



**REGIONAL WATER AUTHORITY  
MEETING OF THE BOARD OF DIRECTORS**

**Thursday, July 10, 2025 at 9:00 a.m.**

**Carmichael Water District  
7837 Fair Oaks Blvd  
Carmichael, CA 95608  
(916) 967-7692**

**IMPORTANT NOTICE REGARDING VIRTUAL PUBLIC PARTICIPATION:**

The Regional Water Authority currently provides in person as well as virtual public participation via the Zoom link below until further notice. The public shall have the opportunity to directly address the Board on any item of interest before or during the Board's consideration of that item. Public comment on items within the jurisdiction of the Board is welcomed, subject to reasonable time limitations for each speaker.

**Join the meeting from your computer, tablet or smartphone**

Join Zoom Meeting

<https://us06web.zoom.us/j/83939679186>

or dial 1 669-444-9171

Meeting ID: 839 3967 9186

**If we experience technical difficulties and the Zoom link drops and you are no longer able to connect to the Board meeting, please dial 877-654-0338 – Guest Code 198**

Public documents relating to any open session item listed on this agenda that are distributed to all or a majority of the members of the Board of Directors less than 72 hours before the meeting are available for public inspection in the customer service area of the Authority's Administrative Office at the address listed above.

In compliance with the Americans with Disabilities Act, if you have a disability and need a disability related modification or accommodation to participate in this meeting, please contact the Executive Director of the Authority at (916) 967-7692. Requests must be made as early as possible, and at least one full business day before the start of the meeting. The Board of Directors may consider any agenda item at any time during the meeting.

## AGENDA

### 1. CALL TO ORDER AND ROLL CALL

2. **PUBLIC COMMENT:** Members of the public who wish to address the Board may do so at this time. Please keep your comments to less than three minutes.

3. **CONSENT CALENDAR:** All items listed under the Consent Calendar are considered and acted upon by one motion. Board Members may request an item be removed for separate consideration.

3.1 Approve the draft meeting minutes of May 8, 2025, RWA Regular Board Meeting

3.2 Approve revisions to Policy 400.2 Exhibit A (Monthly Salary Schedule of RWA Positions) reflecting a cost of living adjustment of 1.8% per Section II of Policy 400.2 (Employee Compensation Policy)

3.3 Approve Task Order #4 with Khadam Consulting Inc. for an additional amount not to exceed \$108,000

3.4 Approve agreement between RWA and InCommunications for the Regional Public Outreach and Communications Program

**Action: Approve Consent Calendar items as presented**

### 4. INFORMATION: STRATEGIC PLAN – PANEL DISCUSSION OF THE RWA FOOTHILL WATER AGENCIES

Presenters: Greg Jones, Nevada Irrigation District; Tony Firenzi, Placer County Water Agency; Michael Saunders, Georgetown Divide Public Utilities District, Jim Abercrombie, El Dorado Irrigation District; Jim Peifer, Executive Director

### 5. CLASSIFICATION AND COMPENSATION STUDY

Presenter: Jim Peifer, Executive Director

**Actions: (1) Accept the RGS Classification and Compensation Report; (2) Approve the job description for Board Clerk - Project Manager; (3) Approve the job description for Finance Director; and (4) Approve revised Policy 400.2, Exhibit A identifying the proposed compensation for the Board Clerk - Project Manager and Finance Director positions.**

### 6. EXECUTIVE DIRECTOR'S REPORT

### 7. DIRECTORS' COMMENTS

## ADJOURNMENT

**Next RWA Board of Director's Meeting:**

September 11, 2025, 9:00 a.m. at Fair Oaks Water District, 10326 Fair Oaks Blvd., Fair Oaks, CA 95628. The location is subject to change.

**Next RWA Executive Committee Meeting:**

July 22, 2025, 1:30 p.m. at the RWA Office, 2295 Gateway Oaks, Suite 100  
Sacramento, CA 95833.

Notification will be emailed when the RWA electronic packet is complete and posted on the RWA website at: <https://www.rwah2o.org/meetings/board-meetings/>.

Posted on July 7, 2025

*Ashley Flores*  
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Ashley Flores, CMC, Board Secretary

## RWA Board of Directors - 2025

**Chair: Brett Ewart**

**Vice Chair: Michael Saunders**

<b>California American Water</b> Audie Foster, General Manager Evan Jacobs, Operations Manager
<b>Carmichael Water District</b> Ron Greenwood, Board Member Cathy Lee, General Manager
<b>Citrus Heights Water District</b> David Wheaton, Director Raymond Riehle, Director (alternate) Hilary Straus, General Manager Todd Jordan, Director of Operations (alternate)
<b>City of Folsom</b> Barbara Leary, Councilmember Marcus Yasutake, Environmental/Water Resources Director (alternate)
<b>City of Lincoln</b> Whitney Eklund, Councilmember Matthew Medill, Public Works Director Chris Nelson, Environmental Services Manager (alternate)
<b>City of Roseville</b> Pauline Roccucci, Councilmember Sean Bigley, Director of Utilities George Hanson, Water Utilities Manager (alternate)
<b>City of Sacramento</b> Lisa Kaplan, Councilmember Brett Ewart, Water Policy & Regional Planning Supervising Engineer, Chair Michelle Carrey, Supervising Engineer (alternate) Anne Sanger, Policy and Legislative Specialist (alternate)
<b>City of West Sacramento</b> Ariana Adame, Director of Capital Projects and Interim Director of Public Works
<b>City of Yuba City</b> Wade Kirchner, Councilmember Philip Marler, Deputy Public Works Director - Utilities
<b>El Dorado Irrigation District</b> Paul Penn, Director Jon Money, Engineering Director Pravani Vandeyar, General Manager (alternate)
<b>Elk Grove Water District</b> Tom Nelson, Board Chair Bruce Kamilos, General Manager
<b>Fair Oaks Water District</b> Randy Marx, Board Member Tom Gray, General Manager

<p><b>Georgetown Divide Public Utility District</b>  <b>Michael Saunders, Board Member, Vice Chair</b>  Nicholas Schneider, General Manager  Adam Brown, Operations Manager (alternate)</p>
<p><b>Golden State Water Company</b>  <b>Sean Twilla, General Manager and Chief Treatment Operator</b>  Paul Schubert, General Manager – Utility Solutions Team (alternate)</p>
<p><b>Nevada Irrigation District</b>  Ricki Heck, Board Member  Greg Jones, Assistant General Manager  Jennifer Hanson, General Manager (alternate)</p>
<p><b>Orange Vale Water Company</b>  Robert Hunter, Board Member  Chris Shepard, General Manager (alternate)</p>
<p><b>Placer County Water Agency</b>  Chris Wilson, Board Member  Robert Dugan, Board Member (alternate)  Tony Firenzi, Director of Strategic Affairs  Andy Fecko, General Manager, (alternate)</p>
<p><b>Rancho Murieta Community Services District</b>  John Merchant, Board Member  Eric Houston, Director of Operations</p>
<p><b>Sacramento County Water Agency</b>  Patrick Kennedy, Supervisor  <b>Michael Grinstead, P.E. Principal Civil Engineer</b></p>
<p><b>Sacramento Suburban Water District</b>  <b>Robert “Bob” Wichert, Board Member</b>  Dan York, General Manager  Jay Boatwright, (alternate)  Craig Locke, (alternate)  Kevin Thomas, Board Member (alternate)  Dave Jones, Board Member (alternate)</p>
<p><b>San Juan Water District</b>  Dan Rich, Director  Greg Zlotnick, Water Resources and Strategic Affairs  Ted Costa, Board President (alternate)  Paul Helliker, General Manager (alternate)</p>

\* Names highlighted in red are Executive Committee members

## RWA ASSOCIATES

Organization:	Representatives:
<b>El Dorado Water Agency</b>	<b>Lori Parlin</b> , Chair <b>Rebecca Guo</b> , General Manager
<b>Placer County</b>	<b>Ken Grehm</b> , Director Public Works and Facilities <b>Jared Deck</b> , Manager Environmental Engineering
<b>Sacramento Municipal Utility District</b>	<b>Paul Lau</b> , General Manager/CEO <b>Christopher Cole</b> , Strategic Account Advisor <b>Chad Adair</b> , Energy Trading and Contracts Manager <b>John Hansen</b> , Power Contracts Specialist
<b>Sacramento Area Sewer District</b>	<b>Mike Huot</b> , Director of Policy and Planning <b>Jose Ramirez</b> , Senior Civil Engineer
<b>Sacramento Area Flood Control Agency</b>	<b>Richard Johnson</b> , Executive Director
<b>Yuba Water Agency</b>	<b>Willie Whittlesey</b> , General Manager

## RWA AFFILIATE MEMBERS

Organization:	Representatives:
<b>Black &amp; Veatch</b>	<b>David Carlson</b> , Vice president
<b>Brown &amp; Caldwell</b>	<b>Paul Selsky</b> , Water Supply Planning, Vice president <b>LaSandra Edwards</b> , Civil Engineer <b>May Huang</b> , Engineer <b>David Zuber</b> , Vice President
<b>CDM Smith</b>	<b>Lauren Sullivan</b> , Client Service Leader - Water Services <b>Brian Heywood</b> , PE Principal Water Resources Engineer
<b>GEI Consultants</b>	<b>John Woodling</b> , Vice President, Branch Manager <b>Chris Petersen</b> , Principal Hydrogeologist <b>Richard Shatz</b> , Principal Hydrogeologist
<b>HDR, Inc.</b>	<b>Jafar Faghieh</b> , Water Resources Engineer <b>Ed Winkler</b> , Client Development Lead
<b>Sacramento Association of Realtors</b>	<b>Jessica Coates</b> , Chief Executive Officer <b>Brian DeLisi</b> , Chief Operations Officer
<b>Stantec</b>	<b>Kari Shively</b> , Vice President <b>Vanessa Nishikawa</b> , Principal Water Resources Engineer
<b>West Yost Associates</b>	<b>Charles Duncan</b> , President <b>Abigail Madrone</b> , Business Development Director <b>Kelye McKinney</b> , Engineering Manager I <b>Jim Mulligan</b> , Principal Engineer
<b>Wood Rogers, Inc.</b>	<b>Kevin Gustorf</b> , Vice President <b>Sean Spaeth</b> , Senior Hydrogeologist
<b>Woodard &amp; Curran</b>	<b>Ali Taghavi</b> , Principal <b>Jim Graydon</b> , Senior Client Service Manager



Topic: Public Comment  
Type: New Business  
Item For: Information/Discussion  
Purpose: [Policy 200.1, Rule 11](#)

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SUBMITTED BY: Ashley Flores, CMC  
Board Clerk PRESENTER: Brett Ewart, Chair

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**EXECUTIVE SUMMARY**

This is an information item to provide an opportunity for the Regional Water Authority Board of Directors to recognize or hear from visitors that may be attending the meeting or to allow members of the public to address the Board of Directors on matters that are not on the agenda.

As noted on the agenda, members of the public who wish to address the committee may do so at this time. Please keep your comments to less than three minutes.

**STAFF RECOMMENDED ACTION**

None. This item is for information only.

**BACKGROUND**

Public agencies are required by law to provide an opportunity for the public to address the RWA Board of Directors matters that are not on the agenda.

### **3.0 CONSENT CALENDAR**



Topic: Meeting Minutes  
Type: Consent Calendar  
Item For: Action; Motion to Approve  
Purpose: Policy 200.1, Rule 14

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SUBMITTED BY:	Ashley Flores, CMC Secretary	PRESENTER:	Jim Peifer Executive Director
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**EXECUTIVE SUMMARY**

This is an action item for the Regional Water Authority Board of Directors to review and consider approving the draft minutes of the special and regular Regional Water Authority Board Meeting of May 8, 2025.

**STAFF RECOMMENDED ACTION**

A motion to approve the minutes, as presented or amended.

**BACKGROUND**

The draft minutes of the above referenced meetings are included with this Agenda. The minutes reflect the RWA Policy 200.1 to document actions taken at the meetings.

The Executive Director may list on the agenda a "consent calendar", which will consist of routine matters on which there is generally no opposition or need for discussion. Examples of consent calendar items might include approval of minutes, financial reports and routine resolutions. Any matter may be removed from the consent calendar and placed on the regular calendar at the request of any member of the Board. The entire consent calendar may be approved by a single motion made, seconded and approved by the Board.

**FINDING/CONCLUSION**

Staff believes the draft of the presented Minutes correctly reflect the information shared and actions taken by the Board of Directors.

**ATTACHMENTS**

Attachment 1- Draft Meeting Minutes of the Regional Water Authority Board Meeting of May 8, 2025



**Regional Water Authority**  
BUILDING ALLIANCES IN NORTHERN CALIFORNIA

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**RWA Board Meeting  
Draft Minutes  
May 8, 2025**

## **1. CALL TO ORDER**

Chair Ewart called the regular meeting of the Board of Directors to order at 9:01 a.m. the meeting location was at the Fair Oaks Water District, 10326 Fair Oaks Blvd., Fair Oaks, CA 95628. A quorum was established of 16 participating members present in person. Individuals who participated are listed below:

### **RWA Board Members**

Barbara Leary, City of Folsom  
Marcus Yasutake, City of Folsom  
Chris Nelson, City of Lincoln  
Matthew Medill, City of Lincoln  
Pauline Roccucci, City of Roseville  
Sean Bigley, City of Roseville  
Brett Ewart, City of Sacramento  
Lisa Kaplan, City of Sacramento – Arrived at 9:08 a.m.  
Anne Sanger, City of Sacramento  
Ariana Adame, City of West Sacramento  
Wade Kirchner, City of Yuba City – Arrived at 9:10 a.m.  
Benjamin Moody, City of Yuba City – Arrived at 9:10 a.m.  
Paul Penn, El Dorado Irrigation District  
Jon Money, El Dorado Irrigation District  
Tom Nelson, Elk Grove Water District  
Bruce Kamilos, Elk Grove Water District  
Randy Marx, Fair Oaks Water District  
Tom Gray, Fair Oaks Water District  
Michael Saunders, Georgetown Divide Public Utilities District  
Nicholas Schneider, Georgetown Divide Public Utilities District – Arrived at 9:12 a.m.  
Sean Twilla, Golden State Water Company  
Greg Jones, Nevada Irrigation District  
Chris Wilson, Placer County Water Agency  
Michael Grinstead, Sacramento County Water Agency  
Robert Wichert, Sacramento Suburban Water District  
Jay Boatwright, Sacramento Suburban Water District  
Dan York, Sacramento Suburban Water District  
Ted Costa, San Juan Water District  
Kevin Thomas, Sacramento Suburban Water District

### **RWA Associate Members**

Rebecca Guo, El Dorado Water Agency

**RWA Affiliate Members**

Vanessa Nishikawa, Principal Water Resources Engineer, Stantec; and Lauren Sullivan, CDM Smith

**Staff Members**

Jim Peifer, Ryan Ojakian, Trevor Joseph, Tom Hoffart, Raiyna Villasenor, Monica Garcia, Ashley Flores and Josh Horowitz, Legal Counsel

**Others in Attendance**

Ashlee Casey, Water Forum; Eric Tsai, Department of Water Resources; Arthur Hinojosa, Department of Water Resources; Jose Alarcon, Department of Water Resources; Joe DeBorba; Tony Barela; Christine Kohn; and Brian Sanders

**2. PUBLIC COMMENT**

None

**3. CONSENT CALENDAR**

Director Zlotnick pulled Item 3.1 Meeting Minutes; he requested that all alternates be listed under the RWA Board Member section in future meeting minutes.

3.2 Approve proposed revisions to RWA Policy 200.3 by the Board of Directors addressing vacancies on the Executive Committee.

**A motion was made to approve the Consent Calendar as presented.**

Motion/Second/Carried Director Zlotnick moved, with a second by Director Roccucci

Marcus Yasutake, City of Folsom; Chris Nelson, City of Lincoln; Pauline Roccucci, City of Roseville; Brett Ewart, City of Sacramento; Ariana Adame, City of West Sacramento; Paul Penn, El Dorado Irrigation District; Tom Nelson, Elk Grove Water District; Randy Marx, Fair Oaks Water District; Michael Saunders, Georgetown Divide Public Utilities District; Sean Twilla, Golden State Water Company; Greg Jones, Nevada Irrigation District; Chris Wilson, Placer County Water Agency; Michael Grinstead, Sacramento County Water Agency; Robert Wichert, Sacramento Suburban Water District; and Ted Costa, San Juan Water District; voted yes. Motion passes.

Ayes	15
Noes	0
Abstained	0
Absent	6

**3.1 Approve the draft meeting minutes of March 13, 2025, RWA Board Meeting**

**A motion was made to approve draft meeting minutes of March 13, 2025, RWA Board Meeting as presented.**

Motion/Second/Carried Director Zlotnick moved, with a second by Director Roccucci

Marcus Yasutake, City of Folsom; Chris Nelson, City of Lincoln; Pauline Roccucci, City of Roseville; Brett Ewart, City of Sacramento; Ariana Adame, City of West Sacramento; Paul Penn, El Dorado Irrigation District; Tom Nelson, Elk Grove Water District; Randy Marx, Fair Oaks Water District; Michael Saunders, Georgetown Divide Public Utilities District; Sean Twilla, Golden State Water Company; Greg Jones, Nevada Irrigation District; Chris Wilson, Placer County Water Agency; Michael Grinstead, Sacramento County Water Agency; Robert Wichert, Sacramento Suburban Water District; and Ted Costa, San Juan Water District; voted yes. Motion passes.

