

CRESCENTA VALLEY WATER DISTRICT

2700 Foothill Boulevard
La Crescenta, California

Agenda for the
Adjourned Regular Meeting of the Board of Directors
of the Crescenta Valley Water District
to be held on Tuesday, March 22, 2022, at 7:00 p.m.

Posted: Friday, March 18, 2022, at 3:30 p.m.

AUDIO & VIDEO CONFERENCING NOTICE

[This meeting will be held by audio & video conference only.]

Under AB 361 and District Resolution No. 772, the District will continue to hold Board and Committee meetings by teleconference, due to the continuing State of Emergency for COVID-19 and the ongoing imminent risks to the health or safety of the attendees from COVID-19.

Any member of the public may participate using a touchtone phone. You may select any of the following phone numbers (there are more than one for increased reliability during this time of increased phone traffic)

(669) 900-6833

(346) 248-7799

(929) 205-6099

(253) 215-8782

(301) 715-8592

(312) 626-6799

Then, enter Access Code: 864 7950 7577

Those members of the public who are able to and would like to additionally participate through computer may access the Zoom audio & video conferencing tool available at the following link:

<https://us02web.zoom.us/j/86479507577>

Public comment may be made either by emailing comments ahead of the meeting or by speaking over the phone. Emailed comments will be sent to the Board of Directors prior to the meeting and posted on the District's website. Comments may be sent to Christy Colby, Regulatory and Public Affairs Manager, at (818) 248-3925 or customerservice@cvwd.com by 3pm on March 22, 2022.

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by contacting the District by phone or in writing at the above email address. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that District staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the District to provide the requested accommodation.

Any written materials distributed to the Board in connection with this agenda will be made available at the same time for public inspection at the District office located at the above address and posted on the District's website.

Call to Order and Determination of Quorum

Pledge of Allegiance

Adoption of Agenda

Public Comments

At this time, the public shall have an opportunity to comment on any non-agenda item relevant to the subject matter jurisdiction of the Board. This opportunity is non-transferable, and speakers are limited to one three-minute (3) comment. Under the provisions of the Brown Act, the Board is prohibited from taking action on items not listed on the agenda, except under certain circumstances.

Foothill Municipal Water District Report

1. Report on activities at Foothill Municipal Water District.

Consent Calendar

1. Consideration and approval of the Minutes of the Regular Board Meeting on March 8, 2022.
2. Ratification of Disbursements for February 2022.
3. Consideration and approval for the continuation of remote meetings.

Action Calendar

The public shall have an opportunity to comment on any action item as each item is considered by the Board. This opportunity is non-transferable, and speakers are limited to one two-minute (2) comment.

1. **Public Hearing** – Consideration of an Ordinance to adjust compensation and compensated meeting limits for member of the Board of Directors.
2. **Director Compensation and Compensated Meeting Limits** – Consideration and motion to adopt an Ordinance to adjust Director compensation and compensated meeting limits.
3. **Policy and Procedures for Commercial Facilities Located on District Properties** – Consideration and motion to adopt Appendix I pertaining to the Policy and Procedures for Commercial Communications Facilities on District properties to the District's Rules and Regulations.
4. **Arrearages Program** – Discussion on the recovery of delinquent bills through the State's Arrearages Payment Program.

Information Items

Written Communications to District/Board of Directors

General Manager's Report

Attorney Report

Reports of Committees

- **Engineering Committee**
- **Finance Committee**
- **Employee Relations Committee**
- **Policy Committee**
- **Community Relations/Water Conservation Committee**
- **Emergency Planning Committee**
- **Technology Committee**

Directors' Oral Reports – Reports on issues, meetings, or activities attended by Directors.

Board Members' Request for Future Agenda Items

Closed Session – None

Adjournment

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CRESCENTA VALLEY WATER DISTRICT REGULAR MEETING, BOARD OF DIRECTORS March 8, 2022

Pursuant to the order of the Board of Directors of the Crescenta Valley Water District made at the Regular Meeting on February 8, 2022, a Regular Meeting was held on March 8, 2022, at 7:00 p.m. through audio and video conference. A call-in number was clearly noted on the meeting Agenda, posted in accordance with the Brown Act, due to the COVID-19 pandemic, with President James D. Bodnar presiding.

At roll call, the following Directors and staff members were online:

Directors:

**James D. Bodnar
Kerry D. Erickson
Ken R. Putnam
Sharon S. Raghavachary
Judy L. Tejeda**

Attorney:

Thomas Bunn

General Manager:

Nem Ochoa (absent)

Director of Finance & Administration: James Lee

Director of Engineering & Operations: David Gould

Staff Members:

**Arturo Montes, Finance & Administration Manager
Brook Yared, Engineering Manager
Christy Colby, Regulatory & Public Affairs Manager
Kellen Boyce, System Operations Manager
Tessa Allmon, Customer Service Representative
Adam Sutphin, Analyst
Pam Leddy, Administrative Assistant**

Public Participation:

Frank Colcord

PLEDGE OF ALLEGIANCE

Director Raghavachary opened the meeting by leading the Directors and staff in reciting the Pledge of Allegiance.

ADOPTION OF AGENDA

It was moved by Director Tejeda, seconded by Director Raghavachary, and carried by a 5-0 roll call vote that the Agenda for the Regular Meeting of March 8, 2022, be adopted as presented.

AYES: **Director Bodnar**
 Director Erickson
 Director Putnam
 Director Raghavachary
 Director Tejeda

NOES: **None**

PUBLIC COMMENTS – None

FOOTHILL MUNICIPAL WATER DISTRICT REPORT – Mr. Colcord reported that two reservoirs servicing CVWD are scheduled to be refurbished within the next month. Mr. Colcord stated that the Metropolitan Water District has completed their budget and will hold a Public Hearing which will decide upon rates for the upcoming year.

CONSENT CALENDAR

It was moved by Director Erickson, seconded by Director Raghavachary, and carried by a 5-0 roll call vote to approve the Minutes of the Regular Board Meeting held on February 8, 2022, through audio and video conference, ratify the disbursements for January 2022 as presented, and to reaffirm Resolution No. 772 to find that (1) Los Angeles County officials have imposed or recommended measures to promote social distancing; and (2) meeting in person would present imminent risks to the health and safety of attendees.

AYES: **Director Bodnar**
 Director Erickson
 Director Putnam
 Director Raghavachary
 Director Tejeda

NOES: **None**

ACTION CALENDAR

Ballot for the Local Agency Formation Committee (LAFCO) Special District LAFCO Alternate Member and Voting Member – Mr. Lee stated that at the January 25, 2022 Board meeting the Board supported Director Raghavachary's nomination as a candidate for the LAFCO Special District Voting Member. Mr. Lee stated that Steven Appleton and E.G. "Jerry" Gladbach are the two other nominees for Voting Member and that Melvin L. Matthews and Baru Sanchez are the nominees for the Special District Alternate Member.

Following discussion:

It was moved by Director Bodnar, seconded by Director Erickson, and carried by a 4-1 roll call vote to cast the District's ballot for Melvin L. Matthews for the Special District LAFCO Alternate Member.

AYES: Director Bodnar
Director Erickson
Director Putnam
Director Tejeda

NOES: Director Raghavachary

It was moved by Director Bodnar, seconded by Director Erickson, and carried by a 5-0 roll call vote to cast the District's ballot for Sharon S. Raghavachary for the Special District LAFCO Voting Member.

AYES: Director Bodnar
Director Erickson
Director Putnam
Director Raghavachary
Director Tejeda

NOES: None

8-inch Water Main Replacement on the 3200 block of Alabama St., 4700 & 4800 blocks of Cheryl Ave., Project E-1034 – Mr. Yared reported that staff and Tetra Tech., Inc. have completed the design of an 8-inch water main replacement on the 3200 block of Alabama St., 4700 & 4800 blocks of Cheryl Ave. and that the plans have been submitted to the City of Glendale for excavation permit review and approval. Mr. Yared stated that Brkich Construction was determined to be the lowest responsible bidder after a mandatory pre-bid meeting that was attended by six (6) contractors on February 23, 2022. Mr. Yared shared that staff requested a proposal from Cannon to provide construction management and inspection support (CM & I) for this project.

Following discussion:

It was moved by Director Raghavachary, seconded by Director Erickson, and carried by a 5-0 roll call vote to award a contract for the 8-inch main replacement on the 3200 block of Alabama St., 4700 & 4800 blocks of Cheryl Ave. to the lowest responsible bidder, Robert Brkich Construction, Inc. at a cost of \$447,750 and establish a 10% contingency amount of \$44,775 (10% of contract) to cover the cost of unforeseen or additional work and to award a contract to Cannon at a cost not to exceed \$105,300, for Construction, Maintenance and Inspection services. The said project was previously approved to be exempt for the California Environmental Quality Act (CEQA) pursuant to Section 15301 of the CEQA Guidelines.

AYES: Director Bodnar
Director Erickson
Director Putnam
Director Raghavachary

Director Tejeda

NOES: None

Replacement of Supervisory Control and Data Acquisition (SCADA) System, Project E-939 – Mr. Gould reported that a SCADA pilot program at Well 8 and Well 14 utilizing a collaborative workplan between Apex Manufacturing Services (APEX) on the design and CVWD performing various parts of the installation was completed in December 2021. Mr. Gould stated that the information received during the pilot program provided an estimate of the costs and timeframe to complete the remaining upgrades at the remaining 25 sites. Mr. Gould estimated that the overall project will take approximately 14 to 16 months to complete, and the project costs will fall within the FY 21/22 & FY 22/23 budget cycles. The project will be finalized in FY 23/24. Mr. Gould stated that staff plans to order most of the equipment for the sites before the end of FY 21/22 since the vendors have indicated that there may be some savings with a large equipment order.

