

A G E N D A
SAN RAFAEL SANITATION DISTRICT
BOARD OF DIRECTORS
FRIDAY – DECEMBER 15, 2023 - 9:00 A.M.
SAN RAFAEL CITY HALL
1400 FIFTH AVENUE – CONFERENCE ROOM CD3
SAN RAFAEL, CALIFORNIA 94901

Members of the Public may also participate in Open Session through the following:

Zoom link: <https://cityofsanrafael-org.zoom.us/j/83792027349>

Or by Phone: 1 669 444 9171 US

Meeting ID: 837 9202 7349

Public comments for this meeting can be submitted via email to the District Clerk at Kathryn.Nelson@cityofsanrafael.org. The public comment period opens when the agenda is posted online and will close two hours prior to the start of the meeting. Include your name and the item you would like to provide a written comment on.

To provide comments during the meeting, please use the “raise hand” feature in the Zoom Meeting and the host will notify and unmute you when it is your turn to speak.

Members of the public may speak on Agenda items.

1. ROLL CALL

2. OPEN PERIOD

Opportunity for the public to address the Board on items not on the agenda. (Presentations are generally limited to 2 minutes.)

3. CONSENT CALENDAR

- a. Minutes of the Meeting – November 13, 2023.
- b. Payments – November 2023
- c. Approve Board meeting schedule for calendar year 2024.
- d. Adopt resolution rescinding Resolution No. 22-1259 and authorizing approved signatories on District checks.

4. OTHER AGENDA ITEMS

- a. Discussion on Strategic Planning for the District

5. INFORMATIONAL ITEMS

6. DIRECTOR REPORTS/REQUESTS FOR FUTURE AGENDA ITEMS

7. ADJOURNMENT

The next scheduled meeting is January 19, 2023.

4. **OTHER AGENDA ITEMS**

a. Discussion on Strategic Planning for the District

District Manager Toy reviewed the status of the Strategic Planning for the Board. The Board will send a letter, signed by the Chair, to CMSA informing them of the District exploring various possibilities; and staff will send a similar letter to City of San Rafael. The Board will also send a letter to staff addressing staff's concerns.

5. **INFORMATIONAL ITEMS**

a. Bayside Acres Beach Sewer Project, Phase B Update

District Manager Toy updated the Board with the status of the Bayside Acres Beach Sewer Project. All property owners in the first group signed the Agreement.

6. **DIRECTOR REPORTS/REQUESTS FOR FUTURE AGENDA ITEMS**

None.

7. **ADJOURNMENT**

There being no further business to come before the Board, the special meeting of November 13, 2023, was adjourned at 12:03 A.M. with the next scheduled meeting on December 15, 2023.

