



WEST VALLEY WATER DISTRICT
855 W. BASELINE ROAD RIALTO, CA 92377
PH: (909) 875-1804 FAX: (909) 875-1849

**BOARD MEETING
AGENDA**

**THURSDAY, MAY 7, 2020
CLOSED SESSION - 6:00 PM • OPEN SESSION – 7:30 PM**

BOARD OF DIRECTORS

Channing Hawkins, President
Kyle Crowther, Vice President
Dr. Michael Taylor, Director
Greg Young, Director
Dr. Clifford Young, Director

"In order to comply with legal requirements for posting of agendas, only those items filed with the District Secretary's office by noon, on Wednesday prior to the following Thursday meeting, not requiring departmental investigation, will be considered by the Board of Directors."

Teleconference Notice: In an effort to prevent the spread of COVID-19 (Coronavirus), and in accordance with the Governor's Executive Order N-29-20 and the order of the County of San Bernardino dated March 17, 2020, there will be no public location for attending this Board Meeting in person. Members of the public may listen and provide public comment via telephone by calling the following number and access code: Dial: (888) 475-4499, Access Code: 807-977-6383. Public comment may also be submitted via email to nfarooqi@wwwd.org. The webinar will also be available for public viewing by visiting www.wwwd.org.

OPENING CEREMONIES

Pledge of Allegiance
Opening Prayer – Bishop Roxie Smith, Sold out for Jesus, Rialto, CA
Call to Order
Roll Call of Board Members

ADOPT AGENDA

PUBLIC PARTICIPATION

Any person wishing to speak to the Board of Directors on matters listed or not listed on the agenda, within its jurisdiction, is asked to complete a Speaker Card and submit it to the District Clerk. Each speaker is limited to three (3) minutes. Under the State of California Brown Act, the Board of Directors is prohibited from discussing or taking action on any item not listed on the posted agenda. Comments related to noticed Public Hearing(s) and Business Matters will be heard during the occurrence of the item.

Public communication is the time for anyone to address the Board on any agenda item or anything under the jurisdiction of the District. Also, please remember that no disruptions from the crowd will be tolerated. If someone disrupts the meeting, they will be removed.

PRESENTATIONS

1. Special District Leadership Foundation (Our Commitment to Excellence)

CONSENT CALENDAR

All matters listed under the Consent Calendar are considered routine and will be enacted by one vote. There will be no separate discussion of these items unless a member of the Board of Directors, Staff Member, or any member of the public request a specific item(s) be removed for separate action.

Consideration of:

1. Approval of Board Meeting Minutes - March 5, 2020
2. Approval of Special Board Meeting Minutes - March 14, 2020
3. Approval of Board Meeting Minutes - March 19, 2020
4. Approval of Minutes for Continued March 14th Special Board Meeting - Held March 21, 2020
5. Approval of Board Meeting Minutes - April 2, 2020
6. Approval of Board Meeting Minutes - April 16, 2020
7. Communications Assessment Report for the External Affairs Department
8. Approval of Consultant Selection - RFQ Issues Management and Crisis Communications
9. Approval of Public Records Act Policy
10. Approval of Payment of Invoices for Leal – Trejo, APC
11. Approval of Payment of Invoices for Albright, Yee & Schmit, APC

BUSINESS MATTERS

Consideration of:

10. Approval of Cactus Basins Water Spreading Agreement
11. Request To Lift Hiring Freeze For Critical Need Position – Information Technology Support Specialist

REPORTS - LIMITED TO 5 MINUTES MAXIMUM (Presentations or handouts must be provided to Board Members in advance of the Board Meeting).

- **Board Members**
- **Legal Counsel**
- **General Manager**

UPCOMING MEETINGS

1. May 11, 2020 - West Valley Water District Human Resources Committee Meeting at 6:00PM at the District Headquarters
2. May 12, 2020 - West Valley Water District Safety and Technology Committee Meeting at 6:00PM at the District Headquarters
3. May 12, 2020 - San Bernardino Valley Municipal Water District Regular Board Meeting at 2:00PM at 380 E. Vanderbilt Way, San Bernardino, CA
4. May 13, 2020 - West Valley Water District Engineering, Operations and Planning Committee Meeting at 6:00PM at the District Headquarters
5. May 13, 2020 - West Valley Water District Finance Committee Meeting at 1:00PM at the District Headquarters
6. May 14, 2020 - West Valley Water District External Affairs Committee Meeting at 6:00PM at the District Headquarters
7. May 21, 2020 - West Valley Water District Board of Directors Regular Board Meeting at 7:00PM (6:00PM Closed Session) at the District Headquarters
8. May 25, 2020 - West Valley Water District will be Closed in Observance of the Memorial Day Holiday
9. June 4, 2020 - West Valley Water District Board of Directors Regular Board Meeting at 7:00PM (6:00PM Closed Session) at the District Headquarters

10. June 8, 2020 - West Valley Water District Human Resources Committee Meeting at 6:00PM at the District Headquarters
11. June 9, 2020 - West Valley Water District Safety and Technology Committee Meeting at 6:00PM at the District Headquarters
12. June 10, 2020 - West Valley Water District Finance Committee Meeting at 1:00PM at the District Headquarters
13. June 10, 2020 - West Valley Water District Engineering, Operations and Planning Committee Meeting at 6:00PM at the District Headquarters
14. June 11, 2020 - West Valley Water District External Affairs Committee Meeting at 6:00PM at the District Headquarters
15. June 18, 2020 - West Valley Water District Board of Directors Regular Board Meeting at 7:00PM (6:00PM Closed Session) at the District Headquarters

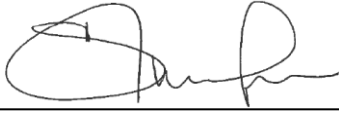
CLOSED SESSION

- CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION
Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: Number of Cases: Six (6)
- CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION Pursuant to paragraph one (1) of subdivision (d) of Government Code Section 54956.9 Case Name: Matthew Litchfield v. Clifford Young et al Case No. CIV DS 1904733
- EXISTING LITIGATION - Naisha Davis v. West Valley Water District et al.
- CONFERENCE WITH LABOR NEGOTIATOR (54957.6) District Negotiators; Martin Pinon, Robert Tafoya, Union Negotiators; Re: International Union of Operating Engineers, Local 12
- PUBLIC EMPLOYEE APPOINTMENT - Government Co Section 54957(b)1- Assistant General Managers
- PUBLIC EMPLOYEE PERFORMANCE EVALUATION Pursuant to Government Code Section 54957 Title(s): General Manager, General Counsel
- PUBLIC EMPLOYEE DISCIPLINE/DISMISSEL/RELEASE - (Government Code Section 54957(b))

ADJOURN

DECLARATION OF POSTING:

I declare under penalty of perjury, that I am employed by the West Valley Water District and posted the foregoing Agenda at the District Offices on May 4, 2020.



Lizett Santoro, Executive Assistant

Please Note:

Material related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection in the District's office located at 855 W. Baseline, Rialto, during normal business hours. Also, such documents are available on the District's website at www.wvwd.org subject to staff's ability to post the documents before the meeting.

Pursuant to Government Code Section 54954.2(a), any request for a disability-related modification or accommodation, including auxiliary aids or services, in order to attend or participate in the above-agendized public meeting should be directed to Peggy Asche, at least 72 hours in advance of the meeting to ensure availability of the requested service or accommodation. Ms. Asche may be contacted by telephone at (909) 875-1804 ext. 703, or in writing at the West Valley Water District, P.O. Box 920, Rialto, CA 92377-0920.

MINUTES
REGULAR BOARD MEETING
of the
WEST VALLEY WATER DISTRICT
March 5, 2020

Attendee Name	Present	Excused	Absent
Board of Directors			
Channing Hawkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Michael Taylor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kyle Crowther	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Clifford Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gregory Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff			
Clarence Mansell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jeremiah Brosowske	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crystal L. Escalera	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deborah Martinez	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Shamindra Manhabal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joanne Chan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linda Jadeski	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jon Stephenson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Albert Clinger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Naseem Farooqi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peggy Asche	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Counsel			
Robert Tafoya	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OPENING CEREMONIES

Pledge of Allegiance - Led by Director Dr. Michael Taylor
Opening Prayer - Led by Bishop Roxie Smith, Sold Out For Jesus Ministries
Call to Order
Roll Call of Board Members

At this time, President Hawkins made an announcement for immediate implementation of a series of reforms to improve the District's financial responsibility and accountability. President Hawkins reiterated that West Valley Water District has made several modifications with facebook, transparency regarding the Human Resources practices, and other issues of concern as far as making the District more transparent and accountable. One of the key areas over the course of the past

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three months is studying our financial responsibility and being accountable to the public as well as keeping the integrity within the organization. President Hawkins stated that he had a meeting today with the State Controller's Office regarding an ongoing audit from 2014 to 2019, in which he and/or several of the current Board of Directors were not serving on the Board during this timeframe. The initial findings from the ongoing audit have not been provided to the District. However, President Hawkins stated that after consulting with staff and reviewing the audit findings, he is requesting immediate steps to address every issue. President Hawkins directed the following to the General Manager:

- All Board members must submit an agenda attached to each reimbursement or stipend form for every meeting for which they request reimbursement.
- All Board members must complete an expense reimbursement form with receipts attached for all travel, conferences, meal expenses, etc. and submit to the District's Chief Financial Officer (CFO) for reimbursement.
- All employees will submit receipts attached to an expense reimbursement form for all costs including credit card purchases incurred to accounting department on a monthly basis.
- All Board members must complete the mandatory ethics training by the end of March 2020.
- CFO research a new reimbursement policy and make a recommendation per diem or a cap set for Board members and/or staff when traveling and the expenses incurred.
- All purchasing functions will now report to the CFO immediately.

ADOPT AGENDA

None

PUBLIC PARTICIPATION

There were no comments.

PRESENTATIONS

- Special District Leadership Foundation (Our Commitment to Excellence).

Jeremiah Brosowske, Assistant General Manager, reported that the District's goal is to achieve the highest level of recognition for a Special District and gave a brief presentation regarding the District's progress in acquiring the District Transparency Certificate of Excellence from the Special District Leadership Foundation (SDLF).

- Earth Day Event Planning Update.

Naseem Farooqi, Public Affairs Manager, gave a brief summary of the Earth Day event that will be held on Saturday, April 18, 2020. Director Greg Young had previously inquired

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about the cost of last year’s celebration and Mr. Farooqi stated that he is now working on breaking down all costs related to last year's Earth Day, and will create a budget to reduce costs for this year’s event with the District's CFO. Director Dr. Clifford Young inquired about the projected cost and benefit for promoting Earth Day. Mr. Farooqi stated that the projected cost is approximately \$48,000 before sponsorships and that there is an education component to educating our community and students. Director Greg Young asked that Mr. Farooqi get an average cost from other water agencies on what their costs are per person.

- Update on Building the District's New Website.

Jeremiah Brosowske, Assistant General Manager, reported that three (3) applicants were interviewed to update the current District website and will be recommending one (1) to the upcoming External Affairs Committee meeting. Also, the District has provided a correction page on our website regarding negative media reports that are not accurate.

CONSENT CALENDAR

No Consent items

BUSINESS MATTERS

1. AGREEMENT TO COMPLETE ACCOUNTING POLICIES & PROCEDURES WEAKNESS INDENTIFIED IN FY18-19 AUDIT

Shamindra Manbahal, Chief Financial Officer, provided an update on his research for the District's Accounting Policies & Procedures and stated that four (4) CPA firms were contacted during the week of February 24 and that two (2) formal responses were received. Staff reviewed the two (2) formal responses and based on the firms experience and familiarity with similar water district projects he is proposing that the Board award a Professional Services Agreement to Rahban CPA & Consulting, Inc. The cost to prepare an accounting policies and procedures is anticipated to be no more than \$25K without prior Board review and approval. Director Greg Young thanked Mr. Manbahal for clarifying his staff report and reaching his conclusion. After further discussion, Director Greg Young motioned to approve this item, seconded by Director Dr. Michael Taylor. Being no further discussion on this item the following vote was taken:

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Michael Taylor, Director
AYES:	Channing Hawkins, Michael Taylor, Clifford Young, Gregory Young
ABSENT:	Kyle Crowther

2. MERCHANT SERVICES AGREEMENT - OPENEDGE

Shamindra Manbahal, Chief Financial Officer, updated his findings on the District's current transitioning utility billing to Tyler In-Code. The target date is scheduled to go live on March 16, 2020. The District cannot use the current Merchant Service Provider because of non-compatibility with In-Code. Tyler recommended OpenEdge as their preferred Merchant Service Provider. Due to recent changes in credit card industries regarding regulation and risk

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mitigation it is not possible for Tyler to provide open access to all companies at the level of scrutiny credit card industry requires. Therefore, Mr. Manbahal is recommending OpenEdge Merchant Service for the Agreement. After further discussion, Director Dr. Clifford Young motioned to approve this item, seconded by Director Dr. Michael Taylor. Being no further discussion on this item the following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Michael Taylor, Director
AYES:	Channing Hawkins, Michael Taylor, Clifford Young, Gregory Young
ABSENT:	Kyle Crowther

3. WVWD FY18-19 CAFR

Shamindra Manbahal, Chief Financial Officer, reported that the Comprehensive Annual Financial Report was prepared in accordance with accounting principles accepted by the California State Controller's Office and all state regulations governing Special Districts. Mr. Manbahal is requesting the Board of Directors receive and file the annual FY 2018-2019 CAFR report to make public. Being no further discussion on this item the following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Michael Taylor, Director
SECONDER:	Gregory Young, Director
AYES:	Channing Hawkins, Michael Taylor, Clifford Young, Gregory Young
ABSENT:	Kyle Crowther

REPORTS - LIMITED TO 5 MINUTES MAXIMUM (Presentations or handouts must be provided to Board Members in advance of the Board Meeting).

- **Board Members**

- President Channing Hawkins reported on ACWA's 2020 Annual Conference that he and Director Dr. Michael Taylor and Vice President Kyle Crowther attended in Washington D.C. last month. The following items were discussed with Congresswoman Norma Torres, Representative Pete Aguilar, Congresswoman Grace F. Napolitano, Senator Dianne Feinstein, Senator Kamala Harris and Ja'Ron K. Smith, Special Assistant to the President of the United States, Congressman Mark Takano and the Congressional Black Caucus Foundation:
 - Discussed EPA programs, such as Environmental Workforce Development and Job Training Grant Program, to incentivize women & minority students in disadvantaged communities.
 - Discussed the Oliver P. Roemer Water Filtration Facility expansion project and groundwater recharge projects and the benefit of the injection well project. Also, covered the need for wellhead treatment to address nitrate, perchlorate and arsenic contamination.

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- Discussed interest in developing an apprenticeship/job training program aimed at exposing women & minority students and young adults to employment opportunities in the water sector.
- Provided information regarding the new leadership at the District and reform initiatives involving transparency and accountability.
- Expressed support for the Bureau of Reclamation Water SMART programs.
- Director Dr. Michael Taylor reiterated what President Hawkins stated and that it was a very informative trip and had the opportunity to meet several influential people who would like to help the District. Also, he thanked President Hawkins for a great job advocating for the District.
- Director Greg Young thanked the public for attending the Board meeting today and those watching online. Also, would like to announce that he just received notice that the Bloomington High School Girls Soccer Team just won their semi-finals for the CIF Southern California Regional Championship.
- **Legal Counsel**
 - Mr. Tafoya stated that there was no report. However, he mentioned that the Qui Tam lawsuit was not discussed in Closed Session.
- **General Manager**
 - At the request of the Board, Mr. Mansell provided an update stating that staff is currently working on RFP's for a more cost efficient computerized maintenance management system and will be ready for release on Monday. Mr. Mansell also reported that RFQ's were sent out on the Assistant General Manager's position and three (3) firms did respond. These three (3) firms will be presented to the Human Resources Committee at their upcoming meeting and from there the Committee will make their recommendations to the full Board.
- Assistant General Manager
 - Mr. Jeremiah Brosowske announced that the District's Mid Year Budget Hearing will be held next week at Eisenhower High School.

CLOSED SESSION

1. CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: Number of Cases: Five (5)

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2. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION Pursuant to Paragraph (1) of subdivision (d) of Government Code Section 54956.9 Case Name: Clifford Young, Patricia Romero, Naisha Davis, West Valley Water District v. Tafoya and Garcia, et al. Case No.: 19STCV05677
3. PUBLIC EMPLOYEE PERFORMANCE EVALUATION Pursuant to Cal. Gov. Code Section 54957 Title(s): General Manager, General Counsel

ADJOURN

Being no further business, the meeting adjourned at 8:10 P.M.

Channing Hawkins
President of the Board of Directors
of West Valley Water District

ATTEST:

Peggy Asche, Executive Assistant

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MINUTES
REGULAR BOARD MEETING
of the
WEST VALLEY WATER DISTRICT
March 14, 2020

Attendee Name	Present	Absent	Late	Arrived
Board of Directors				
Channing Hawkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Michael Taylor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Kyle Crowther	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Clifford Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Gregory Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Staff				
Clarence Mansell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Peggy Asche	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Joanne Chan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shamindra "Rickey" Manbahal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Linda Jadeski	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jon Stephenson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Albert Clinger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Naseem Farooqi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cynthia Birts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

OPENING CEREMONIES

Pledge of Allegiance - Led by Vice President Crowther
Opening Prayer - Led Pastor Jerald Thompson from the San Bernardino Community
Seventh Day Adventist Church
Call to Order
Roll Call of Board Members

WVWD

Minutes: 3/14/20

ADOPT AGENDA

Director Greg Young motioned to adopt the agenda and Vice President Kyle Crowther second the motion. The following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Kyle Crowther, Vice President
AYES:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young
ABSENT:	Michael Taylor

PRESENTATIONS

1. Status of the District's Preparation for the Coronavirus Action Plan.

President Hawkins reported that the District is taking action regarding the Coronavirus (COVID-19). There is a statement on the District's website that outlines the District's action plans and assures our customers that the water provided meets all State and Federal drinking water guidelines. COVID-19 has no impact on the quality or supply of the tap water. President Hawkins outlined the following measures that were taken this week:

- At a District safety meeting, all employees were educated on methods to avoid contracting the Coronavirus.
- District staff have placed hand sanitizers in all public areas of the Administration building, at all workstations, rooms, etc. Also, small portable bottles were issued to all employees.
- The Purchasing Dept. have placed an order for disinfectant wipes for all workstations so that all employees can keep their workstations sanitized.
- District is ensuring that the janitorial services are increasing their frequency for deep cleaning.
- Adjusted all meeting seating to promote social distancing for Directors, staff and the public.
- Live streaming of all Board meetings are already occurring, however, the District is investigating systems to allow two way remote communications and will implement one as quickly as possible.
- District staff is posting information on our website and have provided a link to CDC.
- District staff is investigating the possibility to provide staff the flexibility to work from home.

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Minutes: 3/14/20

- Cancelling and/or delaying non-essential meetings and events. Earth Day was postponed.

President Hawkins reported that the District’s Contracted Public Safety Officer, Daniel Rodriguez, will not be able to attend today’s meeting. Mr. Rodriguez did provide a presentation to the Finance Committee the other night and updated the committee on the work he is presently doing regarding the Coronavirus, such as working with the state, county and federal agencies to ensure that the District is in compliance and taking the appropriate measures. Director Dr. Clifford Young invited Mr. Rodriguez to attend the next regularly scheduled Board meeting and provide a formal presentation to the public and Board.

2. A MOTION TO ADD AN EMERGENCY ITEM DECLARING A LOCAL EMERGENCY DUE TO THE CORONAVIRUS (COVID-19)

General Manager, Clarence Mansell, reported that it is essential that the District implement an Emergency Declaration to declare a local Emergency, which will help the District receive Federal funding for any activities in terms of employees' time, supplies, etc. related to the Coronavirus. City of Rialto Water just declared a local emergency. Mr. Rodriguez is now working on a draft for our District to implement. President Hawkins stated that an Emergency meeting may have to take place. At this time, the District's legal counsel, Robert Tafoya, was called and added through teleconference and he confirmed that an Emergency Declaration can be added at today’s meeting as an emergency item. Mr. Tafoya reported that the Governor has relaxed the requirements for the Brown Act regarding Special/Emergency meetings, although an effort needs to be made to post the agenda. Director Greg Young made a motion to add an emergency item to the agenda regarding the Coronavirus to declare a local emergency, seconded by Director Dr. Clifford Young and the following vote was then taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young
ABSENT:	Michael Taylor

Mr. Tafoya reiterated that when declaring an emergency like this, the District can now be reimbursed for all actions regarding the Coronavirus. It is critical that everyone keep track of their time, expenses and anything related to the Coronavirus to be reimbursed from the State and Federal Government.

3. A MOTION TO MOVE ITEM 1, MID-YEAR BUDGET FOR FY 2019-20 TO ITEM 2, AND MOVE THE EMERGENCY DECLARATION TO ITEM 1

Director Dr. Clifford Young made a motion to move discussion item 1, Mid-Year Budget for FY 2019-20 to item 2, and move the Emergency Declaration to item 1, seconded by Director

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Greg Young. There were no further comments and the following vote was then recorded:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Gregory Young, Director
AYES:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young
ABSENT:	Michael Taylor

PUBLIC PARTICIPATION

None

DISCUSSION

1. DECLARATION OF LOCAL EMERGENCY

President Hawkins asked General Manager, Mr. Mansell what items were needed to be included in the Emergency Declaration. General Manager, Mr. Mansell, reported that the District's Contracted Public Safety Officer, Daniel Rodriguez, has prepared a draft declaration and it will include implementing a GL code for all employees to use to document all actions relating to the Coronavirus. There will also be a resolution prepared and once the draft is submitted he will make sure that all Board members and staff receive the draft Emergency Declaration.

2. FY 19-20 MID YEAR REQUEST

General Manager, Clarence Mansell, presented an overview of the mid-year budget to the Board of Directors. Director Dr. Clifford Young inquired about additional revenue. Mr. Mansell asked the District's CFO to explain the revenue costs. At this time, Shamindra Manbahal, CFO, reminded the Board that he came on as CFO on August 13, 2019, and the budget was in place at that time. The operating revenues were budgeted for \$30,147,024.23 and today the District has received 72% of our revenues, which equals \$21,749,015.47, remaining cost to District is \$8,398,008.76. Director Greg Young asked for the last five (5) year's budget revenue to compare to actual revenue now. Questions from this point ensued and President Hawkins strongly recommended that it be brought back to the Board next week to allow more time to review the budget as Board members did not have sufficient time to review it.

After further discussion, motion was made by Director Dr. Clifford Young to move the FY 19-20 Mid Year Budget to next Saturday, March 21, 2020, President Channing Hawkins second the motion which passed by the following vote:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Channing Hawkins, President
AYES:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young
ABSENT:	Michael Taylor

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Minutes: 3/14/20

REPORTS - LIMITED TO 5 MINUTES MAXIMUM (Presentations or handouts must be provided to Board Members in advance of the Board Meeting).

1. **Board Members** – No reports
2. **Legal Counsel** – No reports
3. **General Manager** – No reports

CLOSED SESSION

There was no vote taken and no report from closed session.

- **CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION** Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: Number of Cases: Two (2)

ADJOURN

The meeting adjourned at 10:10 a.m.

Channing Hawkins
President of the Board of Directors
of West Valley Water District

ATTEST:

Peggy Asche, Executive Assistant

WVWD

Minutes: 3/14/20

MINUTES
REGULAR BOARD MEETING
of the
WEST VALLEY WATER DISTRICT
March 19, 2020

Attendee Name	Present	Excused	Absent
Board of Directors			
Channing Hawkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Michael Taylor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kyle Crowther	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clifford Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gregory Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff			
Clarence Mansell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jeremiah Brosowske	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crystal L. Escalera	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deborah Martinez	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Shamindra Manbahal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joanne Chan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Martin Pinon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linda Jadeski	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jon Stephenson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Albert Clinger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Naseem Farooqi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peggy Asche	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lizette Santoro	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maisha Mesa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Counsel			
Robert Tafoya	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OPENING CEREMONIES

Pledge of Allegiance - Led by Director Greg Young
Opening Prayer – Pastor Harry Bratton, Greater Faith Grace Bible Church
Call to Order
Roll Call of Board Members

WVWD

Minutes: 3/19/20

At this time, President Hawkins presented a brief statement regarding the Coronavirus (COVID-19) pandemic. President Hawkins stated that the Board of Directors adopted a Telecommuting Policy and has started providing several employees the necessary tools and equipment to work from home. A Pandemic Response Plan has been drafted for approval for implementation. President Hawkins assured the customers in our service area that the water provided remains safe and will not be interrupted. The Coronavirus (COVID-19) has no impact on the quality or supply of your tap water. The District is committed to providing our customers with safe and reliable water. The water we deliver meets all stringent state and federal drinking water requirements and is monitored and tested constantly. For the health and safety of our customers and staff, the District closed its administrative offices and the customer service area until further notice during the Coronavirus (COVID-19) pandemic. However, public comment will be allowed for individuals who would like to comment on specific items listed on the agenda for all Board meetings by calling 510-338-9438 access code 627985664. The District would like to remind customers that there are various payment methods, such as: Pay Near Me, CVS Pharmacy, 7-Eleven, and Family Dollar, there are also satellite locations at Pack 'N' Mail in Rialto and J Check Cashing in Bloomington, pay online at www.wvwd.org or by calling 909-975-1804 (2), and of course mail the payment.

ADOPT AGENDA

Director Greg Young stated that there was not sufficient amount of time for the Engineering, Operations and Planning Committee to review Business Item No. 3, therefore, he is requesting to remove Business Item No. 3 from the agenda. Motion was made by Director Greg Young to amend and adopt the agenda with the exception of Business Item No. 3. Director Dr. Clifford Young second the motion and it passed as follows:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

PRESENTATIONS

- Data Analytics of Live-streamed meetings.

Naseem Farooqi, Public Affairs Manager, reported on all live streamed meetings since Dec. 19, 2019, which are Facebook live and YouTube live and presented the number of views, reached out and engagements. Mr. Farooqi stated that he has received positive feedback from ratepayers who are appreciative to view the Board meetings as well as the District being transparent. Live-streaming does work and it does reach out to the community.

- Water Supply and Demand Update.

Nadia Loukeh, Water Resources Manager, gave a brief update on the source of supply for water in 2019, stating that the State Water Allocation is currently 15% and could be subject to

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additional reductions as a result of dry weather, earthquake or regulations. In order to ensure reliability the District needs to focus on conservation, recharging groundwater stores and acquiring new supply sources (desalination, recycled water.) Due to the State Water Conservation Legislation which will be enforcing water agencies to review all water loss and Ms. Loukeh stated that she will be looking into a Water Loss Mitigation Program for the near future. At this time, Director Greg Young stated that Ms. Loukeh presented this presentation to the Engineering, Operations and Planning Committee and she was directed to look into what caused the water loss.

- Status of the District's Preparation for the Coronavirus Action Plan.

Jeanette Barrera, assistant to Daniel Rodriguez, for the Emergency Plan COVID-19. As of this morning, an email from San Bernardino County confirmed that a majority of their offices will be closed. However, there will be access online and telephone. Moving forward with the District's Emergency Response Plan, under the guidelines of California Public Health and Drinking Water Program and the Federal Emergency Management Agency, there is a plan in place, but there will be a few amendments as it progresses. Ms. Barrera is currently working on the local hazardous mitigation plan which is a tool that agencies use to provide information to the community. It is important to collaborate in house and have a person internally who can provide information to the public. Governor Newsom has implemented a plan for essential infrastructure workers during the COVID-19 response. A list from the U.S. Department of Homeland Security was handed out identifying essential infrastructure workers.

PUBLIC PARTICIPATION

Comments were made to the Board of Directors by Mr. Gil Navarro, San Bernardino Valley Municipal Water District (SBVMWD).

CONSENT CALENDAR

Director Greg Young motioned to adopt the Consent Calendar, second by Director Dr. Clifford Young. The motion passed as follows:

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

1. February 2020 – Cash Disbursement Report.
2. February 2020 – Purchase Order Report.
3. February 2020 – WVWD Treasurer Report.
4. February 2020 – WVWD Financial Report.
5. Approve an Agreement with Evoqua Water Technologies for the Well 41 Ion Exchange Treatment Project Resin Installation.

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6. Authorize Staff to File a Notice of Completion Recordation for the Construction of the Bloomington Area Waterline Replacement Phase 3A Project.
7. Approval to Negotiate Contract with GHD Inc. for Professional Engineering Design Services for the 16 MGD Oliver P. Roemer Water Filtration Facility Ultimate Expansion Project.
8. Approve a Joint Use Agreement with Caltrans for Transmission Pipeline Crossing the 210 Freeway at Cactus Avenue in the City of Rialto.
9. Approve the Removal of APN 175-170-040 and 175-200-001 from West Valley Water District Service Area.

BUSINESS MATTERS

1. SELECTION OF EXECUTIVE RECRUITMENT FIRM FOR ASSISTANT GENERAL MANAGER

Mr. Mansell, General Manager, reported that with the guidance of the Board of Directors, staff was directed to send out RFQ's to solicit firms. There were three (3) firms that responded, Mathis & Associates, MuniTemps and Hawkins Group. Mr. Mansell noted that the Human Resources Committee did review these firms. Mr. Mansell is recommending the Hawkins Group. At this time, President Hawkins wanted to state that the Hawkins Group is not related to him and that there is no affiliation and/or association with them. Dr. Clifford Young inquired about the recommendations from the Human Resources Committee and Director Dr. Michael Taylor stated that the committee recommends the Hawkins Group. Therefore, Director Dr. Clifford Young motioned to approve the Hawkins Group to be selected, second by Director Greg Young. The motion passed as follows:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Gregory Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

2. REVIEW 2012 CAPACITY CHARGE STUDY BASED ON THE 2012 WATER MASTER PLAN

Linda Jadeski, Engineering Services Manager, reported that new development places additional demands upon existing facilities and often requires the construction of new or expanded facilities to maintain service standards. To ensure that the District collects sufficient funds to construct the master planned facilities, the District should periodically review and update its Capacity Charges to adjust for the increased cost of construction and/or any material changes to the list of master planned facilities. The last Capacity Charge Study was prepared for the District in 2012. Therefore, Mrs. Jadeski is requesting approval for staff to prepare and issue a Request for Proposals for a Capacity Charge Study. President Hawkins mentioned that this Capacity Charge Study will not raise the water rates. Director Dr. Clifford Young asked does it have the

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potential to raise the water rates to the existing customers. Mrs. Jadeski stated that it does not raise the water rates and it is only for new developments/construction. After further discussion, motion was made by Director Greg Young to approve this item, second by Director Dr. Michael Taylor. The motion passed as follows:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Michael Taylor, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

3. METER EQUIVALENT UNIT CHARGE UPDATE

This item was pulled during the adoption of the agenda.

4. TAFOYA & GARCIA INVOICE #20-1001

Director Dr. Michael Taylor motioned to approve payment, second by Director Greg Young. Director Greg Young inquired about the detailed invoice and Acting Board Secretary Peggy Asche apologized and stated that she will forward the Board members the detailed invoice. There was no further discussion. The item passed as follows:

RESULT:	APPROVED [4 TO 0]
MOVER:	Michael Taylor, Director
SECONDER:	Gregory Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Gregory Young
ABSTAIN:	Clifford Young

REPORTS - LIMITED TO 5 MINUTES MAXIMUM (Presentations or handouts must be provided to Board Members in advance of the Board Meeting).

- **Board Members**

- Director Greg Young reiterated what President Hawkins had previously mentioned regarding the water that the District serves to our customers especially during this health crisis, stating that the District is committed to continuously serve safe drinking water and that there is no danger or should be no fear of any disruption to water service. Encouraged everyone to be kind and generous to your fellow man as a nation and community in hopes to work through this present health crisis.
- Vice President Kyle Crowther thanked everyone for participating in tonight's Board meeting also those at home telecommuting and social media. For those who are not aware, the Governor of California just issued a stay at home and would like to remind our customers to stay calm and remain nice to one another and know that our drinking water is not contaminated.

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- President Hawkins thanked all the Board members for their composure and insight during this difficult time and for what they have provided to the District for helping respond to the health crisis. Also, thanked all of the staff and especially the IT Department for being very vigilant performing their jobs and their professionalism.
- **Legal Counsel**
 - Mr. Tafoya reported out from today's Closed Session stating that the Board of Directors gave him direction to send a settlement offer on one of the personnel issues and if accepted and once settled he will report out more detail.
- **General Manager**
 - **Clarence Mansell**, reported that the Emergency Operation Center (EOC) meets every morning to update the EOC staff and essential personnel of the activation level, Level 2, which is consistent with the County of San Bernardino. Also, all updates regarding the COVID-19. Mr. Pinon will provide updates on the strategy of deployment of staff.
 - **Martin Pinon, Interim Human Resources Manager**, provided a report summarizing that out of eighty-four (84) employees, fifty-eight (58) are still working, eleven (11) employees are telecommuting from home and fifteen (15) employees are on some type of leave. By next week the plan is to send approximately fifteen (15) more employees home with telecommuting equipment.

CLOSED SESSION

1. CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9:
2. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION Pursuant to Paragraph (1) of subdivision (d) of the Government Code Section 54956.9
3. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION Pursuant to Paragraph (1) of subdivision (d) of the Government Code Section 54956.9
4. PUBLIC EMPLOYEE PERFORMANCE EVALUATION (Section 54957)

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5. CONFERENCE WITH LABOR NEGOTIATOR (54957.6) District Negotiators: Channing Hawkins, Clarence Mansell, and Robert Tafoya Union Negotiators: David Garbarino and others

ADJOURN

Being no further business, the meeting adjourned at 8:23 p.m.

Channing Hawkins
President of the Board of Directors
of West Valley Water District

ATTEST:

Peggy Asche, Executive Assistant

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MINUTES
CONTINUATION OF SPECIAL BOARD MEETING
FROM SATURDAY, MARCH 14, 2020, WHICH ADJOURNED
AND CONTINUED
March 21, 2020
WEST VALLEY WATER DISTRICT

Attendee Name	Present	Absent	Late	Arrived
Board of Directors				
Channing Hawkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Michael Taylor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Kyle Crowther	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Clifford Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Gregory Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Staff				
Clarence Mansell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Peggy Asche	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Joanne Chan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shamindra "Rickey" Manbahal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Linda Jadeski	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jon Stephenson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Albert Clinger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Naseem Farooqi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Maisha Mesa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Legal				
Robert Tafoya	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

OPENING CEREMONIES

Call to Order
Roll Call of Board Members

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ADOPT AGENDA

ADD THREE (3) EMERGENCY ITEMS

President Hawkins announced that there are three (3) emergency items that are urgent to be added from March 14, 2020, agenda, relating to the Coronavirus (COVID-19).

- Revision of West Valley Water District's Human Resources Policies & Practices manual to include Article No. 22, Press Contact and Media Relations.
- Coronavirus Disease 2019 (COVID-19) Pandemic Response Plan.
- Amendment of West Valley Water District's Telecommuting Policy.

At this time, Director Greg Young motioned to include the three (3) urgent items to the agenda as emergency items. Director Dr. Clifford Young seconded the motion and the following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

PUBLIC PARTICIPATION

There were no comments

DISCUSSION

1. CORONAVIRUS DISEASE 2019 (COVID-19) PANDEMIC RESPONSE PLAN

Director Greg Young motioned to add the Coronavirus Disease 2019 (COVID-19) Pandemic Response Plan as an emergency item, Director Dr. Clifford Young second the motion to which there was no objection.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

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Director Greg Young motioned to add the amended Telecommuting Policy as an emergency, Director Dr. Clifford Young second the motion to which there was no objection.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Greg Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

3. HUMAN RESOURCES POLICIES & PRACTICES MANUAL TO INCLUDE ARTICLE 22, PRESS CONTACT & MEDIA RELATIONS

At this time, Director Dr. Clifford Young commented on the Human Resources Policies and inquired if the Human Resources Committee previously reviewed the addition. Director Dr. Michael Taylor stated that they did not have the opportunity to review it. After further discussion, Director Dr. Michael Taylor motioned to approve the Human Resources Policies & Practices Manual to include Article 22, Press Contact & Media Relations. The motion failed due to lack of a second vote.

RESULT:	DEFEATED [1 TO 4]
MOVER:	Michael Taylor, Director
SECONDER:	None

4. MID-YEAR BUDGET FOR FY 2019-20

CFO, Shamindra “Rickey” Manbahal presented the continuation Mid-Year Budget from last week. As requested, Mr. Manbahal made some changes and prepared a summary of the requests from the Board. Basically, Mr. Manbahal spoke to all managers’ in each department to help reduce some costs to make these revisions. It is now March and near the end of the year. Mr. Manbahal recommended that each department wait and add any equipment, personnel, etc., to the next year budget as it is so close. Director Dr. Clifford Young commended the CFO for making the changes and presenting an actual mid-year budget. Director Greg Young also thanked the CFO for providing a summary as it was very helpful. Director Greg Young asked last week about the revenue for the last five years as far as water sales. Mr. Manbahal commented that as of February, the District is between 66% to 70% which is in line with prior years. Questions ensued and it was recommended to bring the Mid-Year Budget for FY 2019-20 for approval to the next regularly scheduled Board meeting on April 2, 2020.

PRESENTATION

Ms. Jeanette Barrera reported on the recent report from San Bernardino County that there are four (4) more COVID-19 cases as of yesterday, which now totals nine (9). The activation level is still remaining at 2. There may need to be modifications made to the Pandemic Response Plan and she is working with the General Manager, Mr. Mansell on revisions, which those revisions will have to go back to the Board for approval.

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ADJOURN

Being no further discussion, the meeting adjourned at 10:45 a.m.

Channing Hawkins
President of the Board of Directors
of West Valley Water District

ATTEST:

Peggy Asche, Executive Assistant

WVWD

Minutes: 3/21/20

**MINUTES
REGULAR BOARD MEETING
of the
WEST VALLEY WATER DISTRICT
April 2, 2020**

Attendee Name	Present	Excused	Absent
Board of Directors			
Channing Hawkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Michael Taylor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kyle Crowther	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clifford Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gregory Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff			
Clarence Mansell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jeremiah Brosowske	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deborah Martinez	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Shamindra Manbahal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joanne Chan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linda Jadeski	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jon Stephenson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Albert Clinger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Naseem Farooqi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peggy Asche	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lizette Santoro	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maisha Mesa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Counsel			
Robert Tafoya	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OPENING CEREMONIES

Pledge of Allegiance - Led by Vice President Kyle Crowther

Opening Prayer - Led by Elder Vernall Townsend from the Rialto United Methodist Church

Call to Order

Roll Call of Board Members

ADOPT AGENDA

WVWD

Minutes: 4/2/20

1. ADOPT AGENDA

Director Dr. Michael Taylor motioned to adopt the Consent Calendar as presented. Vice President Kyle Crowther second the motion and the following vote was taken:

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Michael Taylor, Director
SECONDER:	Kyle Crowther, Vice President
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

PUBLIC PARTICIPATION

Comments were made to the Board of Directors by Gil Navarro (Director, San Bernardino Valley Municipal Water District) Don Griggs (Rate Payers Association) and June Hayes (Director, San Bernardino Valley Municipal Water District).

PRESENTATIONS

1. Status of the District's Response to the Coronavirus (COVID-19) Pandemic.
2. Special District Leadership Foundation (Our Commitment to Excellence).

Mr. Jeremiah Brosowske, Assistant General Manager, presented a PowerPoint on the status of the District's progress stating that the District's target date is still December 1, 2020, to acquire the District Transparency Certificate of Excellence from the Special District Leadership Foundations (SDLF). However, due to COVID-19, SDLF is willing to work with the District for the General Manager and Board members to complete courses online through Zoom or other online outlets.

CONSENT CALENDAR

Director Dr. Clifford Young requested to move Consent item No. 2 to Business Matters. Director Greg Young motioned to approve and amend the Consent Calendar moving item No. 2 to Business Matters and approving Consent item No. 1. The following vote was taken:

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

1. APPROVAL OF FISCAL YEAR 2019-20 MID YEAR BUDGET
2. APPROVAL OF PAYMENT TO TAFOYA & GARCIA, LLP

Moved to Business item No. 2 during the adoption of the Consent Calendar.

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BUSINESS MATTERS

MOTION TO APPROVE ALL BUSINESS MATTERS

A motion was made by Director Dr. Michael Taylor to pass all items in Business Matters without further discussion. President Channing Hawkins second the motion. However, Director Greg Young requested consideration to discuss Business items No. 4, 5 and 6. The following vote failed 2-3:

RESULT:	DEFEATED [2 TO 3]
MOVER:	Michael Taylor, Director
SECONDER:	Channing Hawkins, President
AYES:	Channing Hawkins, Michael Taylor
NAYS:	Kyle Crowther, Clifford Young, Gregory Young

2. APPROVAL OF PAYMENT TO TAFOYA & GARCIA, LLP FOR PROFESSIONAL SERVICES RENDERED IN FEBRUARY, 2020; INVOICE NO. 20-1002: \$23,553.96.

Director Greg Young inquired as to why this item was put on the Consent Calendar as it is generally on Business Matters. Motion was made by Director Dr. Michael Taylor to approve Business item No. 2 (was consent item No. 2). Vice President Kyle Crowther second the motion and there were no further comments. The following vote was taken:

RESULT:	APPROVED [4 TO 1]
MOVER:	Michael Taylor, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Gregory Young
NAYS:	Clifford Young

3. A JOINT COMMUNITY FACILITIES AGREEMENT BETWEEN THE CITY OF RIALTO, EL RANCHO VERDE GOLF, LLC, LYTLE DEVELOPMENT AND WEST VALLEY WATER DISTRICT AND ADOPT RESOLUTION NO. 2020-10.

A motion was made by Director Dr. Clifford Young to approve Business item No. 3. Director Greg Young second the motion and there were no discussions. The following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Gregory Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

MOTION TO APPROVE BUSINESS MATTERS NO. 4, 5 AND 6.

A motion was made by Director Dr. Michael Taylor to pass the remaining Business items No. 4,

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5 and 6. Motion failed for lack of a second vote. See following vote:

RESULT:	DEFEATED [1 TO 4]
MOVER:	Michael Taylor, Director
NAYS:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young

4. REQUEST TO LIFT HIRING FREEZE FOR CRITICAL NEED POSITIONS – SIX WATER SYSTEMS OPERATOR POSITIONS; AND TO FIRST RECRUIT INTERNALLY.

Director Dr. Clifford Young inquired about the minimum qualifications for each position and specifically wants to know are they all a minimum T3. It was stated that each position is different and that all positions are not a minimum T3. Director Greg Young strongly advised the General Manager and the Interim Human Resources Manager to follow the guidelines of the District's Personnel & Practices Manual especially for internal promotions regarding certifications and that internal employees have passed the required exams. After further discussions, motion was made by Director Greg Young to approve lifting the hiring freeze and to recruit six (6) water systems operator positions; and to first recruit internally. Director Dr. Clifford Young second the motion. The following vote was then recorded:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

MOTION TO APPROVE BUSINESS MATTERS NO. 5 AND 6.

A motion was made by Director Dr. Michael Taylor to pass the remaining items No. 5 and 6 in Business Matters without further discussion. Motion failed for lack of a second vote.