Following discussion:

It was moved by Director Erickson, seconded by Director Tejeda, and carried by a 5-0 roll call vote to authorize the General Manager to award a contract to Apex Manufacturing Services for SCADA programming and integration at a cost of \$334,460 and establish a contingency amount of \$99,840 (15% of contract) to cover the cost of unforeseen or additional work, and to waive the Bid Procurement and Purchasing Policy per Article 18.01 of the CVWD's Rules and Regulation to allow the General Manager to select and negotiate with vendors for the purchase of equipment, materials, and supplies for the replacement of the SCADA system at a cost of \$285,000 and establish a contingency amount of \$42,750 (15% of contract) to cover the cost of unforeseen or additional work.

**AYES: Director Bodnar
 Director Erickson
 Director Putnam
 Director Raghavachary
 Director Tejeda**

NOES: None

INFORMATION ITEMS – None

WRITTEN COMMUNICATIONS TO DISTRICT – None

REPORTS OF PERSONNEL – No report

GENERAL MANAGER – Mr. Lee announced that Darlene Telles will be the spotlighted employee on the CVWD website and announced the anniversaries of six (6) CVWD employees. Mr. Lee shared cost-efficiency measures being taken by staff that would be shared in greater detail with the Finance Committee. Ms. Colby provided highlights of the Water Conservation and Public Outreach Report for the month of February 2022. Mr. Gould stated 93.6 MG of water was produced during the month of February 2022, representing a 58%/42% split. Mr. Gould provided an overview of the Engineering Report for the month of February 2022.

ATTORNEY – Mr. Bunn reported on SB 1157 relating to water use efficiency standards for indoor use. Mr. Bunn stated that urban water retailers will be required each year to calculate their own water use objective effective January 1, 2024. The current standard set by the legislature for indoor water use is 55 gallons per capita per day (GPCD), which will be reduced to 52.5 GPCD in 2025, and 50 GPCD in 2030. Under the bill, the last two amounts would change to 47 GPCD and 42 GPCD. Mr. Bunn emphasized that SB 1157 does not require limits on individual household water use, but the standards will be used as a component for the overall target for retail agencies. Mr. Bunn reported on SB 1157 relating to water use efficiency standards for indoor use.

REPORTS OF PERSONNEL – None

REPORTS OF COMMITTEES

Engineering Committee – Director Erickson reported that the Committee had met on March 3, 2021. An audio/video conference meeting will be scheduled for April 7, 2022.

Finance Committee – Director Bodnar reported that the Committee had not met; however, an audio/video conference is scheduled on March 15, 2022.

Employee Relations Committee – Director Tejeda reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Policy Committee – Director Bodnar reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Community Relations/Water Conservation Committee – Director Tejeda reported that the Committee had not met; however, an audio/video conference meeting is scheduled on March 15, 2021.

Emergency Planning Committee – Director Putnam reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Executive Committee – Director Bodnar reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Technology Committee – Director Raghavachary reported that the Committee had not met; however, an audio/video conference will be scheduled as needed.

DIRECTORS' ORAL REPORTS

Director Erickson – No report

Director Bodnar – Reported that he had completed the AB1234 Ethics Training and filed his Statement of Economics Interests Form 700.

Director Tejeda – No report

Director Putnam – No report

Director Raghavachary – No report

BOARD MEMBERS REQUESTS FOR FUTURE AGENDA ITEMS – None

CLOSED SESSION – None

ADJOURNMENT

There being no other business to come before the Board, at 8:10 p.m., the meeting was adjourned to March 22, 2022, at 7:00 p.m.

APPROVED

James D. Bodnar
President

James Lee
Director of Finance & Administration

CASH DISBURSEMENTS LIST

FEBRUARY 2022



<u>Check#</u>	<u>Check Date</u>	<u>Payable To</u>	<u>Description</u>	<u>Water Amount</u>	<u>Wastewater Amount</u>
0	02/28/2022	Los Angeles County Public Works	Excavation permits - February 2022	5,166.00	
0	02/25/2022	U.S. Bank	Bond payment - February 2022	46,520.00	
0	02/24/2022	CalPERS	Contributions - January 2022	23,563.44	12,507.09
43804	02/03/2022	David Gould	Health reimbursement	282.72	188.48
43805	02/03/2022	Wendy Holloway	Health reimbursement	45.88	30.58
43806	02/03/2022	Nemesciano Ochoa	Health reimbursement	201.58	134.39
43807	02/03/2022	Darlene Telles	Health reimbursement	90.44	60.30
43808	02/03/2022	Jacob Whittaker	Health reimbursement	225.00	75.00
43809	02/03/2022	Robert Wood	Wellness reimbursement	225.00	75.00
43810	02/08/2022	AAL Maintenance	Office - monthly landscape maintenance - February 2022	255.50	94.50
43811	02/08/2022	ACWA Joint Powers Ins. Authority	Group Health - February 2022	39,453.60	25,816.62
43812	02/08/2022	ADS, LLC	Sewer flow monitoring wastewater sampling - January 2022		2,300.00
43813	02/08/2022	Akel Engineering Group, Inc.	Hydraulic analysis for fire flows - January 2022	2,270.00	
43814	02/08/2022	American Tire Depot	Unit #45 - 4 new tires	703.62	430.56
43815	02/08/2022	AT&T	Voice communication - January 2022	604.59	475.02
43816	02/08/2022	Regino Avalos	Landscape maintenance at 7 sites - January 2022	859.03	195.97
43817	02/08/2022	B.L. Wallace Distributor, Inc.	Meter boxes and lids for AMI - 124 boxes, 147 lids	16,584.83	
43818	02/08/2022	Bona Fide Plumbing, Inc.	Pennsylvania rental house - clear drains	150.75	74.25
43819	02/08/2022	Bridgemore Solutions, Inc.	Staff coaching & development - January 2022	1,826.00	374.00
43820	02/08/2022	California Water Environment	Durose - membership renewal	144.00	48.00
43821	02/08/2022	CCS Interactive, Inc.	Monthly website hosting - February 2022	127.50	42.50
43822	02/08/2022	City of Glendale	Rockhaven lease & water purchased - July thru December 2021	60,899.93	
43823	02/08/2022	City of Glendale Water & Power	Power purchased - January 2022	27,440.77	
43824	02/08/2022	CJC Maintenance Services	Janitorial Service - February 2022	494.00	156.00
43825	02/08/2022	Clark Pest Control, Inc.	Monthly pest control service at 5 sites - January 2022	359.00	72.00
43826	02/08/2022	Colonial Life & Accidents Ins.	Employee paid insurance - January 2022	447.34	
43827	02/08/2022	Consolidated Electrical Distributors, Inc.	E-939 & S-962 - SCADA equipment & supplies	5,332.23	5,656.34
43828	02/08/2022	Cypress Ancillary Benefits	Group Dental - February 2022	2,172.51	1,226.79
43829	02/08/2022	Diggs Organization, Inc.	Consulting services for maintenance/production & stand-by SOP's - January 2022	630.80	129.20
43830	02/08/2022	DYI Home Center	Misc. hardware - January 2022	38.42	9.85
43831	02/08/2022	Endress & Hauser, Inc.	Well #2 - Repair nitrate analyzers	4,629.90	

43832	02/08/2022	Eurofins Eaton Analytical, Inc.	Water analysis - January 2022	492.00	
43833	02/08/2022	Foothill Car Wash, Lube & Oil	Unit #10 & #43 - oil changes	149.38	91.55
43834	02/08/2022	Foothill Municipal Water	Emergency Response Plan - January 2022	1,489.00	1,439.00
43835	02/08/2022	Grainger	Misc. supplies - January 2022	791.31	113.92
43836	02/08/2022	Great America Leasing Corp.	Kyocera copiers lease - February 2022	1,185.10	1,138.61
43837	02/08/2022	Gsolutionz Professional Services	Voice communication - January 2022	185.62	145.83
43838	02/08/2022	Highroad Information Technology	Managed services, renewals & PC replacements - January 2022	10,003.94	2,726.64
43839	02/08/2022	InfoSend, Inc.	Printing & postage for billing - January 2022	1,894.09	1,819.81
43840	02/08/2022	Robert Johnson	Refund check - 3759 Honolulu	2.26	
43841	02/08/2022	Liebert Cassidy Whitmore	Legal services - December 2021	2,789.64	612.36
43842	02/08/2022	Lincoln Financial Group	Life & Disability insurance - February 2022	766.01	510.66
43843	02/08/2022	Moine Brothers	Diesel storage tank services - January 2022	213.00	87.00
43844	02/08/2022	Office Depot	Misc. supplies - January 2022	58.89	52.22
43845	02/08/2022	One Ring Networks, Inc.	Office/Glenwood - data communication - February 2022	1,012.50	337.50
43846	02/08/2022	Paper Cuts, Inc.	Monthly paper shredding - January 2022	33.15	30.60
43847	02/08/2022	Plate Locks Roadway Safety Products	Plate lock kit & supplies	354.68	369.15
43848	02/08/2022	Plumbers Depot, Inc.	Unit #33 - camera motor & slip ring		3,848.60
43849	02/08/2022	Prohealth Glendale Medical Group	Covid testing & return to work physical - January 2022	1,076.25	358.75
43850	02/08/2022	Public Water Agencies Group	Emergency Preparedness Program - February 2022	481.88	481.87
43851	02/08/2022	Quinn Power Systems	Misc. parts - January 2022	8.08	4.94
43852	02/08/2022	Raftelis Financial Consultants, Inc.	Professional services - Rockhaven Well Cost Study - January 2022	1,348.75	
43853	02/08/2022	Ramco	Concrete & crushed base - January 2022	398.18	398.18
43854	02/08/2022	Red Wing Business Advantage	Mortenson - safety boots	179.65	73.37
43855	02/08/2022	Ana-Marie Schafer	Refund check - 2252 Del Mar #3	80.09	
43856	02/08/2022	So. Cal Compton Pipe Supply Co., Inc.	E-1033 - Nine fire hydrants	18,689.92	
43857	02/08/2022	Spectrum Business	Glenwood/Mills/Lowell - data communication - February 2022	309.28	108.65
43858	02/08/2022	Spectrum Business	Glenwood/Office - wireless connections - February 2022	1,048.50	349.50
43859	02/08/2022	Spectrum Business	Office - voice communications - February 2022	227.21	178.52
43860	02/08/2022	Steven Engineering, Inc.	E-939 - UPS power supply & battery	504.84	504.83
43861	02/08/2022	Swift Comply US OpCo, Inc.	Backflow software support - annual renewal	1,080.00	360.00
43862	02/08/2022	System Integrated	SCADA Radio - emergency wind storm call out	1,989.00	561.00
43863	02/08/2022	The Gas Company	Glenwood/Office - gas purchased - January 2022	676.88	213.74
43864	02/08/2022	Traffic Management Products, Inc.	Safety cones	754.65	277.90
43865	02/08/2022	Tri-Xecutex Corp.	Office - repairs to alarm - December 2022	103.84	42.41
43866	02/08/2022	Ultra Welding, Inc.	D-21-59 - 5715 Canyonside - weld 1" coupling	650.00	
43867	02/08/2022	Underground Service Alert	Underground notifications - January 2022	169.75	79.86
43868	02/08/2022	UniFirst Corporation	Uniform rentals - January 2022	428.00	127.84
43869	02/08/2022	Univar Solutions USA, Inc.	Sodium hypochloride - Glenwood (570 gal.) & Mills (552 gal.)	3,734.15	
43870	02/08/2022	Vision Service Plan Co.	Group vision - February 2022	235.62	157.08
43871	02/08/2022	Waste Management	Glenwood - disposal service - February 2022	1,073.39	338.95
43872	02/08/2022	Western Water Works	Misc. stock - January 2022	1,457.34	

