

**RGS EXECUTIVE COMMITTEE AGENDA**

*Agenda materials may be viewed on the Agency's web site or by contacting the Executive Director prior to the meeting.*

**REGULAR MEETING****via Teleconference****November 20, 2025****1:00 p.m**

**Citrus Heights Water District**, Bldg A, General Mgr's Office, 6230 Sylvan Rd, Citrus Heights, CA 95610  
**Dublin Civic Center**, City Manager's Office, 2<sup>nd</sup> Floor, 100 Civic Plaza, Dublin, CA 94568  
**Larkspur City Hall**, Assistant City Manager's Office, 400 Magnolia Ave, Larkspur, CA 94939  
**Napa City Hall**, City Manager's Office Blue Room, 955 School St, Napa, CA 94559  
**Soledad City Hall**, Human Resources Manager's Office, 248 Main Street, Soledad, CA 93960  
**Walnut Creek City Hall**, Office of the City Mgr, 3<sup>rd</sup> Floor, 1666 North Main St, Walnut Creek, CA 94596  
**Yountville Town Hall**, Office of the Town Mgr, 6550 Yount Street, Yountville, CA 94599

The public may attend in person at any of the posted locations, or via RingCentral using the following link: <https://v.ringcentral.com/join/305511758>, or by calling 1-650-419-1505 and entering the meeting ID#: 305 511 758

**1. CALL TO ORDER / ROLL CALL****2. PUBLIC COMMENT**

- A. Each speaker is limited to two minutes. If you are addressing the Executive Committee (EC) on a non-agenda item, the EC may briefly respond to statements made or questions posed as allowed by the Brown Act (Government Code Section 54954.2). However, the EC's general policy is to refer items to staff for attention, or have a matter placed on a future EC agenda for a more comprehensive action or report.

**3. APPROVAL OF CONSENT AGENDA**

Consent agenda items are considered to be routine and will be enacted by one motion. There will be no separate discussion on these items unless members of the Executive Committee, staff, or public request specific items to be removed for separate action.

- A. Approval of **September 18, 2025** Minutes
- B. Approval of Regularly Scheduled Meetings Calendar
- C. Approval of Payments and Deposits made July through October 2025
- D. Approval of Investments Report through October 2025
- E. Receive and File Management Services Agreements Update
- F. Receive and File Municipal Dental Pool Update
- G. Receive and File Agency Bonus Awards
- H. Approval of Updates to Human Resources Policies

**Action**

**4. TREASURER'S REPORT - None**

**5. OLD BUSINESS**

- A. Update of Strategic Plan: Data Collection

*Information*

**6. NEW BUSINESS**

- A. Mission Statement Process

*Information*

**7. EXECUTIVE DIRECTOR, COMMITTEE AND MEMBER REPORTS**

- A. Executive Director:  
B. Members:

**Recess to Closed Session**

**CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION**

(Pursuant to Government Code Section 54956.9(d)(1))

Name of cases: Estate of Douglas Breeze et al. v. Board of Administration of the California Public Employees' Retirement System, Third Appellate District Case No. C099877

Dowswell v. Board of Administration of the California Public Employees' Retirement System, Third Appellate District Case No. C100027

Sandhu v. Board of Administration of the California Public Employees' Retirement System, Third Appellate District Case No. C100028

Souza et al. v. Board of Administration of the California Public Employees' Retirement, Third Appellate District Case No. C099861

Tarlochan Sandhu, et al. v. Theresa Taylor, et al., United States Court of Appeals 9<sup>th</sup> Circuit Case No. 25-841

In the Matter of Reimbursement of Retirement Allowance, Received During Periods of Employment in violation of Working After Retirement Laws, Sandhu, Souza, Dowswell, Breeze (CalPERS Case No. 2024-0999; OAH Case No. 2025040541)

**Recess to Open Session**

**Possible Report out of Closed Session**

*Information*

**8. ADJOURN MEETING**

**Next Regular Meeting February 19, 2026 via teleconference**

**Americans with Disabilities Act**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Sophia Selivanoff at (650) 587-7300. Notification in advance of the meeting will allow for reasonable arrangements to ensure accessibility.

**REGIONAL GOVERNMENT SERVICES AUTHORITY  
EXECUTIVE COMMITTEE MINUTES  
SEPTEMBER 18, 2025**

The Regional Government Services Authority held a regular meeting of the Executive Committee on September 18, 2025 in Dublin. The meeting was called to order at 11:02 a.m.

**1. CALL TO ORDER / ROLL CALL**

Members Present: Shannon O'Hare Chair

Colleen Tribby, Vice Chair

Dan Buckshi, Member

Liz Habkirk, Member

Megan Hunter, Member

Hilary Straus, Member

Members Absent: Brad Raulston, Member

Other Attendees: Sophia Selivanoff, Executive Director/CFO

Rich Oppenheim, Deputy Executive Director

Chris Paxton, Chief Operating Officer

Ashley Metzger, Chief Growth Officer

Gina Schuchard, Deputy CFO via teleconference

Deona Knight, HR Manager via teleconference

Lindsay Rice, Accounting Manager via teleconference

Rashida Washington, Training Service Line Lead

Tiffany Buraglio, Executive Assistant

Scott Kivel, Authority Special Counsel via teleconference

**2. PUBLIC COMMENT – None**

**3. APPROVAL OF CONSENT AGENDA**

A. Approval of **May 8, 2025 and June 19, 2025** Minutes

B. Approval of Regularly Scheduled Meetings Calendar

C. Approval of Payments and Deposits made March through June 2025

D. Approval of Investments Report through June 2025

E. Receive and File Management Services Agreements Update

F. Receive and File Municipal Dental Pool Update

G. Receive and File Agency Bonus Awards Update

H. Approve Human Resources Policies Update

I. Approve Finance & Agency Operations Policies Update

**Action:** Moved and seconded (Buckshi/Tribby) to approve the Consent Agenda

**AYES:** O'Hare, Tribby, Buckshi, Habkirk, Hunter, Straus

**NOES:** None

**ABSTAIN:** None

**4. TREASURER'S REPORT**

A. Review of Year-End Preliminary FY25 Financial Reports & Business Development through June 2025.

This is an informational item only. No action was taken.

Accounting Manager Rice outlined the preliminary financial reports for end of FY24-25. Despite the growth in employee and benefit expenses, the JPA experienced overall growth in FY25. A question was raised regarding whether the increase in CalSAWS revenue was compared to the budget, or the previous year's revenue. Accounting Manager Rice clarified that the comparison was made against last year's figures. The group collectively remarked that the economic reports presented good news for the JPA.

**Board Chair O'Hare moved Item 5A after 6A**

**6. NEW BUSINESS**

**A. Approval of Update to Human Resources Policies – Section C.5, Compensation**

Human Resources Manager Knight noted that the current policy does not address some principles guiding the JPA's compensation practices. The current revisions are designed to reflect the JPA's principles of Financially Sustainable Compensation, Pay Equity, and Attracting and Retaining Talent.

**11:05 a.m. Executive Director Selivanoff joined the meeting.**

**11:10 a.m. Chief Operating Officer Paxton and Chief Growth Officer Metzger joined the meeting.**

Clarification was requested for the statement in the report which reads, "...rather than applying an arbitrary and potentially inequitable labor market calculation." Human Resources Manager Knight explained that when an employee is hired, consideration is given to recognize the skills and experience they bring as well as the specific type of work they will be performing. An additional question was asked about whether the changes would result in any overall increase or decrease in cost, and Human Resources Manager Knight responded that there are no anticipated cost increases.

**Action:** Moved and seconded (Habkirk/Straus) to approve the update to Human Resources Policies, Section C.5, Compensation

**AYES:** O'Hare, Tribby, Buckshi, Habkirk, Hunter, Straus

**NOES:** None

**ABSTAIN:** None

**5. OLD BUSINESS**

**A. Update of Strategic Plan: Workgroups**

This is an informational item only. No action was taken.

Chief Growth Officer Metzger updated the Committee on the data collection efforts which began in July by both internal staff and the Probolsky Research firm. Staff plans to update the Committee with findings in November.

A question was raised whether staff is trying to obtain statistically relevant results from surveyed client agencies. CGO Metzger responded that staff aims to achieve a good representation, preferably around 33%. For prospective clients, staff is using a combined list of clients the JPA has wanted to work with but hasn't contracted with and a list purchased from Probolsky. For this group, staff hopes to obtain results numbering in the hundreds. Staff is open to accepting names from members.

Members inquired if staff had considered different departments within larger agencies that the JPA has worked with and suggested that a deeper dive into agencies with which the JPA had negative experiences could be beneficial. CGO Metzger agreed and noted that the Chief Operating Officer currently does an excellent job soliciting informal feedback from clients when contracts do not go well, and these clients are also included in the formal survey list.

Members sought clarification on the ultimate purpose of the data. CGO Metzger explained that the information would be used to provide strategic guidance for the Executive Committee when discussing the JPA's broader next steps, as well as in day-to-day operational decision making, such as determining which service lines to broaden or create. Adam Probolsky is scheduled to present the findings to the EC at the November meeting. Members expressed a desire to review the results prior to the November meeting.

## **6. NEW BUSINESS, Cont.**

- B. Approve Resolution **RGSEC2025-02** Amending the Executive Director Employment Agreement and Authorize a Performance Bonus.

Chair O'Hare noted that this is a new process and that the report was a summary of several meetings with the Executive Committee and the Ad Hoc Committee. The Executive Director compiled the report, which Chair O'Hare confirmed as a good summary of the discussions. The Chair's approval is indicated by her signature at the top of the report.

Chair O'Hare announced that the Board is recommending the following action: "The recommendation is for an annual base salary increase of 2.5%, and a 10% performance bonus. No changes to fringe benefits are recommended. This recommendation is based on the strong performance of the Executive Director in completing key goals as well as addressing critical emergent issues; and reflects an appropriate relationship between that agency's current executive positions."

**Action:** Moved and seconded (Buckshi/Tribby) to approve Resolution RGSEC2025-02 and authorize a performance bonus.

**AYES:** O'Hare, Tribby, Buckshi, Habkirk, Hunter, Straus

**NOES:** None

**ABSTAIN:** None

- C. PES Presentation

This is an informational item only. No action was taken.

Chief Growth Officer Metzger noted that the Professional Employment Services service line name has been renamed to Agency Administration. CGO Metzger noted that Agency Administration services comprise the largest part of RGS' revenue, yet the consulting service lines encompass a much larger portion of RGS' client base. Staff then provided detailed descriptions each existing Agency Administration client, with particular focus on the largest client, CalSAWS.

Members expressed a desire for an annual in-depth review of the CalSAWS client due to the importance of that business. They also noted a trend of JPAs forming in their respective geographic areas, potentially presenting growth opportunities for Agency

Administration business. When asked if AB339 legislation could pose a threat to this type of business, Executive Director Selivanoff explained that AB339 primarily affects agencies with organized workforces and bargaining units, whereas these clients have no employees. Members further suggested that counties and special districts could offer additional opportunities for this business line.

**12:20 p.m. Recess to Lunch. Gina Schuchard, Lindsay Rice, and Deona Knight left the meeting**

**12:40 p.m. Reconvene Meeting**

**D. Training Presentation**

This is an informational item only. No action was taken.

Training Service Line Lead Washington and Deputy Executive Director Oppenheim presented the themes shaping the Training service line. The program, which began in 2014, has been growing incrementally ever since. Various program milestones were described during the presentation.

Members inquired about potential slowdowns in the Training service due to budget constraints in municipal governments. DED Oppenheim responded that while the Training line experiences periodic slowdowns, activity typically rebounds quickly. There was appreciation expressed for the interactive nature of RGS' training offerings. DED Oppenheim also noted that public agencies are currently facing difficulties in hiring new staff, making the training offerings particularly helpful for agencies looking to train existing staff or individuals transitioning from the private sector.

Members noticed their employees were requesting on-site, in-person trainings due to fatigue from remote activities. DED Oppenheim said RGS would go on-site if requested, but it increases the cost and limits the geographic scope of participants. Current Training participants continue to provide positive feedback about the online experience. Members expressed a need for training in critical thinking, report writing, and analyst skills, potentially building upon the existing Management Analyst Boot Camp. Another potential area for growth could be the insurance industry, as they offer training to their clients to minimize Workers' Comp issues.

**1:35 p.m. Scott Kivel joined the meeting**

**1:40 p.m. Recess to Closed Session**

**PUBLIC EMPLOYEE PERFORMANCE EVALUATION**

Title: Executive Director

**CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION**

(Pursuant to Government Code Section 54956.9(d)(1))

Name of cases: Estate of Douglas Breeze et al. v. Board of Administration of the California Public Employees' Retirement System, Third Appellate District Case No. C099877

Dowswell v. Board of Administration of the California Public Employees' Retirement System, Third Appellate District Case No. C100027

Sandhu v. Board of Administration of the California Public Employees' Retirement System, Third Appellate District Case No. C100028

Souza et al. v. Board of Administration of the California Public Employees' Retirement, Third Appellate District Case No. C099861

Tarlochan Sandhu, et al. v. Theresa Taylor, et al., United States Court of Appeals 9<sup>th</sup> Circuit Case No. 25-841

In the Matter of Reimbursement of Retirement Allowance, Received During Periods of Employment in Violation of Working After Retirement Laws, from: Tarlochan Sandhu et al., Agency Case No. 2024-0999, OAH No. 2025040541

### **3:06 p.m. Reconvene Meeting**

#### **Report out of Closed Session**

The Executive Committee Chair noted that no reportable action was taken in closed session.

#### **7. EXECUTIVE DIRECTOR, COMMITTEE AND MEMBER REPORTS**

- A. Executive Director: None
- B. Members: None

- 8. ADJOURN** – The meeting adjourned at 3:06 p.m. The next regular meeting is scheduled for November 20, 2025, via teleconference.

**TO:** EXECUTIVE COMMITTEE  
**FROM:** Tiffany Buraglio, Executive Assistant  
**SUBJECT:** EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS MEETINGS

**EC Meeting: 11-20-2025**  
**Item: 3B**

### **MEETING SCHEDULE**

The following are regularly scheduled meetings for the next 24 months, along with special topics to be discussed. Quarterly meetings are conducted on the third Thursday of the month - at least twice a year telephonically, and up to two in-person, with the May meeting being held on Thursday and Friday.

Date	Who	Special Topics	Location	Notes
<b>2025-2026</b>				
November 20 (Thursday)	EC	Meeting Schedule for FY26, ED Goals-Midyear Progress Rpt.; FY25 Audited Financial Statements,	Remote	1:00pm - 3:00pm
February 19 (Thursday)	EC	Strategic Action Planning Update, Preliminary Budget, CPI and/or labor market data	Remote	1:00pm - 3:00pm
May 14-15 (Thurs - Fri)	BOD/ EC	FY27 Election of Officers (all), Appoint Members to Executive Committee, hold AB 2561 public hearing, Adopt Budget, Conflict of Interest (even years), ED Evaluation/Goal Setting for FY27	TBD	TBD
<b>2026-2027</b>				
September 17 (Thursday)	EC	Meeting Schedule for FY27	TBD	1:00pm - 3:00pm
November 19 (Thursday)	EC	ED Goals-Midyear Progress Rpt.; FY25 Audited Financial Statements	Remote	1:00pm - 3:00pm
February 18 (Thursday)	EC	Strategic Action Planning Update, Preliminary Budget, CPI and/or labor market data	TBD	1:00pm - 3:00pm
May 20-21 (Thurs - Fri)	BOD/ EC	FY27 Election of Officers (all), Appoint Members to Executive Committee, hold AB 2561 public hearing, Adopt Budget, ED Evaluation/Goal Setting for FY28	TBD	TBD
<b>2027-2028</b>				
September 17 (Thursday)	EC	Meeting Schedule for FY28	TBD	1:00pm - 3:00pm



**TO:** EXECUTIVE COMMITTEE  
**FROM:** LINDSAY RICE, Accounting Manager  
**SUBJECT:** PAYMENTS AND DEPOSITS – JULY - OCTOBER 2025

**EC Meeting: 11-20-2025**  
**Item: 3C**

**RECOMMENDATION**

Review and approve expenditures made by the JPA for the period indicated.

**BACKGROUND**

The Executive Committee reviews and approves expenditures made by the JPA on a quarterly basis. This approval process is a component of JPA internal controls. Deposit history is also included in the report.

The following procedures have been implemented to maintain effective internal controls.

1. Invoices are received by staff.
2. JPA staff review invoices for accuracy and assignment to correct general ledger accounts.
3. Executive Director or designee reviews and authorizes payments based on approved contracts and agreements. Information provided includes date of transaction, amount, vendor or recipient, method of payment, identity of first and second staff approvers, and check or journal number.
4. All payments are brought to the next regular meeting of the Executive Committee (or Board of Directors) for review and approval.

**FISCAL IMPACT**

The net impact of all payments and deposits made this period maintains a minimal bank cash balance consistent with meeting funding obligations, while maximizing interest earnings in the Five Star money market account. Staff always seeks to minimize bank charges.

A payment was made in May 2025 on the liability due to California Joint Powers Insurance Authority (CJPIA) for \$287,500. The final payment of \$525,000 is due on June 1, 2026.

The fiscal impact of approving the attached list of expenditures is included in the approved budget or in subsequent contractual obligations.

# Regional Government Services

## Payment and Disbursement Report

July 1, 2025 thru October 30, 2025

Type	Date	Num	Name	Memo	Debit	Balance
<b>111100 - Five Star - Checking</b>						614,697.03
Deposit	7/1/2025			Deposit	12,111.18	626,808.21
Deposit	7/1/2025			Deposit	8,600.00	635,408.21
Deduction	7/2/2025			MX Merchant Fee Payment 2025-06	-1,379.15	634,029.06
Deposit	7/2/2025			Deposit	1,584.00	635,613.06
Bill Pymt	7/3/2025	ACH	Municipal Dental Pool	July premiums	-15,634.81	619,978.25
Bill Pymt	7/3/2025	ACH	Mutual of Omaha	July premiums	-7,073.08	612,905.17
Bill Pymt	7/3/2025	ACH	PACE	July premiums	-192,220.52	420,684.65
Bill Pymt	7/3/2025	ACH	Standard Insurance	July premiums	-2,235.20	418,449.45
Bill Pymt	7/3/2025	ACH	Scott N. Kivel	Litigation	-12,152.12	406,297.33
Bill Pymt	7/3/2025	ACH	Scott N. Kivel	Litigation	-3,046.77	403,250.56
Bill Pymt	7/3/2025	ACH	Scott N. Kivel	Litigation	-16,466.15	386,784.41
Bill Pymt	7/3/2025	ACH	JMSb Strategies	Strategic Advising	-4,250.00	382,534.41
Bill Pymt	7/3/2025	ACH	Eaton & Associates	Technology Services	-3,116.25	379,418.16
Bill Pymt	7/3/2025	ACH	Eaton & Associates	Technology Services	-6,456.00	372,962.16
Bill Pymt	7/3/2025	ACH	MidAmerica	HRA Q2 2025	-64,650.00	308,312.16
Bill Pymt	7/3/2025	ACH	City of Ridgecrest	IWVGA Rent	-300.00	308,012.16
Deposit	7/3/2025			Deposit	5,696.55	313,708.71
Deposit	7/3/2025			Deposit	4,700.00	318,408.71
Transfer	7/3/2025			Payroll Funding Transfer - PPE 6/30/25	500,000.00	818,408.71
Deduction	7/7/2025			Net Pay Withdrawl PPE 6/30/25	-489,301.02	329,107.69
Deposit	7/7/2025			Deposit	2,025.75	331,133.44
Deposit	7/7/2025			Deposit	1,575.00	332,708.44
Deposit	7/7/2025			Deposit	18,800.00	351,508.44
Bill Pymt	7/8/2025	ACH	C Howard	Expense Reimbursement	-639.20	350,869.24
Bill Pymt	7/8/2025	ACH	D Rotert	Expense Reimbursement	-1,827.32	349,041.92
Bill Pymt	7/8/2025	ACH	E Gardner	Expense Reimbursement	-275.80	348,766.12
Bill Pymt	7/8/2025	ACH	I Finnigan	Expense Reimbursement	-915.31	347,850.81
Bill Pymt	7/8/2025	ACH	K Ahlborn	Expense Reimbursement	-1,541.45	346,309.36
Bill Pymt	7/8/2025	ACH	M Alvarez	Expense Reimbursement	-77.28	346,232.08
Bill Pymt	7/8/2025	ACH	M Tombakian	Expense Reimbursement	-1,846.83	344,385.25
Bill Pymt	7/8/2025	ACH	R Oppenheim	Expense Reimbursement	-378.28	344,006.97
Bill Pymt	7/8/2025	ACH	R Lusk	Expense Reimbursement	-1,009.98	342,996.99
Bill Pymt	7/8/2025	ACH	S Hardgrave	Expense Reimbursement	-1,182.37	341,814.62
Bill Pymt	7/8/2025	ACH	T Schwedhelm	Expense Reimbursement	-159.30	341,655.32
Check	7/8/2025	960	CA Disbursement Unit	APS payroll disbursement	-126.00	341,529.32
Check	7/8/2025	961	CA Disbursement Unit	APS payroll disbursement	-50.19	341,479.13
Check	7/8/2025	962	CA Disbursement Unit	APS payroll disbursement	-250.00	341,229.13
Check	7/8/2025	963	CA Disbursement Unit	APS payroll disbursement	-244.00	340,985.13
Check	7/8/2025	964	Franchise Tax Board	APS payroll disbursement	-150.00	340,835.13
Check	7/8/2025	965	MISDU	APS payroll disbursement	-746.53	340,088.60
Check	7/8/2025	966	WI SCTF	APS payroll disbursement	-11.00	340,077.60
Deduction	7/8/2025			Taxes Withdrawl PPE 6/30/25	-134,784.16	205,293.44
Deposit	7/8/2025			Deposit	1,565.85	206,859.29
Deduction	7/9/2025			FSA Admin Fee Payment 2025-06	-339.90	206,519.39
Deposit	7/9/2025			Deposit	41,673.48	248,192.87
Deduction	7/10/2025			401a Contribution PPE 6/30/25	-75,529.02	172,663.85
Deduction	7/10/2025			457b Contribution PPE 6/30/25	-58,396.97	114,266.88
Deduction	7/10/2025			APS Payroll Fee Payment 2025-06	-2,016.53	112,250.35
Deposit	7/10/2025			Deposit	8,438.59	120,688.94
Deposit	7/10/2025			Deposit	2,500.00	123,188.94
Deposit	7/11/2025			Deposit	407.20	123,596.14
Deposit	7/11/2025			Deposit	32,468.54	156,064.68
Bill Pymt	7/14/2025	ACH	Alliant Insurance Services	FY26 Crime Insur Renewal	-1,500.00	154,564.68
Bill Pymt	7/14/2025	ACH	Abila	MIPS July 2025	-1,572.10	152,992.58
Bill Pymt	7/14/2025	ACH	Straight Arrow Consulting, LLC	Deltek Consulting	-14,863.75	138,128.83
Deduction	7/14/2025			FSA Contribution PPE 6-30-25	-6,382.81	131,746.02
Deposit	7/14/2025			Deposit	5,005.00	136,751.02
Deposit	7/14/2025			Deposit	11,537.54	148,288.56
Deposit	7/15/2025			Deposit	3,600.00	151,888.56
Deposit	7/15/2025	Wire		MDP quarterly	20,375.88	172,264.44
Deposit	7/16/2025			Deposit	16,627.51	188,891.95
Bill Pymt	7/17/2025	ACH	R Moreno	Expense Reimbursement	-3,988.91	184,903.04
Deposit	7/17/2025			Deposit	469.53	185,372.57

