



WEST VALLEY WATER DISTRICT
855 W. BASE LINE ROAD, RIALTO, CA 92376
PH: (909) 875-1804 FAX: (909) 875-1849

REVISED AGENDA
PRESENTATION AND CLOSED SESSION ITEM
ADDED TO AGENDA

REGULAR BOARD MEETING
AGENDA

THURSDAY, SEPTEMBER 21, 2023
CLOSED SESSION - 6:00 P.M. • OPEN SESSION – 6:30 P.M.

BOARD OF DIRECTORS

Gregory Young, President
Daniel Jenkins, Vice President
Angela Garcia, Director
Kelvin Moore, Director
Channing Hawkins, Director

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

Members of the public may attend the meeting in person at 855 W. Base Line Road, Rialto, CA 92376, or you may join the meeting using Zoom by clicking this link: <https://us02web.zoom.us/j/8402937790>. Public comment may be submitted via Zoom, by telephone by calling the following number and access code: Dial: (888) 475-4499, Access Code: 840-293-7790, or via email to administration@wvwd.org.

If you require additional assistance, please contact administration@wvwd.org.

OPENING CEREMONIES

Call to Order
Roll Call of Board Members
Pledge of Allegiance
Opening Prayer

CLOSED SESSION

CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION
Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of
Government Code Section 54956.9
One potential case

CONFERENCE WITH LABOR NEGOTIATORS
Pursuant to Government Code Section 54957.6
Agency designated representatives: John Thiel, General Manager, Haydee Sainz, Human
Resources Manager, Oliver Yee, Special Counsel
Employee Groups: International Union of Operating Engineers, Local 12

CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
Pursuant to Paragraph One (1) of Subdivision (d) of the Government Code Section 54956.9
Case Name: Nadia Loukeh. vs West Valley Water District, Case No. CIVSB2116242

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 Board Secretary, if you are attending in person. For anyone joining on Zoom, please wait for the Board President's instruction to indicate that you would like to speak. 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. Roemer Update
2. Fluidized Bed Reactor (FDR) Project Update
3. "Making Conservation a Way of Life" Regulation Update

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. Approve Legal Invoice Payment to Atkinson Andelson Loya Ruud and Romo for Invoice #678518 for \$820.40, and Invoice #689205 for \$1,861.85. **Pg 7**
2. Approve Legal Invoice Payment to Liebert Cassidy Whitmore for June, August invoices #245342 for \$1,363.50, #245248 for \$228.00, #245544 for \$627.00, #245589 for \$3,952.50, #245608 for \$894.00, #245636 for \$1,549.50, #249871 for \$557.50, #249851 for \$3,306.00, #249617 for \$467.50, and #249892 for \$3,171.00. **Pg 9**
3. Approve Legal Invoice Payment to Ivie McNeil Wyatt Invoices #749353 for \$16,447.35, #749354 for \$16,886.55, #749355 for \$1,795.88, #749356 for \$2,575.00, #749357 for \$4,329.00, #749358 for \$14,430.00, #749359 for \$11,402.26, #749360 for \$3,915.60. **Pg 19**
4. Approve Legal Invoice Payment to Best Best Krieger for invoices #972961 for \$300.00, #972962 for \$7,013.00, #972963 for \$342.00, #972957 for \$9,785.00, #972958 for \$5,150.00, #972959 for \$616.00, and #972960 for \$5,320.37. **Pg 27**

BUSINESS MATTERS

Consideration of:

5. Strategic Plan. **Pg 35**

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

1. Meeting Attendance Reports
2. Board Members
3. General Manager
4. Legal Counsel

UPCOMING MEETINGS

- September 25, 2023 - External Affairs Committee Meeting at 6:00 p.m.
- September 26, 2023 - Policy Review & Oversight Committee Meeting at 6:00 p.m.
- September 26, 2023 - External Affairs Committee Meeting at 6:00 p.m.

- September 28, 2023 - Finance Committee Meeting at 6:00 p.m.
- October 5, 2023 - Board of Directors Regular Board Meeting at 6:00 p.m.
- October 9, 2023 - Human Resources Committee Meeting at 6:00 p.m.
- October 10, 2023 - Safety & Technology Committee Meeting at 6:00 p.m.
- October 17, 2023 - Engineering, Operations & Planning Committee Meeting at 6:00 p.m.
- October 19, 2023 - Board of Directors Regular Board Meeting at 6:00 p.m.

UPCOMING COMMUNITY EVENTS

- September 23, 2023- Viva La Fiesta - Jerry Eaves Park 5:30 p.m. - 9:30 p.m.
- October 7, 2023 - Madd Walk - Joe Sampson Park 7 a.m.
- November 2, 2023, Southern California Water Coalition Annual Meeting and Dinner at the Balboa Bay Resort in Newport Beach, California.
- November 18, 2023 - Park Clean up Days - Rialto

UPCOMING EDUCATIONAL & TRAINING OPPORTUNITIES

- October 22 - October 25, 2023 - CSDA Special District Leadership Academy, Santa Rosa
- November 28 - November 30, 2023 - ACWA Fall Conference, Indian Wells

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 September 18, 2023.

Elvia Dominguez

Elvia Dominguez, Board Secretary

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 the Board Secretary, Elvia Dominguez, at least 72 hours in advance of the meeting to ensure availability of the requested service or accommodation. Ms. Dominguez 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.

ATKINSON, ANDELSON, LOYA, RUUD & ROMO
PROFESSIONAL CORPORATION
ATTORNEYS AT LAW
12800 CENTER COURT DRIVE, SUITE 300
CERRITOS, CALIFORNIA 90703
(562) 653-3200

Billing questions: invoices@aalrr.com

WEST VALLEY WATER DISTRICT
ATTN: VAN JEW
855 W BASELINE RD
RIALTO, CA 92376

MARCH 31, 2023
INVOICE NO. 678518
CLIENT NO. 006545
JAW
PAGE: 1


This Statement is payable in full upon presentation. Amounts remaining unpaid after 30 days shall be subjected to service charge of 1.0% per month. Annual rate of 12%

PLEASE INCLUDE INVOICE NUMBER ON REMITTANCE

ENCLOSED PLEASE FIND STATEMENT DATED MARCH 31, 2023 ITEMIZING CURRENT PROFESSIONAL SERVICES AND DISBURSEMENTS.

MATTER/DESCRIPTION	FEES	DISB	TOTAL
GENERAL PERSONNEL MATTERS - 00004	796.50	23.90	820.40

TOTAL MARCH BILLING 820.40

ok


ATKINSON, ANDELSON, LOYA, RUUD & ROMO
PROFESSIONAL CORPORATION
ATTORNEYS AT LAW
12800 CENTER COURT DRIVE, SUITE 300
CERRITOS, CALIFORNIA 90703
(562) 653-3200

Billing questions: invoices@aalrr.com

WEST VALLEY WATER DISTRICT
ATTN: VAN JEW
855 W BASELINE RD
RIALTO, CA 92376

JULY 31, 2023
INVOICE NO. 689205
CLIENT NO. 006545
JAW
PAGE: 1

This Statement is payable in full upon presentation. Amounts remaining unpaid after 30 days shall be subjected to service charge of 1.0% per month. Annual rate of 12%

PLEASE INCLUDE INVOICE NUMBER ON REMITTANCE

ENCLOSED PLEASE FIND STATEMENT DATED JULY 31, 2023 ITEMIZING CURRENT PROFESSIONAL SERVICES AND DISBURSEMENTS.