43873	02/09/2022	Pete Hilke	Special comp. - Distribution License Grade 2	1,444.99	
43874	02/10/2022	David Inman	Special comp. - Distribution License Grade 3	1,400.00	
43875	02/23/2022	ACWA/JPIA	Workers' Compensation - October 2021 - December 2021	11,274.09	7,516.06
43876	02/23/2022	Apex Manufacturing Solutions	E 939 - SCADA support services - January 2022	2,063.82	1,165.00
43877	02/23/2022	APTwater, LLC	Nitrate Plant maintenance - October 2021 thru February 2022	7,480.00	
43878	02/23/2022	Aqua - Metric Sales, Co.	E-1033 & E-1034 - water meters & receivers - January 2022	36,473.80	
43879	02/23/2022	ARC	Monthly MPS - January 2022	666.32	37.37
43880	02/23/2022	AT&T Mobility	Cell phone charges - February 2022	2,283.91	682.21
43881	02/23/2022	Athens Services	Trash and recycling - February 2022	216.11	68.25
43882	02/23/2022	Regino Avalos	Landscape maintenance at Markridge - wind storm	1,685.00	
43883	02/23/2022	Best Best & Krieger	Watermaster counsel services - January 2022	3,382.60	
43884	02/23/2022	BSK Associates	Water Quality - February 2022	2,551.50	
43885	02/23/2022	City of Glendale	Rockhaven lease & water purchased - January 2022	10,139.80	
43886	02/23/2022	Clark Pest Control, Inc.	Monthly pest control service at 5 sites - February 2022	369.50	61.50
43887	02/23/2022	Clifton Larson Allen	Final payment for June 2021 audit	2,120.00	1,880.00
43888	02/23/2022	Costco Wholesale Membership	Misc. supplies (Costco) - February 2022	304.39	278.97
43889	02/23/2022	Dodge Data & Analytics	E 1034 - Green sheet advertisement for bid	1,091.25	
43890	02/23/2022	Dudek	E-1022 - Construction & Inspection Services - December 2021	1,200.00	
43891	02/23/2022	Foothill Municipal Water	Water Delivery - January 2022	208,543.63	
43892	02/23/2022	Golden Bell Products, Inc.	Lift Station supplies - February 2022		1,226.40
43893	02/23/2022	Grace Environmental Services	Well #2 - monitoring assistance - January 2022	3,879.05	
43894	02/23/2022	Grainger	Misc. supplies - January 2022	314.35	
43895	02/23/2022	Haaker Equipment Company	Unit #53 - remove & replace hose and clamps		399.31
43896	02/23/2022	Harper & Associates Eng, Inc.	E-1036 - Edmund #2 and Markridge Reservoir Inspection Services - January 2022	13,662.00	
43897	02/23/2022	John Robinson Consulting, Inc.	M-965 - Grant Assistance - January 2022	600.00	
43898	02/23/2022	Joseph G. Pollard Co., Inc	Misc. supplies - January 2022	1,602.07	
43899	02/23/2022	Christina Kopelman	Kopelman - Reimbursement for PMP Certificate Program	70.84	47.22
43900	02/23/2022	LA Dept Water and Power	Power purchased - January 2022	54.33	
43901	02/23/2022	Lagerlof, LLP	Legal services - January 2022	5,126.64	1,125.36
43902	02/23/2022	Pam Leddy	Event reimbursement	102.95	50.70
43903	02/23/2022	Lincoln Financial Group	Life & Disability Insurance - March 2022	785.47	523.64
43904	02/23/2022	Michael K. Nunley & Associates, Inc.	D-21-G2 - PRV Station for GUSD - January 2022	17,964.84	
43905	02/23/2022	Miller & Axline Corp.	MTBE attorney fees refund - October 2021	470.41	
43906	02/23/2022	Prohealth Glendale Medical Group	Covid 19 test - January 2022	112.50	37.50
43907	02/23/2022	PumpMan, Inc.	Lift Station - pump #1 mechanical seal leak		250.00
43908	02/23/2022	Quadient Finance USA, Inc.	Postage machine funding - January 2022	357.00	343.00
43909	02/23/2022	Quadient Leasing USA, Inc.	Postage machine lease - March thru June 2022	215.55	207.88
43910	02/23/2022	Reliance Safety Consultants	Safety training class	1,171.50	478.50
43911	02/23/2022	Robertson's	Derwood & Ocean View - slurry backfill	1,072.01	
43912	02/23/2022	Robotic Sewer Solutions	Alta Terrace - install new liner inside 8-inch sewer main		3,000.00
43913	02/23/2022	Shell	Gas purchased - January 2022	2,230.70	

43914	02/23/2022	So Cal Compton Pipe Supply Co., Inc.	Misc. Stock & E-1034 - materials - January 2022	32,981.83	666.32
43915	02/23/2022	Sully-Miller Contracting Co.	Cold mix for temporary repairs - January 2022	756.79	
43916	02/23/2022	Tetra Tech, Inc.	M-1004 - Professional Services - January 2022	4,458.00	
43917	02/23/2022	Veronica Toro	D-20-95 - Refund sewer & water connection fees	537.23	238.04
43918	02/23/2022	TruckPro, LLC	Unit #2 - Replace PTO	2,438.02	1,494.27
43919	02/23/2022	Ultra Welding, Inc.	Derwood & Ocean View - welding for valve replacement	1,040.00	
43920	02/23/2022	Univar Solutions USA, Inc.	Sodium hypochloride - Glenwood (470 gals.) & Mills (600 gals.)	3,568.02	
43921	02/23/2022	US Bank St. Paul	Bond debt service payment - March 2022	180,690.24	
43922	02/23/2022	Utility Services Associates, LLC	Leak Detection Services - January 2022	14,971.68	
43923	02/23/2022	Wells Fargo Card Services	Colby - monthly email charges, professional development	393.49	181.11
43924	02/23/2022	Wells Fargo Card Services	Holloway - office supplies	16.01	4.78
43925	02/23/2022	Wells Fargo Card Services	Lee - montly Zoom charges, job posting, training classes	1,255.60	416.28
43926	02/23/2022	Wells Fargo Card Services	Ochoa - time capsule marker, high school career development, working meals	950.17	399.58
43927	02/23/2022	Wells Fargo Card Services	Telles - training class, team building	570.13	226.98
43928	02/23/2022	Wells Fargo Card Services	Whittaker - webinar, misc. supplies, working meal	258.07	65.75
43929	02/23/2022	Western Water Works	Misc. stock & E-1034 materials - January 2022	30,671.49	
43930	02/23/2022	Westlake Ace Hardware	Misc. supplies - January 2022	106.81	16.56

Subtotals	\$ 920,016.70	91,201.82
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Total Disbursements for February 2022	1,011,218.52
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Payroll Report

Directors	990.00
Office Regular Payroll	147,984.00
Office OT	2,082.00
Plant Regular Payroll	77,328.00
Plant OT & Standby	7,113.00
Employer Payroll Taxes	17,654.00
Payroll Service Charges	415.00

Total Payroll for February 2022	253,566.00
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CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS – STAFF REPORT

To: Honorable President and Members of the Board of Directors
From: Thomas Bunn – General Counsel
Subject: **Approve continuation of remote meetings as described in AB 361 and make required findings**

DISCUSSION :

At the September 28, 2021 Board meeting, pursuant to AB 361, the Board of Directors adopted Resolution No. 772, which authorized the Board to continue to have remote meetings based upon the continued state of emergency for COVID-19, and made findings that (1) Los Angeles County officials have imposed or recommended measures to promote social distancing; and (2) meeting in person would present imminent risks to the health and safety of attendees. In order to continue to have remote meetings, AB 361 requires that the Board reaffirm one or both of those findings within 30 days after the first remote meeting, and every 30 days thereafter, provided that a state of emergency continues to be in place.

At the time this report was prepared, there is a continued state of emergency for COVID-19. This item is on the agenda for the Board to consider whether to reaffirm the resolution and make the required findings to continue to have remote meetings for an additional 30 days. The resolution authorizes the Board to extend the resolution by motion.

FINANCIAL CONSIDERATIONS

None.

RECOMMENDATION

The Board of Directors reaffirm Resolution No. 772 and find that (1) Los Angeles County officials have imposed or recommended measures to promote social distancing; and (2) meeting in person would present imminent risks to the health and safety of attendees.

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 2
March 22, 2022

To: Honorable President and Members of the Board of Directors
From: James Lee – Director of Finance & Administration
Subject: **Board Compensation**

ACTION ITEM:

Consideration and possible action to adjust Board compensation and meeting limits.