Ayes	15
Noes	0
Abstained	0
Absent	6

**4. WATERSHED RESILIENCE PILOT PROJECT UPDATE**

Arthur Hinokosa, Regional Assistance Division Manager, Department of Water Resources provided a verbal presentation updating the Board of Directors on developments with the Statewide efforts being made on the Watershed Resilience Pilot Project.

No action taken.

***Item 8. Water Forum update was taken out of order***

**8. WATER FORUM UPDATE**

This was an information item presented by Executive Director Peifer and Ashlee Casey, Executive Director of the Water Forum. The presentation provided an update to the Board of Directors on developments for the Water Forum Agreement process having set a goal to complete an agreement by the end of this year.

No action taken.

**5. FY 2025-26 BUDGET**

This is an action item for the Board of Directors to receive a presentation, discuss and adopt the RWA Fiscal Year 2025-2026 Budget.

**A motion was made to approve Fiscal Year 2025-2026 Budget.**

Motion/Second/Carried Director Kaplan moved, with a second by Director Leary

Marcus Yasutake, City of Folsom; Chris Nelson, City of Lincoln; Pauline Roccucci, City of Roseville; Brett Ewart, City of Sacramento; Ariana Adame, City of West Sacramento; Wade Kirchner, City of Yuba City; Paul Penn, El Dorado Irrigation District; Tom Nelson, Elk Grove Water District; Randy Marx, Fair Oaks Water District; Michael Saunders, Georgetown Divide Public Utilities District; Sean Twilla, Golden State Water Company; Greg Jones, Nevada Irrigation District; Chris Wilson, Placer County Water Agency;

Michael Grinstead, Sacramento County Water Agency; Robert Wichert, Sacramento Suburban Water District; and Ted Costa, San Juan Water District; voted yes. Motion passes.

Ayes	16
Noes	0
Abstained	0
Absent	5

**6. CLASSIFICATION AND COMPENSATION STUDY**

This is an action item to receive a Classification and Compensation Report submitted by Regional Government Services (RGS) consider job description and salary for Board Clerk - Project Manager and Finance Director.

**A motion was made to obtain additional salary information and for it to be returned back to the Executive Committee.**

Paul Penn, El Dorado Irrigation District– Abstained from voting.

Motion/Second/Carried Director Zlotnick moved, with a second by Director Wichert

Marcus Yasutake, City of Folsom; Chris Nelson, City of Lincoln; Pauline Roccucci, City of Roseville; Brett Ewart, City of Sacramento; Ariana Adame, City of West Sacramento; Wade Kirchner, City of Yuba City; Tom Nelson, Elk Grove Water District; Randy Marx, Fair Oaks Water District; Michael Saunders, Georgetown Divide Public Utilities District; Sean Twilla, Golden State Water Company; Greg Jones, Nevada Irrigation District; Chris Wilson, Placer County Water Agency; Michael Grinstead, Sacramento County Water Agency; Robert Wichert, Sacramento Suburban Water District; and Ted Costa, San Juan Water District; voted yes. Motion passes. Abstained vote – Paul Penn, El Dorado Irrigation District.

Ayes	15
Noes	0
Abstained	1 - Penn
Absent	5

**7. STRATEGIC PLAN**

This was an action item presented by the Executive Director Peifer for the RWA Board of Directors to receive a presentation summarizing feedback from a Strategic Plan Prioritization Survey from the members and to consider and approve proposed priorities for the upcoming fiscal year.

**A motion was made for staff to begin work to update the Strategic Plan.**

Motion/Second/Carried Director Wilson moved, with a second by Director Nelson

Marcus Yasutake, City of Folsom; Chris Nelson, City of Lincoln; Pauline Roccucci, City of Roseville; Brett Ewart, City of Sacramento; Ariana Adame, City of West Sacramento; Wade Kirchner, City of Yuba City; Paul Penn, El Dorado Irrigation District; Tom Nelson, Elk Grove Water District; Randy Marx, Fair Oaks Water District; Michael Saunders, Georgetown Divide Public Utilities District; Sean Twilla, Golden State Water Company; Greg Jones, Nevada Irrigation District; Chris Wilson, Placer County Water Agency; Michael Grinstead, Sacramento County Water Agency; Robert Wichert, Sacramento Suburban Water District; and Ted Costa, San Juan Water District; voted yes. Motion passes.

Ayes	16
Noes	0
Abstained	0
Absent	5

**8. EXECUTIVE DIRECTOR’S REPORT**

Executive Director Peifer directed the Board to read his written report.

**9. DIRECTORS’ COMMENTS**

Director Yasutake reported that the City of Folsom is recruiting for a Public Works Director, recruitment closes on June 27.

Director Roccucci and Director Bigley introduced Devin Whittington, Assistant Director of Environmental Utilities, City of Roseville, to the Board.

**ADJOURNMENT**

With no further business to come before the Board, Chair Ewart adjourned the meeting at 11:55 a.m.

By:

\_\_\_\_\_  
Brett Ewart, RWA Chair

Attest:

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Ashley Flores, CMC, Clerk of the Board



Topic: Approve Staff Cost of Living Adjustments  
Type: New Business  
Item For: Consent Calendar  
Purpose: RWA Policy 400.2

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SUBMITTED BY: Jim Peifer  
Executive Director

PRESENTER: Jim Peifer  
Executive Director

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**EXECUTIVE SUMMARY**

This is an action item for the Board of Directors to approve revisions to RWA Policy 400.2 (Employee Compensation Policy) Exhibit A for the period beginning July 7, 2025 for staff cost of living adjustments.

**STAFF RECOMMENDED ACTION**

A motion to approve the proposed RWA Policy 400.2 (Employee Compensation Policy) Exhibit A for staff cost of living adjustments to reflect an increase in staff pay by 1.8 percent.

**BACKGROUND**

In accordance with RWA Policy 400.2 (Employee Compensation Policy) Section II, the United States Department of Labor’s Consumer Price Index (CPI) for All Western Small Cities for the 12 months ending in March of each year may be considered for staff pay increases. The CPI for All Western Small Cities for March 2025 was 1.8%. Attachment 2 is the current salary schedule effective July 6, 2024 and Attachment 3 is the proposed salary schedule reflecting a 1.8% increase with an effective date of July 7, 2025, which represents the beginning of the first full pay period in FY 2025/26.

The recently adopted FY 2025/26 budget has funding for a 1.8% COLA.

**FINDING/CONCLUSION**

To maintain consistency with Policy 400.2, staff recommends approving the proposed salary schedule.

**ATTACHMENTS**

- Attachment 1 – Current RWA Policy 400.2
- Attachment 2 – Current RWA Policy 400.2 Exhibit A – Effective July 6, 2024
- Attachment 3 – Proposed RWA Policy 400.2 Exhibit A – Effective July 7, 2025

# REGIONAL WATER AUTHORITY POLICIES AND PROCEDURES MANUAL

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Policy Type	Human Resources
Policy Title	Employee Compensation Policy 400.2
Policy Number	400.2
Date Adopted	September 9, 2004
Date Amended	September 13, 2012 January 10, 2019 November 9, 2023 July 11, 2024

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## EMPLOYEE COMPENSATION POLICY

It is the intent of the Authority to provide employee compensation (pay and benefits) that is fair and equitable and that is comparable, based upon an employee's experience, skills and performance consistent with established job descriptions, and with that of similar water and public entities regionally. As a small, professional, management-focused organization, it is the intent of the Authority to provide employee compensation at or above the labor market for the industry and the geographic area. The compensation practices of the Authority will be competitive within the industry and geographical area to attract the most qualified candidates and to minimize turnover of its employees.

The Executive Director will have the authority to set and change employee base rate of pay in accordance with the intent of this Policy and within the budgetary guidelines approved by the Board of Directors. As part of the annual budget review process, the Executive Director will be responsible for preparing and presenting a labor budget to the Board of Directors in accordance with this Policy. The Board of Directors will consider, amend as required, and approve the annual labor budget for the Authority. Once the labor budget has been approved, the Executive Director may determine in his or her discretion how to apply any approved increase to each employee's existing base rate of pay. Changes to employee benefits will generally require Board action to approve changes to the Employee Handbook and other policies.

The specific terms of this Policy apply to staff only, except as specified in Section IV, below. All aspects of the Executive Director's compensation are subject to Board approval of an employment contract.

### I. Pay Ranges

It is the Authority's Policy to provide a program for advancement of its employees within the pay range of their position using a merit-based system based on objective regular goal

setting and performance evaluations. Employees will typically advance within their pay range annually, subject to the discretion of the Executive Director, based on evaluation of the employee's performance and growth in responsibility and/or expertise in performing the work of the position. The Executive Director may move an employee to a higher-level classification or provide a merit-based salary increase, predicated upon performance, experience and documented needs of the organization.

All classification pay ranges shall typically be established with a 20% range between the minimum and maximum of the range. Except as provided below, steps will be established within each range to provide guidelines for use in annual budgeting. For executive-level positions (currently the Executive Director, Managers of Technical Services, Strategic Affairs, and Government Relations), there will be no steps established within the positions' ranges.

All rank-and-file and executive-level positions shall be eligible for a merit-based salary increase up to no more than 12% per year (equivalent of three steps), as movement through their salary range provided all merit-based salary increases can be covered by the approved budget for the current year. Any increase above 12% for rank-and-file positions must be recommended by the Executive Director and then be ratified by the Board of Directors for exemplary performance or in recognition of unusual circumstances. Any increase above 12% along the salary range for executive-level positions, including the Executive Director, shall be recommended by the Executive Committee and then ratified by the Board of Directors for exemplary performance or in recognition of unusual circumstances. In all cases, a staff report supporting the request for Board approval of an increase above 12% shall describe the nature of the exemplary performance or unusual circumstances.

The Executive Director shall recommend pay ranges for all employment classifications with the Authority, with the exception of the Executive Director position. All changes to the pay scales are subject to review and approval by the Board of Directors.

Any salary increases provided as movement through an employee's approved pay range shall be effective on the first day of the first pay period after the increase was approved

## II. Cost of Living Adjustment (COLA)

The Executive Director will consider the United States Department of Labor's Consumer Price Index (CPI) for All Western Small Cities (population under 2.5 million) for the 12 months ending in November of each year in developing the proposed budget for the Authority<sup>1</sup>. If the Board approves a budget that includes funding for a cost of living adjustment (COLA), the Executive Director will have the discretion to apply a COLA to all staff salaries, regardless of position within a salary range in the fiscal year for which the budget is adopted.

To avoid penalizing employees at or near the top of the salary range, and to ensure pay ranges remain comparable to the market between compensation surveys, the November CPI will be applied annually in January at an effective date as determined by the Board of Directors in conjunction with the beginning of a payroll period.

Effective July 1, 2024, the Authority will consider CPI data from the 12 months ending in March, with any approved COLA increase becoming effective the first day of the first pay period beginning in July.

### III. Compensation Survey

The Executive Committee will generally direct staff to conduct a compensation survey at least every five years to ensure that the total compensation offered by the Authority (base rate of pay and benefits) is consistent with this Policy; provided, however that a compensation survey may be commissioned at any time if directed by the Executive Committee or if recommended by the Executive Director and approved by the Executive Committee. The Executive Committee may also use its discretion to waive or vary the five-year commitment.

Before initiating the survey, staff will brief the Executive Committee and solicit feedback on the scope of the compensation survey, including comparable agencies/organizations to be surveyed and data elements to be collected prior to commencing the survey. Survey organizations should be selected to provide a representative sampling of 1) local water agencies, 2) water-related associations located in the Sacramento region, 3) regional planning organizations within the Sacramento region, and 4) regional membership organizations in the region.

The Executive Director will use the results of the survey to propose modifications to base rate of pay and/or benefits necessary to achieve the intent of this policy. Proposed pay ranges should include consideration of such things as 1) the mean, median and 62.5<sup>th</sup> percentile of the

compensation data, 2) the comparability of surveyed classifications to RWA job classifications, and 3) RWA experience recruiting and retaining staff in each classification.

### IV. Executive Director Compensation

The Board of Directors will establish an Executive Director pay range. The pay range shall be established with the same 20% range between the minimum and maximum of the range as is applied to other staff pay ranges under Section I. There will be no steps established within the range. The Board of Directors shall update the Executive Director pay range annually by the amount of any COLA applied to all staff salaries under Section II.

The Board of Directors shall determine Executive Director compensation within the established Executive Director pay range and such compensation will be subject to

approval of an employment contract by the Board of Directors, with a maximum change of up to 12% annually, consistent with the maximum salary movement of all executive-level positions as described in Section 1. Any annual increase above 12% for the Executive Director must be approved by the Board of Directors for exemplary performance or unusual circumstances. The Executive Committee may direct staff to conduct a survey of executive compensation to guide negotiation of the Executive Director employment contract. The conduct, timing, and scope of such a survey will be at the sole discretion of the Executive Committee.

**EXHIBIT A**  
**RWA POLICY 400.2**


**MONTHLY SALARY SCHEDULE OF RWA POSITIONS**  
Effective July 6, 2024

Classification	Step 1 or Minimum	Step 2	Step 3	Step 4	Step 5	Step 6 or Maximum
Executive Director	\$20,023	-	-	-	-	\$24,028
Manager of Technical Services	\$16,144	-	-	-	-	\$19,374
Manager of Strategic Affairs	\$16,144	-	-	-	-	\$19,374
Manager of Government Relations	\$16,144	-	-	-	-	\$19,374
Principal Project Manager	\$13,454	\$13,919	\$14,392	\$14,949	\$15,523	\$16,144
Senior Project Manager	\$11,212	\$11,597	\$12,012	\$12,457	\$12,937	\$13,454
Associate Project Manager	\$8,016	\$8,293	\$8,588	\$8,906	\$9,249	\$9,619
Finance & Administrative Services Manager	\$11,239	\$11,626	\$12,042	\$12,487	\$12,968	\$13,486
Executive Assistant	\$6,503	\$6,763	\$7,083	\$7,336	\$7,543	\$7,804
Project Research Assistant II	\$6,691	\$6,958	\$7,225	\$7,493	\$7,762	\$8,029
Project Research Assistant I	\$5,818	\$6,051	\$6,282	\$6,515	\$6,749	\$6,981

Exhibit A will be updated annually based on the March Consumer Price Index and/or when a new salary survey is completed. (2024 ranges include a COLA of 1.9% effective July 6, 2024 and a COLA of 3.1% effective January 8, 2024. Two COLAs were awarded in 2024 due to the RWA revising its compensation policy to shift the COLA from January to July.)

Salaries for Executive Director, Manager of Technical Services, Manager of Strategic Affairs, and Manager of Government Relations are set as a range, rather than steps, with the minimum and maximum respectively appearing in the columns for Step 1 and 6.

Revised and adopted by the RWA Board of Directors on: July 11, 2024

Attest:   
Clerk of the Board

DRAFT

**EXHIBIT A**  
**RWA POLICY 400.2**

**MONTHLY SALARY SCHEDULE OF RWA POSITIONS**

Effective July 7, 2025

<b>Classification</b>	<b>Step 1 or Minimum</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6 or Maximum</b>
Executive Director	\$20,383	-	-	-	-	\$24,461
Manager of Technical Services	\$16,435	-	-	-	-	\$19,723
Manager of Strategic Affairs	\$16,435	-	-	-	-	\$19,723
Manager of Government Relations	\$16,435	-	-	-	-	\$19,723
Principal Project Manager	\$13,696	\$14,204	\$14,731	\$15,278	\$15,844	\$16,435
Senior Project Manager	\$11,414	\$11,837	\$12,277	\$12,732	\$13,204	\$13,696
Associate Project Manager	\$8,160	\$8,463	\$8,777	\$9,102	\$9,440	\$9,792
Finance & Administrative Services Manager	\$11,441	\$11,865	\$12,306	\$12,762	\$13,236	\$13,729
Executive Assistant	\$6,620	\$6,866	\$7,120	\$7,384	\$7,658	\$7,944
Project Research Assistant II	\$6,811	\$7,064	\$7,326	\$7,598	\$7,879	\$8,174
Project Research Assistant I	\$5,923	\$6,143	\$6,371	\$6,607	\$6,852	\$7,107

Exhibit A will be updated annually based on the March Consumer Price Index and/or when a new salary survey is completed (2025 ranges include a COLA of 1.8% effective July 7, 2025).

Salaries for Executive Director, Manager of Technical Services, Manager of Strategic Affairs, and Manager of Government Relations are set as a range, rather than steps, with the minimum and maximum respectively appearing in the columns for Step 1 and 6.

Revised and adopted by the RWA Board of Directors on: \_\_\_\_\_

Attest: \_\_\_\_\_

Clerk of the Board



Topic: Approve Task Order #4 with Khadam Consulting Inc.  
 Type: New Business  
 Item For: Consent Calendar  
 Purpose: RWA Policy 300.2

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SUBMITTED BY: Trevor Joseph, Manager of Technical Services	PRESENTER: Trevor Joseph, Manager of Technical Services
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**EXECUTIVE SUMMARY**

This is an action item for the RWA Board of Directors to approval Task Order #4 with Khadam Consulting Inc for additional technical support for Sacramento Regional Water Bank (SRWB) project development. Approval of Task Order #4 in the amount of \$108,000 will be funded with Phase 3 Program Committee funds.

**STAFF RECOMMENDED ACTION:**

Approve Task Order #4 with Khadam Consulting Inc. for an additional amount not to exceed \$108,000.