RESULT:	DEFEATED [UNANIMOUS]
MOVER:	Michael Taylor, Director
NAYS:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young

5. APPROVAL OF ADDITIONAL FUNDING FOR CONTRACT WITH CHAMBERLAYNEPR FOR ASSISTANCE WITH PUBLIC AND MEDIA RELATIONS.

Director Greg Young stated that he is perplexed as to why this Agreement is brought back for an additional \$25,000 as contracts were discussed in January to eliminate bringing back contracts for further money. Director Greg Young stated that ChamberlaynePR was hired and approved to complete an assessment and is asking for the status of this assessment. Assistant General Manager Mr. Brosowske stated that ChamberlaynePR is about 85% complete and that the District has increased in media inquiries and there has also been an increase with the crisis communications for COVID-19 pandemic. Director Dr. Michael Taylor mentioned that External Affairs has been extremely busy with customer relations and ChamberlaynePR is helping assist with some of the public relations tasks as well as COVID-19. Further questions ensued. Motion was made by Director Dr. Taylor to amend and approve item No. 5 requesting

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ChamberlaynePR to submit a further itemized report updating the progress that has been completed this far. Motion failed for lack of a second vote.

RESULT:	DEFEATED [UNANIMOUS]
MOVER:	Michael Taylor, Director
NAYS:	Channing Hawkins, Kyle Crowther, Clifford Young, Gregory Young

5. APPROVAL OF ADDITIONAL FUNDING FOR CONTRACT WITH CHAMBERLAYNEPR FOR ASSISTANCE WITH PUBLIC AND MEDIA RELATIONS (continued).

Director Dr. Clifford Young motioned to table this item. Director Greg Young second the motion and clarified that ChamberlaynePR make it a priority to complete the assessment. At this time, President Hawkins reiterated to General Manager, Mr. Mansell, to ensure that he instructs ChamberlaynePR to not exceed funds noted in their contract amount and to solely focus their work on the assessment project. There were no further discussions regarding this item. Motion failed by the following vote:

RESULT:	DEFEATED [2 TO 3]
MOVER:	Clifford Young, Director
SECONDER:	Gregory Young, Director
AYES:	Clifford Young, Gregory Young
NAYS:	Channing Hawkins, Michael Taylor, Kyle Crowther

5. APPROVAL OF ADDITIONAL FUNDING FOR CONTRACT WITH CHAMBERLAYNEPR FOR ASSISTANCE WITH PUBLIC AND MEDIA RELATIONS (continued).

Director Dr. Michael Taylor motioned to approve this item along with the stipulation that they provide another progress report. Vice President Kyle Crowther second the motion. The following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Michael Taylor, Director
SECONDER:	Kyle Crowther, Vice President
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther
NAYS:	Gregory Young, Clifford Young

6. APPROVAL OF ADDITIONAL FUNDING FOR LOS ANGELES COUNTY PUBLIC SAFETY AND SECURITY SERVICES, LLC, TO PROVIDE DETAILED SAFETY AND SECURITY SERVICES.

Director Dr. Michael Taylor motioned to approve item No. 6. Vice President Kyle Crowther second the motion. Discussion then ensued and Director Greg Young inquired with staff and stated that this item was extended before in March of 2019 for an additional \$90,000 and the Board still does not have the main deliverable Hazardous Mitigation Plan and Emergency Response Plan packages that they were originally approved to provide. General Manager, Mr. Mansell stated that the Hazardous Mitigation Plan and Emergency Response Plan are completed and waiting for the State to respond with corrections before finalization and approval. Currently, Los Angeles County Public Safety and Security Services prepared the Telecommuting

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Policy and COVID-19 Pandemic Response Plan as well as are working with the State regarding the COVID-19 pandemic. No further discussions were made and the following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Michael Taylor, Director
SECONDER:	Kyle Crowther, Vice President
AYES:	Michael Taylor, Kyle Crowther, Channing Hawkins
ABSTAIN:	Gregory Young
NAYS:	Clifford Young

REPORTS - LIMITED TO 5 MINUTES MAXIMUM (Presentations or handouts must be provided to Board Members in advance of the Board Meeting).

1. Board Members

- No reports

2. Legal Counsel

- No reports

3. General Manager

CLOSED SESSION

Mr. Tafoya reported out of closed session that the Board of Directors voted 5-0 to accept Crystal Escalera's settlement offer regarding employment claim which includes a six (6) month severance agreement up to \$7,000 reimbursement, Cobra Health Plan paid up to \$4,200, and a letter of recommendation. There was no other reportable action taken.

- PUBLIC EMPLOYEE APPOINTMENT - Government Co Section 54957(b)1 - Assistant General Managers
- CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: Number of Cases: Five (5)
- CONFERENCE WITH LABOR NEGOTIATOR (54957.6) District Negotiators: Martin Pinon, Robert Tafoya, Union Negotiators; Re: International Union of Operating Engineers, Local 12
- PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE - (Government Code Section 54957(b) - Human Resources Manager

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- CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION Pursuant to paragraph one (1) of subdivision (d) of Government Code Section 54956.9 Case Name: Matthew Litchfield v. Clifford Young et al Case No. CIV DS 1904733
- CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION Pursuant to Paragraph one (1) of subdivision (d) of the Government Code Section 54956.9 Case name: Clifford Young et al v. Robert Tafoya et al. Case No. 19STCV05677
- PUBLIC EMPLOYEE PERFORMANCE EVALUATION Pursuant to Government Code Section 54957 Title(s): General Manager, General Counsel

ADJOURN

The meeting adjourned at 8:52 p.m.

Channing Hawkins
President of the Board of Directors
of West Valley Water District

ATTEST:

Peggy Asche, Executive Assistant

WVWD

Minutes: 4/2/20

MINUTES
REGULAR BOARD MEETING
of the
WEST VALLEY WATER DISTRICT
April 16, 2020

Attendee Name	Present	Excused	Absent
Board of Directors			
Channing Hawkins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Michael Taylor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kyle Crowther	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clifford Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gregory Young	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff			
Clarence Mansell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jeremiah Brosowske	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Martin Pinon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shamindra Manbahal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joanne Chan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linda Jadeski	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jon Stephenson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Albert Clinger	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Naseem Farooqi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peggy Asche	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lizette Santoro	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maisha Mesa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Counsel			
Robert Tafoya	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OPENING CEREMONIES

Pledge of Allegiance - Led by Director Dr. Clifford Young
Opening Prayer - Led by Pastor David Gaunt from Sunrise Church
Call to Order
Roll Call of Board Members

President Hawkins provided an update on the water supply and coronavirus, also known as COVID-19 stating that the West Valley Water District's water quality, safety, and supply is excellent and unaffected by coronavirus.

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Our customer service representatives are continuing to assist those who request customized payment plans. Each of these payment plans are designed to meet specific needs and based on personal financial situations. The average monthly call volume has increased in March, so the District does appreciate the ratepayers patience as we devote our full attention to every ratepayer in need. Payments can still be made at our office drop box, online, *Pay Near Me* locations and by telephone, mail and bank bill pay systems.

A sign has been installed outside the customer service office outlining payment options in English and Spanish. Though our customer service center is closed, representatives are still available by phone to answer any questions that our customers may have at [\(909\) 875-1804](tel:(909)875-1804) or customerservice@wvwd.org.

Rest assured that the Water District has taken decisive actions to combat the coronavirus pandemic. A COVID-19 page is on our website and customers have been notified via email with updates on the critical virus information. The website page is continually updated with new information from local, state and federal agencies.

The District's emergency operations center is fully operational. We are conducting daily emergency operation meetings to ensure that we receive constant updates on water quality and supply. All employees have been informed of their duties as state-designated disaster workers. Beginning last week, our managers and supervisors began completing emergency management courses to better prepare themselves for and respond to emergencies. There have been also significant changes to internal operations, such as:

- 50 total employees have been provided the necessary equipment to telecommute from home.
- Consultants and developers are working entirely remotely.
- Of our 87 employees:
 - 26 employees are telecommuting,
 - 34 employees are in field operations,
 - 15 employees are in agency offices working in engineering, purchasing, accounting, and executive management departments,
 - 1 employee is in self-quarantine,
 - 6 employees are taking days off, and
 - 1 employee is on leave.

The District has also taken additional measures to protect employees working in the office, such as:

- 1,000 KN95 safety masks have been purchased and delivered today, plus 240 reusable cloth face masks will be arriving in the next two weeks.
- Zero contact thermometers have been purchased and being used to test temperatures daily.
- Installed several hand sanitizing wall stations throughout the office and ordered an additional 250 travel size hand sanitizers.
- Distributed gloves to employees.
- Disinfectant wipes have been distributed.
- Identifying additional employees who can telecommute.
- Most meetings have been shifted to virtual web meetings.

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- A Vehicle Take Home policy has been developed to allow all essential operations employees to drive their district vehicle between home and work.
- Increased janitorial services to sanitize and deep clean common areas.

In addition to these measures, the Board of Directors approved the production and implementation of a pandemic response plan and a telecommuting work policy. Our managers are preparing to present and implement these initiatives.

The IT department has assisted management and staff in hastily transitioning to telecommuting by deploying new software, issuing additional necessary computer equipment and maintaining systems like the Water District's Virtual Private Network (VPN) to ensure employees have the ability to telecommute effectively.

Governor Newsom announced this week that Californians have successfully started to flatten the curve and prevent the overwhelming of health resources. Local, state, and federal leaders are now identifying how to modify stay-at-home orders and begin to re-open the economy. However, it is important to note that Governor Gavin Newsom has made it clear that conditions may necessitate changes at any time.

On behalf of the Board of Directors, President Hawkins thanked management and employees for their tireless work during this difficult time. The dedication to guaranteeing our customers have safe drinking water does not go unnoticed.

ADOPT AGENDA

1. ADOPT AMENDED AGENDA

Director Dr. Clifford Young motioned to amend agenda and remove item No. 20 to the next regularly scheduled Board meeting, May 7, 2020. Director Greg Young second the motion and the following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Gregory Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

PUBLIC PARTICIPATION

Comments were read by Naseem Farooqi, Public Affairs Manager, from Mr. Don Griggs and Mr. Al Vogler to the Board of Directors.

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CONSENT CALENDAR

Director Dr. Clifford Young motioned to adopt the consent calendar, as amended, moving items No. 5 and 17 to Business Matters for separate discussion. Director Dr. Michael Taylor second the motion. There were no further discussions and the following vote was taken:

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Clifford Young, Director
SECONDER:	Michael Taylor, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

1. March 2020 – Purchase Order Report
2. Monthly Financial Report – March 2020
3. Monthly Treasurer’s Report- March 2020
4. Monthly Cash Disbursement Report – March 2020
5. Budget Preparation Schedule for FY 2020–2021 **(PULLED AND MOVED TO BUSINESS MATTERS)**
6. Approval of Board Meeting Minutes - Jan. 9, 2020
7. Approval of Board Meeting Minutes - Jan. 25, 2020
8. Approval of Board Meeting Minutes - Feb. 6, 2020
9. Approval of Board Meeting Minutes - Feb. 20, 2020
10. Consider Purchase of Emergency Generator for Pump Station 6-2 with Quinn Power Systems.
11. Consider an Agreement with Evoqua Water Technologies for Well 11 Ion Exchange Media Replacement
12. Consider Exemption to Hiring Freeze to Fill Vacant Critical Need Accountant Position
13. Consider Task Order No. 2 with Engineering Resources of Southern California, Inc. for Construction Management and Inspection Services for Casmalia Waterline Replacement Project
14. Consider Award of Contract for Construction of Casmalia Waterline Replacement Project to El-Co Contractors, Inc.
15. Consider Amendment 3 to Task Order 1 for the Water Facilities Master Plan Update
16. Communications: Media Releases & Articles
17. Approval for Payment of Invoices for Dr. Bill Mathis & Associates **(PULLED AND MOVED TO BUSINESS MATTERS)**
18. Approval of Resolution 2020-Emergency Resolution of the Board of Directors of the West Valley Water District to Waive Late Fees During the COVID-19 Emergency
19. Authorization to Approve Change Order No. 5 for the Customer Service Foyer Renovation Project

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BUSINESS MATTERS

20. ASSESSMENT REPORT FOR EXTERNAL AFFAIRS DEPARTMENT

Motion was made to amend this item during the adoption of the agenda and move to the next regularly scheduled Board meeting, May 7, 2020.

21. BUDGET PREPARATON SCHEDULE FOR FY 2020 – 2021

At this time, Director Greg Young inquired about the Board of Director's retreat and Shamindra Manbahal, Chief Financial Officer, stated that it has been cancelled. Motion was then made by Director Greg Young to approve the Budget Preparation Schedule for FY 2020-2021. Director Dr. Clifford Young second the motion and there were no further discussions. The following vote was taken:

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young, Gregory Young

22. APPROVAL FOR PAYMENT OF INVOICES FOR DR. BILL MATHIS & ASSOCIATION

Director Greg Young inquired if all of the invoices occurred during the time of the contract. General Manager, Mr. Mansell stated that the contract did not have enough money beyond contract. Discussion ensued and Director Greg Young made a motion to continue this item to the next regularly scheduled Board meeting with an accounting analysis. Director Dr. Clifford Young second the motion and the following vote failed 3-2:

RESULT:	DEFEATED [2 TO 3]
MOVER:	Gregory Young, Director
SECONDER:	Clifford Young, Director
AYES:	Clifford Young, Gregory Young
NAYS:	Channing Hawkins, Michael Taylor, Kyle Crowther

23. APPROVAL FOR PAYMENT OF INVOICES FOR DR. BILL MATHIS & ASSOCIATES

Director Dr. Michael Taylor motioned to approve payment of invoices for Dr. Bill Mathis & Associates and requested a detail accounting report to the Board of Director's at their next regularly scheduled Board meeting. President Channing Hawkins second the motion and the

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following vote was taken:

RESULT:	APPROVED [4 TO 0]
MOVER:	Michael Taylor, Director
SECONDER:	Channing Hawkins, President
AYES:	Channing Hawkins, Michael Taylor, Kyle Crowther, Clifford Young
ABSTAIN:	Gregory Young

REPORTS - LIMITED TO 5 MINUTES MAXIMUM (Presentations or handouts must be provided to Board Members in advance of the Board Meeting).

1. Board Members

- Director Greg Young wished everyone to stay safe during this difficult time and reiterated that there are no issues with the water you drink and that it is safe.

2. Legal Counsel

- Mr. Robert Tafoya reported out of closed session on two items:

3-2 vote was taken to accept the offer of Deborah Martinez, Human Resources Manager, and once calculated by the District's CFO it will be reported at a later time. Ayes - Director Greg Young, President Channing Hawkins, Vice President Kyle Crowther; Nays - Director Dr. Clifford Young; abstain - Director Dr. Michael Taylor.

3-2 vote was taken for the offer of Jeremiah Brosowske, Assistant General Manager, and once calculated by the District's CFO it will be reported at a later time. Ayes - President Channing Hawkins, Vice President Kyle Crowther, Director Dr. Michael Taylor; Nays - Director Dr. Clifford Young; abstain - Director Greg Young.

3. General Manager

- Mr. Mansell stated that there will be two reports, one from Human Resources and the other from the District's Chief Financial Officer:

Mr. Martin Pinon, Interim Human Resources Manager, reported on the recruitment of the Assistant General Manager (AGM) position stating that there were a few issues regarding the contract; however, changes have been made and the firm selected to recruit the position of AGM, The Hawkins Company, will be contacting each Board member to obtain their thoughts regarding qualifications, qualities, and characteristics that would make an ideal candidate for the District. The Hawkins Company has begun the process of drafting the brochure.

Mr. Shamindra Manbahal, Chief Financial Officer, provided a brief update regarding COVID-19 related activities and stated that the KN95 masks have finally arrived and have been passed out to staff and the Board members. The total expense to date relating to COVID-19 is approximately \$155,000. Of that, \$97,000 is labor related and \$58,000 is on material items such as: masks, gloves, sanitizers, cell phones, lap

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tops, licensing for software, water, janitorial services, etc. The accounting department has established a project code to track all labor and expenses relating to COVID-19 which will help when filing for reimbursement. It is very important that a detailed and supporting document be provided for all claimed expenses.

President Hawkins inquired about the District's revenue and Mr. Manbahal stated that the District is in line compared to the March 2019 receipts which was \$1.7 million and on March 2020 the revenue was \$1.5 million. Billing receipts in March 2019 were \$1.4 million and billing receipts for March 2020 were \$1.0 million; the discrepancy is due to the billing conversion and bills that were late being mailed out.

Mr. Shamindra Manbahal also reported on the draft Policies and stated that four are completed and are now in review. The position for Payroll has been posted and closed, the District received 75 applications. The RFP for a firm for audit services have been completed and to date six firms have applied.

CLOSED SESSION

Mr. Robert Tafoya reported out of closed session on two items:

3-2 vote was taken to accept the offer of Deborah Martinez, Human Resources Manager, and once calculated by the District's CFO it will be reported at a later time. Ayes - Director Greg Young, President Channing Hawkins, Vice President Kyle Crowther; Nays - Director Dr. Clifford Young; abstain - Director Dr. Michael Taylor.

3-2 vote was taken for the offer of Jeremiah Brosowske, Assistant General Manager, and once calculated by the District's CFO it will be reported at a later time. Ayes - President Channing Hawkins, Vice President Kyle Crowther, Director Dr. Michael Taylor; Nays - Director Dr. Clifford Young; abstain - Director Greg Young.

- PUBLIC EMPLOYEE APPOINTMENT – Government Code Section 54957(b)1 – Assistant General Managers
- CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: Number of Cases: Five (5)
- CONFERENCE WITH LABOR NEGOTIATOR - (54957.6) District Negotiators: Martin Pinon, Robert Tafoya, Union Negotiators; re: International Union of Operating Engineers, Local 12
- PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE - Government Code Section 54957(b)

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- CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION Pursuant to paragraph one (1) of subdivision (d) of Government Code Section 54956.9 Case Name: Matthew Litchfield v. Clifford Young et al Case No. CIV DS 1904733
- CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION Pursuant to Paragraph one (1) of subdivision (d) of the Government Code Section 54956.9 Case name: Clifford Young et al v. Robert Tafoya et al. Case No. 19STCV05677
- PUBLIC EMPLOYEE PERFORMANCE EVALUATION - Pursuant to Government Code Section 54957 Title(s): General Manager, General Counsel

ADJOURN

There being no further business the meeting adjourned at 8:45 p.m.

Channing Hawkins
President of the Board of Directors
of West Valley Water District

ATTEST:

Peggy Asche, Executive Assistant

WVWD

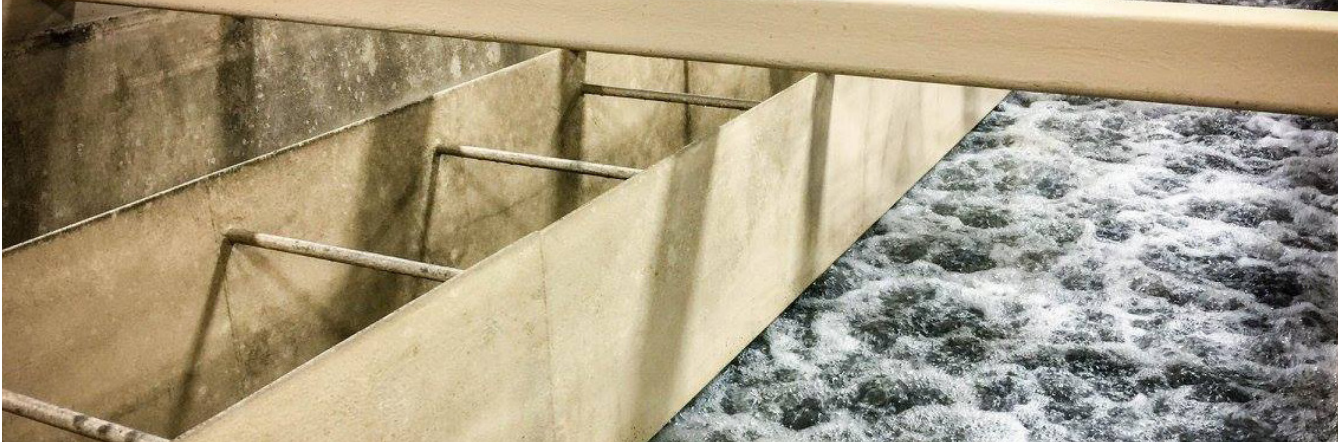
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West Valley Water District | 2020

Communications Assessment

COMMUNICATIONS ASSESSMENT



Disclaimer: Confidential Information:

The attached report was prepared in good faith by ChamberlaynePR upon request by WVWD and contains sensitive, proprietary and confidential information that is not intended for public use or distribution. The information contained in this report is intended to help the board and employees of WVWD work together to effectively manage information and communication risks as part of their assigned job responsibilities. Accordingly, WVWD agrees that this report shall not be shared outside of the WVWD board and those within WVWD to whom such disclosure is necessary to perform their assigned functions. By accepting this report, WVWD acknowledges that disclosure or misuse of the information contained in this report may cause harm to WVWD, its ratepayers, employees, or other entities or individuals and that WVWD accepts full responsibility for the use of this report and the results thereof. Similarly, while every care has been taken in preparing this report, ChamberlaynePR makes no representations and gives no warranties of whatever nature regarding this report, including but not limited to the adequacy, accuracy or completeness of any information or representations contained therein. The opinions, recommendations and comments presented are solely those of ChamberlaynePR and do not constitute legal or other professional advice. Accordingly, ChamberlaynePR cannot be held liable for the disclosure of, use of or reliance on the findings or opinions contained in this report and expressly disclaims all liability with respect to the report and any actions taken or not taken based on the contents thereof.

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SUMMARY

EXECUTIVE SUMMARY

This communications assessment is a methodical analysis of the West Valley Water District's (WVWD) internal and external communications. The assessment is divided into two sections. The first section provides a broad summary of and highlights from the larger report and the second section takes a more detailed look at communications fundamentals, structure and tools. The second section is further divided into two parts. The first contains a communications scorecard that focuses on internal practices, where each critical element of WVWD's communications is graded as *very good*, *good*, *satisfactory*, *poor* or *very poor*. The remaining half focuses on the external footprint and perceptions of WVWD, comparing WVWD to other water-related organizations in the state.

The reason for this assessment is apparent: The WVWD is in constant disarray, shrouded in a mass of unflattering news reports, seemingly dysfunctional communications resources and abysmal media responses. The result is a swirling, unchecked and unrelenting cycle of unfavorable media inquiries and reports, most notably from the *San Bernardino Sun*, a *Southern California News Group* publication. Some of these reports may be justifiable based on former actions and practices, but others are not. It is our opinion that some of the chaos involving WVWD communications is the result of unnecessary prior political infighting and mismanagement from organization leadership. While we believe that much of this behavior has subsided, it has left an indelible mark on the organization's reputation, infrastructure and communications.

At a high level, we find grave issues extending from problematic leadership on the part of the general manager (GM) and assistant general manager (AGM), who have not produced or implemented a strategic communications plan and hired experienced staff (AGM included) with the adequate organizational, managerial or writing skills to handle communications for a sizable public utility organization. As a result of this lack of planning and skills, almost every underlying strategy, tool and resource appears to be poorly operated and executed. We also understand that the public affairs manager (PAM), who is in charge of day-to-day communications operations, shares the burden of these shortfalls, but further recognize the PAM also deals with significant roadblocks outside of their control, including an onslaught of media inquiries, budget constraints, personnel issues, conflicting directives from leadership and leadership bottlenecks. These issues and several others have led to a complete breakdown in communications, employee morale and public perception.

We do not consider these breakdowns insurmountable. With the right support, we believe WVWD can make the structural changes, human resources moves and public relations strategy adjustments necessary to recover. In this assessment, we've outlined numerous recommendations WVWD can use as a guide to solutions. We've tiered the nature of our recommendations to (1) *highly recommend*, (2) *recommend* and (3) *suggest*. Some of the most critical suggestions involve rethinking the structure of WVWD's external affairs department and implementing consistent, mandatory "all staff" and external affairs staff meetings. We also highly recommend that the GM, AGM or PAM provide a concise and structured strategic communications plan to the board of directors, which includes month-by-month scheduled information detailing (including the who, what, how and when) customer service-related communications, announcements, newsletters, website changes, social media posts, events, community outreach, etc. This communications plan should also include detailed budget information, resources and roles.

In sum, we find that the communications deficiencies within WVWD undeniably put the public perception and reputation of the organization, board of directors, staff and affiliates at risk. This situation is especially perilous due to the complications posed by the continued barrage of media inquiries and reports from the Sun, a convoluted website redesign process, the ongoing COVID-19 pandemic and looming audit from the California State Controller's Office. We firmly believe that the external affairs department lacks the leadership and skills to implement or uphold best practices and protect the organization's reputation. We recognize that board and staff members of WVWD work hard to ensure that ratepayers receive the very best services, but these issues are truly a disservice to ratepayers. The West Valley Water District should use this document as a guide to help better understand industry and municipality related communications and thereby take the first steps towards building a healthy work environment and positive reputation for the organization.

RESEARCH METHODOLOGY

The foundation of any effective assessment is research. This assessment includes a review of: (1) best practices, (2) board and staff member interviews and (3) industry analysis.

1. BEST PRACTICES

This summary section includes a quick review of best practices as established by the Special District Leadership Foundation (SDLF) and Institute for Local Government (ILG). The SDLF is an independent, nonprofit organization formed to promote good governance and best practices among California's special districts through certification, accreditation and other recognition programs. It is supported by the California Special Districts Association and Special District Risk Management Authority. Making use of SDLF materials, we assessed subject areas under the *District Transparency Certificate of Excellence* program, which includes basic transparency, website and outreach requirements. For our assessment, we focused on the "website requirements" and "outreach/best practices requirements" sections. The ILG serves as a resource for local officials, providing research capacity, publications and training programs that address public policy issues and promote inter-jurisdictional cooperation among local agencies. This assessment also considers practices from the ILG's *Good Governance Checklist: Good and Better Practices* and its *TIRS Engagement Framework*, a five-pillar framework any local government can use to plan and execute public engagement efforts.

This communications assessment combines elements from SDLF and ILG best practices to create the master checklist below. Due to resource and operational constraints, we do not believe that organizations need to implement all of these practices. However, in light of the serious communications and transparency issues over the last several years at WVWD, it may prove prudent to do so. By adopting these communications-related best practices listed below, we firmly believe that any organization, especially WVWD, can serve as a model for excellence in communications.

SDLF/ILG COMMUNICATIONS STANDARDS (COMBINED)

Checklist items are taken from Special District Leadership Foundation (SDLF) Recommendations & Institute for Local Government's (ILG) Good Government Guidelines

WEBSITE:

SDLF: Maintain a district website with:

- Names of board members and their terms of office
- Names of general manager and key staff along with contact information
- Election procedure and deadlines
- Board meeting schedule (regular meetings must be posted)
- District's mission statement
- Description of district's services/functions and service areas
- Authorizing statute/enabling act
- Current district budget
- Most recent financial audit
- Archive of board meeting minutes for at least last six months
- List compensation of board members and staff and/or provide a link to the State Controller's webpage with this data

ILG: Emphasized Website Elements:

- District creates a "transparency portal" on its website that provides anticipated information the public needs from all agency departments in one easy to find location
- District makes available live audio/video streams and archived recordings of meetings available on the district website
- District posts meeting agendas for regular meetings earlier than required to enable the public to understand upcoming issues before the district
- District makes archives of meeting minutes and agendas for three years or longer
- District makes available live audio/video streams and archived recordings of meetings available on the district website
- District posts video recordings of meetings with relevant accompanying materials
- District emails meeting agendas to subscribers with information on how to view related materials on the website

SDLF: Website should also include at least four of the following:

- Board member ethics training certificates
- Picture, biography, and email address of board members
- Last three years of audits
- Reimbursement and compensation policy
- Financial reserves policy
- Online/downloadable Public Records Act request form
- Audio or video recordings of the board meetings
- Map of district boundaries/service area
- Link to California Special District Association mapping program
- Most recent Municipal Service Review and Sphere of Influence Studies
- Most recent Municipal Service Review (MSR) and Sphere of Influence (SOI) studies (full document or link to document on another site)
- Link to www.districtsmakethedifference.org site or a general description of what a special district is
- Link most recently filed to FPPC forms
- Digitized and searchable meeting agendas (required in 2019)

COMMUNITY OUTREACH/COMMUNICATION TOOLS

SDLF: Outreach/Best Practices:

- Maintain a regular district newsletter or communication (printed and/or electronic) that keeps the public, constituents and elected officials up-to-date on district activities (at least twice annually).
- Community notification through Media release to local media outlet announcing upcoming filing deadline for election or Appointment and process for seeking a position on the district board, prior to that election (or prior to the most recent deadline For consideration of new appointments for those districts with board members appointed to fixed-terms).
- Complete a special community engagement project, which may be broad in nature or focus on specific issues such as rate-setting, recycled water, identifying community needs, etc.
- Hold annual informational public budget hearings that engage the public (outreach, workshops, etc.) prior to adopting the budget
- Conduct a community transparency review by obtaining an overview checklist from at least two identified community members

COMMUNITY OUTREACH/COMMUNICATION TOOLS (CONT'D)

ILG Emphasized Outreach Elements:

- Draft an agency wide public engagement and outreach plan that includes a mix of in-person and online activities. Ensure target audiences are represented within the plan. The plan should also include timeline, budget, staff time and roles.
- Create or update a list of local community-based organizations and others to inform outreach efforts.
- Identify diverse locations to hold meetings with target audiences in mind.
- Send out periodic surveys to understand satisfaction with public engagement related efforts and policies.
- Set and track metrics for public engagement.
- Commit to reviewing public engagement related plans if they have not been systematically reviewed in the last ten years and adopt a resolution demonstrating a commitment to public engagement.
- Develop relationships with community based organizations and neighborhood groups to distribute information and solicit input on issues of potential interest to those groups.
- Notify the community through media releases to local media outlets announcing upcoming filing deadlines for election or appointment, and the process for seeking a position on the district board prior to deadline.
- Create youth commissions as an opportunity to connect with younger generations about water services and needs.
- Collaborate and partner with other local groups to engage shared constituencies through activities such as joint meetings and newsletters.
- Engage in processes to enable the public to understand how to best communicate issue concerns to the district.
- Create an e-notification system residents can subscribe to for notice of board meetings, summaries of actions taken at board meetings, and information on workshops or other events.
- Use social media and other digital tools to engage and communicate with the public.
- Publicize vacancies broadly through media releases, social and print media, ethnic media, community-based organizations, and clergy and congregations.
- Promote civility in public meetings.
- Include a statement of basic rules and protocol related to public participation on meeting agendas and read the statement at the beginning of each meeting's public comment period.

2. BOARD AND STAFF MEMBER INTERVIEWS

To analyze communications fundamentals (which includes messaging, target audiences and communications strategies and tactics), organizational structure and communications tools, we performed a series of interviews with board members and staff. Some interviews were conducted one-on-one in person and others were conducted via phone. Many of these interviews lasted between 35 minutes to just over an hour. Prior to the questions, interviewees were reminded of the purpose of this communications assessment, which is to help improve the effectiveness of communications, increase engagement with target audiences and help better allocate resources. There were two sets of questions, the first were for staff members only and the second for staff and board members. We compiled different sets of questions due to differences in knowledge and specialization; staff members are much more intricately involved in day-to-day communications, whereas board members maintain a birdseye view and oversee the entire operation.

Staff Questions:

- What is the top line message of WVWD? Mission? Vision?
- Are you happy with your media list? What works well? What can be improved?
- Are you happy with internal communications? What works well? What can be improved?
- How often are internal memos sent? Would you like to do more or less?
- What should be the purpose of the WVWD website? Does it fulfill that goal? What is good about it? What can be improved?
- What does your communications work look like from day-to-day/week-to-week?
- What communications strategies/tactics do you typically employ? Events, news releases, social media, pitching, etc.? Are they successful?
- How is the communications/public affairs department structured? What works well about it? What can be improved?
- How well do you receive direction/instructions from organization leadership/board? What works well? What problems exist? What can be improved?

Staff & Board Member Questions:

- How do you typically communicate to your constituents?
- How often do you issue news releases? Would you like to do more or less?
- How often do you issue newsletters? Would you like to do more or less?
- Do you use social media? Which platforms? Would you like to utilize it more or less?
- What should be the top line message of WVWD?
- How do you communicate WVWD successes? How would you like them to be communicated?
- How do you communicate WVWD issues/problems? How would you like them to be communicated?
- What are the WVWD target audiences? Who do we communicate with? Who should we be communicating with?
- What does WVWD communicate well with the public?
- What does WVWD not communicate well with the public?
- What does WVWD communicate well with the media?
- What does WVWD not communicate well with the media?
- How do you believe WVWD should be communicating?
- How well does the public affairs department perform? What does it do well? What can be improved?
- What does your relationship with the communications/public affairs department look like from day-to-day/week-to-week?
- How would you measure success for the communications/public affairs department?
- What platforms would you like to see WVWD utilize to communicate with the ratepayers?
- Do you prefer calling our main target audience “ratepayers” or “customers”?
- Where do you see this organization in 1 year? 5 years?

3. INDUSTRY ANALYSIS

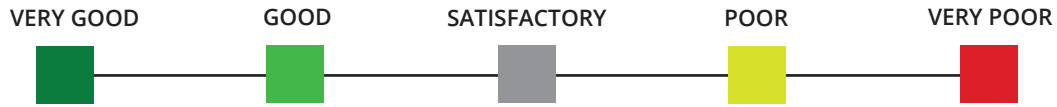
The final portion of this assessment includes an analysis of 10 water districts across California to understand how similar organizations communicate. These districts were selected based on comparable size, location, digital transparency certificates of excellence and stakeholder (WVWD board and staff member) interest. The analyzed districts include:

- West Basin Municipal Water District
- Central Basin Municipal Water District
- Mesa Water District
- Palmdale Water District
- East Valley Water District
- Inland Empire Utilities Agency
- Cucamonga Valley Water District
- Western Municipal Water District
- Upper San Gabriel Valley Municipal Water District
- San Bernardino Valley Municipal Water District

This section includes a comparison chart and scores related to website performance (involving available mobile capabilities, search engine optimization [SEO], security and domain authority), social media (following, engagement and content), earned media (including media mentions, social media mentions and news releases), reputation engagement (via online reviews) and community engagement (from available event and program information online).

INTERNAL COMMUNICATIONS SCORECARD

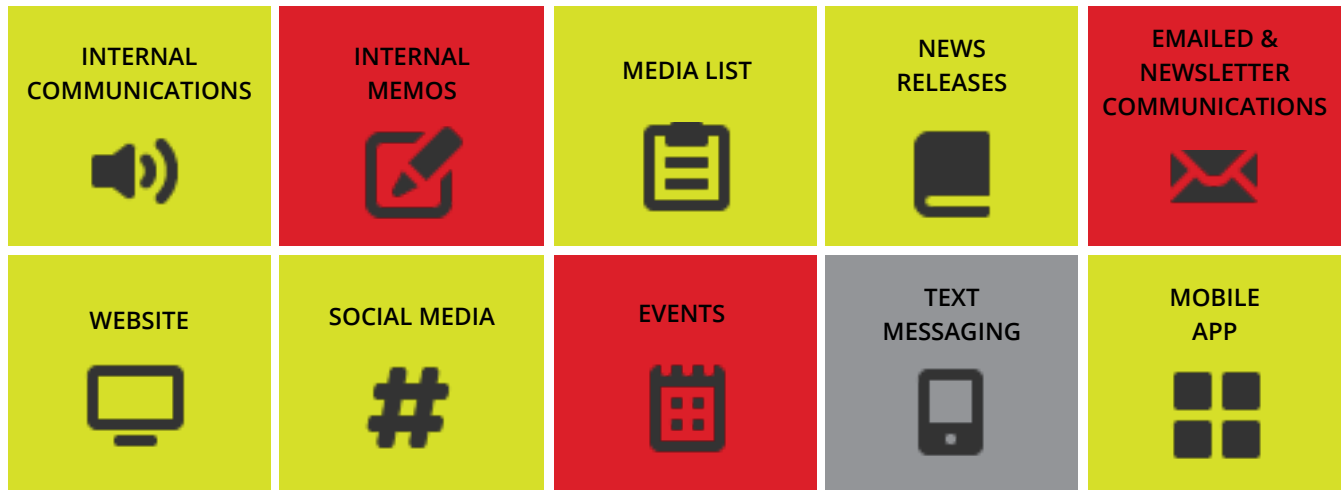
The scorecard below provides analysis based on our internal research, stakeholder interviews and external industry analysis. To see more in-depth analysis go to page eleven.



COMMUNICATIONS OPERATIONS



COMMUNICATIONS TOOLS



EXTERNAL INDUSTRY COMMUNICATIONS SCORECARD

The scorecard below provides analysis based on a comparison of 10 water districts across California to gain information on how similar organizations communicate. These districts were selected based on comparable size, location, digital transparency certificates of excellence and stakeholder (WVWD board and staff member) interest. This scorecard is based on information that may change from day to day and should only be used to identify general trends. For more in-depth analysis go to page thirty.

SCORECARD ■ VERY GOOD (>90) ■ GOOD (80-90) ■ NEEDS ATTENTION (70-79) ■ POOR (<70)

	WEST BASIN	MESA	INLAND EMPIRE	CENTRAL BASIN	CUCA. VALLEY	WESTERN	EAST VALLEY	PALMDALE	UPPER SAN GABRIEL	SAN BERNARDINO	WEST VALLEY
OVERALL	93	88	84	84	78	78	74	73	72	66	65
Website	96	95	94	82	58	72	64	70	41	54	64
Social Media	88	88	90	96	90	97	67	77	73	68	61
Earned Media	96	87	77	88	58	78	72	71	62	73	74
Reputation	90	73	96	71	92	69	86	73	92	88	59
Community Engagement	95	96	63	85	91	72	79	72	94	47	65

Scoring Methodology Scores for each of the categories are based on the following criteria:

- Website
(Performance, Mobile, SEO & Security, Domain Authority)

- Social Media
(Following, Engagement, Content)

- Earned Media
(News Mentions, Social Mentions, Media Releases, Sentiment)

- Reputation
(Reviews, Engagement, Backlinks, Sentiment Analysis)

- Community Engagement
(Social Media & Media Coverage)

COMMUNICATIONS ASSESSMENT

INTERNAL COMMUNICATIONS ASSESSMENT & RECOMMENDATIONS

MESSAGING: POOR

Key or core messages are a fundamental aspect of communications. By repeating and unifying what one writes or speaks into message points, one prioritizes, crystallizes and brands information for audience members. Core points are the master narrative used to communicate what value you bring to stakeholders and target audience members—in this case, ratepayers. These message points should be strategic, concise, compelling and reflected in all written and spoken communications.

The West Valley Water District's (WVWD) core message is clear and understood. It is apparent from the interviewed staff members that it is the mission of WVWD to “provide customers with safe, high quality, and reliable water.” Due to recent news reports and inquiries, some of the interviewed board and staff members expressed that some of WVWD's new tenets of *transparency* and *accountability* should be incorporated into the mission or new sub-messages, but this is not immediately necessary.

Day-to-day WVWD messaging and sub-messaging is not as good. In fact, the lack of shared messaging and information between leadership, external affairs, customer service and engineering staff is a major problem. As issues occur, we find that solutions and the message points associated with them tend to be confined to leadership or each department. In some cases, relevant staff may not be included on various correspondence, which results in a clear lack of message discipline among board and staff members. This lack of message discipline results in much of the unflattering news reports and gossip, which contribute to an unsafe and unhealthy work environment.

RECOMMENDATIONS:

- 1 *We recommend that the general manager (GM) or human resources (HR) director ratify core organization values. Core values may help better shape (or reshape) the mission, culture and identity of WVWD. While core values may help educate ratepayers and staff about what WVWD is about, they may also help improve and focus decision making by board and staff members. We recommend that WVWD consider some of the following common core values: accountability, commitment, community, diversity, innovation, integrity and ownership.*
- 2 *To deter message discipline issues, we recommend that the public affairs manager (PAM) take a more prominent leadership role in the organization and issue company-wide emails regarding new releases, statements, media responses and other news to the entire board of directors and staff. This may help relieve apparent message discipline problems, mistrust and culture issues within WVWD.*
- 3 *We recommend that the PAM compile and send consistent and timely organization and industry-relevant news clips either daily or weekly to the entire staff and board of directors. This includes general and relevant information about the water industry, environment and local government.*

TARGET AUDIENCES: POOR

Understanding one's audience and how to reach them is one of the most critical steps of successful communications. Too often, communications and marketing efforts are wasted on the wrong audience. In fact, many organizations can spend thousands or millions of dollars on a well-crafted message, but waste it all on the wrong *target audience*. A target audience is the group of people you want or who need to interact with your messaging.

It is unclear whether WVWD board and staff members understand or agree on target audience members. In other words, it is not widely understood who WVWD board and staff members should be communicating with, which audiences should be communicated with and how audiences should be prioritized. In many cases, staff members suggest that ratepayers are the most important target audience, but others suggest board members are equally important. This uncertainty causes confusion among staff when communicating and is reflected in the staggering number of inconsistencies across news releases, website language, email blasts, etc.

RECOMMENDATIONS:

- 1 We recommend prioritizing target audience members with leadership and staff. Based on our research, we suggest the following target audiences, by priority:
 1. Ratepayers
 2. General public
 3. WVWD staff
 4. Media
 5. Contractors/vendors
 6. Elected officials
 7. Community institutions
- 2 While understanding the value of input and insight of the WVWD Board of Directors, the board as a target audience continues to present major problems for staff. The board of directors have varying degrees of policy, personal and political interests, which often create a number of problems. Through our research, we have found that there are a number of issues that stem from these varying interests. In addition, staff members report receiving contradicting sets of instructions from board members and superior staff. To limit these issues, we recommend limiting board communications with the staff to one (if necessary two) designated senior staff. We also suggest that the board not be identified as a target audience, so that they may provide oversight and management of the organization without bias.
- 3 We highly recommend that WVWD establish written protocols for sharing information. This includes protocols for who, how and when information is shared and with whom information is shared. This includes information regarding news releases, policy changes, announcements, hirings, etc. For example, each time a news release is sent to the public, that information should be shared with the entire board and all staff members. The current lack of rules and protocols for spokespersons is careless to the organization, ratepayers and the public. We find that unauthorized communications from the board and staff often leads to the dissemination of false, discredited and misleading information.
- 4 WVWD continues to improve its relationship with media outlets, but it lacks clarity and consistency in its efforts. These rules for engaging media and the public should be listed in a clear and concise manner on the website.

COMMUNICATIONS STRATEGIES: POOR

A communications strategy is critical to the success of any organization. It provides a clear, logical road map to long-term growth and success. Simply using good tactics such as news releases, emails and social media is not enough to achieve competent communications. One must think systematically and develop steps and systems to a desired goal that include data, public affairs, government relations, cultural awareness, flexibility in solutions and ethics.

While WVWD leadership is effective at holding physical meetings and calls on various subjects and issues of the day, it is quite apparent that the WVWD external affairs department lacks consistent and effective communications planning. Whether using *Facebook*, *Twitter*, email, news releases or newsletters, department communications are sporadic and inconsistent. It is unknown from staff exactly how often a newsletter is distributed and when social media should be used. Prior to working with WVWD, the media list appeared to lack many local and specialty news organizations. It is also unclear how often this list is updated. Staff noted they once used *Constant Contact* for email announcements every few weeks, but lost access due to nonpayment. Much of this confusion and ad hoc communications style stems from leadership issues, bottlenecked projects and other budget, personnel and skill-level constraints. More notably, it appears the general manager (GM) and assistant general manager (AGM) do not provide clear and concise structure, protocols, directions, roles and approvals for work.