BACKGROUND:

Per California Water Code Sections 20202 and 20203, compensation is limited to 10 days per month and a 5 percent increase annually since the last adjustment. Board compensation can be adopted with a published notice of hearing and a subsequent resolution to amend the Rules and Regulations. The District's directors are currently compensated for up to 6 meeting monthly and 48 meeting annually at a rate of \$90 per meeting. These levels have been maintained since November 2010, when compensation was decreased from \$100 per meeting.

At the January 11, 2022 Board meeting, the Board supported a motion to issue a public notice to potentially adjust the compensation and/or compensated meeting limits of the Board of Directors. Since then, two notices have been posted in the CV Weekly newspaper, once on March 10th and a second time on March 17th.

The public hearing as noticed was held on March 22, 2022.

RECOMMENDATION

NA

Submitted by:



James Lee
Director of Finance & Administration

ORDINANCE NO. ____**ORDINANCE OF THE BOARD OF DIRECTORS OF
CRESCENTA VALLEY WATER DISTRICT
INCREASING DIRECTOR COMPENSATION**

WHEREAS, Crescenta Valley Water District is a water district subject to the provisions of Water Code sections 20200-20207; and

WHEREAS, Water Code Section 20201 requires that any increase in compensation must be done by ordinance following a noticed public hearing; and

WHEREAS, Water Code Section 20202 allows for an annual increase not to exceed 5 percent of the last authorized compensation amount, for a maximum of 10 days per calendar month;

WHEREAS, the Board of Directors commit significant time and energy toward serving the community by preparing for and attending Board meetings, workshops, conferences, and various community functions to fulfill the District's mission; and

WHEREAS, the Board of Directors compensation is meant to fairly compensate Directors for their time and effort, and is a means of encouraging qualified community members to offer their service to the community; and

WHEREAS, the Board of Directors has conducted a survey of Director compensation of other comparable agencies to establish a generally accepted level consistent with the public water industry in southern California; and

WHEREAS, based on the attached survey, the District's compensation rate is below the average and below the median of comparable agencies; and

WHEREAS, the Board of Directors has determined that an increase to \$_____ per day, not to exceed ____ days per calendar month, is appropriate; and

WHEREAS, notice of the required public hearing was published by the District twice in a newspaper of general circulation as required by law on March 10, 2022 and March 17, 2022; and

WHEREAS, on March 22, 2022, the Board conducted a noticed public hearing on this Ordinance and hear any public comment regarding an adjustment in Board of Directors compensation.

NOW THEREFORE, BE IT ORDAINED BY THE BOARD OF DIRECTORS OF THE CRESCENTA VALLEY WATER DISTRICT AS FOLLOWS:

1. The Board of Directors daily compensation rate for attending meetings and authorized days of service is increased to \$_____, for a maximum of ____ days per month.
2. Section 4:04 of the District's Rules and Regulations is amended to confirm this Ordinance.
3. This Ordinance shall become effective 60 days from the date of its passage, unless suspended, amended or rescinded by the Board or pursuant to law before that date.

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 3
March 22, 2022

To: Honorable President and Members of the Board of Directors
From: James Lee – Director of Finance and Administration
Subject: **Policy and Procedures for Commercial Facilities Located on District Properties (Cellular Site Leases)**

ACTION ITEM:

Consideration and motion to adopt Appendix I pertaining to the Policy and Procedures for Commercial Communications Facilities located on District properties to the District's Rules and Regulations.

BACKGROUND:

An objective in the 2020 Strategic Plan is *Identify Cost-Efficiency Measures: Pursue Funding Programs that support the District*. Developing new sources of revenue supports the District by mitigating fluctuations in revenue. Leasing various sites to cellular companies for revenue has become a common practice since the District considered this revenue stream in 2006. Since then, there is significantly more information regarding their impacts as well as acceptance from communities who seek better cellular reception. The net lease revenue after site management fees is expected to be approximately \$35,000 per cell tower.

The District has retained ATS Communications to evaluate and market the District's various sites – e.g. reservoir and well sites – to cellular companies such as AT&T, Verizon, T-Mobile. ATS was selected because they: 1) specialize in public water agencies; and 2) are independent of cellular companies so they can represent their agencies' best interests. If the District moves forward with pursuing revenue from cellular leases, ATS would be responsible for managing all aspects of the sites. It is advisable for ATS to actively manage the sites in order to minimize impact to staff time, as ATS would market the sites, monitor installation and maintenance standards, and handle any other issues or future modifications to the sites.

The process for marketing District sites and implementing cell towers is estimated to last approximately one year. The first step is to develop the District's Policy and Procedure for Commercial Communications Facilities Located on District Properties. The purpose of the Policy and Procedure is for the District's representative, ATS, to be able to hold cellular companies and the subcontractors to appropriate standards in the interest of the District. The District has engaged ATS to develop the Policy and Procedure for \$3,500, which would represent the District's only out-of-pocket cost for the overall initiative.

Staff has provided a copy of the Policy and Procedure for review and approval as an addition to the District's Rules and Regulations as Appendix I. Mr. Tony Ingegneri from ATS is available as a resource to the Board.

RECOMMENDATION

Staff recommends that the Board adopt Appendix I pertaining to the Policy and Procedures for Commercial Communications Facilities located on District properties to the District's Rules and Regulations.

Prepared by:



Arturo Montes
Finance & Administration Manager

Submitted by:



James Lee
Director of Finance & Administration

Attachment(s):

1. Policy and Procedures for Communication Facilities Licenses within Crescenta Valley Water District Properties

g:\management\board meeting staff reports\2022\03-22-22 Board Memo - Policy and Procedures for Commercial Communications Facilities.docx

Communication Facilities License Program

Policy and Procedures

for

Communication Facilities Licenses

within

Crescenta Valley Water District Properties



March 2022

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Appendices

- Appendix A: Communication Facility License Agreement Template
- Appendix B: Amendment to Communication Facility License Agreement Template
- Appendix C: Application Procedures and Forms
- Appendix D: Fee Schedule
- Appendix E: Signature Block and Equipment Table Samples
- Appendix F: Construction Notes, General Notes, Plan Notes & Requirements

1. Introduction

Crescenta Valley Water District (“District” or “CVWD”) was formed in 1950. The District recognizes the need to establish Policy and Procedures for Non-District Communication Facilities on District Sites. This program of Policies and Procedures (“Program”) further defines the District’s policies and procedures for granting communication licenses and approving Licensee improvements on District owned facilities.

Under this Program, the District will balance its interest with maximizing additional revenues from wireless communication companies with due consideration for operational needs related to use of District’s facility properties, flexibility to allow changes-in-use of its facilities, and adequate protection against safety concerns related to use of the Sites for Non-District Communications Facilities.

The terms and requirements set forth in this Program shall apply to all Non-District Communication Facilities and all references to License(s) and/or Licensee(s) shall extend to all existing Lease(s) and Lessee(s), as applicable. All new applications for Non-District Communication Facilities shall comply with the terms as outlined in this Program, and the authorizations to use District property shall be in substantially the form of the Communication Facility License Agreement attached in Appendix A.

The terms and procedures outlined in this Program shall also apply to Amendments or changes to existing Communications Facility Agreements. See Appendix B for the form of Amendments to License Agreements.

This Program may be amended from time-to-time by the CVWD Board of Directors, in its sole discretion. CVWD shall notify, in writing, Licensee, in advance, of any proposed revision to this Program. However, it is the responsibility of all applicants and/or Licensees to comply with the most current Board approved version of the Program.

2. License Agreements and Amendments

1. All applications for new Non-District Communications Facilities shall be authorized in substantially the form of the Communications Facility License Agreement attached in Appendix A. All applications for an Amendment to a Licensed Communications Facility License Agreement shall be authorized in substantially the form of the Amendment to Communication Facility License Agreement attached in Appendix B.
2. Key terms of the License Agreement in Appendix A include:

- a. The License Term shall be for ten (10) years, and at the option of applicant for an additional five (5) year period (fifteen (15) years aggregate) provided Licensee is not currently in default under the License Agreement.
 - b. The License Fee amount for the ten (10) year license period shall be negotiated between the District and the Licensee and is payable in advance in annual payments. Payment schedule for License Fees is listed in the Agreement in Appendix A.
 - c. Annual License Fees shall begin immediately and be payable within 45 days of the full execution of the License Agreement and/or Amendment (the prorated portion of the annual License Fee, if any).
 - d. License Fee amounts will be subject to an automatic yearly increase equal to 4 percent (4%) per annum during the ten (10) year license period and during any option period, as applicable. General Manager, or their designee, may negotiate other annual percentage increase rates at the time of the Agreement execution, so long as the starting Annual License Fee amount and the annual percentage increase equate to an equivalent net-present-value as the previously determined License Fee at a 4 percent per annum increase. In addition, if applicable, a one-time catch-up inflation adjustment shall be made for the first year of the option period based on the consumer price index as described in Section 4 of the License Agreement.
 - e. Should the agreement lapse, the District shall charge a holdover fee of 150% of the then current annual License Fee pro-rated on a monthly basis described in Section 5 of the License Agreement.
 - f. Licensee shall submit to the District, for approval, two (2) competitive bids for a performance bond for the removal of Licensee's equipment and restoration of the Licensed Area to the condition which existed prior to Lessee's installation of its equipment, reasonable wear and tear excepted.
3. The Board of Directors may delegate authority individually to the General Manager, Director of Engineering and Operations, and the Director of Finance and Administration, or their designee(s), to review all License applications and negotiate all Licenses and Amendments, including determination of annual License Fees, in accordance with the terms and conditions of this Program, and may delegate authority individually to the General Manager, Director of Engineering and Operations, and the Director of Finance and Administration to enter into License Agreements and/or Amendments under this Program.

3. Cell Carrier Facility Development Guidelines and Requirements

All Communications Facilities on District properties shall be installed, operated, maintained, modified, and altered, according to this Program, and shall comply with the policies, procedures, guidelines and requirements outlined in this section and elsewhere in this Program. These Program guidelines and requirements apply to all Communications Facilities installations, work and operations, whether under new Licenses, or pursuant to existing Lease Agreements.