Respectfully submitted,

Maribeth Bushey, Secretary/Director

ATTEST THIS 15th DAY OF DECEMBER 2023

Kate Colin, Chair

**SAN RAFAEL SANITATION DISTRICT
PAYMENT SUMMARY
November 1, 2023 - November 30, 2023**

<i>Vendor/Payee</i>	<i>Memo</i>	<i>Class</i>	<i>Account</i>	<i>Amount</i>
PARK ENGINEERING, INC	Consulting Services - permit inspection services through 9/30/23	100	2325 · Consulting services	1,105.68
AT&T *1523	Telephone Service - land lines for pump stations and dialers from 10/02/23-11/01/23	100	2534 · Telephone service	609.59
CAL ASSOC. OF SANITATION AGENCIES	Memberships - annual membership dues for 2024	100	2131 · Memberships and subscriptions	9,735.00
CAUSEY CONSULTING	Consulting Services - professional services through 9/30/23	100	2325 · Consulting services	4,689.10
CAUSEY CONSULTING	Consulting Services - professional services through 10/31/23	100	2325 · Consulting services	7,744.38
CENTRAL MARIN SANITATION AGENCY	FOG Program - FOG Control Program Management from 7/01/23-9/30/23	100	4300 · FOG Program	5,264.82
CENTRAL MARIN SANITATION AGENCY	Staff Training - skid steer loader training for loader	100	2388 · Training and education	375.00
EXPRESS SERVICES INC.	Consulting Services - temporary administrative assistant for the week ending on 9/03/23	100	2325 · Consulting services	1,196.70
MAHER ACCOUNTANCY	Accounting Services - assist in audit and finance statement	100	2717 · Accounting services	10,500.00
MARIN COUNTY TAX COLLECTOR	Legal - County Counsel - first quarter July/August/September FY 2023/24	100	2713 · Legal services	5,194.25
PARK ENGINEERING, INC	Consulting Services - permit inspection services through 8/31/23	100	2325 · Consulting services	967.47
PATRICK NEWMAN BUILDING	Office Supplies - door installation at office building	100	2133 · Office & shop supplies	3,800.00
PATRICK NEWMAN BUILDING	Miscellaneous Expenses - roofing materials and services	100	2389 · Miscellaneous expenses	7,200.00
US BANK CORPORATE PAYMENT	Miscellaneous Expenses - snacks for staff meeting	100	2389 · Miscellaneous expenses	31.92
US BANK CORPORATE PAYMENT	Miscellaneous Expenses - food for staff meeting	100	2389 · Miscellaneous expenses	199.17
US BANK CORPORATE PAYMENT	Membership - membership dues	100	2131 · Memberships and subscriptions	935.00
US BANK CORPORATE PAYMENT	Memberships	100	2131 · Memberships and subscriptions	332.12
VERIZON WIRELESS(242395655)	Telephone Service - private IP addresses for the San Pedro and Peacock Pump Stations from 9/18/23-10/17/23	100	2534 · Telephone service	131.27
ARAMARK UNIFORM SERVICES	Uniforms - weekly service ending 10/24/23	200	2021 · Uniforms	251.58
ARAMARK UNIFORM SERVICES	Uniforms - weekly service ending 10/31/23	200	2021 · Uniforms	251.58
ARAMARK UNIFORM SERVICES	Uniforms - weekly service ending 11/07/23	200	2021 · Uniforms	251.58
CALIFORNIA DIESEL & POWER INC. (CD&POWER)	Pump Stations - San Pedro Pump Station diagnostic	200	2359 · Maint- pump sta's & force mains	262.88
DNG ENTERPRISES INC	Pump Stations - supplies for San Pedro Pump Station: replacement cap, Railroad Pump station: filters	200	2359 · Maint- pump sta's & force mains	174.41
JACKSON'S HARDWARE	Pump Stations - portable generators	200	2359 · Maint- pump sta's & force mains	1,420.23
MARIN MUNICIPAL WATER DIS	Water - Riviera Drive LT28 from 8/18/23-10/18/23	200	2536 · Water utility costs	79.54
MARIN MUNICIPAL WATER DIS	Water - 44 Lagoon Road from 8/18/23-10/18/23	200	2536 · Water utility costs	79.54
MARIN MUNICIPAL WATER DIS	Water - Peacock drive from 8/18/23-10/18/23	200	2536 · Water utility costs	79.54
MARIN MUNICIPAL WATER DIS	Water - North San Pedro Road from 8/18/23-10/18/23	200	2536 · Water utility costs	79.54
MARIN ROTO-ROOTER SEWER SERVICE, INC	Standby - after hours call at Safeway	200	2363 · Standby services	800.00
PACE SUPPLY	Pump Stations - ARV ball valve replacement	200	2359 · Maint- pump sta's & force mains	110.52
TESCO CONTROLS, INC	Pump Stations - Kerner C Pump Station controller upgrade	200	2359 · Maint- pump sta's & force mains	13,039.00
US BANK CORPORATE PAYMENT	Collection System - manhole gas kits	200	2360 · O&M - collection systems	1,779.94
PARK ENGINEERING, INC	2020 Sewer Pipe Repair and Replacement Project - services through 9/30/23	300	4342 · 2020-21 Sewer Improvement (80)	17,718.51
PARK ENGINEERING, INC	2022 Sewer Pipe Burst Project - services through 9/30/23	300	4350 · 2022 Sewr Pipe Repair/Repl (80)	8,873.03
PARK ENGINEERING, INC	Isolation Valve Replacement Project - services through 9/30/23	300	4345 · Isolation Valve Replacement (10	663.41
W. R. FORDE ASSOCIATES (INC)	2020 Sewer Pipe Repair and Replacement Project - Phase 2	300	4342 · 2020-21 Sewer Improvement (80)	920,778.59
EWERS ENGINEERING INC	Isolation Valve Replacement Project - engineering services from 10/01/23-10/31/23	300	4345 · Isolation Valve Replacement (10	9,757.00
PARK ENGINEERING, INC	2020 Sewer Pipe Repair and Replacement Project - services through 8/31/23	300	4342 · 2020-21 Sewer Improvement (80)	26,867.97
				1,063,329.86

**SAN RAFAEL SANITATION DISTRICT
SCHEDULED BOARD MEETINGS
Unless Otherwise Stated on the Agenda or
Rescheduled by the Board**

Calendar Year 2024

Third (3rd) Friday of each Month – 9:00 A.M.

JANUARY 19, 2024	In Person
FEBRUARY 16, 2024	In Person
MARCH 15, 2024	In Person
APRIL 19, 2024	In Person
MAY 17, 2024	In Person
JUNE 21, 2024	In Person
JULY 19, 2024	In Person
AUGUST 16, 2024	In Person
SEPTEMBER 20, 2024	In Person
OCTOBER 18, 2024	In Person
NOVEMBER 15, 2024	In Person
DECEMBER 20, 2024	In Person

SAN RAFAEL SANITATION DISTRICT
Agenda Item No. 3.d.

DATE: December 15, 2023

TO: Board of Directors, San Rafael Sanitation District

FROM: Doris Toy, District Manager/District Engineer

SUBJECT: Adopt Resolution Rescinding Resolution No. 22-1259 and Authorizing Approved Signatories on District Checks

Summary

On December 31, 2008, the San Rafael Sanitation District terminated the accounting services with the County of Marin, which included the issuing of checks. However, the District has continued to use the County for collecting, safeguarding, and investing District funds. The County currently has an agreement with Bank of America for its banking services. Since the termination of accounting services with the County, we have obtained Maher Accountancy to perform this service for the District, including the issuing of checks. These checks had required two authorized signatures; however, at the December 1, 2022 Board meeting, the Board revised the District's disbursement policy by requiring only one signature on District checks.

Analysis

Per Resolution No. 22-1259, the Board authorized Doris Toy, the District Manager/District Engineer, to be the approved signatory on District checks and in the event that Doris Toy is not available, the Senior Civil Engineer (position was vacant); Kris Ozaki, Operations and Maintenance Manager; Kate Colin, Board Chair; Katie Rice, Board Director; and Maribeth Bushey, Board Secretary/Director were authorized to be the alternate approved signatories. However, since the District has changed the Senior Civil Engineer title to Principal Civil Engineer and this position has just been filled by Philip Buckley, Resolution No. 22-1259 needs to be updated and amended.

Options:

1. Adopt Resolution rescinding Resolution No. 22-1259 and authorizing Doris Toy, the District Manager/District Engineer, to be the approved signatory on District checks and Philip Buckley, Principal Civil Engineer; Kris Ozaki, Operations and Maintenance Manager; Kate Colin, Board Chair; Katie Rice, Board Director; and Maribeth Bushey, Board Secretary/Director as alternate approved signatories.
2. Appoint or remove other signatories.
3. As directed by the Board.