MATTER/DESCRIPTION	FEES	DISB	TOTAL
GENERAL PERSONNEL MATTERS - 00004	1,799.50	53.99	1,853.49

ADJUSTMENTS

07/31/23 INTEREST BILLED

TOTAL JULY BILLING

1,861.85

8.36
ok pay
[Signature]

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

6033 W. Century Boulevard
5th Floor
Los Angeles, CA 90045
310-981-2000
Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 245636
June 30, 2023

Client/Matter No.: WE126-00012
Re: A. Osornia Discipline Appeal

Billing Summary

Total Fees	\$1,549.50
Total Costs	\$0.00
Total Charges	\$1,549.50

*Ok to pay
7/17/2023*

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

6033 W. Century Boulevard
5th Floor
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310-981-2000
Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 245608
June 30, 2023

Client/Matter No.: WE126-00011
Re: G. Olivarez Investigation Advice

Billing Summary

Total Fees
Total Costs
Total Charges

\$669.00
\$225.00
\$894.00

OB Gray
7/13/2023

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

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5th Floor
Los Angeles, CA 90045
310-981-2000
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Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 245589
June 30, 2023

Client/Matter No.: WE126-00010
Re: MOU Negotiations - 2023

Billing Summary

Total Fees	\$3,952.50
Total Costs	\$0.00
Total Charges	\$3,952.50

Go to pay
09/13/2023

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

6033 W. Century Boulevard
5th Floor
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310-981-2000
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Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 245544
June 30, 2023

Client/Matter No.: WE126-00007
Re: William "Bill" Krueger Matters

Billing Summary

Total Fees	\$627.00
Total Costs	\$0.00
Total Charges	\$627.00

OK to pay
[Signature]
9/13/2023

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

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5th Floor
Los Angeles, CA 90045
310-981-2000
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Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 245428
June 30, 2023

Client/Matter No.: WE126-00003
Re: Personnel Rules Audit

Billing Summary

Total Fees	\$228.00
Total Costs	\$0.00
Total Charges	\$228.00

ok to pay
9/13/2023

LCW LIEBERT CASSIDY WHITMORE

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6033 W. Century Boulevard
5th Floor
Los Angeles, CA 90045
310-981-2000
Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 245342
June 30, 2023

Client/Matter No.: WE126-00001
Re: General

Billing Summary

Total Fees	\$1,363.50
Total Costs	\$0.00
Total Charges	<u>\$1,363.50</u>

OK to pay
9/13/2023

LCW LIEBERT CASSIDY WHITMORE

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6033 W. Century Boulevard
5th Floor
Los Angeles, CA 90045
310-981-2000
Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 249871
August 31, 2023

Client/Matter No.: WE126-00011
Re: G. Olivarez Investigation Advice

Billing Summary

Total Fees	\$557.50
Total Costs	\$0.00
Total Charges	<u>\$557.50</u>

ok to pay
9/13/2023

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

6033 W. Century Boulevard
5th Floor
Los Angeles, CA 90045
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Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 249851
August 31, 2023

Client/Matter No.: WE126-00010
Re: MOU Negotiations - 2023

Billing Summary

Total Fees	\$3,306.00
Total Costs	\$0.00
Total Charges	\$3,306.00

ok to pay
(Signature)
9/13/2023

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

6033 W. Century Boulevard
5th Floor
Los Angeles, CA 90045
310-981-2000
Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wwwd.org

Invoice 249617
August 31, 2023

Client/Matter No.: WE126-00001
Re: General

Billing Summary

Total Fees	\$467.50
Total Costs	\$0.00
Total Charges	\$467.50

De To pay
[Signature]
9/18/2023

LCW LIEBERT CASSIDY WHITMORE

A PROFESSIONAL LAW CORPORATION

6033 W. Century Boulevard
5th Floor
Los Angeles, CA 90045
310-981-2000
Fed. Tax I.D. #95-3658973

Attorney – Client Privilege

West Valley Water District
Haydee Sainz
Human Resources & Risk Management Manager
hsainz@wvwd.org

Invoice 249892
August 31, 2023

Client/Matter No.: WE126-00012
Re: A. Osornia Discipline Appeal

Billing Summary

Total Fees	\$3,171.00
Total Costs	\$0.00
Total Charges	\$3,171.00

ok to pay
[Signature]
9/13/2023

444 S. Flower Street
Suite 1800
Los Angeles, CA 90071 USA
Ph: 213-489-0028 Fax: 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

April 30, 2023

Inv #: 749353
File #: 8007007

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Romero v. WWWD – 8007-007

Fee

For Legal Services Rendered April, 2023

Total Fees

\$11,770.00

Total Disbursements

Total Invoice

~~\$4,707.35~~
\$16,477.35

Balance Due Now

\$32,480.85

Rodney S. Diggs

*ok to pay
9/13/2023
[Signature]*

Rodney S. Diggs, Esq.
E. & O. E.

Tax ID Number 95-2689585

444 S. Flower Street
Suite 1800
Los Angeles, CA 90071 USA
Ph: 213-489-0028 Fax 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

April 30, 2023

Inv #: 749357
File #: 8007008

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Loukeh v. WWWD – 8007-008

Fee

For Legal Services Rendered April, 2023

Total Fees

\$4,185.00

Total Disbursements

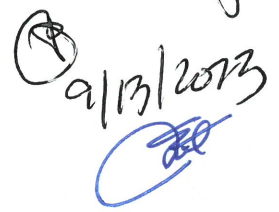
Total Invoice

~~\$144.00~~
\$4,329.00

Balance Due Now

\$46,456.84



Octopay
9/13/2023


Rodney S. Diggs, Esq.

E. & O. E.

Tax ID Number 95-2689585

444 S. Flower Street
Suite 1800
Los Angeles, CA 90071 USA
Ph: 213-489-0028 Fax 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

May 31, 2023

Inv #: 749454
File #: 8007007

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Romero v. WWWD – 8007-007

Fee

For Legal Services Rendered May, 2023

Total Fees

\$15,480.00

Total Disbursements

Total Invoice

~~\$1,406.55~~
\$16,886.55

Balance Due Now

\$49,367.40

ok to pay
9/13/2023

Rodney S. Diggs

[Signature]

Rodney S. Diggs, Esq.

E. & O. E.

Tax ID Number

95-2689585

444 S. Flower Street
Suite 1800
Los Angeles, CA 90071 USA
Ph: 213-489-0028 Fax: 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

May 31, 2023

Inv #: 749457
File #: 8007008

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Loukeh v. WWWD – 8007-008

Fee
For Legal Services Rendered May, 2023

Total Fees \$14,430.00

Total Disbursements	Total Invoice	\$0.00
	Balance Due Now	\$14,430.00
		\$60,886.84

Rodney S. Diggs

OK to pay
9/13/2023
[Signature]

Rodney S. Diggs, Esq.
E. & O. E.

Tax ID Number 95-2689585

444 S. Flower Street
Suite 1800
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Ph: 213-489-0028 Fax: 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

June 30, 2023

Inv #: 749663
File #: 8007007

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Romero v. WWWD – 8007-007

Fee

For Legal Services Rendered June, 2023

Total Fees **\$950.00**

Total Disbursements

Total Invoice

~~\$846.88~~
\$1,795.88

Balance Due Now

\$51,163.28



OK
9/23/2023
[Signature]

Rodney S. Diggs, Esq.

E. & O. E.

Tax ID Number 95-2689585

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Suite 1800
Los Angeles, CA 90071 USA
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Ivie McNeill Wyatt Purcell & Diggs

June 30, 2023

Inv #: 749588
File #: 8007008

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Loukeh v. WWWD – 8007-008

Fee
For Legal Services Rendered June, 2023

Total Fees \$10,785.00

Total Disbursements ~~\$617.26~~
Total Invoice \$11,402.26

Balance Due Now \$72,289.10

Rodney S. Diggs

*ok to pay
9/13/2023
CRP*

Rodney S. Diggs, Esq.
E. & O. E.

Tax ID Number 95-2689585

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Suite 1800
Los Angeles, CA 90071 USA
Ph: 213-489-0028 Fax 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

July 31, 2023

Inv #: 749656
File #: 8007007

WEST VALLEY WATER DISTRICT
855 w. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Romero v. WWWD – 8007-007

Fee

For Legal Services Rendered July, 2023

Total Fees

\$2,575.00

Total Disbursements

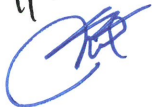
Total Invoice

\$0.00
\$2,575.00

Balance Due Now

\$37,734.78



OK to pay
9/13/2023


Rodney S. Diggs, Esq.