While we understand there is a designated and competent community outreach officer, we also see a lack of strategy and coordination in outreach to ratepayers and other target audience members. The outreach officer appears to be very detached from the external affairs department and operating on a separate and independent schedule. During our interviews, the GM and staff suggested new strategies and tactics for outreach including *Nextdoor*, town halls, public access television programs and radio shows, but it doesn't appear that any of these methods are being implemented.

In addition to these engagement issues, there is also some controversy among board members and staff regarding the proportion of time and energy spent on various regions relative to others. For example, it was noted that significant energy is expended on outreach to Fontana, while there is limited outreach to Bloomington, which is an underserved region. Many of these outreach issues could be resolved via a strategic plan that provides for creative input, coordination and equal distribution of attention, funding, and sponsorships across communities.

RECOMMENDATIONS:

- 1 *We highly recommend that the AGM organize and implement mandatory, consistent and weekly department-wide meetings. These meetings should serve as a platform to coordinate traditional communications (i.e. news releases, statements, etc.) with social media and community outreach. During this meeting, department members should provide a written or verbal report on upcoming, planned and past activities from events to social media.*
- 2 *We highly recommend that the GM or AGM work with a strategic communications, public relations or public affairs firm to provide a concise and structured strategic communications plan to the board of directors. This plan should include month-by-month scheduled information detailing (including the who, what, how and when) customer service-related communications, announcements, newsletters, website changes, social media, events, community outreach, etc. This communications plan should also include detailed budget information, resources and roles.*
- 3 *We recommend that the community outreach officer be more heavily incorporated in day-to-day planning, communications and activities. We also recommend that the outreach officer spend some weekly dedicated time in the office to build a better rapport with office personnel and both better communicate issues from the community to WVWD and WVWD solutions and resources to the community.*
- 4 *We recommend greater targeted outreach to communities, including under-served, Latino and African American communities. This includes issue-area (i.e. water conservation, energy, etc.) related events year-round instead of just Earth Day. There should also be more evenly geographically distributed community outreach.*

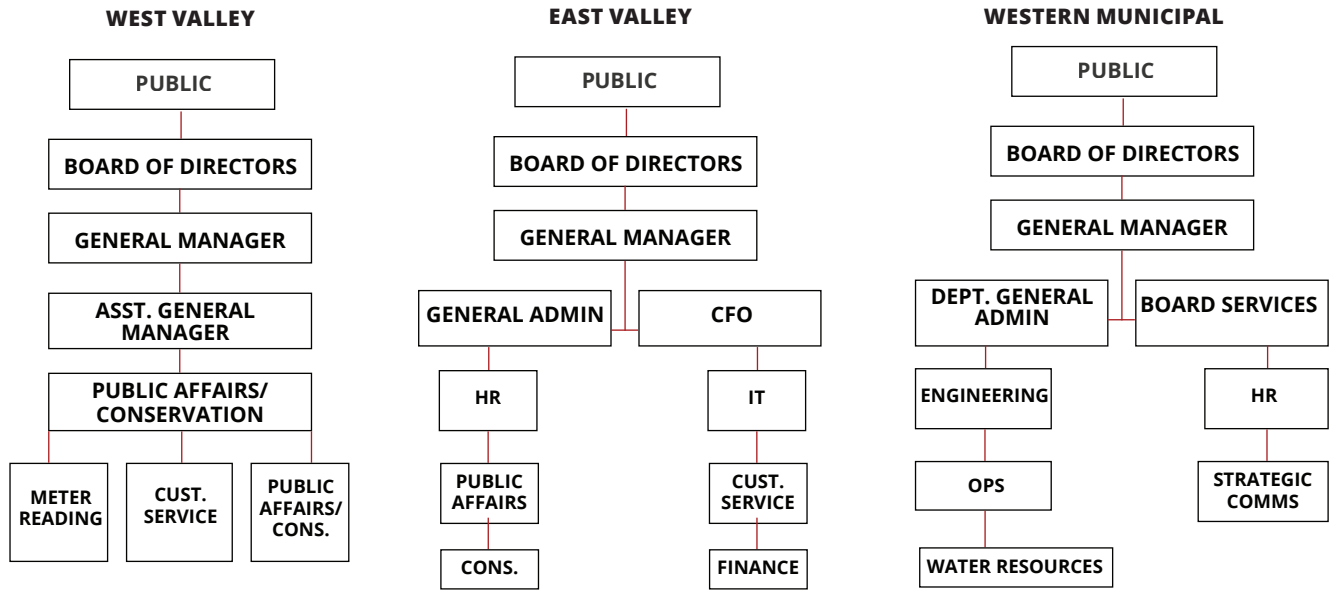
RECOMMENDATIONS (CONT'D):

- 5 We are wary of the potential for misuse of sponsorships and events for political purposes and recommend avoiding these issues by implementing a website-based public access calendar of outreach activities, community events and sponsorships.
- 6 There are inconsistent titles and names for WVWD. We recommend writing “West Valley Water District,” “WVWD” or “Water District.” As a special district it is good practice to treat “Water District” as a proper noun. Setting a standard will create consistency across outgoing communications and provide an air of professionalism.
- 7 Those who receive services from WVWD are inconsistently called ratepayers and customers. We suggest using a uniform term for WVWD clients—in this case, ratepayers. The term ratepayers has a heightened sense of obligation and commitment reflected by the fact there are elections, and that WVWD is truly responsible to its constituents.

OVERALL ORGANIZATION STRUCTURE: VERY POOR

Organizational structure is a major determinant of success. Structure provides guidance to employees and lays out the reporting relationships that govern workflow. According to Gill Corkindale (2011) of *Harvard Business Review*’s “The Importance of Organizational Design and Structure,” “poor organizational design and structure results in a bewildering morass of contradictions: confusion within roles, a lack of coordination among functions, failure to share ideas and slow decision-making bring managers unnecessary complexity, stress and conflict.” This is an especially prevalent issue in the WVWD external affairs department. At a glance, there appears to be some structure to the external affairs department, but there are a number of serious underlying organizational, leadership and skill issues that cause bottlenecks, confusion and conflict.

One important takeaway from an analysis of other communications-related departments in California water districts is that WVWD’s organization chart is very different. No other water district we reviewed has an assistant general manager leading an external affairs division, let alone heading a combined department made up of public affairs, customer service, meter reading, and conservation. While combining public affairs and customer service might provide for streamlined communications and messaging, the addition of meter-reading and conservation is odd. Most water districts place customer service under the finance department, conservation under a policy department and meter reading under the engineering or operations departments. These water districts also place the public affairs manager (PAM) in an advisory role to management or under a structure with other human resources-related departments. These organizational trends are illustrated as:



With WVWD, though it is clear the PAM reports to the AGM and the AGM reports to the general manager (GM), roles are not clearly defined and a number of lower-level positions (such as the public affairs analyst and community affairs representative) seem to float without proper reports and defined roles. In fact, there appear to be no job descriptions in place. It is also apparent that lower-level staff are also confused about roles, direct reports and responsibilities. The lack of defined roles contributes to confusion and disorganization within the department. It appears that the general manager understands this and the need for “good job classifications,” but has not implemented changes.

This lack of organized communication causes a myriad of issues, especially with the board of directors. Various board members often communicate with external affairs staff, which results in conflicting and confusing communications. This broken chain of command naturally results in subpar work products. For example, if and when an analyst speaks directly with a board member or GM and produces documents or work that skip the AGM and PAM, information does not receive proper vetting and scrutiny. As a result, much of the operations, work and byproducts of the external affairs department is disjointed, subpar and ineffective.

In addition to the lack of coordination, department roles are often manipulated, changed or added without regard to existing staff and responsibilities. Subsequently, internal departments and roles are disjointed and understaffed. For example, the GM designated an employee outside of the external affairs department to handle outreach to schools. An employee was recently hired in the public affairs department but the public affairs manager, the employee’s direct report, “was never notified until they showed up for work” and was told by the GM that they would be reporting to the AGM. According to the PAM, he “doesn’t have a clue what her job is” and has “been told she’s not [his] responsibility.” Another vacant *public affairs analyst* position is on hold due to the budget process, which frustrates and overwhelms the PAM. Several interviewees also complained about new hires “showing up” without input or notice. Many of these issues lead to lackluster job execution and increased distrust between and among leadership and staff.

WVWD leadership and several staff members lack certain critical skills, which creates unnecessary strains on and bottlenecks for the department. In a department primarily responsible for communications, many of the staff lack strong writing and task management skills. On the AGM level, we find that there is a serious lack of management and public affairs/relations, media relations, advocacy, writing and editing skills and experience that contributes to overall sub par communications performance and execution. Time and task management is a major issue for leadership. Approvals are hastily given without careful review. They are also not given in a timely fashion, which is an immense problem for media inquiries, news releases or any other time sensitive materials. It seems that they may fail to regularly check emails, which stems from a poor behavioral model. All of these issues amount to almost a complete failure in leadership. At times, it is not wholly understood who runs the department.

It is also apparent that there are no ground rules or protocols for communications within the organization or with the public, which leads to mismanaged and incoherent messaging. Prior to our work with the WVWD, reporters blasted emails to entire departments and the board of directors, which allowed for almost anyone to provide comment on behalf of WVWD. This has changed, but there is still a lack of ground rules and protocols. An unknown number of staff frequently communicate with the media (most likely due to a lack of human resources), which results in a considerable amount of news reports, misinformation, confusion and an adversarial work environment that breeds distrust. In many cases, we have found that employees who are concerned about various issues attempt to act as whistleblowers when, in fact, they are either disgruntled or only partially informed on operations and protocols. Further fueling this problem, there appears to be no repercussions for unauthorized and unwarranted conversations with media outlets.

RECOMMENDATIONS (CONT'D):

- 1 *We highly recommend that the board of directors rethink the complete structure of WVWD communications. We ask that they note that WVWD is the only water district within our research that maintains an AGM who is responsible for meter reading, customer service, public affairs and conservation.*
- 2 *We highly recommend that the GM and/or human resources manager immediately draft and issue roles and responsibilities for the external affairs department. We would also like to note that among most water districts, conservation is usually managed by a non-communications team.*
- 3 *We highly recommend that the GM and/or human resources manager create and implement an organizational structure (with an org chart) for the external affairs department in which there is no ambiguity regarding direct reports. We also recommend that the organization implement protocols that allow for the board of directors to communicate with the external affairs department only through either the AGM or PAM. Protocols should also contain information on who by and when information should be externally communicated to the public, media, etc.*
- 4 *It is apparent that the PAM is often inundated with inquiries and unable to allocate time to complete some tasks that should be completed by an analyst. To relieve the workload and stress on the PAM, we highly recommend that the PAM work with a strategic communications, public relations or public affairs firm. We also recommend that the public affairs analyst and community affairs representative report to the PAM. If possible, we also recommend providing the PAM with an analyst with strong writing skill.*
- 5 *We recommend that the GM and HR manager involve the AGM or PAM in the process of attaining new communications staff. We also recommend that the GM and HR manager consult with the AGM or PAM prior to considering adding or removing staff.*

ORGANIZATIONAL STAFF: VERY POOR

Embodying the organizational structure of the department, each position from general manager (GM) to public affairs analyst performs and provides a critical role that contributes to the overall success of WVWD communications. This section is not meant to be a direct critique of personalities, but more of an assessment of the role and contributions of each to the overall performance or problems of the department. We would however, like to note that during our interviews, several WVWD board and staff members stated that they are either unsure of several external affairs department functions and/or unsure of the roles of personnel performing those functions

General Manager (GM):

From the AGM to the PAM and outreach coordinator, the GM often interacts with many members on the public affairs team and appears to be very knowledgeable of the history and functions of WVWD. Unfortunately, the GM is very much (indirectly or directly) associated with prior organization mismanagement and problems that contribute to an innumerable amount of bad news reports and articles. These reports, which have damaged the overall reputation of the WVWD, make it extremely difficult to provide GM-level statements and guidance to reporters and the public.

Adding to this dilemma, the GM's interactions with staff members are not strategic and very rushed or haphazard. We've heard from staff that many of these instructions are given "on the fly." From our research and conversations, it is quite apparent that staff could benefit from structured, consistent strategy and interaction. There also appears to be a bottleneck at the general manager regarding a number of communications issues, especially media inquiries. Response times from the GM regarding media inquiries are not adequate, even when the media do give appropriate deadlines.

It is also very much apparent that the general manager likes to hold a number of meetings on an inconsistent basis without regard for staff schedules, which also causes a strain on workers' day-to-day responsibilities. We maintain that certain instructions and or meetings should be communicated via internal memos. In fact, some staff have indicated that they would like more written communications from either the GM and/or AGM providing guidance and strategy, as well as updates on projects.

Frequently, it seems that all members of the communications team at any time can interact with various members of the team, without regard to authorization and communication with others. While we maintain that access to superiors is generally good, it is not good without established protocols and communication. We found that the GM maintains a good working relationship with the public affairs analyst, which is good, but that relationship shouldn't be used to supersede instructions and work from the AGM or PAM. Some of the analyst's remarks to us indicate that they might believe this is possible due to the GM's lack of structured interaction with staff.

The GM inaccurately believes that certain members of the communications team can be trained in certain skills like writing. Perhaps it is this line of thinking that has led to a number of hires who do not have the appropriate skills. In our interview with the general manager, he said "It's our fault for hiring people who can't sit there and say this is where we are, a good organization should be doing this or that." It has also been mentioned that critical positions within the department were filled as a result of politics.

RECOMMENDATIONS:

- 1 *As a result of many media reports regarding the prior WVWD mismanagement, we highly recommend that the external affairs office and PAM discontinue use of the current GM's quotes in news releases and statements for the media.*
- 2 *We highly recommend that the GM work with the human resources (HR) manager and potentially a strategic communications, public relations or public affairs firm to provide written, established roles and hierarchy for the external affair department. As new staff is hired, the GM and HR manager should confirm writing skill levels via tests and/or writing samples. All communications departments rely on strong writing skills and only one member of the current department maintains adequate writing skills.*
- 3 *We recommend that the GM measure their time with the persons in these roles by checking in with them during structured meetings or times. We're not certain that the GM's recurring meetings involve communications, but they should involve the AGM and PAM, as the PAM has a direct relationship with media organizations and the public.*

Assistant General Manager (AGM):

We are very unclear as to the functions and responsibilities of the AGM. The customer service, conservation and public affairs departments report to the AGM of external affairs, but there is a concerning lack of leadership, organization and skills in this role. We have heard such from both board and staff members. The AGM is an amicable and courteous supervisor, but fails to present clear, coherent or strategic plans on external communications. Instead, external affairs departments and staff members work independently. The AGM stated that he has a master calendar and schedule of department projects, staff and events, but coordination and strategy between department elements remains to be seen. The master calendar submitted by the PAM is only updated with the community affairs representative work and is missing information from all of the other staff members. In addition to this calendar, there are major calendar coordination issues. In many instances during high-stakes issues involving a barrage of media inquiries or other crises, we found that either the AGM or other members of staff were on vacation, unavailable or unaccounted for. Some of the AGM's disorganization may stem from a lack of defined organizational roles and responsibilities, which all fall under the purview of the GM and human resources. Despite these issues, we believe that many of these issues fall squarely on the shoulders of the AGM, who seems to lack many of the necessary skills and experience to run the department.

RECOMMENDATIONS:

- 1 We highly recommend that the AGM obtain an advanced degree, certificate or training in both management and communications, marketing or public relations to further hone both management and writing skills.
- 2 We highly recommend that the AGM immediately assign roles and responsibilities to each of the department positions.
- 3 We highly recommend that the AGM coordinate and hold weekly department-wide meetings that help to provide clarity and build trust among department staff.

Public Affairs Manager (PAM):

The individual in this position appears to be one of the more effective in the external affairs department. He has a general grasp of communications, public affairs and media relations. He is responsible for a tremendous amount of media inquiries and requests, but lacks some of the skills of a more advanced communications professional. Many of these inquiries and requests are a direct result of lawsuits and mismanagement. These issues cause a major backlog for the PAM, which prevent the PAM from preparing talking points, news releases, social media posts and other important materials needed ahead of WVWD board meetings, events, etc. The PAM often develops satisfactory messaging to combat many of these negative media inquiries, but is not familiar with some of the more advanced techniques associated with public affairs and communications such as inoculation, cauterization, dissuasion and pre-emption which may contribute to some additional unnecessary inquiries. In some cases, the PAM has failed to provide proper pushback against false and misleading information published by newspapers. As a result of our work with the PAM, which includes several letters to the editor and a corrections page, many of these reports and inquiries appear to have subsided.

There is also some room for improvement in terms of creating innovative solutions to further the WVWD mission and promote successes, but the PAM must deal with many roadblocks outside of his control, such as budget constraints, personnel issues, conflicting directives from leadership and leadership bottlenecks.

RECOMMENDATIONS:

- 1 We highly recommend that the PAM work with a strategic communications, public affairs or public relations firm to make up for skills gaps. This is especially critical for crisis communications and other periods of heavy media inquiries.
- 2 We recommend filling the vacant public affairs analyst position and/or moving the current public affairs analyst to the public affairs office to help the current PAM, which will allow him to work on a number of other much-needed communications issues, content and materials.
- 3 Understanding the difficult circumstances, we also suggest that the PAM try to work on preparing responses and news releases ahead of events to preempt unnecessary messaging issues and storylines.
- 4 We recommend that the PAM share statements, releases and other important information with the entire staff to keep the WVWD organization on message.
- 5 We also suggest that the PAM try to obtain an advanced degree, certification or training in communications, marketing and/or public relations to further hone his writing skills.

Customer Service Supervisor:

The customer service department appears to be one of the more efficient offices in the external affairs division. Customer service representatives are on the front line of ratepayer relations answering phones and manning the customer service center. They usually deal with billing issues, but sometimes field other more general complaints about WVWD problems. Understanding this role, the recent move to place the customer service office under the external affairs department was a positive one. In theory, it allows all externally communicating departments to have unified strategy and coordination. The main issue is that communication between customer service and the external affairs department is disjointed. This also extends from a lack of leadership and strategy from the AGM or GM. It is clear that the customer service supervisor is not kept abreast of any issues within the external affairs department and there is an information gap, which causes severe distrust between the current supervisor and GM and AGM.

RECOMMENDATIONS:

- 1 *We recommend incorporating the customer service supervisor into weekly external affairs department-wide meetings to report on customer issues and provide for more uniform messaging and better coordination with the PAM and community representative. The customer service supervisor should work with the community representative to troubleshoot problems and provide for face-to-face interaction with customers on issues. This will also greatly reduce distrust of and among department leadership.*

Community Representative:

Without taking into consideration desired goals, this community affairs position appears to be somewhat effective as an ambassador of the WVWD outside of the organization. From our conversations with board and staff, the community representative appears to be a known community figure and records a schedule in the master calendar. A number of board members and staff have also shared positive reviews about the staff member in this position, but it is very unclear as to how this role works in conjunction with any of the other roles or functions within the external affairs department. There also seems to be confusion as to which person this role reports to. At any length, there is a real need for leadership, collaboration and strategy with this position. As a result of a lack of these essential qualities, the representative appears to float without guidance or direction.

Without respect to leadership failures outside of the control of this staff member, we find many inherent deficiencies associated with this role. For example, this position should be responsible for researching, developing and executing initiatives or programs to ensure proper ratepayer engagement, which helps ensure ratepayer satisfaction and prevents dissatisfaction. We are not aware of any WVWD initiatives or programs that do this other than Earth Day, which is largely organized by the PAM and the Thousand Hour program, which is no longer in-service. There should also be a symbiotic relationship with the customer service department that allows for the community representative to help troubleshoot problems and interact with ratepayers who are experiencing dissatisfaction with WVWD services. We also noticed that according to the most recent census data, 54 percent of the County of San Bernardino population is Latino or Hispanic. A community representative in this role should have the ability to speak fluently in both Spanish and English. During our research we have not found any formal or informal strategy for outreach to this community. Lastly, this person should also have sound social media skills that enable WVWD to create content and promote itself among various local audiences. We find that many organizations maintain these job functions and responsibilities as essential to community outreach or representative officers.

RECOMMENDATIONS:

- 1 *We highly suggest adding a community representative who speaks and writes fluently in both English and Spanish. This community representative should maintain outreach to Latino or Hispanic and other minority and under-served communities. We find that in general, community outreach persons should be able to communicate effectively and clearly with individuals across a broad range of racial, ethnic and socioeconomic statuses. This role should also work in conjunction with the public affairs analyst to produce engaging social media content for WVWD and other water policy-related campaigns.*

RECOMMENDATIONS: (CONT'D):

- 2 We suggest that AGM assign the community representative a more prominent role with social media. The community representative should work hand-in-hand with the PAM and public affairs analyst to provide engaging content via photos and videos for WVWD.
- 3 Overall, we suggest that the community representative should be more heavily incorporated in day-to-day planning, communications and activities. WVWD should also increase accountability for the community representative by including him in weekly communications meetings. This includes having this position serve at least one a week in the office. This would allow for the community representative to build a rapport with office personnel and share his thoughts about previous and future events as they happen with the external affairs team. This will also allow for a greater relationship with customer service representatives and a more consistent response across traditional and digital platforms. As priorities change or problems arise, this would also allow for a real-world immediate response from WVWD to local communities.

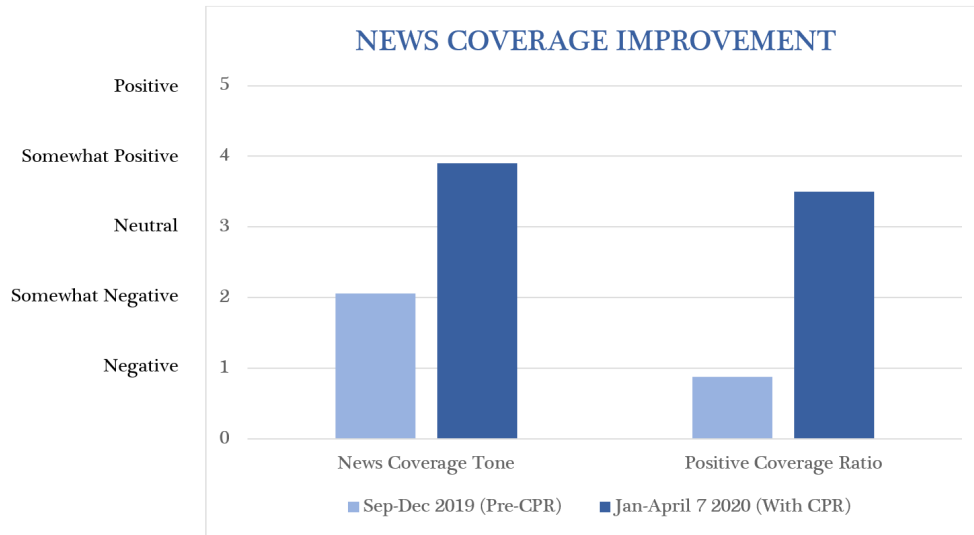
Public Affairs Analyst:

This external affairs department position ostensibly reports to the AGM, but it is unclear what the function of this role is. According to the AGM she is a “second hand” for a lot of the things the department does which includes assisting the AGM with budget books, scheduling, and conservation efforts. This amounts to more of a secretarial or personal assistant role for the AGM. Consequently, the current analyst appears to be underused and exhibits a desire to grow their skills and add value to WVWD’s communications portfolio, specifically in graphic design and social media. This is certainly positive, however, we were also told that they lack effective writing skills to assist with major communications/public affairs duties. Typically this position requires at least a bachelor’s degree in associated subject areas (marketing, journalism, English or strategic communications) and excellent writing skills. Typically, an analyst in a small communications office similar to WVWD’s will support media relations and help with talking points, media materials, background information, news clips, event logistics, signage, visuals and social media. Most importantly, this position should help with the completion of communications projects and provide administrative support to the communications team, enabling them to spend the majority of their time executing priorities.

OVERALL COMMUNICATIONS TOOLS: POOR

The right communications tools are critical to communicating effectively with customers, suppliers and employees. Have you ever tried eating soup with a fork? The same principle applies to communications, marketing or public relations tools and efforts. By using proven, solid communications tools such as email marketing platforms, social media, newsletters, events etc., organizations can promote positive attitudes and behaviors to convert interested or unhappy customers into satisfied customers. From our research, we find that WVWD mostly communicates through email blasts and bill inserts. Prior to our work with the organization, we also found that WVWD also used social media and the website. Both social media and website posts are inconsistent, but this may be due to lack of manpower resulting from a vacant public affairs analyst position and a high influx of media inquiries. More recently, WVWD began livestreaming public hearings via *Facebook* and *YouTube*. Apparently, the Water District at one point in time held town halls and tele-town halls, but both of these practices are highly irregular and poorly attended. Many of these efforts barely meet the threshold of a good, robust communications operation. Some of these issues fall to the PAM, but many are associated with a lack of coordination and overall strategy from the AGM.

By default, WVWD relies on publications like the *San Bernardino Sun* and *Inland Empire Community News* to relay information to ratepayers and the general public. This is gravely problematic for WVWD, as the *San Bernardino Sun* often provides biased and unfavorable coverage of the organization and various personalities (past and present) associated with the municipality. Since working with WVWD, we’ve implemented more consistent messaging and communications via meetings, agendas, news releases and website improvements. In general, the organization does not promote its successes, which often contributes to a lopsided impression of the organization and lowered employee morale.



News Coverage Tone

Since we began working with WVWD, media coverage has improved 89 percent, with the average article no longer “somewhat negative” (2.06) but instead “somewhat positive” (3.9). Stories were rated on a scale of one to five, with the greatest attention on the balance of coverage, that is, to what extent are different sides represented, and what overall impression of WVWD the full story leaves? Stories were awarded one point if negative, two points if somewhat negative, three points if neutral, four points if somewhat positive and five points if positive.

Positive Coverage Ratio

The ratio of “positive” and “somewhat positive” news stories to total news stories has quadrupled under ChamberlaynePR’s tenure, rising from 17.6 percent to 70 percent; that is, whereas only 17.6 percent of news stories on WVWD were generally positive, now 70 percent are.

INTERNAL COMMUNICATIONS: POOR

Strong internal communications are important to ensuring leadership and staff members are working collaboratively towards a common goal. Maintaining strong internal communications, means organizations provide staff with information that builds cohesion, and makes employees feel valued. Within each department, there is some degree of successful internal communications which varies from manager to manager. However, most internal communications are held via meeting or phone and there is a major lack of planned and written communication among leadership and staff. This lack of planned and written communication leads to an intense environment of disorganization and mistrust.

The GM often holds impromptu meetings, but the frequency and schedule of standing meetings is unclear. One of these standing meetings is the “managers meeting,” which occurs more reliably than other meetings, but it isn’t clear amongst staff when these meetings are held. Some indicate that manager’s meetings are once a month, others, once a week. During this meeting, the GM makes several announcements and managers update the GM on various department issues, which is very good, but we also find that there is a lack of written follow-up to leadership and staff. The GM indicated that he would like to implement Oracle software, PrimeVera Enterprise Project Portfolio Management, to organize and facilitate internal communications, but there have been significant complications in adopting the new software and protocols due to both a lack of direction from senior management and resistance from staff.

As for other internal communications, many leadership members and managers hold meetings with their staff, except for the AGM. It appears that the AGM has daily interactions over a broad variety of issues with many members of the external affairs team. There is an internal newsletter, but the schedule appears to be infrequent. We have yet to see evidence of its production. According to the AGM, they “miss it a few times a year.” It is very apparent that a lack of internal written communication leads to confusion and dysfunction. Staff members often learn about critical changes within WVWD via the media, not the administration, which leaves them feeling disillusioned and highly critical of leadership.

Since we've worked with WVWD, we've coordinated weekly communications meetings that include the board president, GM, AGM and PAM. These meetings include standing conversations on board meeting agendas, media inquiries and other on-going innovative communications action items such as the *Thousand Hour Program* relaunch, the *30-Day Reform Sprint*, a customer service lobby green-ribbon cutting and a 'Pen and Pad' event with minority and specialty news publications. These meetings help create cohesion among leadership and staff for various upcoming meetings, media inquiries and events. They also provide an opportunity for the organization to gain control of messaging issues and dizzying media reports. We've also implemented protocols and tiered approvals for emailing public affairs and media-related information. While we consider these initiatives a good first step, there is a considerable amount of follow up that needs to be performed across the organization and external affairs department.

RECOMMENDATIONS:

- 1 We highly recommend WVWD institute standing monthly or weekly "all-staff" meetings.
- 2 We highly recommend the external affairs department institute consistent, standing department-wide meetings that incorporate all facets of the department.
- 3 We highly recommend that the PAM send board members and staff external communications and news such as news releases, newsletters and statements. Some board members have expressed issues with not receiving these internal and external communications. An internal communications list with emails, mobile phone numbers and emergency contact information may help resolve many internal communications issues. Not only should information be published to the website and social media, but much more information should be shared with staff.
- 4 We recommend including the customer service supervisor, community representative and other external affairs staff in department-wide meetings to create a streamlined connection on department issues and responses with media inquiries, ratepayer calls and other concerns.

INTERNAL MEMOS: VERY POOR

From the GM to the AGM, the lack of internal business memos within WVWD is very concerning and problematic. Business memorandums or internal memos are a formal, efficient means of communication. They're often used to share news, address problems, make requests of employees and provide feedback. They're less disruptive, more transparent and more efficient than making dozens of phone calls or meetings. Most importantly, they provide an excellent platform for sharing information that helps all organization members stay informed and on message.

Unfortunately, we have not seen any internal or written memos other than some emergency-related communications. Some staffers voiced a desire for more frequent internal information. However, there are no internal written communications protocols, even for emergencies, which are managed on an ad hoc basis. In addition to these communications, other external communications including news releases, newsletters, articles, etc. are not shared with staff, which contributes to a lack of ownership and connection with WVWD leadership.

This lack of internal memos extends to information regarding leadership and staff changes. With new hirings and staff changes, many staff members are often unaware of new personnel or changes until they happen. Some of the interviewed staff note that the lack of internal communications fosters an atmosphere of distrust. This lack of communications protocols and memos has created a dangerous work environment that creates inappropriate, inconsistent and distrustful relationships based on the control of and access to information.

RECOMMENDATIONS:

- 1 *We highly recommend that WVWD and the external affairs department issue internal memos to keep staff abreast of emergencies, staff and policy changes, etc. We firmly believe that this will reduce distrust within the organization.*

RESOURCES: VERY POOR

It is clear that WVWD lacks in the quantity and quality of skilled communications staff. It is also clear that many of these issues stem from failed leadership via the GM, AGM and HR manager. Beyond these issues, the adequacy of resources is mixed; certain functions are adequately equipped, but others lack basic essentials. For example, the public affairs office uses *Meltwater Media Intelligence*, a costly but robust business intelligence software that collects news and social media mentions, but the department does not regularly issue news releases or post social media. The office also does not regularly issue these reports to staff, but implementation of the software can cost anywhere between \$6,000 and \$15,000 per year. The office also currently sends thousands of emails to ratepayers across the region, but (at the time of our research) used a basic email marketing platform. Instead of using this basic platform, the department should consider using an advanced platform with features such as database management, advanced segmentation, delivery or read rates and comparative data reports. During our interviews we were told that WVWD used *Constant Contact* as an email platform, but that its service was discontinued for nonpayment. Board members have also noted that the external affairs department wastes funds on high-end promotional materials, from metal water bottles to custom leather coasters. These resources could be better spent on other items. Most of the issues associated with WVWD's unbalanced resources relate to a lack of strategic planning and insight from experienced leadership.

RECOMMENDATIONS:

- 1 *Many of the problems with the current communications tools exist due to a lack of strategic planning. We highly recommend that the AGM include a communications budget within the previously recommended strategic communications plan.*

SUCCESS METRICS/KEY PERFORMANCE INDICATORS: VERY POOR

Success metrics are a critical component of communications. They allow organizations to prove their value and maximize efficiency, budgets and time. At a minimum, almost every modern organization uses online resources such as *Google Analytics* to measure customer feedback, responses, peak times, demographic trends and other behavioral trends. There are currently no metrics of success for WVWD, and while customer surveys were done in the past, there is no evidence to support that they continue to be conducted. There is some reliance on the *Meltwater Media Intelligence* software for news and social media mentions, but website statistics are not collected.

RECOMMENDATIONS:

- 1 *In addition to the strategic plan, we highly recommend that the AGM create a six-month calendar of tasks for the external affairs department—this calendar should include goals involving the newsletter metrics, a targeted number of social media posts, positive news mentions, events held and or target audience members to be reached—and comparing expectations with results.*

RECOMMENDATIONS (CONT'D):

- 2 We also highly recommend that the AGM implement the use of Google Analytics to monitor keywords and traffic to the WVWD website. In addition to the Google application, the WVWD should use native monitoring capabilities on social media accounts (on Twitter, Instagram and Facebook) to make adjustments and increase visibility and engagement for WVWD on each platform.

COMMUNICATIONS PROTOCOLS: POOR

The WVWD *Human Resources Policies and Practices Manual* contains some good general guidelines for news contacts and media relations, but it is quite apparent that there are many inconsistent policies, missing assignments and protocols for the external affairs department. There are still many questions. What is the external affairs workflow? Who are the top designated spokespersons? Where are passwords kept? Who should the media send inquiries to? How should inquiries be issued? How should communications information such as news releases and statements be stored? What are the defined roles for the external affairs? Many of the answers to these questions are very unclear, which causes a great deal of confusion and dysfunction among board and staff members. A clear example of this, relates to how reporters (prior to working with us) blasted media inquiries to many board and staff members allowing multiple board or staff members to respond. Under our direction, we narrowed the list to a small communications team and instituted an approval process (that included documents *for edits, for approval and final draft*), which has tremendously decreased issues with messaging, leaks and bad information.

We are also concerned by mentions from board members that the communications department utilized communications activities to push political objectives inconsistent with WVWD policy objectives and directives. There isn't enough evidence to substantiate these claims, but these accusations should not be taken lightly.

RECOMMENDATIONS:

- 1 We highly recommend that the AGM assemble an external affairs handbook for employees and new hires.
- 2 We recommend that the external affairs department establish written protocols in the handbook for external and internal communications items such as articles, news releases and talking points. These protocols should also include how and when these items should be shared and saved in a network drive. All photos, video and audio files, letters to the editor, op-eds and other communications-related items should be saved on a network drive dedicated to external affairs.

MEDIA LIST: POOR

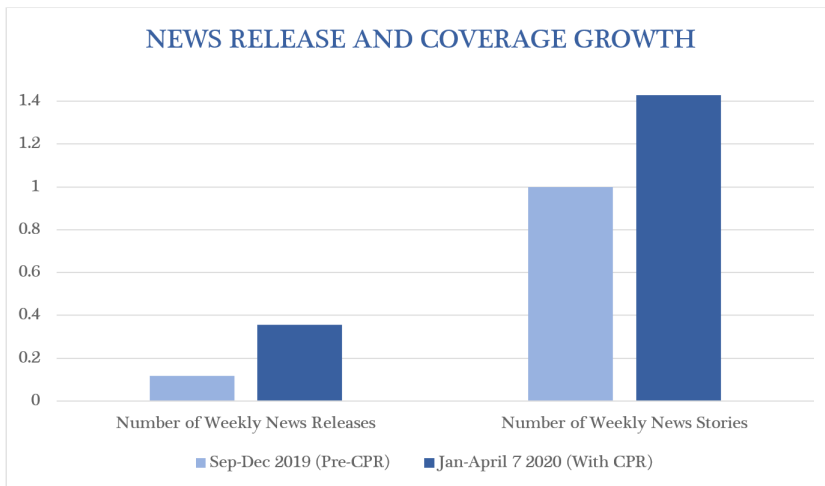
An effective and robust media list is critical to maintaining good communications strategies and campaigns. Working with WVWD, we have found that the organization spends most of its time reacting to printed media (especially the *San Bernardino Sun*), but the organization also needs to utilize other traditional and digital mediums such as radio, television, blogs and industry influencers. During our interviews with board members and staff, we've received several complaints detailing a lack of diversity and innovation in outreach to media outlets. In fact, the GM noted that the organization struggles to garner attention from any media outlets beyond print, such as television or radio. Prior to our work with WVWD, the media list included some basic media outlets, but needed to expand and include ethnic papers, speciality papers, trade organizations, radio, podcasts and other alternative media. There was also a mention that there are podcasts throughout the Inland Empire the WVWD can connect with. There is also a concern that there was lack of relationship and rapport with community-based newspapers.

RECOMMENDATIONS:

- 1 We highly recommend that the PAM assign the public affairs analyst or community representative to dedicate time every six months to check and update media list information. This means calling each member on the media list and removing or replacing outdated information. This person should also work to gather contact information from new local media, elected, industry and other relevant institutions.
- 2 We recommend that the PAM organize exclusive interviews with some of the larger newspapers to drive messaging and stories.
- 3 We recommend that the PAM work with the WVWD board president and other specialized staff members to conduct 'Pen and Pad Briefings' with community and specialty papers from time to time to foster relationships with some of the smaller news outlets. Pen and pad briefings are news briefings held by lawmakers or elected officials, where recording devices, such as video and photo are not allowed. In some cases, these events are by invitation only and voice recorders are permissible.
- 4 We recommend adding various nontraditional target audiences to the media list, such as schools, civic organizations, police, fire and other community institutions.

NEWS RELEASES: POOR

In the era of the internet and social media, news releases may seem outdated, but they are not. News releases are critical to setting the agenda and storylines. They tell stories that newspapers and other media outlets do not. The regular posting of news releases also helps boost social media and internet traffic. WVWD does draft and use news releases, but they are often infrequent, lack details and are without substance due to the organization's lack of skilled and experienced writers. In addition to news releases, the department fails to utilize media advisories that alert media outlets and the public of upcoming WVWD work, meetings and events. Media advisories offer the opportunity to organizations to frame topics and highlight specific agenda items. Since we began working with WVWD, the quality and frequency of media advisories and news releases continues to increase.



Growth in Weekly News Releases and News Stories

Since January, the numbers of weekly press releases and news stories on WVWD have grown by 203 percent and 43 percent respectively. While the increase in news stories is not directly proportional to the increase in press releases, the dramatic increase in the positive coverage ratio (see previous graphic) can clearly be attributed towards the greater utilization of press releases, which allows WVWD to set coverage on its own terms.

WVWD takes a reactionary approach to news releases--publishing news releases in response to issues--which stems from a lack of leadership and strategy. As a result, news coverage is often driven by gaps in information. Reporters create stories driven by conjecture, hunches and rumors as opposed to information vetted by the organization. The PAM notes that he has desired to issue more news releases but lacks the discretion to do so. On the other hand, some board members express concern that the external affairs department issues some news releases for personal or political purposes, which may cause additional distrust between staff members and the board.

RECOMMENDATIONS:

- 1 We highly recommend that the GM, AGM and PAM take time to evaluate the importance of various activities, work and successes or failures and translate this information into news releases.
- 2 We highly recommend that the PAM issue media advisories ahead of WVWD board meetings and other events to better frame agenda items and actions.
- 3 We found that all too often staff create subpar news releases that do not contain news or are poorly written. We also highly recommend that the AGM and PAM work with a communications, public relations or public affairs firm to help with news release writing and/or take a course on news release writing.

E-MAILED & NEWSLETTER COMMUNICATION: VERY POOR

For many businesses and organizations, emails are the cornerstone of their marketing campaigns. Emails help foster relationships with existing customers and build brand awareness with potential customers in a way that is convenient to them. It's thus no surprise that email is one of the primary methods of communication for WVWD, which is good. However, no emailed marketing or communications effort works without a strategy and this is where the WVWD external affairs department fails.

According to staff members, there have been several efforts to assemble a newsletter, but many of these efforts were thwarted by leadership bottlenecks, budget cuts, shorthanded staff and a barrage of media inquiries that have stymied progress. WVWD regularly published newsletters in the past, but a combination of severe cuts to the printing budget and a lack of approvals ended this newsletter. The PAM also assembled a newsletter this year, but the AGM did not respond to requests to review and approve it.

Other email blasts and communications are very infrequent as well. WVWD issued a customer service survey via email three or four years ago, but we are unaware of any recent email surveys. Further damaging the WVWD's ability to issue emailed communications and newsletters is poor maintenance of the WVWD customer database. According to the GM, WVWD maintains a customer contact list of about 8,000 individuals, but the WVWD region has 22,000 ratepayers.

RECOMMENDATIONS:

- 1 We highly recommend that WVWD build a more robust contact/media list containing media, community groups, schools, universities, faith-based groups, etc. Building a robust, segmented email list and identifying the community around you is an essential part of communications work. This is especially critical for organizations with disparate audiences.
- 2 Newsletters provide a low-cost, long-form method of communicating with various audiences. We recommend issuing a quarterly or monthly internal and external newsletter. Ratepayers and employees alike must feel well apprised of ongoing issues and changes. This is especially critical to employee morale. For ratepayers, a newsletter can re-humanize and depoliticize WVWD and reshape public perception.
- 3 We recommend sending monthly email blasts to staff members and ratepayers with important messages and updates from the board president and GM. We believe sending these emails on a monthly basis will help improve employee morale and public perception.

WEBSITE: POOR

It goes without saying that websites are critical for any major organization, especially public institutions and municipalities. We understand that there is a request for proposals (RFP) out for the website and that the website is a “standing” issue during managers’ meetings, but many of the issues with the website reflect poor leadership and management skills within the communications department. During our interviews, staff members note that while the board of directors’ profiles and meeting agendas are prominent and accessible, the website lacks functionality, is not user-friendly and is difficult to navigate. With so many items that are currently an issue we will simply bullet some of the most problematic items here:

- Customers are unable to quickly access service information—for example, it lacks easy access to information on the items needed to receive a rebate, how and where to pay a bill, and how their meter is read.
- There is a lack of ability for customers to resolve billing issues online, which, if implemented, would increase customer service department efficiency.
- There is a lack of information on shutdowns, which leads to avoidable work for the customer service department.
- The billing portal has a section for WVWD to upload bill inserts, which remains empty.
- There should be a clear and concise page for conservation, efficiency, and water savings tips; currently there are two pages that present the information in a haphazard fashion.
- There is limited contact information on the website footer, but there is no dedicated contact page, or listing for the customer service hotline.
- The “connect with us” button at the header leads only to a broken Instagram link.
- There is a lack of an ability for contractors to apply for RFPs and download forms.

In addition to the above items, there is a lack of consistency with which information is posted online and how website information is managed. Staff members noted that items and events remain on the “upcoming” section long after they are completed and that information is not published regularly. Since our time with WVWD, we have attempted to ensure that news releases and other important information is posted in a timely manner.

RECOMMENDATIONS:

- 1** *We highly recommend that WVWD rethink the structure, messaging, target audiences and language on the website. The overall visual and verbal branding is inconsistent, which can lead to many communications problems.*
- 2** *We recommend that WVWD focus on improving the website performance (i.e. page loading), security (i.e. javascript library updates) and content listed on the website to boost search engine optimization.*
- 3** *We recommend improving the quality of the backlinks to the website to increase domain authority. This can be done by adding more resource friendly, education and conservation program language.*

SOCIAL MEDIA: POOR

For municipalities like WVWD, prominent, consistent social media is a game-changer. For many municipalities, it is a critical civic engagement tool that can help with public safety and emergency communications, talent recruitment and issue or policy promotions such as water conservation. To maintain successful social media accounts, posting must be regular and relevant. As widespread social media use continues to grow and evolve, many more organizations are using social media for feedback, questions and inquiries.