3.1 Universal Installation Requirements

The following requirements apply to all Communications Facilities on District property.

3.1.1 New Site Build, Site Modifications and Site Repairs

1. All new Communications Facilities are required to have magnetic mounts for all tank-mounted equipment. All existing Communications Facilities with welded and/or epoxy mounted antennas and tank-mounted attachments shall be removed and replaced with magnetic mounts when Licensee submits an application to modify its facilities or upon written notice to Licensee of failing mounts or mounts causing damage to District's water tanks, Licensee has the option to remove and replace all welded and/or epoxy tank-mounted antennas and tank-mounted attachments with magnetic mounts, and the District, at its sole discretion, may waive application fees. However, Licensee shall comply with all the requirements of this section.
2. All formal request for a new Communications Facility, or modifications to an existing facility, requires the applicant to submit a Site Application and the appropriate fees (Appendix D) to the District for review and approval. The applicant is encouraged to engage the District early in the processes and perform an assessment site-walk to determine if proposed project or improvements are feasible. All applications for new Communications Facilities, or modifications to existing facilities shall be valid for a twelve-month time-period starting on the date of notice from the District to Lessee of acceptance and receipt of Lessee's application. Licensee may request an extension to the twelve-month time-period, which shall be granted at the District's sole discretion.
3. Prior to commencement of any work by Licensee at a District property, the District shall have:
 - a. A fully executed License Agreement, that is not in default or Amendment, as applicable; and,
 - b. A current Certificate of Insurance with the proper endorsements pursuant to Section 12 of the License Agreement, or the Insurance Section contained within the current Lease Agreement. Additionally, Licensee shall ensure that any contractor(s) to be engaged in the

- installation or modification of a Communications Facility, conform with the Insurance requirements described in the License Agreement or Lease Agreement; and,
- c. Set of construction drawings/plans for the proposed communications facility signed and stamped by a licensed professional engineer, and received and accepted by the District; and,
 - d. Proof that Licensee has complied with all applicable zoning and planning approval requirements from appropriate jurisdictions along with Conditions of Approval (COA's), if any; and,
 - e. A set of construction drawings/plans signed and stamped by the jurisdiction of record and a copy of a building permit, and/or any other permit(s) required; and,
 - f. A copy of the signed and stamped Structural Analysis, from a licensed Professional Engineer (P.E.), and a separate letter from the P.E. indicating that all existing and/or proposed equipment will be adequately supported by the attachment system(s).
 - g. A pre-construction conference conducted with the District's Inspector. The pre-construction conference shall be held at least one week prior to start of construction and attended by Licensee's representative(s), its contractor(s), the District's Inspector or inspector function and, if necessary, the District's coatings representative. Licensee or its contractor(s) shall provide the District's Inspector or inspector function the following:
 - i. a construction schedule;
 - ii. 24-hour contact information for the contractor(s) and/or its project foreman;
 - iii. Contractor(s) proof of Insurance, including workman's comp.
4. No work shall commence prior to the issuance of a Consent Letter by the District. The District shall issue a Consent Letter once all the requirements of this Program have been met by the applicant and the District has determined that the proposed work may commence. The Consent Letter shall accompany District approved construction drawings/plans that have been signed and stamped by the jurisdiction of record.
5. After the Licensee receives a Consent Letter and District approved construction drawings/plans, the Licensee or its contractor(s) shall notify the District's Inspector at least two (2) working days prior to beginning any work.

6. The District reserves the right not to issue or withdraw its approval to commence work if the Licensee or its contractor(s) have failed to satisfy the Program terms.
7. If the District's facilities require maintenance work that may interfere with the Licensee's activities at the Site, the District reserves the right to require Licensee to postpone Licensee's work activities on the Site until such time the District's work has been completed. The District will, wherever possible, give advance notice of any scheduled maintenance work and coordinate its activities with the Licensee and/or its representatives.
8. Under no circumstances will Licensee and/or its employees, agents, contractors be allowed access to the roof of any District reservoir tank without direct District staff supervision. Furthermore, the District reserves the right to determine any work limitations at any District facilities and/or Site.
9. Licensee's personnel, including contractors and subcontractors, shall ensure that the District Site and District facility is accessible at all times to District personnel, in accordance with the details under Section 3.3, herein.
10. The Licensee shall be responsible for any damage due to any construction work or other activities to the existing Communications Facilities, if any, and/or District Site and upon request by the District shall promptly return damaged facilities and/or Site to its pre-existing condition, or better, at no cost to the District, and Licensee shall ensure its contractors comply with the foregoing. In the event Licensee does not comply, District may perform the necessary repairs and bill Licensee, which Licensee shall pay within thirty (30) days of receipt of the invoice.
11. All new and existing communication facilities and equipment owned by the Licensee shall be properly tagged identifying the Licensee's name, site name and/or number and 24-hour Emergency phone number.
12. The Licensee and its contractor(s) shall have a copy of the jurisdictional required permit(s) and the construction drawings/plans approved by the District's Director of Engineering and Operations (or designee) on-site at all times, while work activities are occurring.
13. The Licensee and its contractor(s) are both responsible to ensure the District Site and facilities cannot be accessed by the public at all times while installation work is occurring.
14. Upon completion of work, Licensee shall schedule a final walk-through with the District's Inspector (or inspector function). Upon acceptance by the District's Inspector, Licensee or its contractors shall provide the District with a set of District accepted construction drawings/plans with field mark-ups (as-built), if any. These construction drawings/plans shall be labeled

“Record Drawings” and are mandatory for the District to close-out the project upon completion of the installation and/or related work activity. Any project that has not been successfully closed-out may result in the District’s delay in reviewing any subsequent project submittal(s).

15. Trenching/Excavation, as part of any work or installation, All excavation work, including any required shoring or other provisions for worker protection, shall be performed in accordance with the applicable provisions of Subsection 5-7 of the latest edition of the Standard Specifications for Public Works Construction (SSPWC), the "Construction Safety Orders" issued by the State of California Division of Industrial Safety, and Section 3-6 – Trenching Detail.
16. The Licensee and its contractors shall comply with all local, state, and federal health and safety requirements pertaining to the construction, installation, operation and maintenance of their Communications Facilities. Requirements of the Occupational Safety and Health Administration (OSHA) & Federal Communications Commission (FCC) shall be adhered to at all times; including any safety and injury prevention placards or program that is required under applicable laws and/or regulations. A copy of such program, if required by law or regulation, shall be on-site at all times and employees and contractors of the Licensee shall be trained accordingly.

3.1.2 Maintenance & Emergency Access

Maintenance at Licensee facilities is divided into two categories: Routine and Non-routine. If Licensee has uncertainty which category proposed work is defined as, Licensee should contact the District’s Inspector. All maintenance activity shall be performed during regular business hours (7:00 AM – 4:00 PM, Monday through Friday) or according to the hours prescribe by the jurisdiction of record, whichever is more stringent.

Routine maintenance is defined as the following:

1. Any work performed by Licensee to repair or service their facility which does not require entitlements (e.g. Planning/Zoning Approval, Building Permit, Electrical Permit) from a jurisdictional body; and,
2. Any work within Licensee’s equipment area that does not extend beyond the Licensed Area, in any direction, and does not require any excavation; and,
3. In the case of antennas, like-for-like replacement is acceptable, subject to the conditions of approvals (COA’s) imposed by the jurisdiction of record for the original antenna installation.

Non-routine maintenance is defined as the following:

1. If the sizes, weight, shape, appearance or other similar characteristics of a replacement component are changed, Licensee shall be required to submit a Site Application, appropriate fee(s) and construction drawings/plans for the District's review and approval.
2. In the event work performed by Licensee is expected to impact the use of District property, including property access, obstructing driving lanes, or similar impacts Licensee shall notify the District and submit a Site Application and construction drawings/plans for District review and approval (Consent Letter).

Emergency Access is defined as the following:

Licensee Emergency Access may be required in an event whereby Licensee's Communication Facilities becomes suddenly impaired or non-operational due technical reasons including, but not limited to power failure, equipment failure, theft, vandalism, or acts of nature. Licensee has the non-exclusive license to access the facilities on seven (7) days a week, twenty-four (24) hours a day, via foot or motor vehicle (but not including vehicles with more than two (2) axles/more than twenty (20) feet in length) in order to install, operate, and maintain the Communications Facility, provide Licensee adheres to this Program.

In the event there is an equipment failure, other than equipment accessed at the ground level, Licensee will use best efforts to undertake repairs during standard business hours. Within twenty-four (24) hours, Licensee shall inform the District, via e-mail kboyce@cvwd.com and/or phone (818) 284-5817, when access to any District facility occurred as a result of an emergency or outside of standard business hours.

3.2 Requirements for Proposed Project Construction Drawings/Plan

The requirements for submitting project construction drawings/plans are for the purpose of evaluating the location and other aspect of the project as it relates to the continued on-going operations of the District's facility. All project construction drawings/plans submitted to the District for review shall contain the following:

3.2.1 Signature Block

Each project construction drawings/plans submitted for District review shall have a signature block for the District's Director of Engineering and Operations (or designee) with a date featured on the Title Sheet according to the sample shown in Appendix E.

3.2.2 CVWD Construction Notes

Each project construction drawings/plans should include CVWD Construction Notes, listed in Appendix F.

3.2.2. CVWD Contact

The title page of each project construction drawings/plans shall have a District contact listed for engineering and inspection. The Licensee shall obtain the current contact information from the District.

3.2.3 CVWD Facility Name

Each project construction drawings/plans set submitted to the District for review shall have the District's Site name prominently displayed, in addition to Licensee's designation for its Communications Facility on the Title Sheet.

3.2.4 CVWD Project Number

Each project construction drawings/plans set submitted to the District for review shall have the District's assigned Project Number clearly displayed on the Title Sheet.