E. & O. E.

Tax ID Number 95-2689585

444 S. Flower Street
Suite 1800
Los Angeles, CA 90071 USA
Ph: 213-489-0028 Fax: 213-489-0552
:

Ivie McNeill Wyatt Purcell & Diggs

July 31, 2023

Inv #: 749601
File #: 8007008

WEST VALLEY WATER DISTRICT
855 W. Base Line Rd
Rialto, CA 92377

RE: West Valley Water District – Loukeh v. WWWD – 8007-008

Fee
For Legal Services Rendered July, 2023

Total Fees **\$3,710.00**

Total Disbursements **\$205.60**

Total Invoice **\$3,915.60**

Balance Due Now **\$34,077.16**

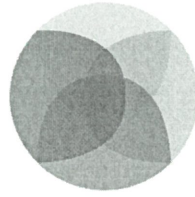
Rodney S. Diggs

ok to pay
9/13/2023
[Signature]

Rodney S. Diggs, Esq.
E. & O. E.

Tax ID Number 95-2689585

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



BBK

BEST BEST & KRIEGER LLP
ATTORNEYS AT LAW

3390 University Avenue, 5th Floor, P.O. Box 1028, Riverside, CA 92502
Phone: (951) 686-1450 | Fax: (951) 686-3083 | www.bbklaw.com
Tax ID # 95-2157337

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Sacramento
(916) 325-4000
San Diego
(619) 525-1300
Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

ATTN: GENERAL MANAGER
WEST VALLEY WATER DISTRICT
855 W. BASELINE
PO BOX 920
RIALTO, CA 92377

August 18, 2023
972962
JEFF FERRE
Page 1

INVOICE SUMMARY

For Professional Services Rendered Through July 31, 2023:

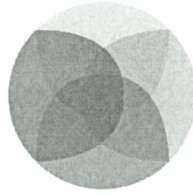
Matter # 31924.00205

EMPLOYEE BENEFITS

Current Fees:	\$	7,013.00
Total Current Billings For This Matter:	\$	<u>7,013.00</u>

OK to pay
[Signature]

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



BBK

BEST BEST & KRIEGER LLP
ATTORNEYS AT LAW

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Sacramento
(916) 325-4000
San Diego
(619) 525-1300
Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

ATTN: GENERAL MANAGER
WEST VALLEY WATER DISTRICT
855 W. BASELINE
PO BOX 920
RIALTO, CA 92377

August 18, 2023
972963
JEFF FERRE
Page 1

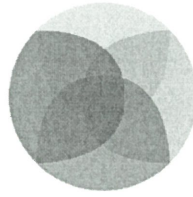
INVOICE SUMMARY

For Professional Services Rendered Through July 31, 2023:

Matter # 31924.00203
PROJECT 5 CEQA PROGRAM

Current Fees:	\$	342.00
Total Current Billings For This Matter:	\$	<u>342.00</u>

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



BBK

BEST BEST & KRIEGER LLP
ATTORNEYS AT LAW

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Phone: (951) 686-1450 | Fax: (951) 686-3083 | www.bbklaw.com
Tax ID # 95-2157337

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Sacramento
(916) 325-4000
San Diego
(619) 525-1300
Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

ATTN: GENERAL MANAGER
WEST VALLEY WATER DISTRICT
855 W. BASELINE
PO BOX 920
RIALTO, CA 92377

August 18, 2023
972961
JEFF FERRE
Page 1

INVOICE SUMMARY

For Professional Services Rendered Through July 31, 2023:

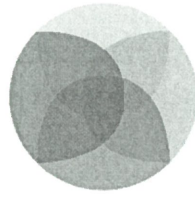
Matter # 31924.00100

PUBLIC RECORDS ACT/ADVANCED RECORDS CENTER (PRA/ARC)

Current Fees:	\$	300.00
Total Current Billings For This Matter:	\$	300.00

OKED
[Signature]

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Bend, OR
(541) 382-3011



BBK

BEST BEST & KRIEGER LLP
ATTORNEYS AT LAW

3390 University Avenue, 5th Floor, P.O. Box 1028, Riverside, CA 92502
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Tax ID # 95-2157337

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San Diego
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Walnut Creek
(925) 977-3300
Washington DC
(202) 785-0600

ATTN: GENERAL MANAGER
WEST VALLEY WATER DISTRICT
855 W. BASELINE
PO BOX 920
RIALTO, CA 92377

August 18, 2023
972957
JEFF FERRE
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INVOICE SUMMARY

For Professional Services Rendered Through July 31, 2023:

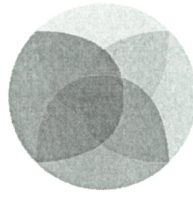
Matter # 31924.00202

PUBLIC WORKS CONTRACTING/BIDDING DISPUTES

Current Fees:	\$	9,785.00
Total Current Billings For This Matter:	\$	<u>9,785.00</u>

Linda Jadavshi
9/13/23
[Signature]

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972959
JEFF FERRE
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INVOICE SUMMARY

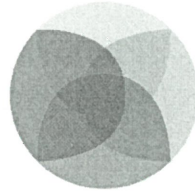
For Professional Services Rendered Through July 31, 2023:

Matter # 31924.00206

REAL ESTATE MATTERS

Current Fees:	\$	616.00
Total Current Billings For This Matter:	\$	616.00

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ATTN: GENERAL MANAGER
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JEFF FERRE
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INVOICE SUMMARY

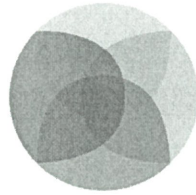
For Professional Services Rendered Through July 31, 2023:

Matter # 31924.00200

LABOR RELATIONS/EMPLOYMENT - GENERAL

Current Fees:	\$	5,150.00
Total Current Billings For This Matter:	\$	<u>5,150.00</u>

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972960
JEFF FERRE
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INVOICE SUMMARY

For Professional Services Rendered Through July 31, 2023:

Matter # 31924.00001
GENERAL COUNSEL

Current Fees:	\$	5,285.00
Current Reimbursable Costs:	\$	35.37
Total Current Billings For This Matter:	\$	<u>5,320.37</u>



**BOARD OF DIRECTORS
STAFF REPORT**

DATE: September 21, 2023
TO: Board of Directors
FROM: John Thiel, General Manager
SUBJECT: DIRECT STAFF ON THE COMPLETION OF THE STRATEGIC PLAN

BACKGROUND:

In September 2021, the District entered a contract with Greg Larson to facilitate two projects: 1) Executive Team Building; and 2) Strategic Planning. The first project was completed by the end of 2021 and the second project was initiated in 2022. Strategic Planning interviews were completed, and a retreat was completed by December 2022.

A Draft Strategic Plan was to have been developed and presented by March of 2023, however, unforeseen circumstances impacting Mr. Larson caused delays and the Draft Report was provided May 22nd (see Attachment 1).

Of the total contracted amount, \$12,800 was allocated to the Strategic Planning Effort for which Mr. Larsen has been paid \$9,600. There are work items remaining as identified on the proposal (see Attachment 2) with \$3,200 remaining in the contract.

DISCUSSION:

Based on comments and discussion at the 9/7/23 Board Meeting, the District would like to resume the project as soon as possible. This would likely include a workshop in October or early November with the Strategic Plan completed and adopted shortly thereafter. As Mr. Larsen is out of the country for several more months, the process and/or schedule to complete this project is being impacted.

Staff is currently working on the details of a possible completion plan with Mr. Larsen as well as researching other options for timely and effective completion of the Strategic Planning effort. These include the use of one of Mr. Larson's associates or another consultant to facilitate the remainder of the process. Staff will provide an update on such options for discussion at the Board Meeting.

FISCAL IMPACT:

Staff estimates that the costs to complete this project will not exceed \$10,000. If the work is completed with Mr. Larson, we can work from the \$3,200 remaining in the contract. An additional workshop is out of the scope of the original contract, however, so some additional funding may be

needed for that.

STAFF RECOMMENDATION:

Direct staff on the completion of the Strategic Plan.