The GM and AGM have indicated that they would like to see more social media posting, but have not given the external affairs department the necessary vision, strategy and personnel to do so. For the PAM, who is often inundated with media inquiries, posts on Twitter and Facebook are infrequent due to limited resources and lack of manpower. Likewise, social media efforts are often not in cohesion with other traditional public affairs efforts such as news releases and events or not pursued at all.

RECOMMENDATIONS:

- 1 We highly recommend following the standard of most other water districts and posting on average five times per week, where appropriate producing necessary content, and making sure WVWD's LinkedIn is activated.
- 2 We highly recommend designating one person for social media, who ensures that all communications actions are reflected on social media. This person should have extended hours for monitoring social media inbox responses, tags, etc.
- 3 We recommend that the designated social media person establish two-way communications with the public via Facebook, Instagram and Twitter. Conversations should be short and move questions and concerns off the platform to a customer service representative.
- 4 We recommend using social media and GIS (geographic information system) software to inform staff and the public of service interruptions.

EVENTS: VERY POOR

Events provide the opportunity for the businesses and organizations to directly interact with major target audiences, including the general public and media. They provide an opportunity to provide exposure for real, tangible evidence of accomplishments and successes. They also create additional audio, photo and video content for organization-related social media posts, podcasts, brochures, posters, etc. Today, visual messaging is just as important as verbal messaging and with soundbytes or short social media posts, visuals are even more important. Despite the importance of events and visual messaging, WVWD does not use opportunities to present the organization's accomplishments or successes. Within the period of this assessment, and a few months prior, the external affairs department only planned one event, Earth Day, which was cancelled due to the COVID-19 pandemic. Despite this setback, we believe there were multiple opportunities to present new information and accomplishments via board meetings, partnerships, private-sector funding, news conferences, ribbon-cutting ceremonies, media availabilities, receptions, sponsorships, etc. Many of these missed opportunities are a result of very poor strategic planning, leadership and vision.

RECOMMENDATIONS:

- 1 We recommend adding at least one event per quarter to the strategic plan. This event should emphasize interaction with the public and support the principles of transparency and accountability.
- 2 We recommend adding an increased number of smaller public engagement programs that can help inform the public on what WVWD does and why it is important.

TEXT MESSAGING: SATISFACTORY

Once considered intrusive, text messaging is fast becoming an important medium for public relations, public affairs and marketing. According to research (via SMS marketing software firm *EZ Texting*) texting has six times the engagement of email among customers. The same research states that about 90 percent of consumers open and read a text within 30 minutes of receipt. WVWD is well ahead of the curve as it attempts to integrate the *Tyler Notify*[™] system, which allows users to create and send customized messages via text message. When integrated with geographic information software (GIS), *Tyler Notify*[™] will enable WVWD to select ratepayers by region and notify them of water supply issues. This feature is not available yet, but it is available as a mass-texting tool. At a cost of ten cents per message this system is twice as expensive as a standard text-management system.

RECOMMENDATIONS:

- 1 We recommend that WVWD fully implement the *Tyler Notify* system and limit its use to shutdown notices for affected customers. WVWD should use a standard texting management system for mass texting to reduce costs. Doing so would maintain the benefits of targeted messages provided by *Tyler Notify*, and provide access to low cost, high volume texting.

MOBILE APP: POOR

The *MyWVWD* mobile app is functional and easy to use, but reasons for its continued use and maintenance are not apparent. Much of the app involves loading the WVWD website onto an in-app web browser, which means that little differentiates it from the website. Even though much of the app appears to simply mimic the website, regular maintenance is needed to keep the app updated. The app lists Twitter posts from 2019 as the most recent updates, which suggests that staff must actively publish information onto the app. The one feature unique to the app is the ability to report issues and send precise location information to WVWD, but the customer service supervisor who monitors the app noted that this feature has not been used by anyone.

RECOMMENDATIONS:

- 1 We recommend that WVWD prioritize social media platforms rather than divert limited attention and resources to the app. Several years ago applications like this may have been appropriate, but with the shift back to in-browser applications and the development of robust mobile-friendly websites means that resources should not be used on maintaining or modifying this app. Simply put, WVWD does not have spare staff and time to load material onto an app that barely more than one hundred people have downloaded.

EXTERNAL INDUSTRY ASSESSMENT

INDUSTRY OVERVIEW

According to the *California Association of Local Agency Formation Commissions*, the state has nearly 3,400 special districts, which range from a few acres to thousands of square miles crossing city and county lines. There are about 50 major types of special districts ranging in size, boundaries and public services from fire protection, sewers, waste disposal, cemeteries and water supply. The Metropolitan Water District of Southern California serves over 18 million people in more than 5,200 miles in six counties. By contrast, the West Valley Water District (WVWD) serves 83,000 people across 31 square miles in southwestern San Bernardino County and a small portion of northwestern Riverside County.

Special districts are the nexus of government, business and individual constituencies and thus are faced with widely divergent audiences, operational needs and communication challenges. About two-thirds of special districts are independent districts with independently elected boards or appointed boards whose directors (most have five-member boards, who) serve fixed terms. Special districts were initially founded as an efficient way to serve and respond to constituents in different localities, but over time the governance of these special districts has led to questionable practices and growing inefficiencies due to the lack of uniformity and transparency in communications. This can often quickly lead to constituents not understanding what a special district does, who it serves or what the decision-making structure is. This is especially problematic because special districts often generate revenue from public sources through taxes, special assessments and fees. Resources and funding depend heavily on geography and the varying complexity of delivering public services, which is especially difficult for smaller special districts. What works in one locality may not work in another. What this means is that each special district must develop its own approach to services, operations and communications to reflect their own unique circumstances.

As a result of a number of controversies and questionable practices within special districts across California over the years, organizations such as the *California Special Districts Association (CSDA)* and *Institute for Local Government (ILG)* have published much-needed best practices that address transparency and communications related issues. This assessment utilizes best practices from the SDF District Transparency Certificate of Excellence program and *ILG Good Governance Checklist: Good and Better Practices* and *TIERS Engagement Framework*.

More recently, a 2017 report by the *California Little Hoover Commission (LHC)*, an independent California state oversight agency modeled after the Hoover Commission, sparked an additional push to increase communications efforts by creating standards for special districts. The commission found it difficult to find basic information on each special district and called for improved oversight of special districts, including improved transparency. The following quote from the report's executive summary reflects the overall need for better communications from special districts: "In this review, the Commission found special districts themselves could do a better job of telling their own story to overcome the stigma that they function as a hidden government. During an advisory committee meeting, Chair Pedro Nava encouraged special districts to "tell your story." There are very few government entities in a position to let people know that they work directly for the public and that the taxes and fees they collect fund local services, he said." Understanding the need for better storytelling and communications, this assessment includes recommendations based on best practices from the LHC report and others developed by the SDF and ILG.

INDUSTRY SCORECARDS

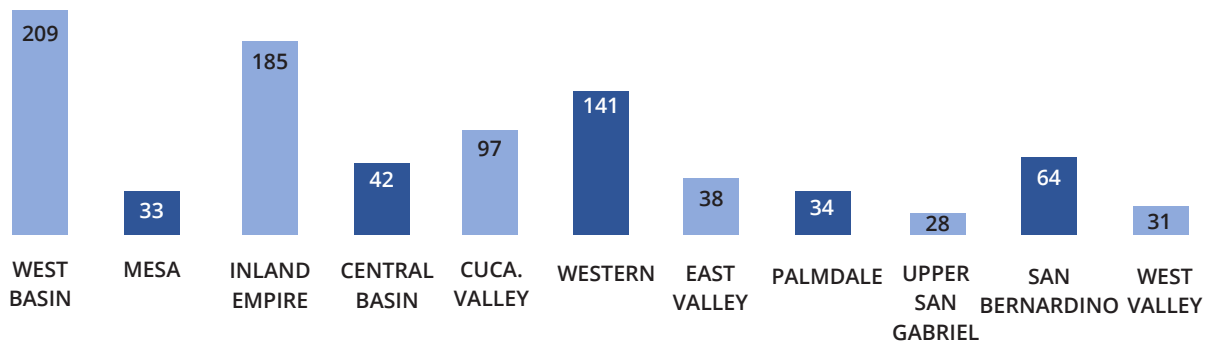
After reviewing dozens of California water districts, we compared a set of water districts based on size, location and stakeholder interest. The raw data in this comparative analysis is only a snapshot, as any organization’s communications can change from one month to the next. However, it does accurately represent broad trends and patterns at a specific point in time. The scorecards and analysis below provide valuable insight that will help guide and empower the board of directors and management to make positive communications changes. Please refer to page eight for the overall industry scorecard in order to visualize areas of relative strength and weakness for WVWD.

- **Core Statement:** a statement obtained from organization websites and/or social media pages that captures the essence of what they do.
- **Word Cloud:** a visual representation of words, in which the size of each word represents its frequency or importance.
- **SEO:** the acronym for search engine optimization. It is the practice of optimizing websites to rank higher on search engine results.
- **Referral Links:** the reported website visits from direct links on other websites rather than from search engines, such as Google.
- **Media Mentions:** company mentions from news organizations and other news media.

EXPENDITURES

Below are 2018 annual water district expenditures to better understand the relative size and resources of different water districts. These water districts are listed in the order of their individual communications score. Expenditure differences were taken into account during the scoring process.

EXPENDITURES IN MILLIONS (\$) 2018



WEST VALLEY WATER DISTRICT

ANALYSIS

Expenditures (2018): \$31.07 Million

The West Valley Water District’s (WVWD) communications efforts are poor across the board, even when taking into account water district budget and expenditures differences. This is especially evident when comparing WVWD with similar water districts. In certain areas such as social media and community engagement, WVWD performs at the bottom or almost at the bottom of all the metrics. In fact, WVWD scores well below other water districts in social media, reputation and community engagement.

Two bright spots for WVWD relate to the WVWD website functionality and earned media scores. However, these bright spots come with caveats. First, while the WVWD website functionality is solid compared to others, the website’s SEO and Trust Score indicates significant weaknesses. This may be due to its standing in the community. Second, the earned media score does not take into account sentiment analysis like the reputation score. The better performance in this category may be due to the attention from recent controversies. This is evident in the word cloud which shows very disparate, uncentered language. It is also evident in the links associated with WVWD and earned media, which mostly involves reports on controversies.

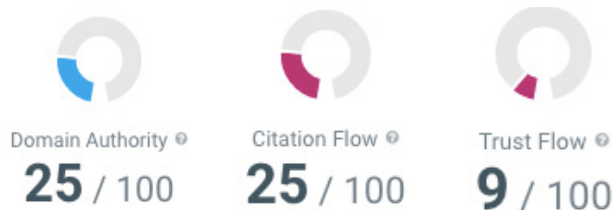
CORE MESSAGE

West Valley Water District’s mission is to provide our customers with safe, high quality and reliable water service at a reasonable rate and in a sustainable manner.

SOCIAL MEDIA CHANNELS

- Facebook: 877 Followers
- Twitter: 336 Followers
- LinkedIn: None
- Instagram: 625 Followers
- Youtube: N/A
- Reviews: 1.9 (20 Reviews)

SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 1,022

1. Inland Empire Community News
2. San Bernardino County
3. Ron’s Log
4. Municipal Online Payments
5. County of San Bernardino
6. County of Los Angeles
7. AVSCWCA
8. UCR Library
9. iEfficient
10. WaterBond.org

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Water District Continues To End Shutoffs, Adjusts Hiring Freeze To Improve Services
- West Valley Water District Temporarily Lifts Hiring Freeze For Some Vacant Positions
- Water Quality And Supply Remain Unaffected By Crisis, West Valley Water District Says
- Embattled Rialto Water District Rolls Out More Reforms In Response To State Audit
- Embattled Rialto Water District Awards Contracts To Friends Of New Board President

SAMPLE INITIATIVES

- Tours & Presentations
- Student Internships

WEST BASIN MUNICIPAL WATER DISTRICT

ANALYSIS

Expenditures (2018): \$208.75 Million

Significantly larger than WVWD with a budget greater than \$200 million, West Basin Water District (WBWD) communications operations appear to be in very good shape. It is the largest revenue district we reviewed. The data shows how a water district can overcome difficulties associated with ethics and move in a positive direction. While public sentiments are still improving and the website’s functionality could be enhanced, overall it is on its way to creating a very positive, productive communications operation. Over the years, it appears that it has revamped its communications efforts and is now clearly communicating its mission, services and how it supports its community; its messaging is concise and services are clearly defined. It maintains good SEO and community outreach, which is an integral part of their programming. Some of its strongest website links involve community, education and conservation organizations like the Surfrider Foundation. These planned, positive community outreach efforts are reflected in the news articles and other earned media reports, which strike a nice balance between water conservation, technology, community events and partnership efforts.

CORE MESSAGE

Our mission is to provide a safe and reliable supply of high-quality water to the communities we serve.

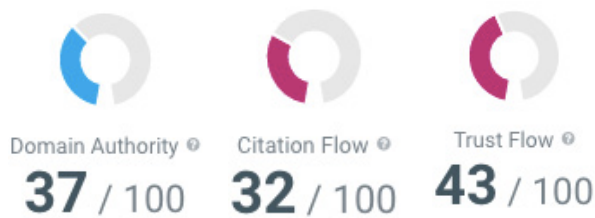
SOCIAL MEDIA CHANNELS

- Facebook: 1589 Followers
- Twitter: 1004 Followers
- LinkedIn: 701 Followers
- Instagram: 960 Followers
- Youtube: 8 Subscribers
- Reviews: 4.7 (11 Reviews)

WORD CLOUD



SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 122,060

1. Rolling Hills Estates
2. Accounting.com
3. Surf Rider Foundation
4. LA County Waterworks Districts
5. Salinity Management
6. California Association of Sanitation Agencies
7. El Camino College
8. City of El Segundo
9. Daily Breeze
10. Daily Breeze

MEDIA MENTIONS (MOST RECENT)

- Multimillion-Dollar Contract To Run El Segundo Water Recycling Plant Again Awarded Without Bidding
- EPA’s National Water Reuse Action Plan Makes Reuse A National Priority
- Lawsuit Accuses South Bay Water Official Of Defrauding Investors Of Kansas Private High School
- Recycled Water Facility Tour
- West Basin Presents Boys And Girls Club Of Malibu With Check

SAMPLE INITIATIVES

- Water Recycling Facility Field Trips
- Splash Science Traveling Classroom Presentations
- Water is Life Student Art Contest
- Solar Cup Boat Building Competition
- Surfrider: Teach and Test Program
- Lunch & Learn Classes
- Water 101 Class
- Public Water Recycling Tours
- Speakers Bureau

MESA WATER DISTRICT

ANALYSIS

Expenditures (2018): \$33.26 Million

Even with its small budget, Mesa Water District (MWD) communications is strong in a number of areas. Of all the websites reviewed, MWD is the top performing one and has a robust focus on water quality, conservation efforts and community engagement. The MWD website has solid functionality, a strong SEO score and is filled with resources, information and engaging content. The one area of weakness is its sentiment and reputation score. This score is a bit lower due to some customer service related reviews.

CORE MESSAGE

We provide safe, high-quality drinking water to residents and businesses in Costa Mesa, parts of Newport Beach, and areas of unincorporated Orange County. Mesa Water is committed to the highest standards for customer service, water awareness and conservation, reliable water delivery and financial leadership and transparency. We're dedicated to serving you!

SOCIAL MEDIA CHANNELS

- Facebook: 2884 Followers
- Twitter: 660 Followers
- LinkedIn: 104 Followers
- Instagram: 969 Followers
- Youtube: 8 Followers
- Reviews: 2.6 (39 Reviews)

SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 1,022

1. Save our Water
2. Orange County Business Council
3. Imagine a Day without Water
4. John Wayne Airport
5. Orange County Water District
6. Stu News Newport
7. Municipal Water District of Orange County
8. California Municipal Utilities Association
9. KOCI Radio
10. OC Fair Event Center

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Mesa Water's Tap Water Remains Safe And Reliable
- Facing Ag Demand, South Valley Demands Newsom Boost Water Supplies
- For Costa Mesa Sanitary District, Letting 75 Years Go To Waste Is A Good Thing
- My Crazy Life As An Intern
- Kids Get A Lesson In The Importance Of Water At Festival At Uci

SAMPLE INITIATIVES

School Assembly • Value of Water Poster & Slogan Contest
Children's Water Education Festival • I Heart Mesa Water • Drinking Water Week * Children's Water Education Festival • Water Issues Study Group • 5th Grade Education Program • Water Issues Study Group

INLAND EMPIRE UTILITIES AGENCY

ANALYSIS

Expenditures (2018): \$184.5 Million

With the second largest budget of the water districts reviewed, the Inland Empire Utilities Agency (IEUA) maintains very robust communications operations and one of the strongest reputation scores among the reviewed water districts. This is primarily due to employee reviews. IEUA messaging is hyper-focused on managing and investing in water supply and conservation efforts. The agency's few external reviews most likely relate to limited community outreach and programming. While their branding is simple, the functionality of its website and SEO is strong. Overall, their communications efforts appear to be good, but one would expect very few weaknesses with such a large budget.

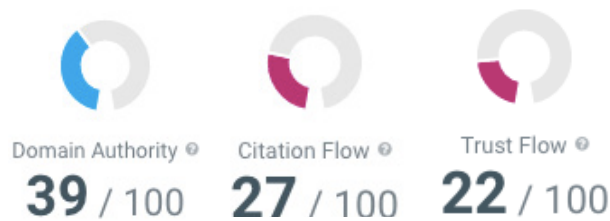
CORE MESSAGE

IEUA is committed to investing in our water supply for today and tomorrow through fiscal responsibility, efficient business practices, water supply management, and environmental stewardship.

SOCIAL MEDIA CHANNELS

- Facebook: 668 Followers
- Twitter: 791 Followers
- LinkedIn: 1222 Followers
- Instagram: 849 Followers
- Youtube: 71 Subscribers
- Reviews: 3.5 (26 Reviews)

SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 2,465

1. UC Riverside
2. Use Water Wisely
3. Cucamonga Valley Water District
4. UCLA Extension Career Services
5. Metropolitan Water District of Southern California
6. Be Water Wise
7. Monte Vista Water District
8. IETM
9. City of Montclair

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Chino Hills Residents Receive Ballots For Sewer Increase
- Inland Empire Utilities Agency And Inland Empire Regional Composting Authority Launch Battery And Solar Project
- Chino Hills Council Says 'Not I' About Sewer Agency Hikes
- New Directors Representing La, Inland Empire Join Metropolitan Board
- Chino Needs More Water For Housing Boom

SAMPLE INITIATIVES

- Chino Creek Wetlands & Educational Park Blog
- Earth Day Events
- Water Discovery Field Trips
- Chino Creek Wetlands Education
- Field Trips
- National Theatre for Children
- Poster Contests
- IEUA Educational Programs

CENTRAL BASIN MUNICIPAL WATER DISTRICT

ANALYSIS

Expenditures (2018): \$41.71 Million

Almost every water district provides daily social media updates delivering relevant content that encourages digital engagement. Of all the water districts analyzed, the Central Basin Municipal Water District (CBMWD) maintains the strongest social media efforts. The only weak categories for CBMWD were *website functionality* and *reputation score*. From an analysis of this water district, we find that for water districts good communications are not necessarily synonymous with increased reputation scores (unlike most industries). This may be due to the varied nature of water district audiences. It also may be a sign that for water districts, more communication may lead to more negative feedback. In addition to social media, CBMWD maintains a newsletter, blog and ethics reporting hotline, which highlights its focus on transparency and community outreach.

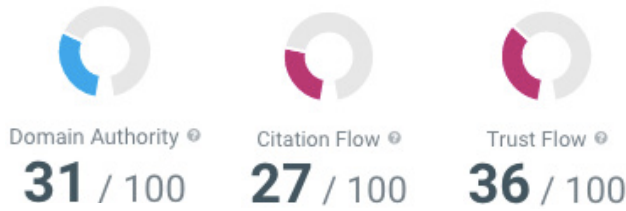
CORE MESSAGE

The mission of the Central Basin Municipal Water District is to deliver reliable and high-quality water, as well as recycled water services to its customers and communities through effective and collegial partnerships with its retailers and other wholesalers.

SOCIAL MEDIA CHANNELS

- Facebook: 7380 Followers
- Twitter: 3446 Followers
- LinkedIn: 210 Followers
- Instagram: 776 Followers
- Youtube: 63 Followers
- Reviews: 2.6 (14 Reviews)

SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 4,947

1. LA County Parks & Recreation
2. Electronic Frontier Foundation
3. MyGovCost
4. Imagine a Day Without Water
5. Metropolitan Water District of Southern California
6. City of Santa Barbara
7. Orchard Dale Water District
8. Clark Memorial Health
9. Think Earth Foundation
10. LA County Parks

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Multimillion-Dollar Contract To Run El Segundo Water Recycling Plant Again Awarded Without Bidding
- Metropolitan Water District Employee Accuses Central Basin Director Bob Apodaca Of Sexual Harassment And Retaliation
- Was Asm. Cristina Garcia's Water Bill A Scheme To Bankrupt Central Basin?
- Toxic 'Forever Chemicals' Detected In Drinking Water Supplies Across California

SAMPLE INITIATIVES

Water is Life Poster Contest • Solar Cup • Water Protectors: Girl Scout Program • Stormwater for Direct Reuse Pilot Program • Community Booth • Max the Water Dog • Bottled Water Donation

CUCAMONGA VALLEY WATER DISTRICT

ANALYSIS

Expenditures (2018): \$96.7 Million

Cucamonga Valley Water District (CVWD) branding and website leaves much to be desired. Despite strong communication engagement and reputation scores, the municipality receives little news coverage. This lack of news reports is highlighted via limited media mentions and a low citation flow score. On the other hand, the CVWD reputation score is high and it maintains a solid social media presence.

CORE MESSAGE

The Cucamonga Valley Water District (CVWD) is a dynamic, growing organization whose sole purpose is to provide high quality, safe and reliable water and wastewater services, while practicing good stewardship of natural and financial resources. CVWD is one of the leading retail water providers in the region which is attributed to our innovation and leadership in addressing regional and state-wide water issues.

SOCIAL MEDIA CHANNELS

- Facebook: 1090 Followers
- Twitter: 1194 Followers
- LinkedIn: 459 Followers
- Instagram: 795 Followers
- Youtube: 14 Subscribers
- Reviews: 4.3 (25 Reviews)

SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 802

1. Crescenta Valley Water District
2. California Public Utilities Commission
3. Imagine a Day without Water
4. Use Water Wisely
5. UCLA Extension Careers
6. Nestle Waters
7. Arrowhead Waters
8. City of Rancho Cucamonga
9. InlandEmpire.us

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Rancho Cucamonga Water Utility Says Customer Information May Have Been Exposed In Data Breach
- Southern California Water District Grapples With Data Breach
- Pomona Brings In Familiar Face For Interim Water Resources Director Role
- CVWD Candidates Give Statements Seeking Voters' Support In Election
- Water Districts Celebrate Water Professionals Appreciation Week

SAMPLE INITIATIVES

- Water Treatment Plant Tours • Residential Landscape Workshops
- Earth Day Open House • Solar Cup Program • Environmental Learning Center • Waterwise Community Field Trip • EcoHero Show • Garden in Every School

WESTERN MUNICIPAL WATER DISTRICT

ANALYSIS

Expenditures (2018): \$141.18 Million

Despite the sheer size of the Western Municipal Water District (WMWD), its communications significantly under perform. There are significant deficiencies in its website, earned media, reputation and community engagement scores. The organization visibly limits consumer feedback and maintains one of the lowest reputation scores. Its social media efforts are the only significant strength that exists with their communications operation.

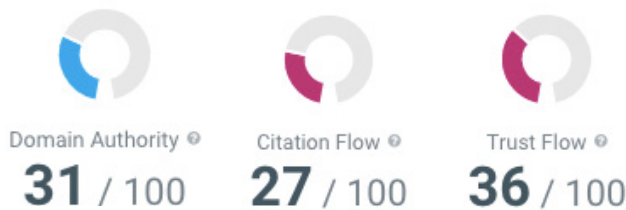
CORE MESSAGE

Western Municipal Water District provides water supply, wastewater disposal and water resource management to the public in a safe, reliable, environmentally sensitive and financially responsible manner.

SOCIAL MEDIA CHANNELS

- Facebook: 1282 Followers
- Twitter: 4511 Followers
- LinkedIn: 1325 Followers
- Instagram: 654 Followers
- Youtube: 132 Followers
- Reviews: 2.2 (30 Reviews)

SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 14,395

1. City of Riverside
2. California Public Utilities Commission
3. The Media-Enterprise
4. American Ground Water Trust
5. Redlands Daily Facts
6. Metropolitan Water District of Southern California
7. Mercury News
8. Be Water Wise
9. Murrieta Chamber of Commerce
10. Orange County Water District

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Multimillion-Dollar Contract To Run El Segundo Water Recycling Plant Again Awarded Without Bidding
- Metropolitan Water District Employee Accuses Central Basin Director Bob Apodaca Of Sexual Harassment And Retaliation
- Was Asm. Cristina Garcia's Water Bill A Scheme To Bankrupt Central Basin?
- Toxic 'Forever Chemicals' Detected In Drinking Water Supplies Across California

SAMPLE INITIATIVES

Water is Life Poster Contest • Solar Cup • Water Protectors: Girl Scout Program • Stormwater for Direct Reuse Pilot Program • Community Booth • Max the Water Dog • Bottled Water Donation

EAST VALLEY WATER DISTRICT

ANALYSIS

Expenditures (2018): \$37.76 Million

The East Valley Water District’s (EVWD) communications operation has several positives and negatives. EVWD appears to maintain superior communications infrastructure, but other communication elements are fairly average or poor. For example, the EVWD website branding is sleek, but the domain authority and SEO are not adequate and missing certain meta descriptions. Staff members consistently post social media content, but following and engagement is limited. EVWD seems to maintain a creative and innovative approach to engaging the public, utilizing tools like an alert bar on the website for urgent issues and topics. However, they very much need to match the brand and content with functionality. Additionally their outreach is lacking with a lack of programmatic offerings. If they can change these things, they will have solid communications.

CORE MESSAGE

East Valley Water District is a California Special District that provides water and wastewater services to 102,000 residents within the City of Highland and portions of both the City and County of San Bernardino.

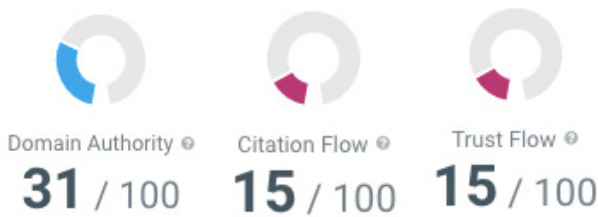
SOCIAL MEDIA CHANNELS

- Facebook: 394 Followers
- Twitter: 179 Followers
- LinkedIn: 75 Followers
- Instagram: 744 Followers
- Youtube: 1 Subscriber
- Reviews: 4.3 (25 Reviews)

WORD CLOUD



SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 1,082

1. SBVC Foundation
2. Media-Enterprise
3. San Bernardino County
4. Imagine a Day without Water
5. City of San Bernardino
6. Top Workplaces
7. News Deeply
8. California Municipal Utilities Association
9. City of Highland Economic Development

PRESS MENTIONS (MOST RECENT)

- San Manuel Casino Culinary Team Continues Cooking
- East Valley Water District Declares Local State Of Emergency
- San Manuel To Provide Lunches To Seniors
- Evwd Extends Ceo John Mura’s Contract
- Evwd To Take Ownership Of East Trunk Sewer Line

SAMPLE INITIATIVES

- Tools • Community Conversations • Conservation Workshops

PALMDALE WATER DISTRICT

ANALYSIS

Expenditures (2018): \$33.9 Million

The Palmdale Water District (PWD) is one of the lower performing districts in this study. At a glance, this may be due to the size of the organization and its antiquated brand, look and functionality. However, many of these issues can easily be fixed with a new website. The organization can easily improve its website score by increasing page load speed, minimizing page redirects and strengthening security website protocols. The organization also needs to improve its earned media numbers. PWD media mentions and community outreach are poor in comparison to other water districts, which affects its reputation score. On a positive note, PWD performs well as one of the smallest water districts and the organization consistently releases information to target audiences across channels.

CORE MESSAGE

The Mission of the Palmdale Water District (PWD) is to provide high quality water to our current and future customers at a reasonable cost. To guide us in this mission, the PWD Board of Directors has developed a vision and an official set of core values.

SOCIAL MEDIA CHANNELS

- Facebook: 1899 Followers
- Twitter: 637 Followers
- LinkedIn: 416 Followers
- Instagram: 93 Followers
- Youtube: 0 Subscribers
- Reviews: 2.4 (31 Reviews)

SEO

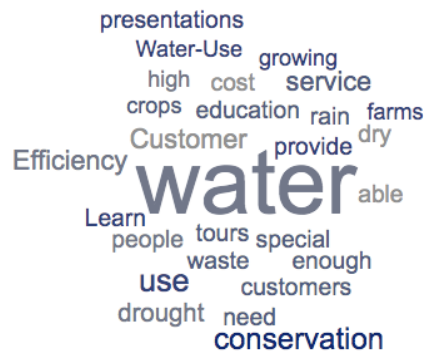


REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 14,395

1. Save our Water
2. Imagine a Day Without Water
3. USDA Forest Service
4. LA County Dep't of Mental Health
5. San Diego County Water Authority
6. UNI Group USA
7. ACWA
8. Antelope Valley Water Contractor's Association
9. Field Guide to the San Gabriel Mountains
10. City of Palmdale

WORD CLOUD



PRESS MENTIONS (MOST RECENT)

- Fish Report: Buena Vista Still Open For Fishing
- Valley An 'Important Area For Birds'
- A Model For The Future Of Water
- Power Is Shut Off In Parts Of Av
- First Two Families For Veterans' Homes Chosen

SAMPLE INITIATIVES

- Tours • Classroom Presentations • Rainstick • Edible Aquifer • Water Filter • Delta Map • Water Awareness Education Contest • Water Wise Landscape Conservation (WWLC) Program

UPPER SAN GABRIEL VALLEY MUNICIPAL WATER DISTRICT

ANALYSIS

Expenditures (2018): \$27.96 Million

In this study, Upper San Gabriel Valley Municipal Water District (USGVMWD) is the smallest water district with less than \$30 million in expenditures. While one would expect them to perform near the bottom of the pack due to its more limited budget, USGVMWD seems to do very well. The USGVMWD reputation score is very high, likely due to its strong community outreach and water education and conservation programming. While its digital footprint is small, USGVMWD illustrates that success is not solely about maintaining communications on every platform or building a visually stunning brand, but focusing on community outreach can bring greater dividends than digital efforts alone.

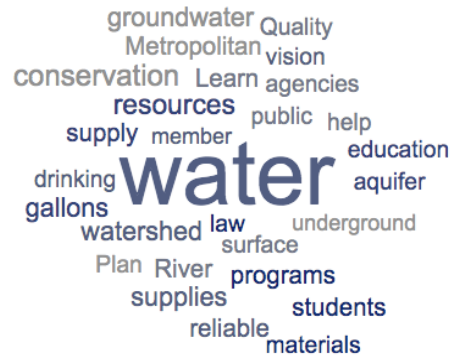
CORE MESSAGE

To support a high quality of life in the greater San Gabriel Valley by providing valued water services. To consistently meet our region's need for reliable, high quality and affordable water.

SOCIAL MEDIA CHANNELS

- Facebook: 973 Followers
- Twitter: 217 Followers
- LinkedIn: 153 Followers
- Instagram: 0 Followers
- Youtube: 20 Subscriber
- Reviews: 4.4 (10 Reviews)

WORD CLOUD



SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 802

1. US Chamber of Commerce
2. Baldwin Park
3. Be Water Wise
4. LA County Dep't of Mental Health
5. Metropolitan Water District of Southern California
6. Santa Fe Dam Recreational Area
7. San Diego County Water Authority
8. Irwindale Chamber of Commerce
9. City of Pomona

PRESS MENTIONS (MOST RECENT)

- WaterSense Partners Create Water Efficiency Savings
- New Assistant GM Named At Indio Water Authority
- Little Sun, Lots of Fun At Tiger Run
- Upper SGV Water District Wins 2019 WaterSense Partner Of Year
- From Migrant Laborer To Visionary Community Leader

SAMPLE INITIATIVES

- Teacher/Parent Toolkit • Nature's Water Cycle • San Gabriel Basin Watershed • Metropolitan Water District of Southern California (MWD), Education Resources • EPA WaterSense for Kids • Solar Cup • Water is Life Contest • Smart Gardening Classes
- Water Smart Awards

SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT

ANALYSIS

Expenditures (2018): \$64 Million

Based on the size of the San Bernardino Valley Municipal District (SBVMD) expenditures, one would expect that its communications efforts to be above par, but this is not necessarily the case. The two glaring issues for SBVMD include limited community outreach and a poor website, which lacks much information and a good user interface. Surprisingly, one bright spot for SBVMD is its reputation score, which could simply be a result of a low number of reviews about the district due to limited communications and visibility.

CORE MESSAGE

San Bernardino Valley Municipal Water District (Valley District) was formed in 1954 as a regional agency to plan a long-range water supply for the San Bernardino Valley. It imports water into its service area through participation in the State Water Project (SWP) and manages groundwater storage within its boundaries. It was incorporated under the Municipal Water District Act of 1911 (California Water Code Section 71000 et seq., as amended). Its enabling act includes a broad range of powers to provide water, as well as wastewater and storm water disposal, recreation, and fire protection services. Valley District does not deliver water directly to retail water customers.

SOCIAL MEDIA CHANNELS

- Facebook: 210 Followers
- Twitter: 157 Followers
- LinkedIn: 110 Followers
- Instagram: 793 Followers
- Youtube: 0 Subscribers
- Reviews: 2.9 (13 Reviews)

WORD CLOUD



SEO



REFERRAL TRAFFIC (BY LINK STRENGTH)

Estimated Backlinks: 494

1. California Department of Water Resources
2. San Bernardino Sun
3. Inland Empire Community News
4. Orange County Water District
5. San Diego County Water Authority
6. Informatics and GIS
7. City of Redlands
8. Water Resources Institute
9. California Drought
10. Fontana Water Company

PRESS MENTIONS (MOST RECENT)

- Coronavirus Isn't In The Tap Water, But It Could Be In Raw Sewage
- Valley District To Assess The Long-Term Reliability Of Local Water
- State Project Water Could Help Local Agencies In Another Year Of Drought
- Valley District Welcomes New General Manager
- Santa Ana River Wash Plan Aims To Protect Land And Species

SAMPLE INITIATIVES

- Inland Empire Landscape Contest •Water Conversation Activities

ADDENDUM

These recommendations will help guide solutions to WVWD communications issues and are tiered by the nature of our recommendations in this order (1) *highly recommend*, (2) *recommend* and (3) *suggest*.

COMPLETE RECOMMENDATIONS LIST:

MESSAGING: POOR

- We recommend that the general manager (GM) or human resources (HR) director ratify core organization values. Core values may help better shape (or reshape) the mission, culture and identity of WVWD. While core values may help educate ratepayers and staff about what WVWD is about, they may also help improve and focus decision making by board and staff members. We recommend that WVWD consider some of the following common core values: accountability, commitment, community, diversity, innovation, integrity and ownership.
- To deter message discipline issues, we recommend that the public affairs manager (PAM) take a more prominent leadership role in the organization and issue company-wide emails regarding new releases, statements, media responses and other news to the entire board of directors and staff. This may help relieve apparent message discipline problems, mistrust and culture issues within WVWD.
- We recommend that the PAM compile and send consistent and timely organization and industry-relevant news clips either daily or weekly to the entire staff and board of directors. This includes general and relevant information about the water industry, environment and local government.

TARGET AUDIENCES: POOR

- We recommend prioritizing target audience members with leadership and staff. Based on our research, we suggests the following target audiences, by priority:
 1. Ratepayers
 2. General public
 3. WVWD staff
 4. Media
 5. Contractors/vendors
 6. Elected officials
 7. Community institutions
- While understanding the value of input and insight of the WVWD Board of Directors, the board as a target audience continues to present major problems for staff. The board of directors have varying degrees of policy, personal and political interests, which often create a number of problems. Through our research, we have found that there are a number of issues that stem from these varying interests. In addition, staff members report receiving contradicting sets of instructions from board members and superior staff. To limit these issues, we recommend limiting board communications with the staff to one (if necessary two) designated senior staff. We also suggest that the board not be identified as a target audience, so that they may provide oversight and management of the organization without bias.
- We highly recommend that WVWD establish written protocols for sharing information. This includes protocols for who, how and when information is shared and with whom information is shared. This includes information regarding news releases, policy changes, announcements, hirings, etc. For example, each time a news release is sent to the public, that information should be shared with the entire board and all staff members. The current lack of rules and protocols for spokespersons is careless to the organization, ratepayers and the public. We find that unauthorized communications from the board and staff often leads to the dissemination of false, discredited and misleading information.

COMPLETE RECOMMENDATIONS LIST (CONT'D)

- WVWD continues to improve its relationship with media outlets, but it lacks clarity and consistency in its efforts. These rules for engaging media and the public should be listed in a clear and concise manner on the website.

COMMUNICATIONS STRATEGIES: POOR

- We highly recommend that the AGM organize and implement mandatory, consistent and weekly department-wide meetings. These meetings should serve as a platform to coordinate traditional communications (i.e. news releases, statements, etc.) with social media and community outreach. During this meeting, department members should provide a written or verbal report on upcoming, planned and past activities from events to social media.
- We highly recommend that the GM or AGM work with a strategic communications, public relations or public affairs firm to provide a concise and structured strategic communications plan to the board of directors. This plan should include month-by-month scheduled information detailing (including the who, what, how and when) customer service-related communications, announcements, newsletters, website changes, social media, events, community outreach, etc. This communications plan should also include detailed budget information, resources and roles.
- We recommend that the community outreach officer be more heavily incorporated in day-to-day planning, communications and activities. We also recommend that the outreach officer spend some weekly dedicated time in the office to build a better rapport with office personnel and both better communicate issues from the community to WVWD and WVWD solutions and resources to the community.
- We recommend greater targeted outreach to communities, including underserved, Latino and African American communities. This includes issue-area (i.e. water conservation, energy, etc.) related events year-round instead of just Earth Day. There should also be more evenly geographically distributed community outreach.
- We are wary of the potential for misuse of sponsorships and events for political purposes and recommend avoiding these issues by implementing a website-based public access calendar of outreach activities, community events and sponsorships.
- There are inconsistent titles and names for WVWD. We recommend writing “West Valley Water District,” “WVWD” or “Water District.” As a special district it is good practice to treat “Water District” as a proper noun. Setting a standard will create consistency across outgoing communications and provide an air of professionalism.
- Those who receive services from WVWD are inconsistently called ratepayers and customers. We suggest using a uniform term for WVWD clients—in this case, ratepayers. The term ratepayers has a heightened sense of obligation and commitment reflected by the fact there are elections, and that WVWD is truly responsible to its constituents.

OVERALL ORGANIZATIONAL STRUCTURE: VERY POOR

- We highly recommend that the board of directors rethink the complete structure of WVWD communications. We ask that they note that WVWD is the only water district within our research that maintains an AGM who is responsible for meter reading, customer service, public affairs and conservation.
- We highly recommend that the GM and/or human resources manager immediately draft and issue roles and responsibilities for the external affairs department. We would also like to note that among most water districts, conservation is usually managed by a non-communications team.
- We highly recommend that the GM and/or human resources manager create and implement an organizational structure (with an org chart) for the external affairs department in which there is no ambiguity regarding direct reports. We also recommend that the organization implement protocols that allow for the board of directors to communicate with the external affairs department only through either the AGM or PAM. Protocols should also contain information on who by and when information should be externally communicated to the public, media, etc.

COMPLETE RECOMMENDATIONS LIST (CONT'D)

- It is apparent that the PAM is often inundated with inquiries and unable to allocate time to complete some tasks that should be completed by an analyst. To relieve the workload and stress on the PAM, we highly recommend that the PAM work with a strategic communications, public relations or public affairs firm. We also recommend that the public affairs analyst and community affairs representative report to the PAM. If possible, we also recommend providing the PAM with an analyst with strong writing skills.

- We recommend that the GM and HR manager involve the AGM or PAM in the process of attaining new communications staff. We also recommend that the GM and HR manager consult with the AGM or PAM prior to considering adding or removing staff.

ORGANIZATIONAL STAFF: **VERY POOR**

- As a result of many media reports regarding the prior WVWD mismanagement, we highly recommend that the external affairs office and PAM discontinue use of the current GM's quotes in news releases and statements for the media.

- We highly recommend that the GM work with the human resources (HR) manager and potentially a strategic communications, public relations or public affairs firm to provide written, established roles and hierarchy for the external affair department. As new staff is hired, the GM and HR manager should confirm writing skill levels via tests and/or writing samples. All communications departments rely on strong writing skills and only one member of the current department maintains adequate writing skills.

- We recommend that the GM measure their time with the persons in these roles by checking in with them during structured meetings or times. We're not certain that the GM's recurring meetings involve communications, but they should involve the AGM and PAM, as the PAM has a direct relationship with media organizations and the public.

- We highly recommend that the AGM obtain an advanced degree, certificate or training in both management and communications, marketing or public relations to further hone both management and writing skills.

- We highly recommend that the AGM immediately assign roles and responsibilities to each of the department positions.

- We highly recommend that the AGM coordinate and hold weekly department-wide meetings that help to provide clarity and build trust among department staff.

- We highly recommend that the PAM work with a strategic communications, public affairs or public relations firm to make up for skills gaps. This is especially critical for crisis communications and other periods of heavy media inquiries.

- We recommend filling the vacant public affairs analyst position and/or moving the current public affairs analyst to the public affairs office to help the current PAM, which will allow him to work on a number of other much-needed communications issues, content and materials.

- Understanding the difficult circumstances, we also suggest that the PAM try to work on preparing responses and news releases ahead of events to preempt unnecessary messaging issues and storylines.

- We recommend that the PAM share statements, releases and other important information with the entire staff to keep the WVWD organization on message.

- We also suggest that the PAM try to obtain an advanced degree, certification or training in communications, marketing and/or public relations to further hone his writing skills.

COMPLETE RECOMMENDATIONS LIST (CONT'D)

- We recommend incorporating the customer service supervisor into weekly external affairs department-wide meetings to report on customer issues and provide for more uniform messaging and better coordination with the PAM and community representative. The customer service supervisor should work with the community representative to troubleshoot problems and provide for face-to-face interaction with customers on issues. This will also greatly reduce distrust of and among department leadership.
- We highly suggest adding a community representative who speaks and writes fluently in both English and Spanish. This community representative should maintain outreach to Latino or Hispanic and other minority and underserved communities. We find that in general, community outreach persons should be able to communicate effectively and clearly with individuals across a broad range of racial, ethnic and socioeconomic statuses. This role should also work in conjunction with the public affairs analyst to produce engaging social media content for WVWD and other water policy-related campaigns.
- We suggest that AGM assign the community representative a more prominent role with social media. The community representative should work hand-in-hand with the PAM and public affairs analyst to provide engaging content via photos and videos for WVWD.
- Overall, we suggest that the community representative should be more heavily incorporated in day-to-day planning, communications and activities. WVWD should also increase accountability for the community representative by including him in weekly communications meetings. This includes having this position serve at least one a week in the office. This would allow for the community representative to build a rapport with office personnel and share his thoughts about previous and future events

INTERNAL COMMUNICATIONS: POOR

- We highly recommend WVWD institute standing monthly or weekly “all-staff” meetings.
- We highly recommend the external affairs department institute consistent, standing department-wide meetings that incorporate all facets of the department.
- We highly recommend that the PAM send board members and staff external communications and news such as news releases, newsletters and statements. Some board members have expressed issues with not receiving these internal and external communications. An internal communications list with emails, mobile phone numbers and emergency contact information may help resolve many internal communications issues. Not only should information be published to the website and social media, but much more information should be shared with staff.
- We recommend including the customer service supervisor, community representative and other external affairs staff in department-wide meetings to create a streamlined connection on department issues and responses with media inquiries, ratepayer calls and other concerns.