Action Required

Staff recommends that the Board of Directors of the San Rafael Sanitation District choose Option 1 and adopt the resolution rescinding Resolution No. 22-1259 and authorizing the approved signatories on District checks.

Attachment: Resolution

SAN RAFAEL SANITATION DISTRICT**RESOLUTION NO. 23-1276****A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE SAN RAFAEL SANITATION DISTRICT
RESCINDING RESOLUTION NO. 22-1259 AND AUTHORIZING
APPROVED SIGNATORIES ON DISTRICT CHECKS**

WHEREAS, San Rafael Sanitation District (District) terminated the accounting services with County of Marin, which included the issuing of checks, on December 31, 2008; and

WHEREAS, District will continue to use the County's treasurer services, such as the collecting, safeguarding, and investing District funds; and

WHEREAS, County currently has an agreement with Bank of America for its banking services; and

WHEREAS, the County Treasurer will continue to be the authority on the District account; and

WHEREAS, District began issuing checks after December 31, 2008; and

WHEREAS, District checks require one (1) authorized signature.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the Board of Directors of the San Rafael Sanitation District, County of Marin, State of California, authorizes Doris W. Toy, District Manager/District Engineer, as the approved signatory. In the event that Doris W. Toy is not available, Philip Buckley, Principal Civil Engineer; Kris Ozaki, Operations and Maintenance Manager; Kate Colin, Board Chair; Katie Rice, Board Director; and Maribeth Bushey, Board Secretary/Director are the alternate approved signatories.

PASSED AND ADOPTED at a regular meeting of the San Rafael Sanitation District Board of Directors held on the 15th day of December 2023, by the following vote, to wit:

AYES:

NOES:

ABSENT/ABSTAIN:

Kate Colin, Chair

ATTEST:

Maribeth Bushey, Secretary

SAN RAFAEL SANITATION DISTRICT
Agenda Item No. 4.a.

DATE: December 15, 2023

TO: Board of Directors, San Rafael Sanitation District

FROM: Doris Toy, District Manager/District Engineer

SUBJECT: Discussion on Strategic Planning for the District

SUMMARY:

During the August and October Study Sessions, there were discussions on the following topics:

- The District’s mission statement, “to protect the public health and the environment through proactively planning and operating a fiscally responsible and safe wastewater collection system.”
- The August 2021 Municipal Resource Group (MRG), Organizational Review and Analysis Report, which included a Proposed Workplan listing approximately 30 recommended items.
- The difficulty in recruiting and retaining employees, which resulted in a Compensation Lite Study performed in Spring 2023.
- The future outlook to be successful as an organization.
- Capital Improvement Project planning.
- Increase regulations from Regional Water Quality Control Board and local agencies.

From those topics, we developed a list of nine options and alternatives for consideration to assist the District to plan, grow and be successful with present and future demands and expectations. At the November Board meeting, the Board and staff reviewed and discussed the nine options; and the Board narrowed the list to the following three options:

- Convert staff to District employees (not City employees), retaining City or other outside support services. (Option 3).
- Establish a Separate Representation for District Personnel. (Option 4)
- Enter into a Shared Services Agreement with Central Marin Sanitation Agency (CMSA) or other JPA Members with some or all support services. (Option 6)

The Board then asked staff to continue to gather information on the above three options.

At this December Board meeting, staff will update the Board on the following:

- Letter from the Board to CMSA. Letter was discussed at CMSA’s December 12, 2023, Commission meeting.
- Letter from District Manager to City of San Rafael. An email was sent to City Manager requesting a meeting to discuss SRSD’s proposed options. Meeting was held on December 7th with City staff.
- Letter from Board to staff addressing staff’s concerns.
- Benefit Comparison Table between City of San Rafael and CMSA. See attached.

- MRG Proposal (attached) for the following:
 - Task 1: Organizational transition efforts
 - Task 2: Comprehensive Classification/Compensation study
 - Task 3: Review of Retirement Benefits and transition of Benefit Plans
 - Task 4: Strategic HR and Labor/Employment Assistance for Labor Negotiations
 - Task 5: HR On-Demand
- Financial Forecast to include the above options. Staff met with Maher Accountancy to begin study.

ACTION REQUIRED:

Board to provide direction to staff, if needed.

Attachments:

1. Benefit Comparison Table between City of San Rafael and CMSA
2. MRG Proposal for Various HR and Organizational Consulting Services, dated November 30, 2023.

BENEFIT COMPARISON TABLE BETWEEN CITY OF SAN RAFAEL AND CMSA

Bargaining Unit	CITY OF SAN RAFAEL				CENTRAL MARIN SANITATION AGENCY	
	SEIU General Unit	Professional Engineers	Executives	Mid-Management	Represented	Unrepresented
Bargaining Unit Representation	SEIU 1021	WCE	Res 14954	Res 14955	SEIU 1021	Board
Contract Expiration	6/30/2024	6/30/2024	6/30/2024	6/30/2024	6/19/2027	6/19/2027
SUMMARY Effective Date	12/2022	12/2022	7/2021	7/2021	6/2022	6/2022
Work Week Assumption	37.5 hrs	37.5 hrs	37.5 hrs	37.5 hrs	40	40
Salary Increases	3% July 1st	3% July 1st	3% July 1st	3% July 1st	Up to 4.5% annually on June 25 based on CPI Changes	Up to 4.5% annually on June 25 based on CPI Changes
Overtime	one and one-half time	one and one-half time	none	none	Time and a half; can accrue to 40 hours	Non-Exempt: Time and a half; can accrue to 40 hours comp time
Compensatory Time Accrual	125 hours	125 hours	none	none	can accrue to 40 hours	Non-Exempt: can accrue to 40 hours
Pay for Performance Evaluation System	no	no	yes	yes	no	no
One Time Payments	no	\$2,259 7/1/21 for elimination of revenue sharing program	no	no	no	no
Health - Single	829	883	714	714	'23/914 '24/1021	'23/914 '24/1021
Health - 2 party	1567	1774	1429	1429	'23/1827 '24/2043	'23/1827 '24/2043
Health Family	1717	1925	1858	1858	'23/2376 '24/2656	'23/2376 '24/2656
Inflator (annual)	Kaiser rate increase 3%	Kaiser rate increase 3%	Kaiser rate increase 3%	Kaiser rate increase 3%	'24 11.78% over '23	'24 11.78% over '23
Cash in lieu	300	300	714	714	\$500/mon	\$500/mon
Dental	113 (family)	113 (family); \$1,500 max/year	113 (family)	113 (family)	\$2500/yr EE & family	\$2500/yr EE & family
Vision	\$7.05 (EE only)	\$7.05 (EE only)	EE and dependent	EE and dependent	\$200/yr EE & Family	\$200/yr EE & Family