Respectfully Submitted,

John Thiel

John Thiel, General Manager

JT

ATTACHMENT(S):

1. GregLarson.Signed Proposal 9-23-21
2. WVWD20210625_ DraftStrategicPlan

September 21, 2021

Mr. Shamindra Manbahal, General Manager
Ms. Haydee Sainz, Director of Human Resources & Risk Management
West Valley Water District
855 W. Baseline Road
Rialto, CA 92377

Dear Rickey and Haydee,

Thank you for the opportunity to submit a revised proposal to facilitate both an executive team building program along with a strategic planning process for the West Valley Water District. As we discussed, combining these two important projects will create both efficiencies as well as improved coordination and overlap between the projects.

Both endeavors are particularly important for the West Valley Water District (District) at this time in its evolution with new leadership and staffing, as well as having established a strong operational and financial foundation for the future.

This project would commence as early as October with the executive team building and coaching effort as first described below. It would follow closely in December with the launch of the Board strategic planning process to conclude by early 2022, in advance of your next budgeting cycle. This schedule could be adjusted earlier or later as necessary to meet the needs of the District.

The work plan presented below is indicative of how I have approached similar and comparable work with other agencies, but could certainly be adjusted as you wish.

Executive Team Building and Coaching

1. Launch Meeting

By the end of September we would conduct a two hour launch meeting to review the draft detailed workplan and timeline for the entire project which I would prepare in advance. We would agree to a week-by-week schedule for the entire project including specific deliverables as discussed below. In addition, I would request specific documents from the District to be used throughout the project and establish appropriate communications protocols to guide our work together.

Deliverables: Detailed workplan and project timeline

2. **Executive Team Retreat # 1 – Teambuilding**

The first half-day executive team retreat would be conducted in person at an offsite location near the District offices. The focus of the first retreat would be team building, including the identification of unique styles and strengths and the importance of blending those differences for the success of the entire organization. Significant preparatory work is required to enhance the benefit and productivity of the retreat itself.

A. **Team Interviews (October)**

I would conduct individual and confidential interviews with each member of the team by Zoom. These initial interviews would be both introductory, exploring each team member's career journey, but also focusing on the team's strengths and opportunities for improvement. You would review and approve the intended interview guide in advance. All of the interviews should be conducted within a two week period to ensure a common baseline for the interview information. Following the interviews, I would prepare a summary of the themes and issues identified, both for your review and for preparing the retreat agenda.

*Deliverables: Executive Team Interview Guide
Executive Team Interview Summary of Themes and Issues*

B. **Team Retreat (October)**

This half-day retreat, to be conducted in person, would consist of a variety of modalities (e.g., self-reflection, paired work, small groups and brainstorming) as well as various team-building tools as warranted based on the interviews (e.g., Communication Styles Assessments, Unique Attributes Exercise, Team Mission Statement). A summary of the retreat outcomes would be provided within one week after the retreat, which would also be our debriefing document to discuss afterwards

*Deliverables: Retreat Agenda and PowerPoint
Summary of Retreat Outcomes*

3. **Executive Team Retreat # 2 – Team Norms and S.W.O.T. Analysis**

The second half-day executive team retreat would also be conducted in person at an offsite location near the District offices. The focus of the second retreat would be team norms and management expectations, as well as preparation of the S.W.O.T. Analysis to be used during the subsequent Strategic Planning Process. Additional preparatory work is required to enhance the benefit and productivity of the retreat itself.

C. **Team Interviews (November)**

I would conduct another round of individual and confidential interviews with each member of the team by Zoom. These interviews would identify potential team norms and management expectations to discuss at the retreat, as well as partial identification of the District's Strengths, Weaknesses, Opportunities and Threats. You would again review and approve the intended interview guide in advance. All of the interviews should be conducted within a two-week period to ensure a common baseline for the interview information. Following the interviews, I would prepare a summary of the

team norms and S.W.O.T. analysis resulted from the interviews, both for your review and for preparing the retreat agenda.

*Deliverables: Executive Team Interview Guide
Executive Team Interview Summary of Norms and the S.W.O.T.*

D. Team Retreat (November)

This half-day retreat, to be conducted in person, would use a more focused set of modalities (e.g. paired work, “cheap consensus”) to reach common agreement on team norms and management expectations for your subsequent review and approval. In addition, the team would reach a common understanding and description of the District’s S.W,O,T analysis. Combining these activities in one retreat will give the team the opportunity to apply their new norms on immediate, productive work. A summary of the retreat outcomes would be provided within one week after the retreat, which would also be used for as our debriefing document.

*Deliverables: Retreat Agenda and PowerPoint
Summary of Retreat Outcomes*

Strategic Planning Process

4. Information Gathering and Dissemination

By the end of November we will have jointly prepared a packet of the following materials: A) Summary of the Strategic Planning Process; B) Existing strategic planning information (Mission, Vision, Values, Goals, Strategies and Priorities) to the extent they already exist; and 3) A summary of the S.W.O.T. analysis prepared during the second executive team retreat. These materials and an interview guide, all to be reviewed and approved by you in advance, will be submitted to the executive team as well as the Board of Directors.

*Deliverables: Description of the Strategic Planning Process
Existing Strategic Plan Materials (if any)
Draft S.W.O.T. Analysis*

5. Strategic Planning Retreat # 1 – Mission, Vision and Values

The first half-day Board and executive team retreat would be conducted in person at an offsite location near the District offices. The goals of the first strategic planning retreat would be to review of the S.W.O.T. analysis and reaching near-consensus on the District’s Mission, Vision and Values.

E. Strategic Planning Interviews

I would conduct individual and confidential interviews with each member of the Board by Zoom. These interviews would focus on additions to the S.W.O.T. analysis as well as preliminary thoughts on language for inclusion in the District’s Mission and Vision. I would also join an executive team meeting by Zoom to discuss the District’s operating Values. You would review and approve the intended interview

guide in advance. All of the interviews should be conducted within a two week period to ensure a common baseline for the interview information. Following the interviews, I would prepare a summary of the themes and issues identified, both for your review and for preparing the retreat agenda.

*Deliverables: Strategic Planning Interview Guide
Strategic Planning Interview Summary (Mission, Vision, Values)*

F. Strategic Planning Retreat (December, if possible)

This half-day retreat, to be conducted in person, would consist of a review of the S.W.O.T. analysis and review and discussion of the draft Mission, Vision and Values statements resulting from the individual interviews and executive staff meeting. I would prepare a meeting summary within two weeks of the retreat documenting the final version of the S.W.O.T. analysis and next to final drafts of the Mission, Vision and Values.

*Deliverables: Retreat Agenda and PowerPoint
Summary of Retreat Outcomes*

6. Strategic Planning Retreat # 2 – Goals, Objectives and Priorities

The second half-day Strategic Planning retreat would also be conducted in person at an offsite location near the District offices. The focus of the second retreat would be to agree upon the draft Strategic Plan Goals, Objectives and Priorities for the District. Additional preparatory work is required to enhance the benefit and productivity of the retreat itself.

G. Strategic Planning Interviews

I would conduct a second round of individual and confidential interviews with each member of the Board by Zoom. These interviews would focus on possible Goals and Objectives for inclusion in the Strategic Plan. I would also join an executive team meeting by Zoom after the Board interviews are completed to receive staff's input on the possible Goals and Objectives identified during the Board interviews. You would review and approve the intended Board interview guide in advance. All of the interviews should be conducted within a two-week period to ensure a common baseline for the interview information. Following the interviews, I would prepare a summary of the themes and issues identified, both for your review and for preparing the retreat agenda.

*Deliverables: Strategic Planning Interview Guide
Strategic Planning Interview Summary (Goals and Objectives)*

H. Strategic Planning Retreat (January)

This half-day retreat, to be conducted in person, would consist of a review and selection of the possible Goals and Objectives resulting from the individual interviews and executive staff meeting. If time permits, the Board would also do a "dotting" exercise to select the top priorities for the first year of the Strategic Plan. I

would prepare a meeting summary within two weeks of the retreat documenting the selected Goals, Objectives and Priorities, if completed.

