Brian Thomas, Interim General Manager
Rebecca Hooley, District Counsel
Cecelia Nichols-Fritzler, Secretary to the Board

Monica Wilson, Board Chair
Jelani Killings, Board Vice Chair
Shanelle Scales-Preston, Board Secretary

a CALIFORNIA SPECIAL DISTRICT

Delta Diablo Board of Directors Meeting

4:30 PM, Thursday, November 12, 2026

2500 Pittsburg-Antioch Highway, Antioch, CA 94509

Individuals who wish to address the Board during Public Comments or with respect to a specific agenda item will be limited to two minutes. The Board Chair may reduce the amount of time allotted per speaker for Public Comments or specific agenda item(s) depending on the number of speakers and available time.

Presentations will be made available at www.deltadiablo.org/board-meetings approximately one hour prior to the start of the Board meeting. A copy of the presentations will also be available for inspection at the meeting and at the District Administration Building, which is located at 2500 Pittsburg-Antioch Highway, Antioch, California. Disclosable public records related to an open session item on a regular meeting agenda and distributed by the District to a majority of the Board of Directors less than 72 hours prior to that meeting will be made available for public inspection on the District website at www.deltadiablo.org and at the District Administration Building during normal business hours.

The District will provide reasonable accommodation for individuals with disabilities who plan to participate in Board (or committee) meetings by contacting the Secretary to the Board at least 24 hours prior to the scheduled meeting at (925) 756-1927.

AGENDA

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. PUBLIC COMMENTS

D. RECOGNITION

Congratulate Benjamin Huffman on His Promotion to Warehouse Technician II (Anika Lyons)

E. CONSENT CALENDAR

1) **Approve** Minutes of Board of Directors Meeting, October 14, 2026 (Cecelia Nichols-Fritzler)
2) **Receive** District Monthly Check Register for October 2026 (Eka Ekanem)
3) **Receive** First Quarter FY26/27 District Investment Report (Anika Lyons)
4) **Authorize** General Manager to Execute Consulting Services Contract, with Modified Indemnification Language, in an Amount Not to Exceed $188,310, Kimley-Horn and Associates, Inc., Engineering Services, Aboveground Fuel Storage Tank Rehabilitation, Project No. 20113 (Nayeli Basulto)

5) **Authorize** General Manager to Execute Amendment No. 1 to General Services Contract in the Amount of $25,127, for a New Total Contract Not to Exceed $263,207, Karla's Janitorial & Suppliers LLC., Janitorial Services (Nayeli Basulto)

6) **Authorize** General Manager to Approve Construction Contract Change Orders in an Amount Not to Exceed 52% of Construction Services Contract, for a New Total Contract Amount Not to Exceed $854,579, A3 Pipeline, Bay Point Collection System Point Repairs, Project No. 23119 (Max David)

7) **Accept** Project as Complete and **Authorize** General Manager to File Notice of Completion, Con-Quest Contractors, Inc., Manhole, Gravity Interceptor, and Easement Road Improvements Phase 2, Project No. 24112 (Max David)

8) **Authorize** General Manager to Execute Improvement Agreement with Bay Point Pacific Associates, LP in Connection with Sewer Service Improvements Bay Point Pacific Associates, LP is Constructing for its Orbisonia Village Phase 1 Project in Bay Point; and **Authorize** General Manager to Accept Offer of Dedication of Sewer Service Improvements after Verifying Compliance with District Code and Improvement Agreement Requirements Following One-Year Maintenance Period (Max David)

9) **Authorize** General Manager to Execute Amendment No. 2 in the Amount of $55,000, for a New Total Contract Not to Exceed $150,000, V&A Engineering, Inc., On-Call Flow Monitoring Support Services (Thanh Vo)

10) **Receive** Report on Final Sale Results of $64.96 Million in Delta Diablo 2026 Wastewater Revenue Certificates of Participation (Nitish Sharma)

F. DELIBERATION ITEMS

Review and **Discuss** 2026 Workplace Culture Assessment Report; **Consider** Implementing Recommendations; and **Consider** Directing Staff to Negotiate an Amendment to Consulting Services Contract for Implementation Support Services (Michele Cook)

G. PRESENTATIONS AND REPORTS – None.

H. GENERAL MANAGER COMMENTS

I. BOARD MEMBER COMMENTS

J. CORRESPONDENCE

K. CLOSED SESSION

Public Employment (Government Code Section 54957)
Title: General Manager

L. ADJOURNMENT

A Board of Directors Meeting is scheduled for 4:30 pm on Wednesday, December 9, 2026

Delta Diablo | 2500 Pittsburg-Antioch Hwy, Antioch, CA 94509 | Main 925.756.1900 | Fax 925.756.1961

CONGRATULATE BEN HUFFMAN ON HIS PROMOTION TO WAREHOUSE TECHNICIAN II

Recommendation

Congratulate Mr. Ben Huffman on his recent promotion to Warehouse Technician II.

Background Information

Following an internal, non-competitive promotional review process, Mr. Huffman was selected for promotion to the Warehouse Technician II position, effective October 16, 2026.

Analysis

Mr. Huffman joined the District as a Warehouse Technician I on February 6, 2017. During his nine years with the District, he contributed to accurate inventory management, demonstrated a strong commitment to District safety standards, and provided excellent customer service. He has been instrumental in developing processes and tools that improve transparency, strengthen internal controls, and enhance warehouse efficiency, particularly related to surplus asset disposition. He has also demonstrated initiative and the ability to take on new responsibilities, including procurement activities.

Financial Impact

Sufficient funding for this position is available in the adopted FY25/26-FY26/27 Biennial Budget.

Prepared By:	Anika Lyons, Finance Manager	**Attachments**	
Reviewed By:	Nitish Sharma, Business Services Director	☒ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☐ As Listed

APPROVE MINUTES OF BOARD OF DIRECTORS MEETING, OCTOBER 14, 2026

Recommendation

Approve Minutes of Board of Directors Meeting, October 14, 2026.

DRAFT

Board of Directors Meeting Minutes
DELTA DIABLO
October 14, 2026

The meeting was called to order by Acting Chair Jelani Killings at 4:30 pm, on Wednesday, October 14, 2026. Present was Director Shanelle Scales-Preston. Chair Monica Wilson was absent. Also present were Rebecca Hooley, District Counsel; Brian Thomas, Interim General Manager; Murat Bozkurt, Engineering Services Director/District Engineer; Mark Koekemoer, Resource Recovery Services Director; Nitish Sharma, Business Services Director; Cindy Kirk, Administrative Assistant III/Acting Secretary to the Board; Michele Cook, Human Resources and Risk Manager; Joaquin Gonzalez, Operations Manager; Anika Lyons, Finance Manager; Jason Piper, Information Technology Manager (MA Bargaining Unit representative); Trevor Simpson, Maintenance Manager; Joe Gois, Maintenance Mechanic II; Cody Haight, Maintenance Planner/Scheduler; Aryan Patel, Junior Engineer; and Sean Williams, Senior Engineer.

PUBLIC COMMENTS - None.

PUBLIC HEARING

Conduct Public Hearing on Proposed Adjustments to Recycled Water Service Charges and Surcharges and Adopt Ordinance No. 132 Establishing Recycled Water Service Charges and Surcharges

Acting Chair Killings opened the Public Hearing at 4:32 pm. Ms. Lyons provided an overview of Recycled Water Facility operation, Calpine contract obligations, key financial modeling assumptions, including use of existing operating fund balance, and proposed RWSC adjustments by customer class. She cited increased chemical and utility expenses and reduced recycled water consumption as key factors necessitating an approximate 8% overall revenue increase and noted the projected annual revenue by customer based on future recycled water consumption estimates. Ms. Lyons described outreach efforts to customers regarding the proposed RWSC adjustments and noted no customer comments were received. Ms. Kirk noted that no public comments were received. The Board thanked Ms. Lyons for the presentation.

Acting Chair Killings closed the public hearing at 4:40 pm. Director Scales-Preston moved approval, seconded by Acting Chair Killings, and by roll call vote (Ayes: Killings and Scales-Preston, Noes: None; Absent: Wilson; Abstain: None) the Board adopted Ordinance No. 132.

Prepared By:	Cindy Kirk, Acting Secretary to the Board	**Attachments**	
Reviewed By:	Brian Thomas, Interim General Manager	☒ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-MINS	☐ Ordinance	☐ As Listed

RECOGNITION

Congratulate Cody Haight on His Promotion to Maintenance Planner Scheduler

Following an introduction by Mr. Simpson, the Board congratulated Mr. Haight on his promotion.

CONSENT CALENDAR

Ms. Kirk noted that no public comments were received. Director Scales-Preston moved approval, seconded by Acting Chair Killings, and by a roll call vote (Ayes: Killings and Scales-Preston, Noes: None; Absent: Wilson; Abstain: None), the following Consent Calendar items were approved: Approve Minutes of Special Board of Directors Meeting, September 23, 2026; Receive District Monthly Check Register for September 2026; Receive Annual Report on Collection of FY25/26 Capital Facilities Capacity Charges; Consider and Adopt California Environmental Quality Act Initial Study/Mitigated Negative Declaration and Take Related Actions, Manhole, Gravity Interceptor, and Easement Road Improvements Phase 2, Project No. 24112; Receive FY25/26 Report on Surplus District Property; Receive Delta Household Hazardous Waste Collection Facility FY25/26 Report; Authorize General Manager to Approve Purchase Order in the Amount of $174,979, Elk-Grove-F, Inc., dba Elk Grove Ford, Three District Trucks; Authorize General Manager to Execute Consulting Services Contract in an Amount Not to Exceed $130,000, Harris & Associates, Inc., Engineering Services, DEC Storage Tank Rehabilitation, Project No. 26115; and Authorize General Manager to Execute Amendment No. 12 to Agreement in the Amount of $604,362, for a New Total Contract Amount Not to Exceed $1,251,862, Extending Term from November 1, 2026 to June 30, 2027, City of Pittsburg, Street Sweeping Services.

DELIBERATION ITEMS - None.

PRESENTATIONS AND REPORTS - None.

GENERAL MANAGER COMMENTS

Mr. Thomas advised that the District will be hosting a CWEA SFBS O&M Committee – Hands-on Seminar, coordinated by the District's Operations and Maintenance team. He reported that pre-construction meetings were held for the Shore Acres Forcemain Repair and Secondary Process Improvements Phase 1 projects.

BOARD MEMBER COMMENTS - None.

CORRESPONDENCE - None.

CLOSED SESSION

Public Employment (Government Code Section 54957)
Title: General Manager

Before convening into closed session, Ms. Kirk stated there were no public comments received. The Board convened into closed session at 4:44 pm. The Board reconvened into open session at 4:47 pm and noted there was nothing to report from Closed Session.

ADJOURNMENT

Acting Chair Killings adjourned the meeting at 4:47 pm and noted the next Board of Directors Meeting will be held at 4:30 pm on Thursday, November 12, 2026.

_____
Shanelle Scales-Preston
Board Secretary

(Recording Secretary: Cindy Kirk)

RECEIVE DISTRICT MONTHLY CHECK REGISTER FOR OCTOBER 2026

Recommendation

Receive the District Monthly Check Register for the month ending October 31, 2026.

Background Information

Attached is the Check Register for October 2026. The report includes 237 payments made in October to District suppliers, consultants, service providers, contractors, and employees totaling $4,762,422.10.

Financial Impact

Sufficient funding is included in the adopted FY25/26-FY26/27 Biennial Budget for payments made in October 2026.

Attachment

Check Register for the Month Ending October 31, 2026

Prepared By:	Eka Ekanem, Senior Accountant	**Attachments**	
Reviewed By:	Nitish Sharma, Business Services Director	☐ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☒ As Listed