Deposit	7/18/2025		Deposit	1,331,952.98	1,517,325.55
Deposit	7/18/2025		Deposit	293.35	1,517,618.90
Transfer	7/18/2025		Payroll Funding Transfer - PPE 7/15/25	600,000.00	2,117,618.90
Bill Pymt	7/21/2025	ACH Prism	Cyber Renewal	-8,035.00	2,109,583.90
Bill Pymt	7/21/2025	ACH Eaton & Associates	Technology Services	-13,207.12	2,096,376.78
Deduction	7/21/2025		Net Pay Withdrawl PPE 7/15/25	-481,944.18	1,614,432.60
Deposit	7/21/2025		Deposit	3,791.00	1,618,223.60
Transfer	7/21/2025		Investment funds transfer	-300,000.00	1,318,223.60
Bill Pymt	7/22/2025	ACH B Wibbenhorst	Expense Reimbursement	-1,230.20	1,316,993.40
Bill Pymt	7/22/2025	ACH D Benoit	Expense Reimbursement	-686.88	1,316,306.52
Bill Pymt	7/22/2025	ACH D Silva	Expense Reimbursement	-57.61	1,316,248.91
Bill Pymt	7/22/2025	ACH E Gardner	Expense Reimbursement	-1,132.37	1,315,116.54
Bill Pymt	7/22/2025	ACH E Oyen	Expense Reimbursement	-386.47	1,314,730.07
Bill Pymt	7/22/2025	ACH G Uppal	Expense Reimbursement	-910.21	1,313,819.86
Bill Pymt	7/22/2025	ACH J Hobbs	Expense Reimbursement	-864.90	1,312,954.96
Bill Pymt	7/22/2025	ACH J Acevedo	Expense Reimbursement	-851.83	1,312,103.13
Bill Pymt	7/22/2025	ACH J Nelson	Expense Reimbursement	-900.05	1,311,203.08
Bill Pymt	7/22/2025	ACH J Stephenson	Expense Reimbursement	-1,143.88	1,310,059.20
Bill Pymt	7/22/2025	ACH K Rapponotti	Expense Reimbursement	-1,772.49	1,308,286.71
Bill Pymt	7/22/2025	ACH P Harmon	Expense Reimbursement	-730.46	1,307,556.25
Bill Pymt	7/22/2025	ACH B Gross	Expense Reimbursement	-1,375.22	1,306,181.03
Bill Pymt	7/22/2025	ACH C Howard	Expense Reimbursement	-118.60	1,306,062.43
Bill Pymt	7/22/2025	ACH D Padovan	Expense Reimbursement	-91.49	1,305,970.94
Bill Pymt	7/22/2025	ACH J Stephenson	Expense Reimbursement	-993.33	1,304,977.61
Bill Pymt	7/22/2025	ACH K Rapponotti	Expense Reimbursement	-633.92	1,304,343.69
Bill Pymt	7/22/2025	ACH K Ahlborn	Expense Reimbursement	-1,058.41	1,303,285.28
Check	7/22/2025	967 CA Disbursement Unit	APS payroll disbursement	-126.00	1,303,159.28
Check	7/22/2025	968 CA Disbursement Unit	APS payroll disbursement	-50.19	1,303,109.09
Check	7/22/2025	969 CA Disbursement Unit	APS payroll disbursement	-250.00	1,302,859.09
Check	7/22/2025	970 CA Disbursement Unit	APS payroll disbursement	-244.00	1,302,615.09
Check	7/22/2025	971 Franchise Tax Board	APS payroll disbursement	-150.00	1,302,465.09
Check	7/22/2025	972 MISDU	APS payroll disbursement	-746.53	1,301,718.56
Check	7/22/2025	973 WI SCTF	APS payroll disbursement	-11.00	1,301,707.56
Deduction	7/22/2025		Taxes Withdrawl PPE 7/15/25	-133,972.09	1,167,735.47
Deposit	7/22/2025		Deposit	6,887.98	1,174,623.45
Deposit	7/22/2025		Deposit	137,143.99	1,311,767.44
Deposit	7/22/2025		Deposit	40,185.90	1,351,953.34
Deposit	7/22/2025		Deposit	2,500.00	1,354,453.34
Transfer	7/22/2025		Investment funds transfer	-1,000,000.00	354,453.34
Deduction	7/23/2025		401a Contribution PPE 7/15/25	-74,799.97	279,653.37
Deduction	7/23/2025		457b Contribution PPE 7/15/25	-55,691.64	223,961.73
Deposit	7/23/2025		Deposit	1,627.15	225,588.88
Bill Pymt	7/24/2025	ACH B Raulston	Expense Reimbursement	-701.40	224,887.48
Bill Pymt	7/24/2025	ACH L Habkirk	Expense Reimbursement	-190.71	224,696.77
Bill Pymt	7/24/2025	ACH M Thomas	Expense Reimbursement	-907.79	223,788.98
Bill Pymt	7/24/2025	ACH P Macias	Expense Reimbursement	-1,216.24	222,572.74
Bill Pymt	7/24/2025	ACH R Gonzalez	Expense Reimbursement	-926.96	221,645.78
Bill Pymt	7/24/2025	ACH Y Patel	Expense Reimbursement	-1,035.47	220,610.31
Deposit	7/24/2025		Deposit	2,500.00	223,110.31
Bill Pymt	7/25/2025	ACH Mary E Uzupis	CalSAWS Consulting	-20,125.00	202,985.31
Bill Pymt	7/25/2025	ACH Soconus, Inc	CalSAWS Consulting	-132,004.10	70,981.21
Bill Pymt	7/25/2025	ACH David Sodergren	CalSAWS Consulting	-20,562.50	50,418.71
Deduction	7/25/2025		Five Star Loan Fee	-250.00	50,168.71
Deposit	7/25/2025		Deposit	4,758.06	54,926.77
Deposit	7/25/2025		Deposit	6,982.10	61,908.87
Bill Pymt	7/28/2025	ACH US Bank	Calcard Expenses	-13,065.22	48,843.65
Deduction	7/28/2025		FSA Contribution PPE 7-15-25	-6,382.81	42,460.84
Deposit	7/28/2025		Deposit	35,711.11	78,171.95
Deposit	7/29/2025		Deposit	1,589.25	79,761.20
Deposit	7/29/2025		Deposit	1,133.47	80,894.67
Deposit	7/30/2025		Deposit	156,806.51	237,701.18
Deposit	7/30/2025		Deposit	13,177.78	250,878.96
Deposit	7/31/2025		Deposit	67,011.43	317,890.39
Deposit	8/1/2025		Deposit	4,526.57	322,416.96
Deposit	8/1/2025		Deposit	3,178.30	325,595.26
Deposit	8/1/2025		Deposit	3,600.00	329,195.26
Transfer	8/1/2025		Investment funds transfer	-75,000.00	254,195.26
Bill Pymt	8/4/2025	ACH City of Ridgecrest	IWVGA Rent	-300.00	253,895.26
Bill Pymt	8/4/2025	ACH Eaton & Associates	Technology Services	-1,785.00	252,110.26
Bill Pymt	8/4/2025	ACH Municipal Dental Pool	August premiums	-201,742.12	50,368.14
Bill Pymt	8/4/2025	ACH Mutual of Omaha	August premiums	-7,029.47	43,338.67

Bill Pymt	8/4/2025	ACH	PACE	August premiums	-15,439.64	27,899.03
Bill Pymt	8/4/2025	ACH	Standard Insurance	August premiums	-2,199.48	25,699.55
Deduction	8/4/2025			MX Merchant Fee Payment 2025-07	-1,335.82	24,363.73
Deposit	8/4/2025			Deposit	135,421.20	159,784.93
Deposit	8/4/2025			Deposit	17,396.48	177,181.41
Transfer	8/4/2025			Investment funds transfer	400,000.00	577,181.41
Deposit	8/5/2025			Deposit	1,237.68	578,419.09
Deposit	8/5/2025			Deposit	5,000.00	583,419.09
Transfer	8/5/2025			Investment funds transfer	100,000.00	683,419.09
Deduction	8/6/2025			Net Pay Withdrawl PPE 7/31/25	-491,844.30	191,574.79
Deposit	8/6/2025			Deposit	1,426.12	193,000.91
Bill Pymt	8/7/2025	ACH	D Rotert	Expense Reimbursement	-581.22	192,419.69
Bill Pymt	8/7/2025	ACH	K Rapponotti	Expense Reimbursement	-501.78	191,917.91
Bill Pymt	8/7/2025	ACH	K Ahlborn	Expense Reimbursement	-1,555.71	190,362.20
Bill Pymt	8/7/2025	ACH	L Butler	Expense Reimbursement	-552.30	189,809.90
Bill Pymt	8/7/2025	ACH	M Thomas	Expense Reimbursement	-555.86	189,254.04
Bill Pymt	8/7/2025	ACH	M Atencio	Expense Reimbursement	-116.10	189,137.94
Bill Pymt	8/7/2025	ACH	C Howard	Expense Reimbursement	-99.70	189,038.24
Bill Pymt	8/7/2025	ACH	A Arnold	Expense Reimbursement	-778.72	188,259.52
Bill Pymt	8/7/2025	ACH	D Rotert	Expense Reimbursement	-993.77	187,265.75
Bill Pymt	8/7/2025	ACH	F Andrews	Expense Reimbursement	-675.23	186,590.52
Bill Pymt	8/7/2025	ACH	K Ahlborn	Expense Reimbursement	-420.61	186,169.91
Bill Pymt	8/7/2025	ACH	M Atencio	Expense Reimbursement	-58.10	186,111.81
Bill Pymt	8/7/2025	ACH	M Tombakian	Expense Reimbursement	-1,327.41	184,784.40
Bill Pymt	8/7/2025	ACH	T Hartman	Expense Reimbursement	-874.46	183,909.94
Check	8/7/2025	974	CA Disbursement Unit	APS payroll disbursement	-244.00	183,665.94
Check	8/7/2025	975	CA Disbursement Unit	APS payroll disbursement	-250.00	183,415.94
Check	8/7/2025	976	CA Disbursement Unit	APS payroll disbursement	-126.00	183,289.94
Check	8/7/2025	977	CA Disbursement Unit	APS payroll disbursement	-50.19	183,239.75
Check	8/7/2025	978	Court-Ordered Debt Collections	APS payroll disbursement	-1.00	183,238.75
Check	8/7/2025	979	Franchise Tax Board	APS payroll disbursement	-150.00	183,088.75
Check	8/7/2025	980	MISDU	APS payroll disbursement	-746.53	182,342.22
Check	8/7/2025	981	WI SCTF	APS payroll disbursement	-11.00	182,331.22
Deduction	8/7/2025			Taxes Withdrawl PPE 7/31/25	-134,746.18	47,585.04
Deposit	8/7/2025			Deposit	5,632.49	53,217.53
Deposit	8/7/2025			Deposit	750.05	53,967.58
Transfer	8/7/2025			Investment funds transfer	100,000.00	153,967.58
Bill Pymt	8/8/2025	ACH	H Flores	Expense Reimbursement	-35.00	153,932.58
Deduction	8/8/2025			FSA Admin Fee Payment 2025-07	-333.90	153,598.68
Deduction	8/8/2025			APS Payroll Fee Payment 2025-07	-2,274.15	151,324.53
Deposit	8/8/2025			Deposit	1,772.85	153,097.38
Deposit	8/8/2025			APS payroll deposit	7.02	153,104.40
Bill Pymt	8/11/2025	ACH	eSkill Corporation	Annual Subscription Software	-7,992.00	145,112.40
Deduction	8/11/2025			FSA Contribution PPE 7-31-25	-6,357.81	138,754.59
Deposit	8/11/2025			Deposit	50,638.94	189,393.53
Deposit	8/11/2025			Deposit	2,500.00	191,893.53
Deduction	8/12/2025			401a Contribution PPE 7/31/25	-74,689.47	117,204.06
Deduction	8/12/2025			457b Contribution PPE 7/31/25	-53,912.84	63,291.22
Deposit	8/12/2025			Deposit	1,100.00	64,391.22
Deposit	8/12/2025			Deposit	16,300.00	80,691.22
Deposit	8/14/2025			Deposit	77,167.60	157,858.82
Deposit	8/15/2025			Deposit	492.12	158,350.94
Deposit	8/15/2025			Deposit	2,200.00	160,550.94
Bill Pymt	8/18/2025	ACH	Redwood Public Law, LLP	Legal Services	-7,190.30	153,360.64
Bill Pymt	8/18/2025	ACH	Scott N. Kivel	Litigation	-164.08	153,196.56
Bill Pymt	8/18/2025	ACH	Scott N. Kivel	Litigation	-64.50	153,132.06
Bill Pymt	8/18/2025	ACH	Scott N. Kivel	Litigation	-195.50	152,936.56
Bill Pymt	8/18/2025	ACH	Scott N. Kivel	Litigation	-30,474.90	122,461.66
Bill Pymt	8/18/2025	ACH	Straight Arrow Consulting, LLC	Deltek Consulting	-10,575.00	111,886.66
Bill Pymt	8/18/2025	ACH	Verified First	Background Checks	-163.55	111,723.11
Bill Pymt	8/18/2025	ACH	Eaton & Associates	Technology Services	-551.75	111,171.36
Bill Pymt	8/18/2025	ACH	Deltek	Consulting	-630.00	110,541.36
Bill Pymt	8/18/2025	ACH	Deltek	Consulting	-275.00	110,266.36
Bill Pymt	8/18/2025	ACH	Keenan & Associates	Wrkr Comp Claim Admin FY25	-1,500.00	108,766.36
Bill Pymt	8/18/2025	ACH	Eaton & Associates	Technology Services	-2,925.00	105,841.36
Deposit	8/18/2025			Deposit	1,400.00	107,241.36
Deposit	8/19/2025			Deposit	1,331,253.66	1,438,495.02
Deposit	8/19/2025			Deposit	2,500.00	1,440,995.02
Transfer	8/19/2025			Investment funds transfer	-200,000.00	1,240,995.02
Transfer	8/20/2025			Payroll Funding Transfer - PPE 8/15/25	-450,000.00	790,995.02
Deduction	8/21/2025			Net Pay Withdrawl PPE 8/15/25	-487,620.92	303,374.10

Deposit	8/21/2025		Deposit	2,795.29	306,169.39
Bill Pymt	8/22/2025	ACH B Evanson	Expense Reimbursement	-682.50	305,486.89
Bill Pymt	8/22/2025	ACH C Howard	Expense Reimbursement	-258.90	305,227.99
Bill Pymt	8/22/2025	ACH D Silva	Expense Reimbursement	-225.63	305,002.36
Bill Pymt	8/22/2025	ACH J Stephenson	Expense Reimbursement	-1,114.57	303,887.79
Bill Pymt	8/22/2025	ACH L Cooke	Expense Reimbursement	-28.46	303,859.33
Bill Pymt	8/22/2025	ACH M Atencio	Expense Reimbursement	-174.30	303,685.03
Bill Pymt	8/22/2025	ACH R Gonzalez	Expense Reimbursement	-474.48	303,210.55
Bill Pymt	8/22/2025	ACH S Flint	Expense Reimbursement	-842.50	302,368.05
Check	8/22/2025	982 CA Disbursement Unit	APS payroll disbursement	-244.00	302,124.05
Check	8/22/2025	983 CA Disbursement Unit	APS payroll disbursement	-250.00	301,874.05
Check	8/22/2025	984 CA Disbursement Unit	APS payroll disbursement	-126.00	301,748.05
Check	8/22/2025	985 CA Disbursement Unit	APS payroll disbursement	-50.19	301,697.86
Check	8/22/2025	986 Court-Ordered Debt Collections	APS payroll disbursement	-1.00	301,696.86
Check	8/22/2025	987 Franchise Tax Board	APS payroll disbursement	-150.00	301,546.86
Check	8/22/2025	988 MiSDU	APS payroll disbursement	-746.53	300,800.33
Check	8/22/2025	989 WI SCTF	APS payroll disbursement	-11.00	300,789.33
Deduction	8/22/2025		Taxes Withdrawl PPE 7/31/25	-134,057.59	166,731.74
Deposit	8/22/2025		Deposit	1,956.00	168,687.74
Transfer	8/22/2025		Investment funds transfer	200,000.00	368,687.74
Bill Pymt	8/25/2025	ACH Mary E Uzupis	CalSAWS Consulting	-26,862.50	341,825.24
Bill Pymt	8/25/2025	ACH GovGRC, LLC	CalSAWS Consulting	-127,291.00	214,534.24
Bill Pymt	8/25/2025	ACH David Sodergren	CalSAWS Consulting	-19,687.50	194,846.74
Bill Pymt	8/25/2025	ACH Abila	MIPS August 2025	-1,572.10	193,274.64
Bill Pymt	8/25/2025	ACH Redwood Public Law, LLP	Legal Services	-4,875.89	188,398.75
Bill Pymt	8/25/2025	ACH US Bank	Calcard Expenses	-16,080.97	172,317.78
Deposit	8/25/2025		Deposit	741.07	173,058.85
Deposit	8/25/2025		Deposit	31,486.27	204,545.12
Deposit	8/25/2025		Deposit	361.40	204,906.52
Deduction	8/26/2025		457 Contribution PPE 8/15/25	-50,106.32	154,800.20
Deduction	8/26/2025		457b Contribution PPE 8/15/25	-73,883.27	80,916.93
Deduction	8/27/2025		FSA Contribution PPE 8-15-25	-6,357.81	74,559.12
Deposit	8/27/2025		Deposit	3,841.20	78,400.32
Deposit	8/28/2025		Deposit	300.00	78,700.32
Deposit	8/28/2025		Deposit	5,000.00	83,700.32
Deposit	8/29/2025		Deposit	1,466.71	85,167.03
Transfer	8/29/2025		Payroll Funding Transfer - PPE 8/30/25	400,000.00	485,167.03
Transfer	8/29/2025		Investment funds transfer	-200,000.00	285,167.03
Bill Pymt	9/2/2025	ACH Municipal Dental Pool	September premiums	-194,340.08	90,826.95
Bill Pymt	9/2/2025	ACH Mutual of Omaha	September premiums	-7,315.84	83,511.11
Bill Pymt	9/2/2025	ACH PACE	September premiums	-15,570.77	67,940.34
Bill Pymt	9/2/2025	ACH Standard Insurance	September premiums	-2,217.12	65,723.22
Bill Pymt	9/2/2025	ACH City of Ridgecrest	IWVGA Rent	-300.00	65,423.22
Bill Pymt	9/2/2025	ACH Software Simplified	MIP Virtual Training	-540.00	64,883.22
Deduction	9/2/2025		MX Merchant Fee Payment 2025-08	-1,396.87	63,486.35
Deposit	9/2/2025		Deposit	226.44	63,712.79
Deposit	9/2/2025		Deposit	4,700.00	68,412.79
Deposit	9/3/2025		Deposit	46,586.59	114,999.38
Deposit	9/4/2025		Deposit	2,598.25	117,597.63
Deposit	9/5/2025		Deposit	3,411.89	121,009.52
Deposit	9/5/2025		Deposit	41,482.17	162,491.69
Deposit	9/5/2025		Deposit	1,100.00	163,591.69
Transfer	9/5/2025		Payroll Funding Transfer - PPE 8/31/25	500,000.00	663,591.69
Deduction	9/5/2025		Net Pay Withdrawl PPE 8/15/25	-481,396.19	182,195.50
Bill Pymt	9/8/2025	ACH Scott N. Kivel	Litigation	-5,757.38	176,438.12
Bill Pymt	9/8/2025	ACH Scott N. Kivel	Litigation	-25,320.10	151,118.02
Bill Pymt	9/8/2025	ACH Eaton & Associates	Technology Services	-90.83	151,027.19
Bill Pymt	9/8/2025	ACH Eaton & Associates	Technology Services	-90.83	150,936.36
Bill Pymt	9/8/2025	ACH B Wibbenhorst	Expense Reimbursement	-724.49	150,211.87
Bill Pymt	9/8/2025	ACH C Howard	Expense Reimbursement	-379.30	149,832.57
Bill Pymt	9/8/2025	ACH D Rotert	Expense Reimbursement	-597.45	149,235.12
Bill Pymt	9/8/2025	ACH E Oyen	Expense Reimbursement	-448.00	148,787.12
Bill Pymt	9/8/2025	ACH J Conwell Wheeler	Expense Reimbursement	-22.40	148,764.72
Bill Pymt	9/8/2025	ACH M Alvarez	Expense Reimbursement	-73.92	148,690.80
Bill Pymt	9/8/2025	ACH R Chin	Expense Reimbursement	-2,031.61	146,659.19
Bill Pymt	9/8/2025	ACH S Coppisetty	Expense Reimbursement	-514.94	146,144.25
Check	9/8/2025	990 CA Disbursement Unit	APS payroll disbursement	-126.00	146,018.25
Check	9/8/2025	991 CA Disbursement Unit	APS payroll disbursement	-244.00	145,774.25
Check	9/8/2025	992 CA Disbursement Unit	APS payroll disbursement	-250.00	145,524.25
Check	9/8/2025	993 CA Disbursement Unit	APS payroll disbursement	-50.19	145,474.06
Check	9/8/2025	994 Franchise Tax Board	APS payroll disbursement	-150.00	145,324.06

Check	9/8/2025	995	MISDU	APS payroll disbursement	-746.53	144,577.53
Check	9/8/2025	996	WI SCTF	APS payroll disbursement	-11.00	144,566.53
Check	9/8/2025	997	WI SCTF	APS payroll disbursement	-130.00	144,436.53
Deposit	9/8/2025			Deposit	20,901.48	165,338.01
Deduction	9/8/2025			Taxes Withdrawl PPE 7/31/25	-132,198.05	33,139.96
Deposit	9/9/2025			Deposit	69,942.51	103,082.47
Deposit	9/9/2025			Deposit	552.30	103,634.77
Deposit	9/9/2025			Deposit	125,000.00	228,634.77
Deduction	9/9/2025			FSA Admin Fee Payment 2025-08	-329.70	228,305.07
Deduction	9/9/2025			457 Contribution PPE 8/31/25	-45,385.04	182,920.03
Deduction	9/9/2025			401a Contribution PPE 8/31/25	-72,167.08	110,752.95
Deduction	9/10/2025			APS Payroll Fee Payment 2025-08	-2,013.08	108,739.87
Deposit	9/10/2025			Deposit	49.95	108,789.82
Deduction	9/11/2025			FSA Contribution PPE 8-31-25	-6,632.81	102,157.01
Deposit	9/11/2025			Deposit	5,836.64	107,993.65
Deposit	9/12/2025			Deposit	14,098.69	122,092.34
Deposit	9/12/2025			Deposit	3,931.00	126,023.34
Bill Pymt	9/15/2025	ACH	Abila	MIPS September 2025	-1,572.10	124,451.24
Bill Pymt	9/15/2025	ACH	Verified First	Background Checks	-87.55	124,363.69
Bill Pymt	9/15/2025	ACH	Deltek	Consulting	-630.00	123,733.69
Bill Pymt	9/15/2025	ACH	Deltek	Consulting	-630.00	123,103.69
Bill Pymt	9/15/2025	ACH	JMSb Strategies	Strategic Advising	-1,750.00	121,353.69
Bill Pymt	9/15/2025	ACH	Redwood Public Law, LLP	Legal Services	-4,061.82	117,291.87
Deposit	9/15/2025			Deposit	964.92	118,256.79
Deposit	9/15/2025			Deposit	95,710.43	213,967.22
Deduction	9/16/2025			401a Contribution	-644.86	213,322.36
Deposit	9/16/2025			Deposit	4,463.63	217,785.99
Deposit	9/16/2025			Deposit	5,020.53	222,806.52
Deposit	9/16/2025			Deposit	2,500.00	225,306.52
Deposit	9/17/2025			Deposit	1,316,560.90	1,541,867.42
Deposit	9/17/2025			Deposit	161.40	1,542,028.82
Transfer	9/17/2025			Investment funds transfer	-200,000.00	1,342,028.82
Deposit	9/18/2025			Deposit	3,162.10	1,345,190.92
Deposit	9/18/2025			Deposit	2,500.00	1,347,690.92
Deduction	9/19/2025			Net Pay Withdrawl PPE 9/15/25	-486,589.29	861,101.63
Deposit	9/19/2025			Deposit	3,921.20	865,022.83
Deposit	9/19/2025			Deposit	57,034.49	922,057.32
Deposit	9/19/2025			Deposit	5,003.60	927,060.92
Transfer	9/19/2025			Investment funds transfer	150,000.00	1,077,060.92
Transfer	9/19/2025			Investment funds transfer	-700,000.00	377,060.92
Bill Pymt	9/22/2025	ACH	Eaton & Associates	Technology Services	-2,592.50	374,468.42
Bill Pymt	9/22/2025	ACH	C Howard	Expense Reimbursement	-239.00	374,229.42
Bill Pymt	9/22/2025	ACH	D Padovan	Expense Reimbursement	-89.43	374,139.99
Bill Pymt	9/22/2025	ACH	J Conwell Wheeler	Expense Reimbursement	-58.79	374,081.20
Bill Pymt	9/22/2025	ACH	J Stephenson	Expense Reimbursement	-461.05	373,620.15
Bill Pymt	9/22/2025	ACH	K Rapponotti	Expense Reimbursement	-694.20	372,925.95
Bill Pymt	9/22/2025	ACH	M Atencio	Expense Reimbursement	-146.20	372,779.75
Check	9/22/2025	998	CA Disbursement Unit	APS payroll disbursement	-126.00	372,653.75
Check	9/22/2025	999	CA Disbursement Unit	APS payroll disbursement	-50.19	372,603.56
Check	9/22/2025	1000	CA Disbursement Unit	APS payroll disbursement	-250.00	372,353.56
Check	9/22/2025	1001	Franchise Tax Board	APS payroll disbursement	-824.07	371,529.49
Check	9/22/2025	1002	Franchise Tax Board	APS payroll disbursement	-150.00	371,379.49
Check	9/22/2025	1003	WI SCTF	APS payroll disbursement	-746.53	370,632.96
Check	9/22/2025	1004	WI SCTF	APS payroll disbursement	-11.00	370,621.96
Deduction	9/22/2025			Taxes Withdrawl PPE 9/15/25	-133,942.76	236,679.20
Deposit	9/23/2025			Deposit	4,621.59	241,300.79
Deposit	9/23/2025			Deposit	64,477.64	305,778.43
Deposit	9/23/2025			Deposit	600.00	306,378.43
Deduction	9/24/2025			457 Contribution PPE 9/15/25	-41,940.67	264,437.76
Deduction	9/24/2025			401a Contribution PPE 9/15/25	-74,637.81	189,799.95
Deposit	9/24/2025			Deposit	20,000.00	209,799.95
Bill Pymt	9/25/2025	ACH	Mary E Uzupis	CalSAWS Consulting	-21,700.00	188,099.95
Bill Pymt	9/25/2025	ACH	GovGRC, LLC	CalSAWS Consulting	-109,653.79	78,446.16
Bill Pymt	9/25/2025	ACH	David Sodergren	CalSAWS Consulting	-16,800.00	61,646.16
Deposit	9/25/2025			Deposit	1,100.00	62,746.16
Deduction	9/26/2025			401a Contribution	-12.50	62,733.66
Deduction	9/26/2025			FSA Contribution PPE 9-15-25	-6,573.99	56,159.67
Deposit	9/26/2025			Deposit	122,619.70	178,779.37
Deposit	9/26/2025			Deposit	7,348.90	186,128.27
Deposit	9/26/2025			Deposit	2,200.00	188,328.27
Bill Pymt	9/29/2025	ACH	US Bank	Calcard Expenses	-14,716.56	173,611.71