*Deliverables: Draft Goals and Objectives
Retreat Agenda and PowerPoint
Summary of Retreat Outcomes*

7. Strategic Planning Preparation and Presentation (February or March)

The final step of the Strategic Planning Process is to prepare the draft Strategic Plan for subsequent Board review and action during a regularly scheduled meeting. I will require one to two weeks for preparation of the draft Strategic Plan in text form, plus whatever graphics presentation the District may want either before or after adoption by the Board.

Professional Biography

Greg Larson has 35 years of experience in leading, managing and supporting public, non-profit and educational organizations. Most of his career was spent as a turnaround specialist, taking on troubled organizations and issues, and then helping to restore them operationally, financially, and structurally. More recently he has been working with healthy organizations to meet emerging challenges and new opportunities.



Greg's diverse experience includes rising from a legislative analyst to department head and deputy city manager for the City of San José, twice serving as city manager (Milpitas and Los Gatos), twice serving as director of Planning and Community Development (Scottsdale and Santa Cruz), president & CEO of United Way Silicon Valley, and chief deputy controller for the State of California. He has also been active professionally as past president of Cal-ICMA, a member of several conference planning and evaluation committees, supporting emerging young professionals through the Municipal Management Association of Northern California (MMANC), and providing the opening invocation at the 2010 International City/County Management Association annual conference. Greg is a graduate of Stanford University.

Greg has facilitated executive team building, coaching, priority setting and strategic planning work for a wide array of local governments and their elected officials. Some of his clients include the California cities of Sausalito, Pasadena, Riverside, Novato, Roseville, Sonoma, Santa Rosa, Redwood City, Milpitas, Atherton, Berkeley, East Palo Alto, Sand City, Martinez, and Half Moon Bay; special districts such as Coastside County Water District, Silicon Valley Clean Energy, East Contra Costa Fire Protection District, Heber Public Utilities District and the Hayward Area Park and Recreation District.

Fee

Given that other consulting resources will not be required, I will be able to complete this entire scope of work, including expenses, for a fixed fee of \$22,900 as follows:

TASK	HOURS	TOTAL
Executive Team Interviews/Retreats	71	\$10,100
Strategic Planning Interviews/Retreats	85	\$12,800
TOTAL	156	\$22,900

Conclusion

I would enjoy working with you and the West Valley Water District again on this important process. Please contact me at (408) 761-1326 if there are any questions or additional information that would be helpful.

Sincerely,

Greg Larson

Greg Larson
Consultant/Facilitator

Accepted for the West Valley Water District by:

Name: *S. Mabel*

Title: *GENERAL MANAGER*

Date: *9/23/21*

WEST VALLEY WATER DISTRICT STRATEGIC PLAN

DRAFT

A Letter from the General Manager

2020 was a time of significant disruption and change, and West Valley Water District (WVWD) emerged from a tumultuous year stronger than ever. We've kept rates steady while making necessary investments that build a stronger financial foundation for the future. Our Board of Directors and administration used this year to make great strides to improve and implement fiscal responsibility, transparency and sustainability measures. Our administration assisted the Board with a major public review of all WVWD contracts, the implementation of ten major reforms and new financial and contracting procedures. Together, utilizing the Special District Leadership Foundation's (SDLF) strict guidance, we also implemented best practices, which allowed us to earn the SDLF *District Transparency Certificate of Excellence*.

With these accomplishments behind us, WVWD must continue to adapt and plan for the future. According to a recent report from the United States Conference of Mayors, the Inland Empire's population is expected to grow from 4.5 million to 6.5 million by 2046, by which point it will become one of the nation's ten largest metropolitan areas. This means that people will need more water; even if we dramatically decrease per capita water consumption, we will still need to massively expand our water supplies to accommodate projected growth. This will require significant infrastructure upgrades, greater capacity and a larger professional workforce.

As difficult as these challenges seem, they are not insurmountable. To handle these issues, WVWD staff, managers and leadership collaborated to compile a comprehensive plan with a dynamic vision that details how we can assuredly overcome challenges and continue to fulfill our mission of "providing customers with safe, high quality and reliable water service at a reasonable rate and in a sustainable manner." A secure and sustainable future is within our grasp, and this strategic plan is a blueprint of our collective vision for success. We are confident that this plan will help put our region in a strong position to continue to grow and adapt to whatever the future may hold.

Mission Statement for West Valley Water District:

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.

DRAFT

Vision Statement for Strategic Plan:

This strategic plan provides timelines and details to objectives for each department in the West Valley Water District (WVWD). It highlights and categorizes planned objectives for each department into six core goals found most frequently in department-level interviews: (1) ensuring water supply sustainability, (2) improving energy efficiency, (3) accelerating digitization to improve efficiency and transparency, (4) ensuring fiscal capacity, (5) expanding external outreach and (6) developing WVWD's workforce to accommodate growing water demand.

The information associated with these six goals represent our bold response to challenges we expect to face in the coming years, which includes:

- (1) maintaining a sustainable water supply that accommodates the region's population growth that will transform it into one of the nation's ten largest metropolitan areas by 2046;
- (2) increasing energy efficiency to insulate WVWD, a major electricity user, from expected increases in electricity rates;
- (3) improving the efficiency and transparency of internal processes through digitizing records, which enhances accessibility and meets the growing public demand for more government transparency;
- (4) expanding fiscal responsibility to service debts, meet obligations, invest in infrastructure and maintain the financial flexibility to easily mitigate unforeseen crises;
- (5) bolstering external outreach to build community trust and expand the capacity of our sustainability and water education programs to make a greater impact on our community's water habits;
- (6) and developing WVWD's workforce to ensure we can hire enough water industry professionals to fulfill the growing water demand in the face of a "silver tide" of retirements that is leaving water/wastewater agencies and utilities across the country.

Developed through successive rounds of interviews and correspondence with WVWD leadership, managers and staff, this strategic plan, which is a living document that is designed to evolve with regular updates, will serve as a guide that informs WVWD, ratepayers and the public on our most essential plans and strategies for the future.

DRAFT

Six Core Goals:

One - Maintaining Sustainable Water:

Issue: The Inland Empire’s population is projected to grow from 4.5 million to 6.5 million by 2046. Even if per-capita water consumption is reduced dramatically, such massive population growth means overall demand will still increase. Increased water requirements from a growing population compounded with frequent droughts in the State of California necessitate the continued development of a reliable, sustainable, diverse, and stable water supply.

Guiding question: How is WVWD going to ensure reliable, sustainable, stable water supply in the face of an expected lasting dry season and rising demand?

Two - Increasing Energy Efficiency:

Issue: WVWD uses a significant amount of energy to process and distribute water. With leading California power utilities like SoCal Edison projecting rate increases from 20% to 70% by 2030, increasing energy efficiency and exploring on-site generation options will be key to keeping costs down for ratepayers.

Guiding question: How is WVWD going to “go green” and improve energy efficiency as electricity rates rise?

Three - Digitizing Records and Operations:

Issue: National and statewide COVID-19 related requirements, public health guidelines and other measures required the vast majority of WVWD non-field staff to transition to remote work, which prompted the digitization of many internal processes. During this time, community stakeholders also requested increased transparency and access to public institutions. Although WVWD made significant progress in moving operations to digital platforms, much work still remains in adapting to the technological requirements (and opportunities) of the 21st century.

Guiding question: How are WVWD operations going to change in the post-COVID era? Which changes will be permanent and which ones will be phased out and when?

Guiding question: How is WVWD’s continued digitization of records and processes going to expedite services and ensure greater internal and external transparency?

Four - Fiscal Capacity:

Issue: While WVWD continues to build a stronger fiscal foundation and develop greater surpluses, a crisis like COVID-19 demonstrated the importance of having a secure financial position. This will enable WVWD to have the flexibility to respond to unpredictable events while meeting financial obligations and investing in the future.

Guiding question: How is WVWD going to ensure it has the fiscal capacity to service its debts, invest in infrastructure and weather future catastrophes like COVID-19?

Five - Community Outreach:

Issue: COVID-19 government measures on in-person gatherings restricted WVWD's ability to conduct community engagement through traditional methods such as in-person classes, forums and other local events. In 2020, community stakeholders pushed for more substantive interaction with public institutions at every level of government. To continue to build public trust and maintain the effectiveness of our community outreach programs, WVWD must adjust and expand outreach efforts.

