notice to Supplier in the event of any of the following events:

1. The Participating Entity fails to receive funding or appropriation from its governing body at levels sufficient to pay for the equipment, products, or services to be purchased; or
2. Federal, state, or provincial laws or regulations prohibit the purchase or change the Participating Entity's requirements.

E. **GOVERNING LAW AND VENUE.** The governing law and venue for any action related to a Participating Entity's order will be determined by the Participating Entity making the purchase.

7. CUSTOMER SERVICE

A. **PRIMARY ACCOUNT REPRESENTATIVE.** Supplier will assign an Account Representative to Sourcewell for this Contract and must provide prompt notice to Sourcewell if that person is changed. The Account Representative will be responsible for:

- Maintenance and management of this Contract;
- Timely response to all Sourcwell and Participating Entity inquiries; and
- Business reviews to Sourcwell and Participating Entities, if applicable.

B. BUSINESS REVIEWS. Supplier must perform a minimum of one business review with Sourcwell per contract year. The business review will cover sales to Participating Entities, pricing and contract terms, administrative fees, sales data reports, supply issues, customer issues, and any other necessary information.

8. REPORT ON CONTRACT SALES ACTIVITY AND ADMINISTRATIVE FEE PAYMENT

A. CONTRACT SALES ACTIVITY REPORT. Each calendar quarter, Supplier must provide a contract sales activity report (Report) to the Sourcwell Supplier Development Administrator assigned to this Contract. Reports are due no later than 45 days after the end of each calendar quarter. A Report must be provided regardless of the number or amount of sales during that quarter (i.e., if there are no sales, Supplier must submit a report indicating no sales were made).

The Report must contain the following fields:

- Participating Entity Name (e.g., City of Staples Highway Department);
- Participating Entity Physical Street Address;
- Participating Entity City;
- Participating Entity State/Province;
- Participating Entity Zip/Postal Code;
- Participating Entity Contact Name;
- Participating Entity Contact Email Address;
- Participating Entity Contact Telephone Number;
- Sourcwell Assigned Entity/Participating Entity Number;
- Item Purchased Description;
- Item Purchased Price;
- Sourcwell Administrative Fee Applied; and
- Date Purchase was invoiced/sale was recognized as revenue by Supplier.

B. ADMINISTRATIVE FEE. In consideration for the support and services provided by Sourcwell, the Supplier will pay an administrative fee to Sourcwell on all Equipment, Products, and Services provided to Participating Entities. The Administrative Fee must be included in, and not added to, the pricing. Supplier may not charge Participating Entities more than the contracted price to offset the Administrative Fee.

The Supplier will submit payment to Sourcwell for the percentage of administrative fee stated in the Proposal multiplied by the total sales of all Equipment, Products, and Services purchased

by Participating Entities under this Contract during each calendar quarter. Payments should note the Supplier's name and Sourcewell-assigned contract number in the memo; and must be mailed to the address above "Attn: Accounts Receivable" or remitted electronically to Sourcewell's banking institution per Sourcewell's Finance department instructions. Payments must be received no later than 45 calendar days after the end of each calendar quarter.

Supplier agrees to cooperate with Sourcewell in auditing transactions under this Contract to ensure that the administrative fee is paid on all items purchased under this Contract.

In the event the Supplier is delinquent in any undisputed administrative fees, Sourcewell reserves the right to cancel this Contract and reject any proposal submitted by the Supplier in any subsequent solicitation. In the event this Contract is cancelled by either party prior to the Contract's expiration date, the administrative fee payment will be due no more than 30 days from the cancellation date.

9. AUTHORIZED REPRESENTATIVE

Sourcewell's Authorized Representative is its Chief Procurement Officer.

Supplier's Authorized Representative is the person named in the Supplier's Proposal. If Supplier's Authorized Representative changes at any time during this Contract, Supplier must promptly notify Sourcewell in writing.

10. AUDIT, ASSIGNMENT, AMENDMENTS, WAIVER, AND CONTRACT COMPLETE

A. **AUDIT.** Pursuant to Minnesota Statutes Section 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by Sourcewell or the Minnesota State Auditor for a minimum of six years from the end of this Contract. This clause extends to Participating Entities as it relates to business conducted by that Participating Entity under this Contract.

B. **ASSIGNMENT.** Neither party may assign or otherwise transfer its rights or obligations under this Contract without the prior written consent of the other party and a fully executed assignment agreement. Such consent will not be unreasonably withheld. Any prohibited assignment will be invalid.

C. **AMENDMENTS.** Any amendment to this Contract must be in writing and will not be effective until it has been duly executed by the parties.

D. **WAIVER.** Failure by either party to take action or assert any right under this Contract will not be deemed a waiver of such right in the event of the continuation or repetition of the circumstances giving rise to such right. Any such waiver must be in writing and signed by the parties.

E. **CONTRACT COMPLETE.** This Contract represents the complete agreement between the parties. No other understanding regarding this Contract, whether written or oral, may be used to bind either party. For any conflict between the attached Proposal and the terms set out in Articles 1-22 of this Contract, the terms of Articles 1-22 will govern.

F. **RELATIONSHIP OF THE PARTIES.** The relationship of the parties is one of independent contractors, each free to exercise judgment and discretion with regard to the conduct of their respective businesses. This Contract does not create a partnership, joint venture, or any other relationship such as master-servant, or principal-agent.

11. INDEMNITY AND HOLD HARMLESS

Supplier must indemnify, defend, save, and hold Sourcewell and its Participating Entities, including their agents and employees, harmless from any claims or causes of action, including attorneys' fees incurred by Sourcewell or its Participating Entities, arising out of any act or omission in the performance of this Contract by the Supplier or its agents or employees; this indemnification includes injury or death to person(s) or property alleged to have been caused by some defect in the Equipment, Products, or Services under this Contract to the extent the Equipment, Product, or Service has been used according to its specifications. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law.

12. GOVERNMENT DATA PRACTICES

Supplier and Sourcewell must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as it applies to all data provided by or provided to Sourcewell under this Contract and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by the Supplier under this Contract.

13. INTELLECTUAL PROPERTY, PUBLICITY, MARKETING, AND ENDORSEMENT

A. INTELLECTUAL PROPERTY

1. *Grant of License.* During the term of this Contract:
 - a. Sourcewell grants to Supplier a royalty-free, worldwide, non-exclusive right and license to use the trademark(s) provided to Supplier by Sourcewell in advertising and promotional materials for the purpose of marketing Sourcewell's relationship with Supplier.
 - b. Supplier grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Supplier's trademarks in advertising and promotional materials for the purpose of marketing Supplier's relationship with Sourcewell.
2. *Limited Right of Sublicense.* The right and license granted herein includes a limited right of each party to grant sublicenses to their respective subsidiaries, distributors, dealers,

resellers, marketing representatives, and agents (collectively “Permitted Sublicensees”) in advertising and promotional materials for the purpose of marketing the Parties’ relationship to Participating Entities. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this Article by any of their respective sublicensees.

3. Use; Quality Control.

- a. Neither party may alter the other party’s trademarks from the form provided and must comply with removal requests as to specific uses of its trademarks or logos.
- b. Each party agrees to use, and to cause its Permitted Sublicensees to use, the other party’s trademarks only in good faith and in a dignified manner consistent with such party’s use of the trademarks. Upon written notice to the breaching party, the breaching party has 30 days of the date of the written notice to cure the breach or the license will be terminated.

4. As applicable, Supplier agrees to indemnify and hold harmless Sourcewell and its Participating Entities against any and all suits, claims, judgments, and costs instituted or recovered against Sourcewell or Participating Entities by any person on account of the use of any Equipment or Products by Sourcewell or its Participating Entities supplied by Supplier in violation of applicable patent or copyright laws.

5. Termination. Upon the termination of this Contract for any reason, each party, including Permitted Sublicensees, will have 30 days to remove all Trademarks from signage, websites, and the like bearing the other party’s name or logo (excepting Sourcewell’s pre-printed catalog of suppliers which may be used until the next printing). Supplier must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell’s written directions.

B. **PUBLICITY.** Any publicity regarding the subject matter of this Contract must not be released without prior written approval from the Authorized Representatives. Publicity includes notices, informational pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for the Supplier individually or jointly with others, or any subcontractors, with respect to the program, publications, or services provided resulting from this Contract.

C. **MARKETING.** Any direct advertising, marketing, or offers with Participating Entities must be approved by Sourcewell. Send all approval requests to the Sourcewell Supplier Development Administrator assigned to this Contract.

D. **ENDORSEMENT.** The Supplier must not claim that Sourcewell endorses its Equipment, Products, or Services.

14. GOVERNING LAW, JURISDICTION, AND VENUE

The substantive and procedural laws of the State of Minnesota will govern this Contract. Venue for all legal proceedings arising out of this Contract, or its breach, must be in the appropriate state court in Todd County, Minnesota or federal court in Fergus Falls, Minnesota.

15. FORCE MAJEURE

Neither party to this Contract will be held responsible for delay or default caused by acts of God or other conditions that are beyond that party's reasonable control. A party defaulting under this provision must provide the other party prompt written notice of the default.

16. SEVERABILITY

If any provision of this Contract is found by a court of competent jurisdiction to be illegal, unenforceable, or void then both parties will be relieved from all obligations arising from that provision. If the remainder of this Contract is capable of being performed, it will not be affected by such determination or finding and must be fully performed.

17. PERFORMANCE, DEFAULT, AND REMEDIES

A. **PERFORMANCE.** During the term of this Contract, the parties will monitor performance and address unresolved contract issues as follows:

1. *Notification.* The parties must promptly notify each other of any known dispute and work in good faith to resolve such dispute within a reasonable period of time. If necessary, Sourcewell and the Supplier will jointly develop a short briefing document that describes the issue(s), relevant impact, and positions of both parties.
2. *Escalation.* If parties are unable to resolve the issue in a timely manner, as specified above, either Sourcewell or Supplier may escalate the resolution of the issue to a higher level of management. The Supplier will have 30 calendar days to cure an outstanding issue.
3. *Performance while Dispute is Pending.* Notwithstanding the existence of a dispute, the Supplier must continue without delay to carry out all of its responsibilities under the Contract that are not affected by the dispute. If the Supplier fails to continue without delay to perform its responsibilities under the Contract, in the accomplishment of all undisputed work, the Supplier will bear any additional costs incurred by Sourcewell and/or its Participating Entities as a result of such failure to proceed.

B. **DEFAULT AND REMEDIES.** Either of the following constitutes cause to declare this Contract, or any Participating Entity order under this Contract, in default:

1. Nonperformance of contractual requirements, or
2. A material breach of any term or condition of this Contract.

The party claiming default must provide written notice of the default, with 30 calendar days to cure the default. Time allowed for cure will not diminish or eliminate any liability for liquidated or other damages. If the default remains after the opportunity for cure, the non-defaulting party may:

- Exercise any remedy provided by law or equity, or
- Terminate the Contract or any portion thereof, including any orders issued against the Contract.

18. INSURANCE

A. REQUIREMENTS. At its own expense, Supplier must maintain insurance policy(ies) in effect at all times during the performance of this Contract with insurance company(ies) licensed or authorized to do business in the State of Minnesota having an "AM BEST" rating of A- or better, with coverage and limits of insurance not less than the following:

1. *Workers' Compensation and Employer's Liability.*

Workers' Compensation: As required by any applicable law or regulation.

Employer's Liability Insurance: must be provided in amounts not less than listed below:

Minimum limits:

\$500,000 each accident for bodily injury by accident

\$500,000 policy limit for bodily injury by disease

\$500,000 each employee for bodily injury by disease

2. *Commercial General Liability Insurance.* Supplier will maintain insurance covering its operations, with coverage on an occurrence basis, and must be subject to terms no less broad than the Insurance Services Office ("ISO") Commercial General Liability Form CG0001 (2001 or newer edition), or equivalent. At a minimum, coverage must include liability arising from premises, operations, bodily injury and property damage, independent contractors, products-completed operations including construction defect, contractual liability, blanket contractual liability, and personal injury and advertising injury. All required limits, terms and conditions of coverage must be maintained during the term of this Contract.

Minimum Limits:

\$1,000,000 each occurrence Bodily Injury and Property Damage

\$1,000,000 Personal and Advertising Injury

\$2,000,000 aggregate for Products-Completed operations

\$2,000,000 general aggregate

3. *Commercial Automobile Liability Insurance.* During the term of this Contract, Supplier will maintain insurance covering all owned, hired, and non-owned automobiles in limits of liability not less than indicated below. The coverage must be subject to terms

no less broad than ISO Business Auto Coverage Form CA 0001 (2010 edition or newer), or equivalent.

Minimum Limits:

\$1,000,000 each accident, combined single limit

4. *Umbrella Insurance.* During the term of this Contract, Supplier will maintain umbrella coverage over Employer’s Liability, Commercial General Liability, and Commercial Automobile.

Minimum Limits:

\$2,000,000

5. *Network Security and Privacy Liability Insurance.* During the term of this Contract, Supplier will maintain coverage for network security and privacy liability. The coverage may be endorsed on another form of liability coverage or written on a standalone policy. The insurance must cover claims which may arise from failure of Supplier’s security resulting in, but not limited to, computer attacks, unauthorized access, disclosure of not public data – including but not limited to, confidential or private information, transmission of a computer virus, or denial of service.

Minimum limits:

\$2,000,000 per occurrence

\$2,000,000 annual aggregate

Failure of Supplier to maintain the required insurance will constitute a material breach entitling Sourcewell to immediately terminate this Contract for default.

B. CERTIFICATES OF INSURANCE. Prior to commencing under this Contract, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Contract. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 or sent to the Sourcewell Supplier Development Administrator assigned to this Contract. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf.

Failure to request certificates of insurance by Sourcewell, or failure of Supplier to provide certificates of insurance, in no way limits or relieves Supplier of its duties and responsibilities in this Contract.

C. ADDITIONAL INSURED ENDORSEMENT AND PRIMARY AND NON-CONTRIBUTORY INSURANCE CLAUSE. Supplier agrees to list Sourcewell and its Participating Entities, including their officers, agents, and employees, as an additional insured under the Supplier’s commercial general liability insurance policy with respect to liability arising out of activities, “operations,” or “work” performed by or on behalf of Supplier, and products and completed operations of Supplier. The policy provision(s) or endorsement(s) must further provide that coverage is

primary and not excess over or contributory with any other valid, applicable, and collectible insurance or self-insurance in force for the additional insureds.

D. **WAIVER OF SUBROGATION.** Supplier waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses paid under the insurance policies required by this Contract or other insurance applicable to the Supplier or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Supplier or its subcontractors. Where permitted by law, Supplier must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

E. **UMBRELLA/EXCESS LIABILITY/SELF-INSURED RETENTION.** The limits required by this Contract can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.

19. COMPLIANCE

A. **LAWS AND REGULATIONS.** All Equipment, Products, or Services provided under this Contract must comply fully with applicable federal laws and regulations, and with the laws in the states and provinces in which the Equipment, Products, or Services are sold.

B. **LICENSES.** Supplier must maintain a valid and current status on all required federal, state/provincial, and local licenses, bonds, and permits required for the operation of the business that the Supplier conducts with Sourcewell and Participating Entities.

20. BANKRUPTCY, DEBARMENT, OR SUSPENSION CERTIFICATION

Supplier certifies and warrants that it is not in bankruptcy or that it has previously disclosed in writing certain information to Sourcewell related to bankruptcy actions. If at any time during this Contract Supplier declares bankruptcy, Supplier must immediately notify Sourcewell in writing.

Supplier certifies and warrants that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Supplier certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Contract. Supplier further warrants that it will provide immediate written notice to Sourcewell if this certification changes at any time.

21. PROVISIONS FOR NON-UNITED STATES FEDERAL ENTITY PROCUREMENTS UNDER UNITED STATES FEDERAL AWARDS OR OTHER AWARDS

Participating Entities that use United States federal grant or FEMA funds to purchase goods or services from this Contract may be subject to additional requirements including the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. § 200. Participating Entities may have additional requirements based on specific funding source terms or conditions. Within this Article, all references to “federal” should be interpreted to mean the United States federal government. The following list only applies when a Participating Entity accesses Supplier’s Equipment, Products, or Services with United States federal funds.

A. **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 C.F.R. § 60, all contracts that meet the definition of “federally assisted construction contract” in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. §60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 C.F.R. § 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.” The equal opportunity clause is incorporated herein by reference.

B. **DAVIS-BACON ACT, AS AMENDED (40 U.S.C. § 3141-3148).** When required by federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. § 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 C.F.R. § 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-federal entity must report all suspected or reported violations to the federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. § 3145), as supplemented by Department of Labor regulations (29 C.F.R. § 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-federal entity must report all suspected or reported violations to the federal awarding agency. Supplier must be in compliance with all applicable Davis-Bacon Act provisions.

C. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. § 3701-3708). Where applicable, all contracts awarded by the non-federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. §§ 3702 and 3704, as supplemented by Department of Labor regulations (29 C.F.R. § 5). Under 40 U.S.C. § 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. This provision is hereby incorporated by reference into this Contract. Supplier certifies that during the term of an award for all contracts by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

D. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT. If the federal award meets the definition of “funding agreement” under 37 C.F.R. § 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 C.F.R. § 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency. Supplier certifies that during the term of an award for all contracts by Sourcewell resulting from this procurement process, Supplier must comply with applicable requirements as referenced above.

E. CLEAN AIR ACT (42 U.S.C. § 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. § 1251-1387). Contracts and subgrants of amounts in excess of \$150,000 require the non-federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. § 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. § 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA). Supplier certifies that during the term of this Contract will comply with applicable requirements as referenced above.

F. DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689). A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R. §180 that implement Executive Orders 12549 (3 C.F.R. § 1986 Comp., p. 189) and 12689 (3 C.F.R. § 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names

of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency.

G. BYRD ANTI-LOBBYING AMENDMENT, AS AMENDED (31 U.S.C. § 1352). Suppliers must file any required certifications. Suppliers must not have used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Suppliers must disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the non-federal award. Suppliers must file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).

H. RECORD RETENTION REQUIREMENTS. To the extent applicable, Supplier must comply with the record retention requirements detailed in 2 C.F.R. § 200.333. The Supplier further certifies that it will retain all records as required by 2 C.F.R. § 200.333 for a period of 3 years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

I. ENERGY POLICY AND CONSERVATION ACT COMPLIANCE. To the extent applicable, Supplier must comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

J. BUY AMERICAN PROVISIONS COMPLIANCE. To the extent applicable, Supplier must comply with all applicable provisions of the Buy American Act. Purchases made in accordance with the Buy American Act must follow the applicable procurement rules calling for free and open competition.

K. ACCESS TO RECORDS (2 C.F.R. § 200.336). Supplier agrees that duly authorized representatives of a federal agency must have access to any books, documents, papers and records of Supplier that are directly pertinent to Supplier's discharge of its obligations under this Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to Supplier's personnel for the purpose of interview and discussion relating to such documents.

L. PROCUREMENT OF RECOVERED MATERIALS (2 C.F.R. § 200.322). A non-federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation

and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. § 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

M. FEDERAL SEAL(S), LOGOS, AND FLAGS. The Supplier not use the seal(s), logos, crests, or reproductions of flags or likenesses of Federal agency officials without specific pre-approval.

N. NO OBLIGATION BY FEDERAL GOVERNMENT. The U.S. federal government is not a party to this Contract or any purchase by an Participating Entity and is not subject to any obligations or liabilities to the Participating Entity, Supplier, or any other party pertaining to any matter resulting from the Contract or any purchase by an authorized user.

O. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS. The Contractor acknowledges that 31 U.S.C. 38 (Administrative Remedies for False Claims and Statements) applies to the Supplier's actions pertaining to this Contract or any purchase by a Participating Entity.

P. FEDERAL DEBT. The Supplier certifies that it is non-delinquent in its repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowance, and benefit overpayments.

Q. CONFLICTS OF INTEREST. The Supplier must notify the U.S. Office of General Services, Sourcewell, and Participating Entity as soon as possible if this Contract or any aspect related to the anticipated work under this Contract raises an actual or potential conflict of interest (as described in 2 C.F.R. Part 200). The Supplier must explain the actual or potential conflict in writing in sufficient detail so that the U.S. Office of General Services, Sourcewell, and Participating Entity are able to assess the actual or potential conflict; and provide any additional information as necessary or requested.

R. U.S. EXECUTIVE ORDER 13224. The Supplier, and its subcontractors, must comply with U.S. Executive Order 13224 and U.S. Laws that prohibit transactions with and provision of resources and support to individuals and organizations associated with terrorism.

S. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT. To the extent applicable, Supplier certifies that during the term of this Contract it will comply with applicable requirements of 2 C.F.R. § 200.216.

T. DOMESTIC PREFERENCES FOR PROCUREMENTS. To the extent applicable, Supplier certifies that during the term of this Contract will comply with applicable requirements of 2 C.F.R. § 200.322.

22. CANCELLATION

Sourcwell or Supplier may cancel this Contract at any time, with or without cause, upon 60 days' written notice to the other party. However, Sourcwell may cancel this Contract immediately upon discovery of a material defect in any certification made in Supplier's Proposal. Cancellation of this Contract does not relieve either party of financial, product, or service obligations incurred or accrued prior to cancellation.

Sourcwell

72 Hour LLC dba: National Auto
Fleet Group

DocuSigned by:
Jeremy Schwartz
By: C0FD2A139D06489...
Jeremy Schwartz
Title: Chief Procurement Officer
Date: 11/4/2021 | 1:28 PM CDT

DocuSigned by:
Jesse Cooper
By: FACBB5730C1E467...
Jesse Cooper
Title: Fleet Manager
Date: 11/4/2021 | 10:46 AM CDT

Approved:

DocuSigned by:
Chad Coquette
By: 7E42B8F817A64CC...
Chad Coquette
Title: Executive Director/CEO
Date: 11/4/2021 | 1:34 PM CDT

RFP 091521 - Automobiles, SUVs, Vans, and Light Trucks with Related Equipment and Accessories

Vendor Details

Company Name: 72 HOUR LLC

Does your company conduct business under any other name? If yes, please state: National Auto Fleet Group

Address: 490 Auto Center Drive
Watsonville, CA 95076

Contact: Jesse Cooper

Email: Jcooper@nationalautofleetgroup.com

Phone: 951-440-0585

Fax: 831-840-8497

HST#: 263297677

Submission Details

Created On: Tuesday August 24, 2021 16:34:10

Submitted On: Tuesday September 14, 2021 14:10:21

Submitted By: Jesse Cooper

Email: Jcooper@nationalautofleetgroup.com

Transaction #: d2e890de-e761-4f47-9b23-bef3d512bd76

Submitter's IP Address: 76.81.241.2

Specifications

Table 1: Proposer Identity & Authorized Representatives

General Instructions (applies to all Tables) Sourcwell prefers a brief but thorough response to each question. Do not merely attach additional documents to your response without also providing a substantive response. Do not leave answers blank; respond "N/A" if the question does not apply to you (preferably with an explanation).