3.2.5 Equipment Table

Each project construction drawings/plans set submitted to the District for review shall have the equipment schedule, showing what equipment is licensed approved, zoning approved, number of antennas, type and size of the antennas, number of remote radio units (radio heads) according the sample table depicted in Exhibit E. The Equipment Table shall be featured on the Title Sheet.

3.2.6 Address

Each set of project construction drawings/plans submitted to the District for review shall have the District's address (the correct District facility's street address), and the Licensee's meter address (if different), and the Assessor's Parcel Number(s) (APN(s)) depicted on the Title Sheet.

3.3 District Personnel Access

Licensee and its contractor(s) shall ensure their activities do not block the District's personnel from accessing the Site at any time, except with District's prior consent. Open trenches are a hazard and shall be properly plated at the end of each working day to allow District personnel 24-hour safe access to the Site.

3.4 DIG ALERT

The Licensee or its contractors shall notify underground service alert (DIG ALERT), in accordance with the law, at least two (2) working days prior to beginning construction at 1-800-422-4133. Any CVWD facilities to be crossed shall be potholed, by hand digging, to verify location of District underground facilities prior to working in the vicinity of CVWD facilities.

3.5 Coating Requirements

For any work on a District reservoir tank(s), Licensee or its contractors shall coordinate with the District's Inspector and coatings representative for coating requirements and coating inspections prior to any work on a reservoir tank(s). The Licensee is responsible for any inspection fees associated with the District's coating inspector. All inspection fees must be paid prior to project close-out.

3.6 Trench Detail

Trench details shall show:

- a. Depth and width of the trench
- b. Backfill material list
 - (i.) Paved areas - one-sack cement slurry shall be used to within 2-inch of existing pavement
 - (ii.) In unpaved areas – suitable native material shall be used with 90% minimum compaction; a compaction report shall be provided to the District
- c. All hardscape shall be saw cut.
- d. Minimum 30- inch depth to top of conduit or as directed by District.
- e. AC replacement - 1st lift $\frac{3}{4}$ - inch mix, relative compaction 95%, no more than 3- inch placed at any one time. 2nd lift, $\frac{1}{2}$ - inch fine, no more than 1- $\frac{1}{2}$ inch lift.
- f. Slurry seal the entire work area for the full width of the access road/paved areas or as directed by District's Inspector after work is completed.

3.7 Softscape Replacement

All construction drawings/plans shall depict the replacement or repair of all landscaped areas. If work will be performed in unpaved areas, these notes shall be present on the site-plan sheet, as necessary:

1. Protect all landscaping in place.
2. Only remove trees and shrubs as marked on drawings and/or plans.
3. Any disturbed or damaged landscaping shall be replaced in-kind with 5-gallon minimum shrubs and 15-gallon minimum trees, as directed by the District's Landscape Manager.
4. Areas exposed or disturbed by the work or installation shall be covered with District-approved mulch to a depth of 2-inches.
5. Contact the District's landscape manager prior to installation for landscaping requirements.

3.8 Work Hours and Lighting

The Licensee shall adhere to all work hours and/or lighting restrictions imposed by the jurisdiction of record. The District reserves the right to restrict work hours at its Sites at the District's sole discretion. The use of night-time flood lighting is strictly prohibited. However, in the event Licensee determines that

it is absolutely necessary, Licensee may submit a lighting plan and schedule. District will review and determine at its sole discretion whether to allow the lighting.

3.9 Site Restoration

District Sites shall be repaved per Section 3.6 Trench Details or restored per Section 3.7 Softscape Replacement. Any other features disturbed, removed, or damaged by Licensee or its contractors shall be replaced with new features, or repaired, as determined by the District Inspector. The Site shall be restored to a condition equal or better.

3.10 Emergency Back-Up Generators

The District is aware of the importance of disaster preparedness, recovery, and restoration during natural disasters and the need for operation continuity of communications networks. In time of natural disasters, communication networks are a critical component for public safety (e.g. first responders such as firefighters, law enforcement, paramedics, utility workers, and relief workers). In an effort to be environmentally friendly and reduce the amount of effluent emissions at any on Site, rather than each carrier providing their own fixed backup power source, a single multi-tenant generator unit will provide a fixed generation asset that Licensees can access at a commercially reasonable cost. Therefore, the District's policy is to promote the use of a single multi-tenant generator asset owned, operated, and maintained by a third-party provider, where applicable.

Notwithstanding the foregoing, the District will allow Licensee access for portable standby generators, where applicable.

4. Site Access and Security

4.1 Tower Locking System

Licensee shall install and maintain a Tower Locking System at the property facilitating access to the property for both their Communications Facility and the District. Licensee may not lock out the District under any circumstances. Access may be terminated at the sole discretion of the District in the event Licensee or its employees, representatives, agents or contractors, or any of them, do not strictly adhere to all rules and requirements pertaining to the access to the Site and/or safety and security at the Site, including the requirements under this Program.

The District may require, at its sole discretion, a copy of Licensee's safety rules and regulations and/or Policies for accessing any District facility for any purpose.

4.2 Security Measures and Access Regulations

The District is subject to local, State, and Federal law, including Homeland Security regulations. The District requires security measures and access regulations to comply with applicable laws and District requirements as follows, but not limited to:

1. Rules and guidelines for each District Site are at the sole discretion of the District and shall be adhered to by Licensee. Site-specific rules and regulations, and updates to them, will be effective upon written notice to Licensee. Failure to follow the District's rules and guidelines are cause for revocation of unsupervised site access.
2. Rules and guidelines may be established for each District Site based on the unique characteristics of the Site prior to securing a site.
3. Each Licensee will be required to have a site access key. The site access key allows access to each District Site; notwithstanding the foregoing, in all cases, a Licensee will be responsible for the activities of all their employees, agents, representatives and contractors while at a District Site.
4. Licensee will be responsible for maintenance of the site access key. The site access key shall be held by the Licensee and its whereabouts shall be known at all times. If the site access key is misplaced, lost or stolen, the District must be notified immediately.
5. The Licensee shall provide the District, upon request, a contact list of site access key holders and the names of who will have access to the Sites. No persons may access the Sites except listed as key holders and persons accompanying them on an as needed basis to perform work, or by providing the District advanced notice of any persons intending to access a District Site not on the site access key holder list.
6. Licensee may not make any other attempt to enter a District property other than using a Tower Locking mechanism. (No daisy-chain locks for Communications Facilities are allowed). The District may change, from time to time, the process for accessing its facilities.
7. Licensee may not leave the District property open (open gate) and unattended at any time for any reason.
8. In the event Licensee discovers theft or vandalism, whether to the Licensee's facilities or District property, Licensee shall report it to the District immediately.
9. It is the responsibility of the Licensee to ensure the District property is properly locked upon leaving for any reason.

10. If District personnel are present at a District facility, it is Licensee responsibility to announce their presence and to let District personnel know when they leave.
11. Licensee agrees to monitor the use of the site access keys and to keep them in a safe and secure place at all times. Repeated loss of site access keys may result in forfeiture of the use of the keys resulting in escorted access for a fee.
12. The District may in its sole discretion allow a Licensee or its contractor to access a District property without a site access key but reserves the right to charge an hourly fee for such access.
13. Wherever possible, each Licensee shall design their equipment area on District property to allow for private access without going through the main gate of the District Site.
14. Licensee shall provide at least 24-hours' prior written notice to the District when any activities by Licensee or its contractors will be occurring at a District Site. The notification shall be by email sent to kboyce@cvwd.com.
15. Employees of Licensee and its contractors accessing a District property shall carry name badges and picture identification and shall present such to a District employee when requested. Persons without proper identification may be required to leave the Site.
16. All vehicles of Licensee or its contractors shall be marked as such and be distinguishable from general public vehicles when on a District Site. Any vehicle accessing District facilities without distinguishing markings shall display a business card in the windshield identifying the entity accessing the Site.
17. The District may charge an escorted access fee for any requests by Licensee employees or contractors for access that are not due to a malfunctioning key.

4.3 Ongoing Operations

1. Ongoing operations and maintenance of the Licensee's facility shall comply with all applicable local, state, and federal laws and regulations and the requirements of this Program and the applicable executed license agreement.
2. In the event Licensee installs any equipment outside the parameters of the License agreement without the prior written authorization of the District, the District may, at its sole discretion, terminate the agreement with the Licensee, or charge an unauthorized facility fee equivalent to 200% (two hundred percent) of the current Rent or License Fee that would have been due to the District for a similar increase in use had the District's prior consent been properly obtained. For the purposes of calculating the rent/License Fee due for such unauthorized equipment, the District

will assume the equipment was in place for the period which is the shorter of: two years prior to the date of discovery or the period from the effective date of the applicable license agreement to the date of discovery.

5. Application Process Guidelines

All applications for proposed work at a District Site shall follow the general Application Process Guidelines (Project inception to project completion “close-out”):

- 1) Applicant contacts the District to request a Site Application for a proposed project (New Build, Modification or Decommission).
- 2) Applicant is referred to District’s processing agent (Agent).
- 3) Upon contact, District’s Agent shall provide the Applicant with a copy of the District’s current Non-District Communication Facilities License Program and the District’s Communications Facilities Project Application form.
- 4) Applicant shall complete the Communications Facilities Project Application Form, sign and date, then submit the form back to the Agent accompanied by a check for the appropriate fees issued by the Licensee (no third-party checks will be accepted) or a cashier’s check.
- 5) Agent shall review the application for accuracy, clarity and completeness. Upon Agent’s satisfaction, the application shall be delivered to the District for acceptance. The District shall provide the Applicant a letter of acceptance and receipt for the fees received, along with a project tracking number.
- 6) Applicant will coordinate with Agent for Site access if necessary for Architectural & Engineering surveys (A&E site-visit).
- 7) Applicant shall provide Agent with construction drawings/plans for District’s review.
- 8) District may require the Applicant to have the construction drawings/plans corrected or modified and the District/Agent will provide redlined construction drawings/plans with comments for corrections.
- 9) Applicant shall provide Agent revised construction drawings/plans for District’s final review and approval. Upon approval, the District shall provide the Applicant a letter of authorization (LOA) allowing the Applicant to submit the proposed construction drawings/plans to the local jurisdiction for any necessary entitlements. If the jurisdiction requires modifications to District approved construction drawings/plans, Applicant shall be required to obtain District approval for any modifications to previously District approved construction drawings/plans.