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Bargaining Unit Representation	SEIU 1021	WCE	Res 14954	Res 14955	SEIU 1021	Board
Contract Expiration	6/30/2024	6/30/2024	6/30/2024	6/30/2024	6/19/2027	6/19/2027
SUMMARY Effective Date	12/2022	12/2022	7/2021	7/2021	6/2022	6/2022
Life/AD&D - \$0.20 per \$1000	\$5,000 Cost: \$1/mon	\$5,000 Cost: \$1/mon	\$250,000 employer paid	\$150,000 employer paid	\$100,000 per EE	\$100,000 per EE
LTD - \$0.397 per \$100	Up to \$1000/mon	Up to \$1000/mon	Max \$7,500/mon two-thirds of monthly salary	Max \$7,500/mon two-thirds of monthly salary	Yes	Yes
SDI	Yes	Yes	no	no	Yes	Yes
125 Flex Spending	up to IRS limit	up to IRS limit	up to IRS limit; EE 674; EE and one 1347; EE and two 1751; annual 3% increase	up to IRS limit; EE 674; EE and one 1347; EE and two 1751; annual 3% increase	IRS maximum; \$3050 medical and \$5000 dep care	IRS maximum; \$3050 medical and \$5000 dep care
Gym Reimbursement	up to \$198/yr; reported as taxable income	up to \$198/yr; reported as taxable income	up to \$198/yr; reported as taxable income	up to \$198/yr; reported as taxable income	no	no
Holidays	11 + 2 float	11 + 2 float	11 + 2 float	11 + 2 float	10 + 3 float	10 + 3 float
Overtime/CTO	Yes - 115 hrs	Yes - 125 hrs	no	no	yes - 40 hrs at any one time	yes - 40 hrs at any one time (non-exempt)
Administrative Leave	2 days personnel leave per FY for Supervisory Positions	n/a	10 days (75 hrs)/calendar year; no carry over	10 days (75 hrs)/calendar year; no carry over	n/a	Non-Exempt: 1 week; Exempt: 2 weeks/yr GM: 3 weeks/yr
Vacation	10 day/yr for 1st 3 yrs	10 day(75 hrs)/yr for 1st 3 yrs; hourly additions until 16 years	15 days/yr first 5 yrs; increase one day/year until 15 years	15 days/yr first 5 yrs; increase one day/year until 15 years	10 days to 3 yrs 15 4-7 yrs 20 days 8 to 20 yrs 25 16+ yrs	10 days to 3 yrs 15 4-7 yrs 20 days 8 to 20 yrs 25 16+ yrs

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Contract Expiration	6/30/2024	6/30/2024	6/30/2024	6/30/2024	6/19/2027	6/19/2027
SUMMARY Effective Date	12/2022	12/2022	7/2021	7/2021	6/2022	6/2022
Maximum Vacation Accrual	250 hrs	250 hrs	250 hrs	250 hrs	320 hrs	320 hrs
Vacation Cash-in (requires CM approval)	7 days (12 months)	7 days (12 months)	52.5 hrs if used 10 days vaction past 12 months - assumes 7.5 working hrs/day	52.5 hrs if used 10 days vaction past 12 months	7 days (12 months)	7 days (12 months)
Sick Leave	12 days	12 days	12 days	12 days	12 days	12 days
Sick Leave Pay-out	3% per year of service, up to 600 hours	3% per year of service, up to 600 hours	3% per year of service, up to 600 hours	3% per year of service, up to 600 hours	If have 10 years service, can cash out up to 500 hours at retirement	If have 10 years service, can cash out up to 500 hours at retirement
Service Credit for Sick Leave	Option upon retirement for Ees hired prior to 7/1/09	Option upon retirement for Ees hired prior to 7/1/09	Option upon retirement for EEs hired prior to 6/30/09	Option upon retirement for EEs hired prior to 6/30/09	Yes - all unused and non-cashed out will be converted to service credit	Yes - all unused and non-cashed out will be converted to service credit
Bereavement Leave	up to 5 days	up to 5 days	Up to 3 days for in-state, 5 days for out-of-state	Up to 3 days for in-state, 5 days for out-of-state	Up to 5 working days; 3 are Agency paid	Up to 5 working days; 3 are Agency paid
Uniform Allowance (annual)	\$315 maintenance EEs	none	none	none	11 shirts & pants fully paid	O&M supervisors same as represented
Boot Allowance	\$200/yr	none	none	none	O&M as necessary	Yes
Car Allowance	n/a	n/a	\$350/mon or use of City vehicle	City vehicle may be provided	n/a	GM - use of car or \$450/month
Bilingual Pay	\$150/mon	\$170/mon	no	no	none	no