Check Register for Cash Disbursements

Disbursements from October 1, 2026 to October 31, 2026

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/2/2026	**GRAINGER**		**40559**			**$4,248.59**
		9046185386		$114.77	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9046541984		$102.20	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9051419084		$1,222.60	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9063147624		$267.07	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9065413784		$123.27	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9066994493		$126.40	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9066994501		$129.92	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9067154014		$312.27	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9069517119		$695.83	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9071576012		$59.80	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9071576020		$199.56	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9071984166		$291.25	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9071999420		$603.65	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
10/2/2026	**KEMIRA WATER SOLUTIONS, INC.**		**40560**			**$26,785.27**
		9017958074		$13,425.83	FERRIC AND FERROUS CHLORIDE	
		9017958194		$13,359.44	FERRIC AND FERROUS CHLORIDE	
10/2/2026	**NITISH SHARMA**		**40561**			**$1,070.72**
		74665		$1,070.72	T&M - GFOA CONFERENCE CHICAGO 0726	
10/2/2026	**SYSTEM 1 STAFFING**		**40562**			**$4,156.00**
		8252		$4,156.00	O/S TEMP	
10/9/2026	**BROWN AND CALDWELL**		**40563**			**$17,474.96**
		11617103		$17,474.96	DESIGN SERVICE FOR DIGESTER 1 & 3 REHAB PN 25116	
10/9/2026	**CHEMTRADE CHEMICALS US LLC**		**40564**			**$6,406.27**
		90453936		$6,406.27	ALUMINUM SULFATE	
10/9/2026	**IN SHAPE HEALTH CLUBS**		**40565**			**$1,384.96**
		74716		$1,384.96	GYM	
10/9/2026	**KEMIRA WATER SOLUTIONS, INC.**		**40566**			**$9,299.66**
		9017958488		$9,299.66	FERRIC AND FERROUS CHLORIDE	
10/9/2026	**STOEL RIVES LLP**		**40567**			**$3,801.55**
		8136442		$2,358.65	CAPITAL FUNDS LEGAL FEES FOR STOEL RIVES	
		8136443		$220.40	CAPITAL FUNDS LEGAL FEES FOR STOEL RIVES	
		8140549		$1,222.50	CAPITAL FUNDS LEGAL FEES FOR STOEL RIVES	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/9/2026	**SYSTEM 1 STAFFING**		**40568**			**$3,635.20**
		8260		$3,635.20	O/S TEMP	
10/9/2026	**UNIVAR USA INC**		**40569**			**$59,720.08**
		54159382		$17,046.34	SODIUM HYPOCHLORITE	
		54159383		$8,588.64	SODIUM BISULFITE	
		54168445		$17,026.65	SODIUM HYPOCHLORITE	
		54180794		$17,058.45	SODIUM HYPOCHLORITE	
10/16/2026	**BROWN AND CALDWELL**		**40570**			**$20,842.10**
		11617867		$20,842.10	CONSULTING SERVICES COGENERATION PN 22114	
10/16/2026	**CHEMTRADE CHEMICALS US LLC**		**40571**			**$19,083.94**
		90452252		$6,600.48	ALUMINUM SULFATE	
		90456609		$6,150.02	ALUMINUM SULFATE	
		90458578		$6,333.44	ALUMINUM SULFATE	
10/16/2026	**CLEAN EARTH ENVIRONMENTAL SOLUTIONS, INC**		**40572**			**$92,885.10**
		72204550589		$92,885.10	PROVIDE TRAN/DISPOSAL/LABOR FOR HHW & TEMP EVENTS	
10/16/2026	**KEMIRA WATER SOLUTIONS, INC.**		**40573**			**$9,746.89**
		9017961331		$9,746.89	FERRIC AND FERROUS CHLORIDE	
10/16/2026	**SYSTEM 1 STAFFING**		**40574**			**$2,272.00**
		8264		$2,272.00	O/S TEMP	
10/16/2026	**UNIVAR USA INC**		**40575**			**$34,116.53**
		54190504		$17,058.83	SODIUM HYPOCHLORITE	
		54199033		$17,057.70	SODIUM HYPOCHLORITE	
10/23/2026	**CHEMTRADE CHEMICALS US LLC**		**40576**			**$12,758.59**
		90461043		$6,330.74	ALUMINUM SULFATE	
		90461044		$6,427.85	ALUMINUM SULFATE	
10/23/2026	**CLEAN EARTH ENVIRONMENTAL SOLUTIONS, INC**		**40577**			**$102,540.54**
		72204554713		$102,540.54	PROVIDE TRAN/DISPOSAL/LABOR FOR HHW & TEMP EVENTS	
10/23/2026	**GRAINGER**		**40578**			**$2,891.03**
		9077153451		$144.28	INVTY U104467	
		9077362839		$2,746.75	INVTY U104467	
10/23/2026	**MISSION COMMUNICATIONS, LLC**		**40579**			**$3,112.20**
		2027143		$2,074.80	MISSION COMMUNICATIONS YEARLY SERVICE FEES	
		2028506		$1,037.40	MISSION COMMUNICATIONS YEARLY SERVICE FEES	
10/23/2026	**SHIMMICK CONSTRUCTION COMPANY INC**		**40580**			**$468,551.59**
		22		$493,212.20	COGENERATION SYSTEM IMPROVEMENTS PN 22114	
10/23/2026	**SUN LIFE ASSURANCE COMPANY OF CANADA**		**40581**			**$8,272.54**
		74834		$7,473.92	P/R DENTAL INSURANCE PAYABLE 1026	
		74835		$798.62	P/R DENTAL INSURANCE PAYABLE 1026	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/23/2026	**SYSTEM 1 STAFFING**		**40582**			**$2,766.99**
		8270		$2,766.99	O/S TEMP	
10/23/2026	**UNIVAR USA INC**		**40583**			**$17,016.05**
		54206749		$17,016.05	SODIUM HYPOCHLORITE	
10/29/2026	**BROWN AND CALDWELL**		**40584**			**$41,140.78**
		17616446		$41,140.78	ERB IMPROVEMENTS PN 19110	
10/29/2026	**CHEMTRADE CHEMICALS US LLC**		**40585**			**$12,936.62**
		90463498		$6,497.98	ALUMINUM SULFATE	
		90463499		$6,438.64	ALUMINUM SULFATE	
10/29/2026	**GRAINGER**		**40586**			**$1,065.34**
		9088259495		$29.24	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9090122137		$37.43	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9093005362		$290.04	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9098750715		$322.64	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9106553507		$121.50	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9106728794		$25.26	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9107028665		$117.73	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
		9116446387		$121.50	MAINTENANCE DIVISION REPAIRS AND MAINTENANCE PO	
10/29/2026	**SYNAGRO WEST, LLC**		**40587**			**$116,969.27**
		72397		$116,969.27	BIOSOLIDS HAULING	
10/29/2026	**SYSTEM 1 STAFFING**		**40588**			**$1,726.72**
		8274		$1,726.72	O/S TEMP	
10/29/2026	**UNIVAR USA INC**		**40589**			**$42,577.74**
		54215258		$16,986.13	SODIUM HYPOCHLORITE	
		54220765		$17,039.14	SODIUM HYPOCHLORITE	
		54223715		$8,552.47	SODIUM BISULFITE	
10/1/2026	**AFSCME DISTRICT COUNCIL 57**		**47481**			**$4,887.92**
		UNION DUES O & M60		$3,637.92	UNION DUES O&M	
		UNION DUES P & T60		$1,250.00	UNION DUES P&T	
10/1/2026	**APEX SYSTEMS LLC**		**47482**			**$5,148.00**
		0009027177		$1,980.00	FY27 TEMP STAFFING SERVICES	
		0009062972		$1,144.00	FY27 TEMP STAFFING SERVICES	
		0009063419		$264.00	FY27 TEMP STAFFING SERVICES	
		0009072569		$1,430.00	FY27 TEMP STAFFING SERVICES	
		0009072673		$330.00	FY27 TEMP STAFFING SERVICES	
10/1/2026	**AQUA METRIC SALES COMPANY**		**47483**			**$4,650.00**
		INV0116149		$4,650.00	SOFTWARE RENEWAL - AQUA METRICS READER	
10/1/2026	**ASSOCIATED SERVICES COMPANY**		**47484**			**$549.25**
		326090642		$549.25	FY 26/27 COFFEE AND COFFEE SUPPLIES	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/1/2026	**AT&T**		**47485**			**$5,820.72**
		000025868696		$5,820.72	PHONE EXP	
10/1/2026	**BAY AREA AIR QUALITY MNGMENT**		**47486**			**$146,119.00**
		T195675		$146,119.00	PERMIT & REGULATORY FEES FY2526	
10/1/2026	**BOB MURRAY & ASSOCIATES**		**47487**			**$3,800.00**
		11637		$3,800.00	RECRUITMENT SERVICES FOR GENERAL MANAGER POSITION	
10/1/2026	**BOUCHER LAW, PC**		**47488**			**$7,166.66**
		2857		$7,166.66	RECRUITMENT SERVICES	
10/1/2026	**CHAIN LINK FENCE & SUPPLY, INC**		**47489**			**$13,598.70**
		98535		$2,450.32	FENCING INSTALLATION AND REPAIRS	
		98536		$2,677.74	FENCING INSTALLATION AND REPAIRS	
		98539		$3,404.54	FENCING INSTALLATION AND REPAIRS	
		98540		$2,486.15	FENCING INSTALLATION AND REPAIRS	
		98541		$2,579.95	FENCING INSTALLATION AND REPAIRS	
10/1/2026	**CONTRA COSTA COUNTY CLERK**		**47490**			**$3,043.75**
		74555		$3,043.75	PERMIT & REGULATORY FEES	
10/1/2026	**CCCERA**		**47491**			**$350.00**
		74549		$350.00	O/S SVC - OTHER	
10/1/2026	**CRANE & HOIST SERVICES LTD**		**47492**			**$2,160.00**
		122057		$2,160.00	DISTRICT CRANE SERVICES	
10/1/2026	**E-RECYCLING OF CALIFORNIA**		**47493**			**$1,065.39**
		I2604428		$1,065.39	EWASTE MANAGEMENT SERVICES FOR HHW PROGRAM	
10/1/2026	**EAST BAY TIRE CO.**		**47494**			**$1,980.52**
		2272153		$1,980.52	REPLACEMENT TIRES	
10/1/2026	**ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE INC (ESRI**		**47495**			**$11,600.00**
		900327570		$11,600.00	SOFTWARE PURCHASE - ESRI ARCGIS APPLICATION	
10/1/2026	**EVANTEC SCIENTIFIC**		**47496**			**$604.73**
		202600847		$604.73	Laboratory Consumable Services	
10/1/2026	**FISHER SCIENTIFIC COMPANY, LLC**		**47497**			**$13,011.85**
		1304524		$13,011.85	Quote#6245-1646-38 Mettler Toledo XPR205DUE Essent	
10/1/2026	**GOLDEN STATE EQUIPMENT INC**		**47498**			**$732.07**
		1707		$732.07	INVTY U104461	
10/1/2026	**GOLDEN STATE WATER CO.**		**47499**			**$2,804.04**
		74667		$2,804.04	AC# 07744100004 0926	
10/1/2026	**GOLDEN STATE WATER CO.**		**47500**			**$1,696.65**
		74668		$1,696.65	AC# 32249200000 0926	
10/1/2026	**HACH COMPANY**		**47501**			**$448.83**
		15175987		$448.83	Laboratory & Operation HACH Consumables	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/1/2026	**HARGROVE AND ASSOCIATES INC**		**47502**			**$4,256.00**
		IVHEC1050773		$2,128.00	PROJECT CONTROL SERVICES ON CALL	
		IVHEC1050775		$2,128.00	PROJECT CONTROL SERVICES ON CALL	
10/1/2026	**HUNT & SONS LLC**		**47503**			**$10,083.43**
		344790		$10,083.43	DISTRICT FUEL SERVICES	
10/1/2026	**JEFF IMACHI**		**47504**			**$111.72**
		74609		$111.72	T&M - HAZWOPER 8HR REFRESHER TRAIN/FARMINGTON CA	
10/1/2026	**JPR SYSTEMS, INC.**		**47505**			**$17,037.42**
		36400		$288.47	H2S MONITORING EQUIPMENT	
		36594		$16,748.95	H2S MONITORING EQUIPMENT	
10/1/2026	**LIBERTY PROCESS EQUIPMENT INC**		**47506**			**$14,747.18**
		0114647IN		$14,747.18	NEW PUMP/ MOTOR/ BASE ASSEMBLY	
10/1/2026	**MAXGRIP AMERICAS INC**		**47507**			**$11,137.50**
		26710240		$11,137.50	SOFTWARE IMPLEMENTATION - MAXGRIP (CMMS)	
10/1/2026	**MCMASTER CARR SUPPLY CO**		**47508**			**$631.16**
		71712631		$631.16	INVTY U104469	
10/1/2026	**MCNICHOLS COMPANY**		**47509**			**$1,096.67**
		2564755		$1,096.67	SS WIRE MESH	
10/1/2026	**MDRR-PARK (MT. DIABLO RESOURCE RECOVERY PARK)**		**47510**			**$116.46**
		002805411		$116.46	WASTE 0826	
10/1/2026	**MODESTO STEEL CO., INC**		**47511**			**$4,631.25**
		10399		$4,631.25	SS MATERIALS	
10/1/2026	**NORTHPOINT SECURITY SERVICES, INC**		**47512**			**$6,055.60**
		46547		$6,055.60	SECURITY PATROL SERVICES	
10/1/2026	**NWN CORPORATION**		**47513**			**$31,114.46**
		IN752797		$31,114.46	HARDWARE PURCHASE - WIRELESS REPLACEMENT EQUIPMENT	
10/1/2026	**ODP BUSINESS SOLUTIONS LLC**		**47514**			**$245.46**
		481129251001		$245.46	FY26/27 OFFICE SUPPLIES	
10/1/2026	**PACIFIC GAS & ELECTRIC COMPANY**		**47515**			**$81,331.79**
		74602		$81,331.79	AC# 5138050344-4 0926	
10/1/2026	**PITTSBURG WINSUPPLY**		**47516**			**$1,409.19**
		15542001		$1,409.19	STAINLESS STEEL MATERIALS	
10/1/2026	**PLANETBIDS LLC**		**47517**			**$12,816.56**
		INV345		$12,816.56	SOFTWARE RENEWAL - PLANETBIDS	
10/1/2026	**PSOMAS**		**47518**			**$63,751.64**
		239358		$63,751.64	CONSTRUCTION MANAGEMENT SERVICES, PN 22114	
10/1/2026	**RAFTELIS FINANCIAL CONSULTANTS INC**		**47519**			**$3,687.50**
		48079		$3,687.50	PROFESSIONAL SERVICES	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/1/2026	**STATE OF CALIFORNIA**		**47520**			**$100.00**
		7337810		$100.00	EARNINGS GARNSIHMENT	
10/1/2026	**STATE OF CALIFORNIA**		**47521**			**$456.00**
		6334079		$225.00	EARNINGS GARNSIHMENT	
		745461		$106.00	GRANISHMENT	
		GARNISHMENT103		$125.00	EARNINGS GARNSIHMENT	
10/1/2026	**TOSHIBA INTERNATIONAL CORP**		**47522**			**$439.11**
		6427213		$439.11	FY26/27 TOSHIBA COPIER AND PRINTER SUPPLIES	
10/1/2026	**UNIFIRST CORPORATION**		**47523**			**$379.48**
		2360281996		$122.68	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360282015		$214.82	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360282021		$41.98	UNIFORM / LAUNDRY SERVICE FY 26/27	
10/1/2026	**UNITED RENTALS**		**47524**			**$3,623.49**
		264030443003		$3,623.49	RENTAL EQUIPMENT PRODUCTS & SERVICES - FY26/27	
10/1/2026	**ZORO TOOLS, INC**		**47525**			**$2,652.09**
		INV19978474		$2,404.07	INVTY U104465	
		INV19979695		$248.02	INVTY U104465	
10/8/2026	**CITY OF ANTIOCH- WATER**		**47526**			**$8,499.09**
		74749		$1,989.45	AC# 004-0151300 0926	
		74750		$98.10	AC# 004-0151000 0926	
		74751		$6,025.10	AC# 013-0011000 0926	
		74752		$98.10	AC# 013-0002100 0926	
		74753		$98.10	AC# 013-0002200 0926	
		74754		$92.14	AC# 013-0002300 0926	
		74755		$98.10	AC# 013-0002400 0926	
10/8/2026	**APEX SYSTEMS LLC**		**47527**			**$3,432.00**
		0009077721		$1,386.00	FY27 TEMP STAFFING SERVICES	
		0009077722		$1,430.00	FY27 TEMP STAFFING SERVICES	
		0009080976		$286.00	FY27 TEMP STAFFING SERVICES	
		0009080977		$330.00	FY27 TEMP STAFFING SERVICES	
10/8/2026	**ASSOCIATED SERVICES COMPANY**		**47528**			**$564.79**
		326090849		$564.79	FY 26/27 COFFEE AND COFFEE SUPPLIES	
10/8/2026	**BRENTWOOD PRESS**		**47529**			**$1,168.00**
		289420		$539.00	AD	
		289421		$629.00	AD	
10/8/2026	**CAROLLO ENGINEERS**		**47530**			**$79,793.87**
		FB86133		$16,196.50	ODOR & CORROSION CONTROL EVAL	
		FB86344		$7,599.87	CM&I SERVICES SPI PH 1 PN 22126	
		FB87265		$44,134.50	CM&I SERVICES SPI PH 1 PN 22126	
		FB87281		$11,863.00	ODOR & CORROSION CONTROL EVAL	
10/8/2026	**CDW GOVERNMENT, INC.**		**47531**			**$23,903.12**
		AL1EV4Y		$23,903.12	SOFTWARE RENEWAL - RUBRIK BACKUP SERVICE	
10/8/2026	**CONSIBIO INC**		**47532**			**$2,370.60**
		2198		$2,370.60	CONSIBIO MANHOLE MONITOR FOR H2S	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/8/2026	**DATCO**		**47533**			**$161.25**
		202009		$161.25	POST EMPL FEE	
10/8/2026	**DEPT OF GENERAL SERVICES**		**47534**			**$66.32**
		1432446		$66.32	UTILITIES 08/26	
10/8/2026	**DXP ENTERPRISES, INC**		**47535**			**$3,005.14**
		56062025		$3,005.14	INVTY U104459	
10/8/2026	**FISHER SCIENTIFIC COMPANY, LLC**		**47536**			**$3,110.63**
		1563257		$3,110.63	Thermo Scientific TX-400 Rotor Adapters 4/pk (Quot	
10/8/2026	**HACH COMPANY**		**47537**			**$1,767.17**
		15170153		$1,767.17	INVTY U104435	
10/8/2026	**KARLA'S JANITORIAL & SUPPLIERS LLC**		**47538**			**$4,439.00**
		8523		$4,439.00	JANITORIAL SERVICES FOR THE DISTRICT	
10/8/2026	**LIEBERT, CASSIDY, WHITMORE**		**47539**			**$4,674.00**
		331718		$4,674.00	LCW POLICY DEVELOPMENT	
10/8/2026	**LINDE GAS & EQUIPMENT INC**		**47540**			**$3,238.29**
		58909763		$3,238.29	OXYGEN RENTAL	
10/8/2026	**LUBRISOURCE INC**		**47541**			**$56,149.51**
		LS41226A		$56,149.51	FLUID STORAGE SYSTEMS PN 22126	
10/8/2026	**MCCAMPBELL ANALYTICAL, INC.**		**47542**			**$13,239.25**
		2026115ARSEPTEMBER		$13,239.25	NPDES Laboratory Support	
10/8/2026	**McCAULEY AGRICULTURAL & PEST SERVICES**		**47543**			**$2,820.00**
		13762915		$1,250.00	VEGETATION MANAGEMENT FOR THE DISTRICT PROPERTIES	
		13766029		$80.00	PEST CONTROL SERVICES	
		13766030		$865.00	PEST CONTROL SERVICES	
		13766031		$65.00	PEST CONTROL SERVICES	
		13766032		$65.00	PEST CONTROL SERVICES	
		13766033		$65.00	PEST CONTROL SERVICES	
		13766034		$65.00	PEST CONTROL SERVICES	
		13766035		$65.00	PEST CONTROL SERVICES	
		13767617		$300.00	PEST CONTROL SERVICES	
10/8/2026	**MOTHER NATURE'S HANGUPS**		**47544**			**$535.00**
		202610262		$535.00	FY26/27 INDOOR PLANTS - LEASING & WEEKLY MAINTENAN	
10/8/2026	**MSC INDUSTRIAL SUPPLY CO. INC.**		**47545**			**$66.32**
		78284241		$66.32	INVTY U104457	
10/8/2026	**NORTHPOINT SECURITY SERVICES, INC**		**47546**			**$6,055.56**
		46571		$6,055.56	SECURITY PATROL SERVICES	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/8/2026	**ODP BUSINESS SOLUTIONS LLC**		**47547**			**$115.85**
		476952691001		$15.12	FY26/27 OFFICE SUPPLIES	
		476953316001		$40.24	FY26/27 OFFICE SUPPLIES	
		481761831001		$60.49	FY26/27 OFFICE SUPPLIES	
10/8/2026	**PACIFIC GAS & ELECTRIC COMPANY**		**47548**			**$102,895.55**
		74759		$102,895.55	AC# 4887173962-8 0926	
10/8/2026	**PITTSBURG WINSUPPLY**		**47549**			**$276.57**
		15566003		$276.57	INVTY U104463	
10/8/2026	**PSOMAS**		**47550**			**$3,637.50**
		239361		$3,637.50	CONSTRUCTABILITY REVIEW MANHOLE PH2 PN 24112	
10/8/2026	**REPUBLIC SERVICES #210**		**47551**			**$13,261.13**
		0210015063979		$11,548.59	WASTE 0926	
		0210015087095		$1,712.54	WASTE 1026	
10/8/2026	**SAF-GARD SAFETY SHOE CO**		**47552**			**$667.00**
		IN4932418		$667.00	SAFTEY SHOES	
10/8/2026	**STANDARD INSURANCE COMPANY**		**47553**			**$4,904.47**
		74666		$4,904.47	LIFE & LTD INS. FY2627	
10/8/2026	**TIDAL MARINE CONSTRUCTION INC**		**47554**			**$47,847.03**
		2		$47,847.03	INSPECTION & CLEAING SVS PN 24115	
10/8/2026	**TYLER BUSINESS FORMS**		**47555**			**$2,124.89**
		INVOICE114140		$1,346.75	SUPPLIES - YEAR END FORMS	
		INVOICE114153		$691.43	SUPPLIES - OFFICE EXP	
		INVOICE114578		$86.71	SUPPLIES - YEAR END FORMS	
10/8/2026	**UNIFIRST CORPORATION**		**47556**			**$484.61**
		2360283759		$298.11	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360283761		$41.98	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360283950		$144.52	UNIFORM / LAUNDRY SERVICE FY 26/27	
10/8/2026	**USABLUEBOOK**		**47557**			**$1,682.25**
		INV01160062		$1,682.25	INVTY U04442	
10/8/2026	**VISION SERVICE PLAN**		**47558**			**$1,787.26**
		826001539		$19.29	VISION COBRA 10/26	
		826001543		$1,767.97	VISION 10/26	
10/8/2026	**WILSON, MONICA**		**47559**			**$70.36**
		74635		$70.36	T&M - CASA ANNUAL CON NAPA CA	
10/15/2026	**ASSOCIATED SERVICES COMPANY**		**47560**			**$117.00**
		326091005		$117.00	FY 26/27 COFFEE AND COFFEE SUPPLIES	
10/15/2026	**BASIC BENEFITS, LLC**		**47561**			**$115.00**
		IN3846004		$115.00	P/R DENTAL INSURANCE PAYABLE 1026	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/15/2026	**CDW GOVERNMENT, INC.**		**47562**			**$26,904.00**
		ZR00905638		$26,220.00	SOFTWARE RENEWAL - MICRSOFT O365 PRODUCTS	
		ZR00905642		$684.00	SOFTWARE RENEWAL - MICRSOFT O365 PRODUCTS	
10/15/2026	**COMCAST BUSINESS COMMUNICATIONS, LLC**		**47563**			**$860.93**
		283401734		$860.93	PHONE EXP 0926	
10/15/2026	**CONTRA COSTA SPECIAL DISTRICTS ASSOCIATION**		**47564**			**$150.00**
		74681		$150.00	M&D	
10/15/2026	**CONTRA COSTA WATER DISTRICT**		**47565**			**$10.24**
		74792		$10.24	UTILITIES 3030816 0926	
10/15/2026	**COALITION OF CONTROLLING INS COSTS IN CALIFORNIA**		**47566**			**$145.44**
		202611		$145.44	FRINGE BENEFITS - EAP FY2627	
10/15/2026	**CORELOGIC SOLUTIONS LLC**		**47567**			**$200.00**
		30909700		$200.00	SOFTWARE RENEWAL - PROPERTY INTELLIGENCE PRO PLUS	
10/15/2026	**DIABLO WATER DISTRICT**		**47568**			**$323.25**
		74796		$323.25	UTILITIES 0926 1090170400	
10/15/2026	**EAST BAY MUNICIPAL UTILITIES**		**47569**			**$90,477.06**
		9014026		$90,477.06	PERMIT & MEMBRS, DUES & PROF LICENS	
10/15/2026	**EAST BAY TIRE CO.**		**47570**			**$59.91**
		2276252		$59.91	TIRE SERVICE - PURCHASE/ INSTALLATION/ REPAIRS	
10/15/2026	**EVANTEC SCIENTIFIC**		**47571**			**$1,159.10**
		202600855		$190.24	Laboratory Consumable Services	
		202600889		$302.31	Laboratory Consumable Services	
		202600892		$666.55	Laboratory Consumable Services	
10/15/2026	**LINDE GAS & EQUIPMENT INC**		**47572**			**$4,535.81**
		59055569		$2,792.40	OXYGEN RENTAL	
		59378598		$1,743.41	OXYGEN RENTAL	
10/15/2026	**MAXGRIP AMERICAS INC**		**47573**			**$4,275.00**
		26710212		$4,275.00	SOFTWARE IMPLEMENTATION - MAXGRIP (CMMS)	
10/15/2026	**MAZE & ASSOCIATES**		**47574**			**$10,800.00**
		55270		$10,800.00	AUDIT SERVICES FYE 6/30/26	
10/15/2026	**MB CONTRACT FURNITURE, INC**		**47575**			**$71,904.33**
		DDSD37192		$71,904.33	FURNITURE PURCHASE FOR SPI PH 1 PN 22126	
10/15/2026	**MDRR PITTSBURG**		**47576**			**$1,031.30**
		74763		$1,031.30	AC# 10-0018920 0926	
10/15/2026	**NEW IMAGE LANDSCAPE COMPANY**		**47577**			**$2,932.00**
		155411		$2,932.00	LANDSCAPE MAINTENACE SERVICES FOR THE DISTRICT	
10/15/2026	**NWN CORPORATION**		**47578**			**$3,944.78**
		IN753112		$3,944.78	HARDWARE SUPPORT - CISCO SMARTNET	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/15/2026	**ODP BUSINESS SOLUTIONS LLC**		**47579**			**$319.92**
		481941917001		$238.72	FY26/27 OFFICE SUPPLIES	
		481948399001		$81.20	FY26/27 OFFICE SUPPLIES	
10/15/2026	**PACIFIC GAS & ELECTRIC COMPANY**		**47580**			**$203,591.92**
		74807		$203,591.92	AC# 4835091675-4 0926	
10/15/2026	**STATE OF CALIFORNIA**		**47581**			**$100.00**
		7337811		$100.00	EARNINGS GARNSIHMENT	
10/15/2026	**STATE OF CALIFORNIA**		**47582**			**$456.00**
		6334080		$225.00	EARNINGS GARNSIHMENT	
		745462		$106.00	GRANISHMENT	
		GARNISHMENT104		$125.00	EARNINGS GARNSIHMENT	
10/15/2026	**STATE WATER RESOURCES**		**47583**			**$0.00**
		74804		$429,735.34	LOAN PAYMENT	
10/15/2026	**STATE WATER RESOURCES**		**47584**			**$0.00**
		74805		$76,536.09	LOAN PAYMENT	
10/15/2026	**STATE WATER RESOURCES**		**47585**			**$0.00**
		74806		$43,905.41	LOAN PAYMENT	
10/15/2026	**TECHNICAL SAFETY SERVICES, INC**		**47586**			**$1,513.75**
		TSSIN00139141		$1,513.75	Laboratory Fumehoods Test and Calibration	
10/15/2026	**UNIFIRST CORPORATION**		**47587**			**$387.18**
		2360285491		$122.68	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360285504		$222.52	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360285512		$41.98	UNIFORM / LAUNDRY SERVICE FY 26/27	
10/15/2026	**USABLUEBOOK**		**47588**			**$840.07**
		INV01171698		$840.07	INVTY U104468	
10/15/2026	**WESCO**		**47589**			**$102.00**
		10000319173		$102.00	CONDUIT MATERIALS	
10/22/2026	**ANDRITZ SEPARATION INC**		**47590**			**$4,015.38**
		8480140958		$4,015.38	INVTY U104425	
10/22/2026	**APEX SYSTEMS LLC**		**47591**			**$2,563.00**
		0009095272		$198.00	FY27 TEMP STAFFING SERVICES	
		0009095273		$264.00	FY27 TEMP STAFFING SERVICES	
		0009096492		$957.00	FY27 TEMP STAFFING SERVICES	
		0009096493		$1,144.00	FY27 TEMP STAFFING SERVICES	
10/22/2026	**APGN INC**		**47592**			**$69,746.75**
		22847		$69,746.75	EMERGENCY TURBO BLOWER REPAIRS	
10/22/2026	**ASSOCIATED SERVICES COMPANY**		**47593**			**$133.46**
		326100441		$133.46	FY 26/27 COFFEE AND COFFEE SUPPLIES	
10/22/2026	**STEVEN BAPTISTA**		**47594**			**$93.40**
		74829		$93.40	T&M - FACILITIES EXPO	
10/22/2026	**BRENTWOOD PRESS**		**47595**			**$629.00**
		289553		$629.00	AD	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/22/2026	**CAROLLO ENGINEERS**		**47596**			**$89,409.50**
		FB88634		$82,369.50	CM&I SERVICES SPI PH 1 PN 22126	
		FB88749		$7,040.00	ODOR & CORROSION CONTROL EVAL	
10/22/2026	**CDW GOVERNMENT, INC.**		**47597**			**$42,819.80**
		AL3WU6N		$5,427.80	SOFTWARE RENEWAL - ADOBE SOFTWARE	
		ZR01538024		$29,640.00	SOFTWARE RENEWAL - MICROSOFT (0365E3)	
		ZR01538025		$2,280.00	SOFTWARE RENEWAL - MICROSOFT (SHAREPOINT STORAGE)	
		ZR01538026		$4,788.00	SOFTWARE RENEWAL - MICROSOFT (PROJECT)	
		ZR01538028		$684.00	SOFTWARE RENEWAL - MICROSOFT (VISIO)	
10/22/2026	**CON-QUEST CONTRACTORS, INC**		**47598**			**$622,905.49**
		5PN24112		$655,690.00	CONSTRUCTION SERVICES MANHOLE PH2 PN 24112	
10/22/2026	**CONCENTRA/OCCUPATIONAL HEALTH CENTERS**		**47599**			**$142.00**
		92829858		$142.00	POST EMPL COST	
10/22/2026	**E-RECYCLING OF CALIFORNIA**		**47600**			**$55.42**
		I2604273		$55.42	EWASTE MANAGEMENT SERVICES FOR HHW PROGRAM	
10/22/2026	**EVANTEC SCIENTIFIC**		**47601**			**$368.89**
		202600850		$368.89	Laboratory Consumable Services	
10/22/2026	**EVOQUA WATER TECHNOLOGIES, LLC**		**47602**			**$515.90**
		907772754		$515.90	Laboratory DI Water System Rental and Associated S	
10/22/2026	**FASTENAL COMPANY**		**47603**			**$1,669.60**
		CACON65083		$96.03	FASTENAL BLANKET PO FY-26/27	
		CACON65126		$1,573.57	FASTENAL BLANKET PO FY-26/27	
10/22/2026	**FLO TREND**		**47604**			**$9,110.00**
		26E7315		$9,110.00	SLUDGE-MATE 20 CY ROLL-OFF CONTAINER	
10/22/2026	**GOVERNMT FINANCE OFFICERS ASSC**		**47605**			**$350.00**
		3000511272026		$350.00	DISTRICT MEMBERSHIP	
10/22/2026	**GOVINVEST INC**		**47606**			**$9,925.00**
		20256448		$9,925.00	ACTUARIAL SERVICES FYE 6/30/2026	
10/22/2026	**HARGROVE AND ASSOCIATES INC**		**47607**			**$1,678.03**
		IVHEC1052494		$1,678.03	CODE COMPLIANCE ASSESSMENT PN 21113 ON CALL	
10/22/2026	**HDR ENGINEERING, INC.**		**47608**			**$1,627.13**
		1200868027		$1,627.13	FY26/27 ON CALL GIS SERVICES	
10/22/2026	**ICE QUBE INC**		**47609**			**$11,033.77**
		137145		$11,033.77	REPLACMENT VFD REFRIGERATION UNIT	
10/22/2026	**LEGAL SHIELD**		**47610**			**$152.65**
		74833		$152.65	LEGAL MEMBERSHIP FY2627	
10/22/2026	**LINDE GAS & EQUIPMENT INC**		**47611**			**$2,196.93**
		59507707		$2,196.93	OXYGEN RENTAL	
10/22/2026	**LYSTEK INTERNATIONAL LIMITED**		**47612**			**$10,775.17**
		91587684		$10,775.17	BIOSOLIDS DISPOSAL	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/22/2026	**McCAULEY AGRICULTURAL & PEST SERVICES**		**47613**			**$3,500.00**
		13762916		$3,500.00	VEGETATION MANAGEMENT FOR THE DISTRICT PROPERTIES	
10/22/2026	**MDRR PITTSBURG**		**47614**			**$4,443.05**
		74762		$4,443.05	AC# 10-0031550 0926	
10/22/2026	**MSC INDUSTRIAL SUPPLY CO. INC.**		**47615**			**$1,465.29**
		78284251		$835.27	INVTY U104457	
		79139231		$630.02	INVTY U104457	
10/22/2026	**NORTHPOINT SECURITY SERVICES, INC**		**47616**			**$5,724.00**
		46594		$5,724.00	SECURITY PATROL SERVICES	
10/22/2026	**NWN CORPORATION**		**47617**			**$3,346.28**
		IN28000		$3,346.28	PHONE EXP	
10/22/2026	**PACIFIC BAY EQUIPMENT SERVICE & SALES**		**47618**			**$1,280.41**
		103116		$1,280.41	INVTY U104462	
10/22/2026	**PACIFIC EQUIPMENT SOLUTIONS**		**47619**			**$5,034.94**
		944713		$5,034.94	REPLACEMENT AIR SPRINGS	
10/22/2026	**PITTSBURG WINSUPPLY**		**47620**			**$1,284.71**
		15566001		$1,284.71	INVTY U104463	
10/22/2026	**TELSTAR INSTRUMENTS**		**47621**			**$3,737.80**
		134258		$3,737.80	INVTY U104454	
10/22/2026	**UNIFIRST CORPORATION**		**47622**			**$1,098.96**
		2360271190		$679.82	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360287332		$122.68	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360287342		$52.18	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360287424		$244.28	UNIFORM / LAUNDRY SERVICE FY 26/27	
10/22/2026	**UNITED RENTALS**		**47623**			**$6,123.17**
		264030443004		$3,623.49	RENTAL EQUIPMENT PRODUCTS & SERVICES - FY26/27	
		266337022002		$2,499.68	RENTAL EQUIPMENT PRODUCTS & SERVICES - FY26/27	
10/22/2026	**USABLUEBOOK**		**47624**			**$1,058.66**
		INV01159002		$1,058.66	INVTY U104468	
10/22/2026	**V&A CONSULTING ENGINEERS, INC.**		**47625**			**$15,000.00**
		27149		$15,000.00	ON CALL FLOW MONITORING SERVICES	
10/22/2026	**WESCO**		**47626**			**$487.22**
		10000325510		$487.22	CONDUIT MATERIALS	
10/29/2026	**AFLAC**		**47627**			**$1,491.36**
		499898		$1,491.36	INSURANCE 1026	
10/29/2026	**APEX SYSTEMS LLC**		**47628**			**$4,576.00**
		0009044266		$1,172.60	FY27 TEMP STAFFING SERVICES	
		0009044267		$1,430.00	FY27 TEMP STAFFING SERVICES	
		0009046584		$587.40	FY27 TEMP STAFFING SERVICES	
		0009046585		$330.00	FY27 TEMP STAFFING SERVICES	
		0009103571		$858.00	FY27 TEMP STAFFING SERVICES	
		0009105108		$198.00	FY27 TEMP STAFFING SERVICES	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/29/2026	**BATTALION ONE FIRE PROTECTION, INC**		**47629**			**$9,200.00**
		78887		$9,200.00	FIRE SUPPRESSION SYSTEM TESTING & MAINTENANCE	
10/29/2026	**BAVCO**		**47630**			**$5,185.49**
		420534		$5,185.49	REPLACEMENT BACKFLOW	
10/29/2026	**MURAT BOZKURT**		**47631**			**$398.24**
		74929		$398.24	T&M - WEFTEC CON NEW ORLEANS LA 0926	
10/29/2026	**CALIFORNIA SPECIAL DISTRICT ASSOCIATION**		**47632**			**$2,619.00**
		74928		$2,619.00	MEMBERSHIP & DUES	
10/29/2026	**CDW GOVERNMENT, INC.**		**47633**			**$16,758.00**
		ZR01538023		$3,078.00	SOFTWARE RENEWAL - MICROSOFT (INTUNE)	
		ZR01538027		$2,280.00	SOFTWARE RENEWAL - MICROSOFT (SHAREPOINT STORAGE)	
		ZR01538029		$11,400.00	SOFTWARE RENEWAL - MICROSOFT (ENTRA ID P2 G)	
10/29/2026	**CONTRA COSTA COUNTY**		**47634**			**$35,149.50**
		74832		$35,149.50	LEGAL SERVICES FY26-27 1ST QTR	
10/29/2026	**E-RECYCLING OF CALIFORNIA**		**47635**			**$391.44**
		I2605081		$391.44	EWASTE MANAGEMENT SERVICES FOR HHW PROGRAM	
10/29/2026	**FISHER SCIENTIFIC COMPANY, LLC**		**47636**			**$1,173.24**
		2007628		$1,173.24	Quote#6245-1646-38 Mettler Toledo XPR205DUE Essent	
10/29/2026	**HACH COMPANY**		**47637**			**$2,137.78**
		15209646		$1,724.02	Laboratory & Operation HACH Consumables	
		15218484		$413.76	Laboratory & Operation HACH Consumables	
10/29/2026	**HANSON BRIDGETT LLP**		**47638**			**$4,936.00**
		1565455		$272.50	ALTERNATIVE PROJECT DELIVERY, PN 20121	
		1567726		$4,663.50	ALTERNATIVE PROJECT DELIVERY, PN 20121	
10/29/2026	**HARRIS & ASSOCIATES, INC.**		**47639**			**$18,039.05**
		74155		$18,039.05	ENGINEERING SERVICES MANHOLE IMPROV PN24112	
10/29/2026	**HDR ENGINEERING, INC.**		**47640**			**$421,163.55**
		1200850042		$1,515.40	ENGINEERING SERVICES FOR APS & CONVEYANCE PN20121	
		1200860976		$13,222.93	ENGINEERING SERVICES FOR APS & CONVEYANCE PN20121	
		1200863727		$403,391.85	ENGINEERING DESIGN SERVICES FOR PN 22126	
		1200866853		$3,033.37	ENGINEERING SERVICES FOR APS & CONVEYANCE PN20121	
10/29/2026	**HUNT & SONS LLC**		**47641**			**$17,529.53**
		387842		$5,194.05	DISTRICT FUEL SERVICES	
		390250		$12,335.48	DISTRICT FUEL SERVICES	
10/29/2026	**MARK D. KOEKEMOER**		**47642**			**$395.38**
		74872		$395.38	T&M - WEFTEC NEW ORLEANS LA 0926	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/29/2026	**LIEBERT, CASSIDY, WHITMORE**		**47643**			**$8,179.50**
		335809		$2,574.50	LABOR RELATIONS AND NEGOTIATION SERVICES FY27	
		335810		$2,773.00	LABOR RELATIONS AND NEGOTIATION SERVICES FY27	
		335811		$2,832.00	LCW POLICY DEVELOPMENT	
10/29/2026	**LINDE GAS & EQUIPMENT INC**		**47644**			**$1,232.43**
		58038770		$864.56	OXYGEN RENTAL	
		59073376		$350.82	OXYGEN RENTAL	
		59403264		$17.05	OXYGEN RENTAL	
10/29/2026	**MAXGRIP AMERICAS INC**		**47645**			**$1,237.50**
		26710280		$1,237.50	SOFTWARE IMPLEMENTATION - MAXGRIP (CMMS)	
10/29/2026	**MDRR-PARK (MT. DIABLO RESOURCE RECOVERY PARK)**		**47646**			**$149.74**
		002820352		$149.74	WASTE 0926	
10/29/2026	**ODP BUSINESS SOLUTIONS LLC**		**47647**			**$216.81**
		482156999001		$62.55	FY26/27 OFFICE SUPPLIES	
		483520524001		$154.26	FY26/27 OFFICE SUPPLIES	
10/29/2026	**PACIFIC GAS & ELECTRIC COMPANY**		**47648**			**$53.70**
		00085644656		$53.70	UTILITIES 1026	
10/29/2026	**PACIFIC GAS & ELECTRIC COMPANY**		**47649**			**$334.04**
		00085644649		$334.04	UTILITIES 1026	
10/29/2026	**PITTSBURG WINSUPPLY**		**47650**			**$5,312.62**
		15517001		$2,336.08	SS MATERIALS	
		15517101		$2,976.54	SS MATERIALS	
10/29/2026	**POLYDYNE INC**		**47651**			**$19,588.19**
		2075510		$19,588.19	LIQUID POLYMER	
10/29/2026	**PRIMO BRANDS**		**47652**			**$1,416.64**
		06J8720331911		$1,416.64	FY26/27 BOTTLED WATER DELIVERY	
10/29/2026	**PSOMAS**		**47653**			**$70,746.84**
		239354		$1,610.00	CONSTRUCTION MANAGEMENT SERVICES	
		240204		$3,220.00	CONSTRUCTION MANAGEMENT SERVICES	
		240205		$65,916.84	CONSTRUCTION MANAGEMENT SERVICES, PN 22114	
10/29/2026	**RAFTELIS FINANCIAL CONSULTANTS INC**		**47654**			**$3,687.50**
		48488		$3,687.50	PROFESSIONAL SERVICES	
10/29/2026	**ROCKWELL SOLUTIONS INC.**		**47655**			**$36,128.14**
		3884		$36,128.14	REPLACEMENT PUMP PARTS	
10/29/2026	**SHANELLE SCALES-PRESTON**		**47656**			**$70.36**
		74873		$70.36	T&M - CASA CONFERENCE NAPA CA 0826	
10/29/2026	**STATE OF CALIFORNIA**		**47657**			**$100.00**
		7337812		$100.00	EARNINGS GARNSIHMENT	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/29/2026	**STATE OF CALIFORNIA**		**47658**			**$456.00**
		6334081		$225.00	EARNINGS GARNSIHMENT	
		745463		$106.00	GRANISHMENT	
		GARNISHMENT105		$125.00	EARNINGS GARNSIHMENT	
10/29/2026	**STATE WATER RESOURCES**		**47659**			**$429,735.34**
		74804		$429,735.34	LOAN PAYMENT	
10/29/2026	**STATE WATER RESOURCES**		**47660**			**$76,536.09**
		74805		$76,536.09	LOAN PAYMENT	
10/29/2026	**STATE WATER RESOURCES**		**47661**			**$43,905.41**
		74806		$43,905.41	LOAN PAYMENT	
10/29/2026	**TECHKNOWSION INC.**		**47662**			**$34,817.50**
		3219		$34,817.50	SCADA SUPPORT ON CALL / AS NEEDED	
10/29/2026	**TIDAL MARINE CONSTRUCTION INC**		**47663**			**$6,119.50**
		8135		$6,119.50	INSPECTION & CLEAING SVS PN 24115	
10/29/2026	**TOSHIBA INTERNATIONAL CORP**		**47664**			**$817.85**
		6442015		$817.85	FY26/27 TOSHIBA COPIER AND PRINTER SUPPLIES	
10/29/2026	**TYLER BUSINESS FORMS**		**47665**			**$87.80**
		INVOICE115198		$87.80	SUPPLIES - YEAR END FORMS	
10/29/2026	**UMPQUA BANK**		**47666**			**$24,660.61**
		74883		$24,660.61	RETENTION - SHIMMICK CONSTRUCTIONS COMPANY PMT 22	
10/29/2026	**UNIFIRST CORPORATION**		**47667**			**$454.16**
		2360289048		$160.00	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360289063		$252.18	UNIFORM / LAUNDRY SERVICE FY 26/27	
		2360289068		$41.98	UNIFORM / LAUNDRY SERVICE FY 26/27	
10/29/2026	**UNITED RENTALS**		**47668**			**$947.70**
		263246676005		$947.70	RENTAL EQUIPMENT PRODUCTS & SERVICES - FY26/27	
10/29/2026	**US POSTAL SERVICE-NEOPOST**		**47669**			**$2,500.00**
		74888		$2,500.00	POSTAGE	
10/29/2026	**WILLDAN FINANCIAL SERVICES**		**47670**			**$9,100.00**
		01067829		$9,100.00	SSC & SSRC ADMIN SERVICES FY27	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192748**			**$387.00**
		ADEJ092220226		$387.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192749**			**$175.00**
		ALYO092220226		$175.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192750**			**$9,068.68**
		BHUF092220226		$9,068.68	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192751**			**$1,150.00**
		EWIS092220226		$1,150.00	CALCARD	