Line Item	Question	Response *
1	Proposer Legal Name (one legal entity only): (In the event of award, will execute the resulting contract as "Supplier")	72 Hour LLC
2	Identify all subsidiary entities of the Proposer whose equipment, products, or services are included in the Proposal.	WCAF, LLC WCDJR, LLC Alan Jay Automotive Inc
3	Identify all applicable assumed names or DBA names of the Proposer or Proposer's subsidiaries in Line 1 or Line 2 above.	NAFG has numerous subsidiaries and DBA's including but not limited to: National Auto Fleet Group, Chevrolet of Watsonville, Watsonville Ford Watsonville CDJR Watsonville Fleet Group Alan Jay Chrysler Jeep Inc Alan Jay Chevrolet, Cadillac Alan Jay Buick, GMC Alan Jay Auto Outlet Clewiston Motor Company, Inc Alan Jay Chrysler Dodge Ram Jeep Alan Jay Lincoln Alan Jay Ford Alan Jay Nissan Alan Jay Toyota
4	Proposer Physical Address:	490 Auto Center Drive Watsonville, CA 95076
5	Proposer website address (or addresses):	www.NationalAutoFleetGroup.com
6	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer and, in the event of award, will be expected to execute the resulting contract):	Jesse Cooper Fleet Manager 1-855-289-6572 490 Auto Center Drive Watsonville, CA 95076 Jcooper@nationalautofleetgroup.com
7	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Jesse Cooper Fleet Manager 1-855-289-6572 490 Auto Center Drive Watsonville, CA 95076 Jcooper@nationalautofleetgroup.com
8	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Clarke Cooper Fleet Manger 1-855-289-6572 490 Auto Center Drive Watsonville, CA 95076 ClarkeCooper@watsonvillefleetgroup.com

Table 2: Company Information and Financial Strength

Line Item	Question	Response *
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9	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested equipment, products or services.	<p>National Auto Fleet Group started as a new division of 72 Hour LLC, in the summer of 2010 in the heart of Southern California. We began our network with a single automobile dealership and have now grown our network to encompass numerous dealerships located in and outside of California.</p> <p>We stand by providing opportunities for advancement by hiring and promoting from within our organization. Many of the Fleet Managers who started with us in 2010 are still with us today.</p> <p>Through the years, we have evolved and adapted to the new technology driven trends that are revolutionizing the automotive industry today. However, our brand's fundamental core values have remained unchanged – We are committed to do right for the members. If we take care of them, they will in return take care of us.</p> <p>National Auto Fleet Group's operational blueprint and business philosophy has always been the "4 RIGHT's" for every member: We deliver the RIGHT vehicle, at the RIGHT time, to the RIGHT place at the RIGHT price.</p> <p>The integrity of our business stems on our deep family roots in the automotive industry. We are and always will be family owned and operated with our future generations already in their infant stages today. We are committed to pioneering our industry for decades to come.</p>
10	What are your company's expectations in the event of an award?	<p>If awarded, this would be our 5th Sourcewell Contract and we would execute as such. We will continue to serve your members and provide them with excellent customer service while continuing to advance customer satisfaction. Along with implementing new business growth strategies that will ultimately launch us into new heights once again.</p> <p>Furthermore, we will launch our Partner Program detailed in the attached "marketing Plan Compressed" Zip file. This next generation application will give members the power to select upfitters they would like NAFG to partner with in providing satisfactory quotes and service. We see tremendous value in building out these mutually beneficial partnerships, so we can provide 100% satisfactory turnkey solutions to the members.</p>
11	Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response.	<p>To demonstrate NAFG's financial strength and stability, we have uploaded Bank Commitment letters under the Financial Strength Section of the online application. We have a direct line of credit of \$52,000,00.00 that we are currently utilizing with our current and past Sourcewell Contracts. However, this number is not capped as we have the freedom to extend the cap to accommodate the revolving needs of the members.</p> <p>Referenced below is a short register of some of our market success from awarded government contracts that encompass over \$140,000,000.00 worth of products and goods under our current Sourcewell Contract.</p> <p>A. City of San Diego, CA \$ 72,000,000 contract under our Sourcewell Contract 120716-NAF.</p> <p>B. City of San Diego, CA \$ 55,400,000 contract under our Sourcewell Contract 081716-NAF.</p> <p>C. Government Fleet Article Highlighting our transaction with the City of San Diego, CA procuring over 100 Police vehicles through NAFG Sourcewell Contract 120716-NAF.</p> <p>D. City of Los Angeles World Airports, CA Contract for \$ 24,003,500 under Sourcewell Contract 120716-NAF for the procurement of 400 vehicles.</p> <p>E. City of Los Angeles Harbor, CA Contract Extension to \$ 4,500,000 contract under Sourcewell Contract 120716-NAF.</p> <p>F. City of Los Angeles Harbor, CA Contract for \$1,500,000 under our Sourcewell Contract 120716-NAF.</p> <p>G. City of Los Angeles Harbor, CA Renewal for another \$ 1,500,000 under Sourcewell Contract Class 6, 7 and 8 Contract 081716-NAF.</p> <p>H. City of Costa Mesa, CA Contract \$1,023,220 under our Sourcewell Contract 120716-NAF.</p> <p>I. Blanket Contracts with the State of Maryland, MD off our current Class 6, 7 and 8 Chassis Contract 081716-NAF.</p> <p>J. Blanket Contracts with the State of Maryland, MD off our Current Sourcewell Contract 120716-NAF.</p> <p>We have also attached our Commitment Letter's for unparalleled support from leading nationally recognized upfit suppliers such as The Knapheide Manufacturing Company. Along with regional suppliers such as Brand FX and Phenix Truck Body located in Southern California serve as regional support locations, whom we often work alongside to fulfill all member needs with past, present, and future orders with NAFG.</p> <p>Included are also Upfitter Recommendation letters to illustrate how National Auto Fleet Group has taken a proactive interest in building mutually beneficial relationship with our upfitters. Mutuality and reciprocity relationships between body companies and our dealer's are two of the key components that help members receive what they need in a smooth and efficient fashion.</p> <p>In addition, the adoption of our Class 6, 7, and 8 Contract from Anne Arundel County in the state of Maryland is as an example of how National Auto Fleet Group attracts and retains new clients by demonstrating to them there's a better and more efficient way of finding turnkey solutions.</p> <p>Lastly, we have attached supporting documents that help emphasize and exemplify our growth since our first awarded Sourcewell Contract in 2012. We sincerely hope it helps portray our commitment to building lifelong rapport and trust with our partner upfitters and members.</p>
12	What is your US market share for the solutions that you are proposing?	. Of our respective brands and OEM's we represent, the US market share is estimated to be 60 – 75%.
13	What is your Canadian market share for the solutions that you are proposing?	It is difficult to estimate the market share for the brands and OEM's we represent, however we estimate that it should be the same 60 -75 % of the US share.
14	Has your business ever petitioned for bankruptcy protection? If so, explain in detail.	No.

<p>15</p>	<p>How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer whichever question (either a) or b) just below) best applies to your organization. a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned? b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?</p>	<p>National Auto Fleet Group is a dealer network best categorized as "A" - Distributer/Dealer/Reseller and Dealer Partner for (15) OEM Manufacturers including Ford Motor Company, Chevrolet, RAM, GMC, Buick, Chrysler, Dodge, Jeep, Toyota, Nissan, KIA, BMW, Honda, Cadillac and Volkswagen, All orders are placed with the franchised dealer and ultimately titled directly to the member. All appropriate certification certificates and authorized DMV/Factory licenses may be found in the "Related Certification" section uploaded to this RFP. It should be noted we do not sell used equipment to members.</p>
<p>16</p>	<p>If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.</p>	<p>Required licenses include a Dealer's License, a Franchise issued by the Manufacture, a Department of Motor Vehicles License, as well as a Reseller's permit license. All which NAFG and Dealer Partner's hold. Please review our attachment documents in section "Related Certification" for licenses that we either solely own or are jointly owned by our partner dealers that pertain to this RFP. A list of all our licenses are below, some of which may not pertain to class 1-3 but to class 4-8.</p> <p>CA Certificate of Good Standing 200824810190 State of Florida License Certificates: VF/1000974/4 VF/1000950/1 VF/1046516/1 VF/1024619/2 VF/1024619/1 VF/1018615/1 VF/1021891/1 VF/1000974/3 VF/1105916/1 VF/1020705/1 VF/1000969/1 CA State Seller's Permit 101-135239 CA State Seller's Permit 245364864-00001 Department of Motor Vehicle, Vehicle Dealer/ License Number 97772 Department of Motor Vehicle, Vehicle Dealer License Number 97771 Department of Motor Vehicle, Vehicle Dealer License Number 43609 Bureau of Automotive repair Registration # ARD00296319 123120 CA State Seller's Permit 232781952-00001 City of Watsonville Business License Number 1792 City of Watsonville Business License Number 4358 Fictitious Business Names from Santa Cruz County for National Auto Fleet Group FBN: 2017-0000138 California General Resale Certificate Dun & Bradstreet Number: 023680653 Government of The District of Columbia Certificate Government of the District of Columbia Tax Registration # 7815888160711 City of Los Angeles Tax Registration Government of The District of Columbia CLEAN HANDS CERTIFICATION San Diego Freightliner Seller's Permit Commonwealth of Virginia State Corporation Commission Certificate State of Maryland Good Standing Certificate Kansas Department of Revenue for Kansas City Peterbilt New Jersey Department of Treasury Registration Certificate New Jersey Business Registration Notice of Compliance of the Canton City Codified Ordinance Employee Information Report for the State of New Jersey State of Maryland New Sales and Use tax License CA State Seller's Permit 98-037902 00006 South Carolina Department of Motor Vehicles License Number 36133 State of South Carolina Retail License Commonwealth of Kentucky Vehicle Dealer License 1583 20 100 State of West Virginia Dealer License Commonwealth of Kentucky Vehicle Dealer License 1581 20 036 State of Tennessee Vehicle Dealer License</p>
<p>17</p>	<p>Provide all "Suspension or Debarment" information that has applied to your organization during the past ten years.</p>	<p>Not Applicable, none.</p>

Table 3: Industry Recognition & Marketplace Success

Line Item	Question	Response *
18	Describe any relevant industry awards or recognition that your company has received in the past five years	National Auto Fleet Group's received its most prestigious award for Top Placement within Ford Motor Company as the leading dealership in Government Sales. In addition, our Chevrolet brand was highly ranked and honored 4/5 consecutive years by General Motors.
19	What percentage of your sales are to the governmental sector in the past three years	Within our fleet division, 90% of our contracts within the past three years have been with government accounts.
20	What percentage of your sales are to the education sector in the past three years	Within the past 3 years 90% of our sales have been to government accounts, 20% of which are within the education sector.
21	List any state, provincial, or cooperative purchasing contracts that you hold. What is the annual sales volume for each of these contracts over the past three years?	We hold the State of California contract with volumes from 200 to 500 units a year over the past three years. In addition, our Sourcwell Contract's 091219, 081716 and 120716 that we have maintained over the past three years has sold combined north of 400 million of Combined Quarterly Sales.
22	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	National Auto Fleet Group's focus lies on the Sourcwell Contract. NAFG holds no other GSA contract, Standing Offers, or Supply Arrangements other than the State of California contract. Our annual sales volume is estimated to be north of \$200 million.

Table 4: References/Testimonials

Line Item 23. Supply reference information from three customers who are eligible to be Sourcwell participating entities.

Entity Name *	Contact Name *	Phone Number *
Port of Los Angeles, CA	Mr. Dave Comer	310-72-3794
County of Venture, CA	Mr. Jorge Brilla	805-672-2044
City of Austin, TX	Mr. Matt Sager	512-978-2637
County of San Joaquin, CA	Mr. David Myers	209-468-9745
City of Palo Alto, CA	Ms. Danitra Bahlman	650-496-5920

Table 5: Top Five Government or Education Customers

Line Item 24. Provide a list of your top five government, education, or non-profit customers (entity name is optional), including entity type, the state or province the entity is located in, scope of the project(s), size of transaction(s), and dollar volumes from the past three years.

Entity Name	Entity Type *	State / Province *	Scope of Work *	Size of Transactions *	Dollar Volume Past Three Years *
City of Austin	Government	Texas - TX	Purchaser	10-15 Vehicles at once, Vans and SUVs	Over 1M
Los Angeles Department of Water and Power	Government	California - CA	Purchaser	Over 120 Vehicles, Vans and SUVs	Over 3M
Port of Los Angeles	Government	California - CA	Purchaser	Over 80 Trucks, Vans and SUVs	Over 2M
Anne Arundel County	Government	Maryland - MD	Purchaser	Over 40 Trucks, Vans and SUVs	Over 1M
City of San Diego	Government	California - CA	Purchaser	Over 500 Trucks, Vans, SUV'	Over 15M

Table 6: Ability to Sell and Deliver Service

Describe your company's capability to meet the needs of Sourcwell participating entities across the US and Canada, as applicable. Your response should address in detail at least the following areas: locations of your network of sales and service providers, the number of workers (full-time equivalents) involved in each sector, whether these workers are your direct employees (or employees of a third party), and any overlap between the sales and service functions.

Line Item	Question	Response *
25	Sales force.	<p>Our sales force consists of direct and an indirect sales force. Our direct sales force consists of direct employees and partner dealers, which exceeds an employee count of 300 personnel both full time and part time. Many of our sales force are spread across the US and we leverage our relationships with our larger class dealerships to service the members lower class vehicle needs as well. A cross sales force. These individuals help support our dealerships and NAFG Fleet Division directly. On the other hand, our indirect sales force made up of upfitters and partner suppliers consists of over 100 personnel with our partner network and sales force growing annually.</p> <p>With both direct and indirect sales force staff working together, NAFG has been able to successfully grow, maintain and service the demand of the members. As the number of your members grow, we will continuously welcome more staff to not only meet customer demand, but also to exceed customer expectations.</p>

26	Dealer network or other distribution methods.	<p>Our franchise network in Canada and the U.S. is fortunately second to none. Our 15 proposed OEMS previously mentioned, all of which have established a presence nationwide with factory stores strategically placed where all members can receive service and complete warranty repairs with their respective products.</p> <p>Simple put the North American and Canadian automobile supply chain network is one of the best in the world. Of the 15 brands we represent, the OEMs have put in place a dealer network across all 50 states that will allow us to best serve all members.</p>	*
27	Service force.	<p>The 15 manufactures we represent have thousands of service locations that would be easily accessible to all your members. Service centers and warranty repair facilities for all 15 OEMs are ample and ready to help service our members and their needs. However, Alaska and Hawaii may be exceptions as they may have farther distances between franchises where members can utilize the repair services.</p>	*
28	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	<p>The member may order their vehicles by navigating to our website, www.NationalAutoFleetGroup.com and going through the step-by-step process to generate an online quote or by calling one of our representatives at 855-289-6572 or by sending NAFG an email at Fleet@NationalAutoFleetGroup.com. Orders are then processed directly to the manufacturer who will work to supply the vehicle to the ship-to location for upfitting or end user desired delivery location.</p>	*
29	Describe in detail the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your stated service goals or promises.	<p>To best demonstrate our Customer Service program, kindly reference the ZIP file "Member Walk Through" that is attached in the Additional Documents folder. Please begin with and review in order that is explained below:</p> <p>How Members Can Get Quotes Online: A member can obtain most quotes by visiting our website www.NationalAutoFleetGroup.com where a simple one step form is needed for registration. This is to protect the price information from nonmembers. Once a member registers they will receive an automated welcome email with a demo video on how to use our site. Members will gain access to there very own dashboard which will house all there quotes in one safe secure login. Member's can select which brand they are looking for and model year. Our site shows all the categories the brand offers such as: Cars, Vans, SUV's Trucks and Chassis Cabs. Members will then be able to drill down for the right selection by picking from the filter menu of what cab there looking for (Regular, Extended or Crew) to 2 wheel or 4 wheel drive down to the bed length there looking for. All factory options are then presented for the member to select from, this will show all current factory orderable options, taking the guess work out for the member. Once a member selects a desire build, they will see there Sourcewell Price report showing the MSRP, there contract price, the saving in real dollars and as a percentage. In the PDF example you can see a saving of \$ 9,175.96 of 22.345% to the member showing a significant savings. Members then can chose to add extra's to there order like extra keys' service manuals, sales tax and even request an upfit to be added to there quote. Lastly they will be given a complete turn key quote package to print which will include there customized Quote ID, Description and Specifications of what they build.</p> <p>How Members and Upfitters can Partner with NAFG: Our dedicated website www.NAFGPartner.com was built to accommodate the member who would like a certain upfitter to upfit there vehicles. It was also built for upfitters to have a place to go where they can find information on how to partner with NAFG to better serve there local members.</p> <p>Example of A Member with Upfit Quote: This is an example of how we use our Cab Chassis and combine them with an upfit to provide a turnkey solution for the member in a simple to follow format.</p> <p>ETA System for Members Walk Through: This is where members can easily come to our website, the same website they built there chassis on and track there order like they would a UPS package. We have a very simple display on our homepage "Track your order" where members can enter one of the following: Purchase Order Number, Quote ID, Upfit Quote ID or vin to easily see there in the process there particular order is in.</p> <p>Courtesy Confirmation Explained: After NAFG receives an order from a Member, we always like to send them a Courtesy Confirmation. This is were the member will double check some particulars on there order like, Color, Quantity, Upfit and Specification's are all correct before order placement. We also like to ask for title information at this point so we can help process the paperwork at delivery promptly.</p> <p>Factory Order Cut Off Notices: Here is were we like to highlight were members can access any upcoming factory order cut off dates. We walk them through the process step by step to ensure everyone knows the upcoming order cut off date, we even print this information (if known at the time) right on the cover page of there quotes.</p> <p>Validation Walk Through Example: To demonstrate a price validation, we show what a member would see when they build a truck on our site. At check out the member would see the Total Configured MSRP of \$ 35,730.00, A Sourcewell Price of \$ 27,331.68, Total Saving of \$ 8,398.32 or 23.505% for a 2020 F-250 followed by the pricing page which shows the Minimum Discount of at least 18.50%. As you see we provided an additional 5% discount on top of the 18.50% contract discount. This would be the case in most instances.</p>	*
30	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in the United States.	<p>Our willingness and ability to service members nationwide is unparalleled. We have dedicated staff 5 days a week, from 7am to 7pm standing by ready to assist any member help find the best solution for there needs even if helping assist them to the best Sourcewell Contract that could be a solution. We have a dedicated live chat feature on our online quote generating website in case any member has any trouble at all in building there quotes. NAFG has established a chain of suppliers who are at the ready to serve if called upon by any member. We are here to help.</p>	*
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	<p>We are willing and eager to soon extend our business model and network into Canada. We believe partnering with local Canadian based dealer groups is key to success in the Canadian market. NAFG's competitive pricing as well as a simple US Dollar to Canadian conversation will help NAFG expand into the Canadian market for participating Sourcewell members.</p>	*
32	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed contract.	<p>National Auto Fleet Group will handle servicing 100% of all geographic areas located in the United States. Although it is unclear what unseen obstacles we may face in Canada, NAFG is committed to building the same model to service Canada and providing the same level of customer satisfaction, service, and care as in the United States.</p>	*

33	Identify any Sourcewell participating entity sectors (i.e., government, education, not-for-profit) that you will NOT be fully serving through the proposed contract. Explain in detail. For example, does your company have only a regional presence, or do other cooperative purchasing contracts limit your ability to promote another contract?	NAFG will continue to service all Sourcewell Members through our 24 hour a day, 7 days a week online portal with the exclusion of Non-Profits. Unfortunately, Non-Profits are often not eligible for the same discount's government entities are qualified for. However, Non-Profits are subject to a different pricing program and will be evaluated on a case to case basis.
34	Define any specific contract requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	The only possible logistical constraints we may face is the shipping constraints for shipments arriving in Alaska, Hawaii and US Territories. For example, we often provide members in Alaska or Hawaii with vehicles that often have upfits. To circumvent this potential issue, members allow us to add these extra shipping and port costs to their quotes.

Table 7: Marketing Plan

Line Item	Question	Response *
35	Describe your marketing strategy for promoting this contract opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	<p>National Auto Fleet Group encompasses a variety of marketing strategies to promote our products and services to streamline the vehicle purchasing process for government entities. Below are a few strategies used to serve as the gateway between our business and public agencies.</p> <p>Website and Inbound Marketing: The creation of a professional customer-focused website is one of our main features to market our products and services. The NAFG website encourages our members to interact and browse through products offered along with pricing and information about National Auto Fleet Group. Inbound marketing is created when potential members are directed to the company website. With this method, we are able to not only connect with members but to put the purchasing ability into the hands of each member. Our inbound marketing strategy attracts members by creating valuable content and experiences tailored to the needs of each individual. Examples include email campaign flyers on our products, informative and how-to videos, social media and engaging members with top-notch customer service to build brand awareness.</p> <p>Email Marketing: One of the main strategies used to engage current and potential members is Email Marketing. Our emails include different types of flyers that consist of information of the Sourcewell contract, promoting manufacturer brands, holiday themed flyers, discounts offered to first time buyers, important cutoff date reminders and upcoming products and events.</p> <p>The use of marketing campaigns plays a major role in enhancing the growth of our client database. Emails are a big part of our daily lives due to government agency employees utilizing emails as their main source of communication. We use campaigner.com as the emailing platform to reach our target members. Videos and descriptive images are used on all flyers and are compatible with a desktop or mobile device. Messages are short and to the point with links leading to the Sourcewell and NAFG homepage. The Campaigner email system allows the ability to track email activity based on open rate, unsubscribes and link clicks which is beneficial to understanding email effectiveness.</p> <p>Once potential members are directed to our website, they are welcomed with a wide range of options to explore an array of our products and services. They are able to register to become a member, view pricing, explore available in-stock vehicles, view how-to-videos, build a vehicle online to request an immediate quote or use our live chat assistant or call/email for live support.</p> <p>Face to Face Marketing Strategies: This strategy has proven to be successful in generating leads and creating lasting relationships by developing genuine connections with prospective members. National Auto Fleet Group attends several trades shows per year to engage members and put a face to the company. This in person meeting aids to build the brand by nurturing relationships between members and other vendors associated through the process. Trade shows attended include GFX, IAPPO, NIGP, ACT, CAPPO, and CASBO throughout the United States.</p> <p>NAFG has many opportunities to make in person presentations to propose products, services offered and to answer any questions potential members may have. These PowerPoint Presentations include topics on NAFG/Sourcewell process, how to facilitate the vehicle purchasing without bidding, informational videos, and the brands and services we provide. These meetings have been held at local cities, counties, school districts, water districts and ports.</p> <p>Relationship Marketing is a vital strategy used in building and maintaining long-term relationships practiced by National Auto Fleet Group on a daily basis.</p> <p>NAFG strives to create a positive and supportive connection with members by providing personalized and responsive customer service practices. The sales team has worked tirelessly to focus on providing outstanding customer support to create a powerful rapport with existing and new members. By going above and beyond, they have enhanced existing relationships and executed customer loyalty with repeat businesses. They strive to deviate from the "Car Salesperson" mentality which is 100% sales driven to a more product and customer service approach by instilling a sense of confidence in our clients. The goal is to regularly assist clients and address any needs and concerns even after the purchase has occurred. The strive to focus on solution selling vs. product selling develops into a mutually beneficial agreement for members and the business.</p> <p>Below are a few examples on successful relationship marketing from our Fleet Department:</p> <p>We had a member call in to request financing/lease options for a truck needed through our National Auto Fleet Group/Sourcewell vehicle contract. I contacted another Sourcewell vendor, Matt Geiselhart from NCL Gov Capital and he was happy to assist with a financing quote. The member also requested to trade in a current vehicle in their fleet and was directed to Govdeals for assistance in removing the outdated unit through an auction. The member was able to utilize three Sourcewell contracts to complete his transaction which simplified the entire process. The member was very satisfied with the amount of care and ease through his experience and became a repeat customer. By utilizing a cross-selling strategy, National Auto Fleet Group became his one stop shop to fulfill all fleet vehicle purchasing needs.</p> <p>"I had a member call in desperate to obtain a new truck because an employee had gotten into a serious accident and had the truck totaled. Due to covid restrictions, most manufacturers are currently experiencing microchip shortages which relays to production delays at the factory. We were able to direct buyer to our in-stock inventory on the NAFG website and member was ecstatic to locate truck to meet their needs. Instead of having to wait 30 weeks to receive the new vehicle, member was able to obtain the new truck within 3 weeks."</p>

"I once had a member contact us two years after purchasing a vehicle from us. They had a malfunction with the liftgate on the box truck which caused a logistical nightmare. I was able to contact one of our body vendors that upfitted the lift gate installation and a service technician was able to go onsite to resolve the liftgate issue at no additional cost. The member was very impressed with the quality of our customer service even after purchase. "

"I had a member request a ¾ ton truck pricing but was unsure about their budget at the time. I took the time to go through each option with the client to provide a Sourcewell pricing quote through multiple manufacturers from Ram, Chevrolet and Ford. This empowered the member to have multiple pricing options for review to align with their budget as well as eliminating the need to shop anywhere else. "

"We work with many body companies to assist customers with the body upfitting process. One of our members called in a request to expedite a particular vehicle that was held up at one of their local body upfitters. I contacted the body company representative and put in a request to expedite the upfitting per request of the member. The body company was able to comply with the request and delivery was made sooner than expected."