INTERNAL MEMOS: VERY POOR

- We highly recommend that WVWD and the external affairs department issue internal memos to keep staff abreast of emergencies, staff and policy changes, etc. We firmly believe that this will reduce distrust within the organization.

RESOURCES: VERY POOR

- Many of the problems with the current communications tools exist due to a lack of strategic planning. We highly recommend that the AGM include a communications budget within the previously recommended strategic communications plan.

COMPLETE RECOMMENDATIONS LIST (CONT'D)

SUCCESS METRICS/KEY PERFORMANCE INDICATORS: **VERY POOR**

- In addition to the strategic plan, we highly recommend that the AGM create a six-month calendar of tasks for the external affairs department—this calendar should include goals involving the newsletter metrics, a targeted number of social media posts, positive news mentions, events held and or target audience members to be reached—and comparing expectations with results.
- We also highly recommend that the AGM implement the use of *Google Analytics* to monitor keywords and traffic to the WVWD website. In addition to the Google application, the WVWD should use native monitoring capabilities on social media accounts (on *Twitter*, *Instagram* and *Facebook*) to make adjustments and increase visibility and engagement for WVWD on each platform.

COMMUNICATIONS PROTOCOLS: **POOR**

- We highly recommend that the AGM assemble an external affairs handbook for employees and new hires.
- We recommend that the external affairs department establish written protocols in the handbook for external and internal communications items such as articles, news releases and talking points. These protocols should also include how and when these items should be shared and saved in a network drive. All photos, video and audio files, letters to the editor, op-eds and other communications-related items should be saved on a network drive dedicated to external affairs.

MEDIA LIST: **POOR**

- We highly recommend that the PAM assign the public affairs analyst or community representative to dedicate time every six months to check and update media list information. This means calling each member on the media list and removing or replacing outdated information. This person should also work to gather contact information from new local media, elected, industry and other relevant institutions
- We recommend that the PAM organize exclusive interviews with some of the larger newspapers to drive messaging and stories.
- We recommend that the PAM work with the WVWD board president and other specialized staff members to conduct '*Pen and Pad Briefings*' with community and specialty papers from time to time to foster relationships with some of the smaller news outlets. Pen and pad briefings are news briefings held by lawmakers or elected officials, where recording devices, such as video and photo are not allowed. In some cases, these events are by invitation only and voice recorders are permissible.
- We recommend adding various nontraditional target audiences to the media list, such as schools, civic organizations, police, fire and other community institutions.

NEWS RELEASES: **POOR**

- We highly recommend that the GM, AGM and PAM take time to evaluate the importance of various activities, work and successes or failures and translate this information into news releases.
- We highly recommend that the PAM issue media advisories ahead of WVWD board meetings and other events to better frame agenda items and actions.

COMPLETE RECOMMENDATIONS LIST (CONT'D)

- We found that all too often staff create subpar news releases that do not contain news or are poorly written. We also highly recommend that the AGM and PAM work with a communications, public relations or public affairs firm to help with news release writing and/or take a course on news release writing.

E-MAILED & NEWSLETTER COMMUNICATIONS: **VERY POOR**

- We highly recommend that WVWD build a more robust contact/media list containing media, community groups, schools, universities, faith-based groups, etc. Building a robust, segmented email list and identifying the community around you is an essential part of communications work. This is especially critical for organizations with disparate audiences.
- Newsletters provide a low-cost, long-form method of communicating with various audiences. We recommend issuing a quarterly or monthly internal and external newsletter. Ratepayers and employees alike must feel well apprised of ongoing issues and changes. This is especially critical to employee morale. For ratepayers, a newsletter can re-humanize and depoliticize WVWD and reshape public perception.
- We recommend sending monthly email blasts to staff members and ratepayers with important messages and updates from the board president and GM. We believe sending these emails on a monthly basis will help improve employee morale and public perception.

WEBSITE: **POOR**

- We highly recommend that WVWD rethink the structure, messaging, target audiences and language on the website. The overall visual and verbal branding is inconsistent, which can lead to many communications problems.
- We recommend that WVWD focus on improving the website performance (i.e. page loading), security (i.e. javascript library updates) and content listed on the website to boost search engine optimization.
- We recommend improving the quality of the backlinks to the website to increase domain authority. This can be done by adding more resource friendly, education and conservation program language.

SOCIAL MEDIA: **POOR**

- We highly recommend following the standard of most other water districts and posting on average five times per week, where appropriate producing necessary content, and making sure WVWD's *LinkedIn* is activated.
- We highly recommend designating one person for social media, who ensures that all communications actions are reflected on social media. This person should have extended hours for monitoring social media inbox responses, tags, etc.
- We recommend that the designated social media person establish two-way communications with the public via *Facebook*, *Instagram* and *Twitter*. Conversations should be short and move questions and concerns off the platform to a customer service representative.
- We recommend using social media and GIS (geographic information system) software to inform staff and the public of service interruptions.

COMPLETE RECOMMENDATIONS LIST (CONT'D)

EVENTS: **VERY POOR**

- We recommend adding at least one event per quarter to the strategic plan. This event should emphasize interaction with the public and support the principles of transparency and accountability.
- We recommend adding an increased number of smaller public engagement programs that can help inform the public on what WVWD does and why it is important.

TEXT MESSAGING: **SATISFACTORY**

- We recommend that WVWD fully implement the *Tyler Notify*[™] system and limit its use to shutdown notices for affected customers. WVWD should use a standard texting management system for mass texting to reduce costs. Doing so would maintain the benefits of targeted messages provided by *Tyler Notify*[™], and provide access to low cost, high volume texting.

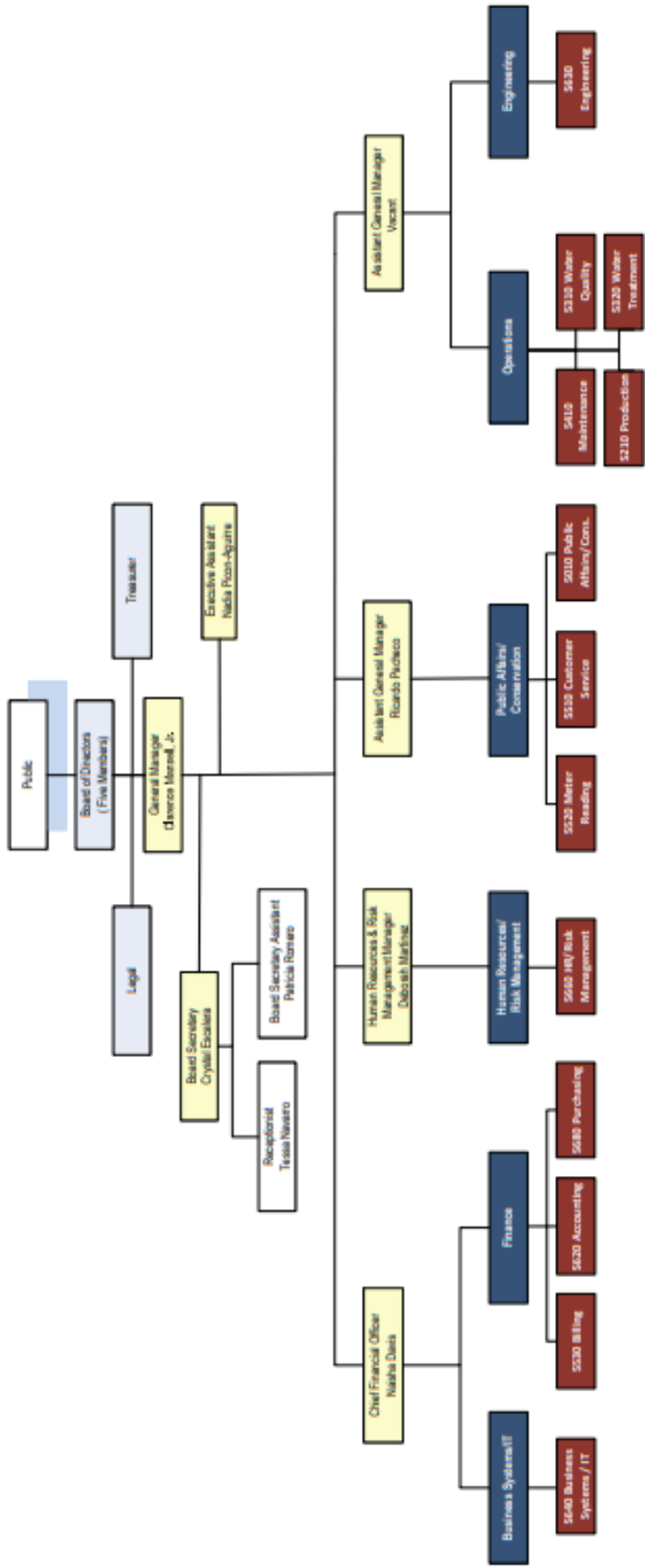
MOBILE APP: **POOR**

- We recommend that WVWD prioritize social media platforms rather than divert limited attention and resources to the app. Several years ago applications like this may have been appropriate, but with the shift back to in-browser applications and the development of robust mobile-friendly websites means that resources should not be used on maintaining or modifying this app. Simply put, WVWD does not have spare staff and time to load material onto an app that barely more than one hundred people have downloaded.

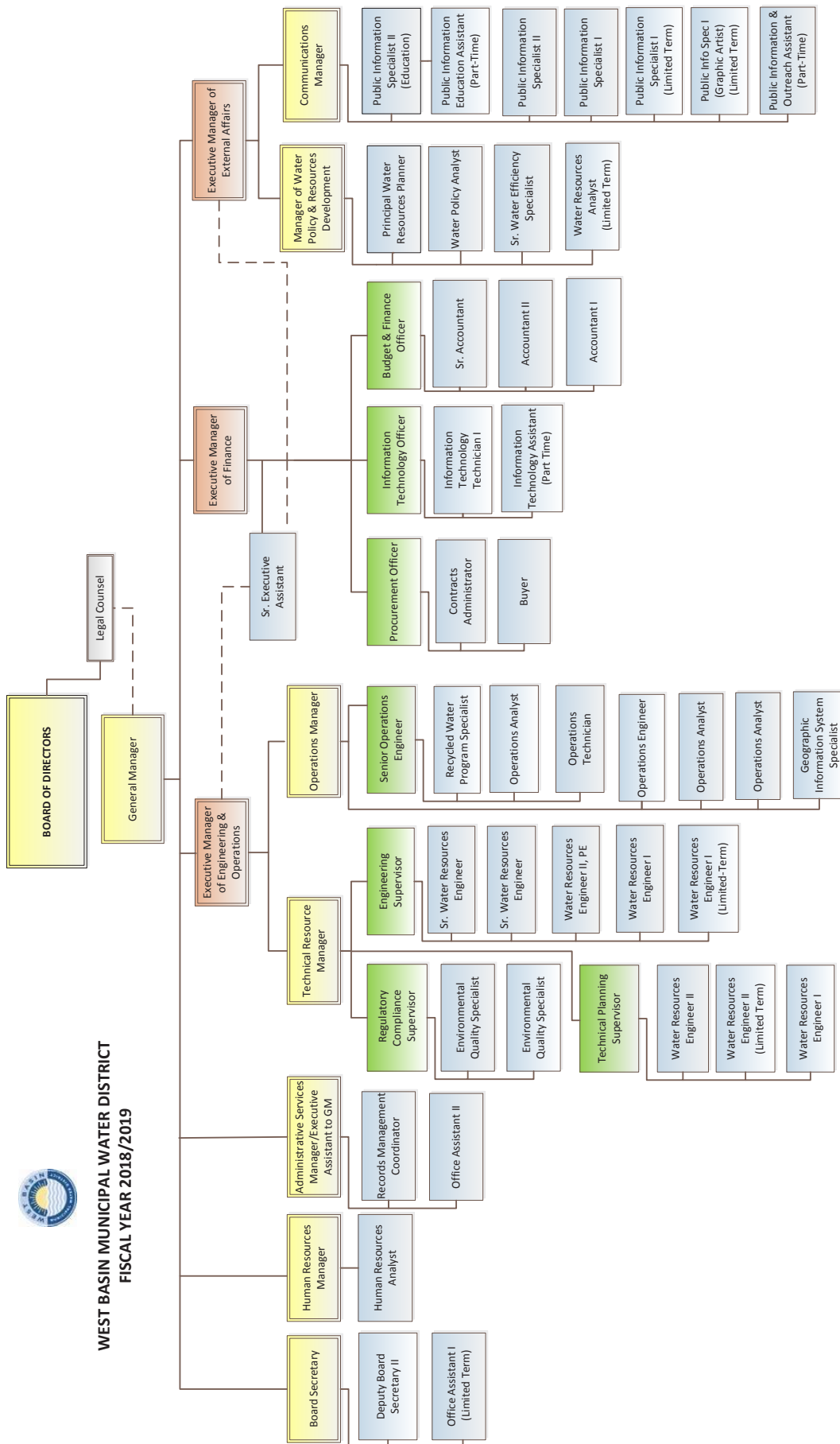


July 1, 2018

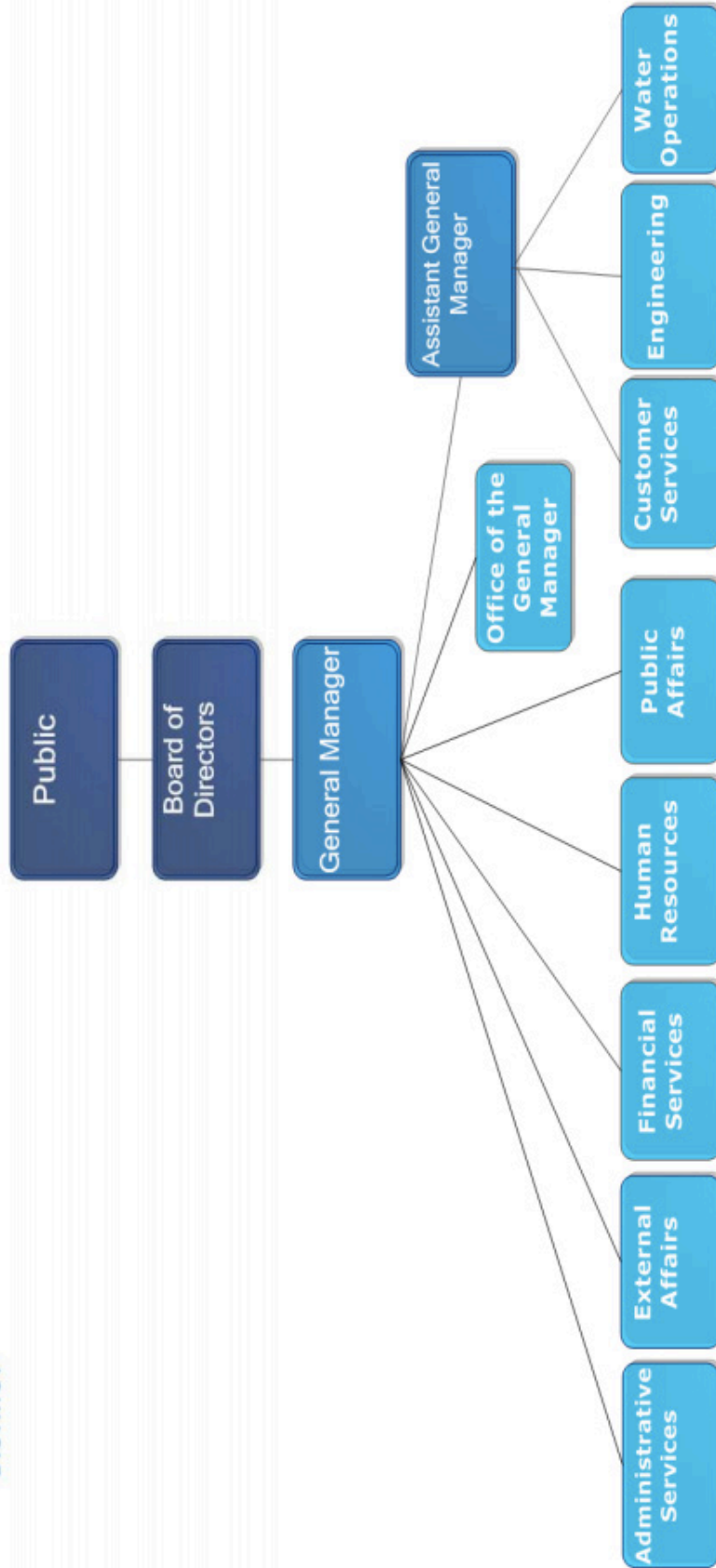
Organizational Structure



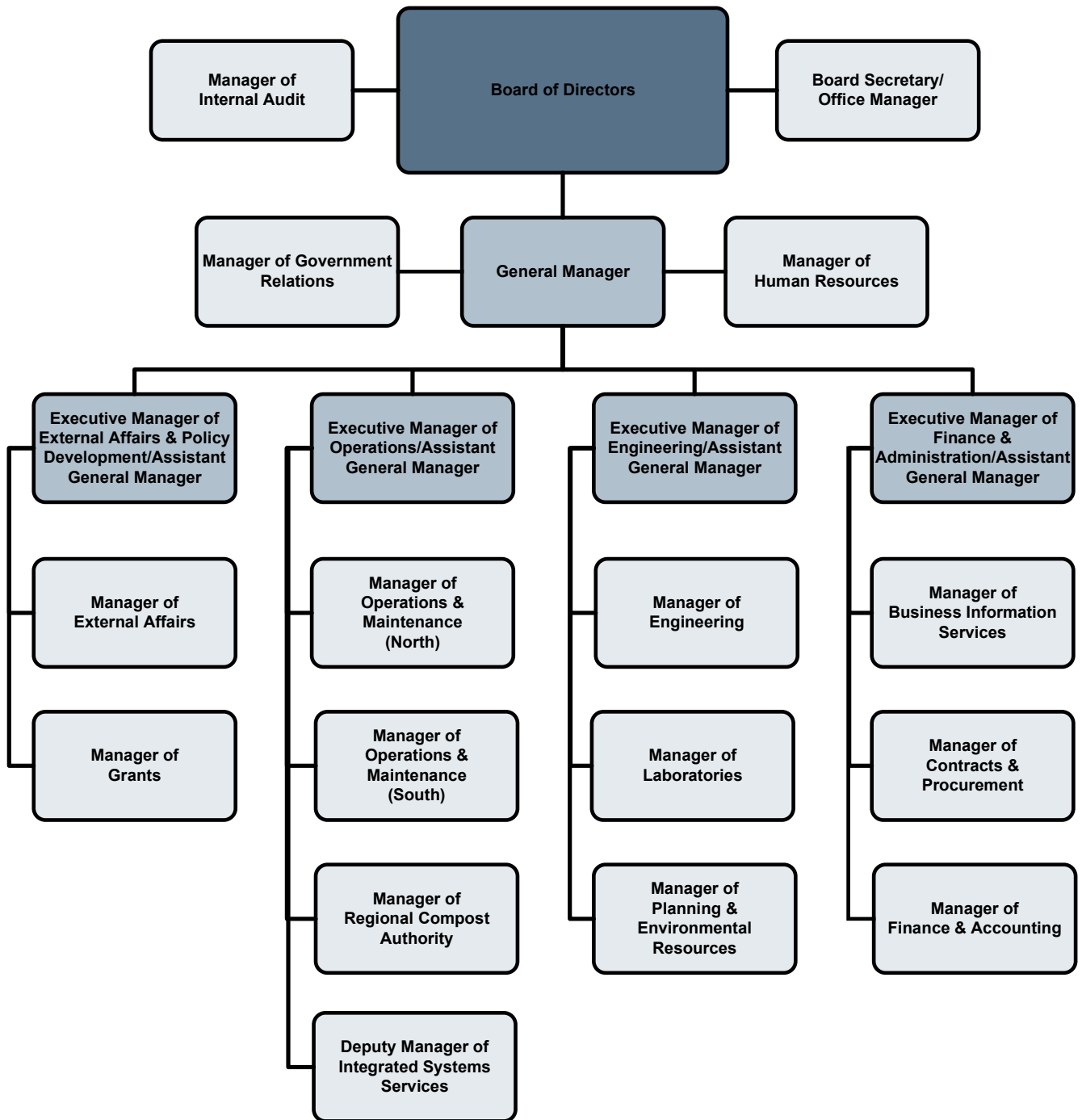
ADDENDUM: Organizational Charts: West Basin Municipal Water Dis-



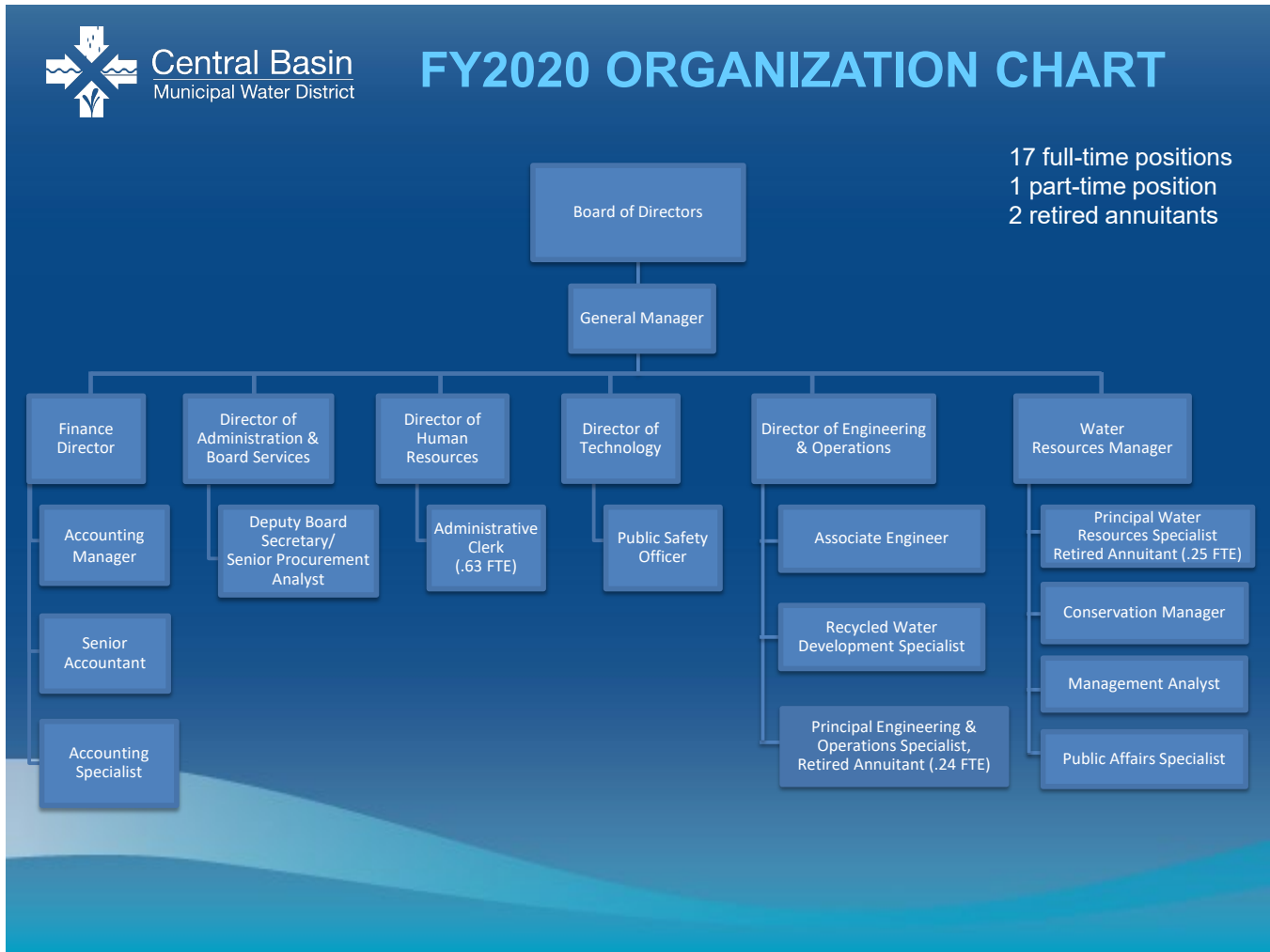
Mesa Water District FY 2019 Budget



Agency Wide Organizational Chart

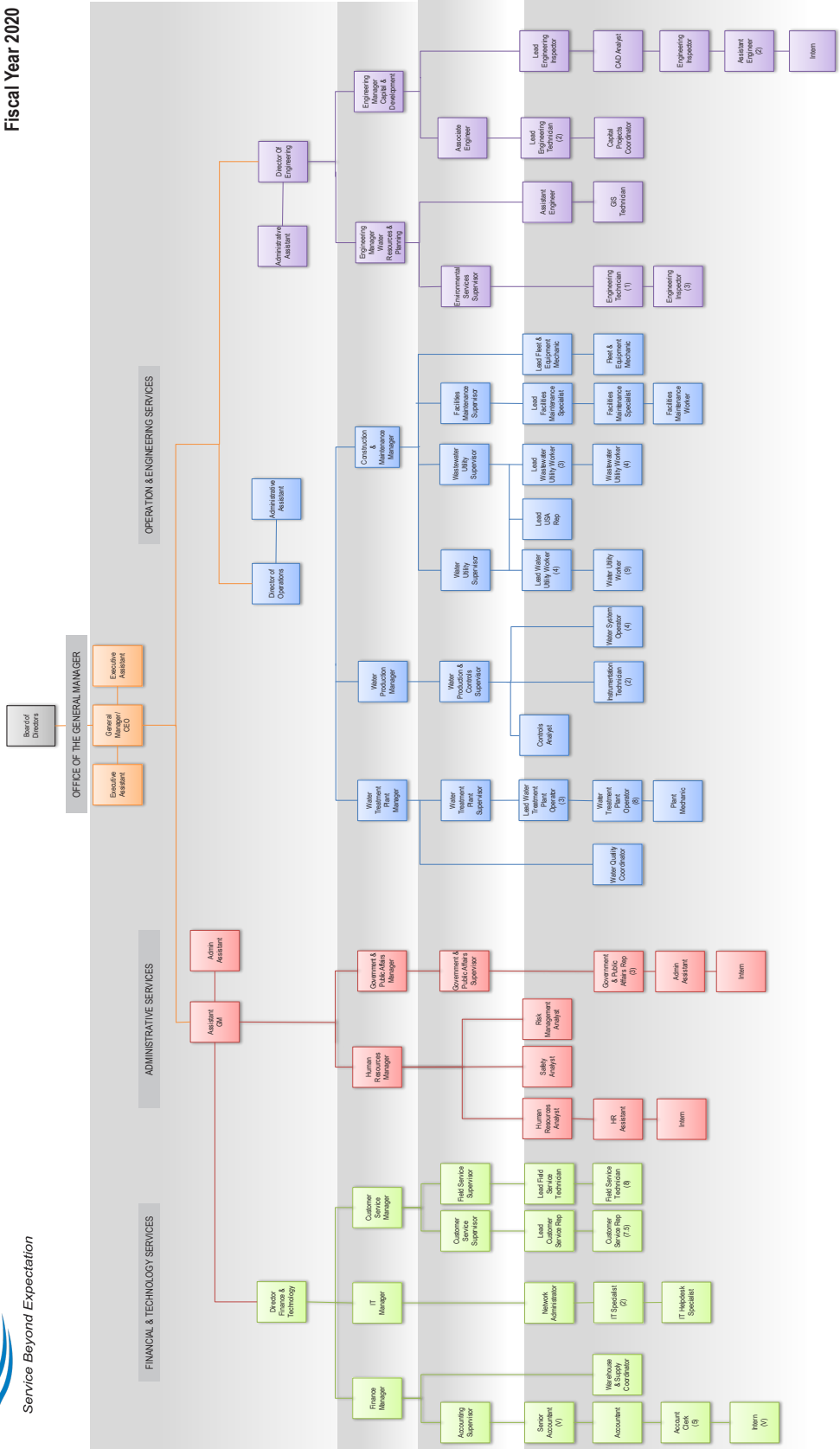


Revised 4/3/2019

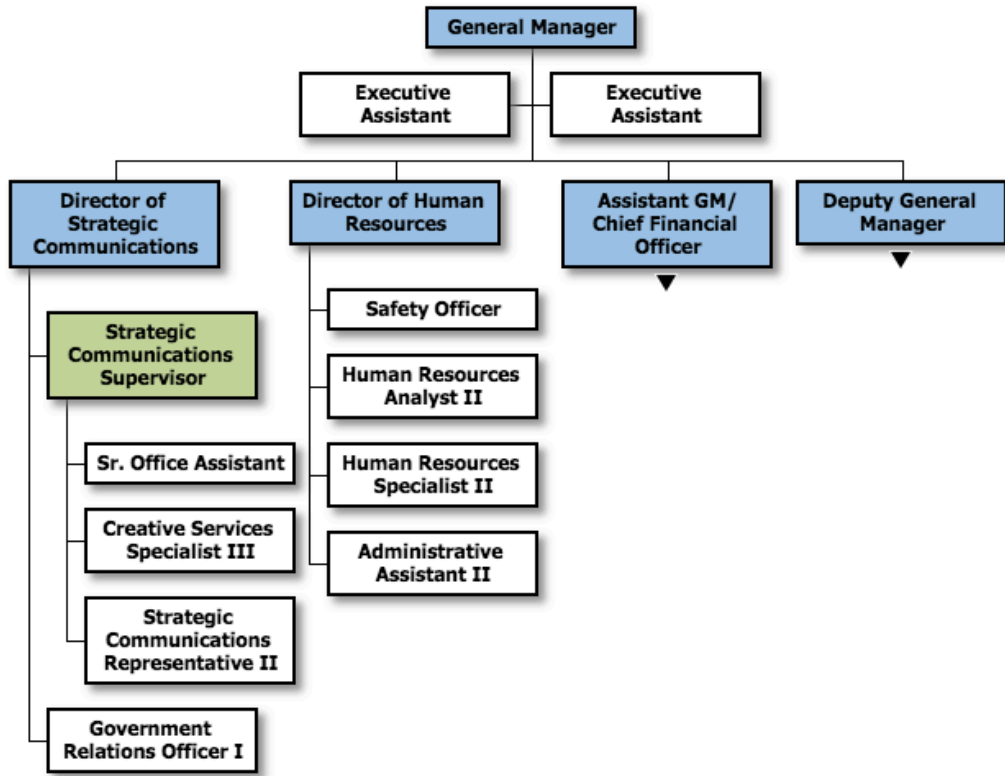




ORGANIZATIONAL CHART
 Fiscal Year 2020

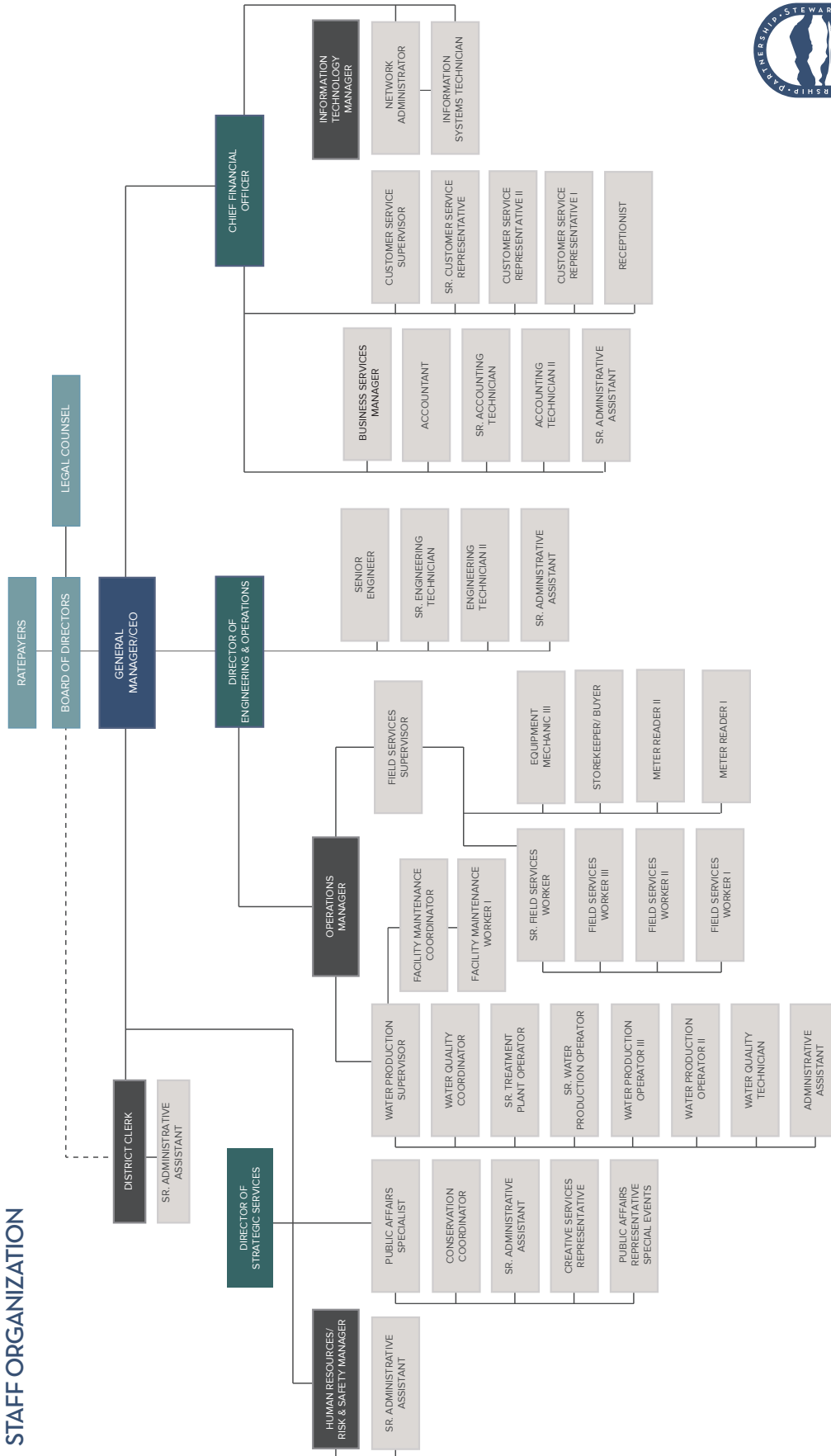


Updated 07/20/2019
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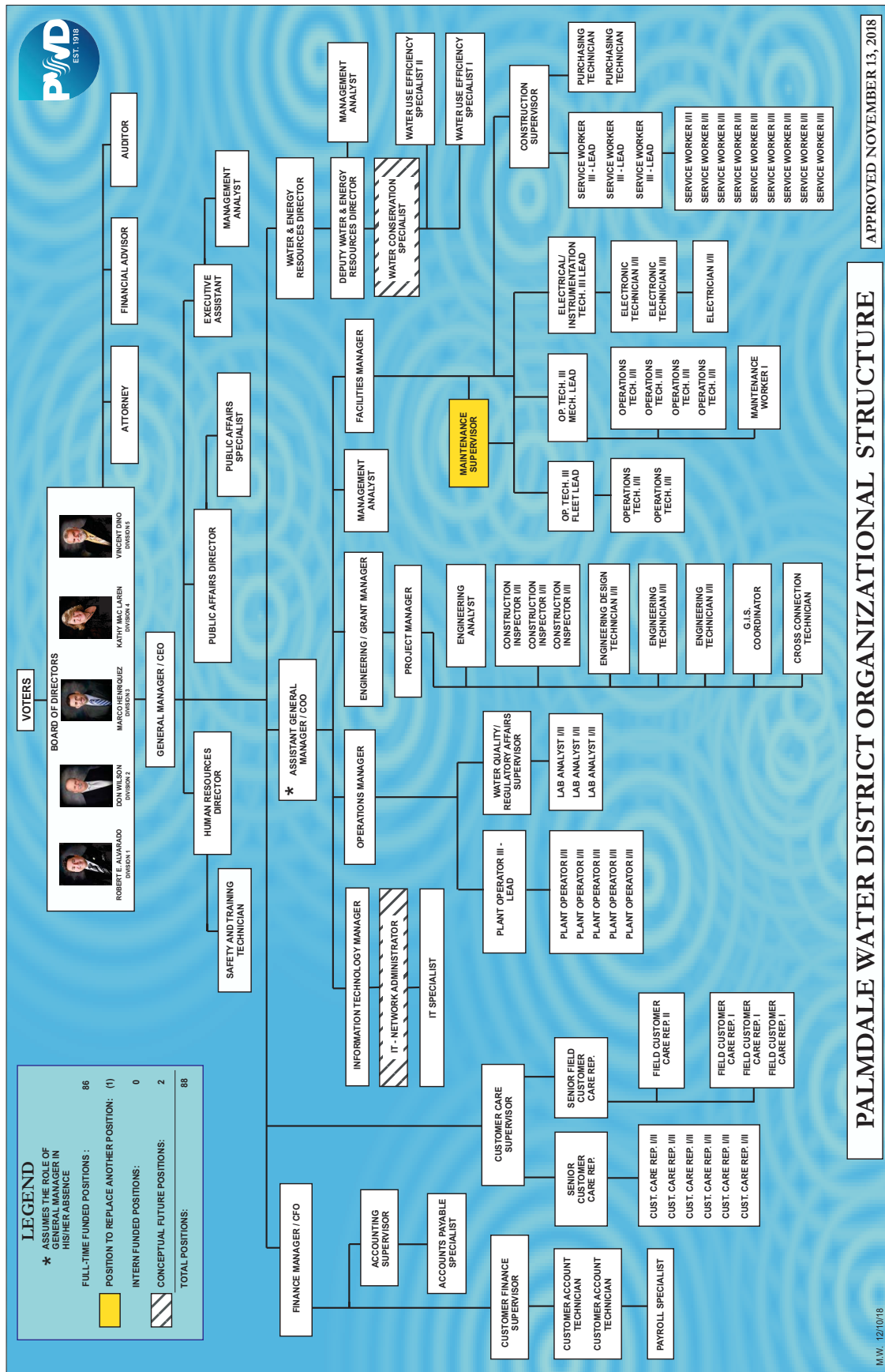




STAFF ORGANIZATION

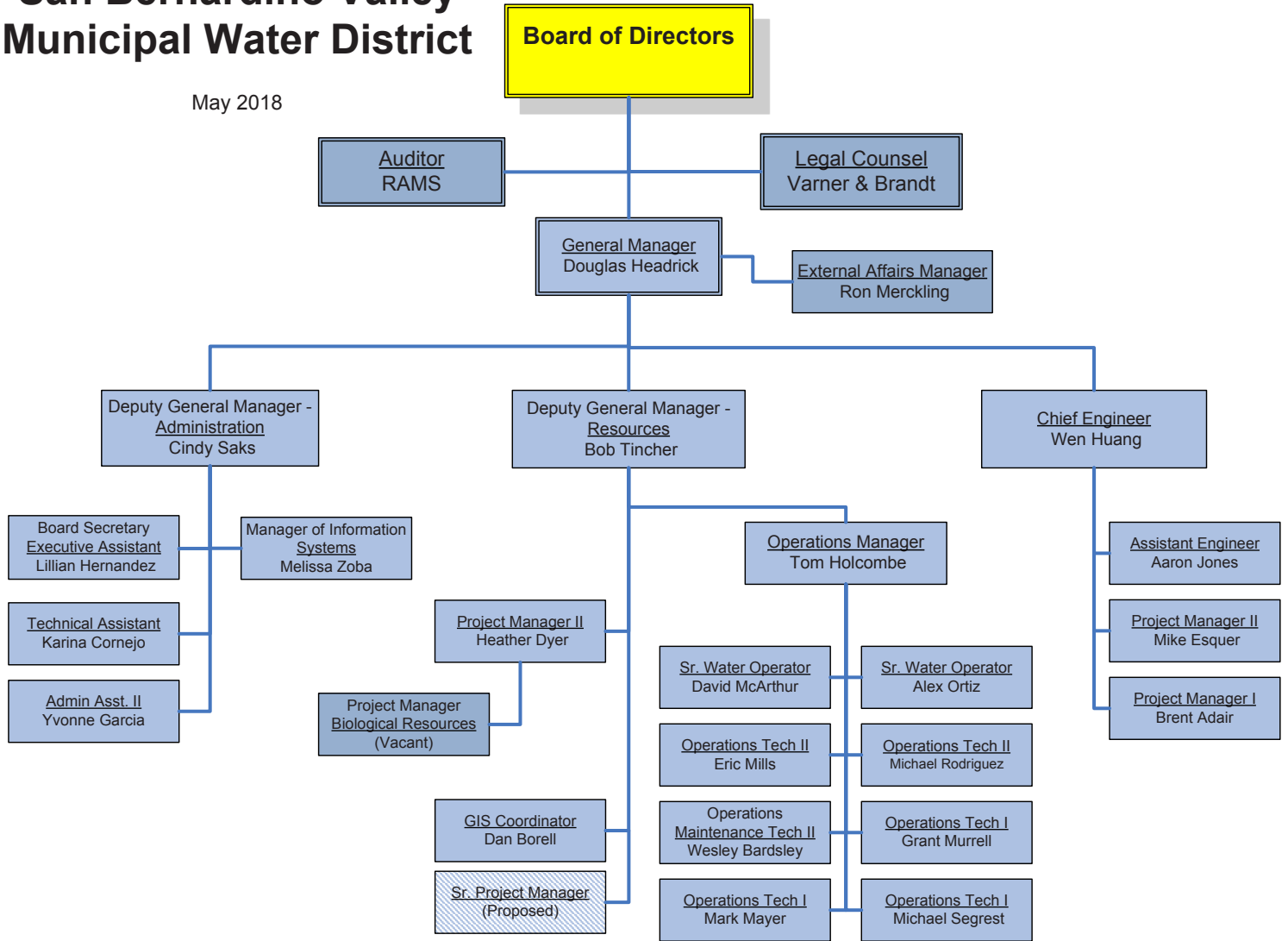


Updated September 21, 2018



San Bernardino Valley Municipal Water District

May 2018



9



District Transparency Certificate of Excellence *checklist*

Showcase your district's commitment to transparency

BASIC REQUIREMENTS

- Current Ethics Training for all Board Members**
(Government Code Section 53235)
 - Provide copies of training certificates along with date completed
- Compliance with the Ralph M. Brown Act**
(Government Code Section 54950 et. al)
 - Provide copy of current policy related to Brown Act compliance
 - Provide copy of a current meeting agenda (including opportunity for public comment)
- Adoption of policy related to handling Public Records Act requests**
 - Provide copy of current policy
- Adoption of Reimbursement Policy, if district provides any reimbursement of actual and necessary expenses**
(Government Code Section 53232.2 (b))
 - Provide copy of current policy
- Annual disclosure of board member or employee reimbursements for individual charges over \$100 for services or products. This information is to be made available for public inspection. "Individual charge" includes, but is not limited to: one meal, lodging for one day, or transportation.** (Government Code Section 53065.5)
 - Provide copy of the most recent document and how it is accessible
- Timely filing of State Controller's Special Districts Financial Transactions Report - includes compensation disclosure.** (Government Code Section 53891)
 - Provide copy of most recent filing
SDLF staff will verify that district is not listed on the State Controller's 'non-compliance list'
- Conduct Annual Audits**
(Government Code Section 26909 and 12410.6)
 - Provide copy of most recent audit and management letter and a description of how/where documents were made available to the public
- Other Policies – have current policies addressing the following areas** (provide copies of each):
 - Conflict of Interest
 - Code of Ethics/Values/Norms or Board Conduct
 - Financial Reserves Policy

WEBSITE REQUIREMENTS

- Maintain a district website with the following items**
(provide website link; all are required)
 - Names of Board Members and their terms of office
 - Name of general manager and key staff along with contact information
 - Election procedure and deadlines
 - Board meeting schedule (Regular meeting agendas must be posted 72 hours in advance pursuant to Government Code Section 54954.2 (a) (1) and Government Code Section 54956 (a))
 - District's mission statement
 - Description of district's services/functions and service area
 - Authorizing statute/enabling act (Principle Act or Special Act)
 - Current district budget
 - Most recent financial audit
 - Archive of Board meeting minutes for at least the last 6 months
 - List of compensation of Board Members and staff and/or link to State Controller's webpage with the data
- Website also must include at least 4 of the following items:**
 - Post Board Member ethics training certificates
 - Picture, biography and email address of board members
 - Last 3 years of audits
 - Reimbursement and Compensation Policy
 - Financial Reserves Policy
 - Online/downloadable Public Records Act request form
 - Audio or video recordings of board meetings
 - Map of district boundaries/service area
 - Link to California Special Districts Association mapping program
 - Most recent Municipal Service Review (MSR) and Sphere of Influence (SOI) studies (full document or link to document on another site)

Continued on reverse



Questions about SDLF or the transparency program? Call us for more information at 916.231.2939

checklist continued

OUTREACH/BEST PRACTICES REQUIREMENTS

Must complete at least 2 of the following items:

- Regular district newsletter or communication** (*printed and/or electronic*) that keeps the public, constituents and elected officials up-to-date on district activities (*at least twice annually*)
 - Provide copy of most recent communication and short description on the frequency of the communication, how it's distributed and to whom
- Community notification through press release to local media outlet announcing upcoming filing deadline for election and process for seeking a position on the district board, prior to that election** (*or prior to the most recent deadline for consideration of new appointments for those districts with board members appointed to fixed-terms*)
 - Provide copy of the press release (*and the printed article if available*)
- Complete salary comparison/benchmarking for district staff positions using a reputable salary survey** (*at least every 5 years*)
 - Provide brief description of the survey and process used as well as the general results
- Special Community Engagement Project**
Designed and completed a special project promoting community engagement with the district (potential projects may be broad in nature or focus on specific issues such as rate-setting, recycled water, identifying community needs, etc.)
 - Submit an overview of the community engagement project, reviewing the process undertaken and results achieved

- Hold annual informational public budget hearings that engage the public** (*outreach, workshops, etc.*) **prior to adopting the budget**
 - Provide copy of most recent public budget hearing notice and agenda
- Community Transparency Review**
The district would be required to obtain a completed overview checklist from at least 2 of the following individuals* (*the district may choose to conduct the overview with these individuals simultaneously or separately*):
 - Chair of the County Civil Grand Jury
 - Editor of a reputable local print newspaper (only one may count toward requirement)
 - LAFCo Executive Officer
 - County Auditor-Controller
 - Local Legislator (only one may count toward requirement)
 - Executive Director or President of local Chamber of Commerce
 - General Manager of a peer agency (special district, city or county)

* Provide proof of completion signed by individuals completing Community Transparency Review

How do I proceed?