CHECK DATE	VENDOR NAME	INVOICE #	CHECK #	INVOICE AMT	DESCRIPTION	CHECK AMT
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192752**			**$274.00**
		JARE09222026		$274.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192753**			**$125.51**
		JIMA09222026		$125.51	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192754**			**$509.00**
		JMAR09222026		$509.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192755**			**$2,234.26**
		JPAR09222026		$2,234.26	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192756**			**$259.00**
		KGAR09222026		$259.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192757**			**$1,869.08**
		SBAT09222026		$1,869.08	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192758**			**$822.52**
		SSID09222026		$822.52	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192759**			**$595.00**
		NSTE09222026		$595.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192760**			**$300.00**
		MKOE09222026		$300.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192761**			**$424.00**
		MBOZ09222026		$424.00	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192762**			**$1,956.36**
		JPIP09222026		$1,956.36	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192763**			**$4,101.85**
		MCOO09222026		$4,101.85	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192764**			**$319.71**
		CNIC09222026		$319.71	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192765**			**$578.02**
		WMAR09222026		$578.02	CALCARD	
10/19/2026	**I.M.P.A.C. GOVERNMENT SERVICES**		**12192766**			**$1,562.39**
		TSIM09222026		$1,562.39	CALCARD	
					Overall Total Amount:	**$4,762,422.10**

RECEIVE FIRST QUARTER FY26/27 DISTRICT INVESTMENT REPORT

Recommendations

Receive First Quarter Fiscal Year 2026/2027 (FY26/27) District Investment Report.

Background Information

The purpose of this Investment Report (Quarterly Schedule of Cash and Investments) is to update the Board regarding the District's investment portfolio as of September 30, 2026, in accordance with the District's Investment Policy, which was adopted on February 12, 2020. The Investment Report (attached) includes portfolio composition, performance summary, investment balances, market values, and cash flow information.

The Investment Policy includes the following primary investment portfolio objectives (in priority order): 1) safety of principal invested, 2) sufficient liquidity to meet ongoing cash flow requirements, and 3) a return (or yield) on investments that exceeds the state of California's Local Agency Investment Fund (LAIF) yield and is comparable to the six-month U.S. Treasury yield.

Analysis

The District's total Cash and Investments as of September 30, 2026, was $123.8 million, with $5.8 million (5%) in cash, $7.5 million (6%) in LAIF, and $110.5 million (89%) in the California Asset Management Program (CAMP). CAMP is a California Joint Powers Authority (JPA) established in 1989 to provide professional investment services to public agencies. The total Cash and Investments balance decreased by $12.2 million from the quarter ending June 30, 2026, and increased by $2.4 million from the same period last year, which was $121.4 million. The Cash and Investments balance fluctuates from quarter to quarter, primarily due to the timing of receipt of service charge revenue, disbursement of debt service payments, and progress payments for large construction projects.

The Investment Policy authorizes investments in CAMP, which provides a short-term cash reserve portfolio for public agencies under Government Code Section 53601(p) and supports planned short-term cash flow needs for capital projects.

Cash on deposit with Wells Fargo Bank is used for operating purposes. Because the interest earned is used to offset the Wells Fargo service fees, the Wells Fargo balance is excluded from the investment yield calculation. For the quarter ending September 30, 2026, LAIF had an effective yield of 3.97%, while CAMP had a yield of 3.82%. The blended yield for the quarter was 3.83%, an increase from the integrated combined yield of 3.78% for the quarter ending June 30, 2026. Although the blended yield improved from the prior quarter, it remained below the LAIF yield of 3.97% and the six-month U.S. Treasury yield of 4.33% as of September 30, 2026. These comparisons reflect differences in investment characteristics and liquidity requirements. The District's investment strategy continues to prioritize preservation of principal and sufficient liquidity to meet operating and capital expenditure needs. Staff routinely assesses cash flow requirements and evaluates opportunities to invest funds in CAMP and LAIF, consistent with the District's Investment Policy, anticipated liquidity needs, and prevailing market conditions.

Prepared By:	Anika Lyons, Finance Manager	**Attachments**	
Reviewed By:	Nitish Sharma, Business Services Director	☐ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☒ As Listed

Financial Impact

Investment earnings for the first quarter of FY26/27 totaled approximately $1.2 million as of September 30, 2026. Investments and deposits in LAIF and CAMP are intended to maximize investment returns, while ensuring safe and prudent fund management. The rate of return is maintained at a stable level that is representative of the current market yield direction, which fluctuates based on several factors, including those taken by the Federal Reserve. Staff will continue to monitor yields and implement strategies within policy requirements to maximize yields in support of fiscal stewardship.

Attachment

Quarterly Schedule of Cash and Investments as of September 30, 2026

Delta Diablo
Quarterly Schedule of Cash and Investments Ending September 30, 2026

DESCRIPTION	SECURITY TYPE	COUPON RATE	MATURITY DATE	INVESTED AMOUNT	% OF TOTAL INVESTMENTS	PAR VALUE	MARKET VALUE	QUARTERLY YIELD	QTD INVESTMENT INCOME	YTD INVESTMENT INCOME
FUNDS SUBJECT TO INVESTMENT POLICY										
Cash Accounts										
Cash - Wells Fargo		N/A	N/A	$ 2,935,908.25	2.37%	$ 2,935,908.25	$ 2,935,908.25	See Note 1	$ -	$ -
Cash - Cash Held at the County		N/A	N/A	2,853,016.22	2.30%	2,853,016.22	2,853,016.22		-	-
Cash - Petty Cash		N/A	N/A	600.00	0.00%	600.00	600.00		-	-
			Total Cash	***$ 5,789,524.47***	***4.67%***	***$ 5,789,524.47***	***$ 5,789,524.47***		***$ -***	***$ -***
Investments										
Local Agency Investment Fund (LAIF)										
County Treasurer-Capital Exp Project Funds	Public Agency Pool	N/A	N/A	$ 91,256.87	0.07%	$ 91,256.87	$ 90,753.53	**3.970%**	$ 911.05	$ 911.05
District/Integrated Finance	Public Agency Pool	N/A	N/A	7,450,913.08	6.02%	7,450,913.08	7,409,816.90	**3.970%**	74,384.90	74,384.90
California Asset Management Program (CAMP)	Short-term Cash Portfolio	N/A	N/A	110,513,796.56	89.24%	110,513,796.56	110,513,796.56	**3.817%**	1,093,744.31	1,093,744.31
			Total Investments:	***$ 118,055,966.51***	***95.33%***	***$ 118,055,966.51***	***$ 118,014,366.99***		***$ 1,169,040.26***	***$ 1,169,040.26***
			Grand Total	**$ 123,845,490.98**	**100.00%**	**$ 123,845,490.98**	**$ 123,803,891.46**		**$ 1,169,040.26**	**$ 1,169,040.26**

NOTES:
This is the information required by Government Code Section 53646(6).
All report information is unaudited but due diligence was utilized in its preparation with the most current information available.
(1) Interest earned (earnings credit) on account balance is used to offset banking fees and charges for Wells Fargo account.

COMPLIANCE STATEMENT:

I, Anika Lyons, certify that this report reflects all District investments and is in conformity with the Delta Diablo Investment Policy, which is available at the District's Administration Building. The District's Investment Program provides sufficient cash flow liquidity to meet the next six (6) months of expenditure requirements.

Anika Lyons
Finance Manager

AUTHORIZE GENERAL MANAGER TO EXECUTE CONSULTING SERVICES CONTRACT, WITH MODIFIED INDEMNIFICATION LANGUAGE, IN AN AMOUNT NOT TO EXCEED $188,310, KIMLEY-HORN AND ASSOCIATES, INC., ENGINEERING SERVICES, ABOVEGROUND FUEL STORAGE TANK REHABILITATION, PROJECT NO. 20113

Recommendation

Authorize the General Manager to execute a Consulting Services Contract, with modified indemnification language, with Kimley-Horn and Associates, Inc. (Kimley-Horn) in an amount not to exceed $188,310 to provide engineering services for the Aboveground Fuel Storage Tank Rehabilitation, Project No. 20113 (Project).

Background Information

The Project was initiated to address issues with the District's aboveground fuel storage infrastructure, including corrosion, secondary containment, and instrumentation deficiencies. The scope has been subsequently expanded to increase on-site diesel fuel storage capacity to enhance the District's ability to maintain emergency generator operations during extended power outages or fuel delivery disruptions. The Project prioritizes tank replacements and improvements based on overall condition, operational risks, and emergency fuel storage criteria. Infrastructure improvements include site evaluation and replacement of two aboveground diesel storage tanks at the Bridgehead Pump Station, modifications to the existing 4,000-gallon diesel fuel dispensing system tank at the Plant Operations Center, and implementation of corrective improvements at other fuel storage facilities.

Analysis

In September 2026, the District issued a Request for Letter Proposals for engineering services to support implementation of the Project. The requested services include project management, evaluating site conditions, predesign to confirm fuel storage requirements and design parameters, detailed design documents describing replacement tank configurations, construction cost estimates, and engineering support during the construction bid process.

The District received one proposal on October 19, 2026. Following evaluation of the proposal and negotiation of scope and fee, staff recommends awarding a consulting services contract to Kimley-Horn in an amount not to exceed $188,310.

The negotiated contract includes modified indemnification language under the Conflict of Interest provision that limits the Consultant's liability to claims arising from its negligence, recklessness, or willful misconduct, consistent with California law. Staff recommends incorporating the revised language as it aligns with statutory requirements for professional design services while maintaining appropriate protections for the District.

Financial Impact

The adopted FY25/26-FY26/27 Biennial Budget includes a total project budget of $400,000 for the Project from the Wastewater Capital Asset Replacement Fund. Sufficient funding is available in the current fiscal year for this contract.

Prepared By:	Nayeli Basulto, Assistant Engineer	**Attachments**	
Reviewed By:	Murat Bozkurt, Engineering Services Director/District Engineer	☐ None	☒ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☐ As Listed

ABOVEGROUND FUEL STORAGE TANK REHABILITATION
PROJECT NO. 20113

CONSULTING SERVICES CONTRACT
KIMLEY-HORN AND ASSOCIATES, INC.

SCOPE OF WORK AND COST ESTIMATE SUMMARY

DESCRIPTION	PROPOSED COST
Task 1 – Project Management	$29,640
Task 2 – Pre-Design Assessment	$46,800
Task 3 – Detailed Design	$102,510
Task 4 – Bid Support	$9,360
GRAND TOTAL	**$188,310**

AUTHORIZE GENERAL MANAGER TO EXECUTE AMENDMENT NO. 1 TO GENERAL SERVICES CONTRACT IN THE AMOUNT OF $25,127, FOR A NEW TOTAL CONTRACT NOT TO EXCEED $263,207, KARLA'S JANITORIAL & SUPPLIERS LLC., JANITORIAL SERVICES

Recommendation

Authorize the General Manager to execute Amendment No. 1 to the general services contract with Karla's Janitorial & Suppliers LLC (Karla's) for additional janitorial services in the Wastewater Treatment Plant (WWTP) Administration Building in the amount of $25,127, for a new total contract amount not to exceed $263,207.

Background Information

In July 2026, the Board authorized a general services contract with Karla's to provide janitorial services for workstations and offices located at the WWTP Administration Building and Plant Operations Center. Janitorial services are performed for the District's employees, visitors, and customers to maintain sanitary conditions within the interiors of District facilities and provide a safe and healthy workplace as required by Cal/OSHA and the California Labor Code.

Analysis

As part of the Secondary Process Improvements (SPI) Phase 1 Project, the District repurposed an underutilized area of the WWTP Administration Building to create office space for construction management (CM) personnel, which lowers SPI Phase 1 Project costs by eliminating the need for a temporary construction management office. Cleaning this new space is not included in Karla's current contract because District staff were not permanently assigned to work in this space when the janitorial contract services scope was developed. The recommended contract amendment would add this WWTP Administration Building office space to the regular cleaning services provided by Karla's.

Financial Impact

Sufficient funding for this work is available in the adopted FY25/26-FY26/27 Biennial Budget.

Prepared By:	Nayeli Basulto, Assistant Engineer	**Attachments**	
Reviewed By:	Murat Bozkurt, Engineering Services Director/District Engineer	☐ None	☒ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☐ As Listed

GENERAL SERVICES CONTRACT
KARLA'S JANITORIAL & SUPPLIERS L.L.C.

AMENDMENT NO.1

SCOPE OF WORK AND COST ESTIMATE SUMMARY

DESCRIPTION	PROPOSED COST
Original Authorized Contract Amount	$238,080
Amendment No. 1	$25,127
GRAND TOTAL	**$263,207**

AUTHORIZE GENERAL MANAGER TO APPROVE CONSTRUCTION CONTRACT CHANGE ORDERS IN AN AMOUNT NOT TO EXCEED 52% OF CONSTRUCTION SERVICES CONTRACT, FOR A NEW TOTAL CONTRACT AMOUNT NOT TO EXCEED $854,579, A3 PIPELINE, BAY POINT COLLECTION SYSTEM POINT REPAIRS, PROJECT NO. 23119

Recommendation

Authorize the General Manager to approve construction contract change orders in an amount not to exceed 52% of the construction services contract, for a new total contract amount not to exceed $854,579 with A3 Pipeline (A3) for the Bay Point Collection System Point Repairs Project (Project).

Background Information

In December 2024, the Board awarded a construction services contract to A3 to replace and rehabilitate at-risk sewer main segments at various locations in Bay Point. The Board also authorized the General Manager to approve contract change orders in an amount not to exceed 10% of the contract amount, for a total authorization of $618,446. In October 2025, the Board authorized the General Manager to approve contract change orders up to 48% of the contract amount for a total authorization of $832,090 to address at-risk pipeline segments within the Union Pacific Railroad (UPRR) right-of-way and other urgent repairs throughout the Bay Point Collection System.

Analysis

The UPRR permitting process took longer than initially anticipated. However, the delay provided staff with an opportunity to assess adjacent sewer facilities. During these evaluations, staff discovered a defect in a nearby sewer segment requiring timely repair. Incorporating this work into the existing contract would cost-effectively utilize A3's onsite presence to reduce costs and eliminate deferring the repair to a future project. Staff recommends that the Board authorize an increase to the General Manager's authority to approve construction change orders up to 52% of the contract amount, for a revised total contract authorization of $854,579. This action will enable timely pipeline rehabilitation work to ensure long-term operational reliability of the collection system.

Financial Impact

The approved FY25/26-FY26/27 Biennial Budget includes appropriations of $900,000 for the Project through FY25/26 from the Bay Point Collection Fund. Available project funding is sufficient to cover the anticipated costs of the proposed work.

Prepared By:	Max David, Assistant Engineer	**Attachments**	
Reviewed By:	Murat Bozkurt, Engineering Services Director/District Engineer	☒ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☐ As Listed

ACCEPT PROJECT AS COMPLETE AND AUTHORIZE GENERAL MANAGER TO FILE NOTICE OF COMPLETION, CON-QUEST CONTRACTORS, INC., MANHOLE, GRAVITY INTERCEPTOR, AND EASEMENT ROAD IMPROVEMENTS PHASE 2, PROJECT NO. 24112

Recommendation

Accept the Manhole, Gravity Interceptor, and Easement Road Improvements Phase 2 Project (Project) as complete and authorize the General Manager to file a Notice of Completion (NOC) with the Contra Costa County Recorder's Office.

Background Information

In September 2025, the Board awarded a construction services contract to Con-Quest Contractors, Inc. (Con-Quest) to rehabilitate the Arcy Lane junction structures at the District's Wastewater Treatment Plant. The Board also authorized the General Manager to approve contract change orders in an amount not to exceed 10% of the contract amount, for a total authorization of $1,386,000. In May 2026, the Board authorized the General Manager to approve contract change orders up to 26% of the contract amount for a total authorization of $1,587,600 to adjust its bypass pumping to address corrosion in a manhole located upstream of the junction structures and provide construction support for forcemain condition assessment. Project construction commenced in December 2025, with all field work completed in October 2026.

Analysis

Project work has been inspected and found to meet contract requirements. Staff recommends the Board accept the Project as complete and authorize the General Manager to file the NOC with the Contra Costa County Recorder's Office. Per California Civil Code Section 9356, filing the NOC will provide notification to subcontractors, vendors, and suppliers of the completion of work and will require that all parties submit any claims within thirty (30) days of the notice. Presently, there are no pending claims, and staff is not aware of any unresolved issues that could lead to potential claims related to the Project. However, in the event claims are filed within this period, the current 5% retention is sufficient to protect the District against any contractual defaults or liens.

Financial Impact

Con-Quest's final contract amount is $1,528,307, which includes the base contract amount and a 21.3% increase for approved change orders. Sufficient funding is available to cover the total project cost, including advertising, construction, and staff labor, for a total project cost of approximately $1.9 million.

Attachment

Manhole, Gravity Interceptor, and Easement Road Improvements Phase 2 Project – Notice of Completion

Prepared By:	Max David, Assistant Engineer	**Attachments**	
Reviewed By:	Murat Bozkurt, Engineering Services Director/District Engineer	☐ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☒ As Listed

RECORDING REQUESTED BY

When Recorded, please return to:

Delta Diablo
ATTN: Cecelia Nichols-Fritzler
2500 Pittsburg-Antioch Highway
Antioch, CA 94509-1373

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN THAT:

1. The undersigned is an owner of an interest or estate in the hereinafter-described real property, the nature of which interest or estate is fee simple.
2. The full name and address of the undersigned owner and of any and all co-owners is: Delta Diablo, 2500 Pittsburg-Antioch Highway, Antioch, CA 94509.
3. On the 12th day of November 2026, there was completed upon the hereinafter-described real property a work of improvement as a whole known as Manhole, Gravity Interceptor, and Easement Road Improvements Phase 2 Project, Project No. 24112, which included the rehabilitation of two Arcy Lane junction structures at the District's Wastewater Treatment Plant.
4. The name of the original contractor for the work of improvement as a whole was Con-Quest Contractors, Inc.
5. The real property herein referred to is situated in the city of Antioch, State of California, and described as follows: Arcy Lane and Pittsburg-Antioch Highway.

DELTA DIABLO
(Owner)

By: _____
Brian Thomas
Interim General Manager

VERIFICATION

I, Brian Thomas, declare:

I hold the title of Interim General Manager of Delta Diablo and am authorized to make this declaration on its behalf.

I have read the foregoing Notice of Completion and know the contents thereof. The Notice of Completion is true of my own knowledge, except as to those matters that are therein stated on information and belief, and as to those matters, I believe them to be true.

This declaration was signed on _____, in Antioch, California. I declare under penalty of perjury that the foregoing is true and correct.

_____
Brian Thomas
Interim General Manager

DRAFT

AUTHORIZE GENERAL MANAGER TO EXECUTE IMPROVEMENT AGREEMENT WITH BAY POINT PACIFIC ASSOCIATES, LP IN CONNECTION WITH SEWER SERVICE IMPROVEMENTS BAY POINT PACIFIC ASSOCIATES, LP IS CONSTRUCTING FOR ITS ORBISONIA VILLAGE PHASE 1 PROJECT IN BAY POINT; AND AUTHORIZE GENERAL MANAGER TO ACCEPT OFFER OF DEDICATION OF SEWER SERVICE IMPROVEMENTS AFTER VERIFYING COMPLIANCE WITH DISTRICT CODE AND IMPROVEMENT AGREEMENT REQUIREMENTS FOLLOWING ONE-YEAR MAINTENANCE PERIOD

Recommendation

1. Authorize the General Manager to execute an Improvement Agreement with Bay Point Pacific Associates, LP (Bay Point Pacific) in connection with the sewer service improvements Bay Point Pacific is constructing for its Orbisonia Village Phase 1 Project in Bay Point, CA.
2. Authorize the General Manager to accept the offer of dedication of sewer service improvements after verifying compliance with District Code and Improvement Agreement requirements following the one-year maintenance period.

Background Information

The Orbisonia Village Phase 1 Project primarily consists of construction of a five-story, affordable housing development with 167 income-restricted residential units and two manager units located at South Broadway Avenue between West Leland Road and Bailey Road in Bay Point, CA.

Analysis

To provide sanitary sewer service to Orbisonia Village Phase 1, Bay Point Pacific needs to extend the public sewer main on South Broadway Avenue, West Leland Road, and Maylard Street by installing approximately 926 feet of 10-inch diameter sewer main, 129 feet of 8-inch diameter sewer main, and ten manholes. The District requires Bay Point Pacific to enter into an Improvement Agreement for these sanitary sewer improvements, which the District will own and maintain following completion of the one-year maintenance period. Improvement plans for the required extension and related infrastructure have been prepared in conformance with District standards. A copy of the plans is available for review at the District's office.

Financial Impact

Bay Point Pacific is solely responsible for the costs associated with the Orbisonia Village Phase 1 Project. In addition, Bay Point Pacific will be assessed the appropriate Capital Facilities Capacity Charges and Sewer Service Charges for this development.

Attachment

Draft Improvement Agreement – Bay Point Pacific Associates, LP

Prepared By:	Max David, Assistant Engineer	**Attachments**	
Reviewed By:	Murat Bozkurt, Engineering Services Director/District Engineer	☐ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☒ As Listed

IMPROVEMENT AGREEMENT

THIS IMPROVEMENT AGREEMENT ("Agreement") is made and entered into as of this _____ day of _____, 2026 ("Effective Date"), by and between Bay Point Pacific Associates, LP ("Owner") and Delta Diablo, a California special district ("District"). Owner and the District are sometimes referred to herein together as the "Parties," and each as a "Party."

Recitals

A. In connection with the development of certain real property located at South Broadway Avenue (POR SEC 14 T2N R1W), between West Leland Road and Bailey Road in the unincorporated Bay Point area (the "Subject Property"), the Owner is required to construct certain sanitary sewer improvements (the "Sanitary Sewer Improvements") described and depicted in Owner's plans titled "Orbisonia Village Phase 1," and dated "October 2026" (the "Improvement Plans"), copies of which have been provided to the District and which are incorporated herein and made a part hereof by this reference. The term "Improvement Plans" also includes any modifications or amendments to be incorporated in and made a part of this Agreement.