**BACKGROUND**

The RWA Board of Directors has previously authorized the Executive Director to enter into a Professional Services Agreement with Khadam Consulting Inc. in the amount of \$103,750 for technical support (Task Order #1) of Sacramento Regional Water Bank (SRWB) project development. Task Order #1 provided support from January 1, 2023 through June 30, 2023.

The RWA Board of Directors later authorized the Executive Director to enter into task order #2 in the amount of \$150,000 for continued technical support for SRWB project development. The term of Task Order #2 was from September 1, 2023 through December 31, 2024. Most recently the Executive Committee authorized the Executive Director to enter into task order #3 in the amount of \$88,000 for continued technical support from January 1, 2025 through June 30, 2025.

RWA staff continue to recommend limited scopes and short duration task orders to ensure sufficient funding has been secured from multiple sources in order to advance Khadam Consulting Inc.’s support. These limited scope and short duration task orders are also recommended by RWA staff due to shifting input and direction of the Program Committee resulting in a highly iterative and evolving SRWB project development process.

Authorization of Task Order #4 will increase the amount not to exceed \$108,000, taking the total budget with Khadam Consulting Inc. from \$253,750 to \$341,750. Task Order #4 focuses on finalizing the development of Water Banking losses approach and methodology, continued review

## Agenda Item 3.3

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of Preliminary CalSim 3 and CoSANA modeling results, providing support on a revised governance structure document incorporating WAS methodology and processes, incorporation of Water Bank starting balance into the WAS technical memorandum, developing a financial & operational barriers assessment technical memorandum, and coordination and meeting participation.

Task Order #4 provides compensation for the following tasks as follows:

- Task 2 - Project Management and Coordination (7/1/2025 – 12/31/2025): \$24,000
- Task 3 – Modeling Support: \$36,000
- Task 6 – Institutional Arrangements: \$48,000

### FISCAL IMPACT

Approval of Task Order #4 in the amount of \$108,000 will be funded with Phase 3 Program Committee funds.

### FINDING/CONCLUSION

RWA staff recommend the RWA Board of Directors approval Task Order #4 with Khadam Consulting Inc for additional technical support for Sacramento Regional Water Bank (SRWB) project development.

### ATTACHMENTS

Attachment 1 - Professional Services Agreement with Khadam Consulting Inc.

Attachment 2 - Task Order #4 with Khadam Consulting Inc.

## **Regional Water Authority Services Agreement**

This Agreement is entered into as of the date last signed and dated below by and between Regional Water Authority, a local government agency (“RWA”), and Khadam Consulting Inc., a California Corporation (“Contractor”), who agree as follows:

### **1 Scope of Work**

Contractor shall perform the work and render the services described in the attached Exhibit A (the “Work”). Contractor shall provide all labor, services, equipment, tools, material and supplies required or necessary to properly, competently and completely perform the Work. Contractor shall determine the method, details and means of doing the Work.

### **2 Payment**

2.1 RWA shall pay to Contractor a fee based on:

Contractor’s time and expenses necessarily and actually expended or incurred on the Work in accordance with Contractor’s fee schedule on the attached Exhibit A.

The fee arrangement described on the attached Exhibit A.

There shall be no compensation for extra or additional work or services by Contractor unless approved in advance in writing by RWA. Contractor’s fee includes all of Contractor’s costs and expenses related to the Work.

2.2 At the end of each month, Contractor shall submit to RWA an invoice for the Work performed during the preceding month. The invoice shall include a brief description of the Work performed, the dates of Work, number of hours worked and by whom (if payment is based on time), payment due, and an itemization of any reimbursable expenditures. If the Work is satisfactorily completed and the invoice is accurately computed, RWA shall pay the invoice within 30 days of its receipt.

### **3 Term**

3.1 This Agreement shall take effect on the above date and continue in effect until completion of the Work, unless sooner terminated as provided below. Time is of the essence in this Agreement. If Exhibit A includes a Work schedule or deadline, then Contractor must complete the Work in accordance with the specified schedule or deadline, which may be extended by RWA for good cause shown by Contractor. If Exhibit A does not include a Work schedule or deadline, then Contractor must perform the Work diligently and as expeditiously as possible, consistent with the professional skill and care appropriate for the orderly progress of the Work.

3.2 This Agreement may be terminated at any time by RWA upon 10 days advance written notice to Contractor. In the event of such termination, Contractor shall be fairly compensated for all work performed to the date of termination as calculated by RWA based on the above fee and payment provisions. Compensation under this section shall not include

any termination-related expenses, cancellation or demobilization charges, or lost profit associated with the expected completion of the Work or other such similar payments relating to Contractor's claimed benefit of the bargain.

#### **4 Professional Ability of Contractor**

4.1 Contractor represents that it is specially trained and experienced, and possesses the skill, ability, knowledge and certification, to competently perform the Work provided by this Agreement. RWA has relied upon Contractor's training, experience, skill, ability, knowledge and certification as a material inducement to enter into this Agreement. All Work performed by Contractor shall be in accordance with applicable legal requirements and meet the standard of care and quality ordinarily to be expected of competent professionals in Contractor's field.

4.2 The following individuals are designated as key personnel and are considered to be essential to the successful performance of the work hereunder: **Ibrahim Khadam**. Contractor agrees that these individuals may not be removed from the Work or replaced without compliance with the following sections:

4.2.1 If one or more of the key personnel, for whatever reason, becomes, or is expected to become, unavailable for work under this contract for a continuous period exceeding 30 work days, or is expected to devote substantially less effort to the work than indicated in the proposal or initially anticipated, Contractor shall immediately notify RWA and shall, subject to RWA's concurrence, promptly replace the personnel with personnel of at least substantially equal ability and qualifications.

4.2.2 Each request for approval of substitutions must be in writing and contain a detailed explanation of the circumstances necessitating the proposed substitutions. The request must also contain a complete resume for the proposed substitute and other information requested or needed by RWA to evaluate the proposed substitution. RWA shall evaluate Contractor's request and RWA shall promptly notify Contractor of its decision in writing.

#### **5 Conflict of Interest**

Contractor (including principals, associates and professional employees) represents and acknowledges that (a) it does not now have and shall not acquire any direct or indirect investment, interest in real property or source of income that would be affected in any manner or degree by the performance of Contractor's services under this agreement, and (b) no person having any such interest shall perform any portion of the Work. The parties agree that Contractor is not a designated employee within the meaning of the Political Reform Act and RWA's conflict of interest code because Contractor will perform the Work independent of the control and direction of the RWA or of any RWA official, other than normal contract monitoring, and Contractor possesses no authority with respect to any RWA decision beyond the rendition of information, advice, recommendation or counsel.

#### **6 Contractor Records**

6.1 Contractor shall keep and maintain all ledgers, books of account, invoices, vouchers, canceled checks, and other records and documents evidencing or relating to the

Work and invoice preparation and support for a minimum period of three years (or for any longer period required by law) from the date of final payment to Contractor under this Agreement. RWA may inspect and audit such books and records, including source documents, to verify all charges, payments and reimbursable costs under this Agreement.

6.2 In accordance with California Government Code section 8546.7, the parties acknowledge that this Agreement, and performance and payments under it, are subject to examination and audit by the California State Auditor for three years following final payment under the Agreement.

## **7 Ownership of Documents**

All works of authorship and every report, study, spreadsheet, worksheet, plan, design, blueprint, specification, drawing, map, photograph, computer model, computer disk, magnetic tape, CAD data file, computer software and any other document or thing prepared, developed or created by Contractor under this Agreement and provided to RWA (“Work Product”) shall be the property of RWA, and RWA shall have the rights to use, modify, reuse, reproduce, publish, display, broadcast and distribute the Work Product and to prepare derivative and additional documents or works based on the Work Product without further compensation to Contractor or any other party. Contractor may retain a copy of any Work Product and use, reproduce, publish, display, broadcast and distribute any Work Product and prepare derivative and additional documents or works based on any Work Product; provided, however, that Contractor shall not provide any Work Product to any third party without RWA’s prior written approval, unless compelled to do so by legal process. If any Work Product is copyrightable, Contractor may copyright the same, except that, as to any Work Product that is copyrighted by Contractor, RWA reserves a royalty-free, nonexclusive and irrevocable license to use, reuse, reproduce, publish, display, broadcast and distribute the Work Product and to prepare derivative and additional documents or works based on the Work Product. If RWA reuses or modifies any Work Product for a use or purpose other than that intended by the scope of work under this Agreement, then RWA shall hold Contractor harmless against all claims, damages, losses and expenses arising from such reuse or modification. For any Work Product provided to RWA in paper format, upon request by RWA at any time (including, but not limited to, at expiration or termination of this Agreement), Contractor agrees to provide the Work Product to RWA in a readable, transferable and usable electronic format generally acknowledged as being an industry-standard format for information exchange between computers (e.g., Word file, Excel spreadsheet file, AutoCAD file).

## **8 Confidentiality of Information**

INTENTIONALLY OMITTED

## **9 Compliance with Laws**

9.1 General. Contractor shall perform the Work in compliance with all applicable federal, state and local laws and regulations. Contractor shall possess, maintain and comply with all federal, state and local permits, licenses and certificates that may be required for it to perform the Work. Contractor shall comply with all federal, state and local air pollution control laws and regulations applicable to the Contractor and its Work (as required by California Code of Regulations title 13, section 2022.1). Contractor shall be responsible for

the safety of its workers and Contractor shall comply with applicable federal and state worker safety-related laws and regulations.

## 9.2 California Labor Code Compliance for Pre- and Post-Construction Related Work and Maintenance.

9.2.1 This section 9.2 applies if the Work includes either of the following:

9.2.1.1 Labor performed during the design, site assessment, feasibility study and pre-construction phases of construction, including, but not limited to, inspection and land surveying work, and labor performed during the post-construction phases of construction, including, but not limited to, cleanup work at the jobsite. (See California Labor Code section 1720(a).) If the Work includes some labor as described in the preceding sentence and other labor that is not, then this section 9.2 applies only to workers performing the pre-construction and post-construction work.

9.2.1.2 “Maintenance” work, which means (i) routine, recurring and usual work for the preservation, protection and keeping of any RWA facility, plant, building, structure, utility system or other property (“RWA Facility”) in a safe and continually usable condition, (ii) carpentry, electrical, plumbing, glazing, touchup painting, and other craft work designed to preserve any RWA Facility in a safe, efficient and continuously usable condition, including repairs, cleaning and other operations on RWA machinery and equipment, and (iii) landscape maintenance. “Maintenance” excludes (i) janitorial or custodial services of a routine, recurring or usual nature, and (ii) security, guard or other protection-related services. (See California Labor Code section 1771 and 8 California Code of Regulations section 16000.) If the Work includes some “maintenance” work and other work that is not “maintenance,” then this section 9.2 applies only to workers performing the “maintenance” work.

9.2.2 Contractor shall comply with the California Labor Code provisions concerning payment of prevailing wage rates, penalties, employment of apprentices, hours of work and overtime, keeping and retention of payroll records, and other requirements applicable to public works as may be required by the Labor Code and applicable state regulations. (See California Labor Code division 2, part 7, chapter 1 (sections 1720-1861), which is incorporated in this Agreement by this reference.) The state-approved prevailing rates of per diem wages are available at <http://www.dir.ca.gov/oprl/DPreWageDetermination.htm>. Contractor also shall comply with Labor Code sections 1775 and 1813, including provisions that require Contractor to (a) forfeit as a penalty to RWA up to \$200 for each calendar day or portion thereof for each worker (whether employed by Contractor or any subcontractor) paid less than the applicable prevailing wage rates for any labor done under this Agreement in violation of the Labor Code, (b) pay to each worker the difference between the prevailing wage rate and the amount paid to each worker for each calendar day or portion thereof for which the worker was paid less than the prevailing wage, and (c) forfeit as a penalty to RWA the sum of \$25 for each worker (whether employed by Contractor or any subcontractor) for each calendar day during which the worker is required or permitted to work more than 8 hours in any one day and 40 hours in any one calendar week in violation of Labor Code sections 1810 through 1815.

9.2.3 If the Work includes labor during pre- or post-construction phases as defined in section 9.2.1.1 above and the amount of the fee payable to Contractor under section

2 of this Agreement exceeds \$25,000, Contractor must be registered and qualified to perform public work with the Department of Industrial Relations pursuant section 1725.5 of the Labor Code.

Contractor's Public Works Contractor Registration Number: NOT APPLICABLE

9.2.4 If the Work includes maintenance as defined in section 9.2.1.2 above and the amount of the fee payable to Contractor under section 2 of this Agreement exceeds \$15,000, Contractor must be registered and qualified to perform public work with the Department of Industrial Relations pursuant section 1725.5 of the Labor Code.

Contractor's Public Works Contractor Registration Number: NOT APPLICABLE

d. Contractor may perform some of the Work pursuant to funding provided to the RWA by various federal and/or state grant and/or loan agreement(s) that impose certain funding conditions on RWA and its sub-recipients (the "Funding Conditions"). For any such Work, if RWA informs Contractor about the Funding Conditions, then Contractor agrees to determine, comply with and be subject to the Funding Conditions that apply to RWA's Contractors and contractors performing the Work, including, but not limited to, provisions concerning record keeping, retention and inspection, audits, state or federal government's right to inspect Contractor's work, nondiscrimination, workers' compensation insurance, drug-free workplace certification, and, compliance with the Americans with Disabilities Act and related State laws.

## **10 Indemnification.**

10.1 Contractor shall indemnify, defend, protect, and hold harmless RWA, and its officers, employees and agents ("Indemnitees") from and against any claims, liability, losses, damages and expenses (including attorney, expert witness and Contractor fees, and litigation costs) (collectively a "Claim") that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of Contractor or its employees, agents or subcontractors. The duty to indemnify, including the duty and the cost to defend, is limited as provided in this section. However, this indemnity provision will not apply to any Claim arising from the sole negligence or willful misconduct of RWA or its employees or agents. Contractor's obligations under this indemnification provision shall survive the termination of, or completion of Work under, this Agreement.

10.2 This section 10.2 applies if the Contractor is a "design professional" as that term is defined in Civil Code section 2782.8. If a court or arbitrator determines that the incident or occurrence that gave rise to the Claim was partially caused by the fault of an Indemnitee, then in no event shall Contractor's total costs incurred pursuant to its duty to defend Indemnitees exceed Contractor's proportionate percentage of fault as determined by a final judgment of a court or final decision of arbitrator.

## **11 Insurance**

Types & Limits. Contractor at its sole cost and expense shall procure and maintain for the duration of this Agreement the following types and limits of insurance:

<i>Type</i>	<i>Limits</i>	<i>Scope</i>
Commercial general liability	\$2,000,000 per occurrence & \$2,000,000 aggregate	at least as broad as Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury
Automobile liability	\$1,000,000 per accident	at least as broad as ISO Business Auto Coverage (Form CA 00 01)
Workers' compensation	Statutory limits	
Employers' liability	\$1,000,000 per accident	
Professional liability*	\$1,000,000 per claim	

\*Required only if Contractor is a licensed engineer, land surveyor, geologist, architect, doctor, attorney or accountant.

11.1 **Other Requirements.** The general and automobile liability policy(ies) shall be endorsed to name RWA, its officers, employees, volunteers and agents as additional insureds regarding liability arising out of the Work. Contractor's general and automobile coverage shall be primary and apply separately to each insurer against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. RWA's insurance or self-insurance, if any, shall be excess and shall not contribute with Contractor's insurance. Each insurance policy shall be endorsed to state that coverage shall not be canceled, except after 30 days (10 days for non-payment of premium) prior written notice to RWA. Insurance is to be placed with insurers authorized to do business in California with a current A.M. Best's rating of A:VII or better unless otherwise acceptable to RWA. Workers' compensation insurance issued by the State Compensation Insurance Fund is acceptable. Except for professional liability insurance, Contractor agrees to waive subrogation that any insurer may acquire from Contractor by virtue of the payment of any loss relating to the Work. Contractor agrees to obtain any endorsement that may be necessary to implement this subrogation waiver. The workers' compensation policy must be endorsed to contain a subrogation waiver in favor of RWA for the Work performed by Contractor.

11.2 **Proof of Insurance.** Upon request, Contractor shall provide to RWA the following proof of insurance: (a) certificate(s) of insurance evidencing this insurance; and (b) endorsement(s) on ISO Form CG 2010 (or insurer's equivalent), signed by a person authorized to bind coverage on behalf of the insurer(s), and certifying the additional insured coverage.

## 12 **General Provisions**

12.1 **Entire Agreement; Amendment.** The parties intend this writing to be the sole, final, complete, exclusive and integrated expression and statement of the terms of their contract concerning the Work. This Agreement supersedes all prior oral or written negotiations, representations, contracts or other documents that may be related to the Work,

except those other documents (if any) that are expressly referenced in this Agreement. This Agreement may be amended only by a subsequent written contract approved and signed by both parties.

**12.2 Independent Contractor.** Contractor's relationship to RWA is that of an independent contractor. All persons hired by Contractor and performing the Work shall be Contractor's employees or agents. Contractor and its officers, employees and agents are not RWA employees, and they are not entitled to RWA employment salary, wages or benefits. Contractor shall pay, and RWA shall not be responsible in any way for, the salary, wages, workers' compensation, unemployment insurance, disability insurance, tax withholding, and benefits to and on behalf of Contractor's employees. Contractor shall, to the fullest extent permitted by law, indemnify RWA, and its officers, employees, volunteers and agents from and against any and all liability, penalties, expenses and costs resulting from any adverse determination by the federal Internal Revenue Service, California Franchise Tax Board, other federal or state agency, or court concerning Contractor's independent contractor status or employment-related liability.