Deposit	9/29/2025		Deposit	45,827.57	219,439.28
Deposit	9/30/2025		Deposit	1,100.00	220,539.28
Transfer	9/30/2025		Investment funds transfer	120,000.00	340,539.28
Bill Pymt	10/1/2025	ACH MidAmerica	HRA Q3 2025	-97,600.00	242,939.28
Bill Pymt	10/1/2025	ACH Municipal Dental Pool	October premiums	-15,448.79	227,490.49
Bill Pymt	10/1/2025	ACH Mutual of Omaha	October premiums	-7,144.09	220,346.40
Bill Pymt	10/1/2025	ACH PACE	October premiums	-194,230.33	26,116.07
Bill Pymt	10/1/2025	ACH Standard Insurance	October premiums	-2,199.92	23,916.15
Deposit	10/1/2025		Deposit	690.80	24,606.95
Deposit	10/1/2025		Deposit	43,537.21	68,144.16
Deposit	10/1/2025		Deposit	290.52	68,434.68
Deduction	10/2/2025		MX Merchant Fee Payment 2025-09	-437.85	67,996.83
Deposit	10/2/2025		Deposit	35,726.62	103,723.45
Deposit	10/2/2025		Deposit	11,358.49	115,081.94
Deposit	10/2/2025		Deposit	1,100.00	116,181.94
Deposit	10/3/2025		Deposit	27,273.99	143,455.93
Deposit	10/3/2025		Deposit	2,013.70	145,469.63
Transfer	10/3/2025		Payroll Funding Transfer - PPE 10/07/25	896,000.00	1,041,469.63
Transfer	10/3/2025		Investment funds transfer	-200,000.00	841,469.63
Bill Pymt	10/6/2025	ACH City of Ridgecrest	IWVGA Rent	-300.00	841,169.63
Bill Pymt	10/6/2025	ACH Eaton & Associates	Technology Services	-80.74	841,088.89
Bill Pymt	10/6/2025	ACH Alliant Insurance Services	Insurance Business Package	-82,395.06	758,693.83
Deduction	10/6/2025		Net Pay Withdrawl PPE 9/30/25	-517,829.11	240,864.72
Deposit	10/6/2025		Deposit	761.50	241,626.22
Deposit	10/6/2025		Deposit	1,100.00	242,726.22
Transfer	10/6/2025		Investment funds transfer	70,000.00	312,726.22
Bill Pymt	10/7/2025	ACH A Metzger	Expense Reimbursement	-705.03	312,021.19
Bill Pymt	10/7/2025	ACH B Gross	Expense Reimbursement	-980.52	311,040.67
Bill Pymt	10/7/2025	ACH B Moura	Expense Reimbursement	-108.40	310,932.27
Bill Pymt	10/7/2025	ACH C Rogers	Expense Reimbursement	-120.00	310,812.27
Bill Pymt	10/7/2025	ACH C Paxton	Expense Reimbursement	-466.92	310,345.35
Bill Pymt	10/7/2025	ACH D Rotert	Expense Reimbursement	-558.32	309,787.03
Bill Pymt	10/7/2025	ACH D Silva	Expense Reimbursement	-67.22	309,719.81
Bill Pymt	10/7/2025	ACH H Ippoliti	Expense Reimbursement	-180.00	309,539.81
Bill Pymt	10/7/2025	ACH J Erdkamp	Expense Reimbursement	-650.00	308,889.81
Bill Pymt	10/7/2025	ACH J Conwell Wheeler	Expense Reimbursement	-30.80	308,859.01
Bill Pymt	10/7/2025	ACH J Stephenson	Expense Reimbursement	-438.24	308,420.77
Bill Pymt	10/7/2025	ACH K Rapponotti	Expense Reimbursement	-1,188.64	307,232.13
Bill Pymt	10/7/2025	ACH L Alba	Expense Reimbursement	-257.96	306,974.17
Bill Pymt	10/7/2025	ACH M Rangel	Expense Reimbursement	-269.75	306,704.42
Bill Pymt	10/7/2025	ACH R Gonzalez	Expense Reimbursement	-1,060.57	305,643.85
Bill Pymt	10/7/2025	ACH R Perez	Expense Reimbursement	-772.00	304,871.85
Bill Pymt	10/7/2025	ACH T Hartman	Expense Reimbursement	-14,013.14	290,858.71
Bill Pymt	10/7/2025	ACH Y Patel	Expense Reimbursement	-1,691.03	289,167.68
Check	10/7/2025	1005 CA Disbursement Unit	APS payroll disbursement	-126.00	289,041.68
Check	10/7/2025	1006 CA Disbursement Unit	APS payroll disbursement	-50.19	288,991.49
Check	10/7/2025	1007 CA Disbursement Unit	APS payroll disbursement	-250.00	288,741.49
Check	10/7/2025	1008 Franchise Tax Board	APS payroll disbursement	-300.00	288,441.49
Check	10/7/2025	1009 Franchise Tax Board	APS payroll disbursement	-150.00	288,291.49
Check	10/7/2025	1010 MISDU	APS payroll disbursement	-955.07	287,336.42
Check	10/7/2025	1011 WI SCTF	APS payroll disbursement	-11.00	287,325.42
Deduction	10/7/2025		Taxes Withdrawl PPE 9/30/25	-150,770.03	136,555.39
Deposit	10/7/2025		Deposit	7,055.19	143,610.58
Deposit	10/7/2025		Deposit	70,233.22	213,843.80
Deposit	10/7/2025		Deposit	6,699.20	220,543.00
Deposit	10/7/2025		Deposit	3,600.00	224,143.00
Deduction	10/8/2025		457 Contribution PPE 9/30/25	-42,016.22	182,126.78
Deduction	10/8/2025		401a Contribution PPE 9/30/25	-77,408.91	104,717.87
Deduction	10/10/2025		FSA Admin Fee Payment 2025-09	-331.90	104,385.97
Deduction	10/10/2025		APS Payroll Fee Payment 2025-09	-1,983.97	102,402.00
Deduction	10/10/2025		FSA Contribution PPE 9-30-25	-6,832.81	95,569.19
Deposit	10/10/2025		Deposit	13,271.53	108,840.72
Deposit	10/10/2025		Deposit	10,206.63	119,047.35
Bill Pymt	10/14/2025	ACH The Pun Group LLP	FY24-25 Progress Billing #2	-12,000.00	107,047.35
Bill Pymt	10/14/2025	ACH Silver Edge	Deltek Consulting	-11,795.00	95,252.35
Bill Pymt	10/14/2025	ACH Scott N. Kivel	Litigation	-21,424.38	73,827.97
Bill Pymt	10/14/2025	ACH Scott N. Kivel	Litigation	-10,640.30	63,187.67
Deposit	10/14/2025		Deposit	119,009.42	182,197.09
Deposit	10/14/2025		Deposit	134,166.34	316,363.43
Deposit	10/14/2025		Deposit	32,462.92	348,826.35
Deposit	10/15/2025		Deposit	12,512.12	361,338.47

Transfer	10/15/2025			Investment funds transfer	-300,000.00	61,338.47
Deposit	10/16/2025			Deposit	20,177.79	81,516.26
Deposit	10/17/2025			Deposit	118.60	81,634.86
Bill Pymt	10/20/2025	ACH	Scott N. Kivel	Litigation	-50,433.77	31,201.09
Bill Pymt	10/20/2025	ACH	Abila	MIPS October 2025	-1,572.10	29,628.99
Transfer	10/20/2025			Investment funds transfer	300,000.00	329,628.99
Deposit	10/21/2025			Deposit	1,351,381.15	1,681,010.14
Deposit	10/21/2025			Deposit	66,651.99	1,747,662.13
Deduction	10/21/2025			Net Pay Withdrawl PPE 10/15/25	-513,758.96	1,233,903.17
Transfer	10/21/2025			Investment funds transfer	-200,000.00	1,033,903.17
Transfer	10/21/2025			Payroll Funding Transfer - PPE 10/15/25	386,000.00	1,419,903.17
Bill Pymt	10/22/2025	ACH	A Kavanagh	Expense Reimbursement	-84.00	1,419,819.17
Bill Pymt	10/22/2025	ACH	B Adams	Expense Reimbursement	-73.50	1,419,745.67
Bill Pymt	10/22/2025	ACH	B Wibbenhorst	Expense Reimbursement	-607.66	1,419,138.01
Bill Pymt	10/22/2025	ACH	D Silva	Expense Reimbursement	-266.60	1,418,871.41
Bill Pymt	10/22/2025	ACH	J Stephenson	Expense Reimbursement	-415.70	1,418,455.71
Bill Pymt	10/22/2025	ACH	K Rapponotti	Expense Reimbursement	-1,910.52	1,416,545.19
Bill Pymt	10/22/2025	ACH	L Alba	Expense Reimbursement	-762.50	1,415,782.69
Bill Pymt	10/22/2025	ACH	L Habkirk	Expense Reimbursement	-91.00	1,415,691.69
Bill Pymt	10/22/2025	ACH	M Hunter	Expense Reimbursement	-124.60	1,415,567.09
Bill Pymt	10/22/2025	ACH	M Thomas	Expense Reimbursement	-490.96	1,415,076.13
Bill Pymt	10/22/2025	ACH	M Alvarez	Expense Reimbursement	-84.00	1,414,992.13
Bill Pymt	10/22/2025	ACH	M Atencio	Expense Reimbursement	-348.60	1,414,643.53
Bill Pymt	10/22/2025	ACH	P Harmon	Expense Reimbursement	-1,027.46	1,413,616.07
Bill Pymt	10/22/2025	ACH	R Perez	Expense Reimbursement	-748.67	1,412,867.40
Bill Pymt	10/22/2025	ACH	T Buraglio	Expense Reimbursement	-151.20	1,412,716.20
Check	10/22/2025	1012	CA Disbursement Unit	APS payroll disbursement	-126.00	1,412,590.20
Check	10/22/2025	1013	CA Disbursement Unit	APS payroll disbursement	-50.19	1,412,540.01
Check	10/22/2025	1014	CA Disbursement Unit	APS payroll disbursement	-250.00	1,412,290.01
Check	10/22/2025	1015	Franchise Tax Board	APS payroll disbursement	-300.00	1,411,990.01
Check	10/22/2025	1016	Franchise Tax Board	APS payroll disbursement	-150.00	1,411,840.01
Check	10/22/2025	1017	MISDU	APS payroll disbursement	-955.07	1,410,884.94
Check	10/22/2025	1018	WI SCTF	APS payroll disbursement	-11.00	1,410,873.94
Deduction	10/22/2025			Taxes Withdrawl PPE 10/15/25	-151,924.21	1,258,949.73
Deposit	10/22/2025			Deposit	7,814.15	1,266,763.88
Transfer	10/22/2025			Investment funds transfer	-1,100,000.00	166,763.88
Deposit	10/23/2025			Deposit	20,090.86	186,854.74
Transfer	10/23/2025			Investment funds transfer	110,000.00	296,854.74
Bill Pymt	10/24/2025	ACH	Mary E Uzupis	CalSAWS Consulting	-18,987.50	277,867.24
Bill Pymt	10/24/2025	ACH	Mary E Uzupis	CalSAWS Consulting	-1,430.00	276,437.24
Bill Pymt	10/24/2025	ACH	GovGRC, LLC	CalSAWS Consulting	-96,618.38	179,818.86
Bill Pymt	10/24/2025	ACH	David Sodergren	CalSAWS Consulting	-18,357.37	161,461.49
Bill Pymt	10/24/2025	ACH	WCF Insurance	Wrkr Comp Annual Audit Invoice	-2,428.00	159,033.49
Deduction	10/24/2025			457 Contribution PPE 10/15/25	-40,083.21	118,950.28
Deduction	10/24/2025			401a Contribution PPE 10/15/25	-76,239.20	42,711.08
Deposit	10/24/2025			Deposit	7,709.27	50,420.35
Bill Pymt	10/27/2025	ACH	US Bank	Calcard Expenses	-10,383.28	40,037.07
Bill Pymt	10/27/2025	ACH	Redwood Public Law, LLP	Legal Services	-4,260.27	35,776.80
Deposit	10/27/2025			Deposit	936.00	36,712.80
Deposit	10/27/2025			Deposit	75,858.63	112,571.43
Deposit	10/27/2025			Deposit	20,177.79	132,749.22
Deduction	10/28/2025			FSA Contribution PPE 10-15-25	-6,754.13	125,995.09
Deposit	10/28/2025			Deposit	2,341.30	128,336.39
Deposit	10/30/2025			Deposit	1,128.14	129,464.53
Deposit	10/30/2025			Deposit	300.00	129,764.53
Deposit	10/31/2025			Deposit	8,309.00	138,073.53
Deposit	10/31/2025			Deposit	3,598.09	141,671.62
Deposit	10/31/2025			Deposit	300.00	141,971.62
Transfer	10/31/2025			Investment funds transfer	110,000.00	251,971.62



**TO:** EXECUTIVE COMMITTEE  
**FROM:** LINDSAY RICE, Accounting Manager  
**SUBJECT:** INVESTMENT REPORT

**EC Meeting: 11-20-2025**  
**Item: 3D**

### **RECOMMENDATION**

Review and accept report of JPA investments made through October 2025.

### **BACKGROUND**

RGS' funds are invested in accordance with an Executive Committee-approved Investment Policy. The Investment policy shall be reviewed internally at least annually to ensure its consistency with the overall objectives of preservation of principal, liquidity, and yield and policy updates will be brought to the Executive Committee when changes are needed. The investment policy enables the agency to invest in bank sweep, money market and Certificate of Deposit (CD) accounts, the Local Agency Investment Fund (LAIF), Treasury and Municipal debt instruments, the California Investment Trust pool (CalTrust), and California Cooperative Liquid Assets Securities System (CLASS). RGS has a money market account at the Five Star Bank, a LAIF account, a California CLASS Prime Fund account, and CalTrust Short-term and Medium-term accounts. Investment activity for the current period is summarized in the attached material.

### **FISCAL IMPACT**

The JPA seeks short-term investment opportunities based on the investment policy objectives. In June 2024 the JPA opened a Prime Fund account with California CLASS. As interest rates fluctuate, the JPA will seek the investment opportunity that best fits organizational needs.

As of October 2025, the JPA is achieving an APY of 4.31% with FSB Money Market and an APY of 4.27% with California CLASS. Staff utilize the FSB Money Market account as an investment vehicle for short-term purposes and California CLASS for longer-term investment. Currently the JPA has no funds invested in CalTrust and a minimal balance in LAIF.

### **Cash Position:**

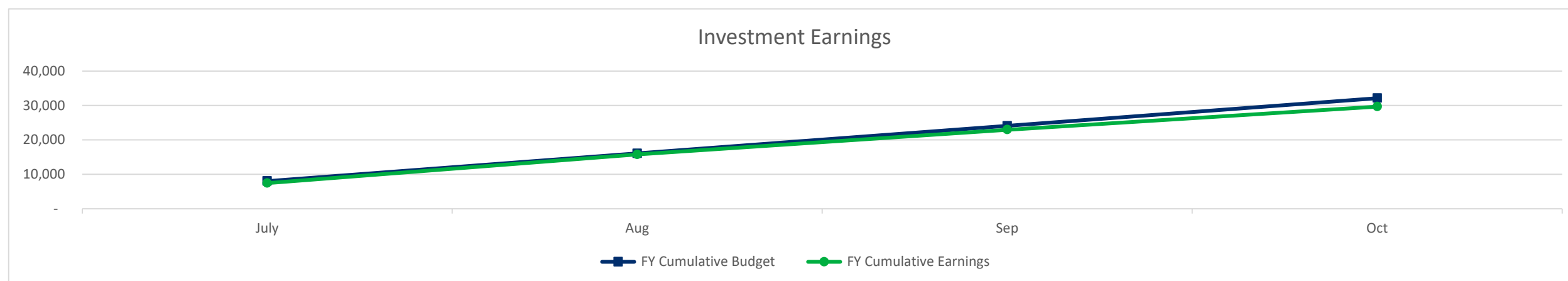
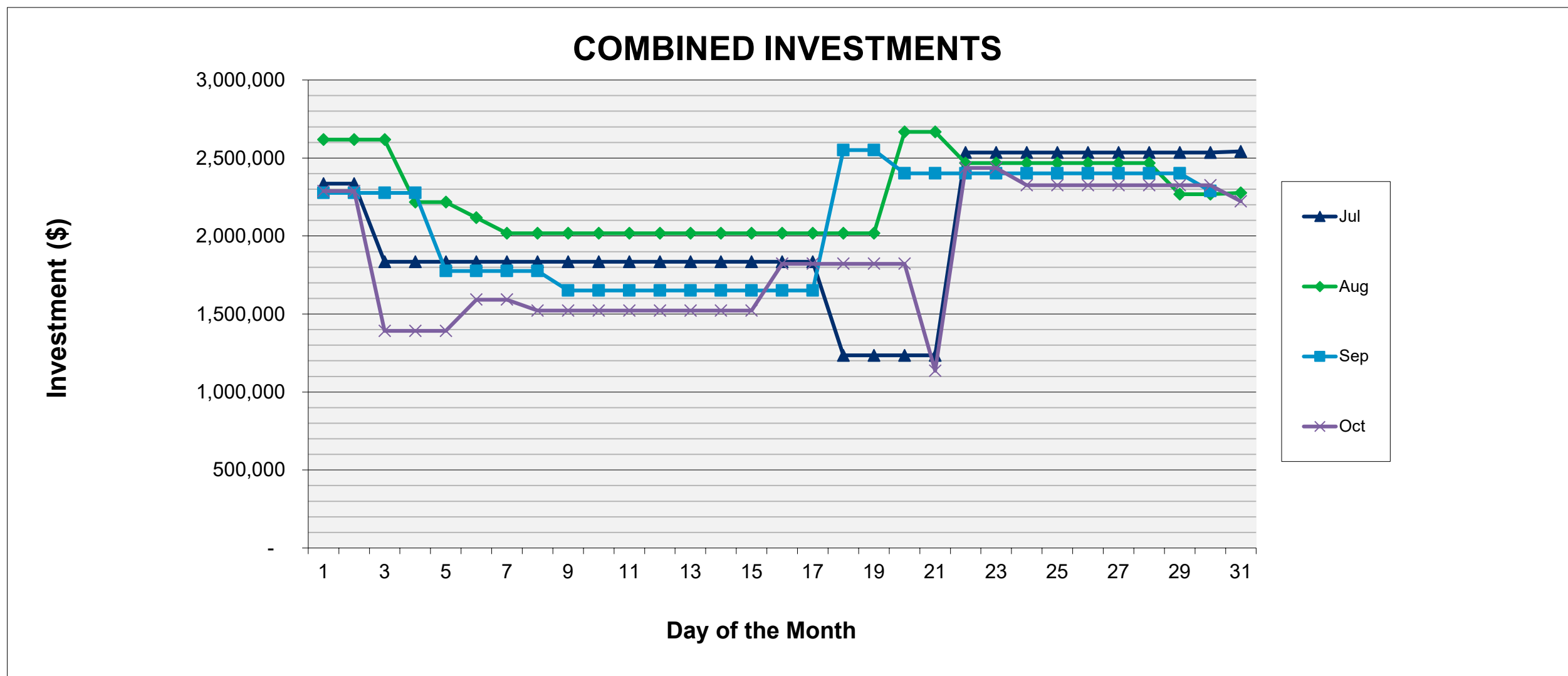
Bank Balances as of October 31, 2025

Checking	252,422
Money Market	182,270
<u>Investments</u>	<u>2,040,535</u>
Total	2,475,227

# INVESTMENT REPORT

## FY 2025-2026

	Jul				Aug				Sep				Oct			
	<u>Money Mkt</u>				<u>Money Mkt</u>				<u>Money Mkt</u>				<u>Money Mkt</u>			
<u>Date</u>	<u>Accounts</u>	<u>CLASS</u>	<u>LAIF</u>	<u>Combined</u>	<u>Accounts</u>	<u>CLASS</u>	<u>LAIF</u>	<u>Combined</u>	<u>Accounts</u>	<u>CLASS</u>	<u>LAIF</u>	<u>Combined</u>	<u>Accounts</u>	<u>CLASS</u>	<u>LAIF</u>	<u>Combined</u>
1	288,466	2,045,956	700	2,335,122	664,900	1,951,969	708	2,617,577	265,533	2,009,638	708	2,275,879	71,245	2,216,138	708	2,288,091
2	288,466	2,045,956	700	2,335,122	664,900	1,951,969	708	2,617,577	265,533	2,009,638	708	2,275,879	71,245	2,216,138	708	2,288,091
3	288,466	1,545,956	700	1,835,122	664,900	1,951,969	708	2,617,577	265,533	2,009,638	708	2,275,879	71,245	1,320,138	708	1,392,091
4	288,466	1,545,956	700	1,835,122	264,900	1,951,969	708	2,217,577	265,533	2,009,638	708	2,275,879	71,245	1,320,138	708	1,392,091
5	288,466	1,545,956	700	1,835,122	264,900	1,951,969	708	2,217,577	265,533	1,509,638	708	1,775,879	71,245	1,320,138	708	1,392,091
6	288,466	1,545,956	700	1,835,122	164,900	1,951,969	708	2,117,577	265,533	1,509,638	708	1,775,879	271,245	1,320,138	708	1,592,091
7	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	265,533	1,509,638	708	1,775,879	271,245	1,320,138	708	1,592,091
8	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	265,533	1,509,638	708	1,775,879	201,245	1,320,138	708	1,522,091
9	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	708	1,522,091
10	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	708	1,522,091
11	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	708	1,522,091
12	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	708	1,522,091
13	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	708	1,522,091
14	288,466	1,545,956	700	1,835,122	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	708	1,522,091
15	288,466	1,545,956	708	1,835,129	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	201,245	1,320,138	716	1,522,099
16	288,466	1,545,956	708	1,835,129	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	501,245	1,320,138	716	1,822,099
17	288,466	1,545,956	708	1,835,129	64,900	1,951,969	708	2,017,577	140,533	1,509,638	708	1,650,879	501,245	1,320,138	716	1,822,099
18	288,466	945,956	708	1,235,129	64,900	1,951,969	708	2,017,577	340,533	2,209,638	708	2,550,879	501,245	1,320,138	716	1,822,099
19	288,466	945,956	708	1,235,129	64,900	1,951,969	708	2,017,577	340,533	2,209,638	708	2,550,879	501,245	1,320,138	716	1,822,099
20	288,466	945,956	708	1,235,129	264,900	2,401,969	708	2,667,577	190,533	2,209,638	708	2,400,879	501,245	1,320,138	716	1,822,099
21	288,466	945,956	708	1,235,129	264,900	2,401,969	708	2,667,577	190,533	2,209,638	708	2,400,879	201,245	934,138	716	1,136,099
22	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	401,245	2,034,138	716	2,436,099
23	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	401,245	2,034,138	716	2,436,099
24	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	291,245	2,034,138	716	2,326,099
25	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	291,245	2,034,138	716	2,326,099
26	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	291,245	2,034,138	716	2,326,099
27	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	291,245	2,034,138	716	2,326,099
28	588,466	1,945,956	708	2,535,129	64,900	2,401,969	708	2,467,577	190,533	2,209,638	708	2,400,879	291,245	2,034,138	716	2,326,099
29	588,466	1,945,956	708	2,535,129	264,900	2,001,969	708	2,267,577	190,533	2,209,638	708	2,400,879	291,245	2,034,138	716	2,326,099
30	588,466	1,945,956	708	2,535,129	264,900	2,001,969	708	2,267,577	71,245	2,216,138	708	2,288,091	291,245	2,034,138	716	2,326,099
31	589,900	1,951,969	708	2,542,577	265,533	2,009,638	708	2,275,879					182,270	2,039,819	716	2,222,805