Step 1: Complete the requirement checklist
 Step 2: Send checklist and all supporting materials or contact the SDLF staff on how to submit all materials electronically:
 SDLF
 1112 I Street, Suite 200
 Sacramento, CA 95814
 Step 3: Approval process review performed by SDLF staff
 Step 4: Receive your certificate and recognition

.....
SDLF is supported by



The Special District Leadership Foundation (SDLF) is an independent, non-profit organization formed to promote good governance and best practices among California's special districts through certification, accreditation and other recognition programs. SDLF is supported through the California Special Districts Association and Special District Risk Management Authority.



Good Governance Checklist: Good and Better Practices



What practices can a local agency put in place to promote public trust and confidence? What practices can minimize the risk of missteps that could undermine or damage this trust and confidence?

The Institute for Local Government (ILG) has created a checklist to help elected officials, county administrative officers, city managers, agency counsel, local agency staff and the community-at-large answer these fundamental questions. Some of the “good practices” are those necessary to comply with California law. Others set the agency’s sights higher and take good practices to a level of “better practices.” Whenever possible, the checklist offers references for further information on a topic.

The checklist is divided into the following areas:

1	Stewardship of Public Resources (Financial Practices, Use of Public Resources, Procurement and Contracting)
2	Transparency (Open Government Practices, Meetings, Decision-Making)
3	Education, Training and Personnel
4	Campaigns

This checklist can be used by elected officials and staff to evaluate the current practices of an agency, identify deficiencies in policy and procedures, set goals and foster communication within the agency about its practices.

The checklist combines legal requirements included in California law as well as practices suggested by the following resources:

- Government Finance Officers Association’s best practices, available at www.gfoa.org/best-practices
- Institute for Local Government’s “Ethics Law Compliance Best Practices,” available at www.ca-ilg.org/ethicsbestpractices
- League of California Cities City Managers Department, “Transparency and Your City Self-Assessment Checklist,” draft version available at www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Managers/Transparency-Subcommittee/Transparency-and-Your-City-checklist
- California Special District Leadership Foundation, “District Transparency Certificate of Excellence Checklist,” available at www.sdlf.org/transparency.htm
- Sunshine Review, “2013 Transparency Report Card,” available at http://ballotpedia.org/Transparency_report_card_%282013%29

In addition, the League of California Cities helped develop an extensive fiscal assessment tool designed to probe more extensively into local agency fiscal conditions. This tool is available at www.californiacityfinance.com/Diagnostic1405.pdf.

ABOUT THE INSTITUTE FOR LOCAL GOVERNMENT

The Institute for Local Government is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities and the California State Association of Counties. For more information and to access the Institute’s resources on ethics visit www.ca-ilg.org/trust. If you would like to access this resource directly, go to www.ca-ilg.org/goodgovernance.

The Institute welcomes feedback on this resource:

- Email: ethicsmailbox@ca-ilg.org Subject: Good Governance Checklist: Good and Better Practices
- Mail: 1400 K Street, Suite 205 ▪ Sacramento, CA ▪ 95814

THANKS TO OUR SUPPORTERS

The Institute for Local Government would like to thank the following partners for their support:

- | | |
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ACKNOWLEDGMENTS

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HOW TO USE THIS INFORMATION

Although the Institute endeavors to help local officials understand technical and legal concepts that apply to their public service, these materials are not technical or legal advice. Officials are encouraged to consult technical experts, attorneys and/or relevant regulatory authorities for up-to-date information and advice on specific situations.

STEWARDSHIP OF PUBLIC RESOURCES

FINANCIAL PRACTICES GENERAL	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Consistent with generally accepted accounting principles, agency fully and accurately discloses both positive and negative financial information to the public and financial institutions including:</p> <ul style="list-style-type: none"> • Summaries of all municipal funds, fund balances and changes • Summaries of all municipal revenues and expenditures • Five year financial forecast • General status of reserves and any unfunded obligations (for example, pension obligations) <p><input type="checkbox"/> Agency creates and documents accounting policies and procedures</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.gfoa.org/documenting-accounting-policies-and-procedures 	<p><input type="checkbox"/> Agency discloses budget and financial documents on agency website. See Government Finance Officers Association’s (GFOA) Best Practice: Using Websites to Improve Access to Budget Documents and Financial Reports, available at www.gfoa.org/sites/default/files/CCIUsingWebsites.pdf</p> <p><input type="checkbox"/> Agency prepares five year financial forecasts for both general and other funds, examining issues such as overall economic trends, environmental and regulatory risks, unfunded liabilities, adequacy of fee levels, fund balances, cost deferrals and infrastructure condition</p> <p><input type="checkbox"/> Agency officials discuss forecasts, comparing actual results to forecasts, accompanied by a broader discussion of risks that could affect core agency service levels and facilities during public meetings</p> <p><input type="checkbox"/> Agency officials and the public they serve are clear on the financial implications (short and long term) of the policy and other decisions being made; management and decision-makers support a culture of transparency regarding the agency’s financial situation</p> <p><input type="checkbox"/> Agency engages in energy efficiency and conservation measures to save money and natural resources</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/energy-efficiency-conservation

STEWARDSHIP OF PUBLIC RESOURCES

FINANCIAL PRACTICES INTERNAL AGENCY CONTROLS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Agency segregates duties among staff to minimize risk of error or misconduct <input type="checkbox"/> Agency has created a system of authorizations, approval and verification for transactions <input type="checkbox"/> Diligent reconciliation process requirements are in place and followed to compare various sets of data to one another; discrepancies are identified and investigated and corrective action is taken when necessary <p>Resource:</p> <ul style="list-style-type: none"> • www.osc.state.ny.us/agencies/ictf/docs/intcontrol_std.pdf 	<ul style="list-style-type: none"> <input type="checkbox"/> Managers are given information and training to take responsibility for internal controls <input type="checkbox"/> Manager involvement follows GFOA's best practices including: <ul style="list-style-type: none"> • Trainings for all employees • Documentation of internal controls • Practical means for employees to report management override of internal controls that could indicate fraud • Periodic evaluation of internal controls <p>Resource:</p> <ul style="list-style-type: none"> • www.gfoa.org/getting-management-involved-internal-control

FINANCIAL PRACTICES PERIODIC FINANCIAL REPORTS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> A certified public accountant prepares agency annual financial reports in accordance with generally accepted accounting principles <input type="checkbox"/> Agency officials receive periodic financial reports (mid-year at a minimum) <input type="checkbox"/> Reports provide a clear and complete picture of the agency's assets and liabilities <input type="checkbox"/> Periodic financial investment reporting occurs in open meetings 	<ul style="list-style-type: none"> <input type="checkbox"/> Agency complies with the Government Finance Officers Association, financial reporting best practices. For more information see www.gfoa.org/conforming-governmental-accounting-auditing-and-financial-reporting-standards <input type="checkbox"/> Agency posts and archives periodic reports on the agency website <input type="checkbox"/> Reviewing officials receive training/information on how to evaluate reports <p>Resources:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/FinancialReportingandAccounting

STEWARDSHIP OF PUBLIC RESOURCES

FINANCIAL PRACTICES BUDGET	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Agency makes complete current fiscal year budget available on agency website <input type="checkbox"/> Agency has a clear capital financing and debt management policy that addresses how it selects external consultants such as bond counsel, financial advisors, trustees, engineering consultants and underwriters <input type="checkbox"/> Capital financing and debt management policies address disclosure and relations with rating service agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> Agency complies with Government Finance Officers Association’s, “Best Practices in Public Budgeting” available at www.gfoa.org/services/nacslb/ <input type="checkbox"/> Agency makes budgets for the past three years available on agency website <input type="checkbox"/> Agency officials receive training and information of how to review and/or comment on a budget and questions to ask <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/budget-creation-and-monitoring (materials and informational video) <ul style="list-style-type: none"> <input type="checkbox"/> Agency provides information on the budget to the public through a variety of channels, with an emphasis on presenting the information in plain and understandable terms <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/engaging-public-budgeting <ul style="list-style-type: none"> <input type="checkbox"/> Agency holds public budget workshops to get community input on perceived needs

FINANCIAL PRACTICES | EXPENSE REIMBURSEMENT POLICY

See Use of Public Resources section below

STEWARDSHIP OF PUBLIC RESOURCES

FINANCIAL PRACTICES AUDITS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency auditing practices meet California State Controller’s requirements Resource: <ul style="list-style-type: none"> • www.sco.ca.gov/ard_local_info_resources.html <input type="checkbox"/> Agency secures independent audits of financial reports no later than 180 days after year end <input type="checkbox"/> Agency fully cooperates with state and federal audits <input type="checkbox"/> Agency posts most recent audit, including opinions on internal controls and other matters, on agency website as well as making such reports available at libraries <input type="checkbox"/> Agency periodically changes auditors to provide a fresh view of agency finances (no less than every six years) ¹ <input type="checkbox"/> Agency governing body meets with auditor to review results of audit in a full and frank manner during a public meeting; officials treat any issues identified as opportunities to improve agency practices and not as opportunities to blame staff	<input type="checkbox"/> Agency auditing practices exceed State Controller’s requirements Resource: <ul style="list-style-type: none"> • www.sco.ca.gov/ard_local_info_resources.html <input type="checkbox"/> Auditors review agency procedures for handling potential conflicts of interests among agency staff <input type="checkbox"/> Agency posts the past three years’ audits on agency website <input type="checkbox"/> Agency officials receive information and training on how to review and comment on an audit Resource: <ul style="list-style-type: none"> • www.ca-ilg.org/audits

STEWARDSHIP OF PUBLIC RESOURCES

USE OF PUBLIC RESOURCES* EXPENSE REIMBURSEMENT	
*AGENCY FUNDS AND ANYTHING PURCHASED WITH THOSE FUNDS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Agency has required travel and expense reimbursement policies for elected and appointed officials,² as well as for staff</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/SampleReimbursement Policies <p><input type="checkbox"/> Agency provides the expense reimbursement policy to all new employees and officials</p> <p><input type="checkbox"/> Staff carefully and consistently reviews compliance with expense reimbursement policy and receives support from top management and governing body in doing so</p> <p><input type="checkbox"/> Compliance with expense reimbursement policy is subjected to independent verification</p> <p><input type="checkbox"/> Legislative body members make required brief report of meeting attendance at the agency's expense at the next meeting of the body³</p>	<p><input type="checkbox"/> Policy and organizational culture emphasizes the value of being conservative about using public resources</p> <p>Resources:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/reimbursementpolicy • "Buying Meals for Others on the Public's Dime" available at www.ca-ilg.org/dime <p><input type="checkbox"/> Agency posts the expense reimbursement policy on agency website</p> <p><input type="checkbox"/> Staff and elected officials receive periodic reminders on the provisions of the policy that most likely apply to them</p> <p><input type="checkbox"/> Members make a brief report on meetings and conferences attended at agency expense, underscoring the value received</p>

USE OF PUBLIC RESOURCES* ALLOWANCES	
*AGENCY FUNDS AND ANYTHING PURCHASED WITH THOSE FUNDS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Any allowance (for example, a telephone or technology allowance) is backed up by documentation explaining the factual basis for the allowance</p>	<p><input type="checkbox"/> Officials decline overly generous or duplicative allowances/benefits that could create public perception issues or present ethical concerns</p>

STEWARDSHIP OF PUBLIC RESOURCES

USE OF PUBLIC RESOURCES* AGENCY RESOURCES AND EQUIPMENT	
*AGENCY FUNDS AND ANYTHING PURCHASED WITH THOSE FUNDS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency adopts policy which takes into account proscriptions against: <ul style="list-style-type: none"> • Gifts of public resources • Personal use of public resources • Political use of public resources (see Campaign section below) <input type="checkbox"/> Agency policy is consistently applied <input type="checkbox"/> Staff and elected officials understand and comply with mass mailing prohibitions ⁴ <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/massmailing <input type="checkbox"/> Those with special access to agency equipment receive training and periodic reminders on prohibitions of use of agency resources for personal or political purposes	<input type="checkbox"/> Orientation of newly elected officials, newly appointed officials and newly hired staff address the issue of permissible and impermissible uses of public resources <input type="checkbox"/> Agency periodically reminds team members of policies and proscriptions at relevant time points (for example, before election season) <input type="checkbox"/> Agency explores opportunities to share limited resources among a network of local agencies (cities, schools, special districts, counties, etc.) to leverage capital and staff resources through joint training programs, sharing services, and joint use of facilities and equipment <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/shared-services-and-joint-use

STEWARDSHIP OF PUBLIC RESOURCES

PROCUREMENT AND CONTRACTING	RULES AND POLICIES
<p>Minimum Standards/Good Practices</p> <ul style="list-style-type: none"> <input type="checkbox"/> Agency has a transparent and fair process for selecting with whom it will do business <input type="checkbox"/> Agency complies with state competitive bidding requirements for public works projects⁵ <input type="checkbox"/> Agency has clear organization-wide standards and guidelines regarding procurement and contracting <input type="checkbox"/> Agency has policy for advertising contracts open for bidding <input type="checkbox"/> Agency has policies in place for the proper disposal of surplus property – policies are communicated to staff <input type="checkbox"/> Local officials involved in contracting decisions receive information and/or training on the laws prohibiting self-dealing in agency contracts⁶ <input type="checkbox"/> Officials involved in contracting and purchasing decisions must be included in an agency’s conflict of interest code and regularly file a Statement of Economic Interests (Form 700)⁷ <ul style="list-style-type: none"> • Form 700 is available at: www.fppc.ca.gov <input type="checkbox"/> Agency completes Agency Report of Consultants (Form 805)⁸ and ensures that all consultants in designated positions complete and file a Statement of Economic Interests (Form 700) <ul style="list-style-type: none"> • Form 805 is available at: www.fppc.ca.gov/forms/805.pdf 	<p>Beyond the Minimum/Better Practices</p> <ul style="list-style-type: none"> <input type="checkbox"/> Agency complies with both the letter and the spirit of procurement laws and policies, that all interested parties are given the opportunity to do business with the agency on an equal basis <input type="checkbox"/> Agency website explains processes for doing business with the agency <input type="checkbox"/> Agency website includes information about contract opportunities and Requests for Proposals (RFPs) <input type="checkbox"/> Vendors receive information about ethics standards for doing business with the agency <input type="checkbox"/> Agency conducts periodic training and outreach to educate prospective and current vendors on the agency contracting process <input type="checkbox"/> Agency engages in climate friendly purchasing practices <p style="margin-left: 20px;">Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/climate-friendly-purchasing <input type="checkbox"/> Agency engages in regional or shared bidding processes among local agencies in a geographic area to reduce costs.

TRANSPARENCY

OPEN GOVERNMENT PRACTICES PROMOTING TRANSPARENCY	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Agency anticipates information the public needs concerning the agency’s activities and makes the information available through a variety of channels including the agency website <input type="checkbox"/> Local officials and designated staff are current in making their Statement of Economic Interests (Form 700) disclosures <ul style="list-style-type: none"> • Form 700 is available at: www.fppc.ca.gov <input type="checkbox"/> Agency institutes a policy for receipt of free tickets/event admissions for officials and ensures reporting compliance on the FPPC Agency Report of Ceremonial Role Events and Ticket/ Admission Distributions (Form 802)⁹ <ul style="list-style-type: none"> • Form 802 is available at: www.fppc.ca.gov/forms/802.pdf 	<ul style="list-style-type: none"> <input type="checkbox"/> Agency creates a “transparency portal” on its website that provides anticipated information the public needs from all agency departments in one easy to find location <input type="checkbox"/> Agency makes Statement of Economic Interests (Form 700) disclosures available on the agency website <input type="checkbox"/> Agency makes Ticket/Admission Distribution Report (Form 802) available on the agency website <input type="checkbox"/> Agency makes Payment to Agency Report (Form 801) available on the agency website <ul style="list-style-type: none"> • Form 801 is available at: www.fppc.ca.gov/forms/801.pdf <input type="checkbox"/> Agency uses an electronic filing system to make posting and completion of the required disclosures easier

OPEN GOVERNMENT PRACTICES PUBLIC RECORDS ACT REQUESTS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Agency adopts policy for handling Public Records Act requests and makes the policy available on website and through other channels <input type="checkbox"/> A designated staff member handles all records requests in order to ensure prompt compliance with records requests <input type="checkbox"/> (Alternative for Larger Agencies) Designated staff members within each department receive training on Public Records Act compliance to enable the department to properly respond to such requests. 	<ul style="list-style-type: none"> <input type="checkbox"/> Agency accepts online records requests <input type="checkbox"/> Agency anticipates commonly requested records and posts them on the agency website, including all Fair Political Practices Commission forms <input type="checkbox"/> Agencies participating in joint use or shared services provide online access to documents and materials about cross-agency relationships

TRANSPARENCY

OPEN GOVERNMENT PRACTICES | PUBLIC ENGAGEMENT

Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Agency has an easy to use website that makes public information readily available</p> <p><input type="checkbox"/> Agency website uses plain language and minimizes the use of acronyms to ease understanding</p> <p><input type="checkbox"/> Agency provides information explaining how the decision-making process works and how people can provide input</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/PEOrientations <p><input type="checkbox"/> Agency engages in regular communications through a variety of channels to keep the public up-to-date on agency activities</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/PEstrategiccommunications <p><input type="checkbox"/> Communications are translated as needed and distributed to appropriate community groups</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/EthnicMediaInfographic <p><input type="checkbox"/> Agency officials maintain regular office hours</p> <p><input type="checkbox"/> Department heads maintain an “open door policy” for the public</p>	<p><input type="checkbox"/> Residents can subscribe to an e-notification system for meetings, summaries of actions taken at meetings, workshops or other events/information</p> <p><input type="checkbox"/> Agency uses social media and other digital tools to engage and communicate with the public</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/online-engagement-guide <p><input type="checkbox"/> Agency uses mobile app for community members to report issues</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/technology-and-public-input <p><input type="checkbox"/> Agency develops relationships with community based organizations, neighborhood groups, ethnic media and clergy/congregations to distribute information and solicit input on issues of potential interest to those groups</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/partnering-community-based-organizations <p><input type="checkbox"/> For potentially controversial and/or complex issues, the agency creates additional opportunities for individuals to learn about and have input into decisions on those issues</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/DeeplyHeldConcerns <p><input type="checkbox"/> Agency has or creates youth commissions as an opportunity to connect with younger generations about public services and needs</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/engaging-youth <p><input type="checkbox"/> Agency collaborates and partners with other local agencies to engage shared constituencies, through activities such as joint meetings and newsletters</p>

TRANSPARENCY

OPEN GOVERNMENT PRACTICES | INFORMATION ABOUT KEY ELECTED AND APPOINTED OFFICIALS AND STAFF

Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Contact information, including telephone numbers, mailing addresses, office locations and email addresses are available on agency website and kept current <input type="checkbox"/> Terms of office/appointment and next election date are disclosed <input type="checkbox"/> Agency Report of Appointments (Form 806) is posted on agency website¹⁰ <ul style="list-style-type: none"> • Form 806 is available at: www.fppc.ca.gov/forms/806.pdf 	<ul style="list-style-type: none"> <input type="checkbox"/> Website and other communications explain terms of office and next election/appointment date for elected and appointed officials <input type="checkbox"/> Materials and information on how to seek election and appointment are available on agency website <input type="checkbox"/> Agency website contains a dedicated page for links to other local, state and federal agencies, clarifying the functions and services of each agency and makes referrals to other agencies where appropriate

OPEN GOVERNMENT PRACTICES | BOARDS AND COMMISSIONS

Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Agency complies with California law relating to creation of a Local Appointments List (Maddy Act), which is a list of all appointed positions that expire within the next calendar year. The list is made available to members of the public by various means and provided to the local library with the largest service population¹¹ <input type="checkbox"/> Agency posts unexpected vacancies in the agency's clerk's office, the local library with the largest service population and other locations as directed by the legislative body¹² <input type="checkbox"/> Agency posts the Local Appointments List on the agency website on or before January 2 of each year 	<ul style="list-style-type: none"> <input type="checkbox"/> Agency supports leadership program(s) to familiarize potential applicants who are thinking of applying to boards and commissions with relevant roles and responsibilities <input type="checkbox"/> Agency distributes the Local Appointments List broadly through social and print media, ethnic media, community-based organizations, and clergy and congregations <input type="checkbox"/> Agency publicizes unexpected vacancies broadly through press releases, social and print media, ethnic media, community-based organizations, and clergy and congregations <input type="checkbox"/> Agency encourages local officials to engage in widespread outreach through their networks to inform all segments of the community about opportunities to serve on boards and commissions

TRANSPARENCY

MEETINGS POLICIES AND PROCEDURES	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> All elected and appointed officials have received information/training related to California’s open meeting laws ¹³ Resources: <ul style="list-style-type: none"> • www.ca-ilg.org/abc <input type="checkbox"/> Chairperson receives training/information about the role of the chairperson Resources: <ul style="list-style-type: none"> • www.ca-ilg.org/chairmeeting <input type="checkbox"/> All members of the decision-making body receive training/information about roles, responsibilities and purpose <input type="checkbox"/> Agency has adopted rules of procedure to govern meetings that meet the needs of the agency and the public Resources: <ul style="list-style-type: none"> • www.ca-ilg.org/parliamentarysimplified 	<input type="checkbox"/> Agency promotes civility in public meetings Resources: <ul style="list-style-type: none"> • www.ca-ilg.org/PromotingCivility <input type="checkbox"/> A statement of basic rules and protocol related to public participation is included on meeting agendas and orally stated at the beginning of public comment period <input type="checkbox"/> Agency engages in processes to enable the public to understand how to most effectively communicate concerns about issues before the agency Resources: <ul style="list-style-type: none"> • www.ca-ilg.org/publicmeetings

MEETINGS WEBSITE CONTENT	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency posts regular meeting agendas 72 hours in advance and special meeting agendas 24 hours in advance on agency website ¹⁴ <input type="checkbox"/> Current year meeting minutes and agendas are available on agency website <input type="checkbox"/> Community members can sign up for email notices/reminders of public meetings <input type="checkbox"/> Calendar of date, time, location of meetings is available on the agency website	<input type="checkbox"/> Agency posts meeting agendas for regular meetings earlier than required to enable the public to understand upcoming issues before the agency <input type="checkbox"/> Agency makes archives of meeting minutes and agendas for three years or longer <input type="checkbox"/> Agency makes available live audio/video streams and archived recordings of meetings available on the agency website <input type="checkbox"/> Agency posts video recordings of meetings with relevant accompanying materials <input type="checkbox"/> Agency emails meeting agendas to subscribers with information on how to view related materials on the website

TRANSPARENCY

DECISION-MAKING DECISION-MAKERS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> California Fair Political Practices Commission’s Form 700 (Statement of Economic Interests) is distributed and collected in a timely manner on an annual basis (required by law ¹⁵)	<input type="checkbox"/> Agency staff creates a map of the 500-foot boundaries for each decision-maker to help him or her determine if there is a potential conflict of interest in a decision
<input type="checkbox"/> Decision-makers know where the 500-foot boundaries are with respect to their various property interests ¹⁶	
<input type="checkbox"/> Officials are advised of prohibitions against self-dealing in addition to the Political Reform Act ¹⁷	

DECISION-MAKING PROCESSES	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency has adopted a conflict of interest code as required by the Political Reform Act ¹⁸	<input type="checkbox"/> Decision-makers voluntarily abstain when their ability to make decisions in the public interest (as opposed to personal or political interests) might be reasonably questioned Resource: <ul style="list-style-type: none"> • www.ca-ilg.org/abstentions
<input type="checkbox"/> Decision-makers receive training on due process rules applicable to quasi-adjudicatory (administrative) hearings. Resources: <ul style="list-style-type: none"> • www.ca-ilg.org/bias 	
<input type="checkbox"/> Decision-makers know the agency’s policies for disclosure of information they receive outside of adjudicatory hearings	
<input type="checkbox"/> Agency policies are applied consistently to those seeking agency approvals, regardless of personal connections	
<input type="checkbox"/> Decision-makers listen attentively at public hearings, particularly adjudicatory hearings	
<input type="checkbox"/> Decision-makers consider potential impacts to the resources of other local, state, federal or tribal agencies when making decisions	

EDUCATION, TRAINING & PERSONNEL

EDUCATION/TRAINING ONBOARDING	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency provides materials on duties and responsibilities for all newly elected and appointed officials and staff Resources: <ul style="list-style-type: none"> www.ca-ilg.org/new-local-public-service <input type="checkbox"/> Agency provides information on policies, including ethics policy, upon onboarding	<input type="checkbox"/> Orientation on duties and responsibilities is available to all newly elected and appointed officials and staff Resources: <ul style="list-style-type: none"> www.ca-ilg.org/OrientationMaterials <input type="checkbox"/> When appropriate agency shares training services and costs among neighboring local agencies

EDUCATION/TRAINING ONGOING EDUCATION	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency supports continuing education activities for staff, appointed and elected officials (including those that are required by law for certain professional license-holders) <input type="checkbox"/> Agency requires attendance at sexual harassment prevention training for elected officials and those in supervisory positions (two hours every two years required for those in supervisory positions) ¹⁹ <input type="checkbox"/> Agency publicizes and makes available resources to help local officials understand ethics laws	<input type="checkbox"/> Agency encourages regular attendance at local and/or statewide continuing education activities <input type="checkbox"/> Agency plans regular training sessions and budgets for attendance at trainings <input type="checkbox"/> Agency provides information and guidance on handling ethical dilemmas in the workplace <input type="checkbox"/> Agency conducts joint education and information sessions among city, county, school and special district elected officials about roles, responsibilities and purpose of each local government agency to clarify and raise awareness among decision-makers <input type="checkbox"/> When appropriate agency shares training services and costs among neighboring local agencies (e.g. computer classes for fundamental software programs)

EDUCATION, TRAINING & PERSONNEL

EDUCATION/TRAINING PROMOTING ORGANIZATIONAL ETHICS	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Ethics values are included in the agency’s mission statement</p> <p><input type="checkbox"/> Agency has adopted a value-based code of ethics</p> <p>Resources:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/ethicscodes <p><input type="checkbox"/> Ethics are part of agency’s hiring practices and interview process</p> <p><input type="checkbox"/> Agency values collaboration and partnerships with other local agencies and community-based organizations</p>	<p><input type="checkbox"/> Agency’s leadership leads by example by consistently demonstrating agency’s values through actions</p> <p><input type="checkbox"/> When collaborating with other agencies, staff and leadership show respect and decorum for the formal and informal processes of partners and the community, developing and formalizing agreements when necessary</p>

EDUCATION/TRAINING ETHICS TRAINING (AB 1234) ²⁰	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Elected and appointed officials receive two hours of ethics training every two years (and basic overview training within one year of assuming position)²¹</p> <ul style="list-style-type: none"> • Online training available at: www.fppc.ca.gov <p><input type="checkbox"/> All local officials who must receive AB 1234 training are current on their training</p> <p><input type="checkbox"/> Top level staff voluntarily receives training on ethics laws and principles as relevant to their duties within the agency</p>	<p><input type="checkbox"/> Elected and appointed officials receive basic overview training within two months of assuming position</p> <p><input type="checkbox"/> Agency takes steps to make AB 1234 training meaningful, understandable and helpful</p> <p><input type="checkbox"/> AB 1234 training is in-person (as opposed to online) to enable discussion and questions</p> <p><input type="checkbox"/> Certificates of compliance are easily accessible to the public and media (for example posted on the agency website)</p> <p><input type="checkbox"/> Agency requires top level staff to participate in training on ethics laws and principles as relevant to their duties within the agency</p> <p><input type="checkbox"/> Compliance is a condition of continuing appointment (for appointed officials) and reimbursement (elected officials)</p> <p><input type="checkbox"/> Subsequent trainings are more in depth examinations of required topics²²</p> <p><input type="checkbox"/> Agency coordinates with other local agencies to provide AB 1234 training to all local officials and designated staff, including cities, counties, schools and special districts</p>

EDUCATION, TRAINING & PERSONNEL

PERSONNEL PRACTICES AND POLICIES	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Agency has fair and merit based processes in place for hiring and advancing employees</p> <p><input type="checkbox"/> Agency consistently makes a concerted effort to advertise widely for open positions</p> <p><input type="checkbox"/> Elected officials generally play a role in selection of chief executive, department heads, agency counsel, and non-elected or appointed staff and provide regular guidance and feedback to those employees</p> <p>Resources:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/Board-Chief-Executive-Relations <p><input type="checkbox"/> Officials understand and abide by agency’s adopted policies relating to who makes hiring and other personnel decisions relating to subordinate staff</p> <p><input type="checkbox"/> Agency has a non-discrimination policy and abides by its terms</p> <p><input type="checkbox"/> Agency has adopted and follows an anti-nepotism policy</p> <p><input type="checkbox"/> Agency has adopted a whistleblower protection policy and posted it on the agency website²³ (see Speaking Truth to Power section below)</p> <p><input type="checkbox"/> Agency has adopted policies regarding second jobs and other potentially incompatible activities²⁴</p>	<p><input type="checkbox"/> Agency posts compensation and benefits information for all officials and employees on the agency website</p> <p><input type="checkbox"/> Agency completes salary comparison/ benchmarking for staff positions using a reputable salary survey every five years - agency posts summary of results on agency website</p>

EDUCATION, TRAINING & PERSONNEL

PERSONNEL INCENTIVES FOR SPEAKING TRUTH TO POWER ²⁵	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Agency has an adopted policy clearly explaining procedures for reporting and investigating allegations of misconduct and protection of those that report misconduct</p> <p><input type="checkbox"/> Unlawful conduct is dealt with swiftly, firmly and consistently within the agency</p> <p><input type="checkbox"/> Agency supervisors and staff are familiar with legal protections related to whistle-blowing activities and receive ongoing training</p> <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/whistle 	<p><input type="checkbox"/> Agency supports employees who bring forward truthful, but potentially unwelcome, unsolicited, unpopular or difficult information to the attention of relevant decision- makers</p> <p><input type="checkbox"/> Governing bodies encourage chief executive and financial staff to regularly analyze financial trends for areas of potential concern/risks so the body can discuss and address them</p> <p><input type="checkbox"/> Staff participates in professional associations that provide guidance on ethics as it relates to their role in the organization - for a list of local agency professional associations with ethics codes see www.ca-ilg.org/associationethicscodes</p>

PERSONNEL CHIEF EXECUTIVE	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Agency chief executive has a college degree in relevant field and a minimum of five years of broad-based management experience</p> <p><input type="checkbox"/> Chief executive is or is willing to become a member of the International City/County Management Association (ICMA) in good standing and adheres to ICMA's declaration of ideals. For more information see www.icma.org</p>	<p><input type="checkbox"/> The hiring process includes ethics questions in interviews</p> <p>Resource:</p> <ul style="list-style-type: none"> • "Promoting Personal and Organizational Ethics" available at www.ca-ilg.org/ppoe

PERSONNEL AGENCY COUNSEL	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<p><input type="checkbox"/> Agency counsel is an active member of the California State Bar in good standing with at least five years' experience in municipal law. See www.calbar.ca.gov</p> <p><input type="checkbox"/> Agency counsel is familiar with and adheres to the California State Bar's Rules of Professional Conduct. See www.calbar.ca.gov/ethics</p>	<p><input type="checkbox"/> The hiring process includes ethics questions in interviews</p> <p><input type="checkbox"/> Agency counsel acts in accordance with the ethical principles and values set forth by the agency and other relevant organizations. For example, "Ethical Principles for City Attorneys" available at www.cacities.org/attorneys</p>

EDUCATION, TRAINING & PERSONNEL

PERSONNEL AGENCY CLERK	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<input type="checkbox"/> Agency clerk is or is willing to become a member of the International Institute of Municipal Clerks (IIMC) in good standing and adheres to IIMC's code of ethics. For more information see www.iimc.com	<input type="checkbox"/> Agency encourages clerks to engage in education, mentorship and professional development activities through the California Clerk of the Board of Supervisors Association and the California City Clerks Association Resources: <ul style="list-style-type: none">• www.ccbsa.net• www.californiacityclerks.org

CAMPAIGNS

CANDIDATES	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Candidates for the governing board receive information on how to comply with campaign laws²⁶, including local requirements and restrictions²⁷ <input type="checkbox"/> Agency distributes California’s Code of Fair Campaign Practices to all candidates²⁸ <input type="checkbox"/> Agency provides candidates with information about ethics laws, including conflicts of interest, incompatible offices and governmental transparency requirements that will be relevant to their service if elected <p>Resource:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/CandidatePamphlet 	<ul style="list-style-type: none"> <input type="checkbox"/> A pledge of fair campaign practices is distributed to and signed by all candidates. Available at www.ca-ilg.org/campaigncodes <input type="checkbox"/> Agency supports one or more leadership programs to familiarize potential candidates who are thinking of running for office with local issues and decision-making practices

OFFICIALS AND EMPLOYEES	
Minimum Standards/Good Practices	Beyond the Minimum/Better Practices
<ul style="list-style-type: none"> <input type="checkbox"/> Officials and employees are advised of prohibitions relating to campaign fundraising directed at agency staff²⁹ <input type="checkbox"/> Officials and employees are advised of restrictions relating to political activities of public employees³⁰ <input type="checkbox"/> Officials and employees are reminded of the proscriptions against political use of public resources including the use of equipment, photocopying, or mailing of campaign related materials at the public’s expense³¹ <p>Resources:</p> <ul style="list-style-type: none"> • www.ca-ilg.org/massmailing • The Fair Political Practices Commission fact sheet on prohibited mass mailings available at www.fppc.ca.gov 	<ul style="list-style-type: none"> <input type="checkbox"/> Agency provides trainings to officials and employees on prohibitions and restrictions on the political activities of public employees

References and Resources

Note: Sections in the California Code are accessible at <http://leginfo.legislature.ca.gov/>. Fair Political Practices Commission regulations are accessible at www.fppc.ca.gov/index.php?id=52. A source for case law information is www.findlaw.com/cacases/ (requires registration).

- 1 See Cal. Gov't. Code § 12410.6 (“a local agency shall not employ a public accounting firm to provide audit services to a local agency if the lead audit partner or coordinating audit partner having primary responsibility for the audit, or the audit partner responsible for reviewing the audit, has performed audit services for that local agency for six consecutive fiscal years.”).
- 2 Cal. Gov't Code § 53232.2.
- 3 Cal. Gov't Code § 53232.3.
- 4 Cal. Gov't Code § 89001; 2 Cal. Code Regs §§ 18901-18901.1.
- 5 See Cal. Pub. Cont. Code §§ 20121-20123, 20162-20163.
- 6 See Cal. Gov't Code § 1090.
- 7 See 2 Cal. Code Regs. § 18730.
- 8 Available at www.fppc.ca.gov/forms/805.pdf.
- 9 See 2 Cal. Code Regs. § 18944.1.
- 10 See 2 Cal. Code Regs. § 18705.5.
- 11 Cal. Gov't Code §§ 54970-54973.
- 12 Cal Gov't Code § 54974.
- 13 Cal. Gov't Code § 54950 and following.
- 14 Cal. Gov't Code § 54954.2.
- 15 2 Cal. Code Regs. § 18723.
- 16 See 2 Cal. Code Regs. § 18705.2(a)(11), (A financial effect in which an official has a financial interest, other than a leasehold interest, is material whenever the governmental decision would consider any decision affecting real property value located within 500 feet of the property line of the official's real property unless the FPPC provides written advice of the determination that there will be no reasonably foreseeable measurable impact on the official's property).
- 17 See Cal. Gov't Code § 1090.
- 18 See Cal. Gov't Code §§ 87300-14.
- 19 Cal. Gov't Code § 12950.1.
- 20 Cal. Gov't Code § 53235 requires ethics training for specified local government officials. For more information see www.ca-ilg.org/ab1234compliance.
- 21 See Cal. Gov't Code § 53235(a), (b).
- 22 See California Attorney General's Guidelines, available at <http://oag.ca.gov/ethics>.
- 23 See Cal. Lab. Code § 1101-06.
- 24 See Cal. Gov't Code §1126.
- 25 Aaron Wildavsky, *Speaking Truth to Power: The Art and Craft of Policy Analysis* (Boston: Little, Brown, 1979).
- 26 See generally Cal. Gov't Code §§ 84100 – 84511.
- 27 See Cal. Gov't Code § 81009.5 (Local government agencies that have adopted campaign finance ordinances must submit a copy to the FPPC). Copies or links to these ordinances are posted on the FPPC website at www.fppc.ca.gov/index.php?id=9.
- 28 Cal. Elect. Code §§ 20440-20444.
- 29 See Cal. Gov't Code § 3205.
- 30 See Cal. Penal Code § 424; Cal. Gov't Code § 8314.
- 31 Cal. Penal Code § 424; Cal. Gov't Code §§ 8314, 89001; 2 Cal. Code Regs. § 18901.1.

Executive Summary

Special districts, the workhorses of public service delivery created by the California Legislature during the earliest days of statehood, represent the most common form of local government. They have prevailed through endless upheaval as California morphed from a state of rural open spaces into one of the world's most powerful economic engines and home to nearly 40 million people. Today special districts generate some \$21 billion in annual revenues and employ more than 90,000 local government workers.¹

In 2016 and 2017, the Little Hoover Commission reviewed and analyzed California's 2,071 independent special districts and the State of California's role and responsibility in overseeing them.² The Legislature not only created special districts and enacted the practice acts by which they are governed, but it retained the power to create new districts and also to dissolve them. In the early 1960s, the Legislature had the foresight to develop a local oversight mechanism, Local Agency Formation Commissions (LAFCOs) tasked with bringing more rational planning practices and reining in inappropriate growth by considering local government boundary decisions. LAFCOs have the authority to initiate dissolutions and consolidations of special districts, although ultimately local voters have the final say. The process is slow -- intentionally slow according to some --and occasionally frustrated parties attempt to bypass the local process by taking issues directly to the Legislature. This tension, in part, prompted the Commission to update its 2000 review of special districts to consider whether the local oversight process works as intended or whether a different process or a greater role for the Legislature would be more effective.

The Commission's review broke new ground, but also revisited issues first identified in its May 2000 report, *Special Districts: Relics of the Past or Resources for the Future?* The 2000 report declared that California's expansive special district sector often amounted to a poorly overseen and largely invisible governing sector serving residents who know little about who runs them or

what they pay in taxes to sustain them. The Commission nearly two decades ago questioned the soundness of special districts' financial management and asked if their numbers might be pared back through consolidations. Yet Commissioners also acknowledged in their 2000 analysis that special districts provide Californians valuable services and are "physically closest to their communities." The Commission concluded that despite its range of criticisms, special districts should remain, in the end, local institutions best served by local decision-making.

In its newest review the Commission heard from some who still contend that special districts are ripe for consolidation and represent convoluted, dispersed, under-the-radar government. Frustrated with the local oversight process, various local special district issues percolated up into bills in the 2015-16 legislative session as the Commission began its study, potentially signifying that the current system of oversight fails to work as well as intended.

In this review, the Commission found special districts themselves could do a better job of telling their own story to overcome the stigma that they function as hidden government. During an advisory committee meeting, Chair Pedro Nava encouraged special districts to "tell your story." There are very few government entities in a position to let people know that they work directly for the public and that the taxes and fees they collect fund local services, he said.

In testimony, the Commission also learned that despite the perception that special districts continue to proliferate in California, the number of special districts has declined 5 percent since 1997, while the number nationally increased by 10 percent.³ Thirty-three states have more special districts per capita than California. Despite frequent calls for dissolving or consolidating these local governments, special districts seem to have pluses that render them tolerable to those they govern and able to forestall movements to purge them or fold their work into city and county governments.

The Commission's 2016-2017 review delved into four primary arenas concerning special districts:

- Oversight of special districts, specifically, opportunities to bolster the effectiveness of Local Agency Formation Commissions (LAFCOs).
- The continued need for districts to improve transparency and public engagement.
- The frequently-controversial evolution of California's healthcare special districts, which in the 1940s and 1950s built a far-ranging system of hospitals that are mostly now gone due to a tremendous transformation in healthcare from hospitalization to preventive care.
- The urgency of climate change adaptation in California and the front-line roles that special districts, particularly water, wastewater treatment and flood control districts, play in preparing their communities and defending them from harm.