**12.3 Subcontractors.** No subcontract shall be awarded nor any subcontractor engaged by Contractor without RWA's prior written approval. Contractor shall be responsible for requiring and confirming that each approved subcontractor meets the minimum insurance requirements specified in section 11 of this Agreement. Any approved subcontractor shall obtain the required insurance coverages and provide proof of same to RWA in the manner provided in section 11 of this Agreement.

**12.4 Assignment.** This Agreement and all rights and obligations under it are personal to the parties. The Agreement may not be transferred, assigned, delegated or subcontracted in whole or in part, whether by assignment, subcontract, merger, operation of law or otherwise, by either party without the prior written consent of the other party. Any transfer, assignment, delegation, or subcontract in violation of this provision is null and void and grounds for the other party to terminate the Agreement.

**12.5 No Waiver of Rights.** Any waiver at any time by either party of its rights as to a breach or default of this Agreement shall not be deemed to be a waiver as to any other breach or default. No payment by RWA to Contractor shall be considered or construed to be an approval or acceptance of any Work or a waiver of any breach or default.

**12.6 Severability.** If any part of this Agreement is held to be void, invalid, illegal or unenforceable, then the remaining parts will continue in full force and effect and be fully binding, provided that each party still receives the benefits of this Agreement.

**12.7 Governing Law and Venue.** This Agreement will be governed by and construed in accordance with the laws of the State of California. The county and federal district court where RWA's office is located shall be venue for any state and federal court litigation concerning the enforcement or construction of this Agreement.

**12.8 Notice.** Any notice, demand, invoice or other communication required or permitted to be given under this Agreement must be in writing and delivered either (a) in person, (b) by prepaid, first class U.S. mail, (c) by a nationally-recognized commercial overnight courier service that guarantees next day delivery and provides a receipt, or (d) by email with confirmed receipt. Such notices, etc. shall be addressed as follows:

Regional Water Authority  
Attn: \_\_\_\_\_  
Regional Water Authority, 5620 Birdcage St # 180, Citrus Heights, CA 95610  
E-mail: \_\_\_\_\_

Contractor:  
Khadam Consulting Inc.  
9542 Timber River Way, Elk Grove, CA 95624  
E-mail: [ikhadam@KhadamConsulting.com](mailto:ikhadam@KhadamConsulting.com)

Notice given as above will be deemed given (a) when delivered in person, (b) three days after deposited in prepaid, first class U.S. mail, (c) on the date of delivery as shown on the overnight courier service receipt, or (d) upon the sender's receipt of an email from the other party confirming the delivery of the notice, etc. Any party may change its contact information by notifying the other party of the change in the manner provided above.

12.9 **Signatures and Authority.** Each party warrants that the person signing this Agreement is authorized to act on behalf of the party for whom that person signs. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute the same instrument. Counterparts may be delivered by facsimile, electronic mail (including PDF or any electronic signature complying with California's Uniform Electronic Transactions Act (Cal. Civ. Code, §1633.1, et seq.) or any other applicable law) or other transmission method. The parties agree that any electronic signatures appearing on the Agreement are the same as handwritten signatures for the purposes of validity, enforceability, and admissibility.

\_\_\_\_\_  
Regional Water Authority:

Dated: \_\_\_\_\_

By: \_\_\_\_\_  
*[Name]*  
*[Title]*

Khadam Consulting Inc.:

Dated: \_\_\_\_\_

By:   
\_\_\_\_\_  
**Ibrahim Khadam, President**

Exhibit A - Fee Schedule

<b>Labor Category</b>	<b>Hourly Rate (Jan 1 – Dec 31, 2023)</b>	<b>Hourly Rate (Jan 1 – Dec 31, 2024)</b>	<b>Hourly Rate (Jan 1 – Dec 31, 2025)</b>	<b>Hourly Rate (Jan 1 – Dec 31, 2026)</b>
Principal	\$215	\$230	\$250	\$260
Senior Professional	\$180	\$190	\$200	\$210
Junior Professional	\$140	\$150	\$160	\$170
Assistant	\$90	\$110	\$120	\$130
Admin	\$60	\$70	\$75	\$80

<b>Fees</b>	<b>Unit Rate</b>
Mileage Rate per mile	Billed at prevailing IRS rates
Other Direct Costs	Billed at actual cost, no mark up

# Technical Support for the Sacramento Regional Water Bank Conceptualization, Definition, Evaluation, and Formalization

## Proposed Task Order No. 4

The tasks below outline the proposed work to be completed under Task Order No.4 by Khadam Consulting Inc. (Consultant) in support of the Regional Water Authority (RWA) development of the Sacramento Region Water Bank (SWB).

### Task 1 – Project Management and Coordination

The Consultant will continue supporting the coordination activities necessary for successful development of the SRWB. These activities include ensuring strategic alignment with the objectives of the SRWB, consistent approach on technical studies, environmental analysis, and messaging for stakeholders and partners engagement. The Consultant is anticipated to participate in the following meetings for the period July 1, 2025, through December 31, 2025:

- Water Bank Program Committee meeting – 1 each month.
- Water Bank Technical Group and other Ad-hoc meetings – 1 each month.
- Technical and planning coordination calls/meetings – 2 each week.
- Partners engagement meetings – 1 every 2 months.

### Deliverables

- Monthly invoices with status reports (electronic format)
- Meeting agendas and meeting summaries (electronic format)

### Task 3 - Modeling Support

The Consultant will continue development of the modeling strategy and approach to support the environmental impact analysis of the proposed project alternatives. The modeling strategy will outline the data, key modeling assumptions, tool selection, and key evaluation criteria and metrics.

The Consultant will also support development of the modeling scenarios, which will include a baseline, with Project, and Cumulative impact scenarios. It anticipated that the modeling would cover operations analysis of the CVP/SWP, groundwater analysis, American River water temperature, and Delta water quality.

The Consultant will also continue coordination of modeling execution by other consultants, which are conducted under separate contracts with RWA. This includes review and validation of modeling results and oversight of the development of modeling documentation.

The Consultant will also support the development of the approach to water banking losses and methodology, in coordination with other consultants to RWA.

### Deliverables

- Review of Preliminary CalSim 3 and CoSANA Modeling Results.
- Water Banking Losses Approach and Methodology Technical Memorandum

### Task 6 - Institutional Arrangements

The Consultant will continue supporting RWA and its members' decision-making on evaluating and implementing the most appropriate institutional arrangements for the SRWB governance and management. These institutional arrangements will include:

- Support how Previously Banked Water can be incorporated as a Water Bank Starting Balance in the Water Accounting System (WAS) for the benefit of Program Committee members.
- Document finding of member agencies survey about potential financial and conjunctive use operational barriers to expansion of recharge and recovery operations. This will aid in finding best management practices (BMPs) to aid member agencies.

***Deliverables***

- Provide comments on a revised Governance structure document incorporating WAS methodology and processes.
- Draft and Final Incorporation of Water Bank Starting Balance into the WAS Technical Memorandum
- Draft and Final Financial & Operational Barriers Assessment Technical Memorandum

**Task Order No. 3**

<b>TASK</b>	
Task 1 - Project Management and Coordination (7/1/2025 - 12/31/2025)	\$24,000
Task 3 – Modeling Support	\$36,000
Task 6 - Institutional Arrangements	\$48,000
<b>TOTAL</b>	<b>\$108,000</b>

**Signatures**

**Regional Water Authority:**

By: \_\_\_\_\_

Dated: \_\_\_\_\_

**Jim Peifer, Executive Director**

**Khadam Consulting Inc.:**

By: \_\_\_\_\_

Dated: \_\_\_\_\_

**Ibrahim Khadam, President**

## Agenda Item 3.4

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Topic: Professional Services Agreement for the Regional Public Outreach and Communications Program  
Type: Consent Calendar  
Item For: Action; Approve Professional Services Agreement  
Purpose: [Policy 300.2](#)  
Impact: Routine

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SUBMITTED BY:	Amy Talbot Regional Water Efficiency Program Manager	PRESENTER:	Amy Talbot Regional Water Efficiency Program Manager
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### EXECUTIVE SUMMARY

This is an action item for the RWA Board of Directors to authorize the Executive Director to enter into a Professional Services Agreement for the Regional Public Outreach and Communications Program. The RWA Executive Committee unanimously approved this item for the RWA Board of Directors to consider for approval via the Consent Calendar on June 30, 2025.

### STAFF RECOMMENDED ACTION

Approve Professional Services Agreement for the Regional Public Outreach and Communications Program with IN Communications.

### BACKGROUND

The Regional Water Authority (RWA) is seeking Consultant support for the implementation of a Regional Public Outreach and Communications Program (Program). The Program has two distinct components: 1) Regional public outreach implementation and 2) Communications/Public Relations support. Component 1 includes the research, design and implementation of a regional water efficiency public outreach campaign and school education initiative, development of support tools and materials, ongoing coordination/meetings with participating water suppliers, and ongoing strategic support for relevant RWA staff. Component 2 includes the research, design and implementation of public relations initiatives and related events/meetings, development of tools and materials to support initiatives, and strategic support and advice for relevant RWA staff. Selected Consultant should also ensure coordination between Component 1 and Component 2. RWA is seeking a 1-year timeline for this work (September 2025-September 2026), with the option to renew with selected Consultant on an annual basis for up to an additional 4 years. Annual budgets for Component 1 and Component 2 are on average \$150,000 and \$120,000 respectively.

### Selection Process

According to RWA Policy 300.2 Professional Services Selection and Contracting Services, consulting and professional services that cost more than \$75,000 will generally be obtained through a

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competitive process by issuance of a Request for Proposals (RFP) or a Request for Qualifications, as determined by the Executive Director, and a contract for such services will be subject to the approval of the Executive Committee and if the services cost more than \$150,000, approval of the Board of Directors.

RWA staff issued an RFP via email on April 8, 2025, to eight consulting firms with known experience in conducting similar projects and/or professional ability to conduct similar projects (Table 1). RWA reached out to other water suppliers in the state to obtain past outreach lists for similar projects to inform RWA’s outreach list. The RFP was also posted on the RWA website under the Public Notices tab on the home page. Proposals were due on May 22, 2025. The complete RFP document can be viewed at: <https://rwah2o.org/wp-content/uploads/2025/04/Public-Outreach-Communications-RFQ-FINAL-POST-04082025.pdf>

Table 1: Direct Outreach for RFP Response

	<b>Firm Name</b>
1	IN Communications
2	Lucy & Company
3	Sagent Marketing
4	Caporusso Communications
5	Prosio Communications
6	RSE
7	3fold Communications
8	Water Systems Consulting

Proposals were received from six firms: IN Communications, WBC/Blue Flamingo, ERG, (matter), Prosio Communications and Rise Strategy Group. Full proposals including proposed fees and costs and scope of work to be performed for each firm can be found here:

[https://www.dropbox.com/scl/fo/79tp6jcw75mrppv7cvi64/ANDFArv5CrQo\\_zqH36Bjs-8?rlkey=po10d48klq13bln7bk3kcrjh7&st=ditrjts&dl=0](https://www.dropbox.com/scl/fo/79tp6jcw75mrppv7cvi64/ANDFArv5CrQo_zqH36Bjs-8?rlkey=po10d48klq13bln7bk3kcrjh7&st=ditrjts&dl=0)

For evaluation purposes, RWA staff developed a guidance framework for reviewing proposals: firm profile (10 points); staff qualifications (20 points); past experience and references (40 points); strategic approach (20 points); fee schedule (10 points) for a total of 100 potential points. The review panel included Linda Higgins, Placer County Water Agency; Anne Sanger, City of Sacramento; Devon Barrett, San Juan Water District and Amy Talbot, Regional Water Authority. Each organization assigned points to the above categories for each responding firm independently before discussing the scores at the panel’s June 12<sup>th</sup> review meeting to reach a final recommendation.

#### FINDING/CONCLUSION

After independently reviewing the proposals and meeting to discuss the scoring and proposals, the review panel awarded IN Communications the highest average score using the criteria stated in the

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RFP (see Table 2 below). IN Communications presented a comprehensive package that reflected a deep understanding of the program scope for both Component 1 and Component 2, new forward thinking creative concepts for successful implementation, knowledge and incorporation of regulatory and legislative priorities, direct experience with similar projects and clients in the Sacramento region, and a competitive fee schedule.

Therefore, the review panel recommends IN Communications to the RWA Board of Directors as the selected consultant to assist RWA staff with the implementation of the Regional Public Outreach and Communications Program.

Table 2: Responding Firms' Review Panel Scores

Firm Name	Average
WBC/Blue Flamingo	76.8
ERG	88.0
IN Communications	94.5
(matter)	74.5
Prosio Communications	88.0
Rise Strategy Group	74.8

Responding Firms that were not recommended for a professional services agreement were notified via email by the Water Efficiency Program Manager, Amy Talbot on June 26, 2025, and were offered an option to set up a follow up meeting with RWA to receive feedback on their submitted RFP proposal. As of July 1, 2025, four firms have expressed an interest in a follow-up meeting with RWA including WBC/Blue Flamingo, ERG, Rise Strategy Group and (matter) and IN Communications and Prosio have requested the evaluation score sheets and access to all the submitted proposals.

#### FISCAL IMPACT

Component 1 is funded on an annual basis by the Regional Water Efficiency Program, approved by the Program's Advisory Committee. Component 2 is funded on an annual basis through the General RWA Budget, approved by the RWA Board of Directors. The RFP responses required a consultant staff hourly chart by position/title to secure rates (versus an annual budget approach) so that Component 1 and Component 2 program scopes can increase or decrease over time to match the approved annual budget.

#### ATTACHMENTS

Attachment 1- Professional Services Agreements with IN Communications for Components 1 and 2

**Regional Water Authority PR  
Outreach Scope of Work and Budget (Task Order 41)--Extension  
May-December 2025  
DRAFT—May 29, 2025**

**TASK 41-1 RWA MEMBER OUTREACH STRATEGY**

**Member Communication Tools and Materials**

**RWA E-Alert:** Continue the monthly E-Alert, which has proven to be an effective method of communication with RWA members.

**RWA Coffee & Conversation events:** Continue quarterly Coffee Chat virtual events for RWA members to learn about key topics and issues important to the region and to reaching RWA member goals.

**Deliverables:**

- RWA E-Alert (8)
- Support for Coffee & Conversation virtual events (2)

<b>TITLE</b>	<b>ESTIMATE</b>
Project manager/principal(s)	\$6,600
Graphic designer/multimedia	\$1,400
<b>TOTAL TASK AMOUNT</b>	<b>\$8,000</b>

**Planning, Strategic Advice and Team Meetings**

Provide ongoing strategic advice and participate in additional conference calls and in-person meetings. Task includes bimonthly meetings with the RWA team to discuss plans and action items.

**Deliverables**

- Monthly strategy and stakeholder meetings
- Up to six monthly meetings (90-minutes each)
- Bimonthly activity summaries

<b>TITLE</b>	<b>ESTIMATE</b>
Project manager/principal(s)	\$8,000
<b>TOTAL TASK AMOUNT</b>	<b>\$8,000</b>

Total Task 41-1: \$16,000

**TASK 41-2 EXTERNAL AUDIENCES/LEGISLATIVE OUTREACH**

**Foundational Materials**

**Issue-Based Fact sheets and Frequently Asked Questions** (for both external and internal use): Develop fact sheets and FAQs on priority issues, as needed, as a tool for members and RWA to use in communicating a consistent message to audiences.

**Website Support and E-Blasts:** Continue to provide support to RWA and the RWA webmaster by updating the RWA website with fact sheets, press releases and other items and developing/distributing e-blasts, as needed.

**Deliverables:**

- Issue-based fact sheets and FAQs (3)
- Periodic support for the RWA website and e-blasts

TITLE	ESTIMATE
Project manager/principal(s)	\$4,000
Graphic designer/multimedia	\$3,600
<b>TOTAL TASK AMOUNT</b>	<b>\$7,600</b>

**Media Outreach and Social Media**

Support RWA’s policy agenda and initiatives through outreach via news media and social media:

- Write news stories and/or op-eds to the media about the region’s climate adaptation plans and strategies and other timely legislative topics. These may be pitched to media, posted to the RWA website and distributed via RWA’s eblast list.
- Seek opportunities to tell the region’s story about its progressive solutions on climate resiliency. This can be both reactive (media statements, letters to the editor, etc.) and proactive outreach.
- Draft and submit stories for industry publications such as AWWA SOURCE magazine, Maven’s Notebook, ACWA News and Brown & Caldwell.
- Develop a regular schedule for social media posts according to the editorial calendar and E-Alert, and seek to build followers among state policymakers and regulators.