Management Services Agreement Report

Agency Name	Services	Type	Service Group	Service Span	Agreement Date	Expiration Date	Contract Amount
Alameda County	Risk Mgmt. Assessment (Amend #1)	Amend	Contract Staffing	Continuous	01 Jul 2024	6/30/2027	\$ 250,000
Alameda County Mosquito Abatement District	Class & Comp	Agreement	HR (C&C, NEOGOV, DLM)	On Call	03 Dec 2024	12/31/2025	\$ 15,000
Arvin	HR Svcs. (Amend #2)	Amend	HR (C&C, NEOGOV, DLM)	Continuous	28 Jan 2025	1/31/2026	\$ 90,000
Bay Area Air Quality Mgmt. District	Coaching Svcs.	Short Form	OD	Project	01 Jul 2025	N/A	\$ 4,000
Bear Valley Community Svcs. District	Valley CSD - Finance Svcs.	Agreement	Finance	Continuous	01 Jul 2025	6/30/2026	\$ 108,900
Belvedere	HR & Rec Svcs. (Amend #7)	Amend	HR (C&C, NEOGOV, DLM)	On Call	17 Oct 2022	N/A	\$ 159,150
Best Best & Krieger	Transparent Govt & Comms Svcs. (Amend #3)	Amend	Comms & Eng.	On Call	12 Jun 2023	5/31/2026	no NTE
Buena Park Library District	HR Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	Project	13 Mar 2025	3/15/2026	\$ 85,000
Buena Park Library District	HR/Finance Assessment (Amend #2)	Amend	Finance	Continuous	06 Aug 2024	6/30/2026	\$ 331,900
Buena Park Library District	Payroll Consulting	Agreement	Payroll	Project	13 Mar 2025	N/A	\$ 10,000
Byron - Brentwood - Knightsen Union Cemetery District	HR Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	On Call	16 Jun 2025	6/30/2026	\$ 10,000
California Urban Water Agencies	Comm & Eng, Transparent Govt, Fin Svcs	Agreement	Comms & Eng.,Finance,Transparent Govt	Project	05 Mar 2024	4/30/2027	no NTE
CalSAWS	Mgmt. and Admin Svcs. (Amend # 42)	Amend	Contract Staffing	Continuous	17 Feb 2009	N/A	no NTE
CalSAWS	TO 2025-01 (Data Mgmt.)	TO	Contract Staffing	Project	27 Oct 2025	N/A	no NTE
Carmel-by-the-Sea	Payroll Svcs. Amend #1	Amend	Payroll	Continuous	05 Sep 2024	6/30/2026	\$ 137,999
Citrus Heights Water District	Comm & Eng. (TO 2023-01)	TO	Comms & Eng.	Continuous	17 May 2017	N/A	no NTE
Citrus Heights Water District	Finance Svcs. (TO 2025-01)	Agreement	Finance	Project	17 May 2017	6/30/2026	no NTE
Citrus Heights Water District	HR Svcs. (TO 2025-02)	TO	HR (C&C, NEOGOV, DLM)	Project	17 May 2017	12/31/2025	no NTE
Citrus Heights Water District	Master Agreement	Master Agreement	Comms & Eng.,Finance,HR (C&C, NEOGOV, DLM),Rec	Continuous	17 May 2017	N/A	no NTE
Coachella Valley Public Cemetery District	HR & Fin Svcs. Amend #2	Amend	Finance	On Call	30 Aug 2024	6/30/2026	\$ 85,000
Colusa Groundwater Authority	Program Administration (Amend #1)	Amend	Contract Staffing	Continuous	25 May 2022	N/A	\$ 175,000
Community Medical Centers	Emergency Svcs.	Agreement	Emergency Svcs.	Continuous	01 Jul 2024	6/30/2026	\$ 100,000
Contra Costa Mosquito and Vector Control District	Transparent Govt Svcs. FY 25-26	Short Form	Transparent Govt	Project	29 Oct 2025	6/30/2026	\$ 10,000
Contra Costa Transportation Authority	HR Svcs. (Amend #3)	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	01 Jul 2022	6/30/2026	\$ 170,000
Del Paso Manor Water District	Governance Support	Agreement	Transparent Govt	Continuous	01 Jul 2023	N/A	\$ 30,000
Del Rey Oaks	Financial Svcs. (Amend #2)	Amend	Finance	Continuous	01 Aug 2022	6/30/2026	\$ 893,600
Desert Healthcare District	HR Svcs. 2025	Agreement	HR (C&C, NEOGOV, DLM)	Project	23 Jan 2025	12/31/2025	\$ 25,000
Dublin	OD Svcs.	Short Form	OD	Project	26 Sep 2025	2/28/2026	\$ 15,000
Dublin San Ramon Svcs. District	On-Call Graphic Design Svcs.	Agreement	OD	On Call	01 Jul 2024	6/30/2027	no NTE
East Bay Dischargers Authority	Finance (2025/26)	Agreement	Finance	Continuous	01 Jul 2025	6/30/2026	\$ 175,000
East Palo Alto	ED Svcs. Phase II (Amend #2)	Amend	ED	Project	16 Sep 2024	12/31/2025	\$ 42,000
El Dorado County Transit Authority	Procurement Policy & Procedural Consulting	Agreement	Finance	Project	05 Nov 2024	N/A	\$ 33,000
Emeryville	Finance Svcs. Amend #1	Amend	Finance	Continuous	30 Oct 2024	12/31/2026	\$ 125,000
Fairfield	On Call HR Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	On Call	31 Jul 2024	6/30/2027	\$ 100,000
Feather River Air Quality Mgmt. District	HR & Transparent Govt Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	08 Apr 2024	12/31/2025	\$ 35,000
Feather River Air Quality Mgmt. District	HR Svcs. (2025-27)	Agreement	HR (C&C, NEOGOV, DLM)	On Call	05 Aug 2024	6/30/2027	\$ 55,000
Fox Canyon Groundwater Mgmt. Agency	Admin Svcs. 2025	Agreement	Contract Staffing	Continuous	26 Mar 2025	3/31/2026	\$ 53,000
Glendora	Finance Svcs.	Agreement	Finance	Project	13 Dec 2024	N/A	\$ 27,500
Golden Hills Community Svcs. District	Annual Planning Meeting Facilitation	Agreement	OD	Project	25 Jan 2024	6/30/2026	\$ 10,000
Gridley	Transparent Govt Svcs.	Agreement	Transparent Govt	On Call	09 Oct 2025	7/31/2026	\$ 11,000
Guadalupe	Finance Svcs. 25/26	Agreement	Finance	On Call	29 Oct 2025	10/29/2026	\$ 49,500
Habitat for Humanity Monterey Bay	Recruiting Svcs.	Agreement	Recruiting	Project	14 Jan 2025	N/A	\$ 19,000
Hayward Area Recreation and Parks District	Finance Svcs.	Agreement	Finance	On Call	07 Feb 2025	12/31/2025	\$ 60,000
Hayward Area Recreation and Parks District	Payroll Svcs. (Amend #1)	Amend	Payroll	Continuous	07 Apr 2025	6/30/2026	\$ 64,500
Hayward Area Shoreline Protection Agency	Admin Svcs.	Agreement	Contract Staffing	Project	02 Sep 2025	6/30/2027	\$ 523,817
Hercules	HR Svcs. (Amend #6)	Amend	HR (C&C, NEOGOV, DLM)	Continuous	17 Jan 2023	3/31/2026	\$ 330,000
Indian Wells Valley Groundwater Authority	Admin Svcs. 2025	Agreement	Contract Staffing	Continuous	01 Jan 2025	12/31/2025	no NTE
Ironhouse Sanitary District	Human Resources Mgmt. Svcs. (Amend #1)	Amend	HR	Continuous	05 Apr 2016	N/A	no NTE
La Mesa	Transparent Govt Svcs. (Amend #1)	Amend	Transparent Govt	Project	18 Apr 2024	4/18/2026	\$ 25,000
Lakewood	Finance Svcs.	Master Agreement	Finance	Project	09 Sep 2024	6/30/2026	no NTE
Lakewood	Finance Svcs. (TO 2025-03)	TO	Finance	Project	10 Sep 2024	6/30/2026	\$ 48,660
Lakewood	Finance Svcs. - Amend # 1	Amend	Finance	Continuous	10 Sep 2024	6/30/2026	no NTE
Larkspur	HR Investigation Svcs. (TO 2024-03)	TO	HR (C&C, NEOGOV, DLM)	Project	16 Aug 2023	N/A	no NTE
Larkspur	Labor Negotiations (TO 2025-01)	TO	HR (C&C, NEOGOV, DLM)	Project	16 Aug 2023	N/A	no NTE
Larkspur	Master Agreement	Master Agreement	OD	Continuous	16 Aug 2023	N/A	no NTE
Larkspur	TO 2025-03 (DLM)	TO	Finance	Project	16 Aug 2023	6/30/2026	\$ 60,000
Larsen Wurzel & Associates	Finance Svcs.	Master Agreement	Finance	Project	09 Sep 2024	12/31/2025	no NTE
Larsen Wurzel & Associates	Finance Svcs. TO 2024-01	TO	Finance	Project	09 Sep 2024	N/A	\$ 50,000
Las Gallinas Valley Sanitary District	Finance Svcs. (Amend #1 for FY 25/26)	Amend	Finance	Project	18 Sep 2024	6/30/2026	\$ 100,600
Las Gallinas Valley Sanitary District	GM Evaluation	Agreement	HR (C&C, NEOGOV, DLM)	Project	20 May 2025	6/30/2026	\$ 5,800
Lassen Municipal Utility District	HR Svcs. FY 25-26	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	23 Sep 2025	6/30/2026	\$ 150,000



Management Services Agreement Report

Agency Name	Services	Type	Service Group	Service Span	Agreement Date	Expiration Date	Contract Amount
Livermore-Amador Valley Water Mgmt. Agency	Finance Svcs. (Amend #3)	Amend	Finance	Continuous	30 May 2024	6/30/2026	\$ 283,000
Marin County	HR & Planning Svcs. (Amend #1)	Amend	HR (C&C, NEOGOV, DLM),Planning	On Call	01 Sep 2023	6/30/2026	\$ 50,000
Marin County Children and Families Commission	Payroll Svcs. (Amend #1)	Amend	Payroll	On Call	15 Jul 2025	6/30/2026	\$ 20,000
Marin Emergency Radio Authority	Admin Svcs. Amend #1	Amend	Contract Staffing	Continuous	01 Jul 2023	6/30/2026	no NTE
Marin Municipal Water District	Class/Comp & Recruiting Svcs (Amend #2)	Amend	HR	Project	10 Dec 2021	12/31/2026	\$ 300,000
Marin Municipal Water District	Coaching Svcs.	Short Form	OD	On Call	14 Mar 2025	6/30/2026	\$ 10,000
Marin Municipal Water District	Coaching Svcs._IT	Short Form	OD	Project	05 Aug 2025	6/30/2026	\$ 8,213
Marin Wildfire Prevention Authority	Recruiting Svcs.	Agreement	Recruiting	Project	07 Jul 2025	6/30/2026	\$ 20,000
Marina	Planning Projects	Agreement	Planning	Project	30 Sep 2020	N/A	no NTE
Marina Coast Water District	Class & Comp Study	Agreement	HR	Project	01 May 2023	N/A	\$ 42,600
Marina Coast Water District	Customer Service Implementation	Agreement	Finance	Continuous	01 Jul 2025	N/A	\$ 49,000
Marina Coast Water District	Finance Svcs.	Agreement	Finance	Continuous	01 Jul 2025	N/A	\$ 49,000
Marina Coast Water District	HR Svcs. (FY 25-26)	Agreement	HR (C&C, NEOGOV, DLM),Recruiting	Continuous	01 Jul 2025	N/A	\$ 190,000
Mendocino Coast Healthcare District	Admin Svcs. (Amend #2)	Amend	Finance	Continuous	12 Dec 2023	6/30/2026	\$ 508,200
Mendocino County	County - Finance Svcs.	Agreement	Finance	Project	01 May 2025	12/31/2027	\$ 100,000
Mendocino County Resource Conservation District	Finance Svcs.	Agreement	Finance	Project	26 Sep 2025	6/30/2026	\$ 15,500
Modesto Irrigation District	Admin Assessment	Agreement	HR (C&C, NEOGOV, DLM)	Project	26 Jun 2024	N/A	\$ 17,000
Monterey Bay Dart	Admin Svcs. (Amend #1)	Amend	ED,Finance	Continuous	01 Jul 2025	4/30/2026	\$ 180,160
Monterey Bay Dart	Admin Svcs. FY 25-26	Agreement	ED	Continuous	01 Jul 2025	6/30/2026	\$ 150,000
Monterey Co Destination Marketing Org	Transparent Govt Svcs. 2025	Short Form	Transparent Govt	On Call	28 Aug 2025	12/31/2025	\$ 10,000
Monterey Peninsula Regional Park District	Finance Svcs.	Agreement	Finance	On Call	08 Nov 2021	N/A	\$ 40,000
Monterey Peninsula Regional Park District	Grant Mgmt. FY-25-26	Agreement	Contract Staffing	Project	01 Jul 2025	6/30/2026	\$ 40,000
Monterey Peninsula Regional Park District	Grant Writing Amend #1	Amend	Contract Staffing	Continuous	01 Jul 2024	6/30/2026	\$ 40,000
Monterey Peninsula Water Mgmt. District	HR Svcs. FY 25-27	Agreement	HR (C&C, NEOGOV, DLM)	On Call	07 Aug 2025	6/30/2027	\$ 24,000
Mountain House	Class/Comp Study (Amend #1)	Amend	HR (C&C, NEOGOV, DLM)	Project	18 Feb 2025	12/31/2025	\$ 75,300
Napa	Finance Svcs.	Agreement	Finance	Project	05 Aug 2025	N/A	\$ 30,000
Napa	Payroll Svcs.	Agreement	Finance	Project	01 Jul 2025	N/A	\$ 10,750
Napa Sanitation District	Transparent Govt Svcs. Master Agreement	Master Agreement	Transparent Govt	On Call	04 Sep 2025	6/30/2028	no NTE
Napa Sanitation District	Transparent Govt TO 2025-01	TO	Transparent Govt	Project	04 Sep 2025	6/30/2028	\$ 24,459
Nevada County Consolidated Fire District	HR Svcs. Amend #1	Amend	HR (C&C, NEOGOV, DLM)	Continuous	01 Jul 2024	6/30/2026	\$ 100,000
North Coast County Water District	Finance Svcs.	Agreement	Finance	Project	21 Jan 2025	N/A	\$ 11,900
North Edge Business Financing and Community Development	ED Finance Svcs. (Amend #1)	Amend	ED	Continuous	02 Jan 2024	N/A	\$ 10,080
Novato	Finance Svcs.	Agreement	Finance	On Call	14 Jan 2025	12/31/2027	\$ 60,000
Novato Fire Protection District	FPD - Finance Svcs.	Agreement	Finance	Continuous	20 Mar 2025	6/30/2026	\$ 75,000
Oakland	Class & Comp Svcs.	PO	HR (C&C, NEOGOV, DLM)	Project	21 Apr 2025	11/30/2025	\$ 5,800
Orland	Finance Svcs. (Amend #3)	Agreement	Finance	Continuous	17 Dec 2024	12/31/2025	\$ 163,208
Pacific Grove	HR Payroll Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	06 Sep 2024	N/A	\$ 39,999
Pacifica	Finance and ED Svcs.	Agreement	ED	On Call	16 Jul 2025	6/30/2026	\$ 75,000
Pajaro Regional Flood Mgmt. Agency	On-Call Admin Svcs.	Agreement	Finance,HR,Planning,Risk Mgmt.,Transparent Govt	On Call	15 Oct 2024	6/30/2026	\$ 255,000
Piedmont	Labor Relations Amend #1	Amend	HR (C&C, NEOGOV, DLM)	Continuous	21 Jan 2025	6/30/2026	\$ 75,000
Pioneer Community Energy	Transparent Govt Svcs.	Agreement	Transparent Govt	On Call	23 Oct 2025	6/30/2026	\$ 20,000
Placer County	OD Svcs.	Agreement	OD	Project	28 Mar 2025	9/30/2026	\$ 99,000
Pleasant Hill Recreation & Park District	Recruitment Svcs.	Agreement	Recruiting	Project	15 May 2025	12/31/2025	\$ 20,000
Plumas County	Comp Study	Agreement	HR (C&C, NEOGOV, DLM)	Project	07 Jul 2025	6/30/2026	\$ 154,000
Redwood Empire School's Insurance Group	OD Svcs. (Amend #2)	Agreement	OD	Project	05 Jul 2023	6/30/2026	\$ 16,725
Rialto	Payroll Svcs.	Agreement	Payroll	Continuous	22 Sep 2025	6/30/2026	\$ 100,000
Richardson Bay Regional Agency	Amend #1 (2023 renewal)	Agreement	Contract Staffing	Continuous	15 Oct 2021	N/A	no NTE
Rio Dell	HR Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	On Call	26 Dec 2024	12/31/2025	\$ 60,000
Rohnert Park	Finance Svcs.	Agreement	Finance	Project	15 Oct 2024	N/A	\$ 80,500
Rural Community Assistance Corporation	Finance Svcs. SAFER	Subagreement	Finance	Project	01 Nov 2024	N/A	\$ 25,000
Rural Community Assistance Corporation	Finance Svcs. SEWER	Subagreement	Finance	Project	01 Nov 2024	N/A	\$ 25,000
Sacramento Central Groundwater Authority	Admin Svcs.	Agreement	Contract Staffing	Continuous	01 Jul 2025	6/30/2026	\$ 290,000
Sacramento Reg Co San District & Sac Area Sewer District	Staffing Assessment Consulting Svcs. (Amend #2)	Amend	Finance	Project	13 Apr 2023	N/A	\$ 210,700
Salinas Valley Basin Groundwater Sustainability Agency	Mgmt. Svcs. (Amend #9)	Amend	Contract Staffing	Continuous	01 Aug 2017	6/30/2026	\$ 1,603,944
San Diego Local Agency Formation Commission	HR Svcs.	Agreement	HR	Continuous	04 Nov 2022	N/A	\$ 100,000
San Juan Bautista	HR Svcs. (Amend #3)	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	20 Dec 2021	6/30/2026	\$ 120,000
San Juan Bautista	Procurement & Housing (Amend #1)	Amend	Finance	Continuous	15 Apr 2022	N/A	\$ 100,000
San Lorenzo Valley Water District	Finance & HR (Amend #6)	Amend	Finance	Continuous	07 Aug 2025	6/30/2026	\$ 281,700
San Marcos	Payroll Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	01 Aug 2025	6/30/2026	\$ 130,000
San Mateo County Mosquito and Vector Control District	HR Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	On Call	01 Jul 2024	N/A	\$ 25,000
San Miguel Consolidated Fire Protection District	AB2561 Report	Short Form	Recruiting	Project	10 Sep 2025	12/31/2025	\$ 5,000

Management Services Agreement Report

Agency Name	Services	Type	Service Group	Service Span	Agreement Date	Expiration Date	Contract Amount
Santa Barbara County	HR Svcs. 25/26	Agreement	HR (C&C, NEOGOV, DLM)	On Call	01 Jul 2025	6/30/2026	\$ 41,000
Santa Cruz County Regional Transportation Commission	Recruiting Svcs. Amend #2	Amend	Recruiting	Project	18 Sep 2024	12/31/2025	\$ 60,000
Santa Maria Valley Water Conservation District	Administration Svcs.	Agreement	Contract Staffing	Continuous	10 Jan 2024	N/A	no NTE
Scotts Valley	Community Development Projects	Agreement	Planning	Continuous	15 Dec 2016	N/A	no NTE
Seaside	Finance Svcs.	Agreement	Finance	Project	18 Sep 2025	9/18/2026	\$ 31,500
Self-Directed Tax-Advantaged Retirement System	Fiscal and Admin Support (Amend #1)	Amend	Contract Staffing	Continuous	13 Dec 2016	N/A	no NTE
Silicon Valley Regional Interoperability Authority	Contract Staffing FY 25/26	Agreement	Contract Staffing	Continuous	01 Jul 2025	6/30/2026	\$ 279,180
Solano County Water Agency	HR & Finance Svcs. 2025	Agreement	Finance,HR (C&C, NEOGOV, DLM)	On Call	01 Jul 2025	6/30/2027	\$ 120,000
Solvang	Recruiting (Amend #1)	Amend	Recruiting	Project	09 May 2024	12/31/2025	\$ 30,000
Sonoma County	HR Svcs. (Amend #2)	Agreement	HR (C&C, NEOGOV, DLM)	On Call	01 Nov 2020	11/30/2025	\$ 100,000
South Orange County Wastewater Authority	Finance (Amend #1)	Amend	Finance	Continuous	08 Nov 2024	6/30/2026	\$ 106,000
St. Helena	Transparent Govt Svcs.	Agreement	Transparent Govt	Project	08 Apr 2025	12/31/2025	\$ 10,000
Stanislaus Consolidated Fire Protection District	HR and Clerk Svcs. (Payroll)	Agreement	Clerk Svcs.,HR	On Call	29 Apr 2021	N/A	no NTE
Stockton	Payroll Svcs.	Agreement	Payroll	Project	13 Mar 2025	12/31/2025	\$ 100,000
Templeton Community Svcs. District	Class & Comp Study	Agreement	HR (C&C, NEOGOV, DLM)	Project	22 Sep 2025	1/31/2026	\$ 20,000
Tiburon	Finance Svcs. FY 25-26	Agreement	Finance	Continuous	01 Jul 2025	12/31/2025	\$ 89,000
Trinidad	Class & Comp Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	Project	12 Mar 2025	N/A	\$ 25,000
Truckee Donner Public Utility District	TG, Procurement (Amend #1)	Agreement	Multiple,Transparent Govt	Continuous	22 Apr 2022	12/31/2025	\$ 89,200
Tuolumne County	Finance Svcs. Amend #2	Amend	Finance	Continuous	20 Nov 2024	6/30/2026	\$ 108,424
Turlock Mosquito Abatement District	Policies Update & WVPP	Agreement	HR (C&C, NEOGOV, DLM)	Project	24 Jul 2025	6/30/2026	\$ 10,000
Twain Harte Community Svcs. District	Finance & Payroll Svcs.	Agreement	Multiple	Project	05 Feb 2024	N/A	\$ 69,800
Santa Clara Valley Water District	Emergency Response Procedures	Agreement	Emergency Svcs.	Continuous	01 Feb 2023	12/31/2025	\$ 225,000
Walnut Creek	Emergency Mgmt. Svcs.	Agreement	Emergency Svcs.	Project	01 Jul 2024	N/A	\$ 60,000
Walnut Creek	HR Svcs.	Agreement	HR (C&C, NEOGOV, DLM)	Continuous	01 Jan 2024	N/A	\$ 120,000
Water Employee Svcs. Authority	Recruiting Svcs. (Amend #1)	Amend	Recruiting	Project	24 Jul 2025	12/31/2025	\$ 27,000
West Valley Sanitation District	HR Svcs. - Amend #1	Amend	HR (C&C, NEOGOV, DLM)	Continuous	16 Jul 2021	N/A	\$ 30,000
Willows	HR & Transparent Govt Svcs. (Amend # 6)	Amend	HR (C&C, NEOGOV, DLM),Transparent Govt	On Call	01 Jul 2022	6/30/2027	\$ 30,000
Woodside	Planning - Amend #1	Agreement	Planning	Project	29 Jul 2024	8/1/2026	no NTE
Yolo Transportation District	Finance Svcs.	Agreement	Finance	Project	26 Jun 2024	N/A	\$ 40,000
Yolo Transportation District	Transparent Govt Svcs. (Amend #1)	Amend	Transparent Govt	Continuous	01 May 2024	12/31/2025	\$ 21,000
Yorba Linda	Payroll Svcs.	Agreement	Payroll	On Call	29 Jul 2025	6/30/2026	\$ 25,000
Yountville	Mgmt. Svcs. 2016	Master Agreement	Outreach	On Call	19 Jul 2016	N/A	no NTE
Yountville	TO 2025-01 (Training Svcs.) Amend #1	Amend	Training	Project	19 Jul 2016	12/31/2025	\$ 11,532
Yountville	TO 2023-01 (Fin Svcs)	TO	Finance	Project	19 Jul 2016	N/A	no NTE
Yountville	TO 2024-01 (Comm & Engage Svcs.)	TO	Comms & Eng.	Project	19 Jul 2016	N/A	no NTE
Yountville	TO 2024-02 (Class and Comp Svcs)	TO	HR (C&C, NEOGOV, DLM)	Project	19 Jul 2016	12/31/2025	\$ 5,212
Zero Waste Marin	Class and Comp Study Amend #1	Amend	HR (C&C, NEOGOV, DLM)	Project	10 Apr 2025	1/31/2026	\$ 24,100

- Service Span Key**
- **Yellow Highlights** - New Contracts/Amendments since last Board Meeting.
  - **On-Call** - agency calls us to provide service periodically when they need it.
  - **Project Specific** – the work involves a specific project to be completed and then contract is done.
  - **Continuous Services** – we are always there and provide continuous services.