Guiding Question: How can WVWD's staff and board members be more involved in community affairs?

Guiding Question: How can WVWD more effectively engage with ratepayers to enhance the effectiveness and participation in its outreach-driven sustainability programs?

Six - Workforce Development:

Issue: As demand for water grows, so will the demand for skilled water professionals. However, as outlined in a 2018 Brookings Institute Report, retirements and underinvestment in workforce development programs are leaving the water and wastewater industries with growing vacancy rates. To ensure WVWD has the adequate professional staff needed to meet the Inland Empire's growing water demand, WVWD must make a concerted effort to train and invest in its workforce and workforce development programs. This will enable WVWD to sustain and grow its talent pool amid a litany of retirements.

Guiding question: How is WVWD going to attract and maintain talent and fill attrition vacancies expected by the Brookings Institute?

GOAL ONE - WATER SUSTAINABILITY

Objective One: Continue to maintain a robust, sustainable water supply

Objective Significance: The rising population and frequency of droughts across California mean that WWWD must continue to develop a robust, sustainable, diverse, and stable water supply.

Initiative 1A:

Description: WWWD will expand the Oliver P. Roemer Water Filtration Plant, which will increase water treatment and supply capacity for the northern end of the Water District from 14 million gallons per day to 21 million gallons per day.

Status: WWWD announced the project and major contractors are secured; construction is to begin once funding is secured through the United States Environmental Protection Agency, which has invited WWWD to apply for a Water Infrastructure Finance and Innovation Act (WIFIA) grant that can finance nearly half of the project.

Timeline: **Timeline requested but not provided; ask Linda Jadeski for more information.**

Costs: **More information needed from Jose Velasquez or Linda Jadeski.**

Initiative 1B:

Description: WWWD will conduct research and gather information on other water agencies' use of reclaimed water to determine whether and where it should adopt similar methodologies. Neighboring Orange County's water reclamation facilities are capable of processing more than 100 million gallons of drinkable water per day; a similar project for WWWD could significantly reduce WWWD's reliance on pumped and imported water and improve its water sustainability.

Status: An initial and informal study is complete and will be presented to the Board of Directors in 2021. With Board permission, the search for grants and contractors will begin soon thereafter.

Timeline: **Timeline requested but not provided; ask Joanne Chan for more information.**

Costs: **More information needed from Joanne Chan.**

Initiative 1C:

Description: WWWD will conduct a water supply reliability analysis to analyze the reliability of existing water sources and create a better plan for how to meet current and future WWWD water needs.

Status: In planning.

Timeline: WVWD will complete the analysis by the end of 2022.

Costs: [More information needed from Van Jew.](#)

Initiative 1D:

Description: In 2018, WVWD and other local agencies formed the San Bernardino Basin Groundwater Council (SBBGC) to coordinate groundwater consumption and sustainability. Through the SBBGC, WVWD will draw upon water reserves in the Bunker Hill groundwater basin in the event that WVWD's use of State Water Project (SWP) aqueduct water from Northern California is curtailed due to statewide water shortages.

Status: To be implemented as needed.

Timeline: See status.

Costs: [More information needed from Linda Jadeski.](#)

Objective Two: Enforce water restrictions and mitigate water loss and water theft

Objective Significance: Water restrictions during times of drought are necessary to ensure WVWD can provide enough water for ratepayers during water shortages. Water theft, smuggling and defiance of water restrictions cost WVWD tens, if not hundreds of thousands of dollars. It also threatens to further deplete limited water supplies during times of drought. Enforcing water restrictions and mitigating water loss and theft are important tools for maintaining water supplies. This is especially important as California enters a new period of drought, which, according to satellite image analysis and reports from the University of California, Irvine, could be the worst drought in California in 1,200 years.

Initiative 1E:

Description: WVWD will transfer responsibility for water restriction enforcement from the customer service department to the water conservation division. It will also create a structured plan detailing a new methodology for enforcing water restrictions.

Status: [More information needed from Joanne Chan.](#)

Timeline: WVWD will complete and implement a plan by December 2022.

Costs: [More information needed from Joanne Chan.](#)

Initiative 1F:

Description: WVWD will implement the Advanced Metering Infrastructure System (AMI), which is an integrated system of smart meters, communications networks and data management systems that enables two-way communication between utilities and ratepayers. The system will allow WVWD to monitor water usage in real time and identify and eliminate water theft (and water overuse) as it happens. The AMI system will also allow WVWD to easily spot leaks in the system and empower ratepayers to monitor their own water consumption levels. According to the U.S. Department of Energy, AMI and ratepayer systems can reduce costs for metering and billing, lower utility capital expenditures and lower outage costs and allow for fewer inconveniences for customers from faster outage restoration.

Status: **More information needed from Jon Stephenson.**

Timeline: WVWD to complete AMI implementation by 2025-2026.

Costs: **More information needed from Jon Stephenson.**

GOAL TWO - ENERGY EFFICIENCY

Objective One: Explore and secure fiscal incentives for more efficient energy use

Objective Significance: Exploring fiscal incentives for efficient energy use will serve to keep energy costs down and limit WVWD's environmental impact. WVWD is a major energy user, requiring significant amounts of energy to process and distribute water. With leading California power utilities like SoCal Edison projecting rate increases from 20% to 70% by the end of the decade, increasing energy efficiency and exploring on-site generation options will be key to keeping costs down for ratepayers.

Initiative 2A:

Description: Initiate an energy demand-response program that works with power companies to obtain credit and payouts for shifting energy usage out of peak hours.

Status: **More information needed from Van Jew.**

Timeline: WVWD to complete this program by 2023-2024.

Costs: **More information needed from Van Jew.**

Initiative 2B:

Description: WVWD will secure grant funds to install solar panels on WVWD's headquarters that will offset power use.

Status: In planning.

Timeline: **Timeline requested but not provided; ask Van Jew for more information.**

Costs: **More information needed from Van Jew.**

Objective Two: Install backup power supplies

Objective Significance: As stated earlier, leading California power providers expect to raise electricity rates by 20% to 70% by the end of the decade. At the same time, as California's power providers transition to renewable energy, the transition period may result in reduced power reliability. By installing battery-based backup power supplies, WVWD can ensure that its operations remain uninterrupted by power outages while saving money lower-cost, off-peak time energy use.

Initiative 2C:

Description: WVWD will evaluate the best zero-cost program to implement battery-powered backup power supplies for five critical WVWD pump sites to ensure reliable, sustained operations. This emergency backup power will facilitate lower energy costs by allowing for the purchase of cheaper electricity outside of peak energy demand. Several battery-storage providers in the area, including Tesla, offer zero-cost backup power systems.

Status: WVWD staff are currently evaluating zero-cost battery backup offers from competing firms.

Timeline: WVWD to complete installation by 2022.

Costs: No cost to WVWD.

Objective Three: Explore other environmental sustainability measures

Objective Significance: Adopting environmental sustainability measures will save WVWD valuable resources and limit its environmental impact.

-More information needed from staff on potential sustainability measures.

Initiative 2D:

Description: A 2020 study by Consumer Reports found that electric vehicle lifetime costs are now \$6,000 to \$10,000 lower than those of conventional gas-powered vehicles. With electric and other alternative fuel technologies becoming more cost effective and commercially viable, WVWD is seeking to replace its existing vehicle fleet, where appropriate, with electric, hybrid, and other alternatives as vehicles either reach the end of their cost-effective service lives or grants become available to accelerate the process.

Status: WVWD to replace vehicles on a case-by-case basis as vehicles reach the end of their cost-effective service lives and/or grants become available.

Timeline: See status.

Costs: More information needed from Van Jew.

Initiative 2E:

Description: WVWD will replace all lights with new LED technology. LEDs use 80% less energy than incandescent light bulbs and last 25 times longer, according to the U.S. Department of Energy. As energy costs increase, so will the savings from switching to more energy efficient, longer lasting lighting technology.