**Deliverables:**

- News stories and op-eds (6)
- Press releases, media statements, letters to the editor (approx. 1/month)
- Social media (approx. 4/month)

TITLE	ESTIMATE
Project manager/principal(s)	\$22,000
<b>TOTAL TASK AMOUNT</b>	<b>\$22,000</b>

Total Task 41-2: \$29,600



TOTAL ALL TASKS:

\$45,600

FEE SCHEDULE

TITLE	PERSONNEL	\$/HOUR
Program Manager	Christine Kohn	\$170
Program Leads/Creative and Advertising	Bruce Hartzell	\$170
Program Lead and Strategic Advisor	Michelle Smira	\$170
Strategic Advisor and Writer	Juliet Grable and Debbie Arrington	\$170
Graphic Design and Multimedia	Chris Guzman	\$160
Project Support	Cass Jefferies and Cathy Murnighan	\$145
Graphic Designer	Meredith Carty	\$130

Regional Water Authority

By

Jim Peifer  
Executive Director

Date

5/29/2025

IN Communications

By

Christine Kohn  
Principal

Date

5/29/25

###

**Regional Water Efficiency Program  
2025 Strategic Communications Plan and Scope—TASK ORDER 43  
DRAFT—April 18, 2025**

**SITUATION OVERVIEW AND APPROACH**

The winter of 2024-25 has been marked by extremes, with unseasonably dry and warm conditions interrupted by powerful storms that temporarily boosted the snowpack to near-normal levels. In February, multiple atmospheric rivers brought the statewide snowpack to near average, only for dry conditions to return. Following the storms, the snowpack reached 97% of average, and as of February 28, 2025, the statewide snowpack stands at 85% of the average for this date.

While January and February are typically the wettest months, March can also bring significant rainfall, particularly in Northern California. There remains potential for more precipitation, and even with dry conditions, the Sacramento region is expected to have adequate water supplies, so drought messaging is not anticipated this season.

Given this outlook, the Regional Water Authority’s Regional Water Efficiency Program (RWEPP) will continue its ongoing multi-year outreach campaign, “Summer Strong.” With no immediate drought concerns to drive urgency, the outreach strategy aims to engage the public through more creative, sustained messaging about water efficiency. This approach is designed to keep water efficiency top-of-mind for target audiences, encouraging lasting changes in behavior and water use.

To maximize impact, the 2025 program will maintain three key components from the previous year, while introducing fresh enhancements to increase engagement and effectiveness:

- **Summer Strong:** Promoting water-wise practices for outdoor spaces.
- **Saving Water One Beer at a Time:** A partnership with local craft breweries that emphasizes the critical role of water in brewing and encourages efficient water practices within the industry.
- **Drip Drop, Hip Hop:** Continuing the school outreach program in collaboration with the NorCal Arts, targeting younger generations to foster lifelong water conservation habits.

New components will include:

- **Focused outreach aimed at promoting rebates** to specific audiences identified in research as being most receptive.
- **New research focused on commercial, industrial, and institutional (CII) customers** to provide a solid foundation for a new regional rebate program and public outreach to help local water providers address water conservation regulation requirements.

**GOALS**

- Empower and motivate audiences to increase water efficiency, especially outdoors where most household water use occurs in the Sacramento region. In particular, motivate audiences to upgrade and maintain their landscapes and irrigation systems to maximize water efficiency and resiliency to Sacramento’s hot, dry summers (short term) and drought/climate change (long-term) while also maintaining landscape health, especially tree health.
- Increase awareness of and participation in rebate programs focused on turf replacement, irrigation efficiency, and weather-based sprinkler timers.
- Help water providers prepare to implement new conservation regulations.

- Provide tools for water providers to use in their own outreach that convey a consistent regional message on water efficiency.
- Uncover insights and develop an outreach approach for CII customers that addresses the best communication messages and methods for driving customers to rebate programs and action.

**CALLS TO ACTION**

**Primary:**

- Create a Summer Strong yard for a water-wise, healthy landscape.
- Add low-water and native plants/replace all or some of your lawn with landscaping that uses less water.
- Replace older sprinkler nozzles with more efficient ones.
- Install a weather-based sprinkler or irrigation controller.
- Give extra water to trees during summer.

**Secondary:**

- Fix leaky toilets and faucets within 48 hours.
- Reduce sprinkler or irrigation times significantly in the fall as the days become shorter and cooler.
- Check soil moisture before turning on sprinklers or irrigation.
- Replace older toilets with a high-efficiency model.

**Related information:**

- Most household water use and water waste occur outdoors when watering yards.
- Using water wisely promotes healthy landscapes.
- Find information about rebates and connect with your water provider at [BeWaterSmart.info/rebates](http://BeWaterSmart.info/rebates).
- When possible: Saving water saves money.

**TARGET AUDIENCES**

**Overall Messaging (Summer Strong): Residential Water Users**

Residential water users are the largest segment of urban water consumers and have the greatest potential to make a difference in overall water use. Because of the research RWA conducted in 2022, the public outreach program can target calls to action (outlined above) to specific demographics most willing to undertake those actions. However, in general, the target audience for most calls to action is:

- Homeowners
- College educated
- Men and women age 18-49
- Household income of \$90,000+
- Both English and Spanish

**Targeted Ads for Rebates:** Targeting according to RWA’s 2022 public opinion survey:

**Lawn Replacement:**

- Younger men (age 18-49) and older women (age 65+)
- Four-year college or more

- Household income of \$90,000-\$150,000

**Irrigation Efficiencies: Replace older sprinkler nozzles with more efficient ones:**

- Younger men and women (age 18-49)
- Four-year college or more
- Household income of \$90,000-\$150,000
- Add: Spanish-language audience

**WBIC: Install a weather-based sprinkler or irrigation controller:**

- Younger men and women
- Four-year college or more
- Household income of 150,000+
- Add: Spanish-language audience

**Children (Pre-K through 6<sup>th</sup> grade)**

- Children are our next generation of water consumers and have the potential to influence adults.

**APPROACH/EDUCATIONAL ACTIVITIES**

**MULTIMEDIA, PAID ADVERTISING AND PUBLIC SERVICE ANNOUNCEMENTS**

**Creative: Summer Strong Training Tips and Rebates**

The Summer Strong Training Tips campaign will extend and enhance the RWEF’s successful *Summer Strong* initiative. This new component will promote water-efficient landscaping practices, raise awareness about rebates from local water providers, and encourage lasting changes in water use behavior.

The campaign will also include targeted digital advertising to promote rebates to specific audiences identified through research as most receptive. The featured rebates include those identified as a priority by the Public Outreach Subcommittee, including rebates for replacing or reducing lawn, upgrading to water-wise irrigation, and adding weather-based sprinkler timers. The new creative will be available to RWEF participants for use in their own outreach materials.

**Preliminary Channels for Paid Advertising:**

- KOVR CBS 13 News and Good Day Sacramento (May 26-August 17): \$18,000
- Paramount streaming: \$15,000
- Telemundo (Spanish TV): \$5,000
- Outdoor (billboards): \$28,000
- Entravision Sacramento (Spanish radio): \$12,000
- Cap Radio (public radio): \$19,000
- Digital (Facebook and Google): \$15,000

**Public Service Announcements:** PSAs consistently demonstrate their value. The earned media from the PSAs featuring local children offering water-saving tips provided an estimated advertising value of \$169,790 in 2024. We propose continuing to use this PSA for both English and Spanish television and radio outlets.

TITLE	ESTIMATE
Project Manager/Principal(s)	\$25,330
Graphic/Web Designer	\$11,700
Direct Cost: Advertising	\$112,000***
<b>TOTAL TASK AMOUNT</b>	<b>\$149,030</b>

*\*\*To be paid directly by RWA.*

**PARTNERSHIPS AND SPONSORSHIPS**

***Saving Water One Beer at a Time***

The RWEPP will continue to build upon its successful partnerships with local craft breweries in 2025. The Sacramento region is home to 88 breweries, and by the end of 2024, the campaign had engaged with 52 breweries, with nearly 20 of those acting as active partners.

For 2025, the goal is to expand these partnerships, aiming to collaborate with 25 breweries. The focus will be on regularly distributing water efficiency messaging through coasters (and other materials, as budget allows), while also establishing a system to automate the restocking of materials. Additionally, the campaign will promote a \$15,000 rebate available to Commercial, Industrial, and Institutional (CII) customers, as well as develop case studies that highlight the success of these partnerships. These case studies will be shared in media outreach efforts and help promote CII rebates.

**Strategies for 2025:**

- **Target High-Impact Breweries:** Priority will be given to top breweries as ranked by the Sacramento Business Journal, those with which we already have relationships, and breweries located across Sacramento, Placer, El Dorado, and Yolo counties.
- **Use Personal Engagement:** In-person visits will remain a key tactic, as face-to-face interactions are crucial in the craft brewing culture. This approach will help build trust and foster lasting partnerships.
- **Leverage Local Water Providers:** When possible, we will invite RWA member agencies to join brewery visits. This strengthens partnerships, builds trust, and provides additional information on water-wise rebates that may be of interest to breweries.
- **Provide Free Promotional Materials:** Breweries will receive coasters (and other materials as budget allows), including a new coaster design.

To amplify the campaign’s reach and highlight participating breweries, we will also continue:

- **Social Media Engagement:** Feature partners in #ThirstyThursday posts, showcasing their use of campaign materials and celebrating their support for water efficiency.
- **Web Presence:** Update the existing webpage highlighting brewery partnerships ([BeWaterSmart.info/beer](http://BeWaterSmart.info/beer)) with partnering breweries and those implementing water-wise actions. The updated version can include photos from our partners, quotes from brewers, logos of all our participating breweries, and more information on the new rebate program.
- **Sacramento Republic Sponsorship:** We will continue in-stadium and restroom signage at Heart Health Park to support brewery partnerships. The BeWaterSmart team will also participate in

the Sacramento Republic’s Craft Brew Festival in June, an event that offers a great platform for promoting lawn replacement rebates to a younger, beer-loving demographic.

- **Media Outreach.** We can also pitch stories to regional and industry (water and brewery) media about the program, our partners, and their actions to conserve.

TITLE	ESTIMATE
Account Supervisor	\$18,705
Direct Cost: Printing of Coasters	\$6,295
<b>TOTAL TASK AMOUNT</b>	<b>\$25,000</b>

**Partnerships with Local Gardening and Tree Care Influencers**

Continue RWA’s partnerships with online gardening influencers and continue to develop one new one. These online influencers are already regularly producing content and have a ready-made microphone (existing communication outlet and fan base). Our goal will be to continue to encourage their communication of BWS topics, messages and tips; build the BWS brand with their audience as the go-to place for water efficiency; and amplify their voice among BWS audiences.

- **Garden Tours:** Partner with local garden tours to distribute information about rebates and BWS gardening gloves at garden tours.
- **Debbie Arrington: Sacramento Digs Gardening (Influencer, Strategic Advisor and Writer):** Longtime Home and Garden reporter Debbie Arrington has teamed with writing colleague Kathy Morrison to produce the blog Sacramento Digs Gardening. Debbie will continue to have a triple role with the 2024 program: Be Water Smart will sponsor her blog; and Debbie will serve as a Strategic Advisor and Writer for RWA, producing monthly stories that Water Efficiency Program participants are able to use in their outreach. Sponsored stories/eblasts include a promotional message from Be Water Smart, as well as the BWS logo on her Facebook page and YouTube channel. We will continue to work to enhance this relationship to explore additional mutually beneficial partnership options.
- **Green Acres Garden Podcast (Influencers and Podcast):** The Green Acres Garden Podcast features interviews with GA experts and others from the community. Sponsored podcasts include a promotional message from Be Water Smart. In addition, RWA will pitch topics to be included on the show and explore additional options for exposure.
- **Marlene Simon “The Plant Lady” (Influencer):** Marlene is an existing partner with RWA and local water providers with a substantial social media following, YouTube channel with tips; podcast (“Flower Power Garden Hour” 2,000+ subscribers); “Ask the Plant Lady” feature on KMAX; and a monthly Sacramento Bee article gardening. Sponsored podcasts include a promotional message from Be Water Smart, as well as the BWS logo on her Facebook page and YouTube channel. We will continue to work to enhance this relationship to explore additional mutually beneficial partnership options.
- **Sacramento Tree Foundation:** Continue RWA’s ongoing partnership with the Sacramento Tree Foundation to promote water-wise tree care practices. This may include utilizing media outreach and/or RWA’s advertising buy to co-promote messaging.

- **“Garden Smart” Publication:** In 2021, Be Water Smart created a glossy home and garden magazine distributed for free by nurseries throughout the Sacramento region. The scope includes funding for outreach to and distribution of the magazine to nurseries interested in partnering with RWA to distribute the publication again.

**Sacramento Republic Sponsorship/Partnership**

Continue the enhanced partnership with the Sacramento Republic FC, Sacramento’s popular minor league soccer team. Partnership items include:

- A 30-second live digital LED advertisement that aired during home games.
- Spotlight signage at the northeast corner of the stadium, near the Craft Beer tent.
- Posters displayed in restroom stalls.
- NEW: Participation in the Sacramento Republic Craft Brew event in June 2025.
- UNLESS SOLD: Summer Strong messaging wrapped around two water refill stations, located on the East and West sides of Heart Health Park

TITLE	ESTIMATE
Project Manager/Principal(s)	\$11,390
Graphic/Web Designer	\$780
Direct Cost: Sacramento Republic Sponsorship	\$47,250**
Direct Cost: Other Sponsorships	\$4,600
Direct Cost: Delivery of H&G Magazine	\$1,200
Direct Cost: Printing of postcards and flyers	\$1,000
<b>TOTAL TASK AMOUNT</b>	<b>\$66,220</b>

*\*\*To be paid directly by RWA. FYI: \$22,250 to be paid with grant funding and the remaining \$25,000 to come from the sponsorship budget.*

**SCHOOL EDUCATION: DRIP DROP, HIP HOP**

The Regional Water Efficiency Program (RWEP) will continue its successful school education initiative, *Drip Drop, Hop Hop: A Journey Through the American River Watershed*, in partnership with NorCal Arts. In 2025, the program will expand to serve 75 to 100 elementary schools in Placer and El Dorado counties. This program teaches students about the source of their water, the importance of conservation, and the most effective ways to save water.

A new addition this year is a hands-on activity developed in collaboration with the nonprofit ReCreate. This activity is designed to deepen student engagement and reinforce water sustainability lessons through creative, interactive experiences. As of March 1, 2025, the program is fully booked and will reach 100 classrooms, with consultant support provided as part of Task Order 42.

**Shower Timer Assembly, Packaging and Delivery:** This support also includes assembling, packaging and delivering shower timers to schools.

TITLE	ESTIMATE
Project Coordinator	\$2,200
Direct Cost: Delivery of Shower Timers	\$600
<b>TOTAL TASK AMOUNT</b>	<b>\$2,800</b>

**CII SECTOR: FOCUS GROUP RESEARCH AND COMMUNICATIONS STRATEGY**

The commercial, industrial, and institutional (CII) sector is one of the most diverse groups of water users in urban areas. It includes everything from retail stores and office buildings to schools, hotels, car washes, and manufacturing facilities. Each of these businesses or institutions has distinct water use patterns, shaped by their specific operational needs. This diversity makes the CII sector a complex yet critical focus for water efficiency programs, especially with new conservation regulations coming into play.

One of the primary challenges for water providers is identifying and connecting with the right decision-makers within these organizations. For example, homeowners associations (HOAs), a subset of CII customers, can be particularly hard to engage due to their layered decision-making structures and multiple approval processes. However, the potential for water savings in this group is significant, as HOAs typically use large amounts of water for landscape irrigation.

To address these challenges, a strategic, focused approach is necessary. Understanding the motivations behind businesses' investments in water efficiency, overcoming participation barriers, and tailoring programs to fit the diverse needs of CII customers will be key in driving progress.

**Research Needs:** This research aims to uncover insights that will inform a regional rebate and education/outreach program aimed at enhancing water efficiency in the CII sector. The objectives are to understand the drivers, obstacles, and strategies that will educate and incentivize CII customers to adopt water-efficient technologies, utilize available rebates, and adhere to the Non-Functional Turf (NFT) watering ban.

**Objectives:** The study will focus on exploring the following areas and identifying common themes across industries:

Perceptions:

- Customer perceptions of existing rebate programs and watering bans.
- The main challenges businesses face in managing water use, and how water providers can better support these businesses in overcoming these challenges.
- The extent to which businesses recognize common water-waste issues (e.g., leaks, inefficient equipment) as important to address.

Barriers:

- The key barriers preventing businesses from adopting water-efficient technologies and practices (e.g., cost, complexity, lack of information).

Decision-Making Process:

- Who within the business is responsible for making water conservation decisions, and the factors that influence this decision-making process.

**Potential Solutions:**

- The top two or three water-saving actions businesses are most willing to implement (e.g., equipment upgrades, behavioral changes).
- The role of cost savings as a motivator for adopting water-efficient practices.
- The appeal of potential solutions (e.g., rebates, direct installations, water wise business calls, free items).
- The potential of leak rebates/checks as an entry point for other water-wise actions.
- The value of easy-to-implement solutions (e.g., pre-rinse spray valves, commercial toilets) as cost-effective starting points for water efficiency.
- To what extent educational resources such as flyers, videos, etc. would be helpful.

**Messages, Influencers, and Tools:**

- The most effective messages for influencing behavior change.
- The role of case studies from similar businesses, endorsements from industry influencers, and recognition programs in encouraging water efficiency.

**Characteristics of Past Participants:**

- For past rebate program participants: Were they already planning to make changes before seeking rebates, and what support or resources would have helped them in the process?

**Approach:** Two online focus groups will be conducted with business managers:

- One group will consist of HOA decision-makers.
- The other group will include a mix of representatives from three different CII industries.

These three sectors will be distinct, but much like residential focus groups where participants with varying characteristics are combined, we will look for commonalities across the sectors. By identifying shared motivators, barriers, and preferences, we can develop outreach strategies that resonate across sectors.

Each group will have eight participants, with the expectation that six to eight will attend. Sessions will last approximately 90 minutes, and participants will receive a \$200 incentive for their time. RWA will observe both sessions via live streaming, and all discussions will be video-recorded for later reference.