**TO:** EXECUTIVE COMMITTEE  
**FROM:** TIFFANY BURAGLIO, Executive Assistant  
**SUBJECT:** RECEIVE AND FILE MUNICIPAL DENTAL POOL UPDATE

**EC Meeting: 11-20-2025**  
**Item: 3F**

**RECOMMENDATION**

Receive and file this Municipal Dental Pool update.

**BACKGROUND**

At the November 22, 2019, Executive Committee meeting, authority was granted for the Executive Director to approve new RGS Dental Pool Associate Memberships. Keenan & Associates administers the pool and RGS provides financial oversight services.

Thirty-six agencies currently participate in the RGS Dental Pool as Associate Members. These agencies represent approximately 5,985 subscribers.

City of Alhambra  
City of Artesia  
City of Azusa  
City of Baldwin Park  
City of Bellflower  
City of Bishop  
City of Brea  
City of Chino  
City of Claremont  
City of Dana Point  
City of Desert Hot Springs  
City of Firebaugh  
City of Folsom  
City of Fountain Valley  
City of Glendora  
City of Hawaiian Gardens  
City of Jurupa Valley  
City of Laguna Niguel  
City of Larkspur

City of Lynwood  
City of Oxnard  
City of Pico Rivera  
City of Santa Ana  
City of Upland  
Town of Corte Madera  
Town of Woodside  
Town of Yucca Valley  
Central Marin Fire Authority  
Central Marin Police Authority  
County of Kings Superior Court of CA  
Greater Los Angeles County VCD  
Jurupa CSD  
Phelan Pinon Hills CSD  
Regional Government Services  
Sacramento Area Council of Governments  
San Bernardino Co Employees' Retirement Association

**REVIEW FOR THIS MEETING**

Proposals sent out over the past few months have not been sold, so membership in the pool will remain steady at the January 1, 2026 renewal date. The January 1, 2026 renewal was released with 0% - 1% increase, based on agency payment history.

**FISCAL IMPACT**

RGS' administrative fee is 1 percent of premiums paid. For the 1<sup>st</sup> Quarter of FY26, MDP received administrative fee revenue of \$19,167 which was 24% of the annual budgeted amount of \$78,000.





**TO:** EXECUTIVE COMMITTEE  
**FROM:** DEONA KNIGHT, HR Manager  
**SUBJECT:** AGENCY BONUS AWARDS UPDATE

**EC Meeting: 11-20-2025**  
**Item: 3G**

**RECOMMENDATION**

Receive and file agency bonus awards update.

**BACKGROUND**

At the September 15, 2022 meeting, the Executive Committee approved a Pay for Performance Program which included a request of staff to report on a regular basis to the Executive Committee the number of recipients and total amount of agency bonus awards. Since the decision to award bonuses resides with the Executive Director, it was suggested by staff that the report also note if the actual awards were consistent with the recommendations of HR.

**REVIEW FOR THIS MEETING**

During the period of September 1, 2025 through November 1, 2025 two spot-based bonuses in the amounts of \$500 and \$750 as well as two contribution-based bonuses in the amounts of \$5,000 were proposed and reviewed by HR. The bonuses were approved and awarded by the Executive Director, consistent with HR recommendations.

**FISCAL IMPACT**

The bonus program funding was authorized at the September 15, 2022 meeting. No changes or additional impacts are expected at this time.



**TO:** EXECUTIVE COMMITTEE  
**FROM:** DEONA KNIGHT, Human Resources Manager  
**SUBJECT:** **UPDATE TO HUMAN RESOURCES POLICIES: FRATERNIZATION POLICY**

**EC Meeting: 11-20-2025**

**Item: 3H**

**RECOMMENDATION**

Approve a new addition to the RGS Human Resources Policies: B.9. Fraternization Policy.

**BACKGROUND**

Regional Government Services (RGS) has grown substantially in the past five years, and the potential for personal relationships between employees has accordingly increased. While our foundation of remote work modifies the ways in which such relationships manifest, human connections are a reality and do occur in our workforce. RGS is committed to maintaining a professional, respectful, and equitable workplace that supports public trust, operational excellence, and positive relationships. In line with this commitment, staff has developed a Fraternization Policy to address potential conflicts of interest and workplace disruptions that may arise from personal relationships between employees.

The policy provides guidance to ensure that all employees, interns, and contractors work in an environment where personal interactions remain professional, and where fairness, integrity, and workplace morale are preserved.

The Fraternization Policy is designed to:

- Promote a professional and fair environment where all employees feel respected, safe, and productive.
- Establish a foundation for inclusivity and harmony, respecting individual rights while ensuring that personal relationships do not interfere with work performance or the work environment.
- Uphold RGS's commitment to public trust, fairness, and workplace morale by ensuring that any potential conflicts of interest arising from personal relationships are appropriately disclosed and addressed in a timely manner.

**FISCAL IMPACT**

No significant fiscal impact results from approving the addition of this policy.

## **HUMAN RESOURCES POLICIES**

### **B.9. Fraternalization Policy**

Regional Government Services' fraternization policy is designed to create a professional and fair environment in which all employees feel respected, safe and productive. This policy is intended to create the foundation for an inclusive and harmonious workplace which respects the personal rights of all individuals while ensuring that personal relationships do not interfere with work performance or the work environment.

RGS' commitment to public trust, fairness, and workplace morale requires that employees avoid situations where personal relationships influence professional decision making, that potential conflicts of interest are addressed, and that disruption of the workplace is minimized. This policy applies to all our employees, as well as interns and contractors, regardless of the gender identity or sexual orientation of the parties involved.

#### **Prohibited Relationships Between Supervisors and Direct Reports:**

Romantic and/or sexual relations between supervisors and direct subordinate employees are prohibited; and if formed, must be disclosed immediately to the Human Resources Manager so that RGS can take proactive steps to avoid potential conflicts of interest and to ensure fairness in supervisory relationships. Such disclosures will be handled discreetly, with the aim of finding a solution that will be respectful to the parties involved as well as RGS.

Romantic relationships between employees involving uneven organizational power dynamics, or where one individual has influence over the other's conditions of employment, are also discouraged.

Hiring or supervising family members or partners is addressed in the Employment of Relatives policy within the Human Resources Policies.

#### **Guidelines for Conduct:**

Employees are expected to maintain professionalism in the workplace. Personal relationships in the workplace are expected to be voluntary and consensual and should not impair job performance or impact the operations or performance of others regardless of the status of the personal relationship. The conduct of parties to the relationships should avoid:

- Public display of affection, or verbal behavior that causes others discomfort.
- Participation in evaluation or selection decision-making for promotion, special assignment, or training opportunities where the relationship partner is a candidate.
- Any other actions that could be regarded by others as providing an unfair advantage to the relationship partner.

#### **Disclosures and Reporting:**

Any concerns about the administration of this policy or about relationships or behaviors that may violate this policy should be reported to the Human Resources Manager.

Unless prohibited by mandatory reporting requirements, the HR Manager will maintain confidentiality and proactively address the workplace implications of the personal relationship. Employees may report their own covered relationships as required or report potential policy violations to the Human Resources Manager without penalty or retaliation.

**Consequences of Violations:**

Failure to timely disclose prohibited relationships; or conduct that does not comply with this policy may result in disciplinary action up to and including termination.

**Other Relevant Policies and Regulations**

Employees are encouraged to review RGS's Prevention of Harassment, Discrimination, and Retaliation policy in the Human Resources Policies for additional guidance.

This policy does not preclude or interfere with the rights of employees protected by the Fair Employment and Housing Act (FEHA) or any other applicable statute concerning the employment relationship.

DRAFT

**TO:** EXECUTIVE COMMITTEE  
**FROM:** ASHLEY METZGER, Chief Growth Officer  
**SUBJECT:** **STRATEGIC PLAN: DATA COLLECTION UPDATE**

**EC Meeting: 11-20-2025**  
**Item: 5A**

### **RECOMMENDATION**

Receive and file update.

### **BACKGROUND**

In late 2024, RGS' Board affirmed four updated strategic plan objectives, and Executive Director Sophia Selivanoff assigned workgroups to advance each initiative.

RGS' strategic plan goals are:

1. Outstanding Service
2. Effective Culture
3. Organizational Viability
4. Public Service Leadership

Strategic plan workgroups proposed projects and identified data needs. With guidance from the Executive Committee, staff prioritized the need to collect a wide range of data to support these projects and chose Probolsky Research, through a competitive process, to complete three surveys:

- Clients (current + past 2 years)
- Prospective clients
- RGS employees

RGS team members also took on data collection projects:

- RGS Board member interviews - *complete*
- RGS leadership team interviews - *complete*
- A survey of partner organizations (CSDA, MMANC, CalCities, etc.) - *in process*

### **DISCUSSION**

The information gathered has helped RGS better understand key stakeholders. It will be useful in developing actionable projects to support the strategic plan. It will also provide valuable insight that RGS leaders can use when making decisions about the future of RGS.

The key takeaways from the research are:

- RGS customer satisfaction is high
- Only a small minority of clients express any confusion around RGS' brand/services
- RGS' public agency status is viewed positively by clients and prospective clients

### Key takeaways (continued)

- Flat fee and retainer models are attractive to clients and prospective clients
- An overwhelming majority of RGS employees are satisfied, many citing flexibility
- RGS service teams have strong rapport and there is opportunity to strengthen culture through more organization-wide coordination

### **FISCAL IMPACT**

The current budget includes necessary funding to support in-house and consultant data collection efforts.

### Attachments:

1. Probolsky Research report on existing clients, prospective clients, and employee survey
2. RGS report on Board member interviews
3. RGS report on leadership interviews

# Regional Government Services

## Board Presentation

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November 2025



**Opinion Research on  
Elections and Public Policy**



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# Client Survey

# Regional Government Services – Client Survey

## Survey Methodology\*

	Survey Details
<b>Mode</b>	Online (email and mailed invitations) Phone (office phones)
<b>Language</b>	English
<b>Length</b>	10 minutes
<b>Survey Fielding</b>	August 18 – September 30, 2025
<b>Survey Participants</b>	56

## Sample

The sample was developed from a point of contacts from RGS' current and past clients within the past two years. We emailed and mailed invitations and made follow-up phone calls encouraging participation.

### Sample breakdown by agency type:

- City – 27%
- Water – 18%
- Fire/Emergency – 9%
- Community services/general utilities – 7%
- Sanitation – 7%
- Healthcare – 5%
- Parks and Recreation – 4%
- Transit – 4%
- County – 4%
- Other services – 9%
- Other – 7%

## Data Collection Explained

Interviews were conducted by telephone and online.

Security measures precluded individuals from completing the survey more than once.



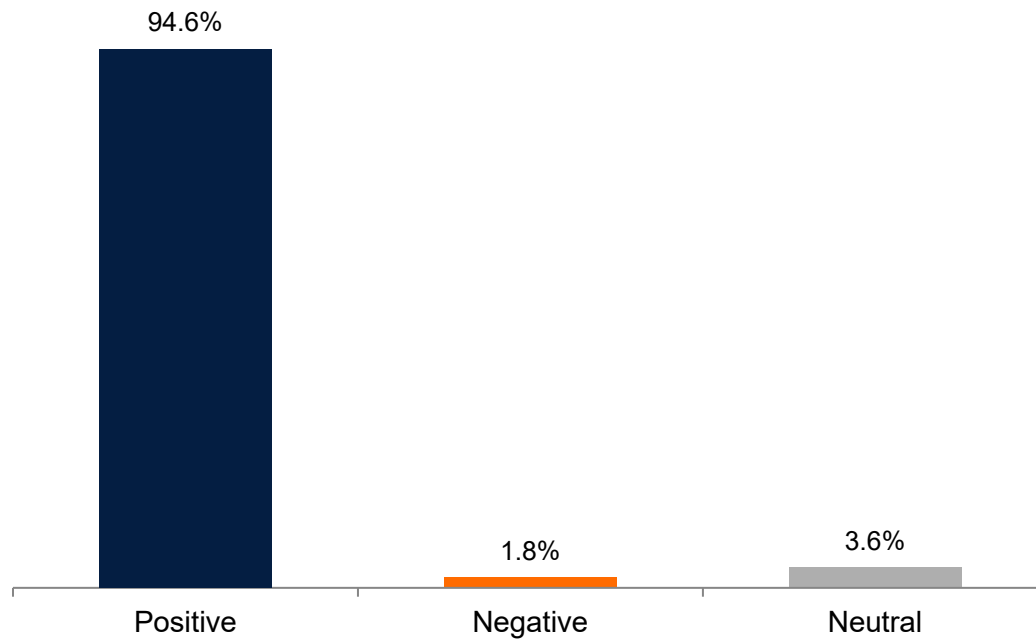
*Probolsky Research is a Latina- and woman-owned market and opinion research firm with corporate, election, government, and non-profit clients.*

*\*Due to rounding, totals shown on charts may not add up to 100%*

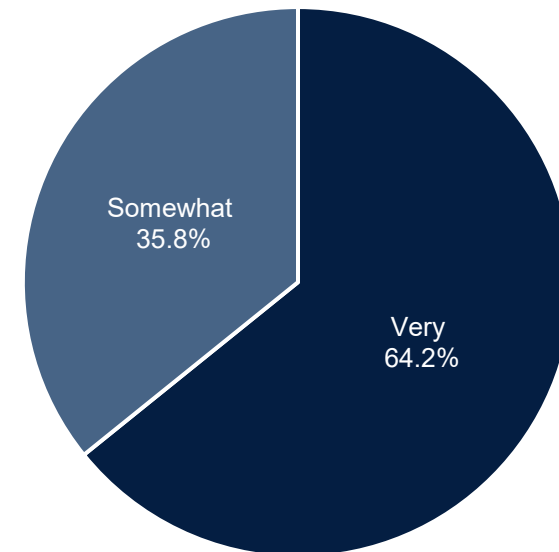


# 95% of clients rate their overall experience with RGS as positive of which 64% say very positive

Question 2: How would you rate your overall experience working with RGS?

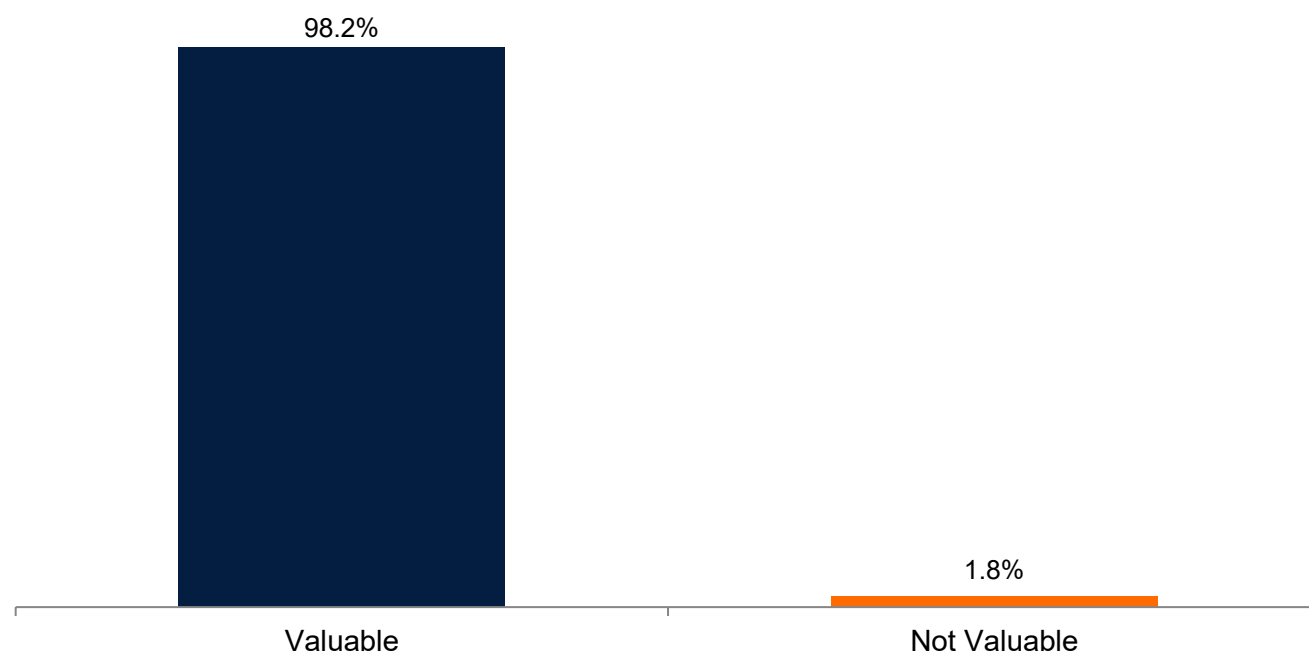


Among those who said positive

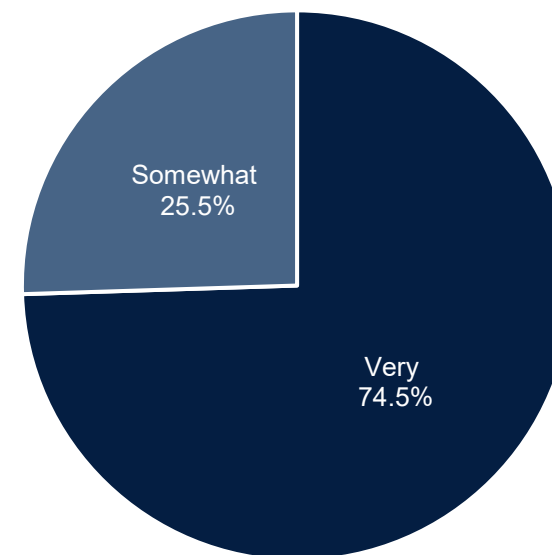


# 98% of clients rate services received from RGS as valuable of which 75% say very valuable

Question 3: How would you rate the value of the service you received from RGS?

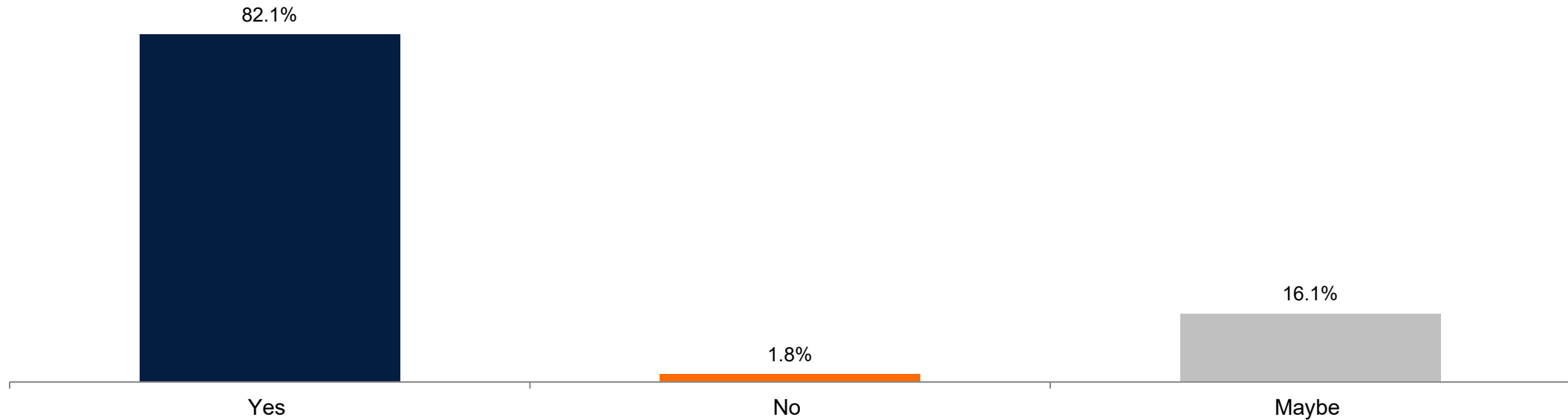


Among those who said valuable



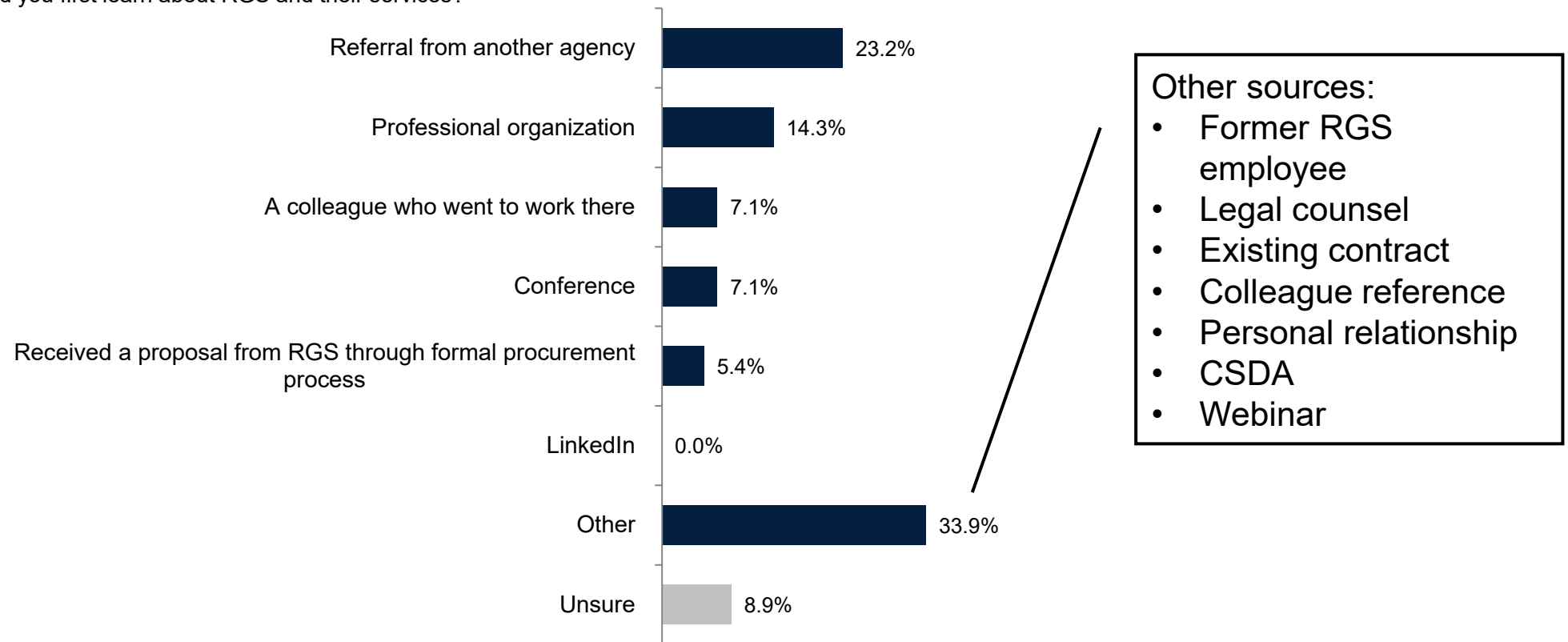
# 82% of clients would consider contracting with RGS again

Question 5: Would you consider contracting with RGS again if you had a need for the services they provide?