Word-of-Mouth Marketing: The positive quality of service has led to more sales based on previous customers' impressions on their experience. NAFG's goal is to provide exemplary customer service throughout the entire purchasing process to encourage repeat business and advocate services to other members. NAFG has been fortunate to experience multiple instances of leads generated based solely on word-of-mouth marketing through our existing customers.

Cross-promotion: National Auto Fleet Group is currently collaborating with another Sourcewell Vendor, NCL Government Capital to promote each other's products and services. NCL Government Capital specializes in providing competitive equipment financing programs for municipalities and public education entities across the United States. As a team, NCL and NAFG produced a variety of marketing materials such as videos, flyers and info graphs to promote purchasing and leasing opportunities.

Hoglund Bus Company is another cross-promotion vendor NAFG had the opportunity to create a partnership with. Flyers were created to advertise Chassis from NAFG along with a variety of bus bodies from Hoglund Bus Company.

With cross-promotion, companies exchange knowledge and provide endorsements on websites, social media, and email campaigns. This strategy creates an influx of new leads, brand awareness, increased sales and recurrence of customers. National Auto Fleet Group will continue to create new partnerships and facilitate more cross-promotion opportunities in the near future to provide turnkey solutions for a variety of vehicle purchasing needs.

Coming in 2022, National Auto Fleet Group will be launching a NAFG Partner Website to further increase business growth. The website www.nafgpartner.com is expected to launch next year in 2022. The site encourages body upfitting companies throughout the United States to partner up with NAFG to become a preferred member. The benefits of becoming a preferred member include endorsements on website and social media avenues along with word-of-mouth referral for clients with upfitting needs. Our dedicated public relations representative will conduct phone and in person meetings to discuss the advantages of partnering up with NAFG, therefore generating more cross-promotion opportunities.

Members from government agencies are encouraged to go on the site to search for local body upfitting companies they are interested in working with. As a prerequisite in becoming a preferred vendor, they are required to advertise NAFG and the Sourcewell contract on their business website and refer their clients to purchase their cab/chassis needs through NAFG. This establishes a partnership that will generate increased sales all around. We are still currently building the website and interacting with body companies across the United States that would be interested in partnering up with NAFG.

<p>36</p>	<p>Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.</p>	<p>Social media plays a crucial element in the way people communicate and connect with each other. LinkedIn is the go-to platform used by NAFG as it offers a variety of ways to expand our network by locating and connecting with relevant professionals in the industry. National Auto Fleet Group has utilized LinkedIn to engage current and potential members through personalized messages and posts. Personalized messages include thanking them for registering on site as well as directing them to on our link to the website, LinkedIn, YouTube, Facebook and Instagram company pages. The goal is to unite with people already on our database as well as people that would benefit from our products and services. Current flyers or messages about our company are also posted on the LinkedIn site to generate and attract more business. Time is also spent on reading posts from connections and observe any needs that National Auto Fleet Group may assist with.</p> <p>National Auto Fleet Group has begun utilizing video marketing strategies to further promote and market products by engaging on social media channels and email flyers. Programs such as Vimeo, Video Scribe, Cartoon Animator, Adobe Animate, Illustrate, Captive, Photoshop and Movavi Video Editor Plus are employed to edit and create videos to assist in endorsing our company. The following videos were recently created by our marketing department along with outside video production companies:</p> <p>Explainer Video: The first video created was a 90 second explainer video about National Auto Fleet Group that used animated characters to visualize our products and services along with information on the Sourcewell awarded contract. The video has been incorporated into all our weekly email flyers and social media platforms as an informative video on our products and how to purchase vehicles off Sourcewell Government Contract.</p> <p>How To Videos: National Auto Fleet Group has also created step-by-step How-To videos on the process to purchase both Light Duty and Heavy-Duty vehicles off the contract.</p> <p>In Stock Vehicles: This video showcases our in-stock vehicles available and the process of requesting a quote.</p> <p>ETA Tracking System: This video was created to not only introduce but to encourage clients to self-track their vehicle status.</p> <p>Holiday Themed Videos: These amusing videos were created to celebrate the holidays and add humor and lightness to our company and products sold.</p> <p>Cross Promotion Video: This video markets our relationship with NCL Government Capital and Sourcewell to endorse EV vehicles.</p> <p>Videos for social media: Mini videos were created to advertise new vehicles available, pricing and cutoff date reminders.</p> <p>NAFG has recently introduced a newly built live chat feature on our website for customer convenience as well as improving customer service. Visitors have access to chat with a live sales representative 24 hours a day, 7 days a week. With this feature potential customers are provided with another avenue for assistance in addition to emailing and phone calls. The benefits of a live chat option include quicker response time to assist buyers in reaching a purchasing decision and answer their questions.</p> <p>Improving customer service will also lead to increased sales, customer loyalty and engagement. Many studies have shown a strong correlation between live chat and increase in conversion rates. Potential clients appreciate having their questions answered in real-time when trying to build a vehicle quote online and allowing the user to multi-task different projects.</p>
<p>37</p>	<p>In your view, what is Sourcewell's role in promoting contracts arising out of this RFP? How will you integrate a Sourcewell-awarded contract into your sales process?</p>	<p>Sourcewell's mission states: "Our commitment to service and exceeding client expectations." This statement integrates with our relationship marketing strategy with our commitment to go above and beyond for all our members. Sourcewell is a trusted brand that government entities can rely on to access a wide variety of products and services for their everyday needs. With over 40 years of partnerships and relationship building, they are the glue that connects government, education, and nonprofit agencies to companies of all sizes to offer turnkey solutions to their needs.</p> <p>Sourcewell is also a reliable resource for vendors by not only connecting with potential prospects but by providing valuable marketing materials readily available for download on their website. Resources and tools provided include flyers, vendor training videos along with compliance information.</p> <p>The Sourcewell brand integrates a thorough documentation review of all vendors prior to awarding their cooperative contracts to ensure products and services are from reputable vendors. The brand provides a sense of legitimacy of our company name and members recognize that products and services are from reliable sources that will meet their needs.</p> <p>Sourcewell's aim is to simplify the purchasing and procurement process of government entities by eliminating the costly bidding procedure. The process of researching the right vendor is not only stressful and time-consuming but can be expensive as well. Sourcewell has completed the bidding for government entities which simplifies the overall purchasing process by providing access to competitively bid contracts procured by a government agency.</p> <p>Sourcewell has provided NAFG with overwhelming opportunities to work with government agencies across the United States. The Sourcewell name represents a high standard of integrity and ethics which is a dynamic National Auto Fleet Group is proud to be part of. Sourcewell members have access to a contract that is more flexible than the standard bidding process. Sourcewell is an organization that aids government entities to stay competitive without the frustrations and issues involved with the traditional bidding process. This contract can be customized to meet the unique needs of each client. The sales team has incorporated not only this standard of integrity in their sales practice ensuring clients' purchasing needs will always be met. The cost savings and stress-free nature of the cooperative contracts favors that of the traditional bidding process. It enables vendors to work with qualifying government entities in a more efficient manner. We vow to maintain these levels of standards across the board throughout all departments within the company.</p>

38	Are your products or services available through an e-procurement ordering process? If so, describe your e-procurement system and how governmental and educational customers have used it.	<p>Our website provides a hands-on empowering approach to ordering vehicles online. Clients can search through many vehicles makes and models with the ability to customize a vehicle tailored to their specific needs of their agency. A personalized quote with pricing can be available in as little as 5 minutes depending on the complexity of the vehicle. If upfitting is needed, the buyer can list the details of the up-fit while building their vehicle on our website to receive a complete quote or a sales representative can be reached through phone, email or our new live chat feature built on our website.</p> <p>We have recently created and uploaded a "How-To Videos" section on the homepage of our website which highlights a step-by-step process on how to build an online quote. This informative video demonstrates how to navigate the website in how to generate a vehicle quote with or without upfitting options. It begins by explaining how to register on our website as a member and then details on how to select vehicle model and type and the factory options needed.</p> <p>Once a customized quote is built, clients have the option to finalize the sales transaction by submitting a purchase order to our sales team via email. This gives complete autonomy to the client to purchase vehicles without the need to speak to a sales rep. If assistance is needed, they can contact sales through email, live chat or phone.</p> <p>If assistance is required to build a quote, our sales rep is also available to walk a client through the e-procurement process step by step. This ensures someone is available to answer any questions if needed and empowering the client to make any future purchases on their own. Clients may also call or email the needs of the company and receive a customized vehicle quote.</p>
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Table 8: Value-Added Attributes

Line Item	Question	Response *
39	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	National Auto Fleet Group extends any and all product, equipment, maintenance and operating programs provided by the Manufacturer directly to Sourcewell participating entities during the quoting process. The manufacturer will provide quotes to the member based on the vehicles class and size, and geographic location. NAFG will always pass these quotes onto members and treat them like an upfit to the vehicle.
40	Describe any technological advances that your proposed products or services offer.	Technological accomplishments by Manufactures like Ford Motor Company and General Motors serve members by keeping many models available for members to choose from. Additionally, NAFG allows members the ability to choose to electrify their vehicle by opting into the Motive Power Systems we can still help supply this kind of an upfit. For more information, we have attached the product and pricing information within the "Upfits Available" and "All 15 Manufactures" ZIP files under the supporting documents portion of the application.
41	Describe any "green" initiatives that relate to your company or to your products or services, and include a list of the certifying agency for each.	. National Auto Fleet Group helped create the Climate Mayor Purchasing Collaborative by partnering with over 400 Mayors nationwide. This initiative was created for the benefit of members who wanted to create and sustain an all-electric fleet. We offer 100% purely electric vehicles your members to choose from. Some popular models include the Chevrolet Bolt, Ford Fusion, Ford Mustang Mach-E, as well as Ford's all electric F-150. We are confident that as more OEM's continue to manufacture new electric vehicles, we will provide them for members to select from. More information about this initiative can be found at www.Driveevfleet.org
42	Identify any third-party issued eco-labels, ratings or certifications that your company has received for the equipment or products included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	NAFG has the California Air Resource Board (CARB) Certificate as well as the Ford Qualified Vehicle Modifier Certificate on file with some of our partner suppliers and upfitters hold these certifications and these certifications help illustrate how each vehicle conserves energy and remains energy efficient.
43	Describe any Women or Minority Business Entity (WMBE), Small Business Entity (SBE), or veteran owned business certifications that your company or hub partners have obtained. Upload documentation of certification (as applicable) in the document upload section of your response.	NAFG holds a current partnership with many suppliers some of which are veteran owned such as Pacific Truck Body located in CA. Our Ford, Chevrolet and Ram,Jeep,Dodge,Chrysler stores are jointly owned and operated by Minorities.
44	What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?	. National Auto Fleet Group was not only built on dedication and hard work, but also through quantifiable metrics that directly measure the results of our efforts to ensure real goals are being measured and met. Through measuring results, NAFG takes responsibility in ensuring we deliver only the best customer care to your members. NAFG offers members 24 hour website access to customer support to personally walk members through any questions they may have. No matter what the issue may be, we always think outside the box to help members find a solution.

Table 9A: Warranty

Describe in detail your manufacturer warranty program, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your warranty materials (if applicable) in the document upload section of your response in addition to responding to the questions below.

Line Item	Question	Response *
45	Do your warranties cover all products, parts, and labor?	Each of the 15 manufactures we represent cover their own products, parts, and labor. All warranty information may be found in our attachments under the ZIP File "All 15 Manufactures".
46	Do your warranties impose usage restrictions or other limitations that adversely affect coverage?	Prior to purchase, members should be aware of each manufacturer's restrictions. Such as improper use of the vehicle may result in disqualification of coverage under the OEM's warranty. An example of this may be an F-350 being used for a police related pursuit, which may void certain warranties. Although, we always welcome and encourage members to contact us for their particular warranty coverage.
47	Do your warranties cover the expense of technicians' travel time and mileage to perform warranty repairs?	In some cases, manufacturers will tow a member's vehicle to the nearest warranty repair facility in case of a breakdown and cover expenses, but prior approval is required.
48	Are there any geographic regions of the United States or Canada (as applicable) for which you cannot provide a certified technician to perform warranty repairs? How will Sourcewell participating entities in these regions be provided service for warranty repair?	This may vary from manufacturer to manufacturer. Thus, we encourage members to call in prior to purchase and inquire about their specific region and how their warranty repairs will be covered with their manufacturer.
49	Will you cover warranty service for items made by other manufacturers that are part of your proposal, or are these warranties issues typically passed on to the original equipment manufacturer?	All warranties are typically passed on to the original equipment manufacturer and any upfit warranty will be passed on to the upfitter to perform.
50	What are your proposed exchange and return programs and policies?	If a member changes their mind, NAFG will quickly make every effort to change or cancel the order with the factory. However, once the manufacturer begins producing the vehicle, there are no changes, exchanges, or refunds available. The order is then deemed non-cancellable. This includes any upfit equipment an upfitter has ordered for the unit.
51	Describe any service contract options for the items included in your proposal.	NAFG offers any and all manufacturer service contracts for all members. There are several parameters in which a service contract may be customizable. These customized service contracts will be treated as add factory options and following the same discount schedule provided in the pricing file.

Table 9B: Performance Standards or Guarantees

Describe in detail your performance standards or guarantees, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your performance materials (if applicable) in the document upload section of your response in addition to responding to the questions below.

Line Item	Question	Response *
52	Describe any performance standards or guarantees that apply to your services	The only guarantee we can ever provide is the guarantee that we will treat and help every member that contacts with respect, integrity and professionalism.
53	Describe any service standards or guarantees that apply to your services (policies, metrics, KPIs, etc.)	NAFG and staff uphold high standards with how we provide service to the members, not only holding each other accountable but by embracing member feedback of how we can improve. Then we act upon it and implement improvements.

Table 10: Payment Terms and Financing Options

Line Item	Question	Response *
54	Describe your payment terms and accepted payment methods?	Standard payment terms are Net 20, with a 10 – day grace period.
55	Describe any leasing or financing options available for use by educational or governmental entities.	. In order to provide leasing or financing options, NAFG has partnered with National Cooperative Leasing to offer leasing terms for Sourcewell members for all NAFG quotes under the Sourcewell contract. For further review, we have attached a PDF called "NCL Sample Lease" in the "Member Walk Through" Zip file.
56	Describe any standard transaction documents that you propose to use in connection with an awarded contract (order forms, terms and conditions, service level agreements, etc.). Upload a sample of each (as applicable) in the document upload section of your response.	National Auto Fleet Group's transaction process (Purchase Order) is closely tracked, well documented, and neatly organized to monitor each transaction performed through our Sourcewell Contract. This way, NAFG may produce swift and accurate quarterly reporting.
57	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	Yes, NAFG accepts up to \$2,500 per vehicle. However, any dollar amount higher than \$2,500 will require a P-card/ Credit Card transactional fee that would be passed onto the member

Table 11: Pricing and Delivery

Provide detailed pricing information in the questions that follow below. Keep in mind that reasonable price and product adjustments can be made during the term of an awarded Contract as described in the RFP, the template Contract, and the Sourcwell Price and Product Change Request Form.

Line Item	Question	Response *
58	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcwell discounted price) on all of the items that you want Sourcwell to consider as part of your RFP response. If applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.	National Auto Fleet Group is offering Line-Item Discounts Off Manufacture Suggested Retail Price for 15 manufacturers that is detailed in the Price File. NAFG will also offer any Upfits to be added to any and all vehicles' that members wish to add. Details are located on the Price Summary Page in the Price File.
59	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	NAFG has an provided offerings from 15 Brands/OEMS and there respective percentage off vary and are detailed in the "Price File" zip Each Manufacture Range is detailed in the tabs below, here is an overview Chevrolet from -.077 to 24.45 % Ford Motor Company from -5.19 to 23.31 % GMC from 6.14 to 22.45 % Ram from 4.99 to 14.23 % Dodge from 3.09 to 9.96 % Jeep from 1.38 to 4.17 % Chrysler from 1.65 to 4.55 % Toyota from .03 to 8.98 % Honda from 1.34 to 4.9 % Nissan from -.085 to 14.61 % Buick from 2.36 to6.08 Kia from .69 to 8.39 % BMW from 3.8 to 4.77 % Cadillac from 4.22 to 6.77 % Volkswagen from 2.17 to 2.46 %
60	Describe any quantity or volume discounts or rebate programs that you offer.	If clients are considering an order of 150 or more units, we encourage members to contact us for any additional discounted quotes.
61	Propose a method of facilitating "sourced" products or related services, which may be referred to as "open market" items or "nonstandard options". For example, you may supply such items "at cost" or "at cost plus a percentage," or you may supply a quote for each such request.	"Open Market" products or "Sourced Goods" will be considered and treated as regular upfits. However, they may be quoted up to a 10% mark up, if applicable.
62	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	All considerations have already been taken into account in its entirety. The Price Summary Page and Price Table contained in the price file includes all considered costs. Although if a member requested a specialized quote for a unique situation that requires special training, direction, or installation, the additional costs would be added as a part of the upfit and then included inside the member's quote.
63	If freight, delivery, or shipping is an additional cost to the Sourcwell participating entity, describe in detail the complete freight, shipping, and delivery program.	All manufactures charge a standard "Factory Destination Charge". However, that is separate from the freight/destination cost that members may incur to ship a vehicle to and from an installer, if applicable. These subsequent locational movements may bare additional freight costs that will be outlined within the members quote for their review prior to purchase.
64	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	Freight, shipping, and delivery terms among these regions sometimes carry additional logistical charges for added ferry, port and driver costs from both to and from the mainland. These added costs will be disclosed on the quote for members to review and approve prior to purchase.
65	Describe any unique distribution and/or delivery methods or options offered in your proposal.	National Auto Fleet Group already has a well-established Automobile Franchise Distribution Network that allows for swift and relatively seamless delivery to members and their end users.

Table 12: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments
66	c. better than the Proposer typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.	NAFG Strives to offer the best overall value to the member with each and every quote.

Table 13: Audit and Administrative Fee

Line Item	Question	Response *
67	Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed Contract with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing, that the Vendor reports all sales under the Contract each quarter, and that the Vendor remits the proper administrative fee to Sourcewell. Provide sufficient detail to support your ability to report quarterly sales to Sourcewell as described in the Contract template.	Sourcewell participating members are able to obtain proper pricing directly from our website, where they are able to use our user-friendly design to build and price their vehicles. The NAFG is updated daily to reflect updated manufacturer MSRP information. Our system will provide members with an accurate quote 99.99% of the time. In addition, NAFG has a stream line and organized process that calculates administrative fees and allows NAFG to give a turnaround time of 15 – 30 days for quarterly reports.
68	If you are awarded a contract, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the contract.	One of the internal metrics NAFG uses to track and measure success with the Sourcewell Contract is maintained through our website. Our website keeps a detailed log of quotes that members are generating. We oversee and keep track of how many quotes are being generated and which quotes are met with a purchase order. Every month we evaluate our sales indicators and closely monitor the volume and frequency of sales. One example is by evaluating which members are purchasing from our platform – new members or frequent members to ensure we are growing our member base. We use these metrics to measure our projected growth rate and work to exceed our expectations.
69	Identify a proposed administrative fee that you will pay to Sourcewell for facilitating, managing, and promoting the Sourcewell Contract in the event that you are awarded a Contract. This fee is typically calculated as a percentage of Vendor's sales under the Contract or as a per-unit fee; it is not a line-item addition to the Member's cost of goods. (See the RFP and template Contract for additional details.)	NAFG will submit \$ 300 per vehicle purchased through NAFG and \$ 200 per vehicle purchased through our partner dealer Alan Jay Automotive. For the purpose of an admin fee there are no other partner dealer groups considered.

Table 14A: Depth and Breadth of Offered Equipment Products and Services

Line Item	Question	Response *
70	Provide a detailed description of the equipment, products, and services that you are offering in your proposal.	NAFG has provided a "Model Roll Out" Charts in the "Price File" zip, but of the 15 manufacturers we represent, they have over 100 makes and models for members to choose from that range from Class 1-3 and supporting Class 4 Cab and Chassis trucks. NAFG's platforms can add any upfit of their choosing, ranging from toolboxes to Line Mechanic Bodies. Any and all upfits can be added to any one of our vehicles through one of our upfit partner suppliers or by an upfit supplier of the members choosing. NAFG and the supplier will work together to supply members with turnkey quotes.
71	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	National Auto Fleet Group lists the makes and models of all 15 manufacturers we represent under the ZIP File "All 15 Manufactures". These 15 OEMs make up over 100 combined makes, models, and engine combinations for members to select from along with several subtitle "Upfits" detailed for members in the price file.

Table 14B: Depth and Breadth of Offered Equipment Products and Services

Indicate below if the listed types or classes of equipment, products, and services are offered within your proposal. Provide additional comments in the text box provided, as necessary.

Line Item	Category or Type	Offered *	Comments
72	Automobiles	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
73	Sport Utility Vehicles	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
74	Vans	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
75	Trucks	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
76	Vehicles described in Lines 72-75 above for Public Safety applications	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
77	Conventional internal combustion models	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
78	Natural gas or propane autogas, hybrid, or alternative fuel models	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models
79	Electric powered models	<input checked="" type="radio"/> Yes <input type="radio"/> No	15 Manufacturers totaling well above 700 makes and models

Table 15: Exceptions to Terms, Conditions, or Specifications Form

Line Item 80. NOTICE: To identify any exception, or to request any modification, to the Sourcwell template Contract terms, conditions, or specifications, a Proposer must submit the exception or requested modification on the **Exceptions to Terms, Conditions, or Specifications Form** immediately below. The contract section, the specific text addressed by the exception or requested modification, and the proposed modification must be identified in detail. Proposer's exceptions and proposed modifications are subject to review and approval of Sourcwell and will not automatically be included in the contract.