B. Portions of the Sanitary Sewer Improvements, specifically 926 feet of 10-inch diameter PVC SDR-26 sewer main, 129 feet of 8-inch diameter PVC SDR-26 sewer main, and ten standard manholes are proposed to be constructed and connected to District facilities in the public right of way.

C. Owner wishes to proceed with the development of the Subject Property, and, in connection with that development, the construction of the Sanitary Sewer Improvements. The District is willing to allow Owner to proceed with construction of the Sanitary Sewer Improvements in accordance with the terms of this Agreement.

Agreement

NOW, THEREFORE, the Parties agree as follows:

1. Term. The term of this Agreement commences on the Effective Date, and it expires upon District's acceptance of the offer of dedication of the Sanitary Sewer Improvements following the expiration of the one-year maintenance period under Section 5.

2. Construction of Improvements.

(a) Owner, at Owner's sole cost and expense, shall complete, in a good and workmanlike manner, the Sanitary Sewer Improvements, as designated in the Improvement Plans. The District's General Manager, or designee, ("General Manager") has reviewed and approved the Improvement Plans in accordance with Section 2.04.040 of the District Code. If Owner's development is not subject to a final map that includes an offer of dedication of sanitary sewer easements for the Sanitary Sewer Improvements, then, for any Sanitary Sewer Improvements not within the public road right of way, in accordance with Section 2.04.050 of the District Code prior to District's issuance of a permit to construct said Sanitary Sewer Improvements, Owner shall offer to dedicate those easements to the District by executing and delivering to the District an irrevocable

offer of dedication, in recordable form and on a form reasonably acceptable to the General Manager.

(b) Owner shall ensure that all Sanitary Sewer Improvements are designed and constructed in accordance with the District Code and the District's Standards and Specifications ("District Standards"), and the Improvement Plans. If there is any conflict between the District Standards and the Improvement Plans, the more restrictive provision shall govern.

(c) Owner shall make any changes or modifications to the Sanitary Sewer Improvements that the General Manager determines to be necessary (i) to comply with the District Standards, (ii) in connection with unanticipated conditions in the field affecting the construction or location of the Sanitary Sewer Improvements, or (iii) to resolve any potential conflicts with other utilities. Owner shall be solely responsible for any and all costs to implement said changes and modifications.

(d) Prior to commencing construction of the Sanitary Sewer Improvements, Owner shall deliver to the General Manager good and sufficient performance and payment bonds, using the bond forms attached hereto and incorporated herein as Exhibit A, in the sum of the contract amount for constructing the Sanitary Sewer Improvements, to guarantee payment for and faithful performance of the construction of the Sanitary Sewer Improvements and any repairs or replacement of facilities during the one-year maintenance period under Section 5.

3. Completion of Work; Notification by District.

(a) Owner shall complete construction of the Sanitary Sewer Improvements under the inspection of, and to the satisfaction of, the General Manager. Owner agrees that the Sanitary Sewer Improvements shall not be deemed complete until determined to be complete by the General Manager. Upon the General Manager's determination that the Sanitary Sewer Improvements, and any necessary modifications or changes thereto, have been completed in accordance with the Improvement Plans, the District Standards, and the terms of this Agreement, the General Manager will provide Owner a written acknowledgment of completion ("Completion Notice"), which District will issue within ten (10) business days of notice from Owner that the Sanitary Sewer Improvements are complete, or inform Owner of any corrections required. Within ten (10) business days after receiving the Completion Notice, Owner shall provide District, at no cost to the District, a set of as-built plans and drawings for the Sanitary Sewer Improvements.

(b) Neither the Completion Notice, nor any periodic or progress inspection or approval by any person, shall be construed as requiring the District to accept the Sanitary Sewer Improvements for maintenance or otherwise prior to the expiration of the one-year maintenance period in Section 5, nor shall it constitute a waiver of any other breach of this Agreement, including but not limited to the requirement that the Owner complete or correct any portion of the Sanitary Sewer Improvements that are later determined to be defectively completed.

4. Fees. Owner shall pay to the District any and all applicable plan check fees, inspection fees, permit fees, connection fees, capacity charges, and other fees required by the District. Owner agrees that all such fees and charges are non-refundable. Owner shall be responsible for paying sewer service charges in accordance with the District Code requirements.

5. Maintenance of Improvements. Owner shall be responsible for maintaining and repairing the Sanitary Sewer Improvements for a period of one year following the date the General Manager delivers the Completion Notice to Owner. During this one-year period, Owner shall repair or replace, to the satisfaction of the General Manager, any defective work or labor done, or any defective materials furnished. If the General Manager determines that Owner has complied with the terms of this Agreement in all respects, following the expiration of the one-year maintenance period, the General Manager will (a) notify Owner in writing that the Owner's contractual duty to construct and maintain the improvements has been satisfied, and (b) accept the Sanitary Sewer Improvements, and any easements in which they or a portion of them are located, if the District's Board of Directors delegates such authority to the General Manager, or cause the Sanitary Sewer Improvements, and any easements in which they or a portion of them are located, to be considered for acceptance, which may require a discretionary approval by District's Board of Directors.

6. Encroachment Permit Required. Owner shall be responsible for obtaining any required encroachment permit from Contra Costa County to construct that portion of the Sanitary Sewer Improvements within the County's road right of way.

7. Notices to the Public and to the District.

(a) At all times until the end of the one-year maintenance period under Section 5, Owner shall give good and adequate warning to the traveling public of each and every dangerous condition caused by the construction of any portions of the Sanitary Sewer Improvements within the road right of way, and to protect the traveling public from such defective or dangerous conditions.

(b) Owner shall ensure that it or its contractors, agents, or representatives give notice to the District at least seventy-two (72) hours before beginning the construction of the required Sanitary Sewer Improvements, and Owner shall furnish the District with all access and information District requires to inspect the construction of the Sanitary Sewer Improvements.

8. Right of Entry. Owner hereby grants to the District, its officers, employees, agents, and representatives an irrevocable permission to enter upon the Subject Property and all lands in which the Sanitary Sewer Improvements are constructed (other than public road right of way) for the purpose of inspecting the Sanitary Sewer Improvements. If any Sanitary Sewer Improvements are located within any easement on lands owned by a third party, Owner shall ensure that the owners of said lands grant a right of entry to the District for the purposes described in this section. Each right of entry shall be irrevocable and shall remain in effect until the District accepts Owner's offer of dedication for the Sanitary Sewer Improvements in accordance with Section 5.

9. Failure to Maintain Improvements; Default.

(a) In the event Owner, or Owner's officers, employees, contractors, or agents (i) fail to comply with any of the provisions of this Agreement, (ii) fail to prosecute the work with such diligence as to ensure its timely completion, (iii) fail to maintain the Sanitary Sewer Improvements for the required one-year period, (iv) or refuse or fail to construct the Sanitary Sewer Improvements in accordance with the Improvement Plans, the District Standards, or this Agreement, then Owner shall be in default of this Agreement and the General Manager will notify Owner in writing of such

default. Such notice shall specify the default and shall demand that the same be remedied within such reasonable period of time as is set forth in the notice, such period having been determined by the District; provided, however, that the reasonable period of time shall not exceed one hundred and twenty (120) business days.

(b) In the event of the failure of the Owner to comply with any demand made pursuant to Section 9(a), the District may, in addition to all other legal remedies available, after not less than ten (10) business days prior written notice to Owner, terminate all rights of the Owner to complete the construction or maintain the Sanitary Sewer Improvements for the required one-year period and elect to complete construction, repair or replace any defects in the work, or cause to have same completed on behalf of and at the expense of the Owner. This right of the District is permissive and shall not be construed as requiring the District to terminate the rights of the Owner to complete the construction or maintain the Sanitary Sewer Improvements for the required one-year period. Any notice given under this Section 9(b) shall be in addition to, and separate from, any notice that may be given pursuant to Section 9(a). In such a case, and if the District completes the construction or repairs or replaces any defects in the work or causes same to be completed on behalf of and at the expense of the Owner, the District shall be entitled to recover from Owner, or from any security provided by the Owner, its actual cost of completing said Sanitary Sewer Improvements. Owner's obligations under this Section 9(b) shall survive the expiration of this Agreement.

10. Indemnification and Insurance.

(a) Owner shall be solely responsible for any accident, loss, damage, or injury, including death, as well as claims for property damage, that may arise in the course of constructing and maintaining the Sanitary Sewer Improvements until those improvements are accepted by the District in accordance with Section 5.

(b) To the fullest extent permitted by law, Owner shall indemnify, defend, and hold harmless the District, its officers, employees, contractors, agents, and representatives (collectively, "Indemnitees") from any liability for damage or claims for damage for personal injury, including death, as well as from claims for property damage, and any and all related penalties, deficiencies, fines, orders, judgments, actions, suits, judicial or administrative proceedings, injunctive or other relief, expenses and charges (including attorneys' fees and court costs), attorney's fee awards, and penalties (collectively, "Liabilities") that arise from or are connected with the negligence or willful misconduct of Owner, its officers, employees, contractors, subcontractors, agents, representatives in connection with the design, construction, maintenance, repair, replacement, or modification of the Sanitary Sewer Improvements. Owner's obligations under this Section shall exist regardless of whether or not the District has prepared, supplied, inspected, or approved of the Improvement Plans or the Sanitary Sewer Improvements relating thereto, and regardless of whether or not insurance policies may be determined to be applicable to any of such damages or claims for damages. The requirements of this Section 10(b) shall survive the expiration of this Agreement.

(c) Owner shall maintain, and shall require its contractor constructing the Sanitary Sewer Improvements to maintain, the following policies of insurance, which shall remain in effect until the Sanitary Sewer Improvements are accepted by the District:

(1) General liability insurance on an occurrence basis, with a policy limit of at least $5,000,000 per occurrence and in the aggregate, covering claims for property damage, and death or injury to persons.

(2) Workers' compensation insurance with a policy limit that satisfies the requirements of state law.

(3) Automobile liability insurance, if not included in the general liability insurance policy, covering owned and non-owned automobiles with a policy limit of at least $5,000,000 per occurrence and in the aggregate for claims of bodily injury and property damage.

(d) Within five (5) business days after the Effective Date, Owner shall provide the District certificates of insurance for all of Owner's policies of insurance required under Section 10(c). Prior to the construction of the Sanitary Sewer Improvements, Owner shall provide the District certificates of insurance for Owner's contractor's policies of insurance required under Section 10(c). The certificate of insurance for each general liability insurance policy must provide that the District, its officers, employees, and representatives are additional insureds under said policy. Within ten (10) business days after any policy renewal, Owner shall provide the District a new certificate of insurance for that policy.

11. Pollution Liability. Owner shall indemnify, defend, and hold harmless Indemnitees from any Liabilities, including cleanup and remediation costs, arising from sanitary sewer overflows from the Sanitary Sewer Improvements or from District facilities affected or modified by the Sanitary Sewer Improvements, where the sanitary sewer overflows commence to occur prior to the District's acceptance of the Sanitary Sewer Improvements. The requirements of this Section 11 shall survive the expiration of this Agreement.

12. Determination of District Conclusive. The determination by the District of the question as to whether any of the terms of this Agreement or the plans, specifications and/or standards set forth herein have been violated, or have not been performed satisfactorily, shall be conclusive upon the Owner, and any and all parties who may have any interest in the contract or any portion thereof. The foregoing provisions of this section shall be in addition to all other rights and remedies available to the District under applicable laws and regulations.

13. No Third-Party Beneficiaries; Agreement Binding on Successors in Interest. Nothing in this Agreement, express or implied, is intended to confer on any person, other than the Parties and their successors and assigns, any rights or remedies by reason of this Agreement. The obligations of Owner hereunder shall not be exonerated or voided by any sale, transfer, or assignment by Owner of all or any portion of Owner's interest in or to the Subject Property and/or the Sanitary Sewer Improvements, and shall continue to bind Owner. All such obligations are also the joint and several obligations of each such purchaser, transferee, or assignee until such obligations are fully satisfied and to this extent the provisions of this Agreement relating to the construction of said Sanitary Sewer Improvements are intended to bind, and do bind the heirs, executors, administrators, grantees, and successors in interest of Owner. This Agreement shall run with the real property until the obligations created by this Agreement are fully satisfied. Owner shall ensure that any agreement to sell any portion of the Subject Property shall contain language substantially similar to the language found in this section.

14. Notices. Any notice, demand, request, consent, approval, or communication that either Party desires to give to the other Party shall be in writing and either served personally during the recipient's business hours, sent by overnight carrier for next business day delivery with all delivery charges prepaid, or sent by First Class U.S. Mail, and addressed as follows:

Owner: Bay Point Pacific Associates LP
430 East State Street, Suite 100
Eagle, ID 83616

District: Delta Diablo
Attn: General Manager
2500 Pittsburg-Antioch Highway
Antioch, CA 94509

A notice, demand, request, consent, approval, or communication shall be deemed given immediately if personally delivered, on the next business day if sent by overnight carrier, and on the fifth day after mailing if sent by U.S. Mail. A Party may change its address for notices under this Agreement by giving written notice to the other Party in accordance with this Section.

15. Entire Agreement. This Agreement contains the entire agreement between the Parties with respect to the subject matter of this Agreement. This Agreement supersedes any and all other prior agreements and all negotiations leading up to the execution of this Agreement, whether oral or in writing, between the parties with respect to the subject of this Agreement. The Parties acknowledge that no representations, inducements, promises, or statements, oral, or otherwise, related to the exchange have been made by any of the parties, or by anyone acting on behalf of the parties, that are not embodied or incorporated by reference herein, and further agree that no other covenant, representation, inducement, promise, or statement not set forth in this Agreement shall be valid or binding.

16. Construction. The section headings and captions of this Agreement are, and the arrangement of this Agreement is, for the sole convenience of the Parties to this Agreement. The section headings, captions, and arrangement of this Agreement do not in any way affect, limit, amplify, or modify the terms and provisions of this Agreement. This Agreement shall not be construed as if it had been prepared by one of the Parties, but rather as if all Parties have prepared it. The Parties to this Agreement and their attorneys have read and reviewed this Agreement and agree that any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply to the interpretation of this Agreement.

17. Severability. It is understood and agreed by the Parties hereto that if any part, term or provision of this Agreement is held by the courts to be unlawful and void, the validity of the remaining portions of this Agreement shall not be affected, and the rights and obligations of the Parties shall be construed and enforced as if the Agreement did not contain the particular part, term, or provision held to be invalid.

18. Waiver. A waiver of breach of any obligation under any provision in this Agreement shall not be deemed a waiver of any other obligation under any provision in this Agreement, and no waiver shall be valid unless in writing and executed by the waiving Party.

19. Governing Law. This Agreement shall be governed by and interpreted in accordance with the laws of the State of California.

20. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, and all of which, together, shall constitute one and the same instrument.

[Remainder of page left blank. Signatures on next page(s).]

The Parties have executed this Agreement as of the Effective Date first set forth above.

DELTA DIABLO

By: _____
Brian Thomas
Interim General Manager

OWNER

By: _____
Don Slattery
Authorized Agent

By: _____
[Name]
[Title]

[Attach notary acknowledgement for Owner's signature(s).]

Exhibit
Exhibit A – Performance and Payment Bonds

EXHIBIT A

BOND OF FAITHFUL PERFORMANCE

Bond No. _____
Premium _____

KNOW ALL MEN BY THESE PRESENTS:

WHEREAS, the Board of Directors of Delta Diablo, a public entity, Contra Costa County, State of California, as Obligee, has entered into an Improvement Agreement with Bay Point Pacific Associates LP, as Principal, to authorize Principal to construct certain Sanitary Sewer Improvements in connection with Principal's development of certain real property.

WHEREAS, said Principal is required under the terms of said Improvement Agreement to furnish a bond for the faithful performance of said Sanitary Sewer Improvements:

NOW, THEREFORE, we, the Principal and _____, as Surety, are held and firmly bound unto the Delta Diablo in the penal sum Two Hundred Seventy One Thousand One Hundred Fifty Dollars ($271,150), lawful money of the United States, being not less than one hundred (100) percent of the contract cost to construct the Sanitary Sewer Improvements, for the payment of which sum well and truly to be made, we bind ourselves, our heirs, executors, administrators and successors, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that if the above bounded Principal, it or its heirs, executors, administrators, successors or assigns, shall in all things stand to and abide by, and well and truly keep and faithfully perform the covenants, conditions, and agreements said Improvement Agreement and any alterations made as therein provided, on it or their part, to be kept and performed at the time and in the manner therein specified, and in all respects according to their true intent and meaning, and shall indemnify and save harmless the Delta Diablo, its officers and agents, as therein stipulated, then this obligation shall become null and void; otherwise it shall be and remain in full force and virtue.

As a condition precedent to the satisfactory completion of the said Improvement Agreement, the above obligation in the amount of Two Hundred Seventy One Thousand One Hundred Fifty Dollars ($271,150), being not less than one hundred (100) percent of the cost to construct the Sanitary Sewer Improvements, shall hold good during the completion of said Sanitary Sewer Improvements, and, for a period of one (1) year after the date of completion of said Work as documented in written acknowledgement of completion by Obligee to Principal, for necessary repairs and replacements of said Work. During the above specified periods, if Principal, it or its heirs, executors, administrators, successors, or assigns shall fail to satisfactorily complete the Sanitary Sewer Improvements, or make full, complete and satisfactory repair and replacements of said Sanitary Sewer Improvements, or totally protect the said Delta Diablo from loss or damage made evident during said periods and resulting from or caused by defective materials or faulty workmanship in the prosecution of the Work done, the above obligation in said sum of Two Hundred Seventy One Thousand One Hundred Fifty Dollars ($271,150), remain in full force and virtue otherwise the above obligation shall be void.

And the said Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Improvement Agreement or to the work to be performed thereunder or the specifications accompanying the same shall in any wise affect its obligations on this bond; and it does hereby waive notice of any such change, extension of time, alteration or addition to the terms of the Improvement Agreement, or to the Work.

In the event the Delta Diablo, or its successors or assigns, shall be the prevailing party in an action brought upon this bond, then in addition to the penal sum hereinabove specified, we agree to pay to said Delta Diablo or its successors or assigns, a reasonable sum on account of attorney's fees in such action, which sum shall be fixed by the court.

IN WITNESS WHEREOF, the above bounded parties have executed this instrument under their seals this ____ day of _____ 2026, the name and corporate seal of each corporate party being hereto affixed and these presents duly signed by its undersigned representative, pursuant to authority of its governing body.

Principal (Owner, Company Name): _____
Authorized Representative: (Print Name): _____
Authorized Representative (Signature): _____
Authorized Representative (Title): _____

(Company Seal)

Surety (Company Name):_____
Authorized Representative: (Print Name): _____
Authorized Representative (Signature): _____
Authorized Representative (Title): _____

(Surety's Seal)

The Surety shall have an AM Best rating of A:VII or better.

(The Owner's signature shall be notarized by a Public Notary registered in the State of California. The attached certificate shall be completed and submitted with the Bond of Faithful Performance in addition to a copy of the Surety's Power of Attorney.)

CERTIFICATE OF ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
)
County of_____)

On_____ before me, _____, Notary
Date *Name*

Public, personally appeared_____(insert name(s) and title(s) of the officer(s) signing on behalf of the Contractor), who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS MY HAND AND OFFICIAL SEAL

_____
Signature, Notary Public

PAYMENT BOND

Bond No. _____
Premium _____

KNOW ALL MEN BY THESE PRESENTS:

WHEREAS, the Board of Directors of Delta Diablo, a public entity, Contra Costa County, State of California, as Obligee, has entered into an Improvement Agreement with Bay Point Pacific Associates LP, as Principal, to authorize Principal to construct certain Sanitary Sewer Improvements in connection with Principal's development of certain real property.

WHEREAS, said Principal is required to furnish a bond in connection with said Improvement Agreement, providing that if said Principal, or any of it or its subcontractors, shall fail to pay for any materials, provisions, or other supplies or teams used in, upon, for or about the performance of the Work contracted to be done, or for any work or labor thereon of any kind, the Surety of this bond will pay the same to the extent hereinafter set forth:

NOW, THEREFORE, we, the Principal and _____, as Surety, are held and firmly bound unto the Delta Diablo in the penal sum Two Hundred Seventy One Thousand One Hundred Fifty Dollars ($271,150) lawful money of the United States, being not less than one hundred (100) percent of the cost to construct the Sanitary Sewer Improvements, for the payment of which sum well and truly to be made, we bind ourselves, our heirs, executors, administrators and successors, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that if said Principal, it or its heirs, executors, administrators, successors, or assigns, shall fail to pay for any materials, provisions, or other supplies or teams used in, upon, for or about the performance of the work contracted to be done, or for any work or labor thereon of any kind, as required by the provisions of Act of the Legislature of the State of California entitled "An Act to secure the payment of persons who furnished materials, contractors in the performance of such work and prescribing the duties of certain public officers with respect thereto", approved May 10, 1919, as amended, (Calif. Civil Code Sec. 3247, et seq.), and provided that the persons, companies, or corporations so furnishing said materials, provisions, or other supplies, teams, appliances, or power to be used in, upon for, or about the performance of the work contracted to be executed or performed, or any person, power for or contributing to said Work to be done, or any person who performs work or labor upon same, or any person who supplies both work and materials therefor, shall have complied with the provisions of said Act, then said Surety will pay the same in or to any amount not exceeding the amount herein above set forth, and also will pay in case suit is brought upon this bond, such reasonable attorney's fee as shall be fixed by the court, awarded and taxed as in the above-mentioned statute provided.

This bond shall inure to the benefit of any and all persons, companies and corporations entitled to file claims under said Act, so as to give a right of action to them or their assigns in any suit brought upon this bond.

Delta Diablo

And the said Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Improvement Agreement, or to the work to be performed thereunder, or the Specifications accompanying the same shall in any wise affect its obligations on this bond; and it does hereby waive notice of any such change, extension of time, alteration or addition to the terms of the Contract, or to the Work, or to the Improvement Agreement.

And, further, that the obligations of Principal and Surety hereunder shall remain in effect during completion of the Sanitary Sewer Improvements, and for a period of one (1) year after the date of completion of said Work as documented in written acknowledgement of completion by Obligee to Principal; and said obligations include, but are not limited to, payment for any materials, provisions, or other supplies or teams used in, upon, for or about the performance of repairs to or replacements of said Sanitary Sewer Improvements, or for any work or labor thereon of any kind, during said one (1) year period following completion of the Sanitary Sewer Improvements.

IN WITNESS WHEREOF, the above bounded parties have executed this instrument under their seals this ____day of _____2026, the name and corporate seal of each corporate party being hereto affixed and these presents duly signed by its undersigned representative, pursuant to authority of its governing body.

Principal (Owner, Company Name): _____
Authorized Representative: (Print Name): _____
Authorized Representative (Signature): _____
Authorized Representative (Title): _____

(Company Seal)

Surety (Company Name):_____
Authorized Representative: (Print Name): _____
Authorized Representative (Signature): _____
Authorized Representative (Title): _____

(Surety's Seal)

The Surety shall have an AM Best rating of A:VII or better.

(The Owner's signature shall be notarized by a Public Notary registered in the State of California. The attached certificate shall be completed and submitted with the Payment Bond in addition to a copy of the Surety's Power of Attorney).

CERTIFICATE OF ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
)
County of_____)

On_____ before me, _____, Notary
Date *Name*

Public, personally appeared_____(insert name(s) and title(s) of the officer(s) signing on behalf of the Contractor), who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS MY HAND AND OFFICIAL SEAL

_____
Signature, Notary Public

AUTHORIZE GENERAL MANAGER TO EXECUTE AMENDMENT NO. 2 IN THE AMOUNT OF $55,000, FOR A NEW TOTAL CONTRACT AMOUNT NOT TO EXCEED $150,000, V&A ENGINEERING, INC., ON-CALL FLOW MONITORING SUPPORT SERVICES

Recommendations

Authorize the General Manager to execute Amendment No. 2 to the consulting services contract with V&A Engineering, Inc. (V&A) in the amount of $55,000, for a new total contract amount not to exceed $150,000, to provide on-call flow monitoring support services for the District's collection and conveyance systems.

Background Information

In December 2025, the District executed a consulting services contract with V&A for on-call flow monitoring support services to obtain flow data that supports efficient and effective operation and maintenance of the District's collection and conveyance systems. In September 2026, staff amended the original contract to increase the total contract amount and extend services through December 2026 after persistent flow anomalies were observed at the District's remote pump stations.

Analysis

To prepare for potential above-average rainfall during the upcoming wet-weather season, continued flow monitoring at select locations in the conveyance system is necessary to evaluate flow anomalies, collect operational data, and assess system performance under a range of flow conditions. The recommended contract amendment would also extend flow monitoring support services through June 2027. A summary of the scope of work and estimated cost is attached.

Financial Impact

Sufficient funding is available in the adopted FY25/26-FY26/27 Biennial Budget for this work.

Prepared By:	Thanh Vo, Senior Engineer	**Attachments**	
Reviewed By:	Murat Bozkurt, Engineering Services Director/District Engineer	☐ None	☒ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☐ As Listed

ON-CALL FLOW MONITORING SUPPORT SERVICES

AMENDMENT NO. 2
V&A ENGINEERING, INC.

SCOPE OF WORK AND COST ESTIMATE SUMMARY

DESCRIPTION		PROPOSED COST
Original Authorized Contract Amount	**$**	**60,000**
Amendment No. 1	**$**	**35,000**
Amendment No. 2		
- Amendment No. 2 – Additional Flow Monitoring Services	$	55,000
Amendment No. 2 Subtotal	**$**	**55,000**
GRAND TOTAL	**$**	**150,000**

RECEIVE REPORT ON FINAL SALE RESULTS OF $64.96 MILLION IN DELTA DIABLO 2026 WASTEWATER REVENUE CERTIFICATES OF PARTICIPATION

Recommendation

Receive a report regarding the final pricing and sale of $64.96 million in Delta Diablo 2026 Wastewater Revenue Certificates of Participation (2026 Certificates) to finance a portion of the Secondary Process Improvements Project Phase 1 Project (2026 Project).

Background Information

On September 9, 2026, the Board adopted Resolution No. 14/2026 authorizing the negotiated sale and delivery of the 2026 Certificates subject to a maximum aggregate principal amount of $75 million and a maximum true interest cost of 5.25%. The financing was structured to provide $65 million for the 2026 Project to address aging infrastructure, expanding treatment capacity, and meeting nutrient removal regulatory requirements. The District had previously incorporated the 2026 Certificates as a funding component of its most recent Cost-of-Service Study and associated Sewer Service Charges.