Status: WVWD will complete implementation by the end of 2022 as existing supplies are consumed and replaced. **More information needed from Van Jew on how WVWD will implement LED technology.**

Timeline: See status.

Costs: **More information needed from Van Jew.**

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GOAL THREE - DIGITIZATION

Objective One: Formalize the transition from a remote work model to a hybrid work model

Objective Significance: During COVID-19, many WVWD staff members adapted to a remote, online work model. Outside of operational personnel, most staff began to work remotely, using online platforms like Zoom to conduct business from home. With many employees reporting perceived benefits from working at home, WVWD is exploring how to rework its remote work policies to facilitate remote work where possible and when appropriate.

Initiative 3A:

The WVWD Human Resources Department will develop and implement a clearly defined work model based on departmental needs that makes clear who, how, and when employees will be telecommuting or working in-person.

Initiative Status: WVWD will gather input on remote work policy preferences from Board of Directors.

Timeline: This new work model will be completed and presented for adoption by September 2021.

Costs: **More information needed from Haydee Sainz.**

Initiative 3B:

Description: The WVWD General Services Department will transition the agency from the Zoom video conferencing platform and other cloud services to Microsoft Teams platform for better coordinated meetings, communication and collaboration.

Status: **More information needed from Jon Stephenson.**

Timeline: WVWD will complete this transition by July 2021.

Costs: **More information needed from Jon Stephenson.**

Objective Two: Transfer documents, files, and agreements to the cloud to accelerate internal processes, improve transparency and facilitate greater accountability via a verifiable “paper” trail

Objective Significance: Paper processes are not only slow and wasteful, but also more difficult to keep track of and to verify. Digitizing important records and internal processes through robust information systems can improve accountability by creating a step-by-step log of inputs and actions. Digitization also makes information more accessible to the public via websites and other online portals, which improves transparency.

Initiative 3C:

Description: WVWD will implement new Enterprise Resource Planning (ERP) software to better manage day-to-day business activities like accounting, procurement, project management, risk management and compliance. While WVWD does use ERP software, its current ERP suite is outdated and unable to accommodate the distributed demands of a modern, sometimes remote workforce; a new ERP suite is necessary to better integrate with a remote and hybrid work model.

Status: This project is currently in planning.

Timeline: **Timeline requested but not provided; ask Jose Velasquez for more information.**

Costs: **More information needed from Jose Velasquez.**

Initiative 3D:

Description: WVWD will review and reorganize existing records before uploading them to an online document management system. Currently, many of WVWD's water agreements, infrastructure plans, and other critical development documents are entirely on paper at a centralized location, which has proven to be less than optimal for a remote or hybrid work environment. By shifting documents online, staff or contractors will be able to access crucial work documents without going to the office, saving valuable time and money.

Status: **More information needed from Jon Stephenson.**

Timeline: This initiative will be completed by the end of 2022, with the document management system implemented by the end of 2023.

Costs: **More information needed from Jon Stephenson.**

Initiative 3E:

Description: WVWD will further develop its existing internal online human resources and management platform to accommodate e-forms and online performance evaluations. WVWD currently lacks a unified, efficient internal system that allows its staff to easily view their benefits and file forms with human resources, instead relying on several systems and paper processes to

do so. By switching to a centralized online platform, employees will have easy access to important forms and information wherever they might be, and administrators and senior staff can easily file performance reports and conduct other management and human resources related tasks.

Status: **More information needed from Jon Stephenson.**

Timeline: WVWD will update the online platform by the end of 2023.

Costs: **More information needed from Jon Stephenson.**

Initiative 3F:

Description: WVWD will update and redesign the WVWD website to shift more customer interactions online and thus reduce customer service labor costs. Many customer service calls or in-person interactions involve routine services like applying for new water service; by creating online options for these services, WVWD can save customers time and reduce its labor needs.

Status: **More information needed from Jon Stephenson.**

Timeline: WVWD will redesign the website by December 2021.

Costs: **More information needed from Jon Stephenson.**

Objective Three: Implement new software that will maximize efficiency of field work

Objective Significance: Implementing new field software will improve the efficiency of WVWD's workforce by tracking work orders and work performance. Additionally, new field software can provide for a more accurate, real-time depiction of the current state of field work. This will allow WVWD staff to keep an accurate and up-to-date assessment of maintenance and replacement cycles.

Initiative 3G:

Description: WVWD will implement new, GIS-compatible software for asset management and data gathering to track the condition, age and work history of assets, from water infrastructure to vehicles. By being able to track the condition, age, and work history of assets, WVWD will be able to better know when to replace or conduct repairs on its assets, which should improve overall system reliability by minimizing the potential for any neglect.

Status: **More information needed from Joanne Chan.**

Timeline: WVWD will implement new GIS-compatible software by December 2023.

Costs: [More information needed from Joanne Chan.](#)

Initiative 3H:

Description: WVWD will implement a new work order system software to facilitate field work by maintenance staff. This means work orders for field and operational staff can be tracked in a central system, with superiors able to easily log and monitor the status of work orders. The tracking of crucial maintenance work will ensure greater reliability of WVWD's infrastructure and allow for more rapid responses to any potential infrastructure issues.

Status: [More information needed from Jon Stephenson.](#)

Timeline: WVWD will implement new work order system software by 2024.

Costs: Estimated at \$50,000.

Objective Four: Make additional WVWD processes available for public review

Objective Significance: According to a national 2017 report by the US Public Interest Research Group, special districts tend to lag in transparency behind other public entities. While WVWD's earning of the Special District Leadership Foundation's *District Transparency Certificate of Excellence* demonstrates that WVWD lacks any major transparency deficiencies, WVWD nonetheless aspires to become an industry gold standard that its ratepayers can be proud of. By improving the ability of the public to interact with WVWD's board during crucial board meetings and releasing a more readable version of its annual financial report, WVWD will get one step closer to becoming a transparency leader.

Initiative 3I:

Description: In 1991, the Government Finance Officers' Association established the Popular Annual Financial Reporting Awards Program (PAFR Program) to encourage state and local government organizations like WVWD to produce readily accessible and easily understandable reports that supplement the more technical annual financial reports typically issued. While WVWD has been awarded by the GFOA for its Comprehensive Annual Financial Report (CAFR), WVWD hopes to take its financial transparency one step further by endeavoring to create a popular annual financial report that will relate the most important information from the CAFR in an easily digestible document able to be read and accessed by the public.

Status: [More information needed from Jose Velasquez.](#)

Timeline: WVWD will complete this report by September 2021.

Costs: **More information needed from Jose Velasquez.**

Initiative 3J:

Description: WVWD will upgrade the audiovisual system in the Board of Directors' meeting room to facilitate more public, virtual participation in board meetings; the current ad-hoc system is less than optimal for ratepayer and stakeholder live digital interactions.

Status: **More information needed from Jon Stephenson.**

Timeline: WVWD will complete the upgrade by August 2021.

Costs: **More information needed from Jon Stephenson.**

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GOAL FOUR - FISCAL CAPACITY

Objective One: Improve or maintain bond rating

Objective Significance: WVWD's bond rating determines the interest it pays on its bonds. With interest rates likely to rise, improving WVWD's bond rating will help keep borrowing costs down and make investing in WVWD bonds more attractive to investors.

Initiative 4B:

Description: WVWD will apply for new bond rating. Due to WVWD's financial position (and debt ratio) significantly improving since its last bond rating, WVWD is likely to improve, or at the very least maintain, its current bond rating.

Status: **More information needed from Jose Velasquez.**

Timeline: WVWD to submit an application by the end of October 2021.

Costs: **More information needed from Jose Velasquez.**

Objective Two: Secure funding for future infrastructure

Objective Significance: WVWD must significantly expand its infrastructure to accommodate the Inland Empire's projected population growth. A combination of state and federal grants and sustainable issuing of debt will allow WVWD to meet most of its capital investment needs.

Initiative 4C:

Description: Apply for the State of California's Drinking Water State Revolving Fund (DWRSF) program to expand and maintain treatment capacity. The DWRSF program provides subsidized loans to public water systems like WVWD to finance the cost of drinking water infrastructure projects, and can help WVWD affordably meet its growing infrastructure needs.