- 10) Once the Applicant has obtained all necessary entitlements and has fulfilled the requirements listed in Section 3 above the District will issue a Consent Letter allowing Licensee to undertake and complete the proposed work.
- 11) Prior to full completion of work, Licensee's contractor(s) shall schedule a walk-through with the District's Inspector to identify and list issues (punch-list), if any, with the work.
- 12) Once the punch-list items are completed Licensee's contractor(s) shall schedule a final walk-through with the District's Inspector.
 - a. Upon District's final acceptance of the work, Licensee or its contractor(s) shall provide the District a set of as-built plans labeled "RECORD DRAWINGS", showing all field changes, if any. If no field changes were made – a note indicating "Built to Plan" shall be depicted on the Title Sheet.
 - b. In addition to submitting "RECORD DRAWINGS", the Applicant or Licensee representative shall sign and date the Consent Letter and return the signed and dated document to the Agent for final project close-out.
 - c. Upon District's acceptance of the "RECORD DRAWINGS" and receipt of the signed/dated Consent Letter from Licensee's representative, the District's Inspector shall sign, date and return the Consent Letter to the Applicant, which indicates the project has been successfully closed-out.

6. Decommission or Termination Process

Any Licensee that decides to decommission its Communications Facilities on any of District's properties shall follow the process described herein.

Licensee shall submit a letter to the District, by certified mail or equivalent, indicating Licensee's intention to decommission its Communications Facility located on District property. The letter shall include Licensee's Communications Facility name & number, District Site name, Site address, contact person, mailing address, e-mail address, and intended time-frame for the decommission activity.

The District shall provide Licensee a return letter acknowledging Licensee's intention to decommission its Communications Facility and directing Licensee to initiate the application process, payment of appropriate fees, and submission of necessary decommission plans.

Once fees are paid and decommission plans are approved, the Licensee shall remove all installed equipment and return the Site to pre-existing conditions, normal wear and tear excepted.

The process shall follow the guidelines provided in Section 5

It is anticipated the proposed template will take final form upon negotiations with each wireless carrier once they approach the District for a new site build)

Appendix A

Communication Facility License Agreement Template

(Left out of this document pending first new site build modification)

Appendix B

Amendment to Communication Facility License Agreement Template

Appendix C

Application Procedures and Forms

Communications Facilities Project Application

Required for all New & Existing Communications Facilities on District Property

(Check all that apply)

- ☐ Application for New License Agreement
- ☐ Application for License Amendment
- ☐ Application for Consent Letter for minor improvements (no excavation/plan approval)
- ☐ Application for Consent Letter for major improvements (Site excavation/plan approval)
- ☐ Specialty field inspection (coating, welding, compaction, etc.), billed to licensee upon completion of construction
- ☐ Application for Site Decommission (Site excavation/plan approval)
- ☐ Application for insurance compliance, name change, assignment, change of ownership or entity

Please see the Fee Schedule in Appendix D of the CVWD Communication Facilities License Program *(Payments should be made payable to CVWD and shall accompany this application)*

Total Fee: \$ _____

Check #: _____

CVWD Site Name: _____

CVWD Site Address: _____

APN#: _____

Carrier Name (Licensee): _____

Licensee's Local Address: _____

Licensee's site Name /Number: _____

Correspondence regarding this application should be sent to:

Agent Name: _____

Agent Company: _____

Address: _____

Phone: _____

E-mail: _____

Applicant Signature

Date

_____ New License _____ Modified Build _____ Decommission

Detailed description of Project: _____

(mark all that apply)

Antenna(s) (Y/N): _____ Number / Size: _____

Microwave dish (Y/N): _____ Number / Size: _____

RRUs (Remote Radio Units) (Y/N): _____ Number / Size: _____

Surge Suppressors (Y/N): _____ Number / Size: _____

TMA/LNA (Y/N): _____ Number / Size: _____

Trenching (Y/N): _____ Location/Length: _____

Proposed Location of the-BTS equipment (and existing equipment, if applicable): _____

Interior/Exterior: _____ Size: _____ Square Feet: _____

Enclosure material: _____

Proposed screening material: _____

Site access to equipment: _____

Aesthetic mitigation measures: _____

This application is valid for 12 months from the receipt of the application fees

CVWD only

Payment Received: \$ _____ Date: _____

Original Submittal Date: _____

Re-submittal No.: _____ Date: _____

CVWD Project Tracking No.: _____

Appendix D

Fee Schedule

Crescenta Valley Water District Communication License Program Application Fee Schedule¹

Checks for Site Application fees should be made payable to the Crescenta Valley Water District. The District request that Licensee issues separate checks for each type of fee. Prior to cashing the checks, the District will review each application and determine whether the required application fees have been submitted. If a fee has been submitted that is not necessary, the District will return the check. If fees are missing, the District will advise the Applicant. Once a fee is accepted, it is non-refundable and not assignable to another project application. Failure to diligently pursue an application once submitted (for example, by not responding to a District request for information for several months) may result in denial of the application and require resubmittal.

Types of fees:

1. Application Fee for a new License Agreement - \$4,500.00 nonrefundable deposit and full reimbursement of District out-of-pocket and attorney fees above that amount.
2. Application Fee for License Amendment - \$1,750.00 nonrefundable deposit and full reimbursement of District out-of-pocket and attorney fees above that amount.
3. Application Fee for a Consent Letter for minor improvements (no excavation) - \$2,000.00 flat fee.
4. Application Fee for a Consent Letter for major improvements (Site excavation) - \$2,250.00 flat fee.
5. Application for a letter of authorization to commence zoning and permitting - \$500.00 flat fee.
6. Specialty field inspections fees - \$125 per hour (coating, welding, compaction, etc.), billed to Licensee upon completion of installation and prior to close-out.
7. Application Fee for a Site Decommission - \$2,000.00 nonrefundable deposit and full reimbursement of District out-of-pocket and attorney fees above that amount.
8. Application Fee for insurance compliance, name change, assignment, change of ownership or entity - \$600.00 nonrefundable deposit and full reimbursement of District out-of-pocket and attorney fees above that amount.

¹ These processing application fees are in addition to the 'annual License Fee' required under the License Agreement/Amendment.

Appendix E

Signature Block and Equipment Table Samples

Signature Block Sample and Equipment Schedule

Required on all title pages of drawings submitted to CVWD for approval for communication license holder's site improvements.

<u>CVWD SIGNATURE</u>	
NEMESCIANO OCHOA, P.E., GENERAL MANAGER	DATE
CVWD SITE NAME	

EQUIPMENT SCHEDULE				
	ZONING APPROVED	LICENSED APPROVED	EXISTING ON SITE	NEW MOD
# OF ANTENNAS				
ANTENNA TYPE				
EQUIPMENT AREA				
RRU'S / LOCATION				

Appendix F

Construction Notes

These construction notes shall appear on the notes sheet of every set of Construction Drawings/Plans submitted for District's review and approval:

CVWD Construction Notes:

1. The Crescenta Valley Water District Inspector shall be notified at least two (2) working days prior to beginning of construction. Call (818) 284-5817 to arrange for inspection.
2. A preconstruction conference of representatives from applicable agencies shall be held on Site at least one week prior to beginning construction at which time a construction schedule and 24-hour contact information shall be provided to CVWD.
3. Contractor shall maintain safe access to the Site at all times for CVWD personnel. Open trenches shall be properly plated at the end of each working day to allow for 24-hour CVWD access to the Site.
4. The Contractor(s) and Licensee shall be responsible for any damage due to Construction activities to District Facilities and the existing Site(s) and shall return damaged facilities to existing condition or better at no cost to the District.
5. The Contractor shall notify underground service alert (DIG ALERT) at least two (2) working days prior to beginning construction at 1-800-422-4133. Any CVWD facilities to be crossed or paralleled within five feet shall be potholed to verify location prior to working in the vicinity of CVWD facilities. Licensee or its Contractor is responsible for providing gate access to DIG ALERT inspection(s).
6. The Contractor shall contact the District's Inspector of inspector function for coating requirements and inspections at (818) 284-5817 prior to any work on District's tank(s). District coating representative shall be present during the preconstruction conference if proposed project involves any work on the District's tank(s). Licensee and/or its Contractor(s) is responsible for paying District coating representative for their services.
7. All new and existing Communications Facilities shall be properly tagged (e.g. stencil or decal) identifying the Carrier's name, Carrier Site Name and/or Number and 24-hour phone emergency contact number. Contractor to ensure that radio frequency, warning and emergency signage (placards) are correct and meet the requirements from the local jurisdiction, State and Federal guidelines.

8. The Contractor shall have a copy of any required permit, a copy of the District approved Construction drawings/plans and a copy of the District signed Consent Letter on-site at all times during the work activity.
9. The Contractor is responsible to ensure the Site is secure at all times, during both working and non-working hours.
10. The Contractor shall provide the District with a set of City (County) stamped and approved Construction Drawings/Plans and a copy of any necessary permits (Building Permit, Electrical Permit, Grading Permit and/or Encroachment Permit) prior to commencing any work.
11. The contractor shall saw cut all pavement. Backfill shall be one sack slurry or aggregate base to within 1" of existing AC.
12. The contractor shall provide a minimum cover of 30-inches on top of all underground conduits.
13. The contractor shall replace asphalt pavement with: 1st lift - 3/4" mix, relative compaction 95%, no more than 3" placed at any one time. 2nd lift - 1/2" fine, no more than 1 1/2" lift.
14. The contractor shall slurry seal the entire work area and any damaged areas curb to curb. The contractor may be required to repair, and slurry seal additional areas as identified by District Inspector (e.g. opening trench seams in asphalt patch).
- 14B. If applicable, see Section 3.7 Softscape Replacement of the Policy and Procedures for Communication Facilities.
15. The contractor and license holder shall perform a final walkthrough to for release and provide the District a copy of as-built project Construction Drawings/Plans redlined with field changes, if any, labeled "RECORD DRAWINGS" on the Title Sheet. If no field changes were made, the RECORD DRAWINGS shall denote "Built to Plan" on the Title Sheet.