Analysis

In advance of the sale, the District's financing team completed the credit rating process, prepared bond offering documents, and conducted investor outreach. S&P Global Ratings and Kroll Bond Rating Agency assigned AA+ credit ratings with Stable Outlooks to the 2026 Certificates, recognizing the District's proactive rate planning, strong liquidity, debt service coverage, and financial management practices.

The District successfully priced the 2026 Certificates on September 29, 2026, and completed the financing transaction on October 20, 2026. Despite rising municipal market interest rates leading up to the sale, investor demand was strong, with orders totaling approximately $249 million, approximately 3.8 times the amount offered during the ordering period. This demand allowed the financing team to reduce maturity yields before finalizing the sale. The final principal amount was $64.96 million, with a TIC of 5.08%, which is within the Board-authorized limits.

The 2026 Certificates have a final maturity of October 1, 2056. Certifications maturing after October 1, 2037 have an optional redemption beginning October 1, 2036, for eligible maturities at their principal amount plus accrued interest, without a prepayment premium. This provision provides the District with an opportunity to refinance or retire eligible maturities early if financially advantageous.

Financial Impact

The 2026 Certificates provide $64.96 million to fund a portion of the 2026 Project. Total scheduled principal and interest payments are approximately $128.7 million through October 1, 2056, with an average annual fiscal year debt service payment of approximately $4.24 million. The final financing was completed within the parameters authorized by the Board. Based on the District's financial projections, debt service coverage is expected to remain well above the District's minimum financial planning target of 1.40 times annual debt service, preserving financial capacity for future capital investments. The financing is secured by the District's wastewater system net revenues and is subject to applicable financial covenants and continuing disclosure requirements.

Prepared By:	Nitish Sharma, Business Services Director	**Attachments**	
Reviewed By:	Brian Thomas, Interim General Manager	☒ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☐ As Listed

REVIEW AND DISCUSS 2026 WORKPLACE CULTURE ASSESSMENT REPORT; CONSIDER IMPLEMENTING RECOMMENDATIONS; AND CONSIDER DIRECTING STAFF TO NEGOTIATE AN AMENDMENT TO CONSULTING SERVICES CONTRACT FOR IMPLEMENTATION SUPPORT SERVICES

Recommendation

1. Review and discuss the findings and recommendations in the 2026 Workplace Culture Assessment Report and consider approving some or all of the recommendations, with any modifications directed by the Board, and directing staff to proceed with implementation.
2. Consider directing staff to negotiate an extension to the Raftelis consulting services contract to assist the District with implementation of the report's recommendations, subject to any modifications to the report directed by the Board.

Background Information

In 2026, Delta Diablo engaged Raftelis to independently assess employee perceptions of the District's workplace culture and identify opportunities to strengthen organizational effectiveness, employee engagement, and retention. The assessment was informed by input from District management and representatives of the District's three bargaining units in developing the survey, followed by an organization-wide employee survey and facilitated employee focus groups.

The confidential online survey was available May 20 through June 3, 2026. Sixty-six of 70 eligible employees participated, representing a 94% response rate. Raftelis conducted six in-person focus groups in July 2026 with a cross-section of employees to explore the survey themes. Raftelis issued its final report on September 25, 2026. A District-wide presentation of the assessment results was held on October 28, 2026.

Analysis

The 2026 Workplace Culture Assessment reported an overall agreement level of 72% across survey statements. Results highlighted employees' strong commitment to customer service, workplace safety, teamwork, and service delivery. The assessment also identified opportunities to strengthen District-wide leadership, communication, employee engagement, professional development, and accountability. Employee feedback emphasized the importance of improving organizational communication, transparency in decision-making, leadership engagement, consistency in workplace practices, and opportunities for professional growth. These findings provide a foundation for identifying organizational priorities and developing meaningful improvements to workplace culture.

Raftelis identified 11 recommendations organized into four key areas: Decision-Making, Respect, Communication and Engagement, and Accountability. Staff will use these recommendations as a framework for developing prioritized organizational improvements, incorporating input from employees, management, and bargaining unit representatives. Following the November Board presentation, staff will act on the report recommendations by assigning an implementation leader for each of the 11 recommendations, engaging employees, and regularly reporting and monitoring the progress of tasks to achieve the desired outcome associated with each recommendation. Staff will provide updates to the Board at regular intervals.

Prepared By:	Michele Cook, Human Resources & Risk Manager	**Attachments**	
Reviewed By:	Nitish Sharma, Business Services Director	☐ None	☐ Scope/Budget
Approved By:	Brian Thomas, Interim General Manager	☐ Resolution	☐ Contract
File No.	BRD.01-ACTS	☐ Ordinance	☒ As Listed

Financial Impact

Initial activities to accomplish the report recommendations will be performed by staff and are not anticipated to require budgeted resources. Any future consulting support, staff training, technology enhancements, or other expenditures will utilize available funding, be brought to the Board for approval when required per District policy or be included in the budget development process.

Attachments

1. Raftelis, 2026 Workplace Culture Assessment Report

RAFTELIS

Delta Diablo

2026 Workplace Culture Assessment

Report / September 25, 2026



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RAFTELIS

September 25, 2026

Brian Thomas, Interim General Manager
Delta Diablo Water District
2500 Pittsburg-Antioch Highway
Antioch, CA 94509

Subject: 2026 Workplace Culture Assessment

Dear Mr. Thomas,

We are pleased to share this report for the 2026 Workplace Culture Assessment. Our primary goals for this project were to develop a thoughtful understanding of the current culture at Delta Diablo and to identify opportunities that further support positive organizational growth.

This report summarizes our findings and highlights specific opportunity areas the District can explore to continue enhancing the workplace environment and building upon existing strengths.

It has been a pleasure working with you and your team on this initiative. We especially appreciated the chance to meet your employees and see firsthand the dedication they bring to the utility. We also thank Michele Cook in Human Resources for her assistance with all project logistics. Thank you for the time, insights, and support provided during this project.

Sincerely,



Michelle Ferguson
Executive Vice President

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Contents

Executive Summary 1

Online Survey **1**

Employee Focus Groups **2**

Opportunity Areas **2**

Introduction 4

Employee Survey Results 4

Methodology **4**

Demographics **5**

Survey Results by Categories **7**

District Direction & Leadership 9

Work Environment 12

Management and Accountability 15

Communication 17

Performance 19

Professional Development 21

External Customer Service 23

Internal Stakeholder Coordination 25

Employee Engagement 27

Physical Safety 29

Open-Ended Questions **30**

Delta Diablo Strengths 31

Delta Diablo Areas for Improvement 32

Additional Comments 33

Results by Demographics **33**

Department 33

Position 35

Tenure 36

Gender 37

Race/Ethnicity 38

Key Driver Analysis **39**

Focus Groups 41

Methodology **41**
Key Themes **41**
Opportunity Areas 44
Decision Making **44**
Respect **45**
Communication and Engagement **46**
Accountability **47**
Conclusion 50

Tables

Table 1: Areas of Opportunity 3
Table 2: Responses by Department 5
Table 3: Responses by Position 6
Table 4: Responses by Tenure 6
Table 5: Responses by Gender 7
Table 6: Responses by Race/Ethnicity 7
Table 7: Respondents' Overall Level of Agreement, by Category 9
Table 8: Respondents' Overall Level of Agreement with District Direction & Leadership Statements 10
Table 9: Themes from Open-Ended Responses on District Direction & Leadership 11
Table 10: Respondents' Overall Level of Agreement of District Value as Part of Culture 13
Table 11: Respondents' Overall Level of Agreement with Work Environment Statements 14
Table 12: Themes from Open-Ended Responses on Work Environment 15
Table 13: Respondents' Overall Level of Agreement with Management & Accountability Statements 16
Table 14: Themes from Open-Ended Responses on Management & Accountability 17
Table 15: Respondents' Overall Level of Agreement with Communication Statements 18
Table 16: Themes from Open-Ended Responses on Communication 19
Table 17: Respondents' Overall Level of Agreement with Performance Statements 20
Table 18: Themes from Open-Ended Responses on Performance 21
Table 19: Respondents' Overall Level of Agreement with Professional Development Statements 22
Table 20: Themes from Open-Ended Responses on Professional Development 23
Table 21: Respondents' Overall Level of Agreement with External Customer Service Statements 24
Table 22: Themes from Open-Ended Responses on External Customer Service 25
Table 23: Overall Level of Agreement with Internal Stakeholder Coordination Statements 26

Table 24: Themes from Open-Ended Responses on Internal Stakeholder Coordination 27
Table 25: Respondents' Overall Level of Agreement with Employee Engagement Statements 28
Table 26: Themes from Open-Ended Responses on Employee Engagement 29
Table 27: Respondents' Overall Level of Agreement with Physical Safety Statements 29
Table 28: Themes from Open-Ended Responses on Physical Safety 30
Table 29: Themes from Open-Ended Responses on Best Ways District Supports its Employees 31
Table 30: Themes from Open-Ended Responses on Where the District Could Improve 32
Table 31: Agreement by Survey Category and Department 34
Table 32: Agreement by Survey Category and Position 35
Table 33: Agreement by Survey Category and Tenure 36
Table 34: Agreement by Survey Category and Gender 37
Table 35: Agreement by Survey Category and Race/Ethnicity 38
Table 36: Statements with Strongest Relationship to Employee Engagement 40

Figures

Figure 1: Delta Diablo Employee Turnover, 2016-2025 12

Appendix

Appendix A: Employee Survey Questions 51

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Executive Summary

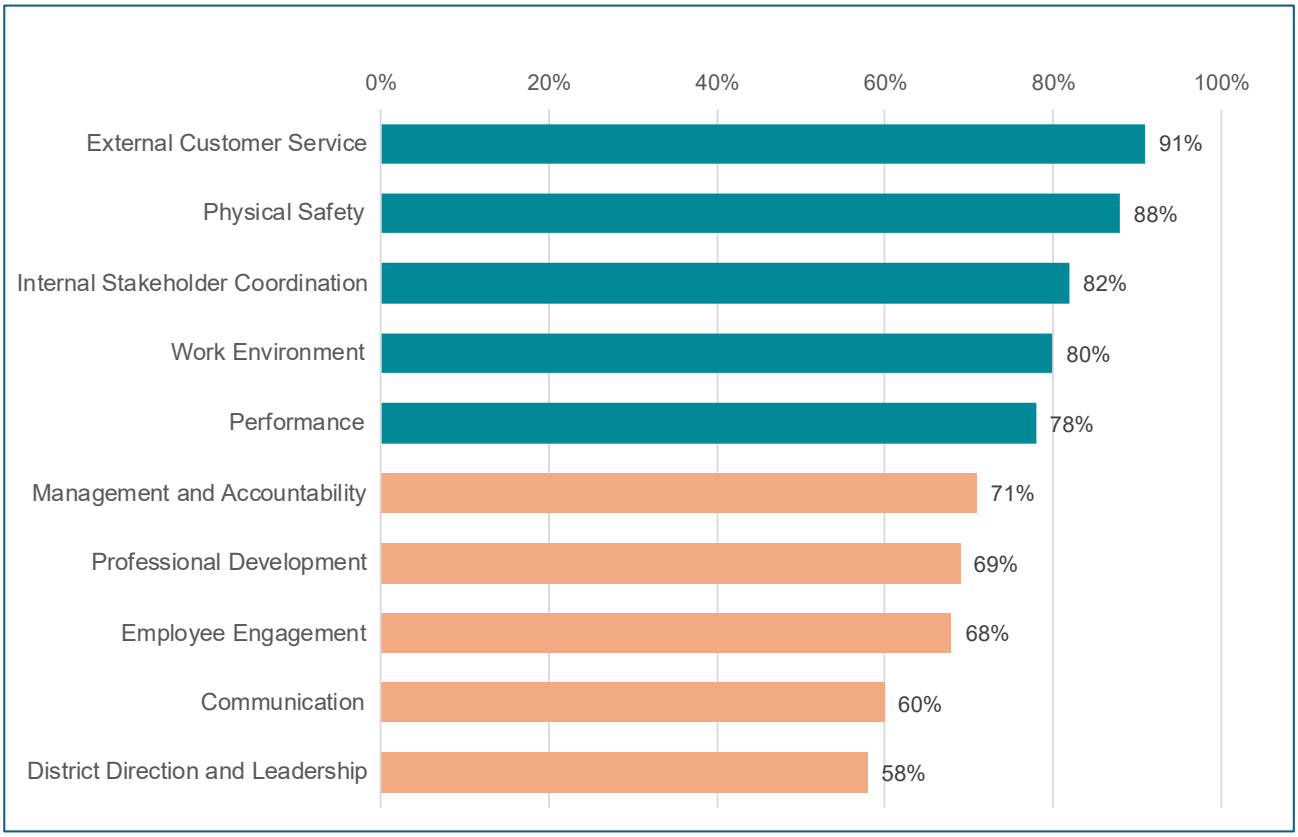
In 2026, Delta Diablo partnered with Raftelis to conduct a culture assessment designed to gather employee perspectives on the overall work environment. This project included a district-wide online survey, as well as a series of six focus groups with employees to further explore the key themes that emerged in the survey.

The insights summarized in this document reflect the current perceptions and opinions shared by the employees. While individual viewpoints naturally vary across any organization, it is important to recognize that for the employees sharing them, these perceptions represent their genuine, day-to-day experience at work. We are presenting these perspectives simply to reflect what we heard from the organization as a whole, providing a helpful window into the team's current environment and highlighting opportunities to continue supporting the District's growth.

Online Survey

The online employee survey had a response rate of 94%, with 66 of 70 District employees participating. Results were generally positive, averaging 73% across all 10 categories. As can be seen in Figure 1 below, five categories had individual responses over the average, while five were below the average.

Figure 0: Overall Staff Agreement by Category



Employee Focus Groups

To learn more about themes that emerged in the online survey, Raftelis met with six focus groups of employees. To select participants, the District provided Raftelis with a list of all employees without names but with information on gender, years of service, department, and title. Raftelis sorted the list in these categories and randomly selected employees to create six focus groups: one group of supervisors/managers, two groups of non-supervisors/managers, one group with staff with less than five years at the District, one group with staff with more than 11 years at the district, and one group of all female staff. Raftelis consultants came onsite in July to meet with each focus group in person and to ask a series of probing questions regarding survey themes. Employees were highly engaged and candid in sharing their perceptions and thoughts.

Raftelis analyzed the feedback across the six focus groups to identify themes. Feedback was very consistent across the six focus groups and confirmed issues highlighted by the survey and areas where opportunities for growth could be addressed.

Opportunity Areas

Based upon the survey and focus groups, Raftelis identified four key Opportunity Areas that merit attention from Department leadership to better support employees across the organization:

- Decision-Making
- Respect
- Communication, and
- Accountability.

After identifying these Areas of Opportunity, Raftelis developed opportunities for the District to make improvements within the organization to strengthen its internal culture and employees' level of engagement. These were supported by the survey and focus groups themes as well as a Key Driver Analysis showing the correlation between various statements and employee engagement. These resulting opportunities for growth are summarized in Table 1 below as well as discussed in detail later in this report.

Table 1: Areas of Opportunity

Number	Opportunity Areas
Decision Making	
1	Strengthen decision-making frameworks at the director and manager level to support ownership, efficiency, and accountability.
2	Create continuous avenues for two-way dialogue so employees can contribute their operational expertise and stay connected to organizational priorities.
Respect	
3	Strengthen leadership engagement across the organization to foster a learning-based culture.
4	Conduct stay interviews to gain insights on what retains strong talent.
5	Continue strengthening workplace policies that support an inclusive and welcome environment at all levels.
Communication and Engagement	
6	Expand regular communication channels and cross-departmental touchpoints.
7	Enhance transparency and consistency in hiring and promotional processes.
Accountability	
8	Reinforce a “one organization” mindset by promoting a shared responsibility in meeting customer needs and protecting the environment.
9	Continue refining the performance evaluation process to ensure alignment with organizational goals and priorities.
10	Enhance infrastructure and preventative maintenance planning and implementation.
11	Support a thoughtful and inclusive process for identifying leadership qualities that align with the organization's long-term goals.

Introduction

In 2026, Delta Diablo engaged Raftelis to conduct an employee culture assessment that included an online survey of all employees and a series of employee focus groups. The analysis focused on key positive and negative responses by the greatest response count. Several statistical drivers related to employee engagement were identified based on regression analysis.

To follow up on key survey themes, in July 2026 Raftelis conducted six focus groups with employees across the District to learn more about key survey responses, including issues with communication, decision making, and accountability.

Approximately 45 of the District's 73 employees, from all levels of the organization, participated in the focus groups. In order to preserve anonymity, Raftelis did not conduct attendance, and not all employees invited participated as some were on vacation, unavailable, etc. The focus groups represented a broad cross-section of Delta Diablo employees, including tenure, gender, and position classification.

Focus group participants were encouraged to communicate openly and freely express their ideas and opinions regarding the topic areas. Following the focus groups, Raftelis analyzed this feedback to identify key themes and Opportunity Areas, as described later in the document.

Employee Survey Results

Methodology

Raftelis administered an online survey for the entire Delta Diablo organization. The purpose of the survey was to understand the work environment and employee experience both overall and within each Department. Remote meetings were held with both District management and individually with leadership from each of the District's three bargaining units to review project objectives, Raftelis' process, and to discuss confidentiality concerns. Suggestions from each group were taken into account in drafting an online survey.

The survey was drafted to assess employee perceptions across several areas including District Direction and Leadership, Work Environment, Management and Accountability, Performance, Professional Development, External Customer Service, Internal Stakeholder Coordination, Employee Engagement, and Physical Safety.

Once drafted, the survey was provided to District management and also to leadership from each of the District's three bargaining units for their input on proposed questions and topics. Based upon feedback received, Raftelis adjusted wording in several cases and added some new questions before finalizing the survey.

The survey was administered using a web-based tool, Zoho, and was available from May 20, 2026, through June 3, 2026. Employees could take the survey via computer, tablet, or smartphone, and a QR code was made available for use. The survey was made available to all full-time employees working for the District in May 2026, and a total of 66 employees responded, yielding a response rate of 94%. The exceptional response rate highlights a strong commitment of District employees.

Most survey questions were asked in one of two forms: ratings scale (strongly agree, agree, disagree, strongly disagree) and open-ended. For the rating scale, respondents were asked about their opinions regarding work environment and organizational culture using a scale of strongly disagree to strongly agree for 129 statements in 11 categories. Open-ended responses were analyzed by team members and organized by category. The results of both question forms are presented in the section below.

Demographics

Respondents were asked to provide basic demographic information in the survey. Demographic categories included department, position, tenure, gender, and race/ethnicity. The following sections discuss demographic trends among survey respondents. In order to assure confidentiality, responses to the questions were optional and not required; the tables below show the number who did not respond to each question. Percentages are rounded to the nearest whole number and may not add up to 100%.

Department

The following table summarizes the percentage of total responses to the survey by department. Half (50%) of the respondents identified themselves as being from the Resource Recovery Services department. The next department with the largest representation was Business Services, with 11% of respondents. Engineering Services and Administration departments were represented by 6% and 5% of respondents, respectively. Approximately 29% of respondents did not provide information on their department.

Table 2: Responses by Department

Department	Number of Responses	Percentage of Total Responses
Resource Recovery Services	33	50%
Business Services	7	11%
Engineering Services	4	6%
Administration	3	5%
No Response	19	29%
Total	**66**	**100%**

Position

The following table illustrates a breakdown of survey respondents by position. Over six in ten (62%) respondents identified themselves as a staff-level employee or individual contributor. Eight percent identified themselves as Division Managers, 3% of respondents reported themselves to be Supervisors, and 2% identified as a member of the Executive Team. Executive Team members include General Manager,

Deputy General Manager, Department Directors, and the Office Manager/Secretary to the Board. Approximately 26% of respondents did not provide information on their position.

Table 3: Responses by Position

Position	Number of Responses	Percentage of Total Responses
Staff Level Employee/Individual Contributor	41	62%
Division Manager	5	8%
Supervisor	2	3%
Executive Team	1	2%
No Response	17	26%
Total	**66**	**100%**

Tenure

The following table summarizes respondents by tenure. Over a quarter (27%) of respondents reported working for Delta Diablo for three or more years but less than six years. Twenty-one percent reported being with the District for six or more years but less than six years. Fourteen percent of respondents have worked for the District for more than 11 years, while 12% have worked at the District for less than three years. Approximately 26% of respondents did not provide information on their tenure.

Table 4: Responses by Tenure

Tenure	Number of Responses	Percentage of Total Responses
Less than three years	8	12%
3 or more to less than 6 years	18	27%
6 or more to less than 11 years	14	21%
11 or more years	9	14%
No Response	17	26%
Total	**66**	**100%**

Gender

As illustrated in the following table, nearly half (47%) of respondents identify as a man, while 14% of respondents identify as a woman, and 2% of respondents identify as non-binary, non-conforming, or other. Approximately 35% of respondents did not provide information on their gender.

Table 5: Responses by Gender

Gender	Number of Responses	Percentage of Total Responses
Man	31	47%
Woman	9	14%
Other	3	5%
No Response	23	35%
Total	**66**	**100%**

Race/Ethnicity

The following table presents the breakdown of respondents by race/ethnicity. Around one quarter (23%) of respondents identified as White (not of Hispanic origin). Seventeen percent of respondents identified as two or more races, while 8% identified as Hispanic or Latino, 5% as Black or African American, 3% as Asian, and 3% as Native American/Alaska Native. Approximately 42% of respondents did not provide information on their race.

Table 6: Responses by Race/Ethnicity

Race/Ethnicity	Number of Responses	Percentage of Total Responses
White (Not of Hispanic Origin)	15	23%
Two or More Races	11	17%
Hispanic or Latino	5	8%
Black or African American	3	5%
Asian	2	3%
Native American/Alaska Native	2	3%
No Response	28	42%
Total	**66**	**100%**

Survey Results by Categories

Survey respondents were asked to rate their level of agreement with a series of positive statements about the District using a four-point scale consisting of the following options: Strongly Agree, Agree, Disagree, and Strongly Disagree. The statements were organized into the following 10 categories, which align with key components of strong organizational culture:

- District Direction & Leadership
- Work Environment

- Management & Accountability
- Communication
- Performance
- Professional Development
- External Customer Service
- Internal Stakeholder Coordination
- Employee Engagement
- Physical Safety

The tables below show the percent of respondents selecting each of these ratings, as well as Overall Agreement (the sum of Agree and Strongly Agree responses). Respondents were also able to provide open-ended comments relevant to each category.

This report uses the term "significant" to describe statements in the highest and lowest quartiles of agreement. In this case, statements with which 85% or more of respondents expressed overall agreement indicate significantly positive statements. Statements with which 66% or fewer respondents expressed overall agreement, or alternatively, 34% expressed overall disagreement, indicate significantly negative statements. These thresholds capture substantial areas of agreement or disagreement in the context of all survey responses. Significantly positive (85% or more overall agreement) and significantly negative (66% or less overall agreement) results are highlighted in green and red, respectively, and are discussed in further detail in the narrative in each table.

It should also be noted that only whole numbers are presented in the tables of this report. Therefore, as a result of rounding to the nearest whole number, some of the tables may not add up to 100%.

The table below shows the overall level of agreement for each category and is presented in the order of appearance in the survey.

Table 7: Respondents' Overall Level of Agreement, by Category

Category	Overall Agreement (District-Wide)
District Direction & Leadership	58%
Work Environment	80%
Management & Accountability	71%
Communication	60%
Performance	78%
Professional Development	69%
External Customer Service	91%
Internal Stakeholder Coordination	82%
Employee Engagement	68%
Physical Safety	88%
Overall Agreement	**72%**

The following sections detail levels of agreement for individual statements and open-ended comments provided within each category.

District Direction & Leadership

The District Direction and Leadership category examines respondents' perceptions of the "big picture" of Delta Diablo – where the District is heading and how leadership sets the tone for the organization. For these purposes, Executive Team members include General Manager, Deputy General Manager, Department Directors, and the Office Manager/Secretary to the Board. This category saw the lowest level of overall agreement across all ten categories, with only 58% of respondents agreeing with the 20 statements. The following table illustrates respondent ratings for each survey statement.

Table 8: Respondents' Overall Level of Agreement with District Direction & Leadership Statements

District Direction & Leadership Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
I understand how my job supports Delta Diablo's mission and vision.	45%	49%	3%	3%	94%
I have a clear understanding of the mission for Delta Diablo.	38%	49%	8%	5%	88%
I feel respected by my direct supervisor.	42%	42%	12%	3%	85%
I have a clear understanding of the vision for Delta Diablo.	34%	49%	11%	6%	83%
I feel respected by my Department Director.	25%	56%	20%	0%	80%
I feel respected by my Division Manager.	42%	38%	12%	8%	80%
I trust my direct supervisor.	44%	30%	21%	5%	74%
I trust my Division Manager.	40%	30%	18%	12%	70%
I trust my Department Director.	25%	43%	23%	8%	68%
The Executive Team uses respectful, sensitive, and courteous language.	8%	48%	25%	20%	55%
Delta Diablo's work is aligned with the mission in its Strategic Plan.	10%	43%	33%	14%	52%
The Executive Team celebrates major accomplishments or milestones with employees.	8%	43%	29%	20%	51%
I believe Delta Diablo is moving in the right direction to provide quality service to its external customers.	11%	38%	34%	17%	49%
Delta Diablo's work is aligned with the vision in its Strategic Plan.	11%	36%	38%	16%	47%
I feel respected by the Executive Team.	14%	28%	22%	37%	42%
Employees at Delta Diablo are treated fairly regardless of background, role, or work group.	11%	26%	34%	29%	37%
The Executive Team communicates and acts in ways that show all employees should be treated fairly and respectfully.	6%	28%	31%	35%	34%
The Executive Team is clearly committed to the future of the organization.	8%	23%	35%	34%	31%
The Executive Team adjusts and adapts to changing priorities and demands.	8%	22%	43%	28%	29%
I trust the Executive Team.	8%	16%	30%	47%	23%
District Direction & Leadership Statements Total	**21%**	**37%**	**24%**	**18%**	**58%**

Respondents demonstrated high levels of agreement with understanding the District's mission and how their job supports the mission and vision of the organization. Respondents also reported significantly high

levels of agreement with feeling respected by their direct supervisor. However, 11 of the 20 statements within this category saw significantly low levels of agreement, with less than one-third of respondents feeling that the Executive Team is committed to the future of the organization or adapts to changing priorities and demands. Only 23% of respondents reported having trust in the Executive Team.