**Recruitment:** To ensure the right participants are engaged, we will use the same recruitment strategy that proved successful in RWA's 2021 focus groups with influencers on the Water Bank. It is critical that participants represent the target audience for the rebate program and are decision-makers within their organizations.

The process will involve RWA pre-recruiting individuals from a list of target businesses and reaching out directly to invite them to participate. A list of confirmed participants will then be provided to Elliot Benson staff, who will follow up to confirm participation and schedule the sessions.

To facilitate the exchange of ideas, include one or two participants who are already involved in water efficiency or rebate programs. This will provide insights into the messages that are most effective in persuading participants.

**CII Communications Strategy:** Based on the research results, a Communications Strategy and template tools will be developed for the RWEP and water providers to support their outreach to businesses. The strategy may include:

- Clear, actionable key messages.
- Promotional materials, such as flyers and informational items.
- Tools for HOAs to communicate effectively with their residents.
- Information on rebate programs, including turf removal rebates.
- Details on Water Wise Business Calls and what they include.
- Window clings for businesses to display their water efficiency efforts.
- Case studies that can be highlighted through videos, social media, media outreach, and other channels.

TITLE	ESTIMATE
Project Manager/Principal(s)	\$5,100
Graphic/Web Designer	\$1,820
Direct Cost: Researcher	\$18,000**
<b>TOTAL TASK AMOUNT</b>	<b>\$24,920</b>

*\*\*To be paid directly by RWA.*

**MEDIA OUTREACH**

Continue both proactive and reactive outreach by developing news releases, media statements and letters to the editor. This task includes creating talking points, pitching and coordinating interviews.

TITLE	ESTIMATE
Project Manager/Principal(s)	\$8,000
<b>TOTAL TASK AMOUNT</b>	<b>\$8,000</b>

**FOUNDATIONAL ACTIVITIES**

**Water Provider Tools and Briefing**

Develop and deliver one briefing for water provider communications contacts, as well as template tools, to assist water providers with communicating a consistent regional message. The following template tools will be developed:

- Key messages: Overall talking points on water efficiency (Word doc)
- Editorial Calendar that corresponds to the WaterSense calendar and includes Summer Strong Training Tips (March-November) (Word doc)
- Template newsletter/website text water providers can customize and use (April-November) (Word doc)
- Social media tips with supporting graphics (March-November) (Word doc and images)
- BWS Tool Kit on drop box that includes all materials developed for the year (link to materials on drop box)

<b>TITLE</b>	<b>ESTIMATE</b>
Project Manager/Principal(s)	\$7,480
<b>TOTAL TASK AMOUNT</b>	<b>\$7,480</b>

**Strategic Advice, Program Coordination, Team Meetings and Reporting**

Provide ongoing strategic advice and participate in conference calls and up to eight in-person meetings or calls. The task also includes developing a 2024 annual recap report that outlines program activities in 2024 and demonstrates results.

<b>TITLE</b>	<b>ESTIMATE</b>
Project Manager/Principal(s)	\$10,880
Account Supervisor	\$2,900
Graphic/Web Designer	\$2,990
<b>TOTAL TASK AMOUNT</b>	<b>\$16,770</b>

**Be Water Smart Events Team and Collateral**

The Be Water Smart events team will represent RWEPP members at three regional events that reach multiple RWEPP agency customers. For events aimed at residential customers, our team will provide water-wise tips, encourage visitors to sign the pledge banner, collect e-mails for those who wish to sign up for the BWS e-mail list, as well as identify a customer's water provider and connect them with services. Events include:

- ECOS Earth Day (April)
- Sacramento Republic Brew Festival (June)
- Farm to Fork Festival (September)

**Collateral Items**

Restock Be Water Smart stocks of collateral to support event outreach and mailing. Items may include the following:

- New Summer Strong pledge banner (3)
- Leak kits (1,000)
- Gloves (500)

In addition, coordinate a regional collateral buy to help RWEPP participants obtain a lower per-item cost (bulk pricing).

<b>TITLE</b>	<b>ESTIMATE</b>
Project Manager/Principal(s)	\$3,060
Account Supervisor	\$1,450
Be Water Smart Events Team	\$325
Direct Cost: Collateral	\$1,980
• Pledge banner (3)	
• Gloves (500)	
• Leak kits (1,000)	
<b>TOTAL TASK AMOUNT</b>	<b>\$6,815</b>

**Online Support**

**Website Review and Content:** Continue to provide content for the site. Our estimate includes drafting text for up to five new pages to be added to BeWaterSmart.info.

**E-blasts to the Be Water Smart E-blast List:** Customize template newsletter/website text developed for water provider communications contacts and distribute to the BWS e-blast list. Task assumes nine total eblasts (March-November), each with a different story.

TITLE	ESTIMATE
Project Manager/Principal(s)	\$2,720
<b>TOTAL TASK AMOUNT</b>	<b>\$2,720</b>

**Additional Initiatives/Support**

**Collateral Mailing:** Support RWA’s partnerships/sponsorships and digital advertising campaign by facilitating the packaging and mailing of collateral items to partners and/or customers within the RWEP participant area. RWA to provide postage.

**Mulch Mayhem:** Support RWA Water Efficiency Program participants in their Mulch Mayhem events by updating the regional flyer, online advertising and media outreach, as well as providing coordination support.

TITLE	ESTIMATE
Project Manager/Principal(s)	\$2,720
Graphic/Web Designer/Multimedia	\$390
Project Coordinator	\$550
Direct costs: postage	\$500
<b>TOTAL TASK AMOUNT</b>	<b>\$4,160</b>

**TOTAL OUTREACH PROGRAM** **\$313,915**

*Total direct costs to be paid by RWA  
(advertising, Sac Republic sponsorship, and researcher)* **\$177,250**

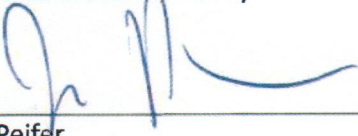
**TOTAL IN COMMUNICATIONS TASK ORDER (TO 43):** **\$136,665**

**Scope and program costs may be modified by mutual agreement of RWA staff and IN COMMUNICATIONS in response to RWA’s Regional Public Outreach and Communications Request for Proposals (RFP) released on April 8, 2025.**

**FEE SCHEDULE**

Title	Personnel	Rate/Hour
Project Manager/Principal(s)	Christine Kohn Bruce Hartzell	\$170
Strategic Advisor/Writer	Debbie Arrington	\$170
Multimedia	Chris Guzman	\$160
Account Supervisor	Max McSlavkin	\$145
Graphic/Web Designer/Photographer	Meredith Carty Kevin Meier	\$130
Project Coordinator	Chris Perry	\$110
Events Team	TBD	\$65

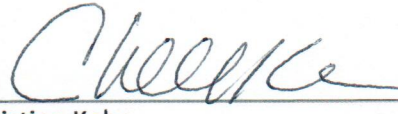
Regional Water Authority

By   
 \_\_\_\_\_  
 Jim Peifer  
 Executive Director

Date

4/21/2025

IN Communications

By   
 \_\_\_\_\_  
 Christine Kohn  
 Principal

Date

4/22/25

###

## Agenda Item 4



Topic: Strategic Plan – Panel Presentation of the RWA Foothill Water Agencies  
Type: Old Business  
Item For: Information  
Purpose: Development of the Strategic Plan

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SUBMITTED BY:	Jim Peifer Executive Director	PRESENTER/ PANEL:	Greg Jones, NID Tony Firenzi, PCWA Michael Saunders, GDPUD Jim Abercrombie, EID Jim Peifer, Executive Director
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### EXECUTIVE SUMMARY

This information item is for the members of the Board of Directors and the RWA staff to better understand the needs of the foothill water agencies and to build into the update of the Strategic Plan items to address those needs.

### STAFF RECOMMENDED ACTION

This item is for information only.

### BACKGROUND

At the May 8, 2025 Board meeting, the Board of Directors directed the staff to begin the update of the Strategic Plan. At the June 30<sup>th</sup> Executive Committee meeting, the Executive Director recommended that the first item should be a panel presentation by representatives of foothill water agencies on what concerns they have in the future and how the RWA could be helpful to their agencies. The Executive Committee supported this proposal.

Ideally, the panel discussion will help the Board members and the RWA staff to better understand what support these organizations will need from the RWA and will help with the development of the Strategic Plan update.



Topic: New Classifications of Certain RWA Positions  
Type: Old Business  
Item For: Action  
Purpose: [Policy 400.2](#) (Compensation Policy), [400.3](#) (Job Descriptions),  
[400.5 \(Job Descriptions\)](#)

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SUBMITTED BY:	Jim Peifer Executive Director	PRESENTER:	Jim Peifer Executive Director
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**EXECUTIVE SUMMARY**

This is an action item to consider and approve two new classifications for RWA employees.

**STAFF RECOMMENDED ACTION**

Staff recommends the following actions:

- (1) Receive the Classification and Compensation Reports submitted by RGS;
- (2) Approve the job description for Board Clerk - Project Manager;
- (3) Approve the job description for Finance Director; and
- (4) Approve a revised Policy 400.2, Exhibit A identifying the proposed compensation for the Board Clerk - Project Manager and Finance Director positions.

**BACKGROUND**

This was considered by the Board of Directors at the May board meeting. The direction from the Board was to obtain additional compensation information prior to considering reclassification of and establishing the salary of the proposed positions. Specifically, the Board of Directors requested additional external agency compensation data for the Finance Director position. At the June 30, 2025 Executive Committee meeting, the committee accepted the data and recommended the item be brought back to the Board of Directors for its approval.

The last time RWA conducted a classification and compensation survey was in 2022 and adjusted compensation for most of the staff positions. Policy 400.2 governs the process of setting salary for the RWA staff positions.

The RWA has historically contracted for the services of an accountant as far back as 15 years and likely longer. This was needed since the incumbents in Finance and Administrative Services Manager position did not have strong enough financial skills to perform the work without the services of a contract accountant. This cost the organization approximately \$60,000 annually. Since the end of 2023, that position has been filled with a highly qualified individual that has strong financial skills as well as a Certified Public Accountant certification. Since that time, the organization has not needed the services of a contract accountant.

The Executive Assistant position was created shortly after the formation of RWA in 2001. The position was created at a time when modest administrative skills were needed. Since the formation of the RWA, the organization has grown along with its mandate. The staff have worked under an increased workload which include several programs (Legislative and Regulatory Advocacy, Common Interests Management Services, additional requirements under the Sustainable Groundwater Management Act, etc.). The Executive Director would like to invest in the current staff to address this workload and better align the staff to fill gaps rather than hire new staff. The existing Executive Assistant has a skillset that would be better used to address the increased workload (example: managing water transfers and/or assisting in the administration of the Healthy Rivers and Landscapes program after adoption by the State Water Resources Control Board). The Executive Assistant has been, and will be executing projects that bring increased efficiency and better management to the organization (example: new website, document management systems, etc.) It should be noted that certain technological improvements and automation are making it less necessary to rely on a full-time Executive Assistant and more effectively as a Board Clerk/Program Manager for the Executive Director.

As noted above, RWA has brought on two highly qualified employees with specific licenses, certifications and specific experience that was not considered when the RWA conducted its 2022 classification and compensation survey. The experience from these staff members has saved the organization money, improved operations and efficiency while reducing risk to the RWA and SGA. Specifically, and as previously noted, the Finance and Administrative Services Manager is certified by the State of California as a Certified Public Accountant. The Executive Assistant/Clerk of the Board has a Certified Municipal Clerk certification and holds a Notary Public commission from the State of California. All their licenses and certifications require certain educational, testing, and experience requirements.

At the September 24, 2024, Executive Committee meeting, the Executive Committee directed the Executive Director to hire a consultant to conduct a review of the compensation and classification for the Finance and Administrative Services Manager and the Executive Assistant/Clerk of the Board. RWA contracted with RGS to perform the review. At the time, the Executive Director suggested that both incumbents were working at a level higher than their classification and were undercompensated.

RWA Policy 400.2 governs the compensation and the reviews of compensation for the RWA and SGA staff. Among other items, Policy 400.2 includes the following directions:

*It is the intent of the Authority to provide employee compensation (pay and benefits) that is fair and equitable and that is comparable, based upon an employee's experience, skills and performance consistent with established job descriptions, and with that of similar water and public entities regionally. As a small, professional, management-focused organization, it is the intent of the Authority to provide employee compensation at or above the labor market for the industry and the geographic area. The compensation practices of the Authority will be competitive within the industry and geographical area to attract the most qualified candidates and to minimize turnover of its employees.*

Policy 400.2 states that the Executive Committee has the authority to approve compensation surveys. The policy states: "...a compensation survey may be commissioned at any time if directed by the Executive Committee or if recommended by the Executive Director and approved by the Executive Committee."

RWA Policy 400.2 further states:

*The Executive Director will use the results of the survey to propose modifications to base rate of pay and/or benefits necessary to achieve the intent of this policy. Proposed pay ranges should include consideration of such things as 1) the mean, median and 62.5th percentile of the compensation data, 2) the comparability of surveyed classifications to RWA job classifications, and 3) RWA experience recruiting and retaining staff in each classification.*

RGS has conducted a review of the Executive Assistant and Finance and Administration Services Manager classifications and compensation and has provided the RWA a report with their findings and recommendations. The recommendations are to reclassify the Executive Assistant to a Board Clerk – Project Manager position and the Finance and Administrative Services Manager to a Finance Director and to adjust their salaries.

As previously indicated, the Board of Directors considered this item at the May 8<sup>th</sup> Board meeting. RGS had proposed using "Internal Alignment" for setting the compensation for both positions. The compensation for the Board Clerk – Project Manager was proposed to be equivalent to an Associate Project Manager. The compensation for the Finance Director was proposed to be 25 percent higher than the Finance and Administrative Services Manager. The Board requested additional information be obtained, specifically for the Finance Director position. RGS obtained additional salary information which was presented to the Executive Committee on June 30<sup>th</sup>. That data is attached to this staff report. The Executive Committee approved the recommendation to bring the item back to the Board of Director's for its consideration and approval with the additional data requested by the Board of Directors.

The proposed compensation for the positions is attached and presented in the draft Policy 400.2, Exhibit A. A draft of the Board Clerk – Project Manager and Finance Director job specification is attached as well as the Classification and Compensation Survey.

It should be noted that staff would not immediately be compensated at the top step. Policy 400.2 constrains the Executive Director's authority on increasing compensation. Since the policy was revised in 2024, the Executive Director may not increase the compensation of an employee by more than 12 percent annually without the Board of Director's approval.

The revised draft policy 400.2, Exhibit A reflects a 1.8% COLA over the recommendations by RGS. The reason for the COLA is to address equity considerations and since the data that was obtained most likely reflects salaries that were approved in the prior fiscal year.

**FINDING/CONCLUSION**

The Executive Committee recommends the Board approve the proposed positions and compensation. The Executive Director recommends the Board approve the salary recommendation inclusive of COLA considerations.

**ATTACHMENTS**

Attachment 1 – Executive Assistant Classification Study and Job Specification

Attachment 2 – Finance and Administrative Services Manager Classification Study and Job Specification

Attachment 3 – Additional Compensation Data requested by the Board of Directors at the May 8, 2025, Board Meeting

Attachment 4 – Draft Policy 400.2, Exhibit A including the positions of Board Clerk – Project Manager and Finance Director

# **REGIONAL WATER AUTHORITY 2025 CLASSIFICATION STUDY REPORT EXECUTIVE ASSISTANT**

Prepared for:



5620 Birdcage Street, Ste 180  
Citrus Heights, CA 95610

Prepared By:



P.O. Box 1350  
Carmel Valley, CA 93924



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**ATTACHMENTS**

Class Specification – Board Clerk/Project Manager



## EXECUTIVE SUMMARY

The Regional Water Authority (RWA) engaged Regional Government Services (RGS) to conduct a classification study for the classification of Executive Assistant. The purpose of the study was to determine whether the current classification accurately reflects the level and scope of work performed by the incumbent.

## METHODOLOGY

The methodology employed in conducting this study was as follows:

- Review and analyze the Position Description Questionnaire (PDQ), current classifications within the agency, and other related documents.
- Interview the incumbent to discuss and clarify all submitted documentation and review the duties and responsibilities of the position.
- Analyze the scope and complexity of the responsibilities and tasks performed and the required skills, knowledge, and abilities.
- Develop recommendations based on the analysis of the above information.

## BACKGROUND

The incumbent performs various analytical, technical, and administrative work for the Regional Water Authority and the Sacramento Groundwater Authority (SGA). Her work supports numerous boards/members, projects, programs, and activities governed by various laws, rules, and regulations. The following background is provided to better understand the breadth and scope of their work and the agency.

The Regional Water Authority was formed to serve, represent, and align the interests of regional water providers and stakeholders for the purpose of improving water supply reliability, availability, quality, and affordability. The RWA members include cities, water and irrigation districts, mutual water companies, investor-owned water utilities, and community services districts.

RWA Board of Directors – 22 Member agencies (with two representatives per agency)  
Member agencies of the RWA may appoint two representatives to the Board of Directors, either of whom may cast a single vote on behalf of their agency. All are welcome at the meetings.

### RWA Executive Committee – 9 Members

The RWA Board of Directors coordinates and monitors the activities of RWA staff, reviews and approves routine business decisions, and serves as a sounding board for ideas on behalf of the Board of Directors.

### RWA Associates – 7 member agencies

An “RWA Associate” class of membership was established in 2003 to include public and/or private entities that are not water utilities but have an interest in regional water matters. Associate members do not hold a seat on the RWA Board but are able to participate in regional water policy discussions and RWA programs/partnerships and receive other benefits of RWA membership.