Toward Higher-Quality Local Control

As in 2000, the Commission held fast to the concept that special districts are essentially local institutions. Whether their individual endeavors are praised or panned, special districts seemingly reflect the wishes of local voters. They also reflect the politics of LAFCOs, unique oversight bodies in each county with authority to judge their performances and recommend whether they should continue to exist. The Commission again determined that LAFCOs should be the leading voice on the status of special districts in California – and that they need more tools to do the job well.

Commissioners perplexed by the seemingly slow progress in dissolutions and consolidations at one point during the study asked if a lack of money prevented LAFCOs and special districts from initiating consolidations or conducting the mandated Municipal Service Reviews that can identify opportunities for improved efficiency in service delivery. A chorus of stakeholders suggested a small, one-time infusion of grant funding, tied to specified outcomes to ultimately improve efficiency and save taxpayer dollars, was indeed warranted. They also called for various statutory changes that could bolster the effectiveness of LAFCOs.

Clearly, special districts can be improved. Given the routine front-line services they provide, the historic climate challenges these districts face in keeping California stable, as well as the need to provide the best possible healthcare to millions of residents, LAFCOs and the state have obligations to see that they succeed. To that end, the Commission offers 20 recommendations to guide the Legislature and Governor going forward. The first eight of those recommendations address the basic structure and governing issues revolving around special districts:

Recommendation 1: The Legislature and the Governor should curtail a growing practice of enacting bills to override LAFCO deliberative processes and decide local issues regarding special district boundaries and operations.

The Legislature and Governor have reason to be frustrated with slow and deliberative LAFCO processes. But these are local institutions of city, county and special district members often better attuned to local politics than those in the State Capitol. Exemptions where the Legislature gets involved should be few, and in special cases where the local governing elites are so intransigent or negligent – or so beholden to entrenched power structures – that some higher form of political authority is necessary.

Recommendation 2: The Legislature should provide one-time grant funding to pay for specified LAFCO activities, to incentivize LAFCOs or smaller special districts to develop and implement dissolution or consolidation plans with timelines for expected outcomes. Funding should be tied to process completion and results, including enforcement authority for corrective action and consolidation.

The Commission rarely recommends additional funding as a solution. However, a small one-time infusion of \$1 million to \$3 million in grant funding potentially could save California taxpayers additional money if it leads to streamlined local government and improved efficiency in service delivery. This funding could provide an incentive for LAFCOs or smaller districts to start a dissolution or consolidation process. Participants in the Commission's public process suggested the Strategic Growth Council or Department of Conservation could administer this one-time funding.

Recommendation 3: The Legislature should enact and the Governor should sign SB 448 (Wieckowski) which would provide LAFCOs the statutory authority to conduct reviews of inactive districts and to dissolve them without the action being subject to protest and a costly election process.

There has been no formal review to determine the number of inactive special districts – those that hold no meetings and conduct no public business. Rough estimates gauge the number to be in the dozens. Simplifying the LAFCOs' legal dissolution process would represent a significant step toward trimming district rolls in California. The Commission supports SB 448 and encourages the Legislature to enact the measure and for the Governor to sign the bill.

Recommendation 4: The Governor should sign AB 979 (Lackey), co-sponsored by the California Special Districts Association and the California Association of Local Agency Formation Commissions. The bill would strengthen LAFCOs by easing a process to add special district representatives to the 28 county LAFCOs where districts have no voice.

The Cortese-Knox-Hertzberg Reorganization Act of 2000 (AB 2838, Hertzberg) provided the option to add two special district members to county LAFCOs to broaden local governing perspectives. Nearly two decades later, 30 counties have special district representatives on their LAFCOs alongside city council members and county supervisors. This change provides LAFCOs a more diverse decision-making foundation and stronger finances. But 28 counties, mostly in rural California have not added special district representatives to their LAFCO governing boards, citing scarce resources. Presently, a majority of a county's special districts must pass individual resolutions within one year supporting a change. This has repeatedly proved itself a formidable obstacle to broadening the outlook of local LAFCOs. AB 979 (Lackey) would allow a simple one-time election process where districts could easily – and simultaneously – decide the question.

Recommendation 5: The Legislature should adopt legislation to give LAFCO members fixed terms, to ease political pressures in controversial votes and enhance the independence of LAFCOs.

The California Association of Local Agency Formation Commissions (CALAFCO) testified on August 25, 2016, that

individual LAFCO members are expected to exercise their independent judgment on LAFCO issues rather than simply represent the interests of their appointing authority. But this is easier said than done when representatives serve on an at-will basis. The CALAFCO hearing witness said unpopular votes have resulted in LAFCO board members being removed from their positions. Fixed terms would allow voting members to more freely exercise the appropriate independence in decision-making.

Recommendation 6: The Legislature should convene an advisory committee to review the protest process for consolidations and dissolutions of special districts and to develop legislation to simplify and create consistency in the process.

Complicated and inconsistent processes potentially impact a LAFCO's ability to initiate a dissolution or consolidation of a district. If 10 percent of district constituents protest a LAFCO's proposed special district consolidation, a public vote is required. If a special district initiates the consolidation, then a public vote is required if 25 percent of the affected constituents protest. Additionally, the LAFCO must pay for all costs for studies and elections if it initiates a consolidation proposal, whereas the district pays these costs if it proposes or requests the consolidation. Various participants in the Commission's public process cautioned against setting yet another arbitrary threshold and advised the issue warranted further study before proposing legislative changes. They called for more consistency in the process.

Recommendation 7: The Legislature should require every special district to have a published policy for reserve funds, including the size and purpose of reserves and how they are invested.

The Commission heard a great deal about the need for adequate reserves, particularly from special districts with large infrastructure investments. The Commission also heard concerns that reserves were too large. To better articulate the need for and the size of reserves, special districts should adopt policies for reserve funds and make these policies easily available to the public.

Recommendation 8: The State Controller's Office should standardize definitions of special district financial reserves for state reporting purposes.

Presently, it is difficult to assess actual reserve levels held by districts that define their numbers one way and the State Controller’s Office which defines them another way. The State Controller’s Office is working to standardize numbers following a year-long consultation with a task force of cities, counties and special districts. To improve transparency on reserves, a subject that still eludes effective public scrutiny, they should push this project to the finish line as a high priority.

Improving Transparency and Public Involvement

Because there are thousands of special districts in California, performing tasks as varied as managing water supply to managing rural cemeteries, the public has little practical ability to ascertain the functionality of special districts, including the scope of services these local districts provide, their funding sources, the use of such funds and their governance structure. Although publicly elected boards manage independent special districts, constituents lack adequate resources to identify their local districts much less the board members who collect and spend their money.

The Commission saw a number of opportunities for special districts to do a better job communicating with the public, primarily through improvements to district websites and more clearly articulating financing policies, including adopting and making publicly available fund reserve policies. Existing law requires special districts with a website to post meeting agendas and to post or provide links to compensation reports and financial transaction reports that are required to be submitted to the State Controller’s Office. The State Controller’s Office – despite having a software platform from the late 1990s – attempts to make all the information it receives as accessible as possible.

Many special districts already utilize their websites to effectively communicate with their constituents and voluntarily follow the nonprofit Special District Leadership Foundation’s transparency guidelines and receive the foundation’s District Transparency Certificate of Excellence. But often, these districts are the exception and not the rule. The Commission makes three recommendations to improve special district transparency and to better engage the public served by the districts:

Recommendation 9: The Legislature should require that every special district have a website.

Key components should include:

- **Name, location, contact information**
- **Services provided**
- **Governance structure of the district, including election information and the process for constituents to run for board positions**
- **Compensation details – total staff compensation, including salary, pensions and benefits, or a link to this information on the State Controller’s website**
- **Budget (including annual revenues and the sources of such revenues, including without limitation, fees, property taxes and other assessments, bond debt, expenditures and reserve amounts)**
- **Reserve fund policy**
- **Geographic area served**
- **Most recent Municipal Service Review**
- **Most recent annual financial report provided to the State Controller’s Office, or a link to this information on the State Controller’s website**
- **Link to the Local Agency Formation Commission and any state agency providing oversight**

Exemptions should be considered for districts that fall under a determined size based on revenue and/or number of employees. For districts in geographic locations without reliable Internet access, this same information should be available at the local library or other public building open and accessible to the public, until reliable Internet access becomes available statewide.

Building on this recommendation, every LAFCO should have a website that includes a list and links to all of the public agencies within each county service area and a copy of all of the most current Municipal Service Reviews. Many LAFCOs currently provide this information and some go further by providing data on revenues from property taxes

and user fees, debt service and fund balance changes for all the local governments within the service area. At a minimum, a link to each agency would enable the public to better understand the local oversight authority of LAFCOs and who to contact when a problem arises.

Recommendation 10: The State Controller's Office should disaggregate information provided by independent special districts from dependent districts, nonprofits and joint powers authorities.

Over the course of this study, the Commission utilized data available on the State Controller's website to attempt to draw general conclusions about independent special districts, such as overall revenues, number of employees and employee compensation. Presently, it is difficult to do this without assistance as information for independent districts is mixed with various other entities.

Recommendation 11: The California Special Districts Association, working with experts in public outreach and engagement, should develop best practices for independent special district outreach to the public on opportunities to serve on boards.

The Commission heard anecdotally that the public does not understand special district governance, does not often participate or attend special district board meetings and often does not know enough about candidates running to fill board positions. Often, the public fails to cast a vote for down-ballot races. Two county registrars provided the Commission information that showed in many instances those who voted for federal or statewide offices did not vote for local government officials at the same rate, whether they were city council positions, special district positions or local school or community college district positions.

What is the Role for Healthcare Districts?

The Commission found in its review that special districts were as diverse as the services provided and the millions of Californians served. To gain deeper insight on one type of local government service provider, the Commission took a closer look at an often-controversial group: healthcare districts that no longer operate hospitals. These entities struggle to explain their relevance within the rapidly evolving healthcare industry,

which emphasizes preventative care over hospitalization. Amid uncertainty about the future of the Affordable Care Act, many of these districts claim they are carving out new roles in preventative care. Yet the Legislature, local grand juries, LAFCOs and healthcare analysts continue to question their relevance and need to exist. Presently, just 37 of 79 California healthcare districts operate 39 hospitals, mostly in rural areas with few competitors or other alternatives – and few suggest the need to dissolve those districts.

Controversy tends to afflict districts in former rural areas that became suburbanized in recent decades and grew into competitive healthcare markets. The 2015-16 legislative session included a rash of legislation that considered whether to force district dissolutions or modify district boundaries – even though those decisions are the responsibility of LAFCOs. Nonetheless, most healthcare districts officials continue to maintain they are more flexible than counties in defining priorities and are pioneering a new era of preventative care under the umbrella of "wellness." Officials say their districts are misunderstood by critics who lack understanding about how much the healthcare landscape is changing. They also say that local voters generally support their local missions and how they allocate their share of property taxes in the community.

As part of its special districts review, the Commission convened a two-hour advisory committee with experts to shed light on healthcare districts. During the course of the Commission's study, the Association of Healthcare Districts convened a workgroup to develop recommendations, in part, in response to legislative scrutiny. These recommendations were considered and discussed during the November advisory committee meeting. Participants analyzed whether counties or healthcare districts are best positioned as local and regional healthcare providers and discussed the role of LAFCOs in consolidating, dissolving or steering healthcare districts toward more relevant roles. During the meeting Commissioners also pushed districts to share and adopt best practices and define better metrics to measure what they are accomplishing with their shares of local property taxes. Three Commission recommendations arose from the discussion as well as numerous interviews with experts during the study:

Recommendation 12: The Legislature should update the 1945 legislative "practice acts" that enabled voters to create local hospital districts, renamed healthcare districts in the early 1990s.

Experts widely agree that statutory language in the acts no longer reflects the evolution of healthcare during the past seventy years, particularly the shift from hospital-based healthcare to modern preventive care models.

Recommendation 13: The Legislature, which has been increasingly inclined to override local LAFCO processes and authority to press changes on healthcare districts, should defer these decisions to LAFCOs.

LAFCOs have shown successes in shaping the healthcare district landscape and should be the primary driver of change. Given the controversies over healthcare districts, the California Association of Local Agency Formation Commissions and LAFCOs should be at the forefront of studying the relevance of healthcare districts, potential consolidations and dissolutions of districts. To repeat a theme of Recommendation 1, the Legislature should retain its authority to dissolve healthcare districts or modify boundaries, but this authority should be limited to cases in which local political elites are so intransigent or negligent – or so beholden to local power structures – that some form of higher political authority is deemed necessary.

Recommendation 14: The Association of California Healthcare Districts and its member districts should step up efforts to define and share best practices among themselves.

A Commission advisory committee meeting discussion clearly showed that not enough thought or interest has been assigned to sharing what works best in rural, suburban and urban areas among members. The association should formally survey its members and collectively define their leading best practices and models for healthcare, as well as guidelines to improve the impacts of grantmaking in communities.

Front-line Roles for Climate Change Adaptation

At the Commission's August 25, 2016, hearing, Chair Pedro Nava asked a simple question of special district attendees vigorously defending their need for robust reserve funds:

How are they assessing future climate change impacts when amassing reserves for long-range infrastructure spending? That question, rooted in the Commission's 2014 climate adaptation report *Governing California Through Climate Change*, became the genesis of a deeper exploration of awareness of and preparations for climate change among special districts. In an October 27, 2016, hearing focused on special districts efforts to adapt to climate change, the Commission learned that:

- Special districts, even while vastly outnumbering cities and counties in California, have generally not participated at the levels of cities and counties in the state's emerging climate adaptation information gathering and strategizing. Often that is because they lack land-use authority. Nonetheless, it is critical that their experienced voices be at the table.
- Many larger infrastructure-intensive water, wastewater and flood control districts stand at the forefront nationally in preparing for the varying, changing precipitation patterns – too much or too little water – at the heart of anticipated climate change impacts.

The Commission found it encouraging that many special districts are reducing the need for imported water by diversifying supplies and producing vastly more recycled water. Districts also are steering more stormwater runoff in wet years into groundwater recharge basins for use in dry years. The actions that all agencies must eventually take are already being done by some. The Commission agreed that these leading-edge actions and infrastructure spending strategies represent models for other districts to follow. Accordingly, the Commission makes six recommendations focused on climate change adaptation:

Recommendation 15: The Legislature should place a requirement that special districts with infrastructure subject to the effects of climate change should formally consider long-term needs for adaptation in capital infrastructure plans, master plans and other relevant documents.

Most special districts, especially the legions of small districts throughout California, have their hands full meeting their daily responsibilities. Many have few resources and little staff time to consider long-range issues, particularly those with the heavy uncertainty of

climate change adaptation. Making climate change a consideration in developing capital infrastructure plans and other relevant planning documents would formally and legally elevate issues of adaptation and mitigation, especially for districts where immediate concerns make it too easy to disregard the future.

Recommendation 16: The California Special Districts Association (CSDA), in conjunction with its member districts, should document and share climate adaptation experiences with the Integrated Climate Adaptation and Resilience Program's adaptation information clearinghouse being established within the Governor's Office of Planning and Research (OPR). Similarly, CSDA and member districts should step up engagement in the state's current Fourth Assessment of climate threats, a state research project designed to support the implementation of local adaptation activities. The CSDA also should promote climate adaptation information sharing among its members to help districts with fewer resources plan for climate impacts and take actions.

The OPR clearinghouse promises to be the definitive source of climate adaptation planning information for local governments throughout California. At the Commission's October 27, 2016, hearing, an OPR representative invited more district participation in state climate adaptation processes. It is critical that special districts and their associations assume a larger participatory role – both within state government and among their memberships – to expand the knowledge base for local governments statewide.

Recommendation 17: The state should conduct a study – by either a university or an appropriate state department – to assess the effect of requiring real estate transactions to trigger an inspection of sewer lines on the property and require repairs if broken.

The responsibility to safeguard California and adequately adapt to climate change impacts falls on every resident of California. This begins at home with maintenance and upgrading of aging sewer laterals. Requiring inspections and repairs during individual property transactions is an optimum way to slowly rebuild a region's collective wastewater infrastructure in the face of climate change. At the community level, repairs will help prevent excess stormwater during major climate events from overwhelming wastewater systems and triggering sewage

spills into public waterways. The Oakland-based East Bay Municipal Utility District has instituted an ordinance that requires property owners to have their private sewer laterals inspected if they buy or sell a property, build or remodel or increase the size of their water meter. If the lateral is found to be leaking or damaged, it must be repaired or replaced. The state should consider implementing this policy statewide.

Recommendation 18: State regulatory agencies should explore the beginnings of a new regulatory framework that incorporates adaptable baselines when defining a status quo as climate impacts mount.

With climate change what has happened historically will often be of little help in guiding regulatory actions. State regulations designed to preserve geographical or natural conditions that are no longer possible or no longer exist already are creating problems for special districts. Wastewater agencies, for example, face conflicting regulations as they divert more wastewater flows to water recycling for human needs and less to streams historically home to wildlife that may or may not continue to live there as the climate changes. While it is not easy for regulators to work with moving targets or baselines, climate change is an entirely new kind of status quo that requires an entirely new approach to regulation.

Recommendation 19: The California Special Districts Association, and special districts, as some of the closest-to-the-ground local governments in California, should step up public engagement on climate adaptation, and inform and support people and businesses to take actions that increase their individual and community-wide defenses.

Special districts are uniquely suited to communicate with and help prepare millions of Californians for the impacts of climate change. Nearly all have public affairs representatives increasingly skilled at reaching residents through newsletters, social media and public forums. District staff grapple constantly with new ways to increase their visibility. Many will find they can build powerful new levels of public trust by helping to prepare their communities for the uncertainty ahead.

Recommendation 20: The California Special Districts Association and special districts should lead efforts to seek and form regional partnerships to maximize climate adaptation resources and benefits.

Water, wastewater and flood control districts are already bringing numerous agencies to the table to pool money, brainpower and resources for big regional projects. The East Bay Municipal Utility District has arrangements with many Bay Area and Central Valley water agencies to identify and steer water to where it is most needed for routine demands and emergencies alike. The Metropolitan Water District and Sanitation Districts of Los Angeles County also increasingly pool their joint resources to steer more recycled water to groundwater recharge basins for dry years. Likewise, the Santa Clara Valley Water district and other state and federal agencies are collectively planning and funding 18 miles of levees to protect the region from sea level rise. These partnerships among special districts and other government agencies clearly hint at what will be increasingly necessary as climate impacts begin to mount.



**BOARD OF DIRECTORS
STAFF REPORT**

DATE: May 7, 2020
TO: Board of Directors
FROM: Clarence Mansell Jr., General Manager
SUBJECT: APPROVE AGREEMENT WITH CHAMBERLAYNEPR FOR ISSUES
 MANAGEMENT AND CRISIS COMMUNICATIONS

BACKGROUND:

The West Valley Water District Public Affairs Department conducted a Request for Qualifications (RFQ) for Issues Management and Crisis Communications. The RFQ was published on planetbids, an online bidding system utilized by public agencies that promotes best purchasing practices. Following the Water District's purchasing policy, the RFQ was published on April 24, 2020 and closed on May 4, 2020.

Media Relations

Over the past year, WVWD has received numerous unfavorable media inquiries and articles, which includes more than fifteen media inquiries and records requests per week. WVWD is committed to being transparent throughout the process and providing information requested by local publications and the public. However, the constant requests have created obstacles for the Water District to overcome. It is critical that we seek assistance from a public relations firm to assist our department in developing a communications strategy.

COVID-19 Pandemic

In addition, the Water District is currently in a local state of emergency due to the COVID-19 pandemic. During the time, the Water District has proactively communicated with ratepayers informing them of water treatment processes and ensuring them their tap water remains unaffected by the coronavirus. It is critical that the Water District provide ongoing strategic communications to ratepayers educating them on its high quality. The COVID-19 pandemic is ongoing and an end of the local state of emergency is unknown. Therefore, it would be in the best interest of the Water District to continue its ongoing strategic communications with ratepayers, however new tools and resources should be utilized.

State Controller's Audit

The State Controller's Office (SCO) has been performing an audit for the WVWD since July 2019. The Water District has been cooperating with the SCO throughout the process. The Water District management expects to receive the report and made public in the near future. Recognizing the ongoing media requests the public affairs department has received in the past year, the department is requesting assistance to ensure we remain transparent in responding to all inquiries from the media and public.

In addition, staff also acknowledges any findings included within the report will require implementation of recommendations. Some of these recommendations may include changes in policies or procedures. The Water District has already begun to address items by providing directives from the board of directors to executive management.

Organizational Restructuring

In recent months, the board of directors has begun reassessing the critical needs of the Water District. Specifically, in the external/public affairs department, the Water District recently completed an assessment of the overall department and communications of the Water District. The report includes recommendations to be implemented that will assist in streamlining messaging to our ratepayers.

The report also includes recommendations including reorganizing the department for its overall effectiveness. Prior to reorganizing the department, the report recommends new strategies and a plan to be approved by the board of directors. The organizational restructuring will be implemented on a wider scale to ensure the Water District is being fiscally responsible with ratepayer funds.

Ratepayer Communications

The WWWD needs to begin utilizing the external and internal newsletter platform to streamline messaging from the leadership of the Water District. In recent months, there have been significant adjustments to policies and practices; however, we have not been able to message that information to our ratepayers and employees through an effective tool. The newsletters will assist in better communicating how the Water District is improving transparency and fiscal accountability.

DISCUSSION:

During the open bidding process, there were eleven (11) prospective bidders/vendors. However, the Water District only received two (2) proposals. The public affairs manager reviewed the submitted proposals and determined that ChamberlaynePR scored an 86% and Mercury Public Affairs, LLC scored an 83%. The most significant discrepancy between the two proposals were project budget amounts. Mercury Public Affairs, LLC submitted a total project amount of \$502,800.00 (1,208 hours). ChamberlaynePR submitted a project minimum amount of \$90,000.00 (600 hours).

During an External Affairs Committee Special Meeting, staff recommended a contract for ChamberlaynePR. During the meeting, direction was provided to present the contract as not to exceed \$150,000.00 due to projected hours to assist in completion of Task Order #1.

FISCAL IMPACT:

N/A

STAFF RECOMMENDATION:

Staff recommends the board of directors approve the annual agreement with ChamberlaynePR not to exceed \$150,000.00. In addition, preapproved expenses will be reimbursed once documentation has been provided.

Respectfully Submitted,

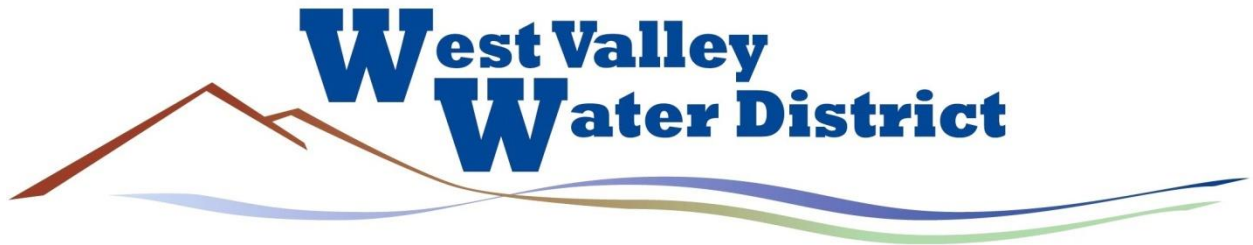
Clarence C. Mansell Jr.

Clarence Mansell Jr, General Manager

cm

ATTACHMENT(S):

1. ChamberlaynePR Contract



West Valley Water District

AGREEMENT FOR PROFESSIONAL SERVICES

With

Chamberlayne PR

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AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES (“Agreement”) effective as of this 7th day of May, 2020 (“Effective Date”) is by and between West Valley Water District (“District”) and ChamberalynePR (“Consultant”). The District and Consultant may be collectively referred to as the “Parties” and individually as a “Party.”

RECITALS

A. The Parties desire to enter into this Agreement for the purpose of setting forth the terms and conditions upon which Consultant shall provide certain services to District.

NOW, THEREFORE, THE PARTIES HEREBY AGREE AS FOLLOWS:

Section 1. Term of Agreement.

(a) Subject to subsection (b) below, the term of this Agreement will be for a period of one (1) year commencing on the Effective Date and terminating one (1) year after the Effective Date.

(b) This Agreement shall renew automatically for continuous one (1) year periods for no more than two (2) additional years, unless either Party, prior to the end of the existing one (1) year period, delivers written notice to the other Party, that the Agreement shall not be extended.

Section 2. Scope and Performance of Services.

2.1 (a) District may, from time to time, by written instructions from the general manager or assistant general manager of the District (“Authorized Representative”) issue task orders (“Task Orders”) to the Consultant. The Task Order shall be in such form and content as shall be set forth on Exhibit “A” attached hereto and by this reference incorporated herein. The Task Order shall set forth: (i) the scope of services to be performed by Consultant; (ii) the compensation to be paid to Consultant; and (iii) the time to complete the Task Order. The provisions of this Agreement shall apply to all such Task Orders.

(b) For each Task Order, Consultant shall confer, as requested, with District representatives to review progress of work elements, adherence to work schedule, coordination of work, scheduling of review and resolution of problems which may develop.

2.2 Consultant will furnish all of the labor, technical, administrative, professional and other personnel, all supplies and materials, equipment, printing,

vehicles, transportation, office space and facilities, and all tests, testing and analyses, calculation, and all other means whatsoever, except as otherwise expressly specified in this Agreement, necessary or proper to perform and complete the services required of Consultant under this Agreement.

- 2.3** Consultant's designated representative(s) who are authorized to act on its behalf and to make all decisions in connection with the performance of services under this Agreement are listed in Exhibit "B" attached hereto and by this reference incorporated herein ("Key Personnel").
- 2.4** Consultant represents and warrants that it has the qualifications, experience and facilities necessary to properly perform the services required under this Agreement in a thorough, competent and professional manner. Notwithstanding Section 3 below, in the event Consultant utilizes the services of subcontractors or sub-consultants, Consultant assumes sole and complete responsibility for the performance of the subcontractor or sub-consultant to the specifications provided hereunder for Consultant's work, and no adjustment will be made to Consultant's requirements under this Agreement for timely completion of services, complete performance of services, or delivery of products or deliverables in a timely fashion, and no adjustment will be made to performance deadlines, or compensation due to Consultant, due to or arising from issues Consultant may have with any subcontractor or sub-consultant. Consultant will at all times faithfully, competently and to the best of its ability, experience and talent, perform all services described in this Agreement. In meeting its obligations under this Agreement, Consultant shall employ, at a minimum, generally accepted standards and practices utilized by persons engaged in providing services similar to those required of Consultant under this Agreement.

Consultant warrants it will perform its engineering and design under the Task Order, as more particularly described in Exhibit A ("Task Order") in accordance with the current standards of care and diligence normally practiced by recognized engineering and design firms in performing services of a similar nature. Further, Consultant warrants that the engineering and design performed has been performed in accordance with the then current standards of care and diligence normally practiced by recognized engineering and design firms in performing services of a similar nature. If within one (1) year after substantial completion of the engineering and design work it is shown that there is an error in that work as a result of the Consultant's failure to meet those standards and the District has notified the Consultant in writing of any such error within that period, Consultant shall re-perform such engineering and design work within the original scope of such services, as may be necessary to remedy such error. All costs incurred by Consultant in performing such corrective services shall be the sole responsibility of the Consultant and such costs shall not be reimbursable in any way.

Section 3. Additional Services and Changes in Services

- 3.1 Consultant will not be compensated for any services rendered in connection with its performance of this Agreement that are in addition to or outside of those set forth in the Task Orders, unless such additional services are authorized in advance and in writing by District.
- 3.2 If Consultant believes that additional services are needed to complete a Task Order, Consultant will provide the Authorized Representative with written notification describing the proposed additional services, the reasons for such services, and a detailed proposal regarding cost.
- 3.3 District may order changes to a Task Order, consisting of additions, deletions, or other revisions, and the compensation to be paid Consultant will be adjusted accordingly. All such changes must be authorized in writing, and executed by Consultant and District. The cost or credit to District resulting from changes in a Task Order will be determined by the written agreement between the Parties.

Section 4. Familiarity with Services and Site.

- 4.1 By executing this Agreement, Consultant warrants that Consultant shall, prior to undertaking a Task Order:
 - (a) investigate and consider the services to be performed;
 - (b) carefully consider how and within what time frame the services should be performed;
 - (c) understand the facilities, difficulties, and restrictions attending performance of the services under a Task Order; and
 - (d) possesses all licenses required under local, state or federal law to perform the services contemplated by a Task Order, and maintain all required licenses during the performance of such Task Order.
- 4.2 If services involve work upon any site, Consultant warrants that Consultant has or will investigate the site and will be fully acquainted with the conditions there existing, before commencing its services under a Task Order. Should Consultant discover any latent or unknown conditions that may materially affect the performance of services, Consultant will immediately inform District of such fact and will not proceed except at Consultant's own risk until written instructions are received from the District.

Section 5. Compensation and Payment.

- 5.1 Subject to any limitations set forth in this Agreement, District agrees to pay Consultant the amounts shown in a Task Order.
- 5.2 Each month during the existence of a Task Order, Consultant shall furnish District with an original invoice for all services performed and expenses incurred during the preceding month in accordance with the fee schedule set forth in the Task Order. The invoice must detail charges by the following categories: labor (by subcategory), reimbursable costs, subcontractor contracts and miscellaneous expenses. The invoice must list, as applicable, the hours worked and hourly rates for each personnel category, the tasks performed, the percentage of the task completed during the billing period, the cumulative percentage completed for each task, and the total cost of the services.
- 5.3 District will independently review each invoice submitted by Consultant to determine whether the work performed and expenses incurred are in compliance with this Agreement. In the event that no charges or expenses are disputed, the invoice will be approved and paid. In the event any charges or expenses are disputed by District, the original invoice will be returned by District to Consultant for correction and resubmission.
- 5.4 Except as to any charges for work performed or expenses incurred by Consultant that are disputed by District, District will use its best efforts to cause Consultant to be paid within thirty (30) days of receipt of Consultant's invoice.
- 5.5 No payment or partial payment to Consultant shall constitute acceptance of any work completed by Consultant or waive any claims by the District for any reason whatsoever.

Section 6. Required Documentation Prior to Performance.

- 6.1 Consultant will not perform any services under this Agreement until:
 - (a) Consultant furnishes proof of insurance ("Insurance") as required under Exhibit "C" attached hereto and by this reference incorporated herein; and
 - (b) Consultant provides District with a Taxpayer Identification Number.
- 6.2 The District will have no obligation to pay for any services rendered by Consultant in advance of receiving written authorization to proceed for each Task Order, and Consultant acknowledges that any such services are at Consultant's own risk.

Section 7. Project Documents.

- 7.1 All original maps, models, designs, drawings, photographs, studies, surveys, reports, data, notes, computer programs, files and other documents (collectively, "Project Documents") prepared, developed or discovered by Consultant in the course of providing services under this Agreement will become the sole property of District and may be used, reused or otherwise disposed of by District without the permission of Consultant. Consultant will take such steps as are necessary to perfect or protect the ownership interest of District in such Project Documents. Upon completion, expiration or termination of this Agreement, Consultant shall turn over to District all such original Project Documents in its possession; provided, however, that Consultant may retain copies of Project Documents.
- 7.2 Except as necessary for the performance of services under this Agreement, no Project Documents prepared under this Agreement, will be released by Consultant to any other person or entity without District's prior written approval. All press releases, including graphic display information to be published, must be approved and distributed solely by District, unless otherwise agreed to in writing by District.

Section 8. Consultant's Books and Records.

- 8.1 Consultant shall maintain any and all documents and records demonstrating or relating to Consultant's performance of services under this Agreement. Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, or other documents or records evidencing or relating to work, services, expenditures and disbursements charged to District under this Agreement. Any and all such documents or records must be maintained in accordance with generally accepted accounting principles and must be sufficiently complete and detailed so as to permit an accurate evaluation of the services provided by Consultant under this Agreement. Any and all such documents or records must be maintained for three (3) years following the final payment for each Task Order.
- 8.2 Any and all records or documents required to be maintained by this section must be made available for inspection, audit and copying, at any time during regular business hours, upon written request by District or its designated representatives. Copies of such documents or records must be provided directly to District for inspection, audit and copying when it is practical to do so; otherwise, unless an alternative is mutually agreed upon, such documents and records must be made available at Consultant's address indicated for receipt of notices in this Agreement.

- 8.3** Where District has reason to believe that any of the documents or records required to be maintained by this section may be lost or discarded due to dissolution or termination of Consultant's business, District may, by written request, require that custody of such documents or records be given to a person or entity mutually agreed upon and that such documents and records thereafter be maintained by such person or entity at Consultant's expense. Access to such documents and records shall be granted to District, as well as to its successors-in-interest and authorized representatives.

Section 9. Status of Consultant.

- 9.1** Consultant is and will at all times remain a wholly independent contractor and not an officer or employee of District. Consultant has no authority to bind District in any manner, or to incur any obligation, debt or liability of any kind on behalf of or against District, whether by contract or otherwise, unless such authority is expressly conferred under this Agreement or is otherwise expressly conferred in writing by District.
- 9.2** The personnel performing the services under this Agreement on behalf of Consultant will at all times be under Consultant's exclusive direction and control. Neither District, nor any elected or appointed boards, officers, officials, employees or agents of District, will have control over the conduct of Consultant or any of Consultant's officers, subcontractors or sub-consultants, employees or agents, except as provided in this Agreement. Consultant warrants that it will not at any time or in any manner represent that Consultant or any of Consultant's officers, employees or agents are in any manner officials, officers, employees or agents of District.
- 9.3** Neither Consultant, nor any of Consultant's officers, employees or agents, will obtain any rights to retirement, health care or any other benefits which may otherwise accrue to District's employees. Consultant expressly waives any claim to any such rights or benefits.

Section 10. Compliance with Applicable Laws.

Consultant shall keep itself informed of and comply with all applicable federal, state and local laws, statutes, codes, ordinances, regulations and rules in effect during the term of this Agreement.

Section 11. Conflicts of Interest.

Consultant covenants that neither Consultant, nor any officer, principal nor employee of its firm, has or will acquire any interest, directly or indirectly, that would conflict in any manner with the interests of District or that would in any way hinder Consultant's performance of services under this Agreement. Consultant further covenants that neither Consultant, nor any officer, principal or employee of its firm will make, participate in the making, or in any way attempt to use the position of Consultant to influence any decision of the District in which Consultant knows or has reason to know that Consultant, or any officer, principal or employee of Consultant has a financial interest as defined in Government Code section 87103.

Section 12. Confidential Information; Release of Information.

- 12.1** All information gained or work product produced by Consultant in performance of this Agreement will be considered confidential to the full extent permitted by law, unless such information is in the public domain or already known to Consultant. Consultant shall not release or disclose any such information or work product to persons or entities other than District without prior written authorization from an Authorized Representative, except as may be required by law.
- 12.2** Consultant, its officers, employees, or agents, shall not, without prior written authorization from an Authorized Representative or unless requested by the District counsel, voluntarily provide declarations, letters of support, testimony at depositions, response to interrogatories or other information concerning the work performed under this Agreement. Response to a subpoena or court order will not be considered "voluntary" provided Consultant gives District notice of such court order or subpoena.
- 12.3** If Consultant, or any officer, employee, or agent of Consultant, provides any information or work product (including Project Documents) in violation of this Agreement, then District shall have the right to reimbursement and indemnity from Consultant for any damages, costs and fees, including attorneys' fees related to any unauthorized disclosure by consultant or, caused by or incurred as a result of Consultant's conduct.
- 12.4** Consultant shall promptly notify District should, Consultant, its officers, employees, or agents be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions or other discovery request, court order or subpoena from any party regarding this Agreement and the services performed under this Agreement. District retains the right, but has no obligation, to represent Consultant or be present at any deposition, hearing or similar proceeding. Consultant agrees to cooperate fully with District and to provide District with the opportunity to review any response to discovery requests provided by

Consultant. However, this right to review any such response does not imply or mean the right by District to control, direct, or rewrite such response.

Section 13. Indemnification.

Consultant covenants and agrees that, during the term of this Agreement, any injury suffered as a result of Consultant's services shall be the sole responsibility of Consultant and its successors and assigns and District shall not be liable to Consultant, or any other person or persons whatsoever for any such injury, loss or damage to persons or property unless caused by the negligence or intentional acts of District or its Representatives (as solely defined below). Consultant shall defend, indemnify and hold District, its officers, directors and Representatives ("District Indemnitees") harmless from and against any and all claims, costs, liabilities, debts, demands, suits, actions, causes of action, obligations, proceedings, damages, judgments, liens and expenses of whatever nature, including attorneys' fees and disbursements (collectively, "Claims") which may be made against the District Indemnitees arising out of or in connection with (a) the retention by District of Consultant's services; (b) the performance of or failure to perform, the work covered by this Agreement which is caused or occasioned by any act, action, neglect on the part of Consultant, or its Representatives, in the performance of this Agreement and the work to be done under this Agreement; (c) the death and/or injury to any person or damage to any property (real or personal) and/or economic loss which may be caused or is claimed to have been caused, by the negligence, act or omission of Consultant or its Representatives or its or their property; (d) any violation or alleged violation by Consultant of any law or regulation now or hereafter enacted; and (e) any breach by Consultant of its obligations under this Agreement. The foregoing indemnity shall not apply to the extent any such Claims are ultimately established by a court of competent jurisdiction to have been caused by the negligence or willful misconduct of the District Indemnitees or any of them. District shall make all decisions with respect to its representation in any legal proceeding concerning this section. If Consultant fails to do so, District shall have the right, but not the obligation, to defend the same and charge all of the direct or incidental Claims of such defense, including attorneys' fees and costs, to Consultant and to recover the same from Consultant. The term "Representatives" shall mean employees, representatives, agents, contractors, subcontractors or any other persons directly or indirectly employed by any one of the foregoing or reasonably under the control of any of the foregoing or for whose acts any of the foregoing may be liable.

Section 14. Insurance.

Consultant agrees to obtain and maintain in full force and effect during the term of this Agreement the Insurance coverages listed in Exhibit "C." All Insurance policies

shall be subject to approval by District as to form and content. These requirements are subject to amendment or waiver if so approved in writing by an Authorized Representative.

Section 15. Assignment.

- 15.1** The expertise and experience of Consultant are material considerations for this Agreement. District has an interest in the qualifications of and capability of the persons and entities that will fulfill the duties and obligations imposed upon Consultant under this Agreement. Consultant may not assign or transfer this Agreement or any portion of this Agreement or the performance of any of Consultant's duties or obligations under this Agreement without the prior written consent of District. The District can withhold its approval/consent in its sole and absolute discretion. Any attempted assignment will be null and void, and will constitute a material breach of this Agreement entitling District to any and all remedies at law or in equity, including summary termination of this Agreement.
- 15.2** Consultant must obtain District's prior written approval before utilizing any subcontractors to perform any services under this Agreement, which approval may be withheld in District's sole and absolute discretion. This written approval must include the identity of the subcontractor and the terms of compensation. Approval by District does not imply any agreement to or endorsement by the District as to the competency or capability of any proposed subcontractor or sub-consultant, and District reserves any and all rights against both Consultant and such subcontractor or sub-consultant, for any failure to perform or other breach of any of the provisions of this Agreement, or the standards of performance defined herein, and no waiver is intended or to be implied by District's approval of any subcontractor or sub-consultant.

Section 16. Termination of Agreement.

- 16.1** District may terminate this Agreement, with or without cause, at any time by written notice of termination to Consultant. In the event such notice is given, Consultant shall cease immediately all work in progress.
- 16.2** Upon termination of this Agreement, all property belonging exclusively to District which is in Consultant's possession must be returned to District. Consultant shall promptly deliver to District a final invoice for all outstanding services performed and expenses incurred by Consultant as of the date of termination. Compensation for work in progress not based on an hourly rate will be prorated based on the percentage of work completed as of the date of termination.

- 16.3** Consultant acknowledges District's right to terminate this Agreement as provided in this section, and hereby waives any and all claims for damages that might otherwise arise from District's termination of this Agreement.

Section 17. Notices.

- 17.1** All written notices required or permitted to be given under this Agreement will be deemed made when received by the other Party at its respective address as follows:

To District: West Valley Water District
 855 West Base Line Road
 P. O. Box 920
 Rialto, CA 92377
 Attention: Clarence C. Mansell, Jr.
 General Manager

(Tel.) 909-875-1804
 (Fax) 909-875-1849

To Consultant: ChamberlaynePR
 550 Front Street, Suite 702
 San Diego, CA
 92101
 (202) 302-7612
 charles@chamberlaynePR.com

**** Please send all invoices by:**

Email: apinvoices@wvwd.org

or

*Mail: West Valley Water District
 Accounts Payable
 P.O. Box 190
 Rialto, CA 92377*

- 17.2** Notice will be deemed effective on the date personally delivered or transmitted by facsimile. If the notice is mailed, notice will be deemed given three (3) days after deposit of the same in the custody of the United States

Postal Service, postage prepaid, for first class delivery, or upon delivery if using a major courier service with tracking capabilities.

- 17.3 Any Party may change its notice information by giving notice to the other Party in compliance with this section.

Section 18. General Provisions.

- 18.1 **Authority to Execute.** Each Party represents and warrants that all necessary action has been taken by such Party to authorize the undersigned to execute this Agreement and to bind it to the performance of its obligations hereunder.
- 18.2 **Binding Effect.** Subject to Section 15, this Agreement is binding upon the heirs, executors, administrators, successors and assigns of the Parties, including any subcontractors or sub-consultants of Consultant.
- 18.3 **Entire Agreement.** This Agreement, including the attached Exhibits "A" through "C," is the entire, complete, final and exclusive expression of the Parties with respect to the matters addressed in this Agreement and supersedes all other agreements or understandings, whether oral or written, between Consultant and District prior to the execution of this Agreement.
- 18.4 **Modification of Agreement.** No amendment to or modification of this Agreement will be valid unless made in writing and approved by Consultant and approved in writing by the Board of Directors of the District, or in writing by the General Manager, if such power has been delegated to General Manager. The Parties agree that this requirement for written modifications cannot be waived and that any attempted waiver will be void.
- 18.5 **Facsimile Signatures.** Amendments to this Agreement will be considered executed when the signature of a Party is delivered by facsimile transmission. Such facsimile signature will have the same effect as an original signature.
- 18.6 **Waiver.** Waiver by any Party to this Agreement of any term, condition, or covenant of this Agreement will not constitute a waiver of any other term, condition, or covenant. Waiver by any Party of any breach of the provisions of this Agreement will not constitute a waiver of any other provision, or a waiver of any subsequent breach or violation of any provision of this Agreement. Acceptance by District of any services by Consultant will not constitute a waiver of any of the provisions of this Agreement.
- 18.7 **Interpretation.** This Agreement will be interpreted, construed and governed according to the laws of the State of California. Each Party has had the opportunity to review this Agreement with legal counsel. The Agreement will be construed simply, as a whole, and in accordance with its

fair meaning, and without resort to rules regarding draftsmanship. It will not be interpreted strictly for or against either Party.