Open-Ended Comments Relating to District Direction & Leadership

Respondents were asked an open-ended question inviting them to provide any additional comments about the District's direction and leadership. A total of 29 respondents provided comments. Key themes mentioned by at least 15% of respondents included:

- **Lack of Vision**: Several respondents expressed concern that the Executive Team at times is reactive, rather than proactive, leading to poor decision-making. Some respondents felt that this lack of vision is not serving the customers nor setting Delta Diablo up for success.
- **Hiring and Retention**: Some respondents cited high turnover as an example of failures by leadership to create a positive work culture.
- **Negative Work Environment**: Some respondents described a climate of micromanagement, favoritism, and a fear of retaliation for speaking up.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

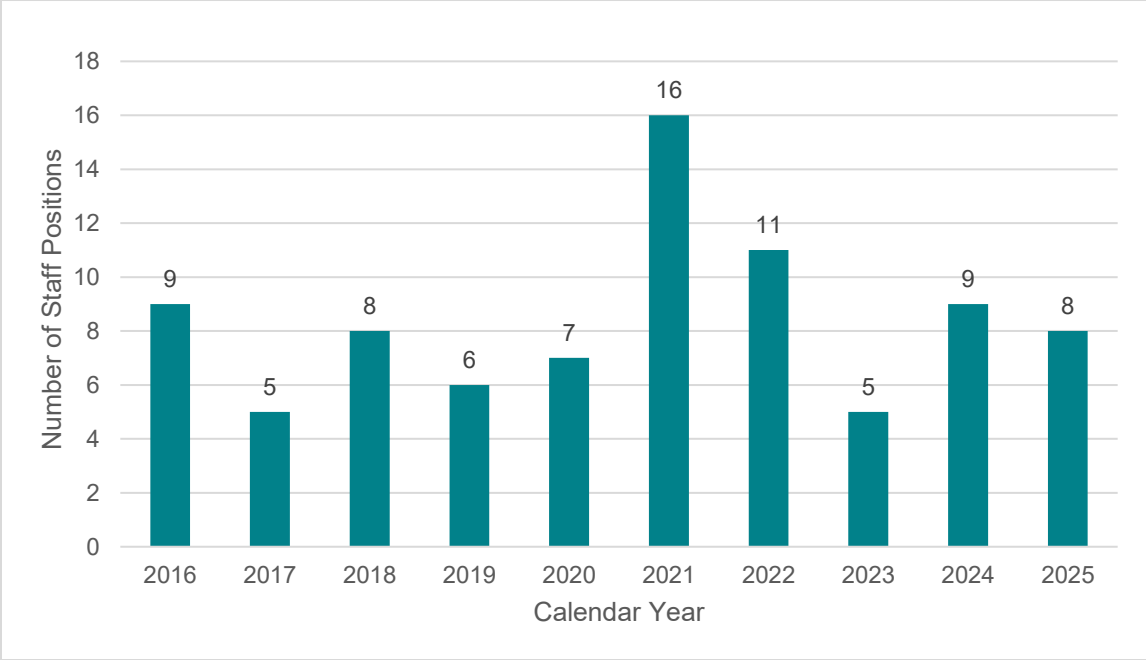
Table 9: Themes from Open-Ended Responses on District Direction & Leadership

Theme	Number of Responses	Percent of Responses
Lack of Vision	10	34%
Impacts on Hiring & Retention	5	17%
Negative Work Environment	5	17%
Lack of Respect	4	14%
Poor Communication & Employee Engagement	4	14%
Misalignment to Core Values & Mission	3	10%
Lack of Trust in Leadership	2	7%
Increased Staffing & Compensation	2	7%
Moving in the Right Direction	2	7%

In response to cited concerns about hiring and retention, Raftelis requested turnover data from the District to provide context for the discussion. Information over the 10-year period of 2016-2025 was reviewed for Delta Diablo. The chart below shows number of employee positions which turned over in each calendar year, with an overall average of 8.4 employees departing per year or 12% average turnover rate. This is

significantly higher than turnover rates from the U.S. Bureau of Labor, which states that in June 2026, the turnover rate was 1.5% for state and local government employees (excluding education) and 3.8% for private utilities. Figure 1 below shows the number of positions turning over each calendar year; while it is common to see high numbers in 2021, even in the lowest years of 2017 and 2023 with five positions each, the turnover rate is approximately 7% which is still sizeable for an organization of Delta Diablo's size.

Figure 1: Delta Diablo Employee Turnover, 2016-2025



Work Environment

District Values

Before rating statements that relate to their work environment, respondents evaluated the nine District values in the current Strategic Plan. The survey directed respondents to rate the degree to which they believe each value should be a part of the District's culture. The scale was the same as the other rating questions: Strongly Agree, Agree, Disagree, Strongly Disagree. Overall agreement with the nine value statements was 68%. The following table illustrates respondent ratings for each survey statement.

Table 10: Respondents' Overall Level of Agreement of District Value as Part of Culture

District Value Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
Serve as responsible stewards of valuable public resources at all levels in the organization.	34%	43%	20%	3%	77%
Maintain public trust and confidence through excellent customer service, community engagement, transparency, and responsiveness.	44%	27%	19%	10%	71%
Foster a collaborative, team-based work culture that inspires engagement, solutions-oriented dialogue, and sound decision-making processes to achieve successful outcomes.	33%	36%	11%	20%	69%
Communicate with integrity to share knowledge, inspire trust and camaraderie, and maintain authentic professional relationships.	31%	37%	13%	19%	68%
Ensure a positive, safe, equitable, diverse, and inclusive work environment that promotes honest, transparent, ethical, and respectful interactions.	39%	28%	15%	18%	67%
Embrace and manage change to support implementation of innovative approaches that add value and drive sustained organizational improvement over time.	28%	38%	18%	15%	67%
Actively seek opportunities to build a "learning" culture by supporting individual and peer professional development; expanding knowledge, skills, and abilities; learning from mistakes and "near misses"; and improving work processes and use of technology.	32%	34%	16%	18%	66%
Reinforce accountability and ownership to ensure each employee is supported in effectively contributing to the District's overall success.	31%	34%	16%	18%	66%
Model an open, proactive, and productive approach to resolving key issues to enhance organizational unity and alignment.	33%	27%	20%	20%	60%
District Value Statements Total	**34%**	**34%**	**17%**	**16%**	**68%**

The value with the highest agreement rating was "serve as responsible stewards of valuable public resources at all levels in the organization," with 77% of respondents agreeing that value should be a part of the District's culture. Three values received significantly low agreement ratings. These values related to building a learning culture, reinforcing accountability and ownership, and modeling an open, proactive and productive approach to resolving issues.

Rating Statements

The Work Environment category aims to understand the health and effectiveness of a respondent's working relationships and their perceptions of the workplace environment. For these purposes, one's "work group" includes one's Division manager, direct supervisor, immediate coworkers, and primary physical work area. Overall agreement with the 16 statements in this category was 80%. The following table illustrates respondent ratings for each survey statement.

Table 11: Respondents' Overall Level of Agreement with Work Environment Statements

Work Environment Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
My coworkers and I have a good working relationship.	52%	37%	8%	3%	89%
My coworkers treat people with different backgrounds, roles, and viewpoints fairly and respectfully.	37%	49%	10%	5%	86%
My Division has high standards and ethics.	45%	40%	8%	6%	85%
People I work with most frequently use respectful, sensitive, and courteous language.	39%	47%	10%	5%	85%
My Division Manager treats employees with different backgrounds, roles, and viewpoints fairly and respectfully.	43%	41%	7%	9%	84%
My Division creates a welcoming workplace.	43%	41%	3%	13%	84%
Employees in my Division cooperate and work as a team.	45%	37%	11%	6%	82%
I can speak comfortably about my social and cultural background in the workplace.	44%	37%	10%	10%	81%
I know who to talk to if I see or experience something I feel is discriminatory, harassing, or retaliatory.	51%	30%	11%	8%	81%
In my Division, workplace violence or bullying is not tolerated.	48%	33%	10%	10%	81%
I feel comfortable sharing my ideas, opinions, and beliefs.	40%	37%	11%	11%	77%
People with different ideas and opinions are valued among my coworkers.	41%	34%	15%	10%	75%
Employees in my Division are willing to take on new tasks as needed.	35%	39%	15%	11%	74%
My workplace supports a positive work-life balance.	35%	39%	11%	15%	74%
People with different ideas and opinions are valued within my Division.	27%	47%	15%	11%	74%
My physical workspace helps me get my work done effectively.	31%	29%	27%	13%	60%
Work Environment Statements Total	**41%**	**39%**	**11%**	**9%**	**80%**

Respondents reported significantly high levels of agreement with four statements pertaining to the working relationships among their coworkers and the standards and ethics of their Division. Eighty-nine percent reported having good working relationships with their coworkers, and 86% feel their coworkers treat others with respect. One statement in this category received significantly low agreement, with only 60% of respondents feeling that their physical workspace helps them get work done effectively.

Open-Ended Comments Relating to Work Environment

Respondents were asked an open-ended question inviting them to provide any additional comments about their work environment. A total of 23 respondents provided comments. Key themes mentioned by at least 10% of respondents included:

- **Disconnect Between Work Group and Executive Team**: Several respondents noted that they experience a positive work environment among their immediate work group or division and can get work done effectively. However, these respondents felt that the same culture did not persist throughout the entire organization, with many attributing that to behaviors by the Executive Team.

- **Negative Overall Culture**: Some respondents provided comments that depicted an overall negative work environment and culture. A few of these responses cited disrespectful comments or inappropriate behavior by employees from all levels of the organization.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 12: Themes from Open-Ended Responses on Work Environment

Theme	Number of Responses	Percent of Responses
Disconnect Between Work Group and Executive Team	7	30%
Negative Overall Culture	4	17%
Need for Better Equipment/Workspace	2	9%
Lack of Teamwork	2	9%
General Positive Feedback	2	9%
Bias	2	9%
Consolidation of Decision-Making	2	9%

Management and Accountability

The Management and Accountability category focuses on how a respondent's direct supervisor manages them and their team, as well as accountability and discipline are handled across Delta Diablo. Overall agreement with the 15 statements in this category was 71%. The following table illustrates respondent ratings for each survey statement.

Table 13: Respondents' Overall Level of Agreement with Management & Accountability Statements

Management & Accountability Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
My direct supervisor and I have a good working relationship.	45%	47%	7%	2%	92%
My direct supervisor celebrates major accomplishments or milestones with employees.	44%	47%	5%	3%	92%
My direct supervisor holds me accountable for achieving high yet realistic performance goals.	39%	49%	8%	3%	88%
My direct supervisor treats employees with different backgrounds, roles, and viewpoints fairly and respectfully.	41%	46%	10%	3%	87%
My direct supervisor does their best to help me succeed at work.	41%	43%	11%	5%	84%
My Department Director holds Managers and Supervisors to high standards.	28%	55%	8%	8%	83%
My direct supervisor holds him/herself accountable for achieving high yet realistic performance goals.	42%	41%	10%	7%	83%
My direct supervisor uses my time and talents well.	38%	38%	20%	5%	75%
My Department Director holds underperforming employees accountable for achieving performance standards associated with their job.	21%	48%	20%	11%	69%
My direct supervisor deals with performance issues fairly and quickly among employees in my work group.	36%	32%	17%	15%	68%
My direct supervisor holds underperforming employees accountable for achieving performance standards associated with their job.	25%	39%	22%	14%	64%
My Division Manager holds underperforming employees accountable for achieving performance standards associated with their job.	31%	33%	22%	14%	64%
The Executive Team supports employees who do the right thing.	10%	33%	27%	30%	43%
The Executive Team holds underperforming employees at all levels accountable for achieving performance standards associated with their job.	5%	35%	23%	37%	40%
Delta Diablo applies policies and procedures fairly to all employees.	13%	24%	31%	32%	37%
Management & Accountability Total	**30%**	**41%**	**16%**	**13%**	**71%**

Ninety-two percent of respondents reported having a good working relationship with their director supervisor (92%) and that their supervisor celebrates major accomplishments or milestones with employees. A significantly high proportion of respondents also agreed that their supervisors holds them accountable to high yet realistic goals (88%) and treat employees respectfully (87%). However, five statements in this category received significantly low levels of agreement. Only 40% of respondents agree that the Executive

Team holds underperforming employees accountable, and only 37% feel that the District applies policies and procedures fairly to all.

Open-Ended Comments Relating to Management & Accountability

Respondents were asked an open-ended question inviting them to provide any additional comments about management and accountability. A total of 19 respondents provided comments. Key themes mentioned by at least 20% of respondents included:

- **Uneven Accountability**: Some respondents expressed frustration at what they feel is uneven accountability across different levels of the organization. Responses indicated that they believe higher-level positions do not face the same consequences as lower-level positions, with some citing the Shore Acres incident as evidence of a lack of accountability for higher-level positions.

- **Favoritism**: A few respondents described a culture of favoritism, with certain employees receiving unfair treatment or protection from accountability due to their relationships with leadership.

- **Positive Relationship with Direct Supervisor:** Some respondents emphasized that they have positive relationships with their direct supervisors and feel supported to do their job. These respondents applauded their supervisors' commitment to the organization and their immediate team.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 14: Themes from Open-Ended Responses on Management & Accountability

Theme	Number of Responses	Percent of Responses
Uneven Accountability	7	37%
Favoritism	4	21%
Positive Relationship with Direct Supervisor	4	21%
Lack of Respect	3	16%
Inefficient Decision-Making	3	16%

Communication

The Communication category how well information moves between the Executive Team and the departments and divisions. Overall agreement with the 14 statements in this category was 60%. The following table illustrates respondent ratings for each survey statement.

Table 15: Respondents' Overall Level of Agreement with Communication Statements

Communication Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
I believe my direct supervisor provides important information to me in a timely and transparent manner.	32%	47%	10%	10%	80%
Communication from my Department Director is transparent and easily understood.	24%	55%	12%	9%	79%
Communication from my direct supervisor is transparent and easily understood.	35%	44%	16%	5%	79%
Communication from Human Resources is transparent and easily understood.	20%	59%	18%	3%	79%
I believe my Department Director provides important information to me in a timely and transparent manner.	22%	55%	12%	10%	78%
Communication from my Division Manager is transparent and easily understood.	34%	36%	16%	14%	71%
I believe my Division Manager provides important information to me in a timely and transparent manner.	34%	36%	16%	14%	71%
My Division does a good job involving employees in decisions that affect them.	23%	46%	21%	10%	69%
Technology is used effectively to communicate across Delta Diablo.	15%	50%	23%	12%	65%
I am able to provide input on changes that will impact me.	12%	42%	32%	15%	54%
The reasons behind policy decisions that impact me are clearly communicated.	5%	31%	30%	34%	36%
I believe the Executive Team provides important information to me in a timely and transparent manner.	5%	26%	35%	34%	31%
I believe that communication throughout the organization is effective.	3%	26%	36%	34%	30%
Communication from the Executive Team is transparent and easily understood.	5%	23%	39%	33%	28%
Communication Statements Total	**19%**	**41%**	**23%**	**17%**	**60%**

Nearly 80% of respondents agreed that they receive transparent and timely information from their direct supervisors, department directors, and Human Resources. However, overall agreement with the statements in this category was only 60%, the second lowest category, and six statements received significantly low levels of agreement. Less than one-third of respondents believe communication from the Executive Team is timely (30%) or transparent and easily understood (28%). Additionally, only 30% of respondents feel that communication throughout the organization is effective.

Open-Ended Comments Relating to Communication

Respondents were asked an open-ended question inviting them to provide any additional comments about communication. A total of 20 respondents provided comments. Key themes mentioned by at least 15% of respondents included:

- **Inconsistency**: Several respondents felt that communication from leadership was inconsistent or incomplete, with certain groups receiving information while others do not, or multiple groups receiving different information. Some respondents expressed concern that inconsistent communication across the organization may lead to varying implementation of policies and inefficient operations.

- **Limited Employee Involvement and Input**: Multiple respondents expressed frustration at what they perceived was a lack of involvement to provide input on important decisions that may affect their work. Some felt that leadership does not value feedback from employees, which can hinder future communication, as employees do not feel encouraged to speak up.

- **Poor Timing**: Some respondents cited examples where information was communicated at the last minute with limited time for employees to prepare feedback or change their operations.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 16: Themes from Open-Ended Responses on Communication

Theme	Number of Responses	Percent of Responses
Inconsistency	7	35%
Limited Employee Involvement & Input	6	30%
Poor Timing	3	15%
Lack of Transparency	2	10%
Lack of Trust	2	10%
Not Clear	2	10%

Performance

The Performance category includes statements about the performance review process and the tools and training employees are given to do their jobs effectively. As they evaluated the statements, the survey asked respondents to consider their relationship to their supervisor and/or the person who performs their annual review. Overall agreement with the 11 statements in this category was 78%. The following table illustrates respondent ratings for each survey statement.

Table 17: Respondents' Overall Level of Agreement with Performance Statements

Performance Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
I have a clear understanding of my job responsibilities and expectations.	52%	38%	10%	0%	90%
I am encouraged to provide input and feedback during my performance evaluation.	39%	47%	8%	5%	86%
My job gives me the opportunity to use my own judgment and initiative.	32%	53%	12%	3%	85%
Following my performance evaluation, I understand which areas I need to improve.	39%	46%	10%	5%	85%
I have access to the information I need to do my job.	28%	55%	12%	5%	83%
My job allows me to utilize my unique experiences and skills.	42%	41%	14%	3%	83%
My direct supervisor checks in with me frequently to discuss my performance throughout the year.	36%	38%	21%	5%	74%
I find the information provided in my performance evaluation useful to enhance my future performance and grow my skillset.	31%	41%	19%	10%	71%
My annual performance reviews are given on time.	37%	34%	15%	14%	71%
My workload is reasonable.	18%	52%	17%	13%	70%
I have access to the tools and equipment I need to do my job.	22%	42%	28%	8%	63%
Performance Statements Total	**34%**	**44%**	**15%**	**7%**	**78%**

A significantly high percentage (90%) of respondents agreed to having clear understanding of their job responsibilities and expectations and feel that their job allows them to use their own judgment and initiative (85%). Specifically related to performance evaluations, 85% of respondents felt encouraged to provide input and feedback during the evaluation and understand where they may need to improve following the evaluation. The only statement with significantly low levels of agreement pertained to tools and equipment, with only 63% of respondents agreeing that they have access to the necessary tools and equipment to do their job.

Open-Ended Comments Relating to Performance

Respondents were asked an open-ended question inviting them to provide any additional comments about performance. A total of 17 respondents provided comments. Key themes included:

- **Ineffective Evaluation Process**: Several respondents expressed concern that the structure and content of the evaluation process was not effective at properly evaluating an employee's performance. Some respondents mentioned that there had been discussions in the past about updating the process, but no action had been taken to their knowledge.

- **Improved Tools, Technology, and Equipment**: Some respondents felt that they did not have the proper tools or equipment or most up-to-date technology to do their jobs effectively. Examples included outdated SCADA systems, no cameras at remote sites, and an inadequate conveyance system. However, respondents did admit that they try to do the best they can with the resources provided.

- **Inconsistent Evaluations**: A few respondents noted that they did not receive evaluations on an annual basis and sometimes went multiple years with any performance review.

A table showing the distribution of these themes is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 18: Themes from Open-Ended Responses on Performance

Theme	Number of Responses	Percent of Responses
Ineffective Evaluation Process	7	41%
Improved Tools, Technology & Equipment	4	24%
Inconsistent Evaluations	2	12%

Professional Development

The Professional Development category refers to professional development opportunities for employees to advance their professional knowledge and grow in their career. For these purposes, professional development can include training courses, seminars, classes, and other opportunities to advance one's professional knowledge. Overall agreement with the six statements in this category was 69%. The following table illustrates respondent ratings for each survey statement.

Table 19: Respondents' Overall Level of Agreement with Professional Development Statements

Professional Development Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
My direct supervisor encourages me to develop new and critical skills.	39%	46%	10%	5%	85%
I understand my own role and responsibility regarding my career development.	33%	49%	15%	3%	82%
I see my position as part of a long-term career with Delta Diablo.	34%	44%	13%	8%	79%
Training is available to help me in my professional development.	20%	59%	15%	7%	79%
I receive formal or informal coaching and mentorship to support my professional development.	21%	28%	38%	13%	49%
I am satisfied with my opportunities for professional growth and advancement.	13%	30%	36%	21%	43%
Professional Development Statements Total	**27%**	**43%**	**21%**	**10%**	**69%**

A significantly high percentage (85%) of respondents agreed that their direct supervisor encourages them to develop new and critical skills. However, less than half (49%) feel that they receive formal or informal coaching and mentorship to support their professional development, and only 43% are satisfied with their opportunities for growth and advancement.

Open-Ended Comments Relating to Professional Development

Respondents were asked an open-ended question inviting them to provide any additional comments about professional development. A total of 16 respondents provided comments. Key themes mentioned by at least 30% of respondents included:

- **Limited Advancement Opportunities**: Several respondents described limited opportunities for internal promotion, especially for higher-level positions. Respondents did note that many positions with lower classifications are filled internally but felt that most management and executive positions were filled through external recruitment.

- **Barriers to Development**: Multiple respondents shared barriers they faced that discouraged them from pursuing certain professional development opportunities. These barriers included financial barriers, such as only getting reimbursed for expensive classes or trainings, and administrative barriers, such as long wait-times to get requests approved or insufficient staffing for coverage if opportunities required employees to miss work.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 20: Themes from Open-Ended Responses on Professional Development

Theme	Number of Responses	Percent of Responses
Limited Advancement Opportunities	6	38%
Barriers to Development	5	31%
Unfair Promotion Process	2	13%
General Positive Feedback	2	13%
Unequal Opportunities	2	13%

External Customer Service

The External Customer Service category examines respondents' perceptions of service delivery to external customers (e.g., members of the general public, vendors, contractors) in their Division. Unlike other categories, this section had an option to choose NA for those who do not interact with external customers in their daily roles. Overall agreement with the 11 statements in this category was 91%, the highest agreement level of any category. The following table illustrates respondent ratings for each survey statement.

Table 21: Respondents' Overall Level of Agreement with External Customer Service Statements[1]

External Customer Service Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
I go above and beyond to address customers' needs.	60%	40%	0%	0%	100%
My Division responds quickly to customer needs.	61%	35%	2%	2%	96%
My Division interacts with customers in a friendly and respectful manner.	63%	33%	4%	0%	96%
Customer service is a high priority in my Division.	55%	41%	4%	0%	96%
My Division effectively coordinates with other Divisions to provide timely customer service.	51%	44%	5%	0%	95%
I feel respected in the workplace by my external customers.	36%	57%	4%	2%	94%
Delta Diablo services are provided consistently and fairly, regardless of who the customer is or where they live in the service area.	45%	45%	7%	2%	91%
My direct supervisor communicates the importance of customer service.	47%	43%	8%	2%	90%
My Division is able to interact with external customers in their preferred language.	32%	52%	16%	0%	84%
Customer service is a high priority of Delta Diablo.	27%	57%	7%	9%	84%
I feel free to take independent action to meet the customer's needs.	33%	43%	20%	4%	76%
External Customer Service Statements Total	**47%**	**44%**	**7%**	**2%**	**91%**

Eight of the 11 statements in this category received significantly high levels of agreement. All respondents agreed that they go above and beyond to address customers' needs, and 96% believe that customer service is a high priority in their division, including responding quickly to customers' needs and treating customers respectfully. No statements in this category received significantly low levels of agreement.

Open-Ended Comments Relating to External Customer Service

Respondents were asked an open-ended question inviting them to provide any additional comments about external customer service. A total of 7 respondents provided comments. Key themes mentioned by more than one respondent included:

[1] These results only reflect the responses of those with experience with external customer service and do not include NA responses. The subtotal of responses for this section is 39.

- **High Priority**: A few respondents believed that the District provides quality service to its external customers and that their supervisors and managers see customer service as a high priority among their team.

- **Potential for Improved Interactions**: A few respondents did note that some of their members in the organization could be more respectful to customers, in one-on-one conversations and with statements made to the public.

A table showing the distribution of these themes is below.

Table 22: Themes from Open-Ended Responses on External Customer Service

Theme	Number of Responses	Percent of Responses
High Priority	2	29%
Potential for Improved Interactions	2	29%

Internal Stakeholder Coordination

The Internal Stakeholder Coordination category focuses on services provided to internal stakeholders (other Delta Diablo employees) as opposed to external customers, and the statements attempt to understand how well employees collaborate with and assist internal stakeholders from other Divisions. Similarly to External Customer Service, this section had an option to choose NA ("Not Applicable) for those who do not coordinate with other internal stakeholders in their daily roles. Overall agreement with the nine statements in this category was 82%. The following table illustrates respondent ratings for each survey statement.

Table 23: Overall Level of Agreement with Internal Stakeholder Coordination Statements[2]

Internal Stakeholder Coordination Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
I go above and beyond to address internal stakeholder needs.	55%	45%	0%	0%	100%
My Division interacts with internal stakeholders in a friendly and respectful manner.	45%	47%	7%	0%	93%
My direct supervisor communicates the importance of internal division coordination.	43%	44%	11%	2%	87%
My Division responds quickly to internal stakeholder needs.	44%	42%	11%	4%	85%
I feel respected in the workplace by internal stakeholders.	25%	58%	11%	5%	84%
Coordination with other Divisions is a high priority.	42%	40%	12%	5%	82%
I feel free to take independent action to meet the internal stakeholder needs.	31%	51%	16%	2%	82%
My Division receives effective support from other Divisions.	18%	53%	23%	7%	70%
Internal division coordination is a high priority of Delta Diablo.	21%	36%	27%	16%	57%
Internal Stakeholder Coordination Statements Total	**36%**	**46%**	**13%**	**5%**	**82%**

All respondents agreed that they go above and beyond to address the needs of internal stakeholders, and 93% feel that their Division interacts with internal stakeholders in a friendly and respectful manner. A significantly high percentage of respondents also agree that their direct supervisor communicates the importance of internal coordination (87%) and their Division responds quickly to internal stakeholder needs (85%). However, a significantly low level (57%) of respondents agreed that internal coordination is a high priority for the entire District.

Open-Ended Comments Relating to Internal Stakeholder Coordination

Respondents were asked an open-ended question inviting them to provide any additional comments about internal stakeholder coordination. A total of 16 respondents provided comments. Key themes mentioned by at least 15% of respondents included:

- **Organizational Barriers**: Several respondents noted that internal coordination is hindered by an organizational culture that does not encourage collaboration across divisions and departments. Some respondents attributed this uncollaborative culture to executive leadership, with one response citing their dissolution of the all-hands meeting as a contributor.