### SGA – 16 member agencies

The SGA draws its authority from a joint powers agreement (JPA) signed by the cities of Citrus Heights, Folsom, and Sacramento and the County of Sacramento. The signatories manage the basin cooperatively by creating a governing board of directors comprised of representatives of 16 water agency members and other water users within their jurisdiction.

## **STUDY FINDINGS**

The class specification indicates that the position performs a variety of highly responsible, confidential, and complex administrative support duties for the Executive Director and Boards of Directors; to assist with the overall administrative operations of the RWA and the SGA; to provide general information and assistance to the public; and to provide general office administrative support to staff.

The incumbent brought a wealth of knowledge, education, and experience to the position. She is a Certified Municipal Clerk and is currently working toward obtaining Master Municipal Clerk certification. She coordinates and manages all meetings of the boards and committees, including setting up the facilities, taking and preparing complete and accurate minutes, and following up on action items. She knows and understands the applicable laws, rules, and regulations pertaining to public agency meetings and record-keeping and ensures that the agency is in compliance. Because of her knowledge, she is a resource for staff and elected and appointed individuals regarding legislative processes, compliance, and governance.

She provides administrative, analytical, and technical support to the Executive Director and other management staff, including preparing and reviewing agency documents and staff reports. In addition, she performs project management work, including time and budget tracking and reporting. The incumbent does not need close supervision and is capable of performing her work with limited direct involvement of the Executive Director.

She is required to deal professionally and effectively with all levels of individuals that she encounters in the course of the work and is extremely organized and efficient. She manages confidential information appropriately, identifies sensitive issues, and exercises diplomacy and tact in her communications with others.

### ANALYSIS

The analysis showed that the incumbent performs all the duties contained in the class specification for the Executive Assistant, and because of her knowledge, education, and experience, she is able to devote a significant amount of time to project management activities that are outside and above the scope of the classification. The current classification does not reflect both the level of support she provides to the agency's boards and committee or the additional project management activities.

### SALARY CONSIDERATIONS

Due to the unique duties, skills, abilities, and qualifications of the recommended classification, it is challenging to find sufficient data to make valid salary recommendations based on external market data. Therefore, RGS conducted an internal salary alignment analysis to determine the appropriate salary recommendation. This included reviewing and comparing the following classification factors to those of other Authority job classes to determine the appropriate salary ties.

- Authority and Autonomy in Decision Making.
- Scope and Complexity of the work.
- Types and Frequency of Contacts.
- Supervision Exercised and Received.
- Knowledge, skills, and ability are required both at entry and learned after entry.
- Minimum Education and Experience required for successful performance.
- Required licenses and certifications.

RGS recommends the reclassification of the Executive Assistant to Board Clerk/Project Manager. As the Authority currently has a Project Manager class series, RGS reviewed the class specifications for each level to determine the correct tie.

Based on the classification factors above, the Associate Project Manager is the appropriate salary tie for the Board Clerk/Project Manager position. Both are considered journey-level positions fully qualified to perform the full range of duties of the classification. Each has an area of expertise for which they manage various projects in support of the Authority's various functions. Lastly, the education and experience requirements vary among the various Project Managers, from the equivalent of a bachelor's degree and no experience to the equivalent of a bachelor's degree and three years of relevant experience. The qualifications for the Board Clerk/Project Manager include the equivalent of an associate's degree and four years of experience. In addition, certifications as a Notary Public and a Certified Municipal Clerk are required. While the education requirement is lower for the Board Clerk/Project Manager, we consider these qualifications equivalent due to the additional experience and certifications required.

**RECOMMENDATIONS**

The RWA is a unique organization with a complex operation. The incumbent manages duties that serve two entities. She brings advanced-level training, certification, and experience to her position. As noted in the analysis, she performs at a level significantly above her allocated position. The agency would likely require additional resources to accomplish the work in her absence.

These factors create a unique situation and opportunity for the agency. Since there isn't an existing classification that fully match the work being performed, the needs of the agency, and the capabilities demonstrated by the incumbent, RGS recommends the following:

- Adopt the classification of Board Clerk/Project Manager to accurately reflect the full scope of duties currently being performed by the incumbent, which are required and valued by the agency. The qualifications for the classification reflect the advanced level of knowledge, experience, and certification in line with those of the incumbent.
- Set the Board Clerk/Project Manager salary equal to the Associate Project Manager classification with a salary range as follows:

<b>Classification</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>
Board Clerk/ Project Manager	\$8,016	\$8,293	\$8,588	\$8,906	\$9,249	\$9,619

- Reclassify the current Executive Assistant position to the Board Clerk/Project Manager classification and place the current incumbent at the appropriate salary step in the recommended salary range.

**ADDITIONAL RECOMMENDATIONS**

Due to the unique skillset of the incumbent, it is recommended that the existing classification of Executive Assistant and related salary be retained in the agency's classification plan. This would allow the agency the flexibility to utilize it if needed in the future. In the event that the incumbent were to leave the agency, it may not be possible to fill the position with an individual who possesses the same level of experience, education, and certification as the existing incumbent. By retaining this classification and salary in the agency's system, there would be flexibility, if needed, for future recruiting purposes.

**REGIONAL WATER AUTHORITY  
2025 CLASSIFICATION STUDY REPORT  
FINANCE & ADMINISTRATIVE SERVICES  
MANAGER**

Prepared for:



5620 Birdcage Street, Ste 180  
Citrus Heights, CA 95610

Prepared By:



P.O. Box 1350  
Carmel Valley, CA 93924



April 19, 2025

Jim Piefer, Executive Director  
Regional Water Authority  
2295 Gateway Oaks Dr #100  
Sacramento, CA 95833

**Subject: Classification and Compensation Study for Regional Water Authority**

Jim,

Thank you for allowing Regional Government Services (RGS) to partner with the Regional Water Authority (RWA) to conduct a classification study for RWA's Finance & Administrative Services Manager position. The attached report contains RGS's findings, analysis, and professional recommendations based on the results of the study.

We would be happy to schedule a phone meeting to review the recommendations and ensure that you can obtain any additional information you need regarding the recommended actions and specifications. Please advise me by phone at 650.587.7300 x 94 or by email at [poward@rgs.ca.gov](mailto:poward@rgs.ca.gov) regarding the best times and days for you.

Once again, I would like to thank you for your leadership and your employees' participation in the study. It was a pleasure working with you and the RWA again.

Sincerely,

A handwritten signature in black ink that reads "Patty Howard". The signature is written in a cursive, flowing style.

**Patty Howard**  
Human Resources Lead Advisor  
Classification and Compensation  
Regional Government Services

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### **ATTACHMENT**

Class Specification – Finance Director

## EXECUTIVE SUMMARY

The Regional Water Authority (RWA) engaged Regional Government Services (RGS) to conduct a classification study for the Finance & Administrative Services Manager classification. The purpose of the study was to determine whether the current classification accurately reflects the level and scope of work performed by the incumbent.

## METHODOLOGY

The methodology employed in conducting this study was as follows:

- Review and analyze the Position Description Questionnaire (PDQ), current classifications within the agency, and other related documents.
- Interview the incumbent to discuss and clarify all submitted documentation and review the position's duties and responsibilities.
- Analyze the scope and complexity of the responsibilities and tasks performed and the required skills, knowledge, and abilities.
- Develop recommendations based on the analysis of the above information.

## BACKGROUND

The incumbent performs highly complex analytical financial work for the Regional Water Authority and the Sacramento Groundwater Authority (SGA). His work supports numerous boards/members, projects, programs, and activities governed by various laws, rules, and regulations. The following background is provided to understand better the breadth and scope of their work and the agency.

The Regional Water Authority was formed to serve, represent, and align the interests of regional water providers and stakeholders and improve water supply reliability, availability, quality, and affordability. RWA members include cities, water and irrigation districts, mutual water companies, investor-owned water utilities, and community services districts.

RWA Board of Directors – 22 Member agencies (with two representatives per agency)  
Member agencies of the RWA may appoint two representatives to the Board of Directors, either of whom may cast a single vote on behalf of their agency. All are welcome at the meetings.

### RWA Executive Committee – 9 Members

The RWA Board of Directors coordinates and monitors the activities of RWA staff, reviews and approves routine business decisions, and serves as a sounding board for ideas on behalf of the Board of Directors.

### RWA Associates – 7 member agencies

An “RWA Associate” class of membership was established in 2003 to include public and/or private entities that are not water utilities but have an interest in regional water matters. Associate members do not hold a seat on the RWA Board but are able to participate in regional water policy discussions and RWA programs/partnerships and receive other benefits of RWA membership.

### SGA – 16 member agencies

The SGA draws its authority from a joint powers agreement (JPA) signed by the cities of Citrus Heights, Folsom, and Sacramento and the County of Sacramento. The signatories manage the basin cooperatively by creating a governing board of directors comprised of representatives of 16 water agency members and other water users within their jurisdiction.

## **STUDY FINDINGS**

The class specification indicates that the position plans, organizes, directs, manages, and reviews the financial and accounting operations of the RWA and SGA; administers human resource functions; ensures that general office administrative support is provided; and serves as Board Secretary and Treasurer.

While not currently required for the position, the incumbent is a Certified Public Accountant (CPA). His level of skill, experience, and certification allows him to perform activities previously managed via an outside contract/consultant, including preparing closing and financial statements. This has allowed the agency to eliminate the expense of this contract service (over \$60,000/year). Since joining the agency, the incumbent has made corrections that were noted in prior audits, and the recent audit contained no new findings.

The incumbent prepares and manages the agency budgets, financial statements, and state-mandated reports, as well as prepares board reports for both the RWA and the SGA, with little need for direct involvement of senior management. Because the agency serves both the RWA and SGA, costs must be appropriately allocated. The incumbent has streamlined the allocation process, made adjustments, and created processes to ensure the allocations are accurate and can be supported and explained.

The incumbent serves as the Treasurer for both the RWA and the SGA, which involves planning, recommending, and implementing financial strategies and activities related to the administration of investment, finance, and operational programs. He monitors financial trends, investments, economic conditions, and markets to predict their impact on the agency.

The incumbent ensures that fiscal activities are in compliance with GASB guidelines, federal, state, and local laws, regulations, codes, and standards, as well as RWA and SGA guidelines, policies, and regulations. His advanced knowledge and experience have allowed the agency to modify some internal procedures, including ensuring adequate internal controls are in place. He administers RFPs and oversees purchasing and monitoring of contracts and agreements. The

incumbent manages state and federal grants to ensure compliance with agreements and oversees grant record-keeping, billing, and budgeting.

The incumbent exercises independent judgment, deals professionally and tactfully with elected and appointed officials, and is able to present and explain complex financial information to various individuals. The incumbent oversees the agency's technological needs and serves as a liaison with the outside contractor.

As is often the case in smaller agencies, the incumbent is responsible for the human resources, payroll, and accounts payable/receivable activities. This requires knowledge of employee benefits, retirement systems, payroll, safety, and public accounting. It requires maintaining current knowledge of pertinent laws, regulations, and rules and compliance with all reporting requirements. The incumbent maintains all necessary records and files in a confidential and compliant manner.

### **ANALYSIS**

The analysis showed that the incumbent performs all the duties identified in the Finance and Administrative Services Manager class specification. Because of his experience, knowledge, education, and certification, he also performs additional duties beyond those required of the current position, some of which were previously contracted to outside consultants.

The incumbent is responsible for developing and implementing policies that dictate how funds will be allocated. The possession of a CPA provides him with the expertise to be heavily involved in the agency's audits, prepare complex financial reports, and ensure the agency's activities and records are in compliance with applicable laws and regulations. He is able to recognize and respond appropriately to changing conditions and explain complex financial issues to stakeholders with varying levels of fiscal expertise. These duties and responsibilities are beyond the scope of those customarily assigned to a Finance Manager classification and are not reflected in the current Finance and Administrative Manager class specification.

### **SALARY CONSIDERATIONS**

Due to the recommended classification's specialized set of duties, skills, abilities, and qualifications, it is challenging to find sufficient data to make valid salary recommendations based on external market data. Therefore, RGS conducted an internal salary alignment analysis to determine the appropriate salary recommendation. This included reviewing and comparing the following classification factors to those of other Authority job classes to determine the appropriate salary ties.

- Authority and Autonomy in Decision Making.
- Scope and Complexity of the work.
- Types and Frequency of Contacts.
- Supervision Exercised and Received.

- Knowledge, skills, and ability are required both at entry and learned after entry.
- Minimum Education and Experience required for successful performance.
- Required licenses and certifications.

RGS has recommended the reclassification of the Finance and Administrative Services Manager to the Finance Director. This is due to the expanded breadth of responsibility of the position. As stated, as the incumbent is a CPA, he is able to perform duties significantly beyond the scope of the Finance Administrative Manager classification. Due to his expertise, he makes high-level fiscal decisions on behalf of the Authority and provides expert professional support to the Executive Director and the Board of Directors. His level of expertise and designation as a CPA have also allowed the Authority to lessen its dependence on outside consultants, allowing the Authority to work directly and more successfully with outside auditors. These factors support a significant salary adjustment to the Finance and Administrative Services Manager classification.

**RECOMMENDATIONS**

The RWA is a unique organization with a complex operation. The incumbent manages duties that serve two entities. He brings advanced-level training, certification, and experience to his position. As noted in the analysis, he performs at a level significantly above his allocated position. The agency would likely require additional resources to accomplish the work in his absence.

These factors create a distinct situation and opportunity for the agency. Since there isn't an existing classification that fully matches the work being performed, the needs of the agency, and the capabilities demonstrated by the incumbent, RGS recommends the following:

- Adopt the classification of Finance Director to accurately reflect the full scope of duties currently being performed by the incumbent, which are required and valued by the agency. The qualifications for the classification reflect the advanced level of knowledge, experience, and certification in line with those of the incumbent.
- Set the salary for the Finance Director twenty-five percent (25%) above the current salary range for the Finance and Administrative Services Manager classification, with a salary range as follows:

<b>Classification</b>	<b>Step 1</b>	<b>step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>
Finance Director	\$14,049	\$14,571	\$15,114	\$15,678	\$16,263	\$16,858

- Reclassify the current Finance & Administrative Services Manager position to the Finance Director position and place the incumbent at the appropriate salary step in the recommended salary range.

### **ADDITIONAL RECOMMENDATIONS**

Due to the incumbent's specific skillset, it is recommended that the existing classification of Finance & Administrative Services Director and related salary be retained in the agency's classification plan. This would allow the agency the flexibility to utilize it if needed in the future. In the event that the incumbent were to leave the agency, it may not be possible to fill the position with an individual who possesses the same level of experience, education, and certification as the existing incumbent. By retaining this classification and salary in the agency's system, there would be flexibility, if needed, for future recruiting purposes.

# **ATTACHMENT**

## **Finance Director Class Specification**

## FINANCE DIRECTOR

### DEFINITION

Under administrative direction, plans, organizes, and manages all fiscal activities including accounting, financial planning, cash and asset management, treasury management and investments, debt management, revenue administration and collection, purchasing, budget, cost allocations, and payroll; provides highly responsible and complex professional assistance to the Executive Director and others; performs related duties as required.

### DISTINGUISHING CHARACTERISTICS

The Finance Director is a single incumbent management classification. Within a framework of overall goals and objectives, the incumbent directs agency-wide finance and related support services, which include accounting, budgeting, financial planning and reporting, debt management, and cash management.

### SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the Executive Director or their designee. May exercise supervision over assigned administrative staff.

### EXAMPLES OF DUTIES:

*Below is a descriptive list of the range of duties performed by employees in this classification. These examples are not intended to reflect all duties performed within the job, and not all duties listed are necessarily performed by each individual.*

- Prepares and administers internal policies and procedures related to assigned activities; interprets and explains applicable rules, laws, and regulations to others.
- Maintains accounting records in accordance with GAAP and GASB.
- Prepares month and year-end closing entries; performs monthly/annual reconciliations for all accounts, including bank, grant, subscription programs, and capital assets; prepares financial statements for RWA (Regional Water Authority) and SGA (Sacramento Groundwater Authority).
- Conducts financial reviews of the agency's operations and activities and reports findings and recommendations to the Executive Director and Board of Directors.
- Manages and coordinates annual audits with external auditors and prepares the requested audit materials, schedules, and reports.
- Attends Board of Director and Board Committee meetings; prepares and presents staff reports and agenda items for consideration by the Board; serves as advisor to the Executive Director and Board on financial planning issues.
- Ensures that purchases of materials, supplies, and equipment are conducted according to agency policies and procedures.
- Performs financial modeling and analysis and maintains budget and forecasting models; administers the budget process and periodically reports on the status of budget to actual.

- As Treasurer for RWA and SGA, oversees cash management, investments, and debt management activities; recommends and implements financial strategies and activities related to the administration of investment, financial, and banking/operational programs.
- Monitors financial trends, investments, economic conditions, and markets in order to predict the impact on the agency.
- Manages the agency's Human Resources activities, including benefits administration, coordination and tracking of training, and management of personnel files.
- Oversees the processing of payroll and all related reporting; ensures proper timesheet coding for cost allocation purposes.
- Oversees and directs Information Services activities and the development and implementation of long-term technology requirements.
- Manages state and federal grants to ensure compliance with agreements; oversees grant coding, billing, and budgeting.
- Monitors and maintains compliance with pertinent federal, state, and local laws, codes, regulations, and ordinances; implements procedures to ensure compliance with applicable laws and regulations.
- Performs other related duties as required.