Contract Section	Term, Condition, or Specification	Exception or Proposed Modification

Documents

Ensure your submission document(s) conforms to the following:

1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.
2. Documents should NOT have a security password, as Sourcwell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcwell.
3. Sourcwell may reject any response where any document(s) cannot be opened and viewed by Sourcwell.
4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as "Marketing Plan."
 - [Pricing](#) - NAFG Price File for Bid 091521.zip - Monday September 13, 2021 19:29:27
 - [Financial Strength and Stability](#) - Market Success and Financial Stability.zip - Monday September 13, 2021 19:30:12
 - [Marketing Plan/Samples](#) - Marketing Plan Compressed.zip - Tuesday September 14, 2021 11:38:30
 - [WMBE/MBE/SBE or Related Certificates](#) - Insurance and Related Documents.zip - Tuesday September 14, 2021 11:40:18
 - [Warranty Information](#) - Warranties RFP 091521.zip - Tuesday September 14, 2021 11:40:36
 - [Standard Transaction Document Samples](#) - Standard Transaction.zip - Monday September 13, 2021 19:54:48
 - [Upload Additional Document](#) - ALL 15 Makes and Upfits.zip - Tuesday September 14, 2021 11:35:54

Addenda, Terms and Conditions

PROPOSER AFFIDAVIT AND ASSURANCE OF COMPLIANCE

I certify that I am the authorized representative of the Proposer submitting the foregoing Proposal with the legal authority to bind the Proposer to this Affidavit and Assurance of Compliance:

1. The Proposer is submitting this Proposal under its full and complete legal name, and the Proposer legally exists in good standing in the jurisdiction of its residence.
2. The Proposer warrants that the information provided in this Proposal is true, correct, and reliable for purposes of evaluation for contract award.
3. The Proposer, including any person assisting with the creation of this Proposal, has arrived at this Proposal independently and the Proposal has been created without colluding with any other person, company, or parties that have or will submit a proposal under this solicitation; and the Proposal has in all respects been created fairly without any fraud or dishonesty. The Proposer has not directly or indirectly entered into any agreement or arrangement with any person or business in an effort to influence any part of this solicitation or operations of a resulting contract; and the Proposer has not taken any action in restraint of free trade or competitiveness in connection with this solicitation. Additionally, if Proposer has worked with a consultant on the Proposal, the consultant (an individual or a company) has not assisted any other entity that has submitted or will submit a proposal for this solicitation.
4. To the best of its knowledge and belief, and except as otherwise disclosed in the Proposal, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest. An organizational conflict of interest exists when a vendor has an unfair competitive advantage or the vendor's objectivity in performing the contract is, or might be, impaired.
5. The contents of the Proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or legally authorized agent of the Proposer and will not be communicated to any such persons prior to Due Date of this solicitation.
6. If awarded a contract, the Proposer will provide to Sourcewell Participating Entities the equipment, products, and services in accordance with the terms, conditions, and scope of a resulting contract.
7. The Proposer possesses, or will possess before delivering any equipment, products, or services, all applicable licenses or certifications necessary to deliver such equipment, products, or services under any resulting contract.
8. The Proposer agrees to deliver equipment, products, and services through valid contracts, purchase orders, or means that are acceptable to Sourcewell Members. Unless otherwise agreed to, the Proposer must provide only new and first-quality products and related services to Sourcewell Members under an awarded Contract.
9. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
10. The Proposer understands that Sourcewell will reject RFP proposals that are marked "confidential" (or "nonpublic," etc.), either substantially or in their entirety. Under Minnesota Statutes Section 13.591, subdivision 4, all proposals are considered nonpublic data until the evaluation is complete and a Contract is awarded. At that point, proposals become public data. Minnesota Statutes Section 13.37 permits only certain narrowly defined data to be considered a "trade secret," and thus nonpublic data under Minnesota's Data Practices Act.
11. Proposer its employees, agents, and subcontractors are not:
 1. Included on the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>;
 2. Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or
 3. Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this solicitation.

By checking this box I acknowledge that I am bound by the terms of the Proposer's Affidavit, have the legal authority to submit this Proposal on behalf of the Proposer, and that this electronic acknowledgment has the same legal effect, validity, and enforceability as if I had hand signed the Proposal. This signature will not be denied such legal effect, validity, or enforceability solely because an electronic signature or electronic record was used in its formation. - Jesse Cooper, Fleet Manager, 72 Hour LLC

The Proposer declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Proposer foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the bid.

Yes No

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum_6_Autos_SUVs_Vans_Trucks_RFP_091521 Wed September 8 2021 06:27 PM	<input checked="" type="checkbox"/>	1
Addendum_5_Autos_SUVs_Vans_Trucks_RFP_091521 Tue September 7 2021 07:28 PM	<input checked="" type="checkbox"/>	2
Addendum_4_Autos_SUVs_Vans_Trucks_RFP_091521 Thu August 26 2021 05:55 PM	<input checked="" type="checkbox"/>	1
Addendum_3_Autos_SUVs_Vans_Trucks_RFP_091521 Mon August 23 2021 09:47 AM	<input checked="" type="checkbox"/>	1
Addendum_2_Autos_SUVs_Vans_Trucks_RFP_091521 Sun August 8 2021 09:02 PM	<input checked="" type="checkbox"/>	1
Addendum_1_Autos_SUVs_Vans_Trucks_RFP_091521 Thu August 5 2021 03:58 PM	<input checked="" type="checkbox"/>	1



Montecito Sanitary District

1042 Monte Cristo Lane
Santa Barbara, CA 93108

A Public Service Agency

Phone: (805) 969-4200
www.montsan.org

MONTECITO SANITARY DISTRICT STAFF REPORT – 5A

DATE: September 28, 2023
TO: Board of Directors
FROM: John Weigold, General Manager
Stephen Williams, District Administrator
SUBJECT: Salary Study Contractor Selection

RECOMMENDATION

It is recommended that the Board:

- i) Receive a presentation from Staff regarding the recent completed Request for Proposals to conduct a Salary Study for the District; and
- ii) Receive a brief presentation from potential contractors and make inquiries, if desired; and
- iii) Take any such additional, related action that may be desirable.

BACKGROUND

At the May 17, 2023 Regular Board Meeting the Board of Directors authorized staff to seek outside consultants to provide a Salary Survey for the Montecito Sanitary District. Staff incorporated this project into the Fiscal Year 2023-24 Budget that was passed at the June 22, 2023 meeting.

Once the budget was approved, staff started work on developing the RFP. The RFP was finalized with input from the Board at the July 13, 2023 Board Meeting and published on PlanetBids on July 31, 2023. The District received three responses from interested parties by the August 21, 2023 deadline and a high level analysis of their responses are provided in the table below:

	The Widroe Group	Ralph Andersen & Assoc.	Reward Strategy Group
Responsive to RFP?	Yes	Yes	Yes
Total Cost	\$21,000 - \$29,000	\$34,800	\$26,700
Timeline	6 - 8 Weeks	12 Weeks	6 Months
Comparable Agencies	4 - 6	6	Not detailed
Cost For Additional Agencies	\$4,000 ea.	Not detailed	Not detailed
Firm Location	Santa Barbara, CA	Rocklin, CA	San Diego, CA
Meetings	On-Site	Off-Site, Unless Requested	Not detailed
Cost of On Site Meetings?	N/A	\$2,500 per day	Not detailed
Local References?	Montecito Water District, Santa Barbara Airport, Central Coast Water Authority	City of Santa Barbara, SB Air Pollution Control District	Not Detailed

All three responses have been included in the Board Packet for review and consideration. Staff recommends considering the Widroe Group and Ralph Andersen & Associates for conducting the Salary Study based on a comprehensive review of all the proposals and taking into account the selection criteria standards set forth in the RFP.

FISCAL IMPACT

The Fiscal Year 2023-24 Budget was developed with \$20,000 to conduct this study. A budget revision will be necessary to account for the higher cost of the study, with the amount not known until a contractor is selected.

ATTACHMENTS:

1. MSD Salary Study Proposal – The Widroe Group
2. MSD Salary Study Proposal – Ralph, Anderson, and Associates
3. MSD Salary Study Proposal – Reward Strategy Group

AUGUST 18, 2023

RFP RESPONSE

MONTECITO SANITARY DISTRICT

THE WIDROE GROUP

THOMAS WIDROE

(805) 680 - 7772

tomwidroe@icloud.com

The Widroe Group

RFP RESPONSE

COVER LETTER

Stephen Williams
District Administrator
Montecito Sanitary District
swilliams@montsan.org

Dear Mr. Williams,

The Widroe Group (TWG) is ready to partner with the Montecito Sanitary District (MSD) on a comprehensive salary study. We will assess current total compensation paid to District staff thereby ensuring MSD's alignment with comparable agencies. Our findings will help MSD retain and acquire top talent in today's highly competitive employment market while continuing to provide high levels of service in the context of rate sensitivity.

TWG, with over 25 years experience serving local and regional public agencies, private businesses, and non-profits as experts in human capital solutions, we offer a wealth of knowledge and insight to our clients seeking to make informed decisions. Compensation analysis, human resources, public affairs, and talent acquisition are the core services we bring to the table.

As such, we know what it takes to attract and retain top talent right here in Santa Barbara County. In addition to soft factors such as meaningful work, healthy staff morale, scheduling flexibility and more, competitive compensation in the form of salaries and benefits is critical. And the only way to truly ascertain competitiveness is to compare MSD's level of recompense with that of other regional governmental wastewater entities and similar organizations. These findings will yield specific recommendations as to how MSD can better align its compensation and associated systems with industry best practices. Ultimately, MSD's dedication and commitment to putting people first, both customers and staff will drive any requisite adjustments in policy and direction.

I founded TWG back in 1998 and have personally worked on every one of the hundreds of projects we have successfully produced for our clients. TWG consults in human resources, public affairs, executive recruiting, and more. My professional background working for various elected officials including Congressional Rep. Elton Gallegly, Member of the California State Assembly, Brooks Firestone and County Supervisor, Willy Chamberlin gives our organization the specific knowledge and expertise in the public sector necessary to serve agency clients such as Montecito Water District, County of Santa Barbara, Central Coast Water Authority, Santa Ynez River Water Conservation District ID #1, Santa Maria Public Airport, the City of Solvang and more.

Our expertise, extensive experience, and dedication to client success will provide MSD a clear understanding of competitive salary compensation levels in an efficient and timely manner. We are enthusiastic about the opportunity to partner with MSD in accomplishing this goal and thank you for your time and consideration.

Sincerely,

Thomas Widroe

The Widroe Group

RFP RESPONSE

EXECUTIVE SUMMARY

As a leader in the human resources industry, we understand the importance of pinpointing salary and benefit expectations to your board, your customers, your employees, and prospective employees. In today's competitive employment market, as well as in this economic climate of increased expenses and accelerated inflation, we have witnessed an historic challenge for our clients in attracting and retaining top talent. Fortunately, through consistent use of our salary surveys, our clients have been able to formulate and execute successful compensation plans that are both internally equitable and externally competitive.



The Widroe Group

RFP RESPONSE

OUR PLAN

We will furnish MSD with a comprehensive understanding of salaries and benefits in comparison to competing and similar organizations, and advise on any steps necessary to align with industry standards. Utilizing a project outline, a specific list of deliverables and our predicted timeline of completion, will set client expectations accordingly.

REVIEW OF CLASSIFICATION PLAN AND POSITIONS:

We will conduct an extensive review of MSD's current job descriptions, salary and benefit packages for each position, interview staff, and review classification titles and positions. This process may take up to two weeks. Both myself and our Customer Relations Manager, Stacy will manage these tasks.

MARKET STUDY:

A complete study will include compensation, benefits, titles and positions in the comparative market. We will analyze these agencies as noted in the RFP, including City of Santa Barbara, County of Ventura Wastewater, Goleta Sanitary District, and Ojai Valley Sanitary District, as well as two additional sanitary districts determined through research with an emphasis on demographics, location, organizational structure and more. We will conduct appropriate interviews with supervisors and managers as needed and gather compensation information for each full time employee at each agency. This portion of the campaign will include an extensive summary, charts and graphs and will take place over a period of 6-8 weeks. Both myself and our Operations Manager, Maureen will assume this responsibility.

STUDY COMMUNICATIONS:

A written report and study prepared and presented to the Board of Directors and management team will include an executive summary, updated salary range tables, benefits documents, and recommendations. TWG anticipates this work to be completed within the same time frame as the Market Study. Maureen and Stacy will collectively handle this job and Tom will present to the board and staff.



The Widroe Group

RFP RESPONSE

ESTIMATED COST

Throughout this partnership, Maureen and I will be your primary point of contact. It will be helpful if our entire team is included on all correspondence. The breakdown of costs is as follows:

- **Review of Classification Plan and Positions: \$2,500**
- **Market Study: \$4,000 per comparative agency (4-6 anticipated) totaling \$16,000 to \$24,000**
- **Study Communications: \$2,500**

ESTIMATED TIMEFRAME

Work may begin as outlined in the RFP on September 18th. However, we will be ready to begin by September 1st if agreeable to the board. We anticipate a total of 8-10 weeks for completion of the project.

CONTRACT REQUIREMENTS

The Widroe Group is an S-Corporation and will comply with MWD's PSA as well as any local, State, and Federal laws.

REFERENCES

Chris Hastert, Director, Santa Barbara Airport

Nick Turner, General Manager, Montecito Water District

Ray Stokes, Executive Director, Central Coast Water Authority



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

August 21, 2023

Mr. Stephen Williams
District Administrator
Montecito Sanitary District
1042 Monte Cristo Lane
Santa Barbara, California 93108

Via Email: swilliams@montsan.org

Dear Mr. Williams:

We are pleased to submit our proposal to conduct a Salary Study. The scope of the study will include 20 positions. To facilitate your review, the proposal includes the following:

- **Executive Summary** – Our understanding of the requirements of the project and our ability to provide the services required.
- **Qualifications and Experience:** – A summary of the firm, proposed staff, and our expertise in conducting classification and compensation studies.
- **Work Plan and Schedule** – A summary of methodologies and proposed tasks to accomplish the study's objectives and anticipated end-products.
- **Project Cost** – A fixed cost for the proposed project as well as hourly rates.
- **References** – References for similar studies conducted by the firm.

I am certain that you will find our work plan is responsive to each of your study objectives, and our reputation and experience are unmatched in successfully completing consulting engagements of this nature. Ralph Andersen & Associates is a leader in providing local government consulting services and has successfully completed hundreds of classification and compensation studies.

The full resources of the firm will be available to perform consulting services for the duration of the project. Doug Johnson, Vice President, will be the Project Manager for this engagement and will have the assistance of an experienced consulting team.

If you have any questions or need additional information, please do not hesitate to contact Mr. Doug Johnson at (916) 630-4900. We look forward to the opportunity to work with you on this important assignment. This proposal will remain valid for 120 days.

Sincerely,

Heather Renschler
President/CEO

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APPENDIX A – FIVE YEAR CLIENT LISTING A-1

Executive Summary

Ralph Andersen & Associates is a recognized leader in providing a full range of management consulting services to cities, counties, special districts, educational institutions, and non-profit organizations. The firm has a long tradition of providing a customized approach that uniquely meets the specific objectives of the organization. Our consultants are practitioners in the latest methods used for data collection, analysis, and application in developing classification and compensation plans. Our proposal provides you with a thorough understanding of our approach to the study and is based upon:

- Our unmatched experience in human resource consulting; Ralph Andersen & Associates continues a 51-year tradition of providing quality consulting services to local government agencies
- The proven track record of our staff working with cities and public agencies throughout California
- Our ability to design and implement creative and tailored classification and compensation systems; we believe in customizing our products and systems to meet specific policy objectives
- Comprehensive data analysis and reporting; our firm has experts in data analysis using spreadsheet applications to guarantee efficiency and a highly customized approach
- Successful study engagements involving elected officials, study committees, management staff, labor representatives, and general employees; we understand the importance of building consensus among study participants
- Our commitment, sensitivity, and responsiveness to completing quality products on time and within budget.

The firm provides human resource consulting services to clients of all sizes and types, with special expertise in meeting the unique needs of public sector agencies. Our results-oriented approach and methodologies produce recommendations that are directly responsive to our clients' needs and are easily implemented and maintained over time.

Our proposal provides you with detailed information regarding the background of the firm, our consulting staff, project methodologies, a proposed work plan, project timing, and other additional information requested by the District. A summary of this information is as follows:

- **The Firm** – The project team assigned to this project have performed hundreds of similar compensation studies for clients throughout California and the Western United States. Doug Johnson, Vice President, will serve as the project manager and will be assisted by Jeff McMurdo who will perform data collection duties. The full resources of the firm will be available to ensure successful and timely completion of the project.
- **Methodologies** – The firm has successfully developed proven methodologies that will meet all of the policy/project goals identified by the District. Our approach

is tailored to ensure the project work plan and deliverables meet all of the study objectives in a cost effective and timely manner.

- **Timeline** – Our work plan completes all study tasks within a twelve-week timeline which meets the District’s completion requirements. We have an outstanding track record at completing compensation studies with the full participation of survey agencies.

Ralph Andersen & Associates will not be using any subcontractors/consultants for this project with all work being performed by full-time staff members. The firm is an Equal Opportunity Employer and is not only committed to non-discriminatory practices but also conducts significant outreach efforts through internships and college foundation programs.

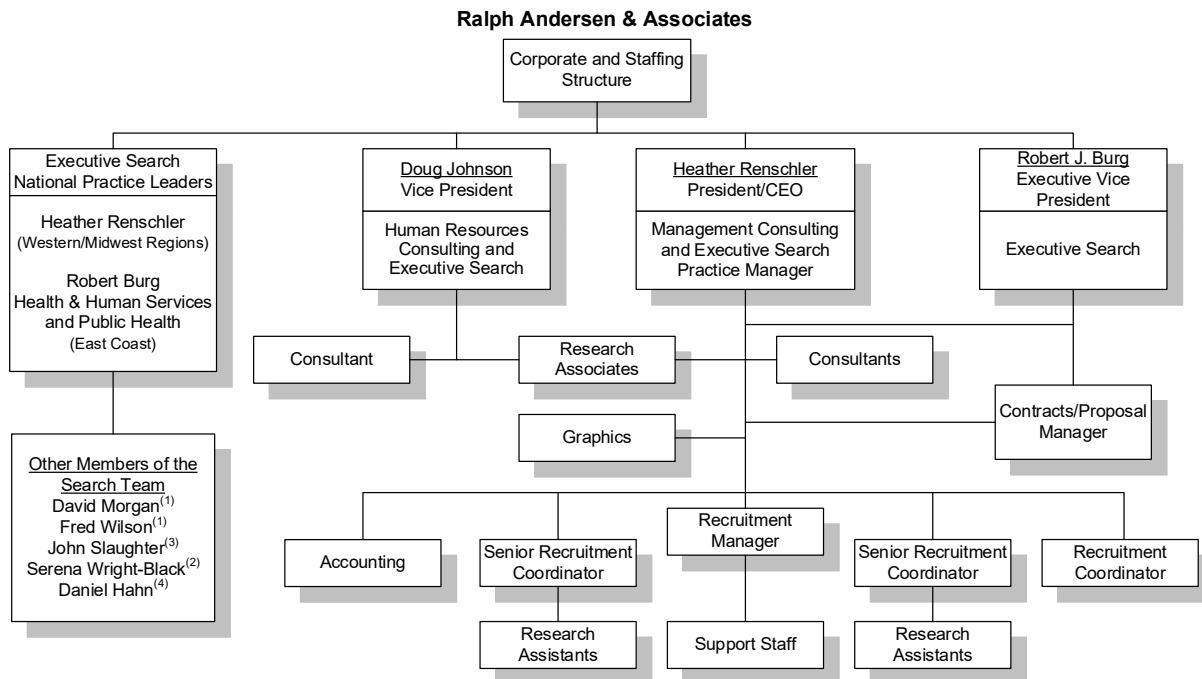
Qualifications and Experience

Firm Background

Ralph Andersen & Associates has over 51 years of local government consulting experience serving the needs of cities, counties, utilities, special districts, community colleges, schools, non-profit organizations, and state governments. Key service areas of the firm include:

- Human Resources Consulting
- Executive Search
- Management Consulting.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the Sacramento area (Rocklin, California). A multi-disciplined, full-service local government consulting organization, Ralph Andersen & Associates is dedicated to helping our clients improve operating efficiency and organizational effectiveness. The firm employs 14 full-time staff, 3 part-time staff, and has additional contractors and affiliations as needed to provide a full range of services.



⁽¹⁾Former City Manager
⁽²⁾Former Assistant City Manager
⁽³⁾Former County Manager
⁽⁴⁾Former Chief of Police

Updated July 2023

For this project, staff from the firm’s human resources practice will provide the consulting services. The human resource practice focuses on those services that are not easily provided by in-house human resources staff. Key services include:

- **Classification Studies** – These projects include job analysis, class plan development, position allocation, career ladders, class specifications, FLSA analysis, ADA compliance, and related analysis.
- **Compensation Studies** – The firm provides a full range of compensation services including labor market selection, base salary and benefit surveys, private-public data comparisons, benchmark selection, and internal relationship analysis.
- **Expert Testimony and Arbitration Support** – The firm has had significant experience providing technical support in arbitration and mediation hearings and has significant experience working with labor and management groups. This expertise includes the selection of comparable agencies and the elements of compensation appropriate for labor market surveys.
- **Job Evaluation Systems** – In addition to having a copyrighted Point Factor Job Evaluation System, the staff of Ralph Andersen & Associates have significant expertise in developing customized job evaluation systems and “hybrid” solutions.
- **Performance Management Programs** – Performance management serves as a foundation for measuring/tracking organization and employee performance. We have several standard systems that have demonstrated success in a variety of public agencies. In addition, Ralph Andersen & Associates can develop tailored performance management systems to fit the unique needs of our clients.
- **Pay-for-Performance/Incentive Programs** – Ralph Andersen & Associates is a leader in developing effective pay-for-performance programs for public agencies including merit progression systems, lump sum and incentive programs, and other mechanisms tied to employee or organizational measurement criteria.
- **Technical Assistance** – Ralph Andersen & Associates also provides a full range of hourly technical assistance including conducting job audits, support for labor relations, and expert testimony.

The firm has no conflict of interest with the staff or officials of the Montecito Sanitary District and is independent of the District as defined by generally accepted auditing standards. Additional information about the firm’s services and background can be found at our web site at www.ralphandersen.com.

Project Approach

The approach our firm uses to conduct classification and compensation studies is customized to the specific needs and objectives of each client. While the work plan we have provided in this proposal is proven, we are happy to adapt our work plan and approach as needed during project initiation meetings and throughout the process. Our firm has an outstanding reputation working with elected officials, managers, and labor representatives. Our goal is to provide products and deliverables that ensure implementation by the District. Highlights of our approach include:

- A transparent and collaborative process. We have significant experience working with diverse stakeholders and ensuring that the project deliverables meet the objectives of the District. Our efforts include briefing sessions, meetings, workshops, and a comprehensive and interactive review of draft reports. We are confident in our ability to research and respond to issues that require clarification and to provide information and data that responds to issues of disagreement.
- Custom data presentations including base salary and benefits data. We do not rely on “canned” data analysis tools. The firm uses dynamic Excel spreadsheets and can prepare total compensation datasheets for all survey jobs.
- We are one of the few firms that has experience with private sector data analysis. We subscribe to the largest private sector database in North America, which is updated quarterly. This data can be regionalized to fit the recruitment region of the District.
- Extensive review and input by managers, employees, labor representatives, and elected officials. We provide easy to review draft reports and work with the District to ensure that the final reports meet or exceed all study objectives.