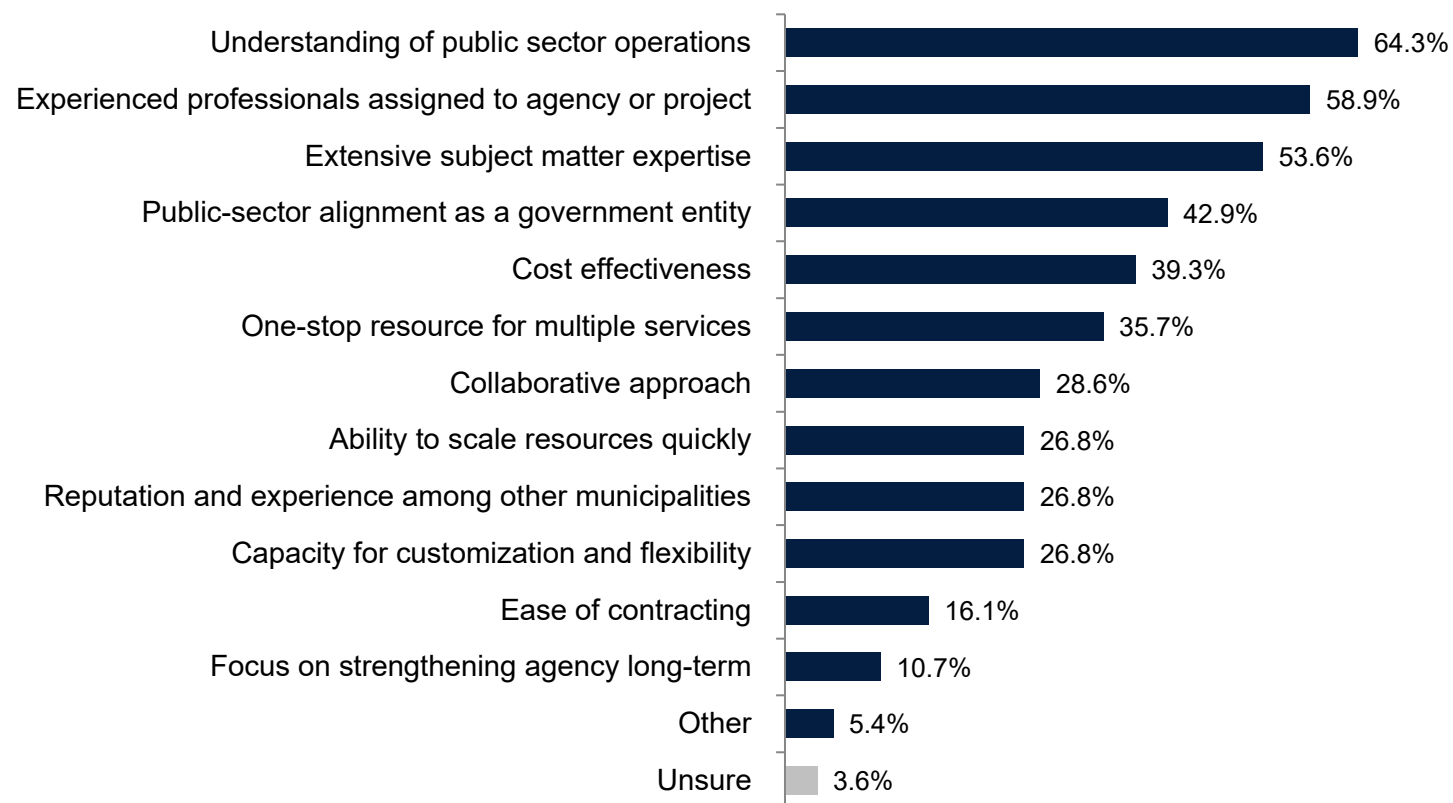
# Clients first learned about RGS from referrals or RGS was already a contractor when they joined the organization

Question 11: How did you first learn about RGS and their services?



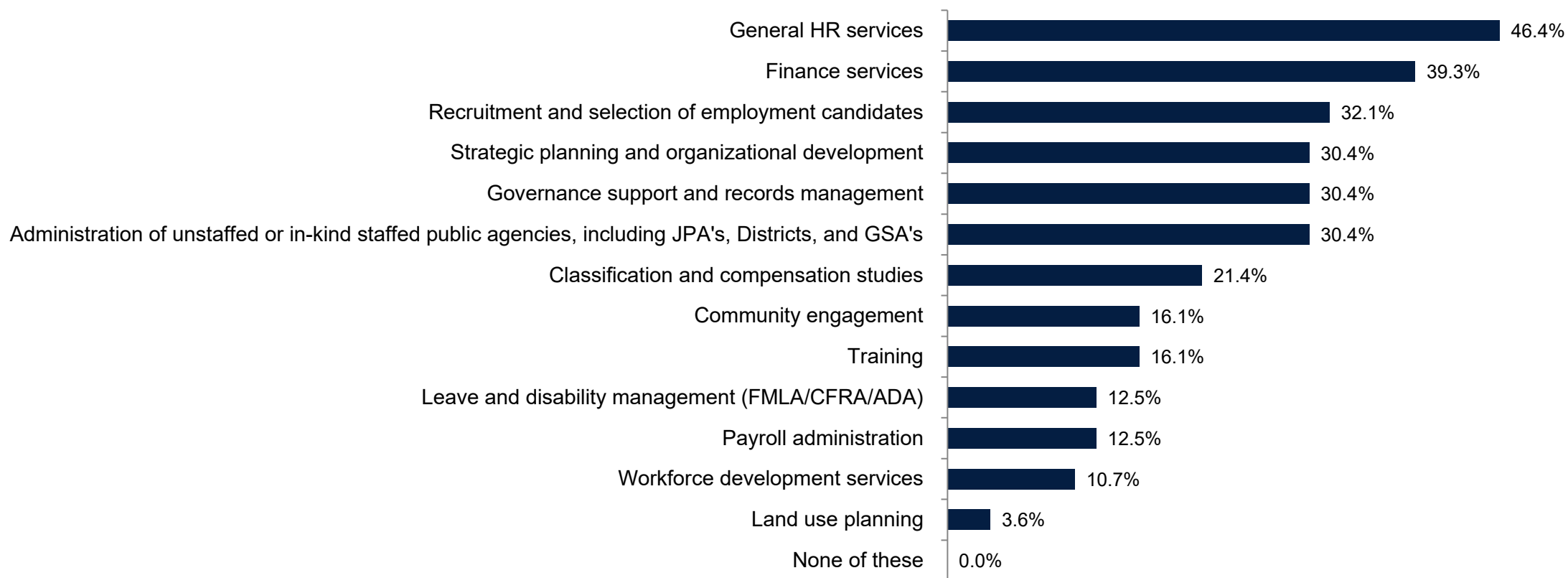
# RGS was most often selected for contracts because of understanding of public sector operations

Question 15: Why did RGS feel like the right fit for your agency or your project? Select all that apply.



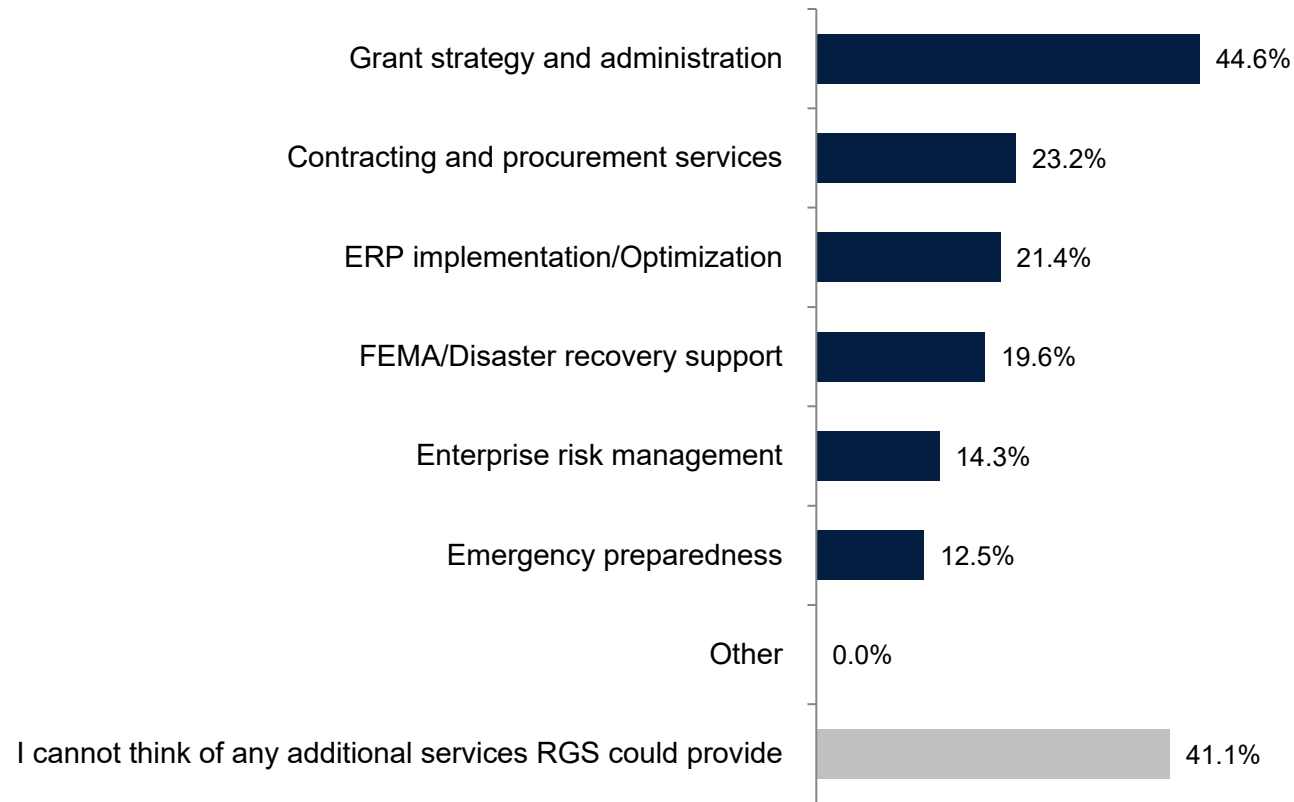
# General HR and finance services are the most needed services for clients

Question 18: Thinking about the same list, what services from RGS do you see as most necessary for agencies like yours? Select your top four most needed services.



# Clients identify grant strategy and administration as a useful service offering from RGS

Question 19: What services does RGS not currently market that would help your organization? Select all that apply.



# Managing organizational change and budget constraints are the top challenges clients are facing

Question 28: What challenges are you currently or anticipating your agency facing in the next 12 months? Select all that apply.

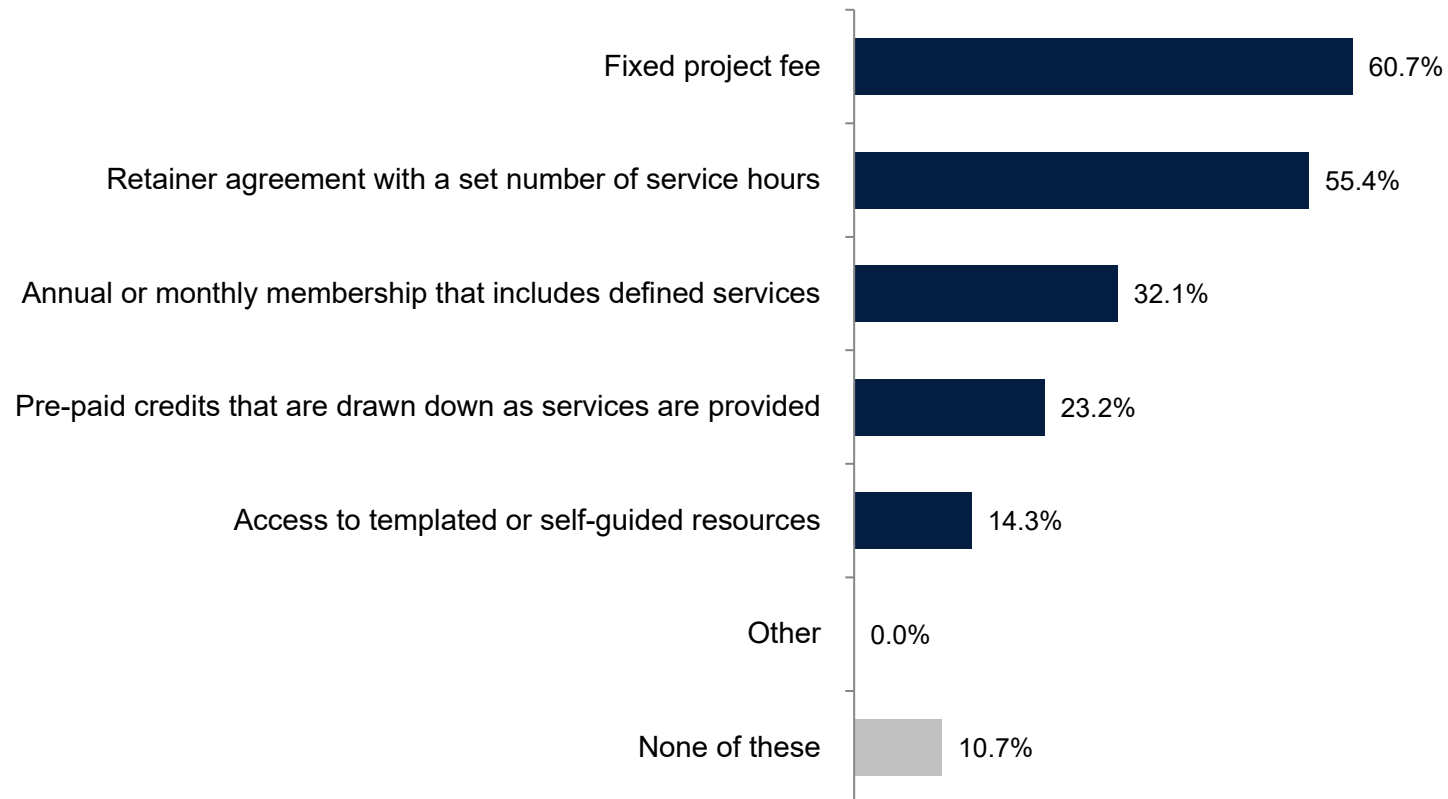




# Fixed project fee and retainer agreements with set hours are the top alternate preferences for contracts

Some government agencies in California are moving away from hourly-rate consulting contracts due to increased regulatory scrutiny and procurement challenges stemming from new legislation. As a result, alternative models such as fixed-fee arrangements, memberships, and pre-paid “credits” are being explored to streamline contracting and ensure continuity of service.

Question 32: If hourly billing became more difficult to implement at your agency, which of the following alternatives would you be most open to considering? Select all that apply.



# Prospective Client Survey

# Regional Government Services – Prospective Client Survey

## Survey Methodology\*

	Survey Details
<b>Mode</b>	Online (email and mailed invitations) Phone (office phones)
<b>Language</b>	English
<b>Length</b>	10 minutes
<b>Survey Fielding</b>	August 28 – October 7, 2025
<b>Survey Participants</b>	57

## Sample

The sample was developed from a point of contacts from RGS leads and databases of individuals in municipalities and agencies in similar job titles. We emailed and mailed invitations and made follow-up phone calls encouraging participation.

Invitations were sent to 1,687 individuals across multiple agencies.

### Sample breakdown by agency type:

- City – 60%
- Sanitation – 9%
- Water – 7%
- Community services/general utilities – 7%
- County/County services – 5%
- Transit – 4%
- Parks and Recreation – 2%
- Healthcare – 2%
- Fire/Emergency – 2%
- Other services – 4%

## Data Collection Explained

Interviews were conducted by telephone and online.

Security measures precluded individuals from completing the survey more than once.

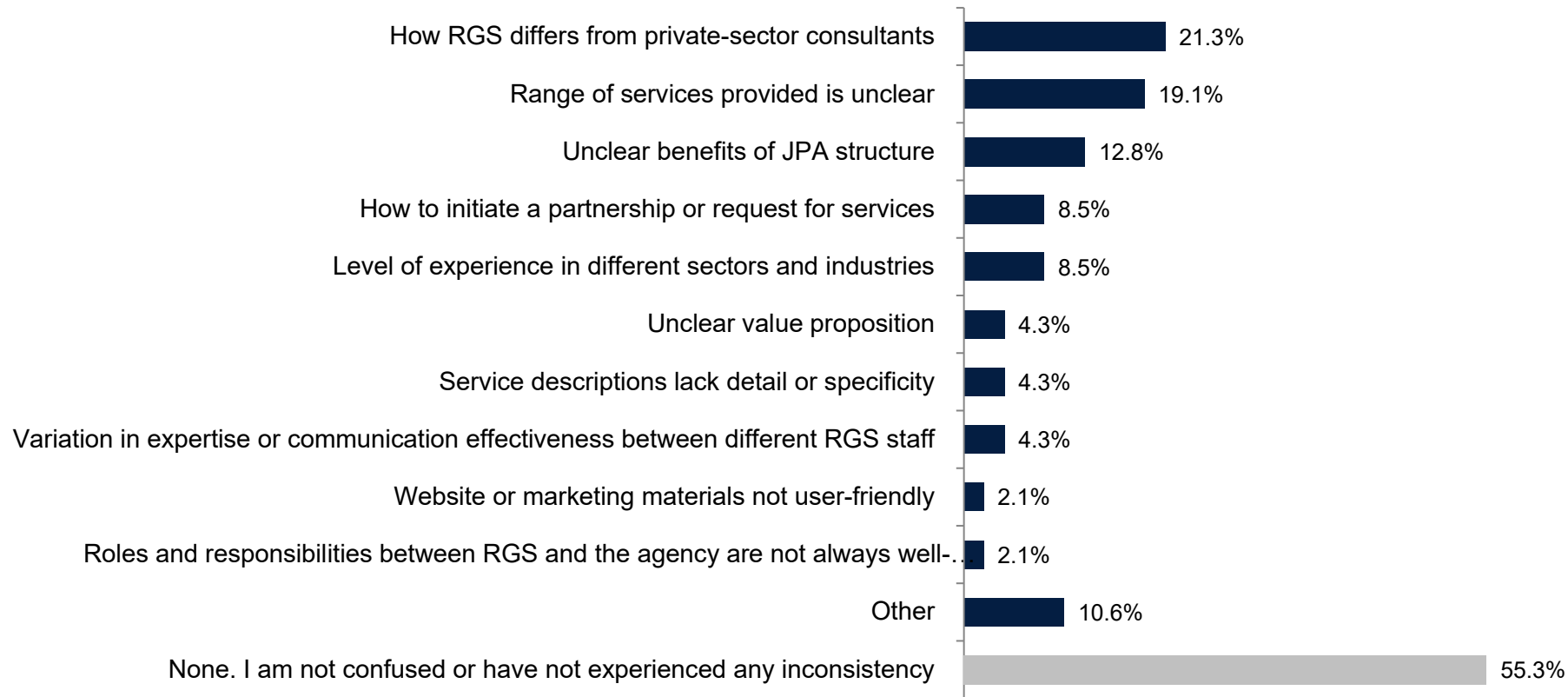


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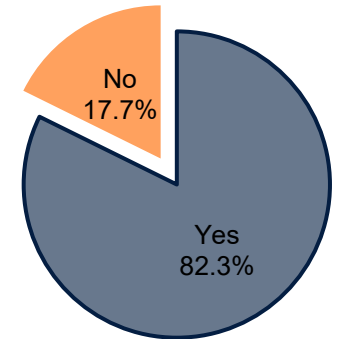
*\*Due to rounding, totals shown on charts may not add up to 100%*

# The majority of respondents are not confused by any of RGS' brand, services, or communications

Question 8: What aspects, if any, of RGS' brand, services, or communication do you find inconsistent or confusing? Select all that apply.  
[AMONG THOSE AWARE OF RGS]

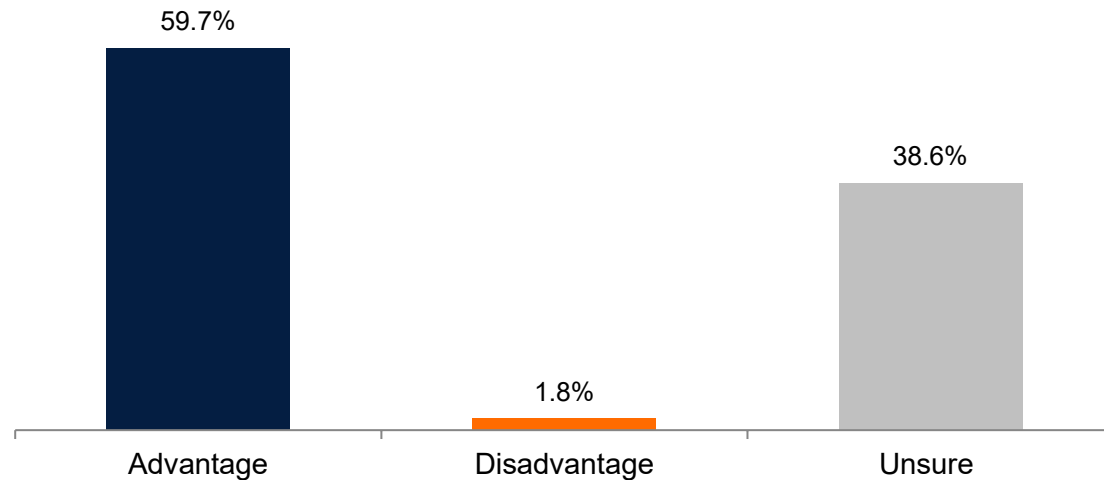


Q1: Aware of RGS

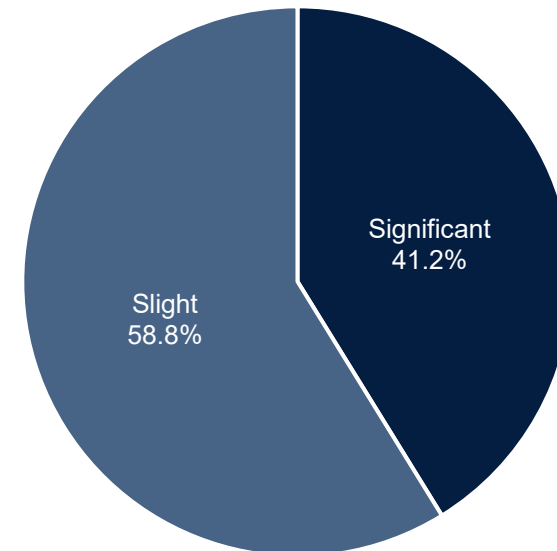


# 60% think RGS' status as a JPA is an advantage when considering their services of which 41% say significant advantage

Question 13: Regional Government Services (RGS) is a California Joint Powers Authority (JPA), exclusively serving public agencies, providing a ready source of support and consulting services to meet the needs of its partner agencies. Is RGS' status as a public agency an advantage or disadvantage when considering their services?

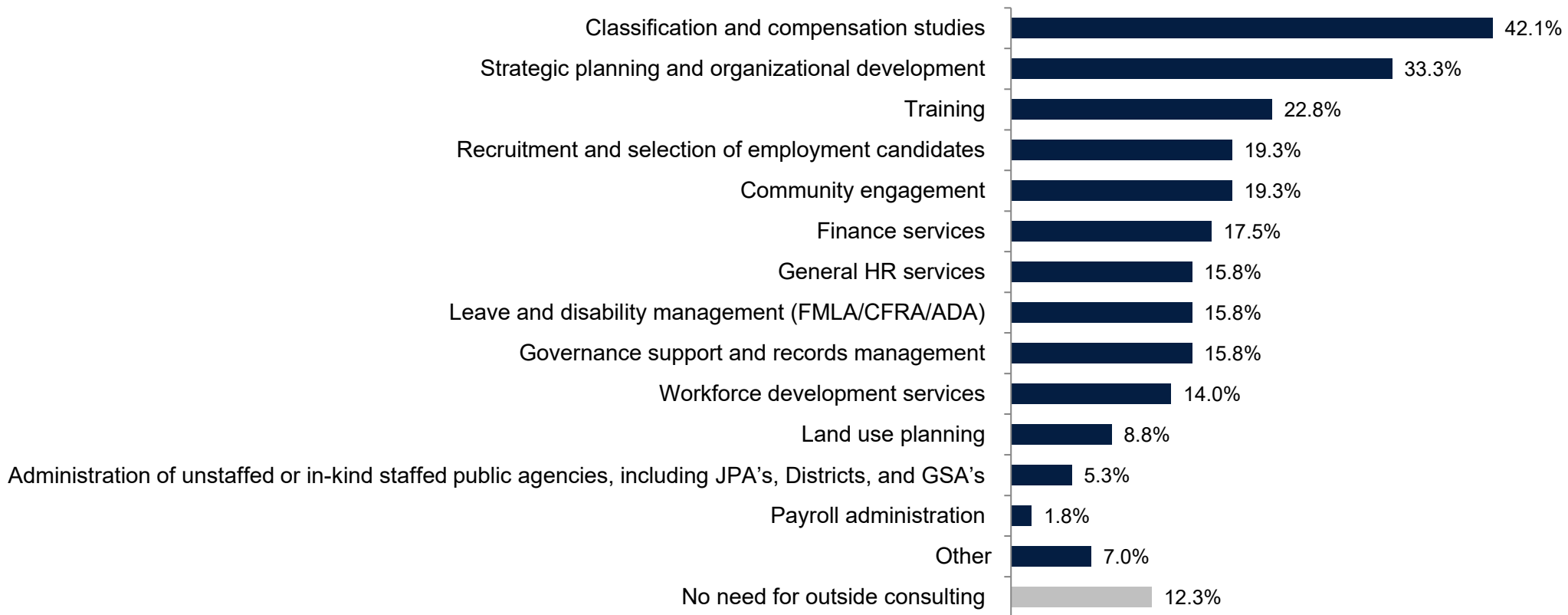


Among those who said advantage



# Classification/compensation studies and strategic planning are the most needed services from consultants

Question 22: In what areas of operation do you feel that your organization needs help from outside consultants? Select all that apply.