[2] These results only reflect the responses of those with experience with internal stakeholder coordination and do not include NA responses. The subtotal of responses for this section is 52.

- **Inefficient Processes**: Some respondents felt that coordinating across divisions was an inefficient process where some issues took too long to address, and others may be forgotten completely. They attributed the delays to poor communication across teams, redundant processes, or lack of urgency.

- **General Positive Feeback**: A few respondents felt that internal stakeholder coordination is a strength of the organization, sharing positive interactions with other teams and expressing appreciation for their hard work and support.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 24: Themes from Open-Ended Responses on Internal Stakeholder Coordination

Theme	Number of Responses	Percent of Responses
Organizational Barriers	5	31%
Inefficient Processes	3	19%
General Positive Feedback	3	19%
Siloed Divisions	2	13%
Inadequate Staffing Levels	2	13%

Employee Engagement

The Employee Engagement category aims to understand the individual employees, including what keeps them motivated, their level of pride in Delta Diablo, and their overall satisfaction with their career with the District. Overall agreement with the eight statements in this category was 68%. The following table illustrates respondent ratings for each survey statement.

Table 25: Respondents' Overall Level of Agreement with Employee Engagement Statements

Employee Engagement Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
Doing my job well gives me a sense of personal satisfaction.	60%	37%	0%	3%	97%
I am determined to give my best effort at work each day.	50%	38%	9%	3%	88%
I feel positive and optimistic about what my Division can accomplish.	28%	52%	9%	12%	79%
I am inspired to meet my expectations at work.	28%	48%	16%	9%	76%
I am satisfied with my overall job security.	28%	47%	17%	8%	75%
I would recommend working for Delta Diablo to a friend.	14%	40%	22%	24%	53%
I get excited about going to work.	14%	34%	40%	12%	48%
I am satisfied with the culture of my workplace.	7%	24%	34%	36%	31%
Employee Engagement Statements Total	**29%**	**40%**	**18%**	**13%**	**68%**

Almost all (97%) respondents agreed that doing their job well provides a sense of personal satisfaction, and 88% are determined to give their best effort at work. However, a few statements received significantly low levels of agreement. Just about half (53%) of respondents would recommend working for Delta Diablo to a friend, and only 48% report feeling excited about going to work. Additionally, only 31% are satisfied with the culture of their workplace.

Open-Ended Comments Relating to Employee Engagement

Respondents were asked an open-ended question inviting them to provide any additional comments about employee engagement. A total of 17 respondents provided comments. Key themes mentioned by at least 20% of respondents included:

- **Low Morale**: Several respondents described low morale in themselves and within their team. Some respondents specifically mentioned that they no longer have pride in working for the District.
- **Impacts of Leadership**: Multiple respondents attributed the negative culture and low morale to executive leadership. Respondents believe that leadership is responsible for setting the culture and improving morale among employees.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 26: Themes from Open-Ended Responses on Employee Engagement

Theme	Number of Responses	Percent of Responses
Low Morale	9	53%
Impacts of Leadership	4	24%
Need for More Collaboration	2	12%

Physical Safety

The Physical Safety category examines how protected employees feel in their workplace. Overall agreement with the 10 statements in this category was 86%. The following table illustrates respondent ratings for each survey statement.

Table 27: Respondents' Overall Level of Agreement with Physical Safety Statements

Physical Safety Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	Overall Agreement (District-Wide)
PPE is replaced, as needed, in a timely manner.	34%	59%	5%	2%	93%
I believe that my safety is a priority for my direct supervisor.	47%	45%	9%	0%	91%
I have been trained on how to safely use the equipment required for my job.	30%	60%	7%	3%	90%
Delta Diablo ensures that I have all the proper PPE to do my job.	38%	50%	7%	5%	88%
I feel empowered to report job site irregularities.	39%	49%	8%	3%	88%
I feel safe at my workplace.	33%	53%	10%	3%	87%
I am never asked to do things in an unsafe manner.	38%	47%	13%	2%	85%
I feel informed about possible safety hazards at my workplace.	25%	60%	12%	3%	85%
Delta Diablo treats any security or safety concerns with high urgency.	31%	47%	19%	3%	78%
Safety incidents are investigated and addressed quickly by Delta Diablo leadership.	27%	49%	19%	5%	76%
Physical Safety Statements Total	**34%**	**52%**	**11%**	**3%**	**86%**

Respondents demonstrated high levels of agreement with many statements in this category, with 93% reporting that personal protective equipment (PPE) is replaced, as needed, in a timely manner, and 91% believe that safety is a priority for their direct supervisor. Other statements saw similarly high ratings; 90% of respondents agreed that they have been trained on how to safely use equipment; 88% feel empowered to

report job site irregularities and that the District ensures they have the proper PPE that they need. No statements in this category received significantly low levels of agreement.

Open-Ended Comments Relating to Physical Safety

Respondents were asked an open-ended question inviting them to provide any additional comments about their physical safety. A total of 13 respondents provided comments. Key themes mentioned by at least 20% of respondents included:

- **High Priority**: Multiple respondents noted that, although the job is inherently dangerous, the District takes concerns about safety seriously. Respondents appreciated that they feel they can bring up safety issues and believe their supervisor and manager will address it promptly.
- **Ineffective Trainings and Policies**: Some respondents felt that physical safety could be improved through more effective training materials and updated policies. A few respondents mentioned trainings that are outdated or provided too late to prevent harm.

A table showing the distribution of these themes, as well as other themes mentioned by at least two respondents, is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 28: Themes from Open-Ended Responses on Physical Safety

Theme	Number of Responses	Percent of Responses
High Priority	3	23%
Ineffective Trainings & Policies	3	23%
Safety Manager Capacity	2	15%
Lack of Urgency	2	15%

Open-Ended Questions

As part of the survey, respondents were given the opportunity to provide open-ended comments on their experiences, including what they see the District doing well to support employees, where there are opportunities for improvement, and other comments on the District's culture. Comments were summarized by theme and analyzed to identify common patterns.

The open-ended input reinforces many of the same findings highlighted in the survey's close-ended questions. Strengths included having opportunities to develop professionally, strong team relationships, competitive compensation packages, and employee recognition events. The most common areas for improvement involved employee engagement and communication, leadership, staffing capacity, and accountability. Themes are explored in greater detail in the following sections.

Delta Diablo Strengths

Respondents were asked to describe how the District best supports its employees. A total of 37 individuals provided comments. Key themes included:

- **Strong team relationships** provide necessary support, both professionally and interpersonally. Respondents see their coworkers as competent and helpful, which helps them do their jobs effectively. Some respondents specifically named the new Human Resources team as a particularly helpful resource.
- **Compensation and benefits** are considered competitive.
- **Training and career development** are encouraged by supervisors. Respondents appreciate the opportunities to learn new skills, grow in their role, and seek internal promotions. Of note, however, many respondents expressed dissatisfaction in advancement opportunities in their open-ended comments.
- **Employee recognition events**, such as lunches and celebrations of achievements, make respondents feel valued and contribute to a more positive environment.

Other themes with multiple responses included flexible work schedules, open communication, and care for safety. A table showing the distribution of themes is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 29: Themes from Open-Ended Responses on Best Ways District Supports its Employees

Theme	Number of Responses	Percent of Responses
Training and Career Development	11	30%
Team Relationships	11	30%
Compensation and Benefits	9	24%
Employee Recognition	4	11%
Flexible Work Schedules	3	8%
Communication	2	5%
Safety	2	5%
Tools & Equipment	1	3%
Trust in Employees	1	3%
Total	**37**	

Delta Diablo Areas for Improvement

The survey also asked respondents to identify the most important things the District could to do improve the culture of the workplace. A total of 42 individuals provided responses. Key themes included:

- **More opportunities to involve employees and garner input** on important decisions the Executive Team makes that impact work operations and environment. Respondents want to feel valued for their opinions and expertise. This also includes management taking the time to get to know their employees to create a comfortable environment for dialogue.
- **Improve communication and transparency** so employees understand decisions and are aware of changes that may impact their work.
- **Align staffing needs** to ensure the District has adequate capacity to meet increased demands and provide high-quality services.
- **Increase accountability** to address performance issues and ensure fair treatment of all employees.

Other themes with multiple responses included more advancement opportunities, increased interaction and collaboration between departments, fairness in labor negotiations, employee recognition, higher compensation, and improved workspaces. A table showing the distribution of themes is below. Some responses were categorized as more than one theme; therefore, percentages may exceed 100%.

Table 30: Themes from Open-Ended Responses on Where the District Could Improve

Theme	Number of Responses	Percent of Responses
Employee Involvement & Input	9	21%
New Leadership	9	21%
Communication & Transparency	7	17%
Staffing & Capacity	5	12%
Accountability	4	10%
Advancement Opportunities	3	7%
Cross-Division Interaction & Collaboration	3	7%
Labor Negotiations	2	5%
Employee Recognition	2	5%
Compensation & Benefits	2	5%
Physical Work Environment	2	5%
Board Engagement	1	2%
Total	42	

Additional Comments

In the final question, respondents had the opportunity to provide any additional comments, concerns, or suggestions related to the culture of the District. There were 31 responses in total. Many responses echoed the themes above, including communication, accountability, employee involvement, and leadership. However, some new themes emerged, including:

- **Increase fairness** by ensuring equal opportunities for all employees and divisions, without retaliation or favoritism.
- **Encourage more interaction and collaboration between Divisions** to improve working relationships and develop camaraderie between employees. These can include non-work-related activities, such as holiday parties and friendly competitions.

Results by Demographics

The following sections compare survey responses by demographic group. Each table summarizes the overall level of agreement by survey category for each demographic group, and the last column shows the overall agreement with each category among all respondents for comparison purposes.

In this section, the term "significant" describes demographic groups with agreement levels that differ from the District-wide average by 10 or more percentage points. These thresholds capture substantial areas of agreement or disagreement by demographic groups compared to the larger organization. Results that are significantly above or below average are highlighted in green or red, respectively, and discussed in more detail in each section.

Due to concerns about confidentiality, the demographic questions were optional for respondents, and many respondents chose not to answer one or more questions relating to their demographics. This section does not include analysis of those who did not provide information, and the subtotals for the following tables differ from the 66 total respondents cited in the analysis above.

Department

The following table summarizes each of the departments' overall level of agreement by survey category. Two departments were removed from analysis due to the low number of respondents in order to protect confidentiality. These include Administration and Engineering; both had fewer than five respondents.

Table 31: Agreement by Survey Category and Department

Agreement by Survey Category and Department	Business Services	Resource Recovery Services	Overall Agreement (District-Wide)
District Direction & Leadership	63%	57%	58%
District Values	69%	61%	68%
Work Environment	74%	83%	80%
Management & Accountability	55%	75%	71%
Communication	52%	62%	60%
Performance	77%	79%	78%
Professional Development	62%	72%	69%
External Customer Service	89%	90%	91%
Internal Stakeholder Coordination	75%	83%	82%
Employee Engagement	71%	66%	68%
Physical Safety	83%	81%	86%
Overall Agreement – All Categories	**69%**	**73%**	**72%**

Respondents from Business Services and Resource Recovery Services reported similar levels of agreement to the overall agreement of 72%. Respondents from Business Services reported lower levels of agreement (55%) with statements within the Management & Accountability category than the average agreement (71%) and those respondents from Resource Recovery Services (72%).

Position

The following table summarizes the overall level of agreement of each position by survey category. Two position groups were removed from analysis due to the low number of respondents in order to protect confidentiality. These include Supervisors and Executive Team; both had fewer than five respondents.

Table 32: Agreement by Survey Category and Position

Agreement by Survey Category and Position	Division Manager	Staff Level Employee/ Individual Contributor	Overall Agreement (District-Wide)
District Direction & Leadership	61%	58%	58%
District Values	73%	66%	68%
Work Environment	81%	81%	80%
Management & Accountability	46%	75%	71%
Communication	45%	61%	60%
Performance	85%	80%	78%
Professional Development	60%	71%	69%
External Customer Service	90%	91%	91%
Internal Stakeholder Coordination	80%	83%	82%
Employee Engagement	78%	67%	68%
Physical Safety	86%	85%	86%
Overall Agreement – All Categories	**70%**	**73%**	**72%**

Respondents who identified as staff level employees or individual contributors reported similar levels of agreement to the overall survey, while respondents who identified as Division Managers reported lower

levels of agreement to Management & Accountability (46%) and Communication (45%) and higher levels of agreement (78%) to Employee Engagement than average.

Tenure

The following table summarizes agreement levels by tenure and survey category. All tenure groups were included due to sufficient sample sizes.

Table 33: Agreement by Survey Category and Tenure

Agreement by Survey Category and Tenure	Less Than Three Years	3 or More to Less Than 6 Years	6 or More to Less Than 11 Years	11 or More Years	Overall Agreement (District-Wide)
District Direction & Leadership	71%	62%	60%	41%	58%
District Values	74%	67%	66%	63%	68%
Work Environment	85%	73%	88%	88%	80%
Management & Accountability	81%	60%	83%	67%	71%
Communication	79%	53%	67%	46%	60%
Performance	95%	75%	82%	68%	78%
Professional Development	90%	65%	72%	61%	69%
External Customer Service	92%	92%	90%	93%	91%
Internal Stakeholder Coordination	86%	80%	83%	87%	82%
Employee Engagement	78%	71%	72%	48%	68%
Physical Safety	94%	87%	77%	79%	86%
Overall Agreement – All Categories	**83%**	**70%**	**76%**	**66%**	**72%**

Agreement levels varied by tenure, with respondents who have worked for the District for less than three years reporting higher levels of agreement across seven categories, and respondents who have worked for

the District for 11 years or more reporting lower levels of agreement across four categories. Respondents with tenures of more than three and less than six years reported lower than average agreement (60%) with Management & Accountability while those who have worked for the District for more than six and less than 11 years reported higher than average agreement (83%) in the same category.

Gender

The following table illustrates the agreement levels by gender and survey category. Non-binary, non-conforming, or "other" responses are not included due to the low number of respondents in order to protect confidentiality.

Table 34: Agreement by Survey Category and Gender

Agreement by Survey Category and Gender	Woman	Man	Overall Agreement (District-Wide)
District Direction & Leadership	54%	64%	58%
District Values	68%	71%	68%
Work Environment	72%	87%	80%
Management & Accountability	55%	80%	71%
Communication	51%	66%	60%
Performance	78%	83%	78%
Professional Development	63%	76%	69%
External Customer Service	92%	93%	91%
Internal Stakeholder Coordination	74%	87%	82%
Employee Engagement	67%	75%	68%
Physical Safety	88%	87%	86%
Overall Agreement – All Categories	**68%**	**78%**	**72%**

Both male and female respondents reported similar levels of agreement to the overall agreement of 72%. Respondents who identified as a woman reported lower levels of agreement (55%) with statements within the Management & Accountability category than the average agreement (71%) and respondents who identified as a man (80%).

Race/Ethnicity

The following table summarizes the level of agreement by survey category and race/ethnicity. In order to ensure large enough sample sizes for meaningful interpretation, race/ethnicity categories have been combined into White and Non-White. Refer to Table 6 above to see the number of respondents in each specific category.

Table 35: Agreement by Survey Category and Race/Ethnicity

Agreement by Survey Category and Race/Ethnicity	White	Non-White	Overall Agreement (District-Wide)
District Direction & Leadership	76%	54%	58%
District Values	77%	61%	68%
Work Environment	93%	77%	80%
Management & Accountability	79%	70%	71%
Communication	71%	58%	60%
Performance	89%	79%	78%
Professional Development	82%	70%	69%
External Customer Service	95%	92%	91%
Internal Stakeholder Coordination	89%	85%	82%
Employee Engagement	87%	66%	68%
Physical Safety	94%	82%	86%
Overall Agreement – All Categories	**84%**	**71%**	**72%**

Respondents who identified as white reported higher levels of agreement in six categories: District Direction & Leadership, Work Environment, Communication, Performance, Professional Development, and Employee Engagement. Respondents who identified as non-white matched more closely to survey-wide agreement in all categories.

Key Driver Analysis

When analyzing the survey results, it is tempting to focus primarily on individual survey statements that receive the most disagreement. However, that is not the most effective way to address respondent concerns, because the various aspects of an organization's climate do not equally impact employee morale and engagement. In other words, improving some areas of the organization are likely to have a greater impact than others. To maximize the impact of its improvements, the District should focus its attention on the areas where small changes can have an outsized improvement on morale and engagement. These high-impact areas are considered the drivers of employee engagement, and they are unique to each organization.

To determine the drivers of employee engagement at Delta Diablo, Raftelis conducted a Key Driver Analysis. A Key Driver Analysis is a statistical technique that involves assessing the correlation between employee responses in each of the statements in the survey with their responses to the statements in the Employee Engagement category, which include:

- I feel positive and optimistic about what my Division can accomplish.
- I am inspired to meet my expectations at work.
- I get excited about going to work.
- Doing my job well gives me a sense of personal satisfaction.
- I am satisfied with my overall job security.
- I am satisfied with the culture of my workplace.
- I am determined to give my best effort at work each day.
- I would recommend working for Delta Diablo to a friend.

A Key Driver Analysis examines the correlation between respondents' level of agreement with Employee Engagement statements in the survey and their agreement with statements in other categories. This relationship is measured by the regression coefficient; higher coefficients indicate that the statement has a larger impact on employee engagement. Although correlation does not necessarily indicate causation, a high correlation coefficient can indicate a potential link between a specific aspect of Department culture and employee engagement.

Based on this analytical technique, a Key Driver Analysis was performed on the individual statements in the survey to understand how closely responses to each statement correlate with a respondent's levels of Employee Engagement. A total of 14 statements had regression coefficients of 0.50 or above and were significantly related to employee engagement.

The following table lists these statements by coefficient and illustrates the overall level of agreement with each statement. Statements with a high correlation coefficient and a high level of agreement represent high-impact areas which the District should maintain to keep employee engagement high. Statements with a high correlation coefficient but a lower level of agreement indicate opportunities for further focus.

Table 36: Statements with Strongest Relationship to Employee Engagement

Statement	Correlation Coefficient	Overall Agreement (District-Wide)
My Division creates a welcoming workplace.	1.77	84%
Communication from my Department Director is transparent and easily understood.	1.51	79%
I believe my Division Manager provides important information to me in a timely and transparent manner.	1.34	71%
I feel comfortable sharing my ideas, opinions, and beliefs.	0.89	77%
I trust my Department Director.	0.76	68%
Customer service is a high priority of Delta Diablo.	0.73	84%
My Division effectively coordinates with other Divisions to provide timely customer service.	0.65	95%
I feel safe at my workplace.	0.64	87%
The Executive Team holds underperforming employees at all levels accountable for achieving performance standards associated with their job.	0.62	40%
I understand how my job supports Delta Diablo's mission and vision.	0.58	94%
I believe Delta Diablo is moving in the right direction to provide quality service to its external customers.	0.56	49%
I have a clear understanding of my job responsibilities and expectations.	0.56	90%
I feel free to take independent action to meet the customer's needs.	0.53	76%
I trust my direct supervisor.	0.52	74%

Based on these results, a highly engaged District employee:

- Trusts leaders, from their direct supervisor to the Executive Team
- Feels welcomed, comfortable, and safe in their work environment
- Receives clear communication from leadership
- Collaborates with team members within their team and in other Divisions
- Values high-quality customer service
- Understands their role and is empowered to do it well
- Sees alignment between their work and the District's overall mission and vision
- Believes all employees are held accountable to perform up to standards

Focus Groups

In order to further explore themes from the survey of all employees, Raftelis conducted a series of six one-hour focus groups with a cross-section of District staff members.

Methodology

Based upon survey results, Raftelis targeted five demographics for the focus groups:

- managers/supervisors
- non-managers and supervisors (two groups)
- female employees
- employees with over five years of service,
- employees with less than five years of service

Because of the number of employees, two focus groups were conducted with the non-manager/supervisor group. District HR provided Raftelis with a list of all employees excluding names but including demographics such as years of service, gender, department/division, role (manager/non-manager), etc. Raftelis then grouped the list by the above groups and randomly selected employees by counting to achieve focus groups of 8-10 employees each.

Each group was asked similar questions but with added questions specific to the targeted groups to explore perceptions of the various groupings.

Key Themes

Across the six focus groups there was remarkable similarity in responses and a very high level of consistency. Key focus group themes are provided below. An employee's perception is their reality, making these insights valuable for understanding their everyday experience.

Staff generally feel good about their co-workers and teams.

Employees noted that they enjoy working with their co-workers and most supervisors and managers. They state that people work hard and do their best for the success of the District.

Employees stated a desire to make Delta Diablo the award-winning operation it was in previous years. They seek to be proud of their workplace and will support management in getting there if given the opportunity. They want to “raise the bar” and make Delta Diablo a place to be proud to work for.

Directors and managers should be empowered to make decisions.

All groups discussed how even minor decisions throughout the District are made by the General Manager or Deputy General Manager. The perception is the managers and directors are given little authority over, and input into, their operations.

While supervisors and managers often request input from their employees, their ability to make decisions or get upper management to do so based upon this information is limited. Not only does this suggest a lack of trust for directors and other managers in the District, but it is an operational bottleneck and decisions are made very slowly. Even small items already included in the budget, such as certification renewals, require General Manager approval.

Communication between employees and upper management can be improved.

Employees note a consistent lack of communication from upper management other than occasional email updates. They lack information that feeds into decision making so do not understand why actions are taken, particularly when it runs counter to the input they have provided to management. Staff have not been given access to various audits and post-incident reports that have been done by consultants and other external entities. When supervisors advocate for their needs, they often are overruled and not given the opportunity to justify or argue their position, and they do not always receive an explanation as to why alternative decisions are made. The rationale for various decisions is not explained. Staff often commented on management secrecy.

Upper management should recognize staff knowledge and expertise.

Employees feel the lack of delegated decision making and responses from upper management on various issues illustrate a lack of trust for their technical capabilities and subject matter expertise. They rarely see the Executive Team and feel they do not truly understand the nature and scope of their work but, instead, make decisions based upon assumptions. Employees report rarely seeing the Executive Team in their workplaces or interacting with them. Employees across the organization and across all focus group demographics shared examples of comments made by upper management dismissing their opinion, input, and qualifications. Directors and managers are viewed as having extremely limited decision-making authority and their technical expertise and qualifications dismissed.

Social opportunities to interact across departments are limited. Personal gestures, such as the celebration of retirements, birthdays, or service anniversaries, are rare. According to employees, when they do have meetings, they often turn into monologues, with managers talking “at” staff rather than a true dialogue. Staff are seeking someone to get to know them on a personal level, respect their expertise, and listen to their concerns, and do not feel this is occurring often enough. Closing this gap between leadership and daily operations is an important step toward modeling shared responsibility and rebuilding

The District should better balance undertaking high-profile capital projects and maintaining existing infrastructure.

In focus groups, staff expressed the perception that infrastructure needs were delayed or ignored until failure, pointing out that the District was “reactive and not proactive.” Staff feel the focus is on “looking good now before the Board” versus investing in the District’s long-term operational success and reducing risk. The large SSO spill from a few years ago was a consistent point of frustration. Staff shared that the

incident report focused on blaming the operating team rather than taking organizational accountability for the underlying infrastructure failures. Participants noted that this approach left frontline workers feeling unsupported. For many employees, this event remains a significant barrier to trusting leadership today.

The District operates with lean staffing and some work units have insufficient staffing levels for demand.

Across all focus groups, employees reported lean staffing in the District. Several staff members noted that, once vacant, positions are left open for long periods of time and the work distributed to other employees in order to save money. (Whether this is the result of a long search process or purposeful holding positions open is unknown.) Examples were provided when staff were asked to take on additional duties for limited pay increases. At the time of this review, the District's custodial contract had not been renewed and the District was paying staff to take on some – but not all -- custodial duties. Some noted that putting off custodial duties or infrastructure repairs could put employees at physical risk, feeling that management did not care about their well-being.

There is a perception that policies, procedures, and practices are not applied equitably to all employees.

In surveys and focus groups, some women and people of color expressed the perception that they were not treated equally. Several staff – including men – noted that several qualified and valuable female employees have been let go or left the District and that women are not treated fairly. Some female employees feel dismissed and not heard, sharing examples when they made requests that were repeatedly ignored but addressed when a male colleague stated them. Others expressed the feeling that not all employees were given equal opportunities for advancement at the management level, including grooming and preparation for the next step such as serving in "Acting" roles. Some felt that they are given extra work and responsibility without corresponding appreciation, compensation, or promotion.

Hiring practices can be improved.

Across focus groups, employees expressed that the process for hiring new staff and/or promoting existing staff was not transparent, fair, nor consistent across departments. While they felt policies and procedures existed, they believed them to be outdated and not regularly followed. Individuals reported waiting months for promotional decisions to move up a level; the approval process delay also delayed anticipated pay increases. Staff provided multiple examples when internal candidates were "passed over" in order to hire external candidates. While the District would hold interviews, they were felt to be "performative" and that management was not genuinely considering internal candidates. A significant issue noted was multiple vacant positions not being filled or being held open indefinitely. Concerns were stated regarding the expectation for existing staff to take on those additional responsibilities without clear expectations or pay increases.

Opportunity Areas

Based on the key themes and specific insights identified in the survey and focus groups, a series of Opportunity Areas were identified for the District to improve its workplace culture. While these Opportunity Areas are listed individually, they are *not* listed in any priority order, and there is important synergy across all items. They all have a significant and direct impact on the organization's progress toward advancing a culture that motivates employees and drives technical excellence. These Opportunity Areas relate to the key drivers of Decision Making, Respect, Communication, and Accountability.

Decision Making

1. Strengthen decision-making frameworks at the director and manager level to support ownership, efficiency, and accountability.

The District has built a strong organizational structure of capable supervisors, managers, and directors who bring essential technical expertise to their roles. Leveraging this expertise allows work units to operate at their full potential. By setting clear executive goals and granting directors the corresponding authority to achieve them, the District can foster a culture of high performance and ownership.

Distributing decision-making authority builds operational agility and accelerates execution. When leaders closest to the daily operations are trusted to make choices within their domains, the District benefits from faster response times and better-informed outcomes. This approach signals strong executive confidence in the management team's capabilities and builds mutual trust across the organization.

Providing directors with budget control up to defined thresholds gives them the practical tools they need to manage their operations effectively. Executive and director accountability can then be measured naturally by the performance and success of their respective work units. Furthermore, encouraging inclusive decision-making where employees have a voice can be integrated into performance evaluations, ensuring collaboration remains a priority at all management levels.