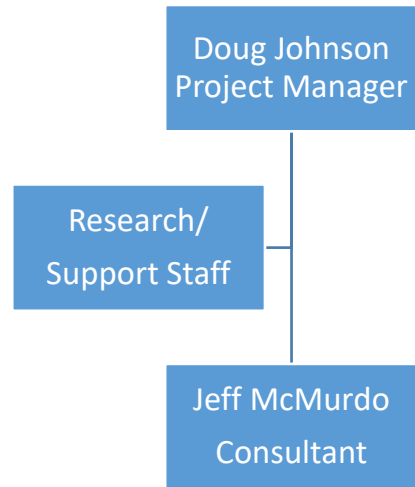
We will review our recommended approach including communication and stakeholder interaction plans with the District at the beginning of the project to ensure the District's requirements are fully incorporated into the work plan.

Consultants, complemented by consulting firms, define the difference between success and failure in projects of this nature. Ralph Andersen & Associates understands that selection of a project team with the right mix of skills and experience is the most important decision that will be made during the study. The team must be well led and the project well managed if the study objectives are to be achieved.

In defining the project team for this engagement, consideration of the current workload of all consulting staff was taken into account to ensure our ability to fully meet your stated needs and objectives. Doug Johnson, Vice President, will serve as the Project Manager and will have responsibility for all primary contact with the District as well as all on-site review meetings and presentations. Mr. Johnson has managed hundreds of consulting engagements including large public agencies throughout California and the United States.

The staffing for this project will include:

- **Doug Johnson, Vice President** – Mr. Johnson will serve as the Project Manager and will conduct all on-site meetings, prepare all written reports, and serve as chief analyst on the project. He is the firm’s most experienced Project Manager and has expertise in working with special districts, cities, and other local government agencies similar to the District involving complex classification and compensation issues.
- **Jeff McMurdo, Consultant** – Mr. McMurdo is the most experienced consultant at the firm and has extensive experience conducting employee interviews, developing classification recommendations, developing job descriptions, and collecting and analyzing market data.



All staff members are available for the scheduled duration of the project. Anticipated workloads for all staff have been considered in assigning staff to this project. The firm’s staffing and project management systems allow for multiple studies to be conducted simultaneously without impacting the completion dates of the project. Brief staff resumes are provided below.

Staff Resumes

Doug Johnson, Vice President

Mr. Johnson is currently a Vice President with Ralph Andersen & Associates and has 34 years of local government consulting experience. Mr. Johnson has 20 years of experience with Ralph Andersen & Associates in addition to 13 years as President of Johnson & Associates, some human resources consulting firm. Mr. Johnson is the firm’s expert in job analysis, market comparability, compensation, benefits, and related matters. He has served as an expert witness in arbitration proceedings and mediation sessions, mostly involving police and fire issues. He has extensive experience working with elected officials, public executives, staff members, labor organizations, and ad-hoc committees. He leads the firm’s human resource consulting services and participates in all facets of the firm’s recruitments.



Mr. Johnson’s expertise includes consulting experience with public agencies throughout the United States including special districts, cities, counties, utilities, community colleges, school districts, nonprofit organizations, and private companies. Mr. Johnson has provided consulting assistance to hundreds of public sector agencies and is a recognized expert in compensation issues. Specific areas of expertise include:

- Job classification studies
- Job evaluation system design and implementation
- Pay plan development and administration
- Market comparability research and analysis
- Total compensation analysis
- Private sector data analysis
- Performance management.

Mr. Johnson's experience includes serving as project manager and chief analyst for hundreds of local government agencies. Recent municipal projects include the cities of Auburn, Union City, Hollister, Indio, Arcadia, Carson, Hermosa Beach, Simi Valley, Carlsbad, Paramount, Signal Hill, Redondo Beach, Hermosa Beach, Port Hueneme, Modesto, Monterey, Sacramento, Lake Forest, and Petaluma. Special district projects include Sac Sewer, Turlock Irrigation District, Nevada Irrigation District, Alameda County Water Authority, Mesa Water, South Lake Tahoe PUD, East Bay MUD, South Placer MUD, Olivenhain Water District, Sweetwater Authority, San Diego Water District, Orange County Sanitation District, Valley of the Moon Water District, and Otay Water District.

Mr. Johnson holds a Bachelor of Arts degree in Psychology with a minor in Communication Studies from California State University, Sacramento. His course work emphasized organizational development and performance incentives. He is an active member of WorldAtWork, The Total Rewards Association.

Jeff McMurdo, Consultant

Mr. McMurdo has over 20 years of human resources consulting experience and serves on a variety of project consulting teams focusing on classification and compensation plan development. He is an experienced classification analyst and has developed hundreds of classification plans in addition to ad-hoc reclassification and targeted classification studies for large and small organizations. His duties also include leading and participating in total compensation studies including comprehensive market research, data collection, data analysis, and data presentation. Key responsibilities of Mr. McMurdo include:



- Conducting job analysis interviews, analyzing positions and job classifications, and preparing job descriptions.
- Designing survey data collection forms, questionnaires, and related instruments.
- Market survey research including the review and analysis of budgets, organization charts, MOUs, job descriptions, salary schedules, and benefit documents.
- Data compilation including job comparability, range structure analysis, benefit data, and related survey information.

He has conducted over a hundred compensation surveys including recent surveys for the cities of Anaheim, Arcadia, Paramount, Temple City, Ketchikan, Laguna Hills, Reno, Sacramento, Monterey, Irwindale, Palm Springs, Tracy, and Sunnyvale. He has also worked with a number of special districts including Olivenhain Municipal Water District, Otay Water District, South Placer MUD, San Diego Water Authority, Mesa Water, Sweetwater Authority, and Alameda County Water District. Mr. McMurdo holds a Bachelor of Science degree in Business Administration from California State University, Sacramento. His course work emphasized human resource management.

Additional firm resources, including support staff and project consultants, will be available to ensure successful and timely completion of the study.

Work Plan and Schedule

Project Understanding

The Montecito Sanitary District is interested in conducting a Classification and Compensation Study involving all District employees and job classifications.

To ensure that the District's objectives are met, the following key study components and anticipated end-products are included in the work plan developed by Ralph Andersen & Associates.

- Conduct a meeting with District representatives at project initiation to confirm the study goals, objectives, and deliverables
- Conduct briefing sessions with employees at the beginning of the study to explain the study process and answer questions
- Conduct an extensive review of background documents
- Distribute job analysis questionnaires and conduct supplemental interviews with a sampling of employees in the study
- Develop classification recommendations, FLSA designations, and update job descriptions
- Review historical practices and recommended survey agencies, survey job classifications, and identify data collection needs
- Conduct a custom salary and benefit survey and analyze the market data
- Conduct internal relationship analyses, survey benchmarking, and develop salary range recommendations for all District job classifications
- Develop draft and final reports incorporating all study recommendations and supporting data including implementation plans
- Conduct a classification and compensation review and appeal process to fully resolve all classification issues and recommendations
- Present the findings to managers, employees, labor representatives, project committees, and the Board of Directors, as needed.

Ralph Andersen & Associates has a strong commitment to develop and implement customized and tailored classification and compensation systems. While we have broad expertise and experience from hundreds of successful consulting assignments, we are committed to a “customer service” approach to all of our client engagements. This assures the preparation of study end-products that are uniquely customized to the Montecito Sanitary District.

Ralph Andersen & Associates will apply several technical and administrative methodologies in creating the District's updated compensation systems. An overview of all key methodologies is described below.

Background Data Analysis

The consultant team will identify a wide range of background data that will be collected from the District as part of the study. The consultant team will provide the District with a complete list of background needs upon initiation of the project.

Materials collected and reviewed during this initial stage of the project will, at a minimum, include:

- Organization charts
- Planning documents
- Existing class specifications
- Budgets
- Current pay plan and related salary schedules
- Benefits summaries
- Memorandums of Understanding
- Relevant administrative rules and procedures.

These materials provide an understanding of the District's personnel system and of current applicable policies and procedures.

Job Analysis Questionnaires

Project consultants will distribute a Job Analysis Questionnaire (JAQ) to all study employees identified for analysis in the classification phase of the study. Two versions of the questionnaire will be used with one focusing more on job description updates while the other will be used for more detailed analysis of issue areas. The questionnaire provides an opportunity for employees to fully describe the duties and responsibilities of their position and provides the information necessary to resolve classification issues including job function consolidation resulting from workforce reductions. The questionnaire is also designed to record data regarding other job-related information such as the knowledge, skills, abilities, and physical requirements necessary to perform the work, as well as supervisory and managerial responsibilities.

Each questionnaire will be reviewed by the employee's supervisory and managerial staff to ensure completeness and accuracy. Once completed, they will be forwarded to the consultants for examination prior conducting job analysis interviews. The questionnaire will be distributed and explained in detail during an employee briefing session at the initiation of the project. All questionnaires used by Ralph Andersen & Associates can be tailored to the specific objectives of the study and the unique organizational characteristics of the District.

Job Analysis Interviews

As a supplement to the questionnaires, project consultants will conduct interviews with at least one employee in each classification, a sampling of employees in multiple position classifications, all employees requesting an interview, and employees where significant

classification issues are identified during project initiation tasks. This will ensure that the consultants are able to obtain information regarding any existing job classification issues as well as confirm job duties and tasks performed.

Compensation Policy Development

This methodology relates to the identification and documentation of the District's compensation philosophies, policies, and procedures. The consulting team will confirm specific policies, both implicit and explicit, and assess their impact on the District's overall ability to attract, recruit, employ, advance, and retain high quality personnel. These policies and practices will include the relative labor market position the District seeks to maintain in the competitive labor market, the types of employers with which the District chooses to compete, and the relative importance placed on internal equity vs. market forces in the development of the salary plan. This assessment can be conducted through meetings with managers or with broader input using a workshop session that includes project team members, managers, labor representatives, and the Board of Directors.

Compensation Data Collection and Analysis

The methodology utilized in collecting and analyzing compensation data involves an extensive process to ensure accuracy, reliability, and completeness. Ralph Andersen & Associates does not rely on published or previously collected data; all data is collected personally by the consulting team, who have, based on the classification analysis, an in-depth knowledge and understanding of the survey classifications.

Supporting our approach to labor market surveys, this component of the study will include the development of a comprehensive survey packet, the collection of base salary, salary structure, and optional total compensation data through written and electronic materials and telephone calls, and the analysis of the data at the survey market mean, median, and requested percentiles.

Project Tasks

Task 1 – Project Kick-off Meetings

The consultants will begin all administrative and coordinative efforts in support of the project initiation meetings and briefings. Among other things, this will include:

- Preparation of a project schedule
- Identification and review of background data including existing class specifications, organization charts, budgets, employee listings, salary schedules, and related information
- Identification of scheduling parameters for meetings and interaction with various District employee groups.

This initial step in the study process will be used to identify significant classification and compensation concerns that should be addressed during the course of the study. The

consultants will discuss the best approach for identifying issue areas including an independent assessment of the current classification plan by the consultant, input by human resources staff, and input from managers, labor representatives, and other stakeholders.

The consultants will meet with the District's project manager and other staff as appropriate to ensure a full understanding of project objectives and deliverables. The project work plan and schedule will be adapted to achieve the objectives.

Initial project meetings will also include employee orientation and briefing sessions in relation to the study process, timing, and objectives.

Task 2 – Employees Complete Questionnaires

The JAQ provides employees with an opportunity to describe the duties and responsibilities of their positions with an emphasis on job related information such as knowledge, skills, abilities, and physical capabilities required to perform the work assigned. Space is also provided on the questionnaire for employees to make any additional comments they wish. The completed questionnaires are reviewed by supervisory and managerial staff, with space provided for their comments. A short form questionnaire will be available to all employees to provide updated information regarding assigned duties. A more detailed questionnaire will be used for positions and classifications where specific issues or questions have been identified. A sample JAQ is provided in Appendix B.

Task 3 – Conduct Job Analysis Interviews

Prior to conducting interviews, the consultants will thoroughly review the completed questionnaires. The consultants will evaluate position duties and responsibilities, classification series, class titles, job families, reporting relationships, and internal relationships. Based on this preliminary analysis, the project team will identify areas of concern that will be clarified or probed during the job analysis interviews.

The consultants will assume responsibility for the preparation of the employee interview schedule. The District's Project Manager, or designee, will be responsible for scheduling interview rooms, notifying employees, and related coordinative activities. We anticipate interviewing at least one person from each job classification, all employees where significant position classification issues exist, and a sampling of employees beyond the issue areas.

Task 4 – Prepare and Review Preliminary Classification Report

With the completion of the employee interviews, a preliminary classification report will be prepared. Key components of the preliminary report will include:

- Identification of all key issues identified in the classification analysis
- Recommended job titles
- Employee allocations.

In preparing the preliminary classification report, each position is analyzed according to the criteria set forth at initial review meetings. Such criteria typically will include factors relating to job knowledge, experience, training, decision making, management control, working conditions, and outside contacts. Like positions are grouped into tentative classes forming the basis for initial class definition.

The preliminary classification report will be reviewed with key management staff prior to preparing class specifications. Because the concepts provide the foundation for the resulting classification plan, management review of the recommendations in their respective areas of responsibility is essential.

Task 5 – Prepare Class Specifications

Once the preliminary classification recommendations have been reviewed, the project consultants will revise, update, or create new class specifications based on the issues identified in previous tasks. The District’s current job description format will be maintained as appropriate. The class specifications will be drafted and undergo a management/employee review process to ensure they accurately and adequately describe the scope of responsibilities. Once finalized, they will be provided to the District in both an electronic and hard-copy format. This process will include FLSA analysis and designation.

Task 6 – Undertake Management/Employee Review Process

As an important component of the overall classification study, the project consultant team will provide additional opportunities for employee participation and input through the conduct of an employee review process. These steps will (1) build and facilitate the District’s understanding of the newly developed classification plan, (2) enhance employee commitment and understanding of the recommended system by giving each employee the opportunity to comment on the system and (3) ensure that the consultants receive as much information as possible regarding the nature and responsibilities of the various positions in order to make appropriate and equitable final classification recommendations. The various subtasks within this portion of the project are as follows.

Task 6.1 – Distribute class specifications to all employees included within the study scope – Each employee will receive an individual copy of the specification for the class to which his/her position has been allocated along with a Position Allocation Notice and Employee Review Form. This will provide employees with an opportunity to review and comment on their proposed classification and allocation. These comments will then be forwarded to management for review and comment.

Task 6.2 – Review written comments received from employees – All written comments or suggestions from employees regarding the recommended class plan will be thoroughly reviewed and analyzed by the project consultants. Based upon written responses received, the consultant team will incorporate appropriate suggested revisions into the final classification plan.

Task 6.3 – Conduct follow-up telephone interviews as necessary – Based upon the analysis of written comments forwarded to the project consultants and

where consultant staff needs further information prior to finalizing recommendations, follow-up interviews will be conducted by the project consultants with individual employees. This step will further clarify and refine any remaining problems or issues.

This task will further include any additional informal appeal processes/steps established or desired by the District.

Task 7 – Finalize the Classification Recommendations

With the completion of the employee appeal process, the consultants will finalize all classification study recommendations. Supporting the finalization of the classification plan, each employee who submitted a notice for review will receive a direct response from the project consultants. This response will specifically outline the consultant's understanding of the employee's concern, specify the steps taken to resolve the concern, and indicate to the employee the substance of the consultant's final recommendation.

Task 8 – Discuss and Document Compensation Policy

The District's compensation policy directly impacts all study end-products resulting from the compensation components of the analysis. As a starting point for this phase of the study, therefore, we propose that the consulting team meet with key management staff to clarify and confirm the District's compensation policy. Important considerations to be discussed include historical practices, recruitment and retention issues, pros and cons of the current compensation system, and reliance on external market data versus internal equity for purposes of setting salaries. The consultants will work with appropriate District representatives to determine comparison agencies and the scope of compensation data to be collected. Our proposal includes the tasks necessary to identify comparable employers and conduct a custom market survey.

Our analysis of the potential and recommended survey employers will be documented in a memorandum report after consultation with appropriate District representatives. If desired, the consultants can conduct a workshop session that identifies labor market selection parameters, options, and pros/cons of different market approaches. The draft labor market recommendations will be reviewed by appropriate District representatives so that all questions and issues are resolved. In that these decisions directly impact the parameters of the market survey, as well as the design and structure of the resulting compensation plan, our suggested approach recommends that these study tasks occur prior to the collection and analysis of the market data.

Task 9 – Collect Compensation Data

After the compensation policy discussion, the consultant team will collect and analyze the compensation data. Our proposed approach would include:

- An initial contact to each labor market employer included in the study to explain the purpose and scope of the survey and confirm cooperation.

- The collection and analysis of source documents from each survey agency including position control documents, job descriptions, salary schedules, benefit summaries, and MOUs.
- The confirmation of all compensation data through telephone calls, email, and other means. This will assure that comparability is established and that all compensation data is factual and complete.

The compensation survey elements will be discussed and confirmed with the District before the survey is initiated.

Task 10 – Compile and Format Compensation Data

The salary data, once collected and thoroughly reviewed for completeness and accuracy, will be appropriately formatted and the results tabulated in a consistent and uniform manner by the project consultants. The analysis will include pay structure trends and base salary analysis to ensure all appropriate comparison criteria is available for developing recommendations. Through the use of spreadsheet applications developed by our office, it is anticipated that standard formulas will be applied in the calculation of the survey data mean, median, and selected percentiles, with the corresponding percentage relationship to the market data also calculated. Data presentation will be customized to fit the District's objectives.

Task 11 – Audit and Finalize Compensation Data

Prior to developing specific salary recommendations, the consultants will thoroughly review and audit the collected survey data. This will include a detailed analysis of data reliability, comparability, statistical validity, and consistency. This audit will be conducted by the Project Manager independent of the consultant who collected that data. This will ensure that the most accurate and defensible survey data is utilized in comparing the District's compensation plan to the pay practices of the labor market. This analysis will also include the preparation of graphs and other presentation materials to aide in understanding the market relationships broken down by employee/bargaining group.

Task 12 – Conduct Internal Relationship Analysis

This task will include the development and application of an appropriate job evaluation methodology in order to meet with the District's policy objectives and comply with local laws, rules, and regulations. The firm has a number of job evaluation systems available and will recommend and adapt the methodology that best aligns with the District's historical practices and policy objectives.

Using the results of the job evaluation analysis, the consultants will analyze internal pay relationships. The internal pay relationship analysis will involve a number of steps in order to arrive at sound and equitable relationships for the new compensation plan. Among others, the most important of these will include:

- Analysis of existing and historical pay relationships
- Development of consistent, uniform, and realistic guidelines for determining internal relationships

- Recommendation of equitable and appropriate internal relationship differentials based on the above.

In developing consistent internal relationship guidelines, the results of the job evaluation tasks will be used to determine an equitable pay structure. Since the balance of market values versus internal values can be a policy issue, options and methodologies for achieving an appropriate balance of internal and external salary equity will be reviewed with the District before developing the salary range recommendations.

Task 13 – Develop Salary Recommendations

Based upon the results of the internal relationships analysis and the labor market survey, the project consultants will develop salary recommendations for all job classes included as a part of the study process. These salary recommendations will clearly document the means of determining the appropriate pay range and the computation of the dollar and percentage difference between the current maximum salary and the recommended maximum salary.

Before finalizing the recommendations, a careful audit of the results will be undertaken to ensure that internal salary compression or compaction does not result.

Task 14 – Develop Implementation Strategy Options and Compute Implementation Costs

Recognizing that public agencies often have limited funds available for implementation, the project consultants will develop several strategies for implementing the recommended salary structure. Such strategies will address:

- The placement of individual employees into ranges and steps
- Implementation phasing according to the needs and priorities of the District
- Integration of the study recommendations with the balance of the District’s human resource management system including recruitment, selection, and performance appraisal.

The cost estimates will reflect District-wide impacts, as well as impacts on individual employees. The cost estimates will serve as a basis for the District to make necessary policy decisions to implement the compensation system in an orderly and effective manner.

Task 15 – Prepare and Review Preliminary Report

The Preliminary Report documents all classification and compensation study recommendations and the supporting information used for developing the recommendations. Specifically, the Preliminary Report will include the following:

- The District’s documented compensation policy including survey agencies and survey classifications
- Results of the labor market salary survey using tables and graphs
- Documentation of selected benchmark classifications and the related job families

- Appendices containing detailed labor market data sheets, recommended salary schedules, and supporting documentation.

The project consultants will conduct an in-depth review of the Preliminary Compensation Report with the District. Any needed corrections, clarifications, or modifications will be discussed at this time.

Review of the Draft Compensation Report will also include an appeal process that meets the District's objectives. Employees, managers, and/or labor representatives will be able to submit specific issues and comments which will be researched, analyzed, and documented by the consultants. The consultants will provide the District with a written response to these issues as well as any changes in our draft recommendations.

Task 16 – Prepare and Submit Final Reports

The Final Reports will incorporate any appropriate revisions identified and submitted during the review of the preliminary reports and will serve as the administrative and procedural manuals for updating and maintaining the classification and compensation plans. The submittal of final reports will also include on-site presentations to managers, labor representatives, and the Board of Directors. It is not uncommon for a series of draft reports to be prepared, each incrementally addressing feedback and policy direction by the District. Submittal of the final reports will also include training of District staff as needed.

Proposed Schedule

Projects of this nature are highly sensitive. Because of this sensitivity and the anxiety experienced by many employees when going through this type of process, it is beneficial to complete the analysis in the most expedient manner feasible. Assuming full cooperation of the District and the survey agencies, our schedule assumes that all study activities can be completed within twelve (12) weeks. If this schedule is too aggressive, we can adjust the schedule to fit the District's timing objectives while also allowing additional review time by the District.

	1	2	3	4	5	6	7	8	9	10	11	12
Task 1-Conduct project initiation meetings *	█											
Task 2-Employees complete questionnaires	█	█	█									
Task 3-Conduct job analysis interviews *				█	█							
Task 4-Prepare and review preliminary classification report						█	█					
Task 5-Prepare class specifications							█	█	█			
Task 6-Undertake review process *								█	█	█	█	
Task 7-Finalize classification plan												█
Task 8-Discuss and document compensation policy *				█	█							
Task 9-Collect compensation data							█	█				
Task 10-Compile and format data								█	█			
Task 11-Audit and finalize compensation data									█	█		
Task 12-Conduct internal relationship analysis										█	█	
Task 13-Develop salary recommendations											█	█
Task 14-Develop implementation strategies												█
Task 15-Prepare/review preliminary reports *												█
Task 16-Prepare and present final reports *												█

* Anticipated on-site meetings; key milestones shown in blue

Project Cost

The total fixed cost for professional service fees and non-travel expenses to conduct the Classification and Compensation Study, as proposed, amounts to \$34,800. The cost of professional services is based upon the project as described in the work plan and is a “fixed fee” regardless of which consultant performs the task and/or the number of hours needed to complete a particular element of the study.

The proposed professional services costs are based on the following hourly rates:

- Project Manager - \$155
- Project Consultant - \$140
- Research/Support Staff - \$85

Due to continued Covid-19 restrictions, the firm has completed almost 50 classification and compensation studies using virtual meeting platforms such as Zoom and Microsoft Teams. For efficiency, our proposed cost assumes virtual meetings will be used for kick-off meetings, employee briefing sessions, employee interviews, and the review and presentation of draft and final reports. There is no limit to the number of virtual meetings.

If on-site meetings are required, the additional cost would be \$2,500 per day which includes professional fees and expenses.

Project invoicing will be done monthly based on the percentage completion of the project. If the scope of the analysis creates budget problems for the District, or if additional analysis is desired, we are willing to review the work plan and adjust it and the cost so that it is mutually satisfactory.