## **QUALIFICATIONS**

### **Knowledge of:**

- Principles, practices, and methods of current governmental accounting, auditing, purchasing, and budgeting
- Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements.
- Financial strategies, modeling, and analysis.
- Principles and practices of cash management and investments.
- Uses and application of information technology in the maintenance of accounting records, statistical applications, financial administration, and purchasing administration.
- Principles and practices of budget preparation, management, and administration.
- Principles and practices of leadership, motivation, team building, and conflict resolution.
- Pertinent local, State, and Federal laws, rules, and regulations.
- Principles and practices of Human Resources management.
- Modern office procedures, methods, computer software, and hardware.
- Principles and practices of sound business communication; correct English usage, including spelling, grammar, and punctuation.

### **Ability to:**

- Read, understand, and interpret complex documents related to assignments.
- Perform detailed accounting work in the maintenance of the general accounting, budget, and cost systems of the agency.
- Plan, organize, direct, and coordinate budget administration.
- Provide specialized or general analysis in support of various accounting functions.

- Prepare journal entries and maintain ledgers.
- Communicate clearly and concisely, both orally and in writing; explain complex fiscal information in an easily understandable manner.
- Attend Board of Director and Board Committee meetings and present staff reports and agenda items for consideration by the Board.
- Compile and analyze data to prepare and support reports.
- Research issues related to assigned area of responsibility.
- Effectively administer the agency's human resources activities.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Maintain confidentiality of records and information.
- Effectively operate a computer and standard business software programs and databases related to the area of assignment.
- Establish and maintain effective working relationships with those contacted in the course of the work.

**Education and Experience:**

*Any combination of training and experience that would provide the knowledge, skills, and abilities necessary to perform the duties of the position. A typical way to obtain the knowledge and abilities would be:*

- Equivalent to a bachelor's degree from an accredited college or university in accounting, finance, business or public administration, public policy, or a closely related field.

**AND**

- Six (6) years of professional accounting and finance experience, including two (2) years in a municipal or similar setting in a management capacity.

**Licenses and Certifications:**

- Current valid Certified Public Accountant (CPA) license from the State of California Board of Accountancy.
- Possession of a valid California Class C Driver's License with a satisfactory driving record.

**PHYSICAL, ENVIRONMENTAL, AND WORKING CONDITIONS:**

**Physical Demands**

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; and to attend meetings and to visit various sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is

needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds; and are required to attend off-site board, committee, and other meetings.

**Environmental Elements**

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances.

**Working Conditions**

May be required to work a varied schedule of hours, which may include evenings, weekends, and holidays.

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**REGIONAL WATER AGENCY  
FINANCE DIRECTOR**

	<b>Agency</b>	<b>Class Title</b>	<b>Max Monthly Salary</b>
<b>0</b>	<b>Regional Water Authority *</b>	<b>Finance Director</b>	<b>\$16,858.00</b>
1	Association of California Water Agencies	NCC	-
2	California Association of Sanitation Agencies	NCC	-
3	California Municipal Utilities Association	NCC	-
4	California Special Districts Association	NCC	-
5	Citrus Heights Water District <sup>1</sup>	Director of Finance and Administrative Services	\$17,489.33
6	El Dorado Irrigation District <sup>1</sup>	Director of Finance	\$18,725.73
7	Elk Grove Water District <sup>1</sup>	Finance Manager/Treasurer	\$18,855.20
8	Fair Oaks Water District <sup>1</sup>	Finance Manager	\$13,722.83
9	Northern California Water Association	NCC	-
10	Placer County Water Agency <sup>1</sup>	Director of Financial Services	\$19,458.92
11	Sacramento Area Council of Governments	Deputy Executive Director of Operations	\$19,500.00
12	Sacramento Suburban Water District <sup>1</sup>	Director of Finance and Administration	\$16,102.00
13	San Juan Water District <sup>1</sup>	Director of Finance and Human Resources	\$17,898.40
14	Yuba County Water Agency <sup>1</sup>	Director of Finance	\$21,800.13
		<b>Number of Matches</b>	9
		<b>Median of Comparators</b>	\$18,726
		<b>% Above/Below</b>	-9.97%
		<b>Average of Comparators</b>	\$18,173
		<b>% Above/Below</b>	-7.23%
		<b>62.5 Percentile of Comparators</b>	\$18,807
		<b>% Above/Below</b>	-10.36%

**NCC - No Comparable Classification**  
**• Proposed class title and salary listed**  
<sup>1</sup> Member Agencies

**CLASSIFICATION NOTES**

**Regional Water Authority**

Association of California Water Agencies  
California Association of Sanitation Agencies  
California Municipal Utilities Association  
  
California Special Districts Association

**\*Requires 6 yrs of finance exp, including 2 yrs in a management capacity in a public agency.**

**\*Requires BA**

**\*Requires CPA**

NCC - Controller position a lower level

NCC - Called and verified with the agency

NCC - Called and verified with the agency

NCC - Received salary information for Chief Finance & Operations Officer, but no job description. Could not determine comparability.

**\*Requires 8 years of experience, 3 years of administration & management responsibility**

**\*Requires BA**

**\*CPA preferred**

**\*No additional compensation for CPA**

**\*Requires 8 years of experience, 3 years of management experience**

**\*Requires BA**

**\*CPA desirable but not required**

**\*No stipend provided if someone has the CPA.**

**Called and Confirmed with Agency**

Citrus Heights Water District <sup>1</sup>

El Dorado Irrigation District <sup>1</sup>

Elk Grove Water District <sup>1</sup>	<ul style="list-style-type: none"> <li>*Requires 5 years of experience, 3 years of administrative/lead experience</li> <li>*Requires BA</li> <li>*No mention of CPA</li> </ul>
Fair Oaks Water District <sup>1</sup> Northern California Water Association	<ul style="list-style-type: none"> <li>*Requires 5 years of experience in a leadership role in public accounting/Finance</li> <li>*Requires BA</li> <li>*CPA preferred</li> <li>*No stipend/additional comp provided</li> <li>NCC - Failed to respond to multiple inquiries</li> </ul>
Placer County Water Agency <sup>1</sup>	<ul style="list-style-type: none"> <li>*Requires 6 years of experience, 3 with administrative/management responsibility</li> <li>*Requires BA</li> <li>*No mention of CPA</li> </ul>
Sacramento Area Council of Governments	<ul style="list-style-type: none"> <li>*Requires 10 years of broad experience, 5 years of supervisory experience</li> <li>*Requires BA</li> <li>*No mention of CPA</li> </ul>
Sacramento Suburban Water District <sup>1</sup>	<ul style="list-style-type: none"> <li>*Requires 8 years of experience, 5 years in management/supervision</li> <li>*Requires BA</li> <li>*No mention of CPA</li> </ul>
San Juan Water District <sup>1</sup>	<ul style="list-style-type: none"> <li>*Requires 10 years of experience in finance &amp; HR, 3 years of admin/management exp</li> <li>*Requires BA</li> <li>*No mention of CPA</li> </ul>
Yuba Water Agency <sup>1</sup>	<ul style="list-style-type: none"> <li>*Requires 5 years of experience</li> <li>*Requires BA</li> <li>*No mention of CPA</li> </ul>

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**EXHIBIT A**  
**RWA POLICY 400.2**

**MONTHLY SALARY SCHEDULE OF RWA POSITIONS**

Effective July 7, 2025

<b>Classification</b>	<b>Step 1 or Minimum</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6 or Maximum</b>
Executive Director	\$20,383	-	-	-	-	\$24,461
Manager of Technical Services	\$16,435	-	-	-	-	\$19,723
Manager of Strategic Affairs	\$16,435	-	-	-	-	\$19,723
Manager of Government Relations	\$16,435	-	-	-	-	\$19,723
Principal Project Manager	\$13,696	\$14,204	\$14,731	\$15,278	\$15,844	\$16,435
Senior Project Manager	\$11,414	\$11,837	\$12,277	\$12,732	\$13,204	\$13,696
Associate Project Manager	\$8,160	\$8,463	\$8,777	\$9,102	\$9,440	\$9,792
Board Clerk/Program Manager	\$8,160	\$8,463	\$8,777	\$9,102	\$9,440	\$9,792
Finance Director	\$14,302	\$14,833	\$15,383	\$15,954	\$16,545	\$17,161
Finance & Administrative Services Manager	\$11,441	\$11,865	\$12,306	\$12,762	\$13,236	\$13,729
Executive Assistant	\$6,620	\$6,866	\$7,120	\$7,384	\$7,658	\$7,944
Project Research Assistant II	\$6,811	\$7,064	\$7,326	\$7,598	\$7,879	\$8,174
Project Research Assistant I	\$5,923	\$6,143	\$6,371	\$6,607	\$6,852	\$7,107

Exhibit A will be updated annually based on the March Consumer Price Index and/or when a new salary survey is completed (2025 ranges include a COLA of 1.8% effective July 7, 2025).

Salaries for Executive Director, Manager of Technical Services, Manager of Strategic Affairs, and Manager of Government Relations are set as a range, rather than steps, with the minimum and maximum respectively appearing in the columns for Step 1 and 6.

Revised and adopted by the RWA Board of Directors on: \_\_\_\_\_

Attest: \_\_\_\_\_  
 Clerk of the Board

Topic: Executive Director’s Report  
Type: New Business  
Item For: Information  
Purpose: General

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SUBMITTED BY: Jim Peifer  
Executive Director

PRESENTER: Jim Peifer  
Executive Director

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**EXECUTIVE SUMMARY**

This is an information item for the Executive Director to provide a briefing on important activities, reports, communications, advocacy, and other updates.

**STAFF RECOMMENDED ACTION**

None. This item is for information/discussion only.

**BACKGROUND**

This agenda item is a standing item to provide an opportunity for the Executive Director to report to the Board of Directors on important activities, reports, communications, advocacy, and other updates.

**General Manager/Utility Director Quarterly Workshop** – On June 17<sup>th</sup> quarterly GM meeting was sponsored by and held at PCWA. Ms. Talbot made a presentation on non-functional turf, and a discussion on the region’s response to Golden Mussels was discussed. There was interest in forming a Golden Mussel Task Force – if any agencies would like to be included in future communications, please contact Ashley Flores [aflores@rwah2o.org](mailto:aflores@rwah2o.org).

**Outreach & Advocacy**

**RWA Coffee & Conversation** was held on June 17; the guest speaker was Meghan Hertel, Deputy Secretary for Biodiversity and Habitat, California Natural Resources Agency, shared insights into California’s biodiversity and habitat priorities.

On June 4<sup>th</sup> Mr. Joseph, Ms. Banonis and Mr. Ojakian presented at a community advisory meeting with the Citrus Heights Water District to discuss the benefits of RWA membership and was well received.

**SWRCB** RWA staff met with SWRCB member Sean Macguire on June 26<sup>th</sup>, to discuss regional efforts to address Climate Change. Ms. Ashlee Casey joined the discussion to discuss the efforts of the Water Forum at the meeting.

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**Prospective Members**

Executive Director Peifer will be attending the August Yolo County Water Conservation and Flood Control District Board Meeting to discuss the potential of that agency becoming an RWA member.

**Del Paso Manor Water District**

The Sacramento Suburban Water District has been reported that as of June 30, 2025, the reorganization of Del Paso Manor Water District (DPMWD) into Sacramento Suburban Water District (SSWD) is complete. A [press release from SSWD states](#) “The reorganization marks the conclusion of a multi-year effort to improve long-term financial stability and reliable water service for DPMWD’s ratepayers without burdening current SSWD customers with the costs associated with necessary improvements to the DPMSA facilities.”

**Sacramento Regional Water Bank**

The Water Bank program work has been relying on funding from WIIN Act Funding provided by the Bureau of Reclamation. We have been expecting to receive approximately \$710,000. The RWA staff has received notifications from Reclamation staff that there is nothing that the RWA needs to do at this point, and the Reclamation staff has indicated the funding needs to be authorized by “DOGE”. The RWA staff are pessimistic about the chances of receiving the funding.

The Monthly Program Committee Meeting will occur on July 16 from 11:00 a.m. – 1:00 p.m. lunch will be provided.

The consultants and staff are nearly finished with the significant work of Water Bank Starting Balance (also known as previously banked water). A report on this will be made at the upcoming Water Bank Program committee meeting.

Later this month, RWA staff will brief the Public Policy Institute of California (PPIC) on the Water Accounting System. The briefing aims to demonstrate the system’s value as a model for statewide adoption and influence PPIC’s thinking and future publications on water accounting, particularly regarding in-lieu recharge.

**Watershed Resilience Pilot Project**

The staff and consultants continue to work on the Watershed Resilience Pilot Project. Recently, work has been done to:

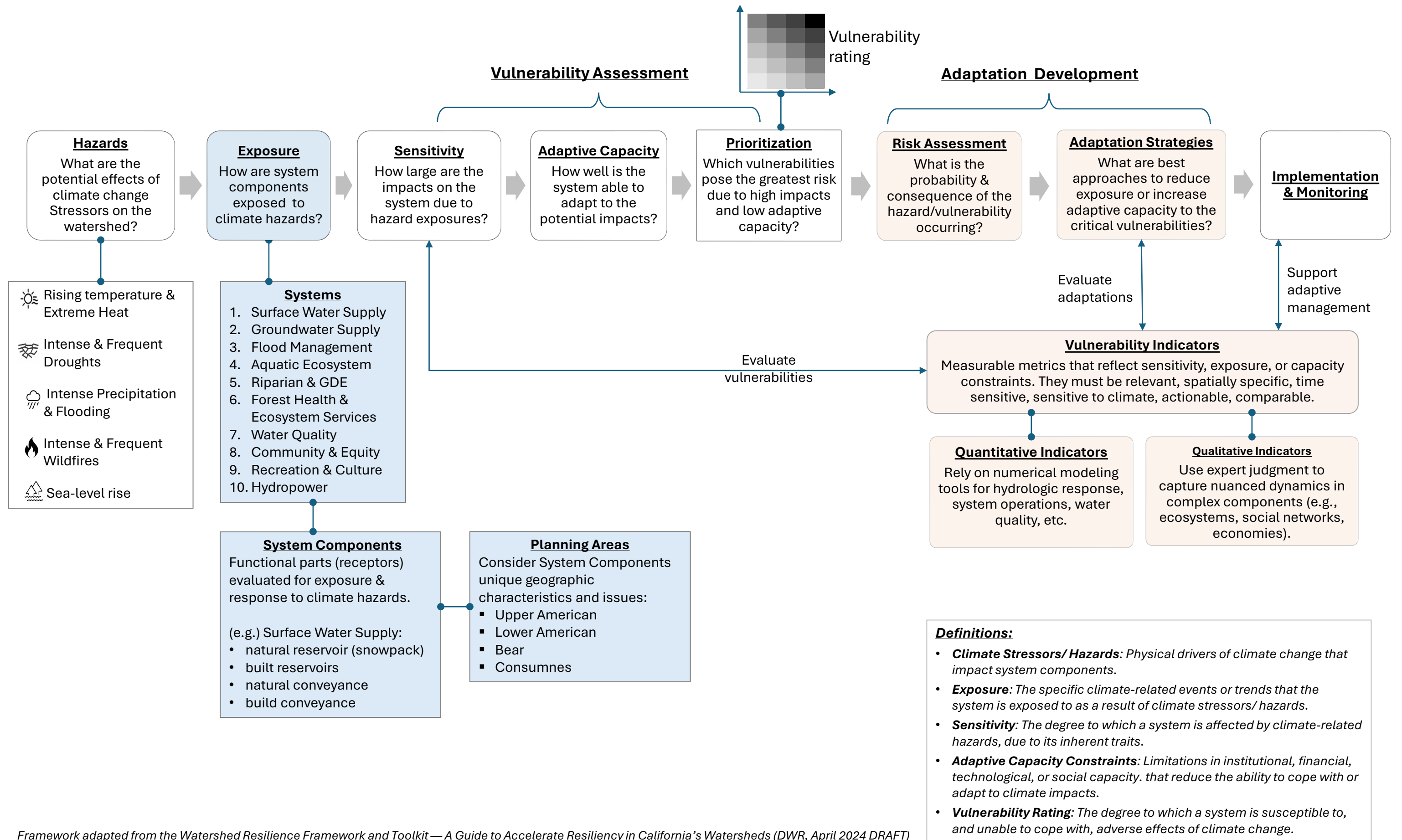
- Conduct modeling analysis and develop additional modeling tools
- Develop a website for the project
- Develop a framework for prioritizing projects (Please see attached framework)
- Conducting outreach to organizations that have a significant operations in the management of water that are within the scope of analysis (Example: SMUD)
- Conducting outreach to tribal nations on a one-on-one basis

**ATTACHMENTS**

Attachment 1 - WRPP Framework

# American River Watershed Resilience Planning Framework

WORKING DRAFT (version 1.0)





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Topic: Board Directors' Comments  
Type: New Business  
Item For: Information  
Purpose: Routine

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SUBMITTED BY: Jim Peifer  
Executive Director

PRESENTER: Jim Peifer  
Executive Director

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**EXECUTIVE SUMMARY**

This is an information item to provide an opportunity for the Regional Water Authority Board of Directors to report on any updates from their agency, comments, request future agenda items, recommendations, and questions.

**STAFF RECOMMENDED ACTION**

None. This item is for information only.

**BACKGROUND**

This agenda item is a standing item to provide an opportunity to report on any updates from their agency, comments, request future agenda items, recommendations, and questions.