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 4
March 22, 2022

To: Honorable President and Members of the Board of Directors
From: Arturo Montes – Finance and Administration Manager
Subject: Customer Bill Arrearages Program

ACTION ITEM:

Discussion on the recovery of delinquent customer bills through the State's Arrearages Payment Program.

BACKGROUND:

In April 2020, the Governor issued Executive Order N-42-40 in response to economic pressures associated with the pandemic. The order prohibited water service providers from shutting water services off. The Board had independently determined the same course of action before the order was issued as a courtesy to the community. The District has continued monitoring delinquent customer bill payments.

With virtually all of the State's water and wastewater agencies facing similar circumstances, the California State Water Board authorized funds for its Arrearages Payment Program to mitigate these impacts to the District and its customers. The District submitted applications to the State for the water and wastewater enterprises. The District was recently awarded \$138K for the water enterprise and expects to receive \$24K for the wastewater enterprise.

Funds are eligible to be applied to unpaid bills accumulated between March 2020 and July 2021. If bills have since been paid, unused funds cannot be credited to customer accounts, and funds are returned to the State. Based on a number of customers having paid some or all of their bills since their July 2021 balances, the District expects to return approximately \$57K of funds to the State. The amount of unpaid bills from July 2021 to December 2021 not funded through the arrearages program is estimated to be \$29K. A summary of the process for the arrearages program is below, and staff is prepared to discuss and address any questions with respect to the program.

Process Timeline		(a)	(b)	(c)	(d) = (a)+(b)-(c)			
	Unpaid Balance from: March 2020 to July 2021	Fund Acquired from Arrearages Program	Bills Accumulate d Since July 2021	Bills Paid Since July 2021	Current Balance	State Funds Applied to Account	Unused Funds Returned to the State	Next Step(s)
Customer A - Arrearages <i>Fully</i> Satisfies Unpaid Water Bills	\$300	\$300	\$150	\$225	\$225	\$225	\$75	- Paid In Full - Letter Stating Benefit from State
Customer B - Arrearages <i>Partially</i> Satisfies Unpaid Water Bills	\$300	\$300	\$150	\$0	\$450	\$300	-	- Not Paid in Full - Letter Stating Benefit from State - Offer of payment plan option - Customer must pay in full or make a payment arrangement within 30 days. Otherwise, service can be shut off

RECOMMENDATION

NA.

Prepared by:



Adam Sutphin
Analyst

Submitted by:



Arturo Montes
Finance & Administration Manager

Attachment(s):

1. none

g:\management\board meeting staff reports\2022\03-22-22 Board Memo - Arrearages Program.docx

CRESCENTA VALLEY WATER DISTRICT

General Manager Report

To: Honorable President and Members of the Board of Directors
From: Nem Ochoa, General Manager
Subject: **General Manager Report**

GM Report
March 22, 2022

General Managers Report Topics:

- GM Activities

The following are some highlights in this month's report:

- Cost-Efficiency Measures
- Maintenance and Operations Report
- Finance and Administration Report

STAFFING

As of March 17th the District has gone 74 days without a lost time accident.

GENERAL MANAGER ACTIVITIES

Meetings:

Finance Committee Meeting	- March 15 th
Community Relations Committee Meeting	- March 15 th
FMWD Managers Meeting	- March 16 th
Management Staff Meetings	- March 14 th , March 21 st

Submitted by:



Nem Ochoa
General Manager

Field Maintenance and Operations Report

February 2022

0

Water Main Repairs

5

Water Service
2 Repairs/ 0 Replacements

40

$\frac{3}{4}$ " & 1" Meters Replaced

60

Meter Boxes Cleaned

15,602

Sewer Pipe Cleaned (ft)-6,588' inspected

- **Field Maintenance Projects**

- * Developer Jobs:

- D-21-59: 5721 Canyonside

- **Operations Report**

- FMWD shutdown

- Annual Maintenance & Inspection – Markridge & Rosemont

- Annual sampling

- **Electrical/Telemetry**

- * E-939 – Integration build with APEX (on on-site visit)

- * E-962 - Integration build with APEX (on-site visit)

- * Generator Service – Units #28, 29, 30, 35, 40, 41 & 57

- **Wastewater**

- * Lift Station visits: 4 (De-rag pumps, check valves & add degreaser)

Field Maintenance and Operations Report

February 2022

Days without a lost-time incident: 59

1

After Hours Leaks/Repairs

8

Fire Hydrant Maintenance
Program: 0 Rebuild, 0 Replaced, 8 Inspected

287

Water Quality Samples

9

Valves Exercised

1

Valve Replacements

- **Training/Cross Training**

- * Professional Development:

- Professional Development Profiles – Maintenance Crew
 - Electrical Training Course – Morgen D.
 - Treatment III exam course – Wayne B.

- * Glenwood Plant:

- Fire Extinguisher Safety
 - Hard Hat Safety

- **New Certification**

- * D3 – David Inman

- **Safety**

- * COVID protocols: Continued cleaning



Crescenta Valley Water District – Finance, Administration & Public Outreach Report for < February 2022 >

Customer Service & Administration Activity

**Service
Requests**
106

**Meter
Downloads**
39

**New
Sign-Ons**
40

**Closed
Accounts**
25

**Meter
Re-Reads**
75

**Fire
Flows**
7

**Backflow
Connection Tests**
25



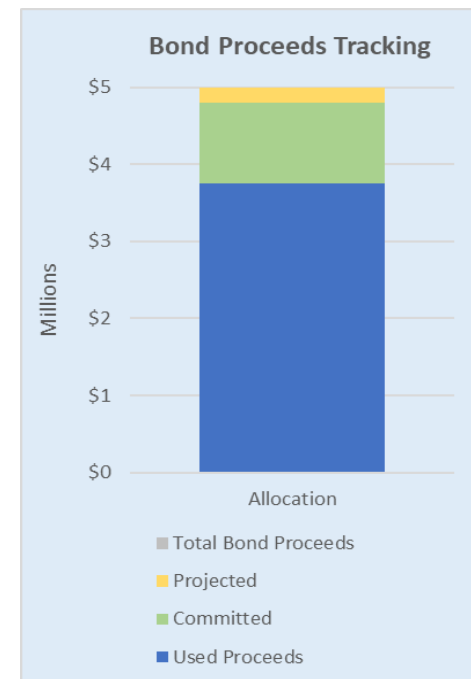
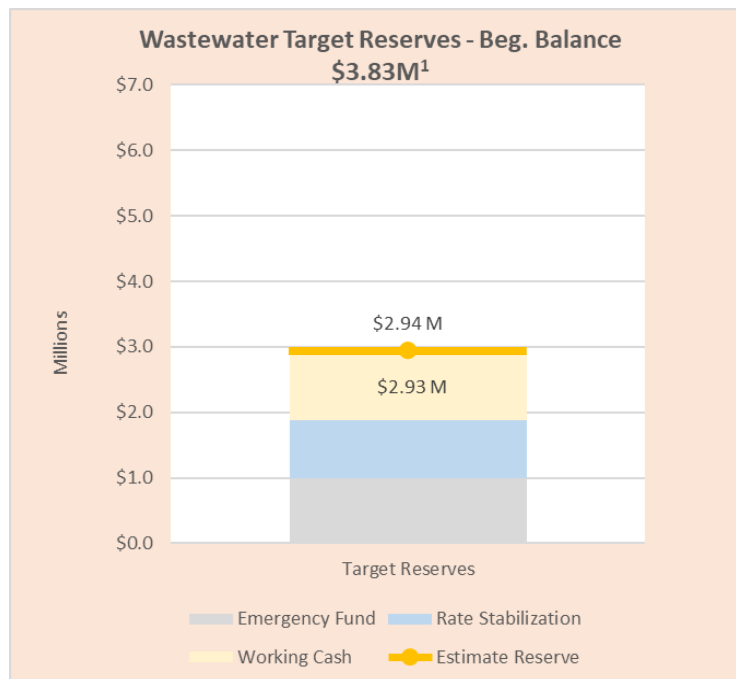
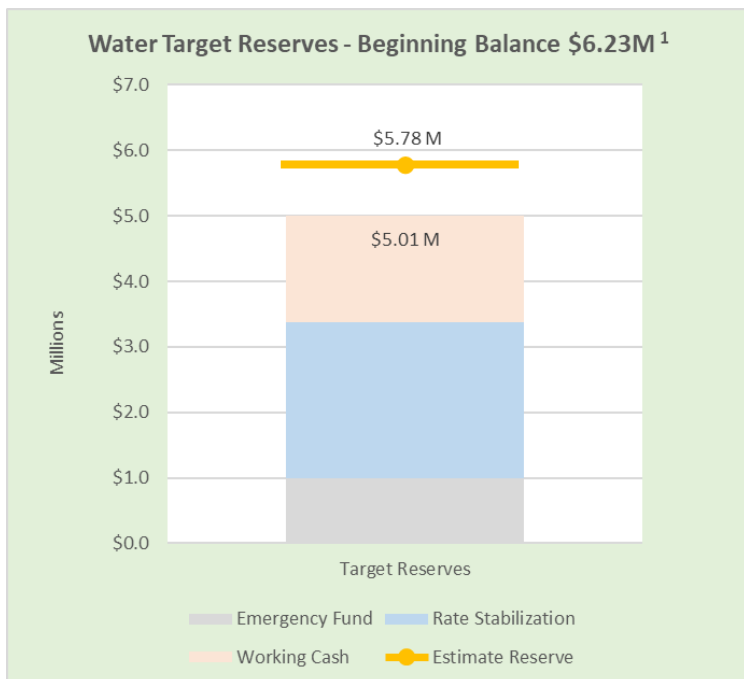