# Budget constraints, limited internal capacity, and lack of internal training are the top challenges facing prospective clients

Question 23: What public sector challenges are you currently or anticipating facing in the next 12 months? Select all that apply.



# Employee Survey



# Regional Government Services - Employee Survey

## Survey Methodology\*

	Survey Details
<b>Mode</b>	Online (email)
<b>Language</b>	English
<b>Length</b>	15 minutes
<b>Target Respondents</b>	RGS employees RGS CalSAWS Employees
<b>Survey Fielding</b>	October 22 – November 5, 2025
<b>Survey Participants</b>	83 (65% participation rate) – RGS employees 58 (78% participation rate) – RGS CalSAWS employees

## Sample

The sample was provided by Regional Government Services and included all RGS employees. Employees were emailed the survey to complete. A separate survey was administered to employees in the CalSAWS consortium.

Security measures precluded individuals from completing the survey more than once.

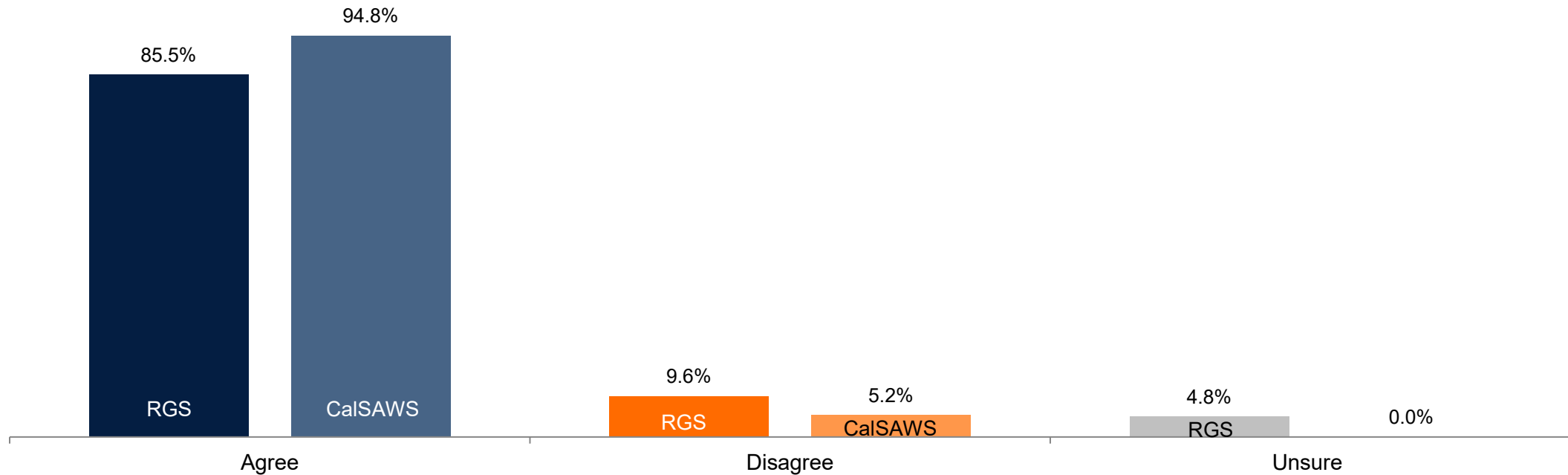


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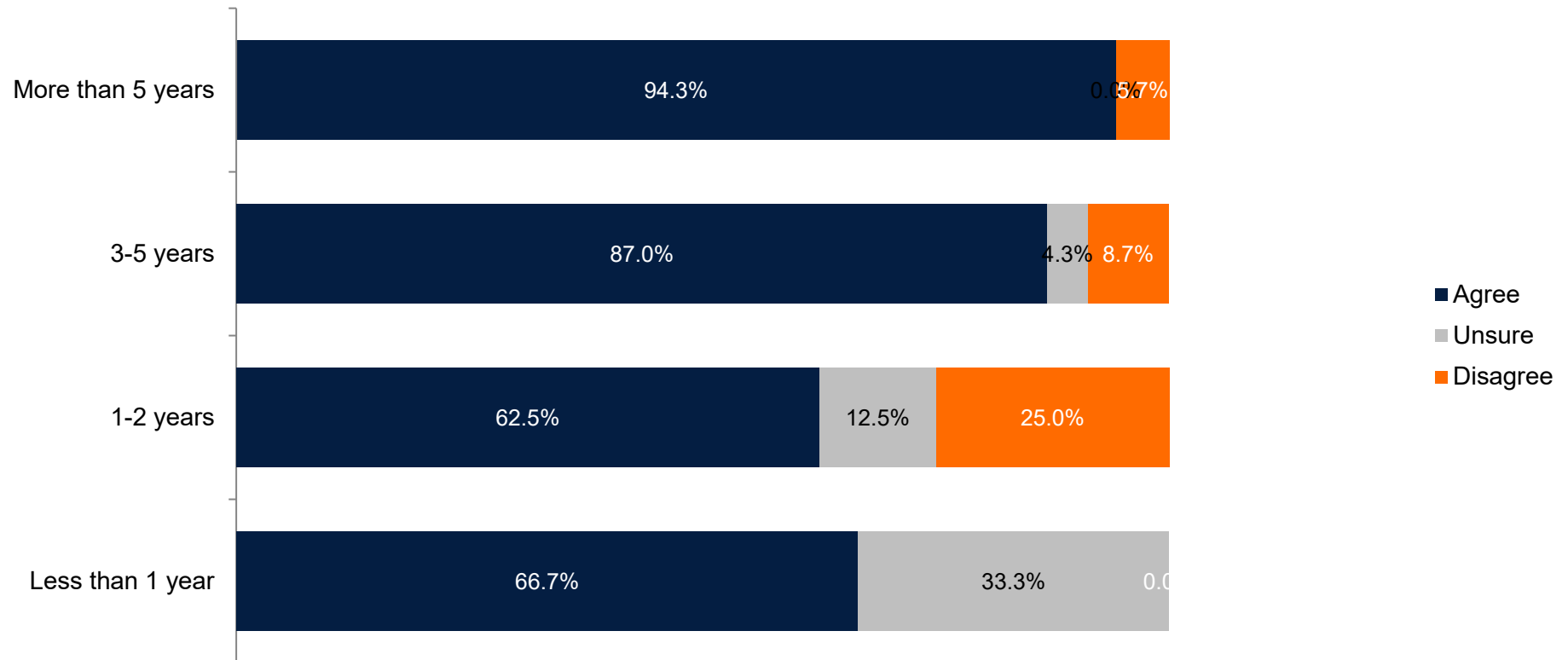
# 86% of RGS employees and 95% of CalSAWS employees are satisfied with their job

Question 1: I am satisfied with my job at RGS.



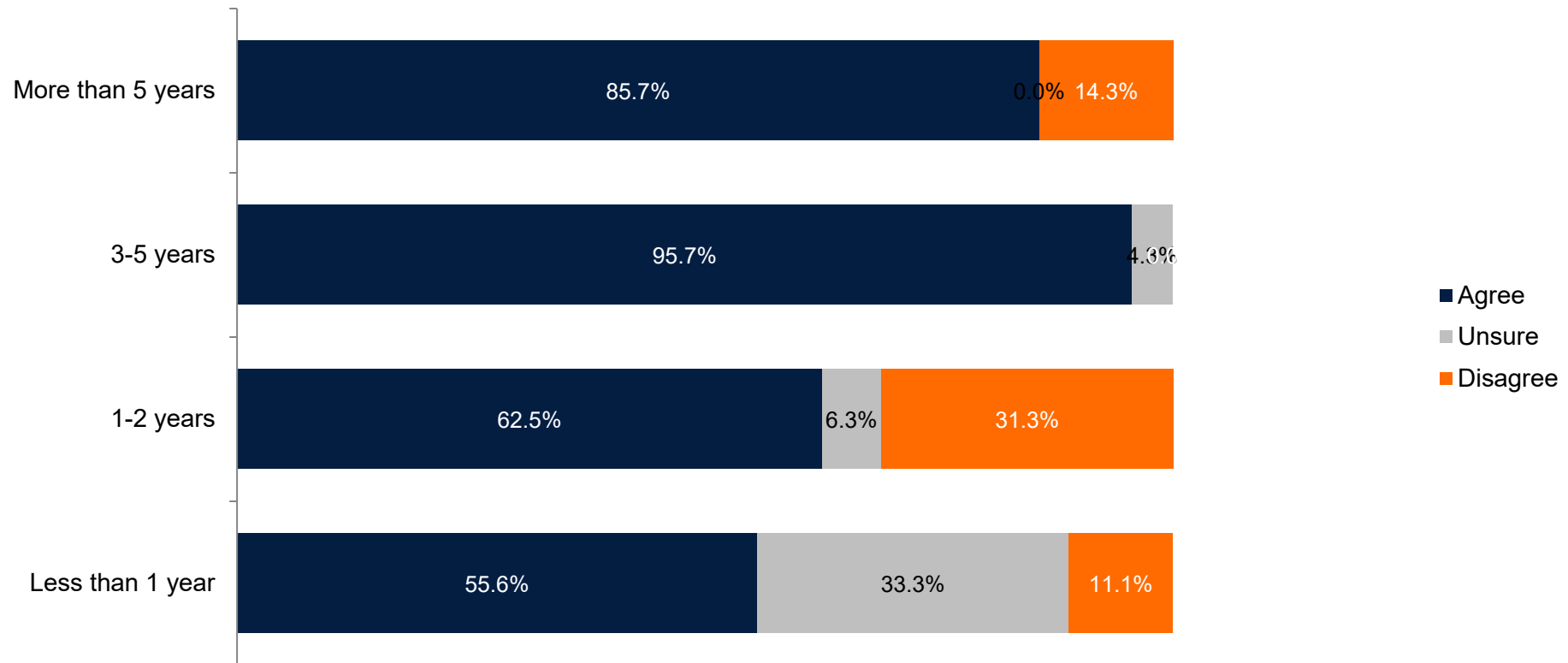
# Among RGS employees, those with longer tenure are more likely to say collaboration is encouraged and embraced

Question 32: Collaboration is encouraged by RGS leadership and embraced by RGS employees.



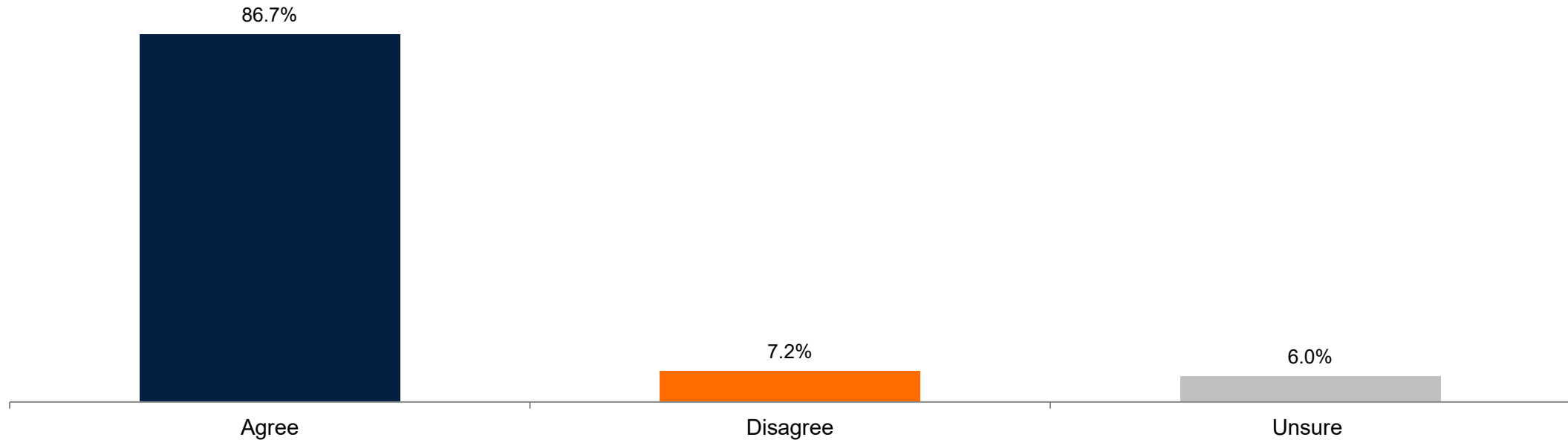
# Among RGS employees, those with longer tenure are more likely to say they feel informed about updates and changes

Question 29: I feel informed about updates and changes at RGS.



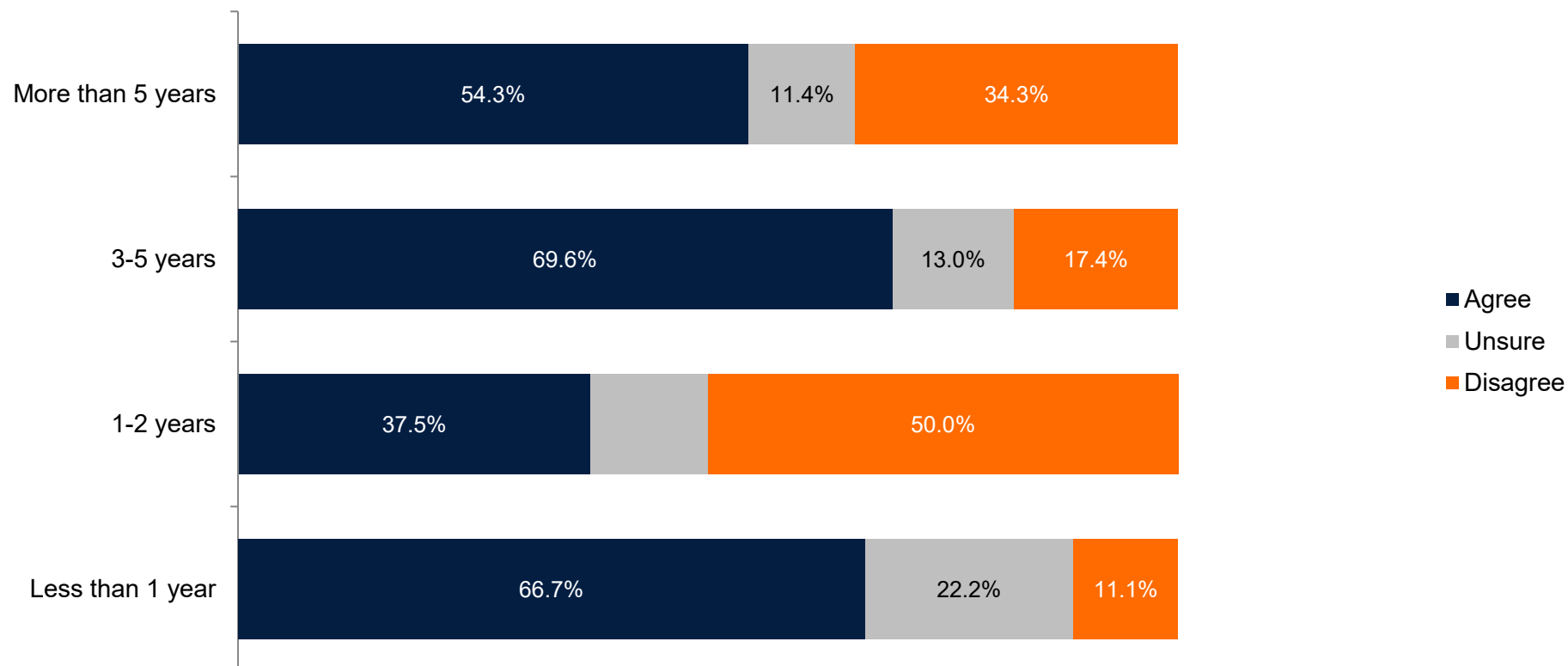
# Among RGS employees, 87% feel communication within their team is effective

Question 30: The communication within my team(s) is effective.



# Among RGS employees, among some groups there is not a clear understanding of the vision for the future

Question 37: RGS has effectively communicated the vision for the future.



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# Questions?

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# Strategic Plan Data Collection

## BOARD INTERVIEWS





## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

This report provides governance-perspective feedback regarding the organizational structure, culture, customer service, and service offerings of RGS, based on interviews conducted with Board Members in July and August 2025. The findings inform action on the four strategic objectives of RGS's strategic plan: Outstanding Service, Effective Culture, Repeatable Service Line Model (a subset of Organizational Viability), Organizational Viability, and Public Service Leadership.

## KEY FINDINGS

### OUTSTANDING SERVICE

**Strengths:** RGS is highly regarded for its dedicated staff, excellent service, and specialized expertise in areas such as FLSA issues, HR, and finance. It is considered a cost-effective solution for filling expertise gaps in local governments.

**Challenges:** Issues include unclear messaging, multiple and confusing paths to service offerings, and slow responsiveness during initial client interactions, particularly in recruitment processes. Clarity is also needed about the value of RGS's identity as a Joint Powers Authority (JPA) versus a consulting organization.

**Opportunities:** Improve communication, clarify service lines, strengthen customer service, and address employee disconnection due to remote work. Expanding partnerships with higher education institutions, local government associations, and industry organizations is recommended.

### EFFECTIVE CULTURE

**Strengths:** RGS is characterized by sustainability, creativity, empathy, ethics, and a collaborative environment. Leadership and Board engagement play a critical role in fostering innovation and maintaining a positive culture.

**Challenges:** A lingering "culture of fear" related to threats created by PERS complicates efforts at a cultural reset. Improved communication and transparency are needed.


**Opportunities:** The Board should focus on shaping a positive culture, supporting staff autonomy, and engaging in morale-building activities.

## REPEATABLE SERVICE LINE MODEL (VIABILITY)

**Strengths:** RGS is recognized for its unique expertise, value for money, and ability to quickly fill gaps in local government services.

**Challenges:** Customer service responsiveness and clarity of service offerings need improvement. Confusion about RGS's role continues to affect client perception.

**Recommendations:** RGS should pilot new service lines, refine existing offerings, and leverage strategic partnerships. Marketing strategies such as social media outreach and data-driven campaigns can help grow new service lines.



## ORGANIZATIONAL VIABILITY

**Challenges:** The current JPA structure creates confusion about RGS's identity and limits adaptability to market demands. Pension management, employee engagement, and Board structure are additional areas requiring attention.

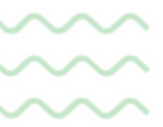
**Opportunities:** Reorganization could clarify RGS's identity, enhance growth, improve financial viability, and increase transparency. Legal counsel should be involved in planning any structural changes.

## PUBLIC SERVICE LEADERSHIP

**Recommendations:** RGS can strengthen its role as a public sector leader by forming strategic partnerships, enhancing Board engagement, increasing visibility through sponsorships, and developing talent pipelines for local governments. Clear branding and service offerings are essential to avoid being perceived as overly broad.

## CONCLUSION

RGS is well-regarded for its expertise and value but faces challenges in communication, customer service, and organizational structure. By addressing these areas, enhancing partnerships, and focusing on strategic growth, RGS can solidify its position as a leader in public sector services. The Board's engagement and diversity—along with a clear vision and data-driven decision-making—will be critical to achieving long-term success and adaptability in a changing landscape.



# INTERVIEW RESULTS

## RGS BOARD OF DIRECTORS



### INTRODUCTION

This report provides insights into RGS's organizational structure, culture, customer service, and service offerings based on interviews with Board Members conducted in July and August 2025. The objective is to inform updates to the organization's strategic plan.

Answers are categorized into the areas of questions asked, with answers provided for each of the specific questions asked in the interviews. The question content is followed by brief summaries of each of the interviews conducted.

## 1. OUTSTANDING SERVICE (GOAL 1)

***What is the general impression of RGS among your peers and colleagues?***

**Positive Aspects:** RGS is recognized for its dedicated and capable individuals, excellent service, and unique expertise in specialized areas like FLSA issues. It is valued for filling gaps in expertise, particularly in areas such as HR, finance, and engineering, and is considered a good value compared to other consultants. Users consistently praise RGS for "great service, great people."

**Negative Aspects:** Concerns exist regarding disorganized messaging, unclear service offerings, and slow responsiveness during initial interactions, particularly in recruitment processes. There is also confusion about RGS's identity as a Joint Powers Authority (JPA) versus a consulting organization.

**Opportunities for Improvement:** Suggestions include enhancing communication, clarifying service lines, improving customer service, and addressing employee disconnection caused by remote work.

***What unique niche or expertise does RGS offer in the market? How can it be leveraged further?***

**Expand Partnerships:** Collaborate with higher education institutions to develop future leaders and talent pipelines for local governments.

**Clarify Service Offerings:** Clearly define service lines and target audiences to reduce confusion and improve market positioning.

**Pilot Programs:** Implement pilot programs to evaluate new service lines for profitability and effectiveness before full-scale adoption.

**Marketing Strategies:** Use social media to connect with younger demographics and increase visibility in the marketplace.

**Geographic Expansion:** Consider reassessing the organizational structure to expand services beyond California while maintaining quality and focus.

***What other organizations should RGS be partnering with, and how can RGS adopt strategies to support that effort?***

### **Suggested Partnerships**

**Government Associations:** Collaborate with entities like the California League of Cities to enhance capacity and visibility in the market.

**Industry Associations:** Engage with professional organizations in finance, human resources, and public works to boost visibility and establish RGS as a leader in public sector services.

**State Agencies and Private Entities:** Explore partnerships to leverage resources and improve service delivery.

### **Strategies to Support Partnerships**

**Leverage Board Networks:** Engage board members to act as ambassadors and use their networks for outreach and support.

**Increase Visibility:** Participate in conferences, sponsor events, and engage in community activities to build relationships and enhance RGS's reputation.

**Collaborate with Larger Consulting Organizations:** Create business-to-business opportunities to expand service offerings and reach.

**Focus on Marketing:** Use social media and targeted campaigns to connect with potential partners and younger demographics.

***Is there a gap in providers or offerings for a service you consider essential in local government?***

### **Identified Gaps**

**Mid-Level Management Training:** There is a lack of training and development programs for mid-level management in local governments, which RGS could help address.

**Emergency Management Support:** Focus on providing emergency management services for smaller cities that cannot justify full-time positions.

**Administrative Support:** There is a specific demand for assistance in administrative functions, particularly in clerk roles.

**Administrative Support:** There is a specific demand for assistance in administrative functions, particularly in clerk roles.

**Talent Development:** Developing talent at the analyst level within local governments is crucial for future leadership, but is currently underserved.

**Public Works and Engineering Support:** Addressing specific needs in these areas could be beneficial for local governments facing staffing challenges.

## 2. EFFECTIVE CULTURE (GOAL 2)

*How would you describe the current organizational culture of RGS, and what are the key elements that contribute to this culture?*

### Positive Aspects

**Forward Momentum:** RGS is characterized by sustainability, creativity, and innovation.

**Empathy and Ethics:** The organization handles issues empathetically and ethically.

**Collaborative Environment:** A diverse range of employee backgrounds contributes to a collaborative and positive culture.

**Employer of Choice:** Efforts are made to attract committed professionals rather than temporary workers.

### Challenges

**Culture of Fear:** A lingering "culture of fear" based on the threats created by PERS complicates efforts for a cultural reset.