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Contract Expiration	6/30/2024	6/30/2024	6/30/2024	6/30/2024	6/19/2027	6/19/2027
SUMMARY Effective Date	12/2022	12/2022	7/2021	7/2021	6/2022	6/2022
Educational Reimbursement	\$200 Sup \$225	2 professional days/yr	n/a	n/a	as approved	as approved
Longevity Pay	no	Max. \$500/yr professional development	no	no	no	no
MCERA Formula	Tier1 hired priro to 7/1/11: 2.7% @55, Single Highest Year Tier 2 (hired on or after 7/1/11): 2% @ 55, average 3 highest years Tier 3 PEPRA (hired after 1/1/13) 2% @ 62 average 3 highest years	Tier1 hired priro to 7/1/11: 2.7% @55, Single Highest Year Tier 2 (hired on or after 7/1/11): 2% @ 55, average 3 highest years Tier 3 PEPRA (hired after 1/1/13) 2% @ 62 average 3 highest years	Tier1 hired prior to 7/1/11: 2.7% @55, Single Highest Year Tier 2 (hired on or after 7/1/11): 2% @ 55, average 3 highest years Tier 3 PEPRA (hired after 1/1/13) 2% @ 62 average 3 highest years	Tier1 hired prior to 7/1/11: 2.7% @55, Single Highest Year Tier 2 (hired on or after 7/1/11): 2% @ 55, average 3 highest years Tier 3 PEPRA (hired after 1/1/13) 2% @ 62 average 3 highest years	CalPERS for EE; District meets former MCERA for previous EEs; Tier 1 hired prior to 1/1/13: 2.7% @55 single highest year:	CalPERS for EE; Tier 1 hired prior to 1/1/13: 2.7% @55 single highest year: PEPRA for Ee's hired after 1/1/13: 2% @ 62: highest three-year average
MCERAContribution Rates	Tier 1 - 54.22% Tier 2 - 53.61% PEPRA (Tier 3) 47.73%	Tier 1 - 54.22% Tier 2 - 53.61% PEPRA (Tier 3) 47.73%	Tier 1 - 54.22% Tier 2 - 53.61% PEPRA (Tier 3) 47.73%	Tier 1 - 54.22% Tier 2 - 53.61% PEPRA (Tier 3) 47.73%	EE 8% paid from salary (16% FY 25)	EE 8% paid from salary (16% FY 25)
EE Contribution towards ER Costs	n/a	1.00%	1.00%	1.00%	0.00%	0.00%
PEPRA Employee Contribution Rate	9.71%	9.71%	9.71%	9.71%		
Deferred Comp	no	1% of pensionable compensation	no	no	Program EE full participation - no employer contribution	Program EE full participation - no employer contribution

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SUMMARY Effective Date	12/2022	12/2022	7/2021	7/2021	6/2022	6/2022
Retiree Health	PEMCHA min. for EE hired on or after 1/10/10. \$752/mo for EE hired after 1/10/10	PEMCHA min. for EE hired on or after 1/10/10. \$752/mo for EE hired after 1/10/10	PEMCHA min. for EE hired on or after 1/10/090. \$600/mo for EE hired on or after 4/1/07 Up to family rate for EE hiredf prior to 4/1/07	PEMCHA min. for EE hired on or after 1/10/090. \$600/mo for EE hired on or after 4/1/07 Up to family rate for EE hiredf prior to 4/1/07	Kaiser single plan for employees hired before 6/10; hired after 6/10, PEMCHA min and HSA contribution	Kaiser single plan for employees hired before 6/10; hired after 6/10, PEMCHA min and HSA contribution
Retiree Health Savings	For EE hired on or after 1/1/10, mandatory conversion to 50 hrs of sick leave each July 1, provided EE has 125 sick leave remaining	For EE hired on or after 1/1/10, mandatory conversion to 50 hrs of sick leave each July 1, provided EE has 125 sick leave remaining	For EE hired on or after 1/1/10, mandatory conversion to 50 hrs of sick leave each July 1, provided EE has 75 hrs sick leave remaining	For EE hired on or after 1/1/10, mandatory conversion to 50 hrs of sick leave each July 1, provided EE has 75 hrs sick leave remaining	HSA contribution is 1.5% of annual base salary.	HSA contribution is 1.5% of annual base salary.
EPMC	none	none	none	none	no	no
Social Security	no	no	no	no	no	no
Employee Assistance Program	yes	yes	yes	yes	yes	yes
Carpool/Alternate Commute Incentive	\$75 gift card twice a year	\$75 gift card twice a year	\$75 gift card twice a year	\$75 gift card twice a year	\$5/day own vehicle; \$3/day District vehicle	\$5/day own vehicle; \$3/day District vehicle
Computer Cash Reimbursement Program	No	No	No	No	Pre-tax dollars	Pre-tax dollars

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	SEIU General Unit	Professional Engineers	Executives	Mid-Management	Represented	Unrepresented
Bargaining Unit Representation	SEIU 1021	WCE	Res 14954	Res 14955	SEIU 1021	Board
Contract Expiration	6/30/2024	6/30/2024	6/30/2024	6/30/2024	6/19/2027	6/19/2027
SUMMARY Effective Date	12/2022	12/2022	7/2021	7/2021	6/2022	6/2022
Computer Assistance Program	12 Mo. Interest free loan not to exceed \$1,500.00	12 Mo. Interest free loan not to exceed \$1,500.00	12 Mo. Interest free loan not to exceed \$1,500.00	12 Mo. Interest free loan not to exceed \$1,500.00	Interest free loan \$250 to \$1,750	Interest free loan \$250 to \$1,750
Cost Savings Program	None	None	None	None	Award up to \$10K individual or team	Award up to \$10K individual or team
Employee Award Recognition Program	Director/Supervisor recognition	Director/Supervisor recognition	Board recognition	Board recognition	Board recognition	Board recognition
Employee Professional Development Program	Cost approved training expenses	Cost approved training expenses	Cost approved training expenses	City Manager establish a program	Cost approved training expenses	Cost approved training expenses
Maternity/Baby Bonding Leave	Required	Required	Required	Required	yes	yes
Reimbursement for Certification/Licenses	Cost approved training expenses	Cost approved training expenses	Cost approved training expenses	Cost approved training expenses	yes	yes