Empowering directors ultimately frees up the General Manager to focus entirely on the District's long-term vision and strategic priorities. The Deputy General Manager is then perfectly positioned to guide directors, help troubleshoot operational challenges, and keep the General Manager informed. Transitioning to this distributed management model, a proven best practice for organizations of Delta Diablo's scale, maximizes leadership bandwidth and allows the executive team to concentrate on driving the District forward.

2. Create continuous avenues for two-way dialogue so staff can contribute their operational expertise and stay connected to organizational priorities.

Employee possess deep operational expertise that is critical to effective decision-making. While they recognize they cannot be involved in every managerial choice, they are eager to contribute to the decisions that directly impact their work. Staff's overall sentiment is that their direct managers and supervisors do an excellent job in engaging their teams in discussions. Formalizing and elevating this existing engagement into a consistent, organization-wide practice will capture valuable frontline insights and enhance the quality of operational improvements.

To maximize the value of this collaboration, leadership can focus on "closing the loop" after gathering employee feedback. When employees share their thoughts and proposed approaches, they need to know their input was received and weighed by higher levels of management, even if the final choice goes in a different direction. Clearly communicating the rationale behind a final decision validates the team's participation. This level of transparency helps employees understand the broader organizational context and makes it easier for them to transition and move forward with new work processes.

Expanding these established avenues for two-way dialogue builds trust and directly boosts job satisfaction. When employees understand how their input connects to outcomes, potential frustration is replaced by a sense of shared ownership. Connecting high-level strategy with operational realities ultimately leads to smarter decisions, smoother implementations, and a more engaged workforce.

Respect

3. Strengthen leadership engagement across the organization to foster a learning-based culture.

Leaders set the tone for workplace culture, and the behavior they model can inspire trust and respect among employees. Leaders who are supportive, empathetic, and regularly visible among staff care can significantly contribute to a workplace's culture and signify a commitment to employee wellbeing as a true priority.

Focus group participants perceive a "wall" between the Executive Team and other employees. Employees do not feel seen and feel that the Executive Team lacks interest in the details of their work, rarely visiting worksites or chatting with employees about what is going on. In addition, there is a perception of imbalance in that the engineers are held in higher regard and listened to more than other positions across the District.

Bridging this gap provides an excellent opportunity for District leadership to cultivate a more unified and inclusive culture simply by expanding their visibility. Taking the time to build on existing communications with casual, intentional check-ins across all levels will naturally foster long-term trust and rapport. Shifting formal meetings from one-way presentations to active, two-way dialogues invites employees to interact and share their on-the-ground insights. Incorporating regular ride-alongs, plant visits, and informal conversations into the executive schedule will powerfully demonstrate a genuine investment in the team while deepening leadership's understanding of daily operating practices. By visibly acknowledging that every position is vital to the District's success, leaders can ensure all employees feel valued, relied upon, and fully respected.

4. Conduct stay interviews to gain insights on what retains strong talent.

Participants from all six focus groups expressed appreciation for being asked about their experience and to share their opinions, but noted such opportunities were rare at the District. Delta Diablo should conduct regular stay interviews, which are structured one-on-one meetings between supervisors or managers and individual employees, to discuss what motivates them and what might cause them to consider leaving. These conversations are valuable opportunities to learn what makes employees feel valued, understand the challenges they face, and identify the improvements they most want to see. Furthermore, implementing stay interviews serves as a positive continuation of the focus groups, signaling a genuine commitment to making the District the best possible workplace.

While some of the District's documented turnover is a natural result of retirements or life circumstances, other departures likely stem from underlying frustration or dissatisfaction. Stay interviews provide a proactive tool to understand and address these solvable issues before talent leaves.

However, it is critical to note that in order for stay interviews to be effective, a firm foundation of psychological safety needs to be present. Employees must feel confident that speaking honestly will not lead to retaliation or judgment, ensuring these conversations are meaningful and productive rather than merely performative.

5. Continue strengthening workplace policies that support an inclusive and welcome environment at all levels.

Creating a workplace where every employee feels respected, heard, and safe to share ideas is fundamental to being a strong learning organization. Currently, feedback from focus groups and surveys indicates a need to build greater psychological safety at the District. Employees need to know they can speak up, ask questions, and take calculated risks without fear of negative consequences or retaliation. The District should focus on shifting to a coaching culture where supervisors facilitate constructive dialogue, focus on continuous learning rather than blame, and consistently model supportive behaviors.

A vital component of psychological safety is ensuring a visibly fair and equitable environment for all employees. During interviews, both male and female employees described experiences indicating that not all voices are weighed equally. Participants shared instances where ideas were discounted until repeated by others and noted that certain groups face unique hurdles in career advancement. When qualified talent feels undervalued or their expertise is overlooked, the District loses critical capabilities and risks unwanted turnover.

To build a truly welcoming culture, the District should proactively evaluate and refine its workplace policies to ensure they champion equity and inclusion. Pairing this policy review with comprehensive training for supervisors and managers will equip leadership to recognize and prevent inequitable practices. By committing to an environment where every employee has equal opportunity to contribute, advance, and be heard, the District will mitigate organizational risk and build a more unified, resilient workforce.

Communication and Engagement

6. Expand regular communication channels and cross-departmental touchpoints.

Regular all-hands meetings are an essential venue for leadership to share organizational news, celebrate successes, and break down departmental silos. To get the most value from these gatherings, they should be structured as true conversations rather than top-down updates, leaving plenty of dedicated time for questions and open dialogue. In best practice organizations, the General Manager plays a highly visible role in these forums - actively sharing the District's long-term vision while holding space to listen to employees. By fostering this kind of interactive environment, the General Manager sets a positive tone and helps build alignment at all levels.

To support daily operations, the District should establish routine inter-departmental meetings that allow different teams to collaborate effectively on joint projects. Furthermore, conducting collaborative post-mortems after critical incidents is a proven industry practice. Bringing together frontline staff, supervisors, managers, and directors to review events ensures the focus remains on shared learning and continuous improvement across work units.

Beyond formal meetings, employees need opportunities to connect on a personal level. Focus group participants recognize the talent of their peers but rarely interact outside of their immediate duties. Delta Diablo should reinstate informal gatherings, such as employee barbecues and ice cream socials, to rebuild these connections. Providing time for employees to get to know each other outside of a formal work setting builds personal bonds, naturally broadens their understanding of other departments, and significantly strengthens workplace collaboration.

7. Enhance transparency and consistency in hiring and promotional processes.

The District has formal hiring and promotional policies in place, but feedback indicates that employees perceive them as outdated and/or inconsistently applied. Employees shared that they feel they do not always hear about open job opportunities, and they often struggle to understand the criteria used to evaluate internal promotions versus external applicants.

To address these perceptions, the District should review current procedures to ensure they are up to date and accurately reflect organizational needs. Once reviewed, these policies should be highly visible and easily accessible so that all employees clearly understand the pathways for career advancement. Additionally, providing targeted training for supervisors and managers will help ensure these guidelines are applied consistently across all departments.

While there are times when executive leadership may need the flexibility to make direct personnel placements to meet specific operational requirements, these appointments should be the exception rather than the standard practice. To maintain organizational trust, Human Resources should be involved in every staffing process. Integrating HR into all personnel movements ensures that actions remain equitable, are clearly documented, and consistently align with the District's established guidelines.

When employees clearly understand the hiring and promotional processes and see that they are managed fairly, they are far more motivated to perform at a high level and build a long-term career with the District

Accountability

8. Reinforce a “one organization” mindset by promoting a shared responsibility in meeting customer needs and protecting the environment.

A “One Organization” mindset requires recognizing that successes and setbacks are shared across the entire District. Cultivating this culture means breaking down silos and evaluating challenges systematically rather than assigning blame to a single individual or department. When leadership models shared accountability, it reinforces that all staff, regardless of their role or level, are united in the same mission to serve the community.

During focus groups and surveys, employees frequently cited the handling of a recent Sanitary Sewer Overflow (SSO) post-mortem as a situation that ran counter to this mindset. Many employees expressed intense frustration, perceiving that a single manager had been unfairly blamed for the incident. In their view, other systemic factors contributed and were overlooked; several cited prior budgetary decisions about a pipe they believed was known to be failing. Additionally, employees feel that upper management has not communicated its role in the incident or transparently shared the resulting consultant report.

To rebuild trust and foster a unified culture, upper management should actively model shared accountability. Future critical incident reviews should be collaborative, transparent processes that evaluate all contributing factors, including infrastructure investments and executive decision-making. When leadership openly acknowledges their part in organizational outcomes and shares findings transparently with employees, it eliminates a culture of blame and demonstrates that the entire District is truly working as one team.

9. Continue refining the performance evaluation process to ensure alignment with organizational goals and priorities.

A consistent performance evaluation system ensures that every employee's contributions directly support District goals. When expectations are well-defined and a structured review process is applied uniformly across the organization, it builds a culture of ownership and shared purpose. This organization-wide alignment is also essential for successfully delegating decision-making authority, allowing operations to move swiftly while keeping all work units focused on common objectives.

While specific performance criteria will naturally differ by position class, the foundation of the system, including how evaluations are conducted, the frequency of reviews, and the feedback structure, must remain consistent for everyone. For frontline staff, metrics may focus on technical execution and teamwork. For supervisors, managers, and directors, evaluations should balance objective outcomes like budget management and asset optimization with vital leadership goals such as team development and fostering employee morale. Although leadership behaviors are more subjective, they can be fairly evaluated by integrating indicators like team retention, regular two-way feedback, and a demonstrated commitment to District values.

This approach shifts the concept of accountability into a positive framework of empowerment and clarity. When employees and leaders understand exactly what success looks like and receive regular, structured feedback, they take genuine ownership of their roles. Ultimately, a consistent evaluation system ensures all employees are assessed fairly on their annual performance against clear expectations, while providing supervisors and managers a structured opportunity to identify where an employee at any level, may need additional training, coaching, or guidance to succeed.

10. Enhance infrastructure and preventative maintenance planning and implementation.

Water and wastewater utilities manage complex, high-value assets that form the foundation of reliable public service. Prioritizing the preventative maintenance and timely replacement of this existing infrastructure is essential for the District to deliver consistently high-quality services to its customers. While maintaining aging systems requires dedicated funding and resources, the financial and operational risk of inaction is substantially higher. Allowing assets to run to failure compromises overall system resiliency,

significantly increases the likelihood of major service disruptions, and results in emergency replacement costs that far exceed the price of routine, proactive maintenance.

To mitigate these risks, infrastructure condition and preventative maintenance schedules must be directly integrated into the District's capital planning and financial forecasting. Maintenance and Operations staff interact with the system daily and hold the most accurate understanding of asset conditions. Management must actively rely on this frontline expertise to prioritize maintenance activities and inform replacement timelines. Using this on-the-ground data allows the District to develop accurate capital improvement plans, strategically approach financing, and successfully balance the costs of maintaining existing assets with the development of new infrastructure to ensure long-term financial sustainability.

11. Support a thoughtful and inclusive process for identifying leadership qualities that align with the organization’s long-term goals.

The upcoming General Manager transition is an excellent opportunity to engage employees and align the organization to prepare for its next chapter. Actively inviting employees to share what they value in their next leader is a highly visible way for current management to build trust, generate immediate buy-in, and ensure a smooth leadership handoff.

During focus groups, employees emphasized the value they place on leadership that is people-centric, delegates authority, trusts employee expertise, and communicates openly. Incorporating these themes into the recruitment and screening process will help ensure the next General Manager is well-equipped to support the workforce and continue to move the District forward, supporting a culture of organizational excellence.

Conclusion

Delta Diablo employees are driven by their commitment to providing high-quality wastewater services to the local communities they serve. They enjoy working with their co-workers and teams and are eager to build on that collaboration to drive the District forward and achieve new levels of organizational excellence and workplace pride.

The Opportunity Areas identified in this report are interconnected and mutually reinforce each other. Though implementation will take sustained effort, most are low or no cost and can be implemented fairly easily. By strategically investing in the key drivers of decision making, respect, communication, and accountability, Delta Diablo can maximize the impact of its efforts to build trust and improve employee experience. This will help to retain talented professionals committed to achieving the District's mission and build a culture that ensures Delta Diablo is an employer of choice now and into the future.

APPENDIX A:

Employee Survey Questions

Delta Diablo Employee Survey Questions

Introduction

Raftelis (a utility management consulting firm) is partnering with Delta Diablo to understand how the Delta Diablo's workplace environment and culture influences employee experience and job satisfaction. As a part of this effort, Raftelis has developed this survey to gather confidential input from employees. You know a great deal about what is working well and what needs to improve in Delta Diablo. The results of this survey will contribute to our report and recommendations on how Delta Diablo can improve workplace culture.

This survey and the results are completely confidential.

- Zoho is a third-party platform that receives results and assigns a unique, random respondent ID.
- Complete surveys will be sent directly to Raftelis only, not to Delta Diablo.
- No individual surveys will be shared with Delta Diablo.
- Results will be tabulated and summarized only by Raftelis.
- Raw survey results will not be shared with Delta Diablo leadership; Raftelis will provide only a summary report of aggregated results.
- Demographic data will not be associated with individual responses and is optional to provide.
- If you prefer a private space to take this survey, reach out to Michele Cook, Delta Diablo HR

There will be a series of statements that you will rate based on how much you agree or disagree. As you consider these statements, please refer to the following definitions:

- **Executive Team** includes the General Manager, Deputy General Manager, Department Directors, and the Office Manager/Secretary to the Board.
- **Department** refers to one of these groups: (1) Administration, (2) Business Services, (3) Resource Recovery Services, and (4) Engineering Services.
- **Department Director** refers to the head of your Department.
- **Division** refers to one of these groups: (1) Finance, (2) Human Resources, (3) Information Technology, (4) Operations, (5) Maintenance, (6) Safety, (7) Laboratory, and (8) Engineering.
- **Division Managers** include all Division Managers (e.g., those who directly report to Executive Team members).
- **Direct supervisor** refers to the person you directly report to at work and the person who gives your performance evaluation.
- **Co-workers** include Delta Diablo staff with whom you interact on a daily basis within your team and/or work group.
- **Internal Stakeholders** include Delta Diablo staff who rely on you or your Division for support in completing their work
- **External Customers** include, but are not limited to, members of the general public, vendors, contractors, and peers at other agencies.

The survey is intended to gauge your initial response to the statements. **Don't think too hard** – your first reaction is usually the most honest.

Please complete the survey by the end of the day on **Wednesday, June 3**. Thank you for your time and your thoughts; they are integral to a successful assessment process and path forward.

District Direction & Leadership

The following statements focus on the "big picture" of Delta Diablo — where Delta Diablo is heading and how leadership sets the tone for the organization. For reference, Delta Diablo's Strategic Plan defines the mission and vision as:

- Mission: Delta Diablo protects public health and the environment for our communities by safely providing exceptional wastewater conveyance, treatment, and resource recovery services in a sustainable and fiscally responsible manner.
- Vision: Delta Diablo will achieve sustained organizational excellence through dedicated commitment to public service, stewardship, innovation, industry leadership, and active engagement at all levels.

1. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - I have a clear understanding of the mission for Delta Diablo.
    - I have a clear understanding of the vision for Delta Diablo.
    - I understand how my job supports Delta Diablo's mission and vision.
    - Delta Diablo's work is aligned with the mission in its Strategic Plan.
    - Delta Diablo's work is aligned with the vision in its Strategic Plan.
    - I believe Delta Diablo is moving in the right direction to provide quality service to its external customers.
    - The Executive Team is clearly committed to the future of the organization.
    - The Executive Team celebrates major accomplishments or milestones with employees.
    - I trust the Executive Team.
    - I trust my Department Director.
    - I trust my Division Manager.
    - I trust my direct supervisor.
    - I feel respected by the Executive Team.
    - I feel respected by my Department Director.
    - I feel respected by my Division Manager.
    - I feel respected by my direct supervisor.
    - Employees at Delta Diablo are treated fairly regardless of background, role, or work group.
    - The Executive Team communicates and acts in ways that show all employees should be treated fairly and respectfully.
    - The Executive Team uses respectful, sensitive, and courteous language.

- The Executive Team adjusts and adapts to changing priorities and demands.

2. Do you have any other comments related to Delta Diablo direction and leadership?

Work Environment

The following statements relate to your current work environment. These questions are intended to gauge the health and effectiveness of your working relationships and your perceptions of the workplace environment. When evaluating the following statements, please consider your work group to include your Division manager, direct supervisor, immediate coworkers, and primary physical work area.

3. The following Value Statements are part of Delta Diablo's current Strategic Plan. Please rate the degree to which you believe these values should be part of Delta Diablo's culture. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - Serve as responsible stewards of valuable public resources at all levels in the organization.
    - Maintain public trust and confidence through excellent customer service, community engagement, transparency, and responsiveness.
    - Ensure a positive, safe, equitable, diverse, and inclusive work environment that promotes honest, transparent, ethical, and respectful interactions.
    - Communicate with integrity to share knowledge, inspire trust and camaraderie, and maintain authentic professional relationships.
    - Embrace and manage change to support implementation of innovative approaches that add value and drive sustained organizational improvement over time.
    - Foster a collaborative, team-based work culture that inspires engagement, solutions-oriented dialogue, and sound decision-making processes to achieve successful outcomes.
    - Reinforce accountability and ownership to ensure each employee is supported in effectively contributing to the District's overall success.
    - Model an open, proactive, and productive approach to resolving key issues to enhance organizational unity and alignment.
    - Actively seek opportunities to build a "learning" culture by supporting individual and peer professional development; expanding knowledge, skills, and abilities; learning from mistakes and "near misses"; and improving work processes and use of technology.

4. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - My Division has high standards and ethics.
    - People with different ideas and opinions are valued within my Division.
    - Employees in my Division are willing to take on new tasks as needed.
    - Employees in my Division cooperate and work as a team.
    - My Division Manager treats employees with different backgrounds, roles, and viewpoints fairly and respectfully.
    - My Division creates a welcoming workplace.
    - In my Division, workplace violence or bullying is not tolerated.

- I know who to talk to if I see or experience something I feel is discriminatory, harassing, or retaliatory.
- My physical workspace helps me get my work done effectively.
- My workplace supports a positive work-life balance.
- My coworkers and I have a good working relationship.
- People with different ideas and opinions are valued among my coworkers.
- I feel comfortable sharing my ideas, opinions, and beliefs.
- People I work with most frequently use respectful, sensitive, and courteous language.
- My co-workers treat people with different backgrounds, roles, and viewpoints fairly and respectfully.
- I can speak comfortably about my social and cultural background in the workplace.

5. Do you have any other comments related to your work environment?

Management & Accountability

This section focuses on how your direct supervisor manages you and your team, handles standards, supports your work, and provides guidance. There are also a few statements that relate to how accountability and discipline are handled across Delta Diablo.

6. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - My direct supervisor celebrates major accomplishments or milestones with employees.
    - My direct supervisor deals with performance issues fairly and quickly among employees in my work group.
    - My direct supervisor holds me accountable for achieving high yet realistic performance goals.
    - My direct supervisor holds him/herself accountable for achieving high yet realistic performance goals.
    - My direct supervisor holds underperforming employees accountable for achieving performance standards associated with their job.
    - My Division Manager holds underperforming employees accountable for achieving performance standards associated with their job.
    - My Department Director holds underperforming employees accountable for achieving performance standards associated with their job.
    - The Executive Team holds underperforming employees at all levels accountable for achieving performance standards associated with their job.
    - My direct supervisor treats employees with different backgrounds, roles, and viewpoints fairly and respectfully.
    - My direct supervisor does their best to help me succeed at work.
    - My direct supervisor uses my time and talents well.
    - My direct supervisor and I have a good working relationship.
    - Delta Diablo applies policies and procedures fairly to all employees.
    - My Department Director holds Managers and Supervisors to high standards.

- The Executive Team supports employees who do the right thing.

7. Do you have any other comments related to management and accountability?

Communication

These statements focus on how well information moves from the Executive Team to the departments and divisions and vice versa. We want to know if you are getting the proper information to do your job, and if you feel heard.

8. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - I believe my direct supervisor provides important information to me in a timely and transparent manner.
    - I believe my Division Manager provides important information to me in a timely and transparent manner.
    - I believe my Department Director provides important information to me in a timely and transparent manner.
    - I believe the Executive Team provides important information to me in a timely and transparent manner.
    - Communication from my direct supervisor is transparent and easily understood.
    - Communication from my Division Manager is transparent and easily understood.
    - Communication from my Department Director is transparent and easily understood.
    - Communication from Human Resources is transparent and easily understood.
    - Communication from the Executive Team is transparent and easily understood.
    - The reasons behind policy decisions that impact me are clearly communicated.
    - My Division does a good job involving employees in decisions that affect them.
    - I am able to provide input on changes that will impact me.
    - Technology is used effectively to communicate across Delta Diablo.
    - I believe that communication throughout the organization is effective.

9. Do you have any other comments related to communication?

Performance

The following statements relate to the performance review process and the tools and training you are given to do your job effectively. As you read these statements, please consider your relationship to your supervisor and/or the person who performs your annual review.

10. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - I have a clear understanding of my job responsibilities and expectations.
    - I have access to the information I need to do my job.
    - I have access to the tools and equipment I need to do my job.

- My workload is reasonable.
- My job gives me the opportunity to use my own judgment and initiative.
- My job allows me to utilize my unique experiences and skills.
- My direct supervisor checks in with me regularly to discuss my performance throughout the year.
- My annual performance evaluation is given on time.
- Following my performance evaluation, I understand which areas I need to improve.
- I find the information provided in my performance evaluation useful to enhance my future performance and grow my skillset.
- I am encouraged to provide input and feedback during my performance evaluation.

11. Do you have any other comments related to performance?

Professional Development

This section asks about professional development opportunities for you to advance your professional knowledge and grow in your career. Professional development can include training courses, seminars, classes, and other opportunities to advance your professional knowledge. As you read through these statements, please consider professional development opportunities currently available to you.

12. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - I am satisfied with my opportunities for professional growth and advancement.
    - I understand my own role and responsibility regarding my career development.
    - Training is available to help me in my professional development.
    - I receive formal or informal coaching and mentorship to support my professional development.
    - My direct supervisor encourages me to develop new and critical skills.
    - I see my position as part of a long-term career with Delta Diablo.

13. Do you have any other comments related to professional development?

External Customer Service

The following statements focus on how you perceive service delivery to external customers (members of the general public, vendors, contractors, etc.) in your Division. Please consider your own attitudes towards customer service, as well as your perceptions of how your Division provides customer service as a whole. If you do not interact with external customers, select N/A for the following statements.

14. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - My Division responds quickly to customer needs.
    - My Division interacts with customers in a friendly and respectful manner.
    - My Division effectively coordinates with other Divisions to provide timely customer service.

- I feel respected in the workplace by my external customers.
- My Division is able to interact with external customers in their preferred language.
- Delta Diablo services are provided consistently and fairly, regardless of who the customer is or where they live in the service area.
- I go above and beyond to address customers' needs.
- I feel free to take independent action to meet the customer's needs.
- Customer service is a high priority in my Division.
- My direct supervisor communicates the importance of customer service.
- Customer service is a high priority of Delta Diablo.

15. Do you have any other comments related to external customer service?

Internal Stakeholder Coordination

This section focuses on services provided to internal stakeholders (other Delta Diablo staff who rely on you or your Division) as opposed to external customers. The following statements attempt to help us to understand how well you and your Division collaborate with and assist internal stakeholders from other Divisions. If you do not interact with internal stakeholders, select N/A for the following statements.

16. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - My Division responds quickly to internal stakeholder needs.
    - My Division interacts with internal stakeholders in a friendly and respectful manner.
    - My Division receives effective support from other Divisions.
    - I feel respected in the workplace by internal stakeholders.
    - I go above and beyond to address internal stakeholder needs.
    - I feel free to take independent action to meet the internal stakeholder needs.
    - Coordination with other Divisions is a high priority.
    - My direct supervisor communicates the importance of internal division coordination.
    - Internal division coordination is a high priority of Delta Diablo.

17. Do you have any other comments related to internal stakeholder coordination?

Employee Engagement

This section is about you. We want to understand what keeps you motivated, your level of pride in Delta Diablo, and your overall satisfaction with your career here.

18. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - I feel positive and optimistic about what my Division can accomplish.
    - I am inspired to meet my expectations at work.
    - I get excited about going to work.
    - Doing my job well gives me a sense of personal satisfaction.

- I am satisfied with my overall job security.
- I am satisfied with the culture of my workplace.
- I am determined to give my best effort at work each day.
- I would recommend working for Delta Diablo to a friend.

19. Do you have any other comments related to employee engagement?

Physical Safety

The following statements relate to how protected you feel in your workplace.

20. Please rate your level of agreement with the following statements. *(Rating scale: Strongly Agree, Agree, Disagree, Agree, Strongly Disagree)*
    - I feel safe at my workplace.
    - I am never asked to do things in an unsafe manner.
    - I feel empowered to report job site irregularities.
    - I believe that my safety is a priority for my direct supervisor.
    - Delta Diablo treats any security or safety concerns with high urgency.
    - Safety incidents are investigated and addressed quickly by Delta Diablo leadership.
    - I feel informed about possible safety hazards at my workplace.
    - I have been trained on how to safely use the equipment required for my job.
    - Delta Diablo ensures that I have all the proper personal protective equipment (PPE) to do my job.
    - PPE is replaced, as needed, in a timely manner.

21. Do you have any other comments related to physical safety?

Open Feedback and Suggestions

22. What is the best thing Delta Diablo does to support its employees?
23. What is one thing Delta Diablo could do to improve the culture of the workplace?
24. Do you have any other comments, concerns, or suggestions to improve the culture of the workplace?

Demographics

These questions help us understand how experiences at Delta Diablo may vary depending on your background and assignment. Like all the questions above, these responses will go directly to Raftelis and will be used only to identify key themes across Delta Diablo. Any category (or combination of categories) with fewer than 10 responses will not be reported. Responses to any of the following questions are optional. Demographic information will only be used when confidentiality can be maintained.

25. What department do you currently work for?
    - Administration
    - Business Services

- Resource Recovery Services
- Engineering Services

26. Which of the following describes your position?
    - Executive Team
    - Division Manager
    - Supervisor
    - Staff Level Employee/Individual Contributor

27. How long have you worked for Delta Diablo, cumulatively?
    - Less than three years
    - 3 or more and less than 6 years
    - 6 or more and less than 11 years
    - 11 or more years

28. What gender do you identify with?
    - Woman
    - Man
    - Non-Binary or Gender Non-Conforming
    - Other (please specify)

29. Which categories best describe you? (Check all that apply.)
    - Native American/Alaska Native
    - Asian
    - Black or African American
    - Hawaiian or Pacific Islander
    - Hispanic or Latino
    - White (Not of Hispanic Origin)
    - Two or More Races