**Employee Disconnection:** Remote work has led to concerns about employee engagement and disconnection.

**Communication Issues:** Transparency and clarity in messaging are needed to prevent misunderstandings.

### Key Elements Contributing to the Culture

#### Leadership and Board Engagement

Leadership plays a crucial role in shaping the culture, with forward-thinking leaders fostering innovation and openness.

The board is instrumental in maintaining the culture, supporting staff autonomy, and engaging in strategic planning.

### Innovation and Stakeholder Involvement

- Encouraging innovation and involving stakeholders in operations and leadership promotes a positive culture.

### Strategic Planning

- Regular strategic planning sessions enhance board engagement and alignment with organizational goals.

### Focus on Sustainability

- The organization emphasizes adaptability and sustainability in its operations.

***What role should the board play in shaping and maintaining the organizational culture?***

### Role of the Board

#### Shaping Organizational Culture

- The board plays a crucial role in fostering a positive culture by supporting staff autonomy and encouraging creativity.
- Leadership from the board helps maintain forward momentum and sustainability within the organization.

#### Morale and Recognition

- Proactive recognition and support for morale-building activities are essential contributions from the board to maintain a healthy organizational culture.

#### Diversity and Representation

- The board should reflect the diversity of the customer base and the various

***How do we compare to other providers you've worked with to meet your agency's needs? Are there practices, services, or approaches we should adopt?***

### Strengths

- **Unique Expertise:** RGS is recognized for its specialized knowledge in areas like FLSA issues, which distinguishes it from more generalist consultants
- **Value for Money:** RGS is viewed as a good value compared to other consultants, particularly for short-term assignments and filling expertise gaps in HR, finance, and engineering.

- **Strong Administrative Support:** RGS is praised for its administrative skills, which are valuable for organizations facing staffing challenges.
- **Readily Available Experts:** The organization's pool of experts allows for quick responses to client needs, a key advantage over other providers.

### Challenges:

- **Customer Service:** RGS faces criticism for inconsistent responsiveness, particularly during initial client interactions and recruitment processes, which affects client satisfaction.
- **Clarity of Services:** There is confusion about whether RGS is filling gaps in local government services or providing consulting, which impacts its perceived role compared to other providers.

### Practices, Services, or Approaches to Adopt

#### Customer Service Improvements:

- Enhance responsiveness and follow-up during initial client engagement to improve satisfaction.
- Introduce a "navigator" role to facilitate smoother interactions and service delivery.

#### Clarity and Communication

- Clearly define service lines and target audiences to reduce confusion and better communicate RGS's value proposition.
- Provide more data to evaluate success and improve client engagement.

#### Focus on Innovation

- Pilot new service lines to assess profitability and demand before full implementation.
- Avoid overextending services and focus on refining current offerings to align with client needs.

***What marketing and outreach approaches would be most valuable in growing a new service line?***

### Marketing and Outreach Approaches

#### Leverage Strategic Partnerships

- Partner with educational institutions to develop talent pipelines and training programs, which can also serve as a marketing tool for new service lines.

## Marketing and Outreach Approaches (continued)

### Enhance Transparency

- Clearly present the teams working on projects to build trust and improve client relationships.
- Provide a structured overview of new service lines to reduce confusion and highlight their value.

### Pilot Programs

- Implement pilot programs to test new service lines, assess their profitability, and gather client feedback before implementing them on a full scale.

### Focus on Branding

- Clearly define RGS's brand and service offerings to avoid being perceived as trying to "be all things to all people."
- Emphasize the unique expertise and value of the new service line in marketing materials.

### Engage the Board as Ambassadors

- Encourage board members to act as ambassadors, leveraging their networks to promote the new service line and enhance outreach.

### Data-Driven Marketing

- Use data to understand client demand and tailor marketing strategies to specific needs and target audiences.

## ***What are the most important factors RGS should consider to successfully launch and grow a new service line?***

### Clarity of Service Offerings

- Clearly define the new service line and its target audience to reduce confusion and ensure alignment with client needs.
- Avoid overextending services and focus on refining offerings to meet specific demands.

### Organizational Structure and Capacity

- Conduct a management audit to assess organizational capacity and identify gaps that may impact the new service line.
- Ensure the organizational structure supports the growth of the new service line, particularly if expanding beyond California.



*What data would help the Board evaluate RGS's success and make strategic service decisions? Any tools, metrics, or methods we should consider?*

## Key Data and Metrics

### Client Demand and Utilization Data

- Collect data on who RGS serves and the specific services provided to better understand client needs and demand.
- Evaluate gaps in service demand, particularly in areas like mid-level management training and development.

### Service Line Performance Metrics

- Use metrics to assess the profitability and effectiveness of service lines.
- Provide "more real data" to improve communication and engagement with clients.

### Customer Satisfaction Data

- Gather feedback on customer experiences, particularly regarding responsiveness, follow-up, and overall satisfaction with services.

### Financial Data

- Ensure accurate budgeting and financial transparency to avoid hidden funds and support strategic decision-making.
- Evaluate the financial viability of service lines to guide resource allocation

### Organizational Capacity Data

- Conduct a management audit to assess organizational capacity and identify gaps that may impact service delivery.
- Use audit results to refine service offerings and align them with client needs.

### Market and Industry Trends


- Analyze trends in local government needs, such as staffing challenges and demand for specific expertise (e.g., HR, finance, engineering).
- Monitor regulatory changes and shifts in economic policy that could impact service delivery.

## 4. ORGANIZATIONAL VIABILITY (GOAL 3)

1. What aspects of RGS adopting a new organizational structure interest you, and how might this impact its public agency status and client perception? Additionally, what benefits do you foresee from this change?

## Aspects of Interest in a New Organizational Structure

### Clarification of Identity

- There is confusion among clients about RGS's identity as a Joint Powers Authority (JPA) versus a consulting organization. A new structure could clarify its role and enhance its value perception.
  - Stakeholders have questioned whether the JPA structure is the most appropriate model for RGS, suggesting the need for reassessment.
- 

### Exploration of Alternative Models

- Explore alternative organizational models, such as nonprofit or for-profit structures, to support growth and minimize liability.
- A reorganization could address challenges like pension management and adaptability to future uncertainties.

### Streamlining Services

- A new structure could help RGS provide services in a more streamlined and focused approach.

## Potential Impact on Public Agency Status and Client Perception

### Client Confusion

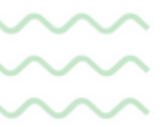
- Many clients may not recognize RGS as a JPA, leading to misunderstandings about its role and services. A new structure could address this confusion.
- Clarifying whether RGS is "filling gaps" in local government services or acting as a consulting organization is essential for improving client perception.

### Public Agency Status

- A shift in organizational structure could impact RGS's status as a public agency, potentially altering how it is perceived by member agencies and clients.
- Legal counsel involvement is recommended early in the planning process to mitigate risks associated with such changes.

## Benefits of Adopting a New Structure

### Enhanced Growth and Adaptability


- A new structure could better position RGS for growth, particularly if it aims to expand beyond California or into new service areas.
  - It could also provide greater flexibility to adapt to market demands and regulatory changes.
- 

## Benefits of Adopting a New Structure (continued)

### Improved Financial Viability

- A reorganization could help RGS address financial challenges, such as pension management, and ensure long-term sustainability.

### Increased Transparency and Focus

- A clearer organizational model could improve communication, transparency, and alignment with overall goals, enhancing client trust and satisfaction.
- 

### Stronger Board Engagement

- A new structure could allow the Board to focus on high-level strategic direction rather than operational details.

*What challenges or future needs does RGS's current structure not address effectively, and how well prepared is the organization to handle future uncertainties?*

## Challenges with the Current Structure

### Pension Management

- The current structure struggles to effectively address pension management challenges, which necessitate reassessment and potential reorganization.

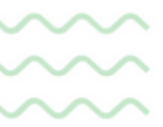
### Board Structure and Engagement

- The current board structure focuses too much on operational details rather than high-level strategic direction. This limits the organization's ability to address broader challenges and future uncertainties effectively.

### Employee Engagement

- Remote work has led to employee disconnection, which the current structure does not adequately address. Increased engagement and fostering in-person interactions are needed to maintain a positive organizational culture.

### Adaptability to Market Demands

- The current structure may not be flexible enough to adapt to changing market demands, such as specific needs in areas like public works and engineering support.
- 

## Future Needs and Preparedness

### Reorganization for Adaptability

- A fundamental reorganization is necessary to address future uncertainties and ensure the organization can adapt to evolving needs and challenges.

### Management Audit

- Conducting a management audit is recommended to assess organizational capacity, identify service gaps, and inform evaluations of the business model.

## 5. PUBLIC SERVICE LEADERSHIP (GOAL 4)

*What can RGS do to advance its role and perception as a public sector leader?*

### Enhance Strategic Partnerships and Collaboration

- **Form Partnerships:** Collaborate with local government associations, state agencies, and private entities to leverage resources and improve service delivery.
- **Involve Industry Associations:** Actively participate in industry associations to boost visibility and establish RGS as a leader in public sector services.
- **Leverage Retired Executives:** Utilize the expertise of retired executives and established professionals to strengthen service offerings and gain insights.

### Clarify Brand and Service Offerings

- **Define Service Lines:** Clearly define service offerings to reduce confusion about whether RGS is filling gaps in local government services or providing consulting.
- **Focus on Core Services:** Avoid overextending by offering too many services and instead focus on areas of expertise that align with client needs.

### Strengthen Organizational Culture and Leadership

- **Enhance Board Engagement:** The Board of Directors should focus on high-level strategic direction, and support morale-building activities,.

### Increase Visibility

- **Sponsor Events:** Increase visibility through sponsorships and partnerships with professional organizations.

## Improve Communication and Transparency

- **Provide Data:** Offer "real data" to improve communication and engagement with clients, ensuring they understand the value RGS provides.

## Develop Talent and Training Programs

- **Address Leadership Gaps:** Focus on developing mid-level management and analyst-level talent within local governments to prepare future leaders.
- **Offer Targeted Training:** Provide training programs to address expertise gaps and support local government needs.

*How can RGS engage Board and Executive Committee members more effectively to build relationships with local government?*

## Enhance Board Engagement

- **Focus the Board's Role:** Zero in on high-level strategic direction rather than operational details, allowing them to contribute more effectively to relationship-building efforts.

## Improve Onboarding for New Members

- **Provide Comprehensive Onboarding:** Train new Board members to ensure they understand RGS's mission, services, and strategic priorities.
- **Resource Board Members:** Equip them with the knowledge and tools needed to represent RGS effectively in their interactions with local governments.

## Utilize Board Members' Networks

- **Tap into the Professional Networks:** Encourage Board members to build relationships with local governments and expand RGS's reach.
- Encourage Board members to use their connections to identify opportunities for collaboration and service delivery.

## Focus on Strategic Partnerships

- **Engage Board Members:** Solicit their support to form partnerships with local government associations, state agencies, and private entities to enhance RGS's visibility and capacity.

## Promote Proactive Recognition

- **Recognize Contributions:** Acknowledge Board members and involve them in activities that support organizational morale and culture.

*What steps can RGS take to collaborate with industry associations and forge powerful partnerships?*

## Engage Actively with Industry Associations

- **Participate in Events:** Engage in conferences, forums, and events hosted by industry associations to boost visibility and establish RGS as a leader in public sector services.
- **Build Relationships:** foster partnerships with associations in local government sectors such as finance, human resources, and public works.

## Increase Visibility Through Sponsorships

- **Sponsor events and initiatives:** Find ways to support events organized by industry associations to increase RGS's visibility and credibility in the public sector.

## Explore Business-to-Business Opportunities

- **Collaborate with Larger Consulting Organizations:** Create valuable business-to-business opportunities and expand RGS's reach.

*How can RGS increase board diversity?*

## Reflect Customer Base Diversity

- **Consider Board Recruitment:** Ensure the Board reflects the diversity of RGS's customer base and the variety of services provided. This alignment can enhance the Board's ability to connect with a broader range of local government entities.

## Leverage Strategic Recruitment

- **Develop Recruitment Strategy:** Actively seek out candidates from underrepresented groups and diverse sectors to enhance the Board's inclusivity and representation.

## Promote Inclusivity

- **Foster an Inclusive Organizational Culture:** Value and encourage diverse viewpoints, ensuring that all Board members feel welcomed and empowered to contribute.

# Strategic Plan Data Collection

## STAFF LEADERSHIP INTERVIEWS





# STAFF LEADERSHIP INTERVIEWS

## EXECUTIVE SUMMARY

Interviews were recently conducted to gather data for use in the development of the RGS strategic plan. Nineteen RGS leaders were interviewed, including the Executive Team, Service Line Leaders and Managers in key administrative positions.

Questions targeted RGS' four strategic plan objectives:

1. Outstanding Service
2. Effective Culture
3. Organizational Viability
4. Public Service Leadership

Interviews lasted roughly one hour. Everyone was asked the same questions (which you can review in sections III. - VI.)

The interviews revealed a strong commitment to providing service to local governments and work that is guided by clear values. Opportunities exist to formalize service line development and growth, clarify the definition of success and enhance visibility through strategic partnerships.

These insights provide a valuable foundation for shaping the next phase of the RGS Strategic Plan and ensuring the organization's continued growth, relevance, and impact.

### Outstanding Service (Goal 1)

There is alignment in how RGS staff leaders define excellent customer service and the perception of how our clients would define it.

### Effective Culture (Goal 2)

Responses to the questions in this category indicated:

The core mission of the organization is seen as providing service to local government agencies. RGS staff leaders are comfortable with the values previously developed (flexible, solution driven, empowering and caring) and consciously model the values in their work with clients and team members.



### Organizational Viability (Goal 3)

Most service lines grew organically when a need was identified by either staff or a client.

Two service lines both use specific models for growth that include needs and market analysis.

### Public Service Leadership (Goal 4)

Funding, staffing and uncertainty surfaced as the biggest challenges facing local government. Suggestions on how RGS can help partner agencies included aiding with technology, making more resources available at no cost, and providing senior leaders with alignment of the role of Boards/Councils.

## DRAFT REPORT OF INTERVIEWS WITH RGS LEADERSHIP

### II. BACKGROUND

In the fall of 2025, nineteen RGS leaders were interviewed. Those interviewed included the Executive Team, Service Line Leaders and Managers in key administrative positions.

The purpose of the interviews was to gather data that could be used to inform the development of the RGS strategic plan. Questions targeted four key areas:

1. Outstanding Service
2. Effective Culture
3. Organizational Viability
4. Public Service Leadership

Interviews lasted roughly one hour. Everyone was asked the same questions.

The purpose of this report is to provide an analysis of the interviews that includes themes and key findings.

### III. OUTSTANDING SERVICE (GOAL 1)

The questions asked are in italics. The summarized themes provided in answers are in the bullets below each question.

#### *How do you define excellent service?*

Most people defined excellent service as:

- meeting or exceeding the client's expectations
- anticipating client needs

### ***How do you define excellent service? (continued)***

- being responsive
- listening for what clients really want and providing options
- building a collaborative partnership with our clients

### ***How do you think clients define excellent service?***

The most frequent response included delivery of the product/service that the:

- client requested
- demonstrated exceptional quality, was solution-oriented and tied to results
- fell within budget and timelines

### ***What do you consider a timely response to client inquiries?***

Almost everyone stated a timely response to client inquiries is 24 hours. Sometimes the client question requires research or more time to find an answer.

In instances where the response was “that depends” people went on to emphasize contact would be made within 24 hours but the urgency, complexity and whether a client was/was not yet a partner were identified as factors that are considered in how long it might take to resolve an issue.

## **IV. EFFECTIVE CULTURE (GOAL 2)**

The questions asked are in italics. The summarized themes provided in answers are in the bullets below each question.

### ***In your experience with RGS, how would you describe our Strengths, Culture, Core, Mission and Values?***

#### **Strengths**

While a number of different strengths were discussed, themes centered around:

- RGS has a broad, deep bench of talented and experienced people. When expertise from another field is needed, it can be tapped and utilized.
- RGS is built on a foundation of collaboration and support. People want to be helpful and don't compete with one another.

#### **Culture**

Themes include:

- People feel the culture is “in transition”
- Employees are polite (respectful, polite, collegial)
- Good collaboration/teamwork – people support each other
- Some lack of clarity that can cause confusion (role clarity, decision-making processes, the bigger picture)

## Core Mission

- Who RGS serves – most people explicitly stated we provide service to local government agencies
- What RGS does (provide quality, innovative service; full range of admin services; expert, solution-oriented guidance)
- The Outcome – (provide services so agencies can excel at their core function; help clients make a difference in their community)

## Values

- Most respondents indicated they are comfortable with the values previously developed: Flexible, Solution-Driven, Empowering, Caring.

Other values mentioned multiple times include:

- Collaboration
- Communication
- Integrity
- Transparency

## *How do you apply values in your work?*

The most predominant response was that values are applied and consciously modeled at work with team members and clients alike. Examples given included:

- When sharing information
- In communication with clients and team members
- When developing solutions/programs (both internally and externally)
- Being clear and honest about what we can/can't do for a client

## *Why do you enjoy working at RGS?*

People mentioned many reasons they enjoy working at RGS:

- Remote work
- Flexibility and autonomy in accomplishing the work
- Variety of projects
- Opportunity to learn
- Great colleagues
- Work that has value and a positive impact on clients and their community

## *What do you hear from employees about why they enjoy working here?*

Themes here were similar to the last question (the number one response was “the same things I like”). Special emphasis was placed on:

- Remote work
- Flexibility
- Variety of projects

### ***How do you promote diversity, equity and inclusion on your team?***

This question gave pause to most people. They immediately commented on the physical characteristics of diversity and commented on the racial and ethnic diversity on their teams.

Then the conversation gave way to other characteristics of diversity – diversity of thought, opinion and experience. RGS leadership promotes diversity, equity and inclusion, through:

- Actively encouraging the expression of diverse viewpoints
- Meeting with team members to talk about interests in learning/growth
- Practicing self-awareness and understanding the importance of asking questions and listening
- Ensuring everyone has the opportunity to participate
- Fairness reflected in the work product (process and outcome)

### ***How would you attract people to work at RGS?***

While some talked about using the recruiting process, many others talked about the importance of word-of-mouth recruiting and being present and participating in professional associations.

Most frequently mentioned motivators to join RGS included:

- Remote and flexible work (mentioned most frequently)
- Ability to be entrepreneurial
- Broad client base gives opportunity to make a big impact

The challenge most frequently mentioned is that many potential candidates want benefits and a stable, predictable salary.

## **V. ORGANIZATIONAL VIABILITY (GOAL 3)**

The questions asked are in italics. The summarized themes provided in answers are in the bullets below each question.


### ***Please walk me through the process of how you/your team have developed a new product or service. (How did you identify the initial idea? Assess market needs/competitive landscape? Determine staffing and resources?)***

Most new services/products/service lines were developed when:

- Clients asked if RGS could help them with a problem and RGS had the ability to fulfill the need
- Someone noticed a gap and identified how RGS could fill that gap
- An RGS employee had an intuitive sense that small agencies might have a need responding to new regulations and developed a service to assist

Most service lines grew out of one team member providing a service. Requests for service grew organically and eventually developed into service lines staffed by a team.

Training and Economic Development use more specific models for the introduction of new products/services:

- Training conducts an extensive needs analysis, using surveys, interviews and focus groups to identify gaps and start the development of new products. Feedback is solicited from training attendees after every session and used to strengthen course delivery.
  - Economic development uses a framework based on building from their strengths, identifying gaps and how they can fill them. They have documented their expertise, understand how those strengths translate to value and service deliverables. Feedback is solicited from clients and used to pursue more work.
- 

Additionally:

- The competitive landscape is not examined in most instances.
- Staffing and resources are generally determined on a project-by-project basis.

### ***What tools/resources were instrumental in successfully launching a product or service?***

Tools described fell into one of two categories: Technical tools and marketing tools

Marketing/promotional tools included:

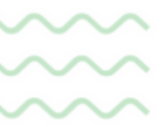
- Personal networks – People rely heavily on contacts and colleagues they knew prior to coming to work for RGS.
- Word of mouth
- List purchased specifically for marketing services
- LinkedIn
- Professional associations like CSDA

Technical Tools cited include:

- Communication tools like Zoom, Ring Central
- Tracking and project management tools
- MicroSoft and Google tools (e.g. Google Sheets, MS Word)

### ***What metrics do you use in determining if your service line is successful?***

For many service lines the key metric is “did we deliver what the client wanted on time and under budget?”



Other metrics identified included:

- Financials – revenue and expenditures
- Feedback from clients
- Return business or recommendations from clients
- Service line growth – are the number of clients served growing?

***What actions have you taken personally to grow or expand your service line? (How often did you take these actions? What calculated risks did you take?)***



Personal actions to grow or expand services lines included:

- Reaching out to personal networks
- Developing partnerships with outside agencies (e.g. MMANC, GARE)
- Staying current and building skills by attending training
- Taken an active role in professional associations (Board member, workshop presenter)
- Creating in-person networking opportunities

***What do you wish you had known earlier about driving service line success?***

The primary theme: most wished they had understood the role of a Service Line Leader as it relates to sales. They weren't aware of how much selling would be involved.

Other things people wish they knew earlier:

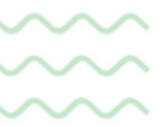
- How to estimate hours and accurately price work
- Organizational and financial operating structure
- Full spectrum of services provided by RGS

## **VI. PUBLIC SERVICE LEADERSHIP (GOAL 4)**

The questions asked are in italics. The summarized themes provided in answers are in the bullets below each question.

***What are the biggest challenges facing local government agencies? What could RGS do differently to better help our partner agencies be more effective?***

Every person interviewed stated that funding is the biggest challenge or local government agencies followed closely by:

- Uncertainty (tied closely to issues with funding)
  - Staffing – recruitment and retention
  - Inexperienced people moving into leadership positions
  - Divisiveness at Board/Council level
  - The impact of technology
- 

To help our partner agencies be more effective, RGS could:

- Assist agencies in using new technologies to provide services
- Educate on AI and the impact it has/will have on operations
- Provide messaging that aligns with the way different generations take in information (e.g. Reels, Clips)
- Work with senior leaders to align Boards/Councils with their role and responsibilities
- Make free resources more available to all agencies (written and remote person-to-person)
- Bring people together to share information and best practices

### ***What partnerships could enhance our reputation and ability to serve our clients?***

The list of potential partners was extensive and included:

CalEd	League of California Cities	CSDA
ICMA	CalPELRA	CSMFO
ILG	APWA	CCCDAOE(California Community
MMANC	AWWA	College Association of
MMASC	CWA(California Workforce	Occupational
ATD	Associations)	Educators)
BBK	Other JPAs (insurance	Academia in general
Non-Profit Orgs	pools)	

Ideas that don't fit into the general category of formal organizations included:

- Partner with people who are RGS "fans" and bring us with them when they move to a new organization (RGS Ambassadors)
- Partner with IT vendors who specialize in systems change – use RGS support to improve system implementation

A strong theme that ran throughout responses was that RGS needs to be a formal, paid member of organizations and be visible on Boards and Committees. Partnership is a two-way investment.

**TO:** EXECUTIVE COMMITTEE  
**FROM:** SOPHIA SELIVANOFF, Executive Director  
**SUBJECT:** MISSION STATEMENT PROCESS

**EC Meeting: 11-20-2025**  
**Item: 6A**

### **RECOMMENDATION**

Discuss and provide direction to staff.

### **BACKGROUND**

A mission statement defines what an organization does and what purpose it serves. Ideally, it functions to guide operational decisions, inform strategy, communicate identity, and attract stakeholders. RGS' current mission statement is:

“To provide quality, innovative, cost-effective services exclusively to public agencies.”

This broad mission statement served RGS well in its developmental years, inspiring a range of service lines and business models over the years. As RGS matures, it is appropriate to consider if this mission statement needs refinement to effectively guide the organization into the future. RGS has grown and changed significantly in the last decade. The number of employees has grown by roughly 70%. The number of agencies that RGS administers has increased from 2 to 11. The diversity of employees has also grown in many ways, including an increase in mid-career professionals. While these changes have strengthened the organization, RGS continues to face risks associated with certain types of work and services.

At a Board and staff workshop in 2023, RGS adopted new organizational values. In 2024, the Board approved updates to focus the strategic plan. In 2025, RGS has collected feedback from a variety of stakeholders through surveys and interviews to better understand the value it offers and operationalize its strategic plan.

### **DISCUSSION**

To focus RGS services and marketing, staff recommends the Board leverage the data collected and consider developing a new mission statement. Staff has outlined a potential process that incorporates both Board and team member input and perspectives.

Staff recommends that the Board appoint a subcommittee to work with staff on drafting and refining with the goal of adopting a new mission statement in the first half of 2026.

### **FISCAL IMPACT**

The current budget includes necessary funding to support in-house mission statement development.