November 30, 2023

Doris Toy
District Manager
San Rafael Sanitation District
111 Morphew Street
San Rafael, CA 94901

Re: Proposal for Various HR and Organizational Consulting Services

Dear Ms. Toy:

Municipal Resource Group LLC ("MRG") is pleased to submit our proposal to assist the San Rafael Sanitation District ("District") by providing various HR and Organizational Consulting Services. More specifically, MRG will provide the following:

- Assist in organizational transition efforts
- Comprehensive Class/Comp Study of 13 full-time positions
- Review of retirement benefits and transition of benefit plans
- Strategic HR and labor/employment assistance for labor negotiations
- Monthly HR On-Demand Services

MRG is proposing a team of experienced consultants to assist, along with the full resources of the MRG team. Patty Francisco will lead this assessment together with David Howard, Marcie Scott, and Michelle Fitzer. Patty has a successful career in Human Resources, specializing in transforming agencies by reviewing, reorganizing, and realigning functions and programs while implementing best practices and maximizing service delivery functions. Biographies are attached for reference. Please review the scope of work provided. We look forward to partnering and collaborating with you and your team to fully optimize the Human Resources function for the District.

Sincerely,

A handwritten signature in blue ink that reads "Mary Egan". The signature is fluid and cursive, with the first name "Mary" and last name "Egan" clearly distinguishable.

Mary Egan
CEO
MRG, LLC
916-261-7547
egan@solutions-mrg.com

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MRG QUALIFICATIONS

Municipal Resource Group, LLC is an experienced, full-service consulting firm dedicated to assisting client agencies in attaining their strategic goals.

Firm Name:	Municipal Resource Group, LLC (“MRG”)
Physical Address:	8788 Elk Grove Blvd., Suite L, Elk Grove, CA 95624
Mailing Address:	PO Box 561, Wilton CA 95693
Website:	www.Solutions-MRG.com
Business Phone:	866-774-3222
Project Manager:	Patty Francisco
E-Mail:	pfrancisco@solutions-mrg.com
Telephone Number:	(949) 500-0436

MRG was founded in 2009 by highly skilled and broadly experienced professionals. MRG has a team of professionals who work to address challenges for both public and private sector clients. Our consultants have extensive experience in all aspects of Organizational Assessment & Development, Human Resources, including staffing and effectiveness analyses. Our team is experienced in working with elected officials, agency executives, managers, and staff.

Resources:	To complete the project successfully, MRG expects that District staff will respond to all reasonable requests for information. To achieve the scope of work, the District will, within reason, make project stakeholders available for interviews and other necessary project activities. MRG will provide all other resources.
Range of Services offered:	Human Resource Services, Leadership & Organizational Assessments, Appointed Official Evaluations and Facilitations, Board Governance, Training, Coaching, Workplace Investigations, Project Management, Recruiting, Financial Management and Fiscal Sustainability, Strategic Planning, Recreation, Parks and Community Service, and Public Safety Studies.

MRG's Consulting Philosophy

As a consulting firm, MRG brings talented consultants to assignments to meet clients' needs. MRG differentiates its work based on the following principles.

Trusted Advisors

MRG prides itself on building long-term relationships with clients who turn to MRG for guidance and expertise. We work as "trusted advisors," working directly with the leadership of organizations to help them manage their complex organizations and to adjust to change that is constantly knocking on the door.

Commitment to Public Service

We have also chosen to focus our work on local, regional & state agencies that are delivering public service to communities. We understand that our clients' work is important and impactful – and our goal is to help organizations do that work with more grace and better effectiveness and efficiency.

Partnership for Impact

As seasoned executive leaders ourselves, we have no interest in writing reports that sit on shelves or are not reality-based for action. MRG needs to work in a consultative partnership directly with management for organizational impact to occur. We see our role as true partners with the leadership team to work productively to help you find solutions for actionable impact in your organization.

Team of Management Practitioners + Executive Leadership Coaches

Today's organizations require a robust understanding of people and teams, plus talented management, and leadership. The key to an organization's success is the integration of management control, which creates value (efficiency, effectiveness, empowerment), and leadership which inspires change and a collective vision. By bringing a consultant team with management plus leadership coaching expertise, MRG can deliver tools, perspectives, and paradigms for the continued growth and support of an organization's leadership team.

Strategic Organizational Development

Organizations are complex, multi-faceted organisms that take time and strategy to develop and shape. While employees are focused on delivering services, there is "care and feeding" of the organization, structure, and systems that need to be completed to support the workforce, mold culture, and deliver services/mission. MRG brings deep organizational development and human resources experience to help organizations invest in their operations and strategic, hands-on development.



MRG TEAM

MRG seeks to provide its clients with professional transformational municipal support services. Many of our public-sector clients rely on us to review their historical processes and make practical recommendations to streamline practices and enrich services. MRG has over fourteen years of experience providing organizational assessment and human resources services in agencies and understands that each organization is unique. MRG strives to understand its clients' expectations, organization, and practices. Our consultant team for this project also has extensive organizational assessment and analysis experience.

MRG has chosen a Team to fit the specific needs of the San Rafael Sanitation District. Mary Egan is the CEO overseeing this entire practice and provides high level leadership over every project. Patty Francisco will lead the MRG team and be responsible for coordinating all activities.

Mary Egan (CEO) - Mary collaborates with organizations and their executive leadership, and in some cases appointed or elected Boards to achieve their full potential. Mary's specialties are facilitating performance evaluations and organizational analysis as well as coaching employers to address deficiencies and maximize their impact. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding investigations, employment-related risk mitigation, strategic planning, and interest-based problem resolution. Mary is a Certified Professional with the Society for Human Resources Management (SHRM) and is a founding member of the Association of Workplace Investigators (AWI).