References

The following references represent just a small sample of similar assignments conducted by the firm. We are certain you will find that our record and our reputation are outstanding. Doug Johnson served as the project manager and Jeff McMurdo served as the primary consultant for all of the following projects.

City of Auburn, CA

Scope of Work: Classification and Compensation Study 2022-2023.

Contact: Nathan Bagwill, Director of Administrative Services
1225 Lincoln Way, Auburn, CA 95603
(530) 823-4211, Ext 110
nbagwill@auburn.ca.gov

City of Reno/City of Sacramento/Sloan Sakai Law Firm Support

Scope of Work: Classification and Compensation Studies and Expert Witness Services.* Various projects totaling over \$500,000.

Contact: Mr. Mark Gregersen
(775) 556-3000
markgregersen@gmail.com

**Mr. Gregersen can speak to a number of projects conducted by the firm including classification and compensation studies conducted for Napa County, San Luis Obispo County, and the cities of Sacramento, Vallejo, and Reno.*

Otay Water District

Scope of Work: Total Compensation Studies in 2012, 2014, 2016, and 2017-18 in support of labor negotiations.

Contact: Suzie Lawson, Human Resources Manager
2554 Sweetwater Springs, Spring Valley, CA 91978
(619) 670-2227
slawson@otaywater.gov

Additional references can be provided on request.

Appendix A

Five-Year Listing of Clients

Appendix A

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
Cities			
City of Albany 1000 San Pablo Ave. Albany, CA 94706	Classification & Compensation Study Compensation Study Update	Melissa Rojas Human Resources Director	(510) 528-5714 MRojas@albanyca.org
City of Arcadia 240 W. Huntington Drive Arcadia, CA 91066	Classification & Compensation Study	Tracey Hause Administrative Services Director	(626) 574-5425 thause@ci.arcadia.ca.us
City of Auburn 1225 Lincoln Way Auburn, CA 95603	Classification & Compensation Study	Nathan Bagwill Director of Administrative Services	(530) 823-4211, ext. 110 nbagwill@auburn.ca.gov
City of Baldwin Park 14403 E. Pacific Avenue Baldwin Park, CA 91706	Salary Compensation Survey	Laura J. Thomas Human Resources/Risk Manager	(626) 960-4011 ext. 355 lthomas@baldwinpark.com
City of Beaumont 550 E 6 th Street Beaumont, CA 92223	Classification & Compensation Study Compensation Study Survey Update 2022	Kari Mendoza Administrative Services Director	(951) 572-3228 karim@beaumont-ca.gov
City of Big Bear Lake 39707 Big Bear Blvd. P.O. Box 10000 Big Bear Lake, CA 92315	Salary Survey – Chief Operations Officer	Erica Stephenson Administrative Services Manager	(909) 866-5831 x120 estephenson@citybigbearlake.com
City of Carlsbad 1635 Faraday Ave. Carlsbad, CA 92008	Compensation Study – Management CSEA Survey Update 2021 Range Structure Analysis CCEA Compensation/Benefits Study Benefits Update 2022	Drew Cook Human Resources Department	(760) 602-7536 drew.cook@carlsbadca.gov
City of Carson 701 E. Carson Street Carson, CA 90749	Compensation Survey	Faye Moseley Director of Human Resources and Risk Management	(310) 952-1735 fmoseley@carson.ca.us

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
City of Coachella 1515 Sixth Street Coachella, CA 92236	Compensation Study	Sandy Krause Human Resources Manager	(760) 398-3502 ext. 132 skrause@coachella.org
Cordova Recreation & Park District 2729 Prospect Park Drive, Suite 230 Rancho Cordova, CA 95670	Classification and Compensation Study	Andrea White, SPHR Human Resource Manager	(916) 842-3315 awhite@crpd.com
City of Coronado 1825 Strand Way Coronado, CA 92118	Executive and Division Manager Compensation Analysis	Jim Krueger Administrative Services Director	(619) 522-7309 jkrueger@coronado.ca.us
City of Cupertino 10300 Tore Avenue Cupertino, CA 95014	Compensation Survey	Kristina Alfaro Director of Administrative Services	(408) 777-3220 KristinaA@cupertino.org
City of Hercules	Classification and Compensation Study	Jenny E. Smith Human Resources Specialist	(510) 799-8214 jenny.smith@ci.hercules.ca.us
City of Hermosa Beach 1315 Valley Drive Hermosa Beach, CA 90254	City Council Compensation Survey Compensation Survey 2023 Base Salary Update	Vanessa Godinez Human Resources Manager	(310) 318-0202 vgodinez@hermosabch.org
City of Hollister 327 Fifth Street Hollister, CA 95023	Total Compensation Study	Diana Hillstock Human Resources Manager	(831) 636-4301 ext. 1124 diana.hillstock@hollister.ca.gov
City of Indio 100 Civic Center Mall Indio, CA 92201	Classification and Compensation Study	Terry Derringer Director of Human Resources & Risk Management	(760) 391-4009 tderringer@indio.org
City of Irwindale 5050 North Irwindale Avenue Irwindale, CA 91706	Compensation Study	Mary Hull Human Resources Manager	(626) 430-2204 mhull@IrwindaleCA.gov
City of Ketchikan, AK 334 Front Street Ketchikan, AK 99901	Compensation Study and Technical Assistance on Related Matters Technical Assistance	Marie Miller Human Resources Manager	(907) 228-5623 mariem@city.ketchikan.ak.us
City of La Mirada 13700 La Mirada Blvd. La Mirada, CA 90638	Total Compensation Study	Cristina Cota Human Resources Manager	(562) 943-0131 ccota@cityoflamirada.org
City of Laguna Hills 24035 El Toro Road Laguna Hills, CA 92653	Classification and Compensation Study	Melissa Au-Yeung Deputy City Manager	(949) 707-2621 mau-yeung@ci.laguna-hills.ca.us

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
City of Lake Forest 25550 Commercentre Drive, Suite 100 Lake Forest, CA 92630	Classification and Compensation Study City Manager Survey Technical Assistance Class Analysis Memo Classification and Compensation 2022-23	Debra Rose Director of Management Services	(949) 461-3414 drose@lakeforestca.gov
City of Menlo Park 428 J Street, Ste. 400 Sacramento, CA 95814	Police Chief Compensation Survey	Mark Gregersen Former Director of Human Resources, City of Reno Former Consultant with Sloan Sakai	(916) 300-8441 mark@mgregersen.com
City of Merced 678 West 18 th Street Merced, CA 95340	Classification Study	Deneen Proctor Director of Support Services	(209) 385-4780 proctord@cityofmerced.org
City of Mercer Island 9611 SE 36 th Street Mercer Island, WA 98040	Classification & Compensation Study	Ali Spietz Chief of Administration	(206) 275-7667 ali.spietz@mercerisland.gov
City of Modesto 1010 10 th Street Modesto, CA 95354	Classification & Compensation Study	Joseph P. Lopez Assistant City Manager	(209) 571-5809 joelopez@modestogov.com
City of Monterey 735 Pacific Street, Suite B Monterey, CA 93940	FFMA Survey Update	Allyson Hauck Human Resources Director	(831) 646-3767 hauck@monterey.org
City of Monterey 735 Pacific Street, Suite B Monterey, CA 93940	Compensation Study MPA Update (February 2020)	Jeff Sloan Partner	(415) 678-3800 jsloan@sloansakai.com
City of Monterey Park 320 West Newmark Avenue Monterey Park, CA 91754	Classification & Compensation Study	Christine Tomikawa Director of Human Resources and Risk Management	(626) 307-1345 ctomikawa@montereypark.ca.gov
City of National City 1243 National City Blvd. National City, CA 91950	Compensation Survey	Eddie Kreisberg Attorney	(650) 248-2125 eddie@kreisberg-law.com
City of Oakland 1220 7 th Street Berkeley, CA 94710	Fire Arbitration	Jeff Sloan Partner	(415) 678-3800 jsloan@sloansakai.com

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
City of Palm Springs 3200 E. Tahquitz Canyon Way Palm Springs, CA 92262	Total Compensation Survey Total Compensation Survey (Police) Compensation Survey – Airport Operations Supervisor	Perry Madison Director of Human Resources	(760) 323-8215 Perry.Madison@palmspringsca.gov
City of Palo Alto 250 Hamilton Avenue Palo Alto, CA 94303	Compensation Survey – POA / IAFF / FCA Compensation Survey – UMPAPA Market Study – SEIU – Inspector Field Services Management and Professional Group Market Study	Rumi Portillo Chief People Officer	(650) 329-2376 rumi.portillo@cityofpaloalto.org
City of Paramount 16400 Colorado Avenue Paramount, CA 90723	Compensation Study Minimum Wage Compression Study 2022 Compensation Study Update	Jonathan Masannat Human Resources Manager	(562) 220-2022 jmasannat@paramountcity.com
City of Petaluma 11 English Street Petaluma, CA 94952	Classification and Compensation Study – Full-time Miscellaneous Non-Sworn Positions POA Non-Sworn Survey Update	Amy Reeve Director of Human Resources	(707) 778-4343 areeve@ci.petaluma.ca.us
City of Port Hueneme 250 N. Ventura Road Port Hueneme, CA 93041	Classification & Compensation Study 2021	Melanie Hanisco Human Resources Manager	(805) 986-6501 mhanisco@ci.port-hueneme.ca.us
City of Red Bluff 555 Washington St. Red Bluff, CA 96080	Compensation Study	Scott Garrison Human Resources Administrator	(530) 527-2605 ext. 3051 sgarrison@cityofredbluff.org
City of Redondo Beach 415 Diamond Street Redondo Beach, CA 90277	Targeted Classification & Compensation Study	Diane Strickfaden Director of Human Resources	(310) 318-0659 ext. 2832 Diane.strickfaden@redondo.org
City of Reno, NV P.O. Box 1900 Reno, NV 89505	Labor Market Analysis Police and Fire Compensation Study	Mark Gregersen Former Director of Human Resources	(916) 300-8441 mark@mgregersen.com
City of Reno, NV 1 E. First Street, 11 th Fl Reno, NV 89501	Total Compensation Survey	Jesse Puett Management Analyst	(775) 348-6901 puettj@reno.gov

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<p>City of Sacramento, CA 428 J Street, Ste. 400 Sacramento, CA 95814</p>	<p>Compensation Services Police Officers Association Arbitration EMT/Paramedic 2022 Fire Survey 2021 Fire Survey 2022 POA Survey 2021 Mayor and City Council Survey 2022 Survey – Deputy Attorney</p>	<p>Mark Gregersen Former Director of Human Resources, City of Reno Former Consultant with Sloan Sakai</p>	<p>(916) 300-8441 mark@mgregersen.com</p>
<p>City of Sacramento 915 I Street Sacramento, CA 95814</p>	<p>Salary Surveys 2017-18 Fire and Locksmith Survey Salary Surveys (4 positions) Fire Survey Update 2018 6 Class Survey May 2019 Sacramento Fire Local 2019 Treasury Study – Salary Survey 2 Positions POA Survey 2019 LOC 39 – 5 Classes Survey POA Local Market Survey July 2019 Fire Retiree Health Survey 2019 Fire Arbitration Compensation Survey – Procurement Services Manager Salary Survey – Fire 2020 POA 2020 Survey Update POA 2021 Survey Mayor and City Council Survey 2022</p>	<p>Shelley Banks-Robinson Labor Relations Manager</p>	<p>(916) 808-5541 SMBanks-Robinson@ cityofsacramento.org</p>
<p>City of St. Helena 1480 Main Street St. Helena, CA 94574</p>	<p>Classification & Compensation and Organization Review of the Public Works Department Technical Assistance – Human Resources Technician Compensation Study Update Base Salary Survey</p>	<p>Kathy Robinson, SPHR Human Resources & Information Technology Director</p>	<p>(707) 968-2741 krobinson@cityofsthelelena.org</p>

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
City of Santa Barbara 735 Anacapa Street Santa Barbara, CA 93101	Supervisor's Association Salary Survey	Sam Ramirez Administrative Analyst III, Labor Relations	(805) 564-5304 scramirez@santabarbaraca.gov
City of Santa Clara 1500 Warburton Avenue Santa Clara, CA 95050	Compensation Study Fire Survey Update 2019 Survey Update (3 classes)	Julia Hill Assistant Director of Human Resources	(408) 615-2161 JHill@santaclaraca.gov
City of Santa Rosa 350 Sansome Street, Suite 300 San Francisco, CA 94104	Fire Arbitration	Jonathan Holtzman Partner	(415) 848-7235 jholtzman@publiclawgroup.com
City of Santee 10601 Magnolia Avenue Santee, CA 92071	Classification Study	Erica Hardy Director of Human Resources	(619) 258-4100 ext. 132 EHarding@CityofSanteeCa.gov
City of Shoreline 17500 Midvale Ave. N Shoreline, WA 98133	Compensation Study	Melissa Muir Human Resources Director	(206) 801-2241 mmuir@shorelinewa.gov
City of Signal Hill 2175 Cherry Avenue Signal Hill, CA 90755	Compensation Study Comprehensive Compensation Study of City-wide Job Classes	Sylvia Soong Human Resources Manager	(562) 989-7307 ssoong@cityofsignalhill.org
City of Simi Valley 2929 Tapo Canyon Road Simi Valley, CA 93063	Job Analysis (Waterworks Meter Reader and Water system Supervisor) Classification Study – Emergency Services Manager Technical Assistance – Classification and Compensation Survey (4 Positions) and Purchasing Agent Technical Assistance Purchasing Agent Survey and Job Description 4 Class Survey Assistant Public Works Director Survey	Elizabeth Foushee Deputy Director/Human Resource	(805) 583-6741 EFoushee@simivalley.org
City of Snoqualmie, WA 38624 SE River Street Snoqualmie, WA 98065	Classification and Compensation Study of all Management and Professional Positions	Debra Vigil Director of Administrative Services	(425) 888-8004 dvigil@ci.snoqualmie.wa.us

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
City of South Lake Tahoe 1901 Airport Road, S Lake Tahoe, CA 96150	Classification & Compensation Study On-going Technical Assistance	Ember E. Buckman Human Resources Manager	(530) 542-6050 ebuckman@cityofslt.us
City of South Pasadena 1414 Mission Street South Pasadena, CA 91030	Technical Assistance on Classification and Compensation Matters	Tara Schultz Interim Human Resources Director	(626) 403-7312 tschultz@southpasadenaca.gov
City of Stockton 22 E. Weber Ave., Suite 150 Stockton, CA 95202	Department Head Survey Update 2017 Technical Assistance	Teresia Zadroga-Haase Human Resources Director	209-937-8344 Teresia.Haase@stocktongov.com
City of Suisun City 701 Civic Center Blvd. Suisun City, CA 94585	Compensation Study	Joe Dingman Administrative Services Director	(707) 421-7300 jdingman@suisun.com
City of Sunnyvale P.O. Box 3707 Sunnyvale, CA 94088	Technical Assistance (Master Contract) Survey Update – COA (Dispatchers) Fire Protection Classification and Compensation Study PSOA Annual Survey IT Structure and Survey 2022 COA Survey 2023 PSOA Survey 2023	Tammy Parkhurst Human Resources Manager	(408) 730-7498 tparkhurst@ci.sunnyvale.ca.us
City of Tracy 333 Civic Center Plaza Tracy, CA 95376	Total Compensation Study	Midori Lichtwardt Director of Human Resources	(209) 831.6159 midori.lichtwardt@ci.tracy.ca.us
City of Tulare 411 E. Kern Avenue Tulare, CA 93274	Total Compensation Survey Sworn Fire Total Compensation Survey	Irene M. Santos Management Analyst	(559) 684-4204 isantos@tulare.ca.gov
City of Union City 34009 Alvarado Niles Rd. Union City, CA 94587	Total Compensation Survey	Lilybell Nakamura Director of Human Resources	(510) 675-5381 lilybell@Unioncity.org
City of Watsonville 1220 7 th Street Berkeley, CA 94710	Fire Arbitration	Jeff Sloan Partner	(415) 678-3800 jsloan@sloansakai.com
Counties			
Mono County P.O. Box 696 Bridgeport, CA 93517	Salary and Compensation Analysis	Dave Butters Human Resources Director	(760) 932-5413 dbutters@mono.ca.go

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<p>Napa County 1195 Third Street Napa, CA 94559</p>	<p>SEIU Limited Compensation and Internal Alignment Management Survey Update – 2018 PSE Compensation Survey 2019 SEIU Compensation Survey Update 2020 PSE Survey Update October 2021 Management Conf. Benchmark Survey 2021 Union Survey (2022) Fire Compensation Cost Study Management Compensation Study</p>	<p>Christine M. Briceno Director of Human Resources</p>	<p>(707) 259-8341 Christine.briceno@countyofnapa.org</p>
<p>Sacramento County 700 H Street, Room 7650 Sacramento, CA 95814</p>	<p>Unrepresented Management Compensation Survey Compensation Survey – Board of Supervisor Class Total Compensation Study – Unrepresented Job Classifications</p>	<p>Karen Farrel Senior Personnel Analyst</p>	<p>(916) 874-7974 farrelk@saccounty.gov</p>
<p>San Benito County 481 4th Street Hollister, CA 95023</p>	<p>Classification & Compensation Study</p>	<p>Edgar Nolasco Deputy County Administrative Officer</p>	<p>(831) 636-4000 ext. 16 Enolasco@cosb.us</p>
<p>San Joaquin County 24 South Hunter Street Stockton, CA 95202</p>	<p>Multiple classification and compensation studies of various employee groups conducted since 1998</p>	<p>Marilyn Maskell Principal Human Resources Analyst</p>	<p>(209) 468-3276 mmaskell@sjgov.org</p>
<p>San Joaquin County 428 J Street, Ste. 400 Sacramento, CA 95814</p>	<p>SEIU Factfinding 2019</p>	<p>Jeff Sloan Partner</p>	<p>(415) 678-3800 jsloan@sloansakai.com</p>
<p>San Luis Obispo County 1220 7th Street Berkeley, CA 94710</p>	<p>Factfinding SLOCEA – Technical Assistance Factfinding SDSA – Technical Assistance Compensation Study</p>	<p>Jeff Sloan Partner</p>	<p>(415) 678-3800 jsloan@sloansakai.com</p>
<p>Solano County 675 Texas Street Fairfield, CA 94533</p>	<p>Compensation & Benefits Studies</p>	<p>Marc A. Fox Director of Human Resources</p>	<p>(707) 784-2552 MAFox@SolanoCounty.com</p>

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<p>Sonoma County 575 Administration Drive #116B Santa Rosa, CA 95403</p>	<p>Total Compensation Survey – Phase I (18 Job Classes) Total Compensation Survey – Phase II (141 Job Classes) Total compensation Survey – Phase III (9 Water Agency Job Classes) Human Resources Classification Study EFS Manager 2018 Compensation Survey Update Classification Study Community Development Commission</p>	<p>Lisa Conner Human Resources Analyst III</p>	<p>(707) 565-5119 Lisa.conner@sonoma-county.org</p>
Higher Education			
<p>Mendocino College 1000 Hensley Creek Road Ukiah, CA 95482</p>	<p>Technical Assistance on Classification and Compensation Matters</p>	<p>Nicole Marin, SHRM-CP Director of Human Resources</p>	<p>(707) 468-3056 nmarin@mendocino.edu</p>
<p>Southwestern Community College District 900 Otay Lakes Rd. Chula Vista, CA 91910</p>	<p>Ad-Hoc Technical Assistance</p>	<p>Rose C. DelGaudio Executive Assistant Superintendent/Vice President for Human Resources</p>	<p>(619) 482-6328 rdelgaudio@swccd.edu</p>
Water Districts			
<p>Alameda County Water District 43885 S. Grimmer Blvd. Fremont, CA 94538</p>	<p>Classification and Compensation Study</p>	<p>Jennifer Solito, M.A., SPHR Human Resources & Risk Manager</p>	<p>(510) 668-4220 Jennifer.solito@acwd.com</p>
<p>East Bay Regional Park District P.O. Box 5381 Oakland, CA 94605- 0381</p>	<p>Classification and Compensation for Management, Confidential, POA, and Seasonal Employees Technical Assistance</p>	<p>Dr. Ana M. Alvarez Deputy General Manager</p>	<p>(510) 544-2011 AAlvarez@ebparks.org</p>
<p>East Bay Regional Park District 2225 E Bayshore Road, Suite 200 Palo Alto, CA 94303</p>	<p>AFSCME Survey Update 2021 Survey Update 2021 Management, Confidentials, Police Association</p>	<p>Eddie Kreisberg Attorney</p>	<p>(650) 248-2125 eddie@kreisberg-law.com</p>
<p>Irvine Ranch Water District 15600 Sand Canyon Avenue Irvine, CA 92618</p>	<p>2014/2015 Compensation Survey Compensation Study 2018 Compensation Survey 2021</p>	<p>Gretchen C. Ronin Human Resources Manager</p>	<p>(949) 453-5438 Maswadeh@irwd.com</p>

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
Mesa Water District 1965 Placentia Avenue Contra Costa, CA 92627	Technical Assistance on Classification and Compensation Matters	Coleen L. Monteleone Administrative Services Manager	(949) 631-1205 coleenm@mesawater.org
Municipal Water District of Orange County 18700 Ward Street Fountain Valley, CA 92728	Classification and Compensation Study	Cathleen Harris Administrative Services Manager	(714) 593-5007 charris@mwdoc.com
Nevada Irrigation District 1036 West Main Street Grass Valley, CA 95945	Salary Survey	Jana Kolakowski Human Resources Manager	(530) 271-6825 kolakowskij@nidwater.com
Olivenhain Municipal Water District 1966 Olivenhain Road Encinitas, CA 92024	Compensation Survey Salary Survey	Thomas Wood Human Resources Manager	(760) 632-4211 twood@olivenhain.com
Otay Water District 2554 Sweetwater Springs Spring Valley, CA 91978	Compensation and Benefits Study Technical Assistance Compensation Study	Kelli Williamson Human Resources Manager	(619) 670-2227 kwilliamson@otaywater.gov
Sacramento Suburban Water District 3701 Marconi Avenue, Suite 100 Sacramento, CA 95821	2018 Compensation Study	Dan Bills Finance Director	(916) 679-3970 dbills@sswd.org
South Coast Water District 31592 West Street Laguna Beach, CA 92651	Classification, Compensation, and Benefits Study Additional Classification and Compensation Study 2021	Robin Wiessner, CPBA, HCS HR & Risk Manager	(949) 499-4555 ext. 3118 RWiessner@scwd.org
South Placer Municipal Utility District 5807 Springview Drive Rocklin, CA 95677	Classification and Compensation Study	Emilie Costan, CRM Administrative Services Manager	(916) 786-8555 ecostan@spmud.ca.gov
Sweetwater Authority 505 Garrett Avenue Chula Vista, CA 91910	Salary and Benefits Survey	Jennifer Sabine Assistant General Manager	(619) 409-6702 jsabine@sweetwater.org
Trabuco Canyon Water District 32003 Dove Canyon Drive Trabuco Canyon, CA 92679	Classification and Compensation Matters	Fernando Paludi General Manager	(949) 709-5721 fpaludi@tcwd.ca.gov
Turlock Irrigation District 333 East Canal Drive Turlock, CA 95381	Compensation Study	Jorian Reed Director of Human Resources	(209) 883-8252 jhreed@tid.org

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
Vallecitos Water District 201 Vallecitos de Oro San Marcos, CA 92069	Classification and Compensation Study 2022 Compensation Study	Rhondi Emmanuel Administrative Services Manager	(760) 744-0460 ext. 240 remmanuel@vwd.org
Valley of the Moon Water District P.O. Box 280 El Verano, CA 95433	Compensation Study	Matthew Fullner General Manager	(707) 996-1037 x10 mfullner@vomwd.org
West Basin Municipal Water District 17140 S. Avalon Blvd., Suite 210 Carson, CA 90746	Classification and Compensation Study	Michelle Green Human Resources Officer	(310) 660-6228 michelleg@westbasin.org
Other Districts and Authorities			
Housing Authority of the City of Alameda 701 Atlantic Avenue Alameda, CA 94501	Total Compensation Study Compensation Study – Exempt Positions Compensation Study of Non- Exempt Positions Management Compensation Review (Amended Scope) Compensation Study – Executive Director Compensation Study for AHA Director Positions	Vanessa M. Cooper Executive Director	(510) 747-4320 vcooper@alamedahsg.org
Alameda County Housing Authority 22941 Atherton Street Hayward, CA 94541	Management Compensation Study	Thomas Makin Deputy Director for Operations	(510) 727-8516 TomM@haca.net
Aptos-La Selva Fire Protection District 428 J Street, Ste. 400 Sacramento, CA 95814	Business Manager Survey	Charles Sakai Managing Partner	(415) 299-0856 csakai@publiclawgroup.com
Association of Regional Center Agencies (ARCA) 980 9 th Street, Ste. 1450 Sacramento, CA 95814	Compensation Analysis – Executive Director	Kathy Hebert ARCA Board of Directors President	(916) 446-7961 Mom2gjc@gmail.com
Black Gold Cooperative Library System 580 Camino Mercado Arroyo Grande, CA 93420	Classification Study and Total Compensation Survey	Glynis Fitzgerald Director of Operations	(805) 543-6082 gfitzgerald@blackgold.org

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
Conejo Recreation and Park District 403 West Hillcrest Drive Thousand Oaks, CA 91360	Technical Assistance – Class & Compensation Matters	Phyllis Bluhm Human Resources Supervisor	(805) 381-1221 pbluhm@crpd.org
Contra Costa County Schools Insurance Group 550 Ellinwood Way Pleasant Hill, CA 94523	Compensation Study	Erica Williamson Human Resources Manager	(866) 922-2744 ewilliamson@cccsig.org
Costa Mesa Sanitary District 290 Paularino Avenue Costa Mesa, CA 92626	Classification and Compensation Study	Dyana Bojarski Management Analyst II	(949) 645-8400 ext. 226 DBojarski@cmsdca.gov
Menlo Park Fire Protection District 170 Middlefield Road Menlo Park, CA 94025	AFSCME Compensation Survey Classification & Compensation Study	Brenna Rowe Human Resources Manager	(650) 688-8400 browe@menlofire.org
North Bay Schools Insurance Group 380A Chadbourne Road Fairfield, CA 94534	Compensation Study	Jan DeGracia Executive Director	(707) 428-1830 ext. 105 jand@nbsia.org
Oakland School of the Arts 1220 7 th Street Berkeley, CA 94710	Compensation Study and Research	Jeff Sloan Partner	(415) 678-3800 jsloan@sloansakai.com
Orange County Fire Authority 1 Fire Authority Road Irvine, CA 92602	Classification and Compensation As Needed	Debbie Casper, C.P.M., CPPB Purchasing & Materials Manager	(714) 573-6641 debbiecasper@ocfa.org
Redwood Empire Schools' Insurance Group 5760 Skylane Blvd., Suite 100 Windsor, CA 95492	Compensation Survey	Ronda Bergesen Business Manager	(707) 836-0779 x105 rbergesen@resig.org
Sacramento County Employees' Retirement System 980 9 th Street, Suite 750 Sacramento, CA 98512	CEO Compensation Analysis CEO Performance Evaluation System Management Compensation Survey Update 2017 Compensation Study	Kathy Ragalia Chief Operations Officer	(916) 874-9119 regaliak@saccounty.net

Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
Sacramento County Regional Sanitation District & Sacramento Area Sewer District 10060 Goethe Road Sacramento, CA 95827	Classification Compensation Survey	Alex Montes Senior Contract Services Officer	(916) 876-8471 MontesA@sacsewer.com
San Diego County Water Authority 4677 Overland Avenue San Diego, CA 92123	Classification and Compensation Study Survey Update – 14 Positions	Ashley Kite Senior Human Resources Analyst	(858) 522-6667 akite@sdcwa.org
Santa Barbara County Air Pollution Control District 260 North San Antonio Road, Suite A Santa Barbara, CA 93110	Compensation Study	Kristina Aguilar, CPA Administrative Manager	(805) 961-8800 AguilarK@sbcapcd.org
Santa Clara County Central Fire Protection District 14700 Winchester Blvd. Los Gatos, CA 95032	Total Compensation Survey – Firefighter / Engineer Compensation Survey Services for the Fire Prevention Division Fire Survey Update 2018 Total Compensation Study Salary Survey Wage Compensation Study for EMS Coordinator Position	Rebecca Lo Management Analyst	(408) 341-4457 Rebecca.lo@sccfd.org
Schools Insurance Authority P.O. Box 276710 Sacramento, CA 95827	Compensation Study	Todd Cheli Human Resources Manager	(916) 364-1281 tcheli@sia-jpa.org
South Tahoe Public Utility District 1275 Meadow Crest Dr. South Lake Tahoe, CA 96150	Compensation Study One (1) Class Survey	Liz Kauffman Human Resources Director	(530) 543-6222 lkauffman@stpud.us
State Bar of California 180 Howard St. San Francisco, CA 94105	Salary Survey and Related Services	Steve Mazer Chief Administrative Officer	(415) 538-2326 steve.mazer@calbar.ca.gov
Sweetwater Authority 505 Garrett Avenue Chula Vista, CA 91910	2023 Compensation Study	Carlos Quintero General Manager	(619) 420-1413 equintero@sweetwater.org

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
Tahoe Truckee Unified School District 11603 Donner Pass Road Truckee, CA 96161	Management Classification and Compensation Study	Thomas Gemma Executive Director of Administrative Services	(530) 582-2500 tgemma@ttusd.org
Teton County Fire Protection District 911 North Highway 33 PO Box 474 Driggs, ID 83422	Compensation Study and Analysis	Bret Campbell Fire Chief	(208) 715-5201 bcampbell@tetoncountyfire.com
Ventura County Employees' Retirement Association 1190 South Victoria Avenue, Suite 200 Ventura, CA 93003	Market-based Compensation Analysis	Chris Ayala Program Assistant	(805) 339-4261 Chris.Ayala@ventura.org
Whatcom Transportation Authority 2011 Young Street Bellingham, WA 98225	Compensation Study	Kimberly Somers	(360) 738-4588 kimberlys@ridewta.com



Montecito Sanitary District

Proposal to Conduct a Total Compensation Study

August 21, 2023

Reward Strategy Group, Inc.

Allan Crecelius, President

acrecelius@rewardstrategy.com

(858) 945-6801

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SECTION A – PROJECT UNDERSTANDING & QUALIFICATIONS

The Montecito Sanitary District is looking for qualified consultants to conduct a comprehensive total compensation study and perform a summary review of the District’s classification plan. The goal of the study is to determine the competitiveness of District employees’ salary range of opportunity and benefits package. The study will produce findings and recommendations that will enable the District to make informed decisions on appropriate classification structure, pay and benefits.

ABOUT REWARD STRATEGY GROUP

Reward Strategy Group (RSG) is an eight-person consulting firm incorporated in the State of California in 1987. We have been in continuous operation since that date, successfully serving clients across all industries and sectors. We have worked with more than 250 organizations in the areas of position classification, management/staff compensation, quantitative job measurement, performance planning and appraisal, and organization effectiveness.

RSG is a stable, experienced firm with demonstrated success serving clients across the public, private and nonprofit sectors.

- ◆ Classification and compensation are the firm’s core practice areas.
- ◆ We possess large-firm expertise and experience without large-firm billing rates.
- ◆ RSG brings three senior consultants to this engagement, who together have studied and surveyed thousands of classifications.
- ◆ We are skilled at building accurate salary and benefits survey databases that are statistically relevant and representative of the labor market in which the District competes.
- ◆ We are dedicated to communication with our clients throughout a study.

CONTACT INFORMATION

Legal Name: Reward Strategy Group, Inc. (a California corporation) founded in 1987
Address: 5283 Pearlman Way, San Diego, CA 92130
Telephone: (858) 945-6801
Primary Contact: Allan Crecelius, President Email: acrecelius@rewardstrategy.com
Website: www.rewardstrategy.com

CONSULTANT QUALIFICATIONS

RSG consultants are recognized experts in position classification analysis, salary/benefits surveying, internal job content/pay relationship evaluation, and competitive compensation plan design/update.

The following three consultants comprise RSG's project team for this study:

Gina Calderon, Senior Principal, will be the Project Manager. She has 14 years of experience in salary and benefits data collection and salary/benefit plan updates. Gina will ensure the quality and timeliness of study processes, analyses and recommendations. She will be fully involved in all study elements, decision making and development of recommendations. She will ensure continuous, effective communications are maintained with the District throughout the study.

Allan Crecelius, President, will work with Gina in all key elements of the study.

Mai Nguyen, Senior Consultant, will work on benefits data gathering and analysis.

CONSULTANT BIOS

ALLAN CRECELIUS, PRESIDENT

Allan Crecelius has been the President of RSG since the firm's founding in 1987. He has extensive consulting experience with a focus on classification and compensation, strategic planning and organization analysis.

Allan's consulting projects have ranged from studies for Fortune 500 companies to engagements with small organizations. He has significant experience across a number of industry sectors, including governmental, utility, financial and not-for-profit. He has worked with executives, managers, governing boards and elected officials in more than 300 organizations. He brings a range of experience and technical expertise to client engagements that lead to customized solutions and dramatic improvement in the organization's programs.

Over the course of his career, Allan has successfully managed very large (seven-figure budgets), multi-disciplinary consulting engagements, down to small projects with clients of modest size. Prior to becoming RSG's President in 1987, he was the Managing Partner – Western Region for Sibson & Co., Inc., a nationally recognized compensation consulting firm. With Sibson, he was responsible for managing staff in three offices and leading the public sector consulting practice firm-wide. Previously, Allan was the Vice President – General Consulting for the Hay Group, an international human resources and compensation consulting firm.

Allan received a Bachelor of Science degree in Engineering from the United States Military Academy at West Point, served as an officer in the U.S. Army for 10 years, and is a decorated combat veteran. He is frequently retained as a speaker in national/regional symposiums on planning, organization

and compensation issues. He is the author of a number of articles and the co-author of the book, *Strategic Management — Creating Your Organization’s Future*.

GINA CALDERON, SENIOR PRINCIPAL

Gina Calderon has over 25 years of business experience in Southern California. She has a wide range of consulting experience in job analysis/classification, compensation surveying and pay plan design. Prior to joining RSG 13 years ago, Gina held responsible senior management positions in both for-profit and not-for-profit enterprises. She graduated from the University of California, Los Angeles with a bachelor’s degree in economics and received an MBA from UCLA’s Anderson Business School.

MAI NGUYEN, SENIOR CONSULTANT

Mai Nguyen holds bachelor’s and master’s degrees from Saint Louis University and an MBA from the University of Tennessee. She joined RSG two years ago after 16 years as a practitioner and manager in the health care and educational sector, including the University of California, San Diego and Centennial Medical Center.

REFERENCES

Dozens of organizations have retained us repeatedly over the course of many years for new projects. Both the firm’s success in serving clients and its financial stability are evidenced by its 35 years in business.

Project Name	Description of Work	Contact Person, Phone & Email
Las Vegas Valley Water District Classification & Compensation	RSG has been providing classification, compensation and organizational consulting services to this agency continuously since 1994.	Mary Madden, Director, Human Resources (702) 258-3933 mary.madden@lvvwd.com
Leucadia Wastewater District Classification & Compensation	Previous compensation studies; most recently, a classification structure review and total compensation study in 2022. Dates: 2008 – 2022	Paul Bushee, General Manager (760) 753-0155 pbushee@lwwd.org
Burbank Water & Power Classification & Compensation	RSG worked with this utility to update its classification and compensation plans. Dates: 2021 – 2022	Sean Aquino, Assistant General Manager, Customer Services Operations (818) 238-3556 saquino@BurbankCA.gov

Project Name	Description of Work	Contact Person, Phone & Email
City of Pasadena Classification & Compensation	Since 2018, RSG has been conducting classification and compensation analyses for the City, including work with Pasadena Water & Power on multiple classification series. Dates: Ongoing	Tiffany Jacobs-Quinn, Director, Human Resources (626) 744-4126 tjacobsquinn@cityofpasadena.net
Santa Fe Irrigation District Classification & Compensation	RSG is currently conducting a classification and compensation study for its regular, full-time employees. Dates: 2022 – current	Jessica Miles, Human Resources Administrator (858) 227-5780 jmiles@sfidwater.org
Encina Wastewater Authority Classification & Compensation	Previous classification and compensation studies; most recently, a total compensation study in 2022. Dates: 2007 – current	Jennifer Sabine, Assistant General Manager (760) 268-8847 jsabine@encinajpa.com

OTHER UTILITY CLIENTS

- | | |
|---|---|
| Central Arizona Water Conservation District | Rancho California Water District |
| Eastern Municipal Water District | Rubidoux Community Services District |
| Encina Wastewater Authority | San Diego County Water Authority |
| Helix Water District | San Gabriel Valley Municipal Water District |
| Inland Empire Utilities Agency | San Antonio Water Co. |
| LA Department of Water & Power | Santa Fe Irrigation District |
| Laguna Beach County Water District | Santa Margarita Water District |
| Leucadia Wastewater District | Vallecitos Water District |
| Monte Vista Water District | Valley County Water District |
| Olivenhain Municipal Water District | Veolia North America |
| Orange County Water District | Water Replenishment District of So. Cal. |
| Otay Water District | West Basin Municipal Water District |
| Ramona Municipal Water District | Western Municipal Water District |



SECTION B – METHODOLOGY

STUDY OBJECTIVES

RSG will examine, analyze and recommend improvements to internal pay relationships, external compensation competitiveness and benefits package in order for the District to:

- ◆ Attract and retain qualified employees.
- ◆ Provide salary opportunities commensurate with assigned duties.
- ◆ Provide justifiable pay differentials between and among classes.
- ◆ Maintain a competitive total compensation position within the District's relevant employment market.

RSG'S PHILOSOPHY & APPROACH

Understanding the Study Context. RSG believes the successful conduct and implementation of any study begins with a full understanding of each client: the current organization, budget, service objectives, functional accountabilities, staffing arrangements, pay practices, human resources policies, guidelines and rules, all of which represent a study's context and impact successful outcomes. We have extensive experience consulting with water districts and departments in the Western U.S.

Customized Methodologies. RSG organizes each project to meet the needs and expectations of the individual client. We apply established professional principles to our work but customize their application to ensure that our recommendations can be implemented successfully in a client's unique organization and business environment. We view our principal responsibility as helping each client to identify and select the classification and compensation outcomes that best serve the needs of that enterprise.

Effective Communication. A successful study depends on effective communication — between client management and the affected employees and between the client and RSG. Our consultants will work closely with District management and bargaining unit representatives to define expectations for the project and agree on what success will look like at the study's conclusion. We will agree on a project schedule/timeline and ongoing communication needs and techniques/forums for managing the project and responding to any unanticipated challenges along the way.

STRUCTURE & CONTENT OF WORK

This section outlines the actions RSG's consultants will take to perform the study.

PROJECT INITIATION

- ◆ **Gather and Review Background Information.** The consultants will review all relevant organizational information, job descriptions, MOUs and current salary and benefits plans covering all District positions. We will meet with the District's executive management, department heads and appropriate stakeholders to discuss the organization, the study's objectives, underlying assumptions, remuneration strategies and the study's deliverables.
- ◆ **Prepare and Gain Agreement on the Survey Plan.** We will work with the District Manager and District Administrator to agree on an effective salary and benefits survey plan. With the input gained from meetings and the District's background information, combined with RSG's decades of compensation consulting experience, our consultants will draft a proposed survey plan. The survey plan will address the following issues:
 - ▶ The principles and theories behind compensation surveying.
 - ▶ A discussion of the District's competitive employment market and ability to attract and retain employees.
 - ▶ RSG's thinking on the District's comparator agencies, which include the City of Santa Barbara, County of Ventura Wastewater, Goleta Sanitary District and Ojai Valley Sanitary District, and discuss any others RSG recommends.
 - ▶ The survey data-gathering methodology we will utilize and how it will produce the most accurate job comparisons for each classification in the study.
 - ▶ A timeline for completion of the survey and compilation of the market salary data.
- ◆ **Finalize Study Methodology** with Administrative Services Manager and General Manager.

Milestones and Deliverables

- ✓ Detailed information request.
- ✓ Final study schedule and timeline.
- ✓ Agreed-upon Salary & Benefits Survey Plan.

CLASSIFICATION PLAN REVIEW

- ◆ **Review the Classification Plan.** RSG will perform a summary review of the District’s job descriptions and discuss with management the classification plan. We will initially be examining the extent to which classes appropriately reflect the duties and responsibilities of current positions and are effectively grouped into class series and career ladders.
- ◆ **Perform Best Practices Survey.** RSG will collect organizational data as part of the salary survey that will allow us to discuss organizational practices of the comparator agencies and changes the District may wish to make in order to align with industry norms.
- ◆ **Recommend Classification Plan Improvements.** As part of the final report, RSG will document and discuss recommendations to improve the classification plan.

Milestones & Deliverables

- ✓ Review current classification structure and job descriptions.
- ✓ Virtual job analysis discussions with selected managers.

COMPENSATION SURVEY

- ◆ **Carry Out the Approved Survey Plan.** With the agreed-upon plan, we will collect all necessary organizational, classification, salary and benefits material from each survey agency and build a salary comparison database for each classification. Job comparability analyses/decisions will be made among the survey cohort for each classification based on job content duties, responsibilities, knowledge and certification requirements, and other parameters — not simply job titles. RSG’s consultants have honed their skills in accurate job comparability analyses through three decades of salary surveying, assessing thousands of benchmark comparisons.
- ◆ **Carry Out the Benefits Survey.** To collect comparison agency benefits plan information, our consultants will collect MOUs and benefits plans from the agencies. We will document our survey findings and comparisons in relevant tables as part of the Survey Results report.
- ◆ **Document Survey Results.** Our consultants will prepare salary range data sheets and multiple summary tables for the surveyed classes that display the competitive market salary practices and provide comparisons with the District’s current ranges. The consultants will include survey information on longevity pay and other retention incentives.

RSG will prepare a table for each classification that displays:

- ▶ list of surveyed agencies;
 - ▶ job titles for each job match and number of job matches for District job;
 - ▶ annual base salary minimum and maximum;
 - ▶ mean and median of the annual minimum and maximum;
 - ▶ the percentage above or below the District’s current maximum pay rate;
 - ▶ differences in pay structures, e.g., steps vs. open ranges and breadth; differentials between ranges, etc.
- ◆ **Internal Job Content Evaluation.** RSG will utilize both whole job and quantitative job evaluation processes to determine equitable pay relationships based on job content between and among all District classes.
 - ◆ **Recommend Salary Range Percentage Adjustments.** The consultant team will recommend salary range percentage adjustments for all studied classes, based on salary survey results and internal pay relationships.
 - ◆ **Prepare Compensation Recommendations Report.** RSG will review our salary and benefits recommendations with the District General Manager and District Administrator. The report will include recommendations to modify the total compensation package in order to be competitive in the market and to attract and retain employees. Where appropriate, pay practices of comparator agencies will be incorporated into the salary survey data/analysis and recommendations. RSG will also include classification plan improvement recommendations based on comparator best practices
 - ◆ **Prepare and Present Final Report** of findings and recommendations to the Board, General Manager and Management Team, and SEIU.

Deliverables

- ✓ Base Salary and Benefits Survey Results Report
- ✓ Data sheets and summary tables
- ✓ Draft Compensation Recommendations Report
- ✓ Final Report



SECTION C – PRELIMINARY TIMELINE

Note: RSG is available to begin work in late August if approved at the District’s 8/24 Board meeting.

Project Element	Timing
Gather/review background information; conduct briefing sessions and planning meetings with General Manager and District Administrator	Mid September
Prepare and gain agreement on salary and benefits survey plan.....	Late September
Perform classification plan data gathering and conduct interviews.....	October
Finalize classification plan updates.....	Early November
Gather compensation data from survey organizations	Nov/Dec
Conduct survey benchmark comparability analyses; document results and salary range comparisons; document benefits comparisons.....	January
Submit survey results report to District Administrator and General Manager for review and discussion	Early February
Conduct internal job content evaluations of District classifications	Mid February
Recommend salary range adjustments and present draft compensation report	Feb/March
Prepare and present Final Report to District.....	March
Update job descriptions (not included in study budget).....	April



SECTION D – ESTIMATED COST

NOT-TO-EXCEED COST FOR PROFESSIONAL SERVICES

\$26,700 for all professional fees

CONSULTANT HOURLY BILLING RATES

Professional fees are based on the number of hours that must be dedicated by RSG consultants to accurately perform the work and analyses outlined in this proposal, and to provide the requested deliverables. Consultant hourly billing rates for the duration of this study are:

Allan Crecelius	\$250
Gina Calderon	\$170
Mai Nguyen	\$130

BILLING PROCESS

Our firm invoices clients monthly for the fees incurred that month. Invoices will itemize the consulting work performed during the month and the hours dedicated by consultant.





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MONTECITO SANITARY DISTRICT

STAFF REPORT – 5B

DATE: September 28, 2023
TO: Board of Directors
FROM: John Weigold, General Manager
SUBJECT: Expansion of Study for Recycled Water – Partnership Between Montecito Sanitary District and Summerland Sanitary District

RECOMMENDATION:

It is recommended that the Board:

- i) Discuss and consider authorizing the General Manager to execute a contract on behalf of the Montecito Sanitary District for up to \$30,000, to jointly fund with the Montecito Water District and the County of Santa Barbara, to expand a study by Carollo of the County of Santa Barbara’s Recycled Water Study to include an alternative partnership between the Montecito Sanitary District and the Summerland Sanitary District; and
- ii) Take any such additional, related action that may be desirable.

DISCUSSION:

In early 2023, the County of Santa Barbara (County) commissioned a study to evaluate the feasibility of recycled water countywide. This study focuses on areas in which recycled water has not been evaluated or implemented. The study considers three opportunities for recycled water including Solvang, Buellton, and Summerland. The County is consulting with Carollo on this study which is expected to be complete within the next several months.

The Summerland portion of the study focuses solely on a potential partnership between the Summerland Sanitary District (SSD) and the Carpinteria Sanitary District (CSD). The study does not consider other options for Summerland, including a potential partnership with Montecito. The County has indicated that budget limitations are the reason for not including Montecito in the study. Therefore, the County’s study, as currently prepared, neglects to consider all recycled water alternatives for Summerland.

Montecito Water District (MWD) and Montecito Sanitary District (MSD) both have interest in the County’s study to gain an understanding of the feasibility of expanding its recommended Indirect Potable Reuse (IPR) to include Summerland.

A regional indirect potable reuse project would treat secondary wastewater effluent from

the Montecito Sanitary District (MSD) Wastewater Treatment Plant (WWTP), implement advanced treatment at the MSD WWTP site, and convey purified recycled water south to the Carpinteria Groundwater Basin (CGB) for injection. SSD's wastewater flow could add about 15% more wastewater flow to Montecito's IPR project.