- 18.8 Severability.** If any provision of this Agreement shall be ruled invalid, illegal or unenforceable, the Parties shall: (a) promptly negotiate a substitute for the provisions which shall to the greatest extent legally permissible, effect the intent of the Parties in the invalid, illegal or unenforceable provision, and (b) negotiate such changes in, substitutions for or additions to the remaining provisions of this Agreement as may be necessary in addition to and in conjunction with subsection (a) above to give effect to the intent of the Parties without the invalid, illegal or unenforceable provision. To the extent the Parties are unable to negotiate such changes, substitutions or additions as set forth in the preceding sentence, and the intent of the Parties with respect to the essential terms of the Agreement may be carried out without the invalid, illegal or unenforceable provisions, the balance of this Agreement shall not be affected, and this Agreement shall be construed and enforced as if the invalid, illegal or unenforceable provisions did not exist.
- 18.9 Venue.** The Parties agree any action or proceeding to enforce or relating to this Agreement shall be brought exclusively in the federal court located in Riverside County, California or state court located in San Bernardino County, California and the Parties hereto consent to the exercise of personal jurisdiction over them by such courts for purposes of any such action or proceeding.
- 18.10 Disputes.** If any disputes should arise between the Parties concerning the work to be done under this Agreement, the payments to be made, or the manner of accomplishment of the work, Consultant shall nevertheless proceed to perform the work as directed by District pending settlement of the dispute.
- 18.11 Cooperation.** Consultant shall cooperate in the performance of work with District and all other agents.
- 18.12 Time of Essence.** Time shall be of the essence as to all dates and times of performance contained in this Agreement.
- 18.13 Counterparts.** This Agreement may be signed and delivered in any number of counter parts, each of which, when signed and delivered, shall be an original, but all of which shall together constitute one and the same Agreement.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed effective as of the day and year first above written.

DISTRICT:

**WEST VALLEY WATER DISTRICT,
a public agency of the State of California**

By _____
Clarence C. Mansell, Jr., General Manager

By _____
Peggy Asche, Acting Board Secretary

APPROVED AS TO FORM:

TAFOYA LAW GROUP, APC

By _____
Robert Tafoya

CONSULTANT:

By _____

Name Charles Chamberlayne

Its _____

EXHIBIT A
TASK ORDER

TASK ORDER NO. 1

This Task Order ("Task Order") is executed this 7th day of May , 2020 by and between West Valley Water District, a public agency of the State of California ("District") and ChamberlaynePR ("Consultant").

RECITALS

- A. On or about May 7 , 2020 District and Consultant executed that certain Agreement for Professional Services ("Agreement").
- B. The Agreement provides that the District will issue Task Orders from time to time, for the provision of certain services by Consultant.
- C. Pursuant to the Agreement, District and Consultant desire to enter into this Task Order for the purpose of setting forth the terms and conditions upon which Consultant shall render certain services to the District.

NOW, THEREFORE, THE PARTIES HERETO HEREBY AGREE AS FOLLOWS:

1. Consultant agrees to perform the services set forth on Exhibit "1" attached hereto and by this reference incorporated herein.
2. Subject to any limitations in the Agreement, District shall pay to Consultant the amounts specified in Exhibit "2" attached hereto and by this reference incorporated herein. The total compensation, including reimbursement for actual expenses, may not exceed the amount set forth in Exhibit "2," unless additional compensation is approved in writing by the District.
3. Consultant shall perform the services described in Exhibit "1" in accordance with the schedule set forth in Exhibit "3" attached hereto and by this reference incorporated herein. Consultant shall commence work immediately upon receipt of a notice to proceed from the District. District will have no obligation to pay for any services rendered by Consultant in advance of receipt of the notice to proceed, and Consultant acknowledges that any such services are at Consultant's own risk.
4. The provisions of the Agreement shall apply to this Task Order. As such, the terms and conditions of the Agreement are hereby incorporated herein by this reference.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties have caused this Task Order to be executed effective as of the day and year first above written.

DISTRICT:

**WEST VALLEY WATER DISTRICT,
a public agency of the State of California**

Clarence C. Mansell Jr., General Manager

Peggy Asche, Acting Board Secretary

CONSULTANT:

Charles Chamberlayne_____

By_____

Name_____

Its_____

By_____

Name_____

Its_____

EXHIBIT “1”
TO
TASK ORDER NO. 1

SCOPE OF SERVICES

ChamberlaynePR will work hand-in-hand with WVWD leadership and staff to efficiently execute and implement the strategic plan (listed in viii). To accomplish this, ChamberlaynePR may:

- perform additional research.
- assemble the strategic plan.
- identify the best internal resources/staff.
- identify contacts, contact lists and a contact management system.
- refining and enhancing existing communications.
- provide ongoing day-to-day communications and operations.
- run tests, check performance and provide analytics.

EXHIBIT "2"
TO
TASK ORDER NO. 1

COMPENSATION

ChamberlaynePR will bill the "District" at a rate of \$150.00 per hour with a minimum of 50 hours per month. The contract is not to exceed \$150,000.00 annually. In addition, the "District" will reimburse the "consultant" for preapproved expenses upon providing documentation.

EXHIBIT “3”**TO****TASK ORDER NO. 1****SCHEDULE**

Phase I: Gather Information & Create Strategic Plan (Projected Timeframe: May – June 2020)

Phase II: Establish Strong Infrastructure and Tools (Projected Timeframe: June – August 2020)

Phase III: Continue to Provide Communications Expertise and Support (Projected Timeframe: September – December 2020)

Phase IV: Provide Results (Projected Timeframe: January – April 2021)

(The projected timeline is provided on the material expectation that WVWD provides ChamberlaynePR with all of the information necessary for ChamberlaynePR to create and execute a strategic communications plan and prepare the relevant materials. In the event that WVWD does not provide ChamberlaynePR with the required information in a timely and comprehensive manner, the above timeline will adjust accordingly to reflect any the delays in the receipt of such information.)

EXHIBIT B**KEY PERSONNEL**

Consultant's designated representative(s) who are authorized to act on its behalf and to make all decisions in connection with the performance of services under this Agreement are:

Charles Chamberlayne

EXHIBIT C
INSURANCE

INSURANCE

A. **General Requirements.** Before commencing the performance of services under this Agreement, and at all other times this Agreement is effective, Consultant must procure and maintain the following types of insurance with coverage limits complying, at a minimum, with the limits set forth below:

<u>Type of Insurance</u>	<u>Limits (combined single)</u>
Commercial General Liability:	\$1,000,000
Business Automobile Liability	\$1,000,000
Professional Liability	\$1,000,000
Workers Compensation	Statutory Requirement

B. **Commercial General Liability Insurance.** The amount of insurance set forth above must be a combined single limit per occurrence for bodily injury, personal injury, and property damage for the policy coverage. The insurance must be on an “occurrence” not a “claims made” basis.

C. **Business Automobile Insurance.** Automobile coverage must be written on forms subject to the written approval of District.

D. **Professional Liability Insurance.** This coverage must be on an “occurrence” basis, including coverage for contractual liability. The Professional Liability Insurance required by this Agreement must be endorsed to be applicable to claims based upon, arising out of or related to services performed under this Agreement.

E. **Workers Compensation.** Consultant must have a State of California approved policy form providing the statutory benefits required by law with employer’s liability limits of no less than \$1,000,000 per accident for all covered losses, or Consultant must provide evidence of an approved self-insurance program.

F. **Additional Insureds.** Each Commercial General Liability Insurance policy and Business Auto Insurance policy must provide that the District, its officials, officers, employees, agents and volunteers are “additional insureds” under the terms of the policy, and must provide that an act or omission of one the insureds will not reduce or avoid coverage to the other insureds.

G. **Deductibles and Self-Insured Retention.** Any deductibles or self-insured retentions applicable to the insurance policies required under this Agreement must be declared to and approved by District. In no event may any required insurance policy have a deductible, self-insured retention or other similar policy provision in excess of \$50,000 without prior written approval by District in its sole discretion. At the option of District, either the insurer will reduce or eliminate such deductibles or self-insured retentions with respect to the District’s additional insureds or Consultant will procure a bond guaranteeing payment of any losses, damages, expenses, costs or settlements up to the amount of such deductibles or self-insured retentions.

- H. **Primary Insurance.** Each of the insurance policies maintained by Consultant under this Agreement must state that such insurance will be deemed “primary” so that any insurance that may be carried by District will be deemed excess to that of Consultant. This endorsement must be reflected on forms as determined by District.
- I. **Certificates of Insurance and Endorsements.** Prior to commencing any services under this Agreement, Consultant must file with the District certificates of insurance and endorsements evidencing the existence of all insurance required by this Agreement, along with such other evidence of insurance or copies of policies as may reasonably be required by District. These certificates of insurance and endorsements must be in a form approved by the Legal Counsel. Consultant must maintain current certificates and endorsements on file with District during the term of this Agreement reflecting the existence of all required insurance. Each of the certificates must expressly provide that no material change in the policy, or termination thereof, will be effective except upon 30 days’ prior written notice to District by certified mail, return receipt requested. The delivery to District of any certificates of insurance or endorsements that do not comply with the requirements of this Agreement will not waive the District’s right to require compliance.
- J. **Insurance Rating.** All insurance required to be maintained by Consultant under this Agreement must be issued by companies licensed by or admitted to conduct insurance business in the State of California by the California Department of Insurance and must have a rating of A or better and Class VII or better by the latest edition of A.M. Best’s Key Rating Guide.
- K. **Aggregate Limits.** The aggregate limits for each insurance policy required under this Agreement must apply separately and solely to the services performed under this Agreement. If the required policies do not have an endorsement providing that the aggregate limit applies separately to the services being performed, or if defense costs are included in the aggregate limit, then the required aggregate limits must be increased to an amount satisfactory to District.
- L. **Waiver of Subrogation Rights.** Consultant and each insurer providing any insurance required by this Agreement must waive all rights of subrogation against District, its officials, officers, employees, agents and volunteers, and each insurer must issue a certificate to the District evidencing this waiver of subrogation rights.
- M. **Failure to Maintain Required Insurance.** If Consultant, for any reason, fails to obtain and maintain the insurance required by this Agreement, District may obtain such coverage at Consultant’s expense and deduct the cost of such insurance from payments due to Consultant under this Agreement or may terminate the Agreement.
- N. **Effect of Coverage.** The existence of the required insurance coverage under this Agreement shall not be deemed to satisfy or limit Consultant’s indemnity obligations under this Agreement. Consultant acknowledges that the insurance coverage and policy limits set forth in this Agreement constitute the minimum coverage and policy limits required. Any insurance proceeds available to District

in excess of the limits and coverage required by this Agreement, and which is applicable to a given loss, must be made available to District to compensate it for such losses.

Public Records Request Policy

Purpose

To establish District policy and guidelines concerning accessibility of District records.

Background

In enacting the California Public Records Act, the State Legislature declared that access to information concerning the conduct of the people's business is a fundamental and necessary right of every person in this state.

- A. The term "District" shall mean West Valley Water District.
- B. The term "public records" includes any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by the District regardless of physical form or characteristics.
- C. The term "writing" means handwriting, typewriting, printing, photo-stating, photographing, photocopying, electronic mail, facsimile, and every other means of recording upon any form of communication or representation, including letters, words, pictures, sounds, symbols, or combination thereof and all papers, maps magnetic or paper tapes, photographic films and prints, magnetic or punch cards, discs, drums and other documents regardless of the manner in which the record has been stored.
- D. The term "person" includes any natural person, corporation, partnership, limited liability company, firm or association.
- E. The term "requester" shall mean a person, or representative of a person, who has submitted a request for records to the District by mail, fax, e-mail, telephone or in person. Policy Public records of the West Valley Water District ("District") shall be open to inspection during normal office hours at the District's headquarters located at 855 W. Base Line Road, Rialto, California. "Public Records" are all records of the District retained in the ordinary course of District business except those specifically exempted by law.

Procedure

- A. Any person requesting to inspect any public record shall identify the specific records to be inspected. The District shall, in accordance with Government Code Section 6253.1, to the extent possible, upon request, the District will assist the member of the public in making a focused and effective request that describes an identifiable record or records to the extent reasonable.

- B. Any person may obtain a copy of any identifiable public record unless exempt from public disclosure. The District encourages members of the public to submit all records requests in writing to the District's office, preferably using the Public Record Request attached as Exhibit "A" to this policy. Records requests from the public shall be submitted to the District Clerk or Board Secretary. Records requests and inquiries from the media shall be submitted to the Public Affairs Manager. Written requests reduce any misunderstandings between the requester and the District's staff, which allows District's staff to respond to records requests in a timely manner and with greater efficiency. However, the District will not deny a request for records solely because it is not submitted in writing.
- C. The requester should specify the records to be inspected/copied with sufficient detail to enable the District to identify the particular records. If the request seems ambiguous or unfocused, District staff will make a reasonable effort to obtain additional clarifying information from the requester that will help identify the record or records. Upon request, an exact copy shall be provided unless impracticable to do so.
- D. Notice of Decision ("NOD"): Within ten (10) calendar days from receipt of such request, the District Clerk or designee shall determine whether the request, in whole or in part, seeks copies of disclosable public records in the possession of the agency and shall promptly notify the person making the request of the determination and the reasons thereof. If the Board Secretary is uncertain whether the record is exempt from disclosure under the California Public Records Act or whether, given the facts of the particular case, the public interest served by not making the record public clearly outweighs the public interest served by disclosure of the record, the Board Secretary shall consult with legal counsel for the District during this initial 10-day period. In unusual circumstances, the time limit for providing the determination on a records request may be extended by "Notice of Extension" to the person making the request, setting forth the reasons for the extension and the date on which a determination is expected to be provided. Any extension of time will not last more than fourteen (14) calendar days. A response to a written request for inspection or copies of public records that includes a determination that the request is denied, in whole or in part, shall be in writing.
- E. Unusual circumstances means the following, but only to the extent reasonably necessary to the proper processing of the particular request:
- a. The need to search for and collect the requested records from field facilities or other establishments that are separate from the office processing the request.
 - b. The need to search for, collect, and appropriately examine a voluminous amount of separate and distinct records that are demanded in a single request.
 - c. The need for consultation, which shall be conducted with all practicable speed, with another agency having substantial interest in the determination of

the request or among two or more components of the agency having substantial subject matter interest therein.

- F. Should any request for public records contain exempt information including, but not limited to that listed under Government Code sections 6253.5 and 6254, any portion that can reasonably be segregated of such record shall be provided to any person requesting such record after deletion of the portions which are exempt from disclosure by law.
- G. Inspections of public records shall be made only at the District office, and no document shall be removed from the District's premises. A representative of the District will be present during the inspection of any records.
- H. The public records policy of the District shall at all times be subject to the California Public Records Act ("Act") as it may be amended from time to time, and if there is any conflict between the Act and this policy, the Act shall prevail.
- I. In addition to maintaining public records for public inspection during office hours, the District may comply with a request by posting any public record on its Internet Website and direct a member of the public to the location on the Internet Website where the public record is posted. However, if the member of the public requests a copy of the public record due to an inability to access or reproduce the public record from the Internet Website, the District shall promptly provide a copy of the public record.

Production of Records Requests and Fees

Upon any request for a copy of public records which reasonably describes an identifiable record or information produced therefrom and which is not otherwise exempt from disclosure, the District shall make the records available in a reasonable amount of time after the NOD is issued to any person upon payment of fees covering the direct cost of duplication (see District Copy Cost Schedule). Upon request, an exact copy shall be provided unless impracticable to do so.

District Copy Cost Schedule

- A. Requested documents can be viewed at the West Valley Water District's office at no charge.
- B. A request for a copy of an identifiable written public record or information produced therefrom, or a certified copy of such record, shall be accompanied by payment of a fee in the amount of ten cents (\$0.25) per page.
- C. Reproduction of blueprints, maps and similar documents will be provided by the District as follows: Fees for blueprints, maps, oversized (2x3) documents and similar

products that the District can reproduce will be charged three dollars and fifty cents (\$3.50) per page. A deposit may be required for copying a large volume of material.

- D. Requests for digital records and data which already exists can usually be met with a minimal charge of \$3.75 per disk/flash drive and \$0.25 per page.

DRAFT

LEAL • TREJO
 ATTORNEYS AT LAW
 A PROFESSIONAL CORPORATION

H. FRANCISCO LEAL
 WILLIAM J. TREJO
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3767 WORSHAM AVENUE
 LONG BEACH, CALIFORNIA 90808
 (213) 628-0808
 FAX (213) 628-0818
 WWW.LEAL-LAW.COM

April 20, 2020

Roberto Manuel Nacionales Tafoya
 General Counsel
 West Valley Water District
 316 W. 2nd Street, Suite 1000
 Los Angeles, CA 90012

Re: **Professional Services Rendered through February 2020 for
 West Valley Water District – Expense Legal matters.**

Dear Mr. Nacionales Tafoya:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Expense	Inv. No. 17955	\$ 1,057.41
----------------	-----------------------	--------------------

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC



H. Francisco Leal

HFL/meg
 Enclosures

LEAL • TREJO
 ATTORNEYS AT LAW
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April 20, 2020

Clarence Mansell
 General Manager
 West Valley Water District
 855 W. Base Line Road
 Rialto, CA 92376

Re: **Professional Services Rendered through February 2020 for
 West Valley Water District – Qui Tam Litigation Legal matters.**

Dear Mr. Mansell:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Qui Tam Litigation Inv. No. 17956 \$ 17,195.00

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC


 H. Francisco Leal

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March 17, 2020

Roberto Manuel Nacionales Tafoya
 General Counsel
 West Valley Water District
 316 W. 2nd Street, Suite 1000
 Los Angeles, CA 90012

**Re: Professional Services Rendered through January 2020 for
West Valley Water District – Expense Legal matters.**

Dear Mr. Nacionales Tafoya:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Expense	Inv. No. 17888	\$ 3,465.04
----------------	-----------------------	--------------------

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC


 H. Francisco Leal

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March 17, 2020

Roberto Manuel Nacionales Tafoya
 General Counsel
 West Valley Water District
 316 W. 2nd Street Suite 1000
 Los Angeles, CA 90012

**Re: Professional Services Rendered through January 2020 for
West Valley Water District – Personnel re: Mansell Legal matters.**

Dear Mr. Tafoya:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Personnel re: Mansell Inv. No. 17832 \$ 1,157.50

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC


 H. Francisco Leal

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March 17, 2020

Clarence Mansell
 General Manager
 West Valley Water District
 855 W. Base Line Road
 Rialto, CA 92376

**Re: Professional Services Rendered through January 2020 for
West Valley Water District – Qui Tam Litigation Legal matters.**

Dear Mr. Mansell:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Qui Tam Litigation Inv. No. 17934 \$ 40,545.00

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC


 H. Francisco Leal

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 Enclosures

LEAL • TREJO
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 WWW.LEAL-LAW.COM

February 7, 2020

Roberto Manuel Nacionales Tafoya
 General Counsel
 West Valley Water District
 316 W. 2nd Street, Suite 1000
 Los Angeles, CA 90012

**Re: Professional Services Rendered through December 2019 for
West Valley Water District – Expense Legal matters.**

Dear Mr. Nacionales Tafoya:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Expense	Inv. No. 17862	\$ 170.50
----------------	-----------------------	------------------

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC



H. Francisco Leal

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February 7, 2020

Clarence Mansell
General Manager
West Valley Water District
855 W. Base Line Road
Rialto, CA 92376

**Re: Professional Services Rendered through December 2019 for
West Valley Water District – Qui Tam Litigation Legal matters.**

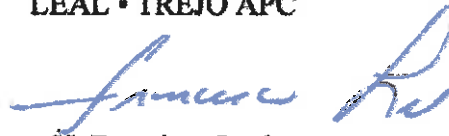
Dear Mr. Mansell:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Qui Tam Litigation Inv. No. 17863 \$ 28,670.00

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
LEAL • TREJO APC



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WWW.LEAL-LAW.COM

February 6, 2020

Roberto Manuel Nacionales Tafoya
General Counsel
West Valley Water District
316 W. 2nd Street, Suite 1000
Los Angeles, CA 90012

**Re: Professional Services Rendered through November 2019 for
West Valley Water District – Expense Legal matters.**

Dear Mr. Nacionales Tafoya:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Expense	Inv. No. 17833	\$ 4,155.02
----------------	-----------------------	--------------------

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
LEAL • TREJO APC

H. Francisco Leal

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 A PROFESSIONAL CORPORATION

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 WWW.LEAL-LAW.COM

February 6, 2020

Clarence Mansell
 General Manager
 West Valley Water District
 855 W. Base Line Road
 Rialto, CA 92376

**Re: Professional Services Rendered through November 2019 for
West Valley Water District -- Qui Tam Litigation Legal matters.**

Dear Mr. Mansell:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Qui Tam Litigation Inv. No. 17834 \$ 29,845.00

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC


 H. Francisco Leal

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 WWW.LEAL-LAW.COM

August 7, 2019

Clarence Mansell
 General Manager
 West Valley Water District
 855 W. Base Line Road
 Rialto, CA 92376

Re: **Professional Services Rendered through June 2019 for
 West Valley Water District – Expense Legal matters.**

Dear Mr. Mansell:

Enclosed is the statements for general legal services rendered by Leal • Trejo APC under our agreement for services with the Water District. Please find below a summary of the statements submitted to you for review and payment.

Consultant Expense	Inv. No. 17657	\$ 7,500.00
---------------------------	-----------------------	--------------------

Kindly make your check payable to Leal • Trejo APC, forwarding the same directly to the undersigned. Should you have any questions, please feel free to contact our office.

Very truly yours,
 LEAL • TREJO APC

H. Francisco Leal

HFL/meg
 Enclosures



ALBRIGHT, YEE & SCHMIT, APC

707 Wilshire Boulevard, Suite 3600
Los Angeles, California 90017-3442
(213) 833-1700
Fax: (213) 833-1710
alex.albright@ayslaw.com
www.ayslaw.com

Law Firm's Invoice # 26313
Date: 04/20/2020

West Valley Water District
ATTN: Ms. Crystal Escalera (Board Secretary)

WVWD - Litchfield v. WVWD (1092.06)
In Reference to: Litchfield v. WVWD (1092.06)

Detailed Statement of Account:

Current Invoice

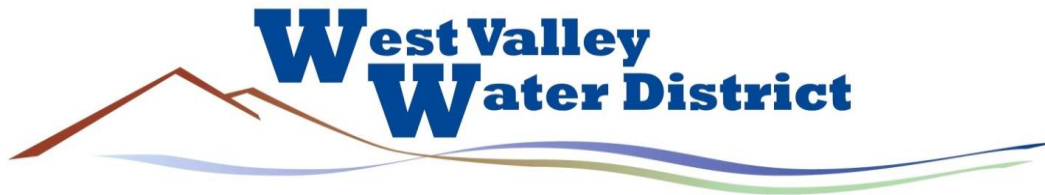
Invoice Number	Amount Due	Payments Recieved	Balance Due
26313	\$1,868.50	\$0.00	\$1,868.50

Payment is due upon receipt

Make check payable to: ALBRIGHT, YEE & SCHMIT, APC

We also accept payment by credit card. Please contact our office for card authorization: (213) 833-1700

Taxpayer ID #37-1779958



**BOARD OF DIRECTORS
STAFF REPORT**

DATE: May 7, 2020
TO: Board of Directors
FROM: Clarence Mansell Jr., General Manager
SUBJECT: CONSIDER APPROVAL OF THE CACTUS BASINS WATER SPREADING AGREEMENT WITH SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT

BACKGROUND:

In May 2016, the West Valley Water District (District) and the San Bernardino County Flood Control District (SBCFCD) executed an agreement permitting the spreading of water in Cactus Basin No. 2 to support the District's Groundwater Treatment project. The agreement allows up to 800 acre feet to be discharged annually until May 24, 2021.

The District is responsible for obtaining regulatory permits from the California Department of Fish and Wildlife, Army Corps of Engineers, and Regional Water Quality Control Board and performing all maintenance activities related to District's water spreading activities, including, but not limited to, controlling any and all vectors and vegetation that may occur either directly or indirectly due to the District's water spreading operation in Cactus Basin No. 2.

DISCUSSION:

District staff has worked diligently with San Bernardino Valley Municipal Water District (Valley District) staff to develop the draft Cactus Basins Water Spreading Agreement attached as **Exhibit A**. The objective of the agreement is to identify a cooperative path forward to obtain long-term maintenance permits for the Cactus Basin No. 2, as required by SBCFCD. Maintenance permits for this basin will require compensatory mitigation to offset the loss of wetland and riparian habitat that has developed within the basin. The Term Sheet as **Exhibit B** includes the preliminary and non-binding terms of subsequent negotiations toward an agreement between the parties.

FISCAL IMPACT:

The mitigation project cost currently estimated to be approximately \$210,000. United Technology Corporation is willing to reimburse the District up to \$100,000 associated with permitting the discharge. The District is responsible for \$110,000.

STAFF RECOMMENDATION:

Staff recommends that the Board of Directors approve the Cactus Basins Water Spreading

Agreement with San Bernardino Valley Municipal Water District.

Respectfully Submitted,



Clarence Mansell Jr, General Manager

CM;jc

ATTACHMENT(S):

1. Exhibit A - Cactus Basins Water Spreading Agreement
2. Exhibit B - Term Sheet

EXHIBIT A

CACTUS BASINS WATER SPREADING AGREEMENT

This CACTUS BASINS WATER SPREADING AGREEMENT (“**Agreement**”) is entered into and effective this ___ day of _____, 2020 by and among San Bernardino Municipal Valley Municipal Water District (SBVMWD) and West Valley Water District (WVWD), each of which is referred to as a “Party” and, collectively the “Parties” for the purpose of coordinating the development and implementation of water spreading management activities in the Cactus Basins.

AGREEMENT

In consideration of the matters recited and the mutual promises, covenants, and conditions set forth in this Agreement, the Parties hereby agree as follows:

1. DEFINITIONS

1.1 Definitions. In addition to the terms that may be defined elsewhere in this Agreement, the following terms when used in this Agreement shall be defined as follows:

1.1.1 “**Agreement**” means this Cactus Basins Water Spreading Agreement.

1.1.2 “**Effective Date**” shall mean the date the Parties approve of and enter into the Agreement.

2. TERM

2.1 This agreement shall become operative on the Effective Date.

3. PURPOSE OF THE AGREEMENT

The objective of this agreement is to create a cooperative path forward to obtain long-term maintenance permits for the Cactus Basin #2, as required by San Bernardino Co. Flood Control in order to discharge water into the basin. Maintenance permits for this basin will require compensatory mitigation to offset the loss of wetland and riparian habitat that has developed within the basin. Additionally, a Feasibility Study will be undertaken to assess the opportunities and constraints for including Cactus Basin #3 in the Agreement by amendment.

4. ROLES OF THE PARTIES

A. SBVMWD

1. Regarding Cactus Basin #2 maintenance activities, SBVMWD will provide technical support to WVWD in completing or reviewing CEQA analysis and document, as needed

to support permit issuance from the California Department of Fish and Wildlife, and other regulatory agencies.

2. SBVMWD will provide technical assistance in the development of biological resources assessments, impact analysis, and as needed, support any additional CEQA analysis required.
3. SBVMWD will provide technical assistance in the preparation, negotiation, and finalization of regulatory permits required including from the California Department of Fish and Wildlife, U.S. Fish & Wildlife Service, and Army Corps of Engineers, as needed.
4. SBVMWD will provide written explanation and supporting documentation regarding provision of the required mitigation associated with permits for Cactus Basin #2. This will include a description of the Permittee-responsible mitigation opportunity at the Hidden Valley Wetlands.
5. SBVMWD will provide technical assistance in support of WVWD certification or adoption of all Cactus Basin #2 documents.
6. SBVMWD will serve as the lead agency for planning, CEQA, permitting, and implementation, and compliance reporting for the permittee-responsible mitigation project at Hidden Valley Wetlands which will be used to satisfy permit requirements for maintenance of Cactus Basin #2.
7. SBVMWD will bill WVWD proportionate share of the mitigation project cost (currently estimated to be approximately 14% of the total project, 12 acres of 85 total, approximately \$210,000)

B. WVWD

1. Shall operate and maintain the Plant and Delivery System in accordance with prudent industry practices and applicable laws and regulations sufficient to meet the Product Water quality, product water quantity, and permitting requirements of the Agreement.
2. WVWD will complete any required CEQA analysis for the Cactus Basin #2 Project will be completed by July 30, 2020. WVWD will make all findings and adopt all mitigation measures in accordance with CEQA and all other applicable laws.
3. WVWD will serve as lead agency for permit applications required for clearing and maintenance of Cactus Basin #2.
4. WVWD will undertake a Feasibility Study (opportunities & constraints analysis) for Delivery System alignment for Cactus Basin #3 the results of which will be determined

- by August 30, 2020. SBVMWD will provide technical assistance on the Feasibility Study.
5. If Cactus Basin #3 is undertaken, WVWD will serve as the lead agency on design, engineering, and permitting of the project, with technical assistance provided by SBVMWD.
 6. If Cactus Basin #3 option is undertaken, WVWD will complete the necessary CEQA analysis related to construction and operations those facilities, with technical assistance provided by SBVMWD.

C. PARTIES

1. The Parties shall cooperate during the period of the Project, as necessary and appropriate, with respect to all activities such as permitting, regulatory monitoring and reporting, public information, and other Project matters.
2. If the Parties' Board of Directors acts to approve this Term Sheet and authorizes the Parties to negotiate the Agreement, the Agreement will be negotiated and ready for approval by the Boards of Directors and execution by the Parties no later than May 30, 2020.
3. The parties will attend monthly progress meetings and each Party will provide the other Party access to information such Party has regarding the Project, including without limitation any material information. WVWD will consider and respond to material comments or concerns with respect to such information made by SBVMWD.
4. If the Cactus basins #3 delivery point is undertaken following a Feasibility Study, the Parties will amend this agreement to reflect the necessary steps to move forward on developing mutually beneficial components of the Project.
5. WVWD will make the Plant and Delivery System available for SBVMWD tours after start of operations, subject to reasonable notice by the SBVMWD
6. SBVMWD Staff, Consultants and contractors will be provided reasonable access to the Project site during the construction period and after the start of operations, subject to reasonable notice by the SBVMWD.
7. If the Parties' Board of Directors acts to approve this Term Sheet and authorizes the Parties to negotiate the Agreement, the Agreement will be negotiated and ready for approval by the Boards of Directors and execution by the Parties no later than May 30, 2020

5. DISPUTE RESOLUTION

5.1 The Parties recognize that there may be disputes regarding the obligations of the Parties or the interpretation of this Agreement. The Parties agree that they may attempt to resolve disputes as follows:

5.2 Statement Describing Alleged Violation of Agreement. A Party or Parties alleging a violation of this Agreement (the “**Initiating Party(ies)**”) shall provide a written statement describing all facts that it believes constitute a violation of this Agreement to the Party(ies) alleged to have violated the terms of this Agreement (the “**Responding Party(ies)**”).

5.3 Response to Statement of Alleged Violation. The Responding Party(ies) shall have sixty (60) days from the date of the written statement to prepare a written response to the allegation of a violation of this Agreement and serve that response on the Initiating Party(ies) or to cure the alleged violation to the reasonable satisfaction of the Initiating Party(ies). The Initiating Party(ies) and the Responding Party(ies) shall then meet within thirty (30) days of the date of the response to attempt to resolve the dispute amicably.

5.4 Mediation of Dispute. If the Initiating Party(ies) and the Responding Party(ies) cannot resolve the dispute within ninety (90) days of the date of the written response, they shall engage a mediator, experienced in water-related disputes, to attempt to resolve the dispute. Each Party shall ensure that it is represented at the mediation by a Director or Trustee or other representative with authority to settle. These representatives of the Initiating Party(ies) and the Responding Party(ies) may consult with staff and/or technical consultants during the mediation and such staff and/or technical consultants may be present during the mediation. The costs of the mediator shall be divided evenly between the Initiating Party(ies) and the Responding Party(ies). The decision of the mediator shall be non-binding.

6. MISCELLANEOUS

6.1 Authority. Each signatory of this Agreement represents that s/he is authorized to execute this Agreement on behalf of the Party for which s/he signs. Each Party represents that it has legal authority to enter into this Agreement and to perform all obligations under this Agreement, and that by doing so, such Party is not in breach or violation of any other agreement or contract.

6.2 Amendment. Except as to fluctuations in the Equitable Allocation as otherwise provided for herein, this Agreement may be amended or modified only by a written instrument approved by three voting members.

6.3 Jurisdiction and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of California, except for its conflicts of law rules. Any suit, action, or proceeding brought under the scope of this Agreement shall be brought and maintained to the extent allowed by law in the County of San Bernardino, California.

6.4 Headings. The paragraph headings used in this Agreement are intended for convenience only and shall not be used in interpreting this Agreement or in determining any of the rights or obligations of the Parties to this Agreement.

6.5 Construction and Interpretation. This Agreement has been arrived at through negotiations, and each Party has had a full and fair opportunity to revise the terms of this Agreement. As a result, the normal rule of construction that any ambiguities are to be resolved against the drafting Party shall not apply in the construction or interpretation of this Agreement.

6.6 Entire Agreement. This Agreement constitutes the entire agreement of the Parties with respect to its subject matter, and supersedes any prior oral or written agreement, understanding, or representation relating to the subject matter of this Agreement.

6.7 Partial Invalidity. If, after the date of execution of this Agreement, any provision of this Agreement is held to be illegal, invalid, or unenforceable under present or future laws or adjudicatory decisions effective during the term of this Agreement, such provision shall be fully severable. However, in lieu thereof; there shall be added a provision as similar in terms to such illegal, invalid or unenforceable provision as may be possible and be legal, valid and enforceable.

6.8 Successors and Assigns. To the extent authorized by law, this Agreement shall be binding on and inure to the benefit of the successors and assigns of the respective Parties to this Agreement. No Party may assign its interests in or obligations under this Agreement without the written consent of the other Parties, which consent shall not be unreasonably withheld or delayed.

6.9 Waivers. Waiver of any breach or default hereunder shall not constitute a continuing waiver or a waiver of any subsequent breach either of the same or of another provision of this Agreement, and forbearance to enforce one or more of the remedies provided in this Agreement shall not be deemed to be a waiver of that remedy.

6.10 Necessary Actions. Each Party agrees to execute and deliver additional documents and instruments and to take any additional actions as may be reasonably required to carry out the purposes of this Agreement.

6.11 Compliance with Law. In performing their respective obligations under this Agreement, the Parties shall comply with and conform to all applicable laws, rules, regulations and ordinances.

6.12 Third Party Beneficiaries. This Agreement shall not create any right or interest in any non-Party or in any member of the public as a third party beneficiary.

6.13 Notices. All notices, requests, demands or other communications required or permitted under this Agreement shall be in writing unless provided otherwise in this Agreement and shall be deemed to have been duly given and received on: (i) the date of service if served personally or served by facsimile transmission on the Party by delivery to the person(s) at the address(es) designated below, which designation may be changed from time to time by a Party in writing; (ii) on the first day after mailing, if mailed by Federal Express, U.S. Express Mail, or other

similar overnight courier service, postage prepaid, and addressed as provided below, or (iii) on the third day after mailing if mailed to the Party to whom notice is to be given by first class mail, registered or certified, postage prepaid, addressed as follows:

To: SAN BERNARDINO VALLEY
MUNICIPAL WATER DISTRICT

SAN BERNARDINO VALLEY
MUNICIPAL WATER DISTRICT
Attn: Heather Dyer, General Manager
1350 South E Street
San Bernardino, CA 92408

To: WEST VALLEY WATER
DISTRICT:

WEST VALLEY WATER DISTRICT
Attn: Clarence Mansell, General Manager
855 W. Baseline Road
Rialto, CA 92376

SAN BERNARDINO VALLEY
MUNICIPAL WATER DISTRICT

DATED: _____, 2020

By: _____
Heather Dyer, General Manager

[Signatures continued on next page]

WEST VALLEY WATER DISTRICT

DATED: _____, 2020

By: _____
Clarence Mansell, General Manager

[Signatures continued on next page]

EXHIBIT B

Term Sheet

Cactus Basins Water Spreading Agreement



April 29, 2020

The purpose of the Term Sheet is to set forth the preliminary and non-binding terms of subsequent negotiations toward a possible Agreement between the Parties. The proposed terms and conditions set forth herein represent the current intention of the Parties, do not bind either Party in any manner, do not commit any Party to a particular course of action, and do not limit the Parties discretion under CEQA. This Term Sheet is a summary only and is not comprehensive or definitive.

As required by law, prior to entering into the transactions contemplated herein, the Parties retain their sole and independent discretion to, among other things, balance the benefits of the proposed Project against any potential environmental impacts prior to taking final action if such impacts cannot be avoided, consider alternatives to the proposed Project (including the “no project” alternative”), and determine not to proceed with the proposed Project.

The Parties understand that substantive terms and detailed provisions not noted or fully developed in this Term Sheet are expected to be included in any final Contract.

The objective of this agreement is to identify a cooperative path forward to obtain long-term maintenance permits for the Cactus Basin #2, as required by San Bernardino Co. Flood Control in order to discharge water into the basin. Maintenance permits for this basin will require compensatory mitigation to offset the loss of wetland and riparian habitat that has developed within the basin.

A. SBVMWD

1. Regarding Cactus Basin #2 maintenance activities, SBVMWD will provide technical support to WVWD in completing or reviewing CEQA analysis and document, as needed to support permit issuance from the California Department of Fish and Wildlife, and other regulatory agencies.
2. SBVMWD will provide technical assistance in the development of biological resources assessments, impact analysis, and as needed, support any additional CEQA analysis required.
3. SBVMWD will provide technical assistance in the preparation, negotiation, and finalization of regulatory permits required including from the California Department of Fish and Wildlife, U.S. Fish & Wildlife Service, and Army Corps of Engineers, as needed.
4. SBVMWD will provide written explanation and supporting documentation regarding provision of the required mitigation associated with permits for Cactus Basin #2. This will include a description of the Permittee-responsible mitigation opportunity at the Hidden Valley Wetlands.

5. SBVMWD will provide technical assistance in support of WVWD certification or adoption of all Cactus Basin #2 documents.

6. SBVMWD will serve as the lead agency for planning, CEQA, permitting, and implementation, and compliance reporting for the permittee-responsible mitigation project at Hidden Valley Wetlands which will be used to satisfy permit requirements for maintenance of Cactus Basin #2.

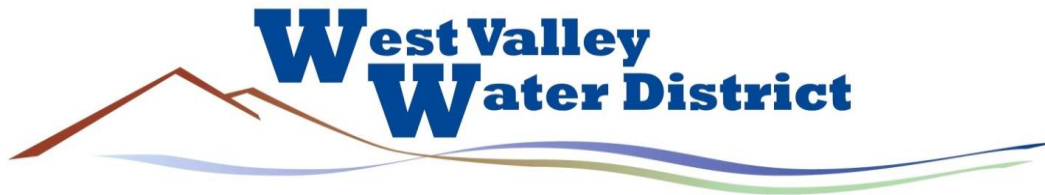
7. SBVMWD will bill WVWD proportionate share of the mitigation project cost (currently estimated to be approximately 14% of the total project, 12 acres of 85 total, approximately \$210,000)

B. WVWD

1. Shall operate and maintain the Plant and Delivery System in accordance with prudent industry practices and applicable laws and regulations sufficient to meet the Product Water quality, product water quantity, and permitting requirements of the Agreement.
2. WVWD will complete any required CEQA analysis for the Cactus Basin #2 Project will be completed by July 30, 2020. WVWD will make all findings and adopt all mitigation measures in accordance with CEQA and all other applicable laws.
3. WVWD will serve as lead agency for permit applications required for clearing and maintenance of Cactus Basin #2.
4. WVWD will undertake a Feasibility Study (opportunities & constraints analysis) for Delivery System alignment for Cactus Basin #3 the results of which will be determined by August 30, 2020. SBVMWD will provide technical assistance on the Feasibility Study.
5. If Cactus Basin #3 is undertaken, WVWD will serve as the lead agency on design, engineering, and permitting of the project, with technical assistance provided by SBVMWD.
6. If Cactus Basin #3 option is undertaken, WVWD will complete the necessary CEQA analysis related to construction and operations those facilities, with technical assistance provided by SBVMWD.

C. Parties

1. The Parties shall cooperate during the period of the Project, as necessary and appropriate, with respect to all activities such as permitting, regulatory monitoring and reporting, public information, and other Project matters.
2. If the Parties' Board of Directors acts to approve this Term Sheet and authorizes the Parties to negotiate the Agreement, the Agreement will be negotiated and ready for approval by the Boards of Directors and execution by the Parties no later than May 30, 2020.
3. The parties will attend monthly progress meetings and each Party will provide the other Party access to information such Party has regarding the Project, including without limitation any material information. WVWD will consider and respond to material comments or concerns with respect to such information made by SBVMWD.
4. If the Cactus basins #3 delivery point is undertaken following a Feasibility Study, the Parties will amend this agreement to reflect the necessary steps to move forward on developing mutually beneficial components of the Project.
5. WVWD will make the Plant and Delivery System available for SBVMWD tours after start of operations, subject to reasonable notice by the SBVMWD
6. SBVMWD Staff, Consultants and contractors will be provided reasonable access to the Project site during the construction period and after the start of operations, subject to reasonable notice by the SBVMWD.
7. If the Parties' Board of Directors acts to approve this Term Sheet and authorizes the Parties to negotiate the Agreement, the Agreement will be negotiated and ready for approval by the Boards of Directors and execution by the Parties no later than May 30, 2020



**BOARD OF DIRECTORS
STAFF REPORT**

DATE: May 7, 2020
TO: Board of Directors
FROM: Clarence Mansell Jr., General Manager
SUBJECT: **REQUEST TO MAKE AN EXCEPTION TO THE HIRING FREEZE AND AUTHORIZE THE HUMAN RESOURCES DEPARTMENT TO RECRUIT A CRITICAL NEED POSITION – INFORMATION TECHNOLOGY SUPPORT SPECIALIST.**

BACKGROUND:

At its April 13, 2020 meeting, the Human Resources Committee discussed the need for additional staff in the Business Systems/I.T. Department to meet the District's technology support needs. The Board recently approved a district-wide hiring freeze but stipulated that critical need positions can be filled upon Board approval.

DISCUSSION:

The Business Systems/I.T. Department is currently budgeted for 4 full-time positions. Those include a Director of General Services, a Business Systems Manager, an Information Technology Administrator, and an Information Technology Support Specialist. The Information Technology Support Specialist position is currently vacant.

Historically, technological support was mostly limited to office staff, but over the past few years, the District has increasingly deployed technology to field staff as well. That shift, in combination with the increase in total District staff over the past few years, (from about 55 to 90), has increased the daily demands on the department.

In addition, with the Board's support and under the leadership of the Safety and Technology Committee, the District has continued to implement new technologies to support and improve both field and business operations. Most recently the District implemented a new Enterprise Resource Planning (ERP) system and is actively developing a Request for Proposals (RFP) for an asset management system. These also contribute to the need for additional support resources.

New systems implementations are often accompanied by a shift in the skillset necessary to support them. Although the current staff does work diligently to maintain and update their skillsets to support the changing needs of the District, approval of this request will provide an opportunity to quickly and better meet the recent changes in the District's needs by emphasizing the specific skillset needs during the recruitment process. In order to support the District's continued success, it is critical to add an additional resource to the department.

FISCAL IMPACT:

No change to the FY 2019-20 Operating Budget. The Information Technology Support Specialist position was already included.

STAFF RECOMMENDATION:

Staff is requesting that the Board authorize an exception to the hiring freeze and authorize the Human Resources Department to recruit for an Information Technology Support Specialist.

Respectfully Submitted,



Clarence Mansell Jr, General Manager

CM:js