Patty Francisco (Lead Consultant and Project Manager) - Patty has over 30 years of public sector human resources experience and is primarily responsible for the consulting practice in the Southern California region. Patty focuses on strategic human resources advice and counsel to help organizations achieve successful results. She provides expert consulting services on various HR functions including organizational strategy and staffing design, labor relations and MOU administration, employee benefits, training and professional development, classification, and compensation. Through collaboration and partnership with clients, Patty works well in identifying issues and offering meaningful recommendations to ensure sustainable outcomes. Patty received her bachelor's degree in Public Administration from the University of Southern California, and then went on to earn her master's degree in Human Resources Design from Claremont Graduate University. Patty earned her Ph.D. in Organizational Leadership from The Chicago School of Professional Psychology. Her research focused on: *Informal Leaders: Linking Transformational Leadership, Psychological Empowerment and Personal Power.*



Marcie Scott (Consultant) – Marcie has provided personnel management services and guidance to all levels of staff in full-service California cities and special districts for 20 years. Key appointments include serving as Director of Human Resources at the City of Manhattan Beach for 6 years, Manager of Employee/Labor Relations in the City of Palo Alto for 4 years as well as Human Resources Manager at Metropolitan Water District of Southern California for 6 years. In her tenure with these agencies, along with several smaller California cities, she has managed very challenging issues while maintaining strong working relationships with managers, employees, and unions. Examples include reductions in service costs, developing and implementing strategies for under-performing personnel, and concession bargaining.



David Howard (Consultant) – David is a Civil Engineering management professional from Los Angeles County who brings a wealth of experience to projects that require technical expertise. David's expertise originated in Public Works working on a variety of projects ranging from bike trails to water quality as well as construction. As his administrative role increased, he managed grant programs and worked with the County Treasurer on bond measures. As an Assistant Deputy Director of Public Works, he managed the delivery of Capital Projects for numerous County Departments including the Hollywood Bowl Amphitheater and MLK Jr, Medical Center Replacement Project. During his final years with Los Angeles

County led the Asset Management Branch of the Chief Executive Office of 80 employees and focus the County’s resources on re-investing in the aging infrastructure. During the first year of the COVID-19 pandemic, he was responsible for many aspects of the disaster response.

Michelle Fitzer (Consultant) – Michelle is a dynamic professional consultant with expertise in the fields of Human Resources, Finance and Public Administration. During her 30-year career in the public sector, Michelle has undertaken complex projects ranging from JPA negotiations to comprehensive classification and compensation analysis to leading service department consolidations. She is experienced in organizational assessments, rule and policy development and labor negotiations using both positional and interest-based bargaining methods. She is also adept at training and mediation. Michelle is a licensed private investigator and has conducted several complex and sensitive workplace investigations, both during her full-time career and as a consultant.



The entire team of MRG-affiliated consultants can be found at www.Solutions-MRG.com. We have a wide range of professional subject matter experts in addition to Human Resources consultants should the need arise.

MRG Principal	Project Manager
Mary Egan CEO egan@solutions-mrg.com (916) 261-7547	Patty Francisco Consultant pfrancisco@solutions-mrg.com (949) 500-0436

Project Consultant	Project Consultant	Project Consultant
Marcie Scott Consultant mescott@solutions-mrg.com (310) 729-5197	David Howard Consultant Davidhoward1865@gmail.com (626) 437-5363	Michelle Fitzer Consultant mmfitzer@outlook.com (925) 437-4529

REFERENCES

Client name	City of Novato
Type of Entity	City
Project name	Organizational Assessment in HR Department
Point of contact	Name Jessica Deakyne
	Title Assistant City Manager
	Phone 415-899-8903
	Email jdeakyne@novato.org
Dates of service	02/04/2021-07/04/2021

Scope of services: MRG conducted a high-level assessment of the HR department’s functions and organizational structure; identify processes needing improvement, restructuring, or adjustment; ascertain missing processes; and provide service delivery recommendations. The assessment focuses on recognizing the strengths within the HR Department as well as identifying areas where

improvement could be made based on best practices and a desired culture of continuous improvement and HR excellence.

Results: HR consultants completed the HR assessment on time and assisted in the hiring of the new HR Manager. MRG provided Risk support and is currently developing the City's budget, the budget calendar, submission guidelines and providing reports for Council consideration.

Client name Napa Sanitation District
Type of Entity Special District
Project name District Wide Organizational Assessment
Point of contact **Name** Andrew Damron
Title Technical Services Director
Phone 707-258-6000
Email adamron@napasan.com
Dates of service 05/2021-09/2021, 02/2022 - Current

Scope of services: Napa Sanitation District engaged MRG to provide Human Resources Advisory services.

Results: MRG provided complex human resources advisory services. Most notable was reviewing and advising on resolving long-standing interactive process cases. The consultant reviewed and updated policies in the personnel handbook and met with employees, supervisors, and Union representatives as needed.

Client name City of Oakley
Type of Entity City
Project name Human Resources Assessment and Advisory Services
Point of contact **Name** Joshua McMurray
Title City Manager
Phone 925-625-7000
Email mcmurray@ci.oakley.ca.us
Dates of service 12/2021-6/2022

Scope of services: The City requested a discovery and examination on how to improve the department's ability to deliver its HR services and programs, to perform and function more effectively, and to develop and enhance the department's culture to create a more cohesive team that can serve to partner, collaborate, and successfully guide other City departments.

Results: MRG will conduct a high-level assessment of the HR department's functions and organizational structure; identify processes needing improvement, restructuring, or adjustment; ascertain missing processes; and provide service delivery recommendations. The assessment focused on recognizing the strengths within the HR Department as well as identify areas where improvement could be made based on best practices and a desired culture of continuous improvement and HR excellence.