On August 8, 2023, the MWD's Strategic Planning Committee met with the SSD ad hoc Dissolution and Annexation Committee to discuss recycled water. At that meeting, the SSD committee expressed interest in better understanding a recycled water partnership opportunity with Montecito. The SSD committee was quick to note that it lacks the funding needed to evaluate this alternative. With the County unable to expand its study due to a lack of funding, and SSD unable to contribute funding, an alternate source of funding is necessary if an SSD/Montecito partnership for recycled water is to be evaluated as part of the County's study.

MWD previously requested a proposal from Carollo to expand the County study. Carollo confirmed that the County is willing to postpone the conclusion of their study for this additional work as long as it has no financial impact to the County. Attached is the proposal received from Carollo. If approved, Carollo has indicated a tentative six-month schedule to perform this work.

At its September 1, 2023 Board meeting, the MWD Board approved funding of up to \$30,000 to expand this Carollo study, and the MWD staff is pursuing additional funding sources. The County has not yet committed additional funding to expand this study, as it requires County Board of Supervisors approval. To that end, MSD staff recommends that the MSD Board consider matching the MWD funding to fund the expansion of the County's study to include an evaluation of the SSD/Montecito partnership for recycled water.

FINANCIAL IMPACT:

Carollo's proposed fee for this work is \$142,574. Montecito Water District has approved funding of up to \$30,000 and is requesting a 50/50 cost share. This proposed cost share approach would be consistent with other recent initiatives jointly pursued by MSD and MWD concerning recycled water. The requested \$30,000 is not in the District's FY 2023-2024 adopted budget and would need to be funded utilizing the District's Recycled Water fund.

ATTACHMENTS:

1. Proposal from Carollo dated August 25, 2023

TASK 1 – PROJECT MANAGEMENT

This task will encompass project management/coordination activities, meetings (where not included elsewhere in this SOW). QA/QC for project deliverables is inclusive of each corresponding task.

Task 1.1 – Project Coordination, Invoicing, and Reporting

This subtask includes CONSULTANT's efforts to manage the project internally (the Consultant team of Carollo and WSC) and externally (CLIENT, MSD, and SSD). Project coordination includes regular internal team meetings to drive the project schedule, coordination among project discipline leads, senior advisory review of milestones & approach, review action items and status, resolve issues and maintain communication between the consultant team members. Invoices and progress reports will be released monthly throughout the Project.

Assumptions:

- The overall Project schedule is estimated at 6 months, which is driven by the schedule to complete the MSD sewer model component of the project

Deliverables:

- Monthly invoices and progress reports

Task 1.2 – Meetings

The following meetings are included in this subtask:

Task 1.2.1-Kickoff Meeting: Re-introduce key staff and responsibilities to CLIENT, MSD, and SSD; review SOW and schedule; discuss coordination and lines of communication. Consensus upon the project scope and deliverables at this kickoff meeting is crucial to maintaining the project budget and schedule. Meeting duration is scheduled for two (2) hours.

Assumptions:

- Meeting is in person.

Deliverables:

- Meeting agenda and minutes

Task 1.2.2 – Progress Review Meetings

Progress Meetings: Five (5) meetings of up to 90-minutes (1.5 hours) each to address project status and issues that may require CLIENT direction or input.

Assumptions:

- Meetings will be hosted virtually by the Consultant on the Microsoft Teams platform. Key team members, such as PM, will attend in person as required.

Deliverables:

- Meeting agendas, presentation, and minutes (PDF format)

Task 1.2.3 – Draft Report Meeting: Meeting with CLIENT, MSD, SSD, CONSULTANT to review the draft results. Meeting duration is scheduled for two (2) hours.

Deliverables:

- Meeting agenda and minutes

Task 1.2.4 – Board Presentations: One meeting with MSD board members, one meeting with MWD board members, and one meeting with SSD board members. Attendance in person is expected.

Deliverables:

- Summary of relevant action items from board meetings

Task 1.3 – Data Sharing

CONSULTANT will develop data request list and sharedrive and maintain data collection log.

Deliverables:

- No deliverables

TASK 2 – SSD/MSD COLLECTION SYSTEM ANALYSIS

Task 2 is necessary to understand how and where SSD raw and unequalized wastewater flows will connect into the MSD collection system.

Task 2.1 – SSD and MSD Flows

CONSULTANT will compile SSD flow data during dry and wet weather periods. The SSD flow data has already been collected and summarized as part of other efforts. This flow information will be used to understand (a) the MSD collection system impacts and (b) the MSD WWTP impacts, including the need for equalization at MSD.

CONSULTANT will compile the latest MSD flows at the MSD. This information will be used to re-examine the need for equalization and MSD WWTP capacity, in particular based upon the winter storms of 2023.

Assumptions:

- SSD and MSD will provide additional flow data as needed by the CONSULTANT.

Deliverables:

- SSD and MSD flow summary memo.

Task 2.2 – SSD Flow Injection Location Determination

CONSULTANT will evaluate an existing MSD sewer collection system model to determine 3 to 5 locations where raw and unequalized wastewater from SSD could be injected into the MSD collection system. *CONSULTANT will use the hydraulic model to evaluate potential downstream impacts of SSD flow being injected into the MSD collection system. CONSULTANT will perform model simulations and prepare figures summarizing the downstream impacts of the additional flow added by SSD. CONSULTANT will summarize potential capacity constraints that are identified in the model simulations and identify potential mitigation measures, such as replacing gravity mains with larger diameter pipes.*

Assumptions:

- MSD will complete development of a collection system hydraulic model as part of a separate effort.

Deliverables:

- SSD/MSD modeling results and connection points memo.

Task 2.3 – Pipeline and Pump Station Infrastructure Analysis

CONSULTANT evaluate pipeline alignments to connect SSD flows from the existing SSD wastewater treatment plant to the determined connection locations. CONSULTANT will also evaluate a pipeline alignment to transfer all SSD flows from the SSD wastewater treatment plant to the MSD wastewater treatment plant, bypassing all of the MSD collection system.

CONSULTANT will evaluate the pump station requirements associated with new or existing pump stations to transfer the peak wet weather flow (PWWF) from SSD to MSD for the pipeline alignments determined above. Pumps will be preliminarily sized to be used for development of cost estimates.

CONSULTANT will develop level 5 cost estimates for implementation of the infrastructure options above, including both construction costs and operations costs (for the pump stations).

Assumptions:

- Alignments will be developed using mapping software such as but not limited to GIS.
- No surveys will be completed, elevations used in hydraulic calculations will be estimated from readily available information.
- Consultant will utilize previous alignment research from the Montecito-Carpinteria alternatives to develop sensible alignments considering utilities, creek crossings, highway crossings, and railroad crossings. It is not expected that significant alignment research in areas outside of those investigated previously will occur.

Deliverables:

- Pipeline and pump station infrastructure memo.

TASK 3 – MSD WWTP AND AWPf ANALYSIS

Task 3 is to determine what level of equalization is needed at MSD that minimizes impact from the additional PWWF from the SSD system as well as equalizes average dry weather flow (ADWF) of the combined MSD and SSD flows. The equalized flow must go through new preliminary treatment odor control must be part of the project. Influent pump station upgrades are also anticipated.

TASK 3.1 – COMBINED FLOW TO MSD

CONSULTANT will utilize the flows developed above to document the anticipated combined flows at MSD after addition of SSD flows.

Assumptions:

- No assumptions

Deliverables:

- MSD combined flow summarized in Task 3.2.

TASK 3.2 – MSD WWTP IMPACT AND COST ANALYSIS

CONSULTANT will evaluate impacts to the MSD WWTP due to the addition of SSD flows. Included in this effort are the following components:

- New screening facility
- New screening materials handling
- New grit treatment facility
- New grit handling facility
- Upgraded influent pump station
- New equalization basin
- Odor control (for screenings, grit, and equalization)

For this analysis, the project team will:

- Develop Level 5 cost estimates for all components of work.
- Develop site layouts for all components of work.

Assumptions:

- One viable technology will be examined for each project component. Multiple suppliers will not be evaluated.

Deliverables:

- One tech memo provided in draft form, that will later be incorporated into the project report.

TASK 3.3 – AWPf COST ANALYSIS

CONSULTANT will evaluate the cost impact of the addition of SSD ADWF to the previously developed AWPf that would be located at MSD. Analysis will consider both capital and operational cost impacts as well as footprint impacts.

Assumptions:

- Cost estimate and footprint will be scaled from prior efforts.

Deliverables:

- No deliverables. Results will be provided in the Summary Report.

TASK 4 – SUMMARY REPORT

Information evaluated and compiled in the above tasks will be summarized in a draft and final report.

Assumptions:

- No assumptions

Deliverables:

- Draft and Final Summary Report

BUDGET

The project budget is presented in the table below.

Tasks	Carollo Labor						Outside Services		Total	
	Andrew Salveson	Various	Cora LeMar	Graphics and Document Support	Project Assistant	Total Hours	Total Labor Costs (1)	WSC	Sub Consultant Total Cost	Total Fee
	PM	Infrastructure and Wastewater Leads	Project Engineer	TBD	Admin.			Pumping and Pipeline Infrastructure		
Task 1: Project Management										
1.1 General Project Coordination, Invoicing, and Reporting										
Monthly Reporting	4				4	8	\$1,887	\$4,135	\$4,549	\$6,436
Subconsultant Coordination	6				3	9	\$2,381	\$0		\$2,381
1.2 Project Meetings										
1.2.1 Kick-Off Meeting (1)	4	8				12	\$3,116	\$17,145	\$18,860	\$21,975
1.2.2 Monthly Meetings (5)	8	8	8			23	\$5,253			\$5,253
1.2.3 Summary Meeting (1)	3	3	3			9	\$2,101			\$2,101
1.2.4 Board Presentations (3)	6	2	4			12	\$2,988			\$2,988
1.3 Data Sharing	4					4	\$1,287	\$2,930	\$3,223	\$4,510
Subtotal Task 1:	34.5	20.5	14.5		7	77	\$19,013	\$24,210	\$26,631	\$45,644
Task 2: SSD/MSD COLLECTION SYSTEM ANALYSIS										
2.1 SSD and MSD Flows	4		4			8	\$1,887			\$1,887
2.2 SSD Flow Injection Location Determination	4	4	4			12	\$2,802	\$18,100	\$19,910	\$22,712
2.3 Pipeline and Pump Station Infrastructure Analysis	4	4	4			12	\$2,802	\$17,530	\$19,283	\$22,085
Subtotal Task 2:	12	8	12	0	0	32	\$7,490	\$35,630	\$39,193	\$46,683
Task 3: MSD WWTP ANALYSIS										
3.1 Combined Flow to MSD	4	8	4			16	\$3,716			\$3,716
3.2 MSD WWTP Impact and Cost Analysis	4	24	60	12		100	\$17,573			\$17,573
3.2 AWP Cost Analysis	4	4	8			16	\$3,402			\$3,402
Subtotal Task 3:	12	36	72	12	0	132	\$24,691	\$0	\$0	\$24,691
Task 4: Summary Report										
Draft and Final Report	16	16	40	16		88	\$17,206	\$7,590	\$8,349	\$25,555
Subtotal Task 4:	16	16	40	16	0	88	\$17,206	\$7,590	\$8,349	\$25,555
Total Hours	74.5	80.5	138.5	28	7					\$142,574



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MONTECITO SANITARY DISTRICT STAFF REPORT – 5C

DATE: September 28, 2023
TO: Board of Directors
FROM: John Weigold, General Manager
SUBJECT: Adoption of Strategic Plan

RECOMMENDATION:

It is recommended that the Board:

- i) Discuss and consider adopting the Montecito Sanitary District’s Core Values and Strategic Plan; and
- ii) Take such additional, related action that may be desirable.

DISCUSSION:

The Board, together with the District’s managers and District General Counsel at its regular meeting on September 14, 2023, reviewed its Mission Statement and developed its Core Values and Strategic Plan through a daylong workshop.

Staff recommends the Board consider adoption of the District Strategic Plan, which includes the mission statement, core values and three-year goals and six-month objectives.

The updated Strategic Plan is attached as Attachment 1.

ATTACHMENTS:

1. MSD Strategic Plan

MONTECITO SANITARY DISTRICT STRATEGIC PLANNING WORKSHOP

14 September 2023

Marilyn Snider, Facilitator — Snider and Associates (510) 459-5540
Pam Duffield, Recorder – (951) 529-6085

MISSION STATEMENT

The mission of the Montecito Sanitary District is to provide a community service commitment to protect public health and safety and to preserve the natural environment through the collection, treatment and disposal of wastewater in the most cost-effective way possible.

CORE VALUES

not in priority order

The Montecito Sanitary District values.....

Safety

Dependability

Integrity

Transparency

Resiliency

THREE-YEAR GOALS

2023-2025 not in priority order

Build and Strengthen Operational Excellence
Enhance Staff, Management and Board Continuity

MONTECITO SANITARY DISTRICT ⚙ STRATEGIC OBJECTIVES

September 14, 2023

THREE YEAR GOAL: BUILD AND STRENGTHEN OPERATIONAL EXCELLENCE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
January 15, 2024	District Engineer, working with GM and District Administrator	Develop & implement contracting and purchasing procedures while working with Caltrans/Granite Construction toward the successful completion of the 101 Project				
December 15, 2023	District Administrator working with Department Managers	Develop a training plan for each Department that includes: a) Identify staff to be trained b) Identify training providers c) Develop training schedule d) Present Board with budget for training				
March 1, 2024	GM, District Administrator	Develop a Plan, Implement at least one Board approved Administrative Tool and update applicable Processes & Procedures documents: a) DocuSign b) ACH c) Document Management System d) GIS e) SharePoint/Office 365				

MONTECITO SANITARY DISTRICT ⚙ STRATEGIC OBJECTIVES

September 14, 2023

THREE YEAR GOAL: BUILD AND STRENGTHEN OPERATIONAL EXCELLENCE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
September 28, 2023, then monthly at the 2 nd Board meeting	GM, working with the District Engineering Manager	Create a schedule, prioritization and implementation plan for Fiscal Year 2023-2024 Capital Improvement Projects (CIP).				
January 1, 2024	GM, District Engineer, District Administrator	Draft & publish Request for Proposals (RFP) for highest priority projects.				
October 1, 2023	GM, Montecito Journal	General Manager will inform the public and Montecito Journal of the new Strategic Plan				
Future	GM	Develop Draft Public Outreach Plan for review by Board				

MONTECITO SANITARY DISTRICT STRATEGIC OBJECTIVES

September 14, 2023

THREE YEAR GOAL: ACHIEVE STAFF, MANAGEMENT AND BOARD CONTINUITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
February 1, 2024	Each Board of Director	Tour the Wastewater Treatment Plant (WWTP)				
October 15, 2023	GM	Schedule bi-monthly public wastewater plant tours, advertised in the Montecito Journal with a rotating Director present				
By November 15, 2023	GM, Board President	Hold a Board & all Staff luncheon for interaction and recognition				

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
September 15, 2023	General Manager	Distribute the updated Strategic Plan to all participants
Within 48 hours	All participants	Read the Strategic Planning Retreat record
September 18, 2023	General Manager	Review the “Strategic Planning Retreat” record with all Staff
By September 22, 2023	General Manager or Staff Member	Place the Montecito Sanitary District’s Strategic Plan on the website
Monthly, by the 3 rd Wednesday	“Lead” person for each objective	Monitor the progress on the goals and <u>their objectives</u> , revise objectives (add, amend and/or delete), as needed and turn-in results to the General Manager
Monthly, by the 3 rd Friday	General Manger	Distribute the updated Strategic Plan along with the Board agenda
At the 2 nd Board meeting of each month	General Manager and Board, with input from Staff	Review progress on the Strategic Plan and revise Objectives (add, amend and/or delete), as needed
Monthly, after the Board meeting	General Manager or Staff member	Distribute updated Strategic Plan to Board, all Staff and post on website
March 4, 2024	General Manager	Distribute SWOT (Internal Strengths and Weaknesses, External Opportunities and Threats) Questionnaire to all staff for, distribution to the Board and Staff Managers for Board meeting by March 8, 2024
March 14, 2024 (Thursday) 8:00/8:30 am to 2:00 pm	General Manager, Board and Staff Managers	Strategic Planning Retreat to: - assess progress on the Strategic Plan Goals and Objectives - develop new Six-Month Strategic Objectives for each of the Three-Year Goals



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MONTECITO SANITARY DISTRICT

STAFF REPORT – 6

DATE: September 28, 2023
TO: Board of Directors
FROM: John Weigold, General Manager
SUBJECT: General Manager Report

The District continues its mission of providing wastewater collection and treatment services. In addition to the daily operations of the District, the following is an update on some of our current ongoing projects and activities:

GM Meetings

Since my last report, I attended the attending the California Special District Association (CSDA) Annual Conference and Exhibitor Showcase with Director Johnson from August 28-31. Key presentations I attended included:

1. ABCs of Alternative Delivery Models for Capital Improvement Projects (CIPs)
2. Public Events to Build Community Equity
3. Is AI Going to Take my Job? Artificial Intelligence, ChatGPT, and the Future of Work for Special Districts
4. A Step-by-Step Guide to Building an Effective Multi-Year Strategic Plan
5. Contracting Do's and Don'ts: Public Works, Services, Materials, Supplies, and Equipment

Additionally, on September 12, I attended the Montecito Association board meeting to provide a brief update on District operations and issues. On September 15, I, along with Bryce Swetek, our engineering manager, attended the Highway 101 CMGC Team Partnering meeting in Carpinteria, CA as part of our ongoing coordination with other organizations and agencies for the Highway 101 widening project. On September 20, I, along with Bryce Swetek and Rico Larroude, our collections and maintenance supervisor, met with the Granite Construction to discuss coordination and use of District facilities for the next phase of the Highway 101 widening project. Lastly, I met with the full District staff for an all-hands meeting on September 21 to review and discuss the District's strategic plan.

January Storms Damage Projects Update

Staff has continued its meetings with FEMA and CalOES representatives to convey status of the projects. Staff had a kick-off meeting with Stantec on September 8. Topographical and Biological Surveys have taken place. Prior to the surveys, Staff reached out to owners letting them know of the ongoing work and goals of the project. Next steps are to develop design technical memos for each project.

Hwy 101 Sewer Crossing Lining Project

Staff has reviewed the revised Utility Agreement, showing SBCAG will reimburse the estimated cost of \$1.1 million to the District, and I will sign it. This UA is required for the Caltrans Policy Exception to be approved by headquarters. Construction of the project is projected to begin in mid October 2023.

Electrical System, SCADA System, and Blowers Improvements Project

Representatives from ENGIE North America performed a site visit of our plant on Thursday, August 17 to assess our wastewater plant for energy efficiencies. A follow up meeting with their engineers is scheduled for October 11. Staff expects a feasibility from ENGIE within 1-2 months. Staff is considering different project delivery methods.

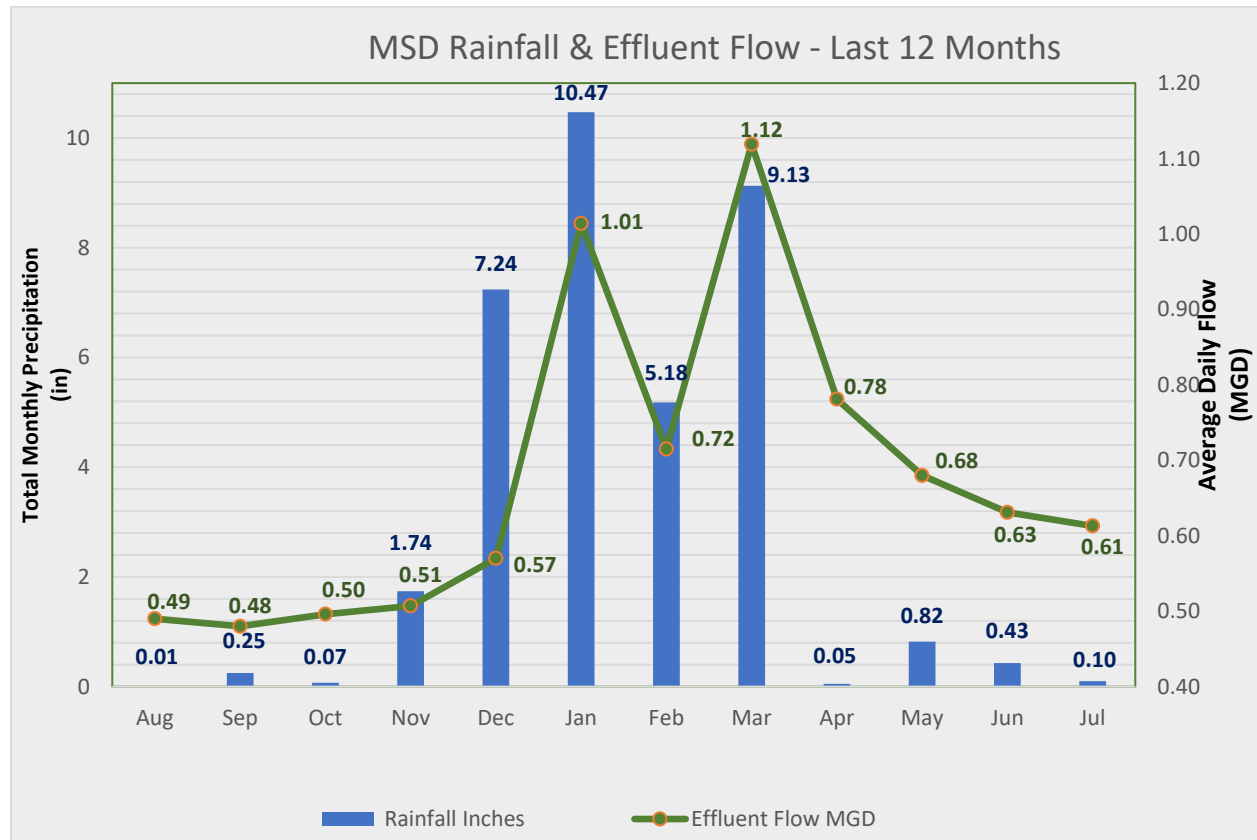
Admin./Ops. Building Roof Replacement Project

Staff is currently working on Request for Proposals to go out to bid and we're tracking September 27.

Residential Updates

Staff continues to work with owner representatives in discussing privately funded sewer main extension projects. There are currently 3 projects in design, including a privately owned sewer main extension project which is over 3,000 linear feet (over a half mile). Staff continues to review issues with encroachments onto District easements.

12-Month Effluent Flow / Rainfall



CIP Progress

Project	Status/Phase	Comments
Highway 101 - Roundabouts	Construction	Substantially Complete. Manhole adjustments continue.
SCADA System Improvements	Implementation	Work to begin on September 25
Highway 101 Sewer Crossing Lining	Pre-Construction	Construction starting early or mid October.
Clarifier Maintenance	Pre-Construction	Parts purchased. Tracking install 10/2023
Protective Measures of District Facilities (2023 Storm)	Design	All 4 sites being worked on simultaneously.
Admin/Operations Building Roof Replacement	RFP	
Bisulfite Tank	RFP	
Electrical, Aeration Basin Blower, and SCADA Systems Improvement	RFP	Working with ENGIE.
Treatment O/M Emergencies - Hypo Tank Replacement	Complete	
Posilipo Force Main Relocation and Restoration - Phase 1	Complete	
Skimmer Troughs	Complete	