Status: **More information needed from Jose Velasquez.**

Timeline: WVWD to submit an application by August 2021.

Costs: **More information needed from Jose Velasquez.**

Initiative 4D:

Description: WVWD will develop a strategy to fund required infrastructure replacements and refurbishments. A growing state and federal government emphasis on infrastructure spending

could mean more grants and subsidized loans may be made available to overhaul and expand WVWD's water infrastructure, but political uncertainty means WVWD must have alternative plans for securing financing for major projects.

Status: In planning.

Timeline: **Timeline requested but not provided; ask Jose Velasquez for more information.**

Costs: **More information needed from Jose Velasquez.**

Initiative 4E:

Description: WVWD will hire and onboard an employee for the new legislative analyst position in the public affairs department to maximize WVWD's ability to identify, apply for, and promote the passage of state and federal grants.

Status: WVWD funded this position.

Timeline: WVWD will hire and onboard this position by September 2021.

Costs: **More information needed from Naseem Farooqi.**

Objective Three: Ensure funding of employee obligations

Objective Significance: While many municipalities and special districts are struggling to meet their employee benefit obligations, WVWD is well positioned to be able to meet its remaining unfunded obligations. However, careful planning will be essential to ensuring that these financial obligations can be sustainably met.

Initiative 4F:

Description: Conduct an analysis on the possibility of creating an irrevocable trust for pensions. The creation of an irrevocable trust could reduce WVWD's paper assets and tax liabilities.

Status: **More information needed from Jose Velasquez.**

Timeline: WVWD will complete analysis by the end of June 2022.

Costs: **More information needed from Jose Velasquez.**

Initiative 4G:

Description: Execute financial planning and funding policies to fully fund pension obligations and other post-employment benefits over an appropriate period of time.

Status: Current, will continue.

Timeline: **Timeline requested but not provided; ask Jose Velasquez for more information.**

Costs: **More information needed from Jose Velasquez.**

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GOAL FIVE - EXTERNAL OUTREACH

Objective One: Foster the perception of the Water District as a legitimate industry leader

Objective Significance: Positioning WVWD as an industry leader will improve WVWD's ability to attract top talent, especially as its workforce development program kicks into higher gear to ensure WVWD has the staff it needs to meet growing water demand. Greater legitimacy should also increase the efficacy and reach of its consumer-facing sustainability programs in the coming drought.

Initiative 5A:

Description: Utilize Spanish speaking staff members to conduct direct outreach to the significant Spanish-speaking portion of the Water District's audience.

Status: **More information needed from Naseem Farooqi.**

Timeline: **Timeline requested but not provided; ask Naseem Farooqi for more information.**

Costs: **More information needed from Naseem Farooqi.**

Initiative 5B:

Description: Build a robust community events calendar to be hosted on WVWD's website. This events calendar will help WVWD secure a stronger position as a community nexus, and make it easier to ensure all WVWD representatives from public-facing members like the community affairs representative and board directors to other staff are present and visible at important community events.

Status: **More information needed from Naseem Farooqi.**

Timeline: WVWD will complete the calendar by the end of September 2021.

Costs: **More information needed from Naseem Farooqi.**

Initiative 5C:

Description: WVWD will purchase and outfit a conservation education trailer to remove the need for table set-up and bring a traveling classroom directly to Inland Empire communities. This trailer will ensure the community affairs representative can be fully utilized and be deployed to engage with the public full time.

Status: Planning and pending board approval.

Timeline: **Timeline requested but not provided; ask Naseem Farooqi for more information.**

Costs: **More information needed from Naseem Farooqi.**

Initiative 5D:

Description: Conduct a study on the beneficial nature of community water education, done either internally or by an independent firm.

Status: **More information needed from Naseem Farooqi.**

Timeline: WVWD will complete study by end of October 2021.

Costs: **More information needed from Naseem Farooqi.**

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GOAL SIX - WORKFORCE DEVELOPMENT

Objective One: Attract and maintain talent and fill attrition vacancies

Objective Significance: As noted by the Brookings Institute, a “silver tide” of retirements is accelerating attrition losses in the water professional workforce, leading to widespread and rising double-digit vacancy rates. At the same time, underinvestment in workforce development programs at the high school and community college level has reduced intake of new water professionals, creating an industry-wide skilled labor shortage. Improving workforce development via internal and external processes will be necessary to guarantee that WVWD can have the workforce it needs to respond to growing water demand. Short term economy-wide labor shortages are also proving to be an impediment to current workforce development efforts.

Initiative 6A:

Description: Complete a classification and compensation study analyzing current District salaries and benefits and comparing them to other water districts in the state in order to address discrepancies in pay and benefits (whether too much or too little) relative to industry standards.

Status: **More information needed from Haydee Sainz.**

Timeline: Study to be completed by end of December 2021.

Costs: **More information needed from Haydee Sainz.**

Initiative 6B:

Description: Analyze whether WVWD should remove requirements stipulating that entry-level job applicants must be enrolled in community college for water courses to encourage greater diversity and higher numbers of applicants.

Status: If applicant shortage persists, requirement adjustment analysis to be conducted.

Timeline: See status.

Costs: **More information needed from Haydee Sainz.**

Initiative 6C:

Description: Hire two high school level summer interns as part of a paid, ten-week summer internship pilot program partly subsidized by IE Works. Based on the pilot program’s success and efforts to secure additional funding, the program will be expanded.

Status: WVWD has funded pilot internship program.

Timeline: WVWD will launch the program in summer of 2022.

Costs: **More information needed from Naseem Farooqi.**

Initiative 6D:

Description: Continue to develop IE Works as a regional workforce consortium capable of scaling the entire region's resources to address water/wastewater industry labor needs.

Status: Current, will continue.

Timeline: **Timeline requested but not provided; ask Naseem Farooqi for more information.**

Costs: **More information needed from Naseem Farooqi.**

Objective Three: Ensure the Water District has strong labor issue mediation guidelines and resources in place

Objective Significance: Attracting and keeping top-tier talent means having transparent systems for equitably and efficiently resolving any potential disputes or labor issues.

Initiative 6E:

Description: Develop, implement, and share a regimented guide for how and when the Human Resources Department will respond to potential labor issues.

Status: **More information needed from Haydee Sainz.**

Timeline: **Timeline requested but not provided; ask Haydee Sainz for more information.**

Costs: **More information needed from Haydee Sainz.**

Initiative 6F:

Description: Create a plan for bringing on an experienced labor attorney when necessary.

Status: **More information needed from Haydee Sainz.**

Timeline: **Timeline requested but not provided, ask Haydee Sainz for more information.**

Costs: **More information needed from Haydee Sainz.**

CONCLUSION FROM BOARD OF DIRECTORS:

As community members, neighbors, and residents, every member of our Board of Directors, management and staff has a significant stake in the successful operation of the West Valley Water District. Southern California's water infrastructure faces great challenges in the years to come. With decades of experience in leadership and management, we know having a strategic plan is critical to overcoming major obstacles.

The process of creating this strategic plan was instrumental in providing valuable insight to the structure of our organization and how we can prepare, organize and strategize to help WVWD reach its full potential. This plan communicates to ratepayers, stakeholders and the public what, where, why and how we plan to solve major issues using ratepayer funds efficiently. Through this plan, we seek to guarantee that our water supply will remain affordable, sustainable and reliable in the face of growing regional challenges. We are confident this plan demonstrates that WVWD is prepared and we are ready to face whatever the future might bring.

Our growing population will increase water demand, but WVWD staff is working tirelessly to prepare for and accommodate future populations. Drought threatens statewide water supplies, but our management teams are also developing diverse, sustainable sources of water to ensure that there is plenty of water. Labor shortages also undermine the water and wastewater industries across the country, but WVWD is leading a collaborative effort through IE Works, a regional workforce consortium, to provide our industry with the diverse, experienced workforce we need to succeed.

We are proud of our work in this strategic plan. This critical document details how our community, our water and our future is in good hands and well-equipped to overcome any issue the future presents.