SCOPE OF WORK

MRG will provide the following:

- Assist in organizational transition efforts
- Comprehensive Class/Comp Study of 13 full-time positions
- Review of retirement benefits and transition of benefit plans
- Strategic HR and labor/employment assistance for labor negotiations
- Monthly HR On-Demand Services

WORK PLAN

MRG has developed the following work plan for the project to meet the District's needs. The scope of work is dependent upon the needs of the organization and may be modified as needed during the initial video conference.

TASK 1 -- ORGANIZATIONAL TRANSITION EFFORTS

With guidance and direction from the Board of Directors, assist the District Manager in transitioning the District as an independent organization or with a different affiliation with another municipal agency.

- Review background materials including bylaws, policies and procedures and collective bargaining agreements.
- Meet regularly with the District Manager and/or other major stakeholders.
- Provide findings and recommendations as needed.

TASK 2 -- COMPREHENSIVE CLASSIFICATION/COMPENSATION STUDY

Conduct Comprehensive Class/Comp Study of 13 full-time employees.

- Review and conduct comparison analysis of salaries and benefits information
- Benchmark salary and benefits data with comparable sanitation districts
 - Central Marin Sanitation District
 - Novato Sanitary District
 - Las Galinas Valley Sanitary District
 - Central Contra Costa Sanitary District
 - Napa Sanitation District
 - Stege Sanitary District
 - Ross Valley Sanitary District
 - Castro Valley Sanitary District
 - Cupertino Sanitary District
 - West Bay Sanitary District

TASK 3 -- REVIEW OF RETIREMENT BENEFITS AND TRANSITION OF BENEFIT PLANS

Review background materials including retirement benefit plans, vesting schedule, retirement formula for MCERA (Marin County Employees' Retirement Association) and CalPERS (California Public Employees Retirement System) including collective bargaining agreements.

- Meet regularly with the District Manager and/or other major stakeholders.
- Provide findings and recommendations as needed.

TASK 4 -- STRATEGIC HR AND LABOR/EMPLOYMENT ASSISTANCE FOR LABOR NEGOTIATIONS

With guidance and direction from the Board of Directors on negotiating parameters, assist the District Manager in developing strategies relative to labor and employment issues including but not limited to wages, hours, and working conditions.

- Review background materials including policies and procedures and collective bargaining agreements.
- Meet regularly with the District Manager and/or other major stakeholders.
- Provide findings and recommendations as needed.

TASK 5 -- IMPLEMENTATION ASSISTANCE: HR ON-DEMAND

Human Resource Support Services (Monthly) – HR On-Demand

MRG provides Human Resources support and services as needed for District. The following list illustrates the types of services to be included in the monthly retainer arrangement:

Organizational Strategy and Design

- Review and develop effective workforce and succession strategies.
- Provide recommendations and strategies on best practices for development of revised and/or new processes, programs, and practices on HR matters.
- Conduct review and implement organizational change initiatives.
- Develop programs for effective employee engagement strategies.
- Review existing employee performance management processes and offer recommendations.

Recruitment, Testing and Selection

- Conduct job and needs analysis, identify and document essential job functions and duties for each job classification, analyzing data and develop new, compliant job descriptions and related application materials, if necessary.
- Executive Search for key positions that merit this focus.
- Review current testing processes, recommend new developments and administration.

Training, Professional Development and Coaching

- Develop training programs. MRG would work with District Staff to determine the training programs that would best suit the needs of District.
- Coach individual employees or groups.
- Develop programs for effective Leadership strategies.

Technology and Systems Implementation

- Provide guidance and recommendations to District Staff on HR Module(s) on Enterprise Reporting Systems (ERS), as needed.
- Conduct review of current Digitization processes and offer recommendations to revise or implement new processes.

PROJECT FEES AND TIMELINE

MRG will invoice on an hourly basis at \$225 per hour for the initial implementation of the organizational transition efforts estimated at 349 hours up to a project total of \$78,525.

HR On-Demand and Strategic HR Labor and employment assistance will be refined and determined as an outcome of the organizational transition.

Task	Hours	Fees
1. Assist in organizational transition efforts	75	\$16,875
2. Comprehensive Class/Comp Study of 13 Full-time Employees	234	\$52,650
3. Review of Retirement Benefits and Transition of Benefit Plans	40	\$9,000
INITIAL IMPLEMENTATION COSTS	349	\$78,525
4. Strategic HR and Labor/Employment Assistance for Labor Negotiations	Est. 60	\$13,500
5. HR On-Demand Monthly Services	See table below.	

Monthly HR On-Demand Services

The **HR On Demand Services** will be invoiced on a monthly basis for the tiered retainer amount. MRG will invoice at the rate of \$225 an hour for HR Services as described below.

Retainer fees and hours may be reviewed and adjusted accordingly after 90 days following contract initiation.

Hours per Month	Monthly Retainer Fee
12	\$2,700
16	\$3,600
20	\$4,500
30	\$6,750
40	\$9,000

Documents are transmitted via confidential email. If in-person meetings are agreed upon, MRG will invoice for expenses at cost with no markup (estimated to be \$1,600 for a three-day interview visit included in the above proposal cost). Any travel costs associated with requested in-person presentations to staff and/or Board of Directors would also be invoiced at cost with no markup.

Work is expected to begin in early January and is anticipated to be on-going and as needed by the District. Deadlines will be mutually agreed upon between the District Manager and MRG. Project

completion highly depends on staff availability for interviews and the District's responsiveness in providing the data. All work except as noted above is expected to be conducted and performed remotely with connectivity provided via video conference.

Additional work not included in this proposal, such as professional development, will be billed at their respective hourly rates and will begin only after being agreed upon between the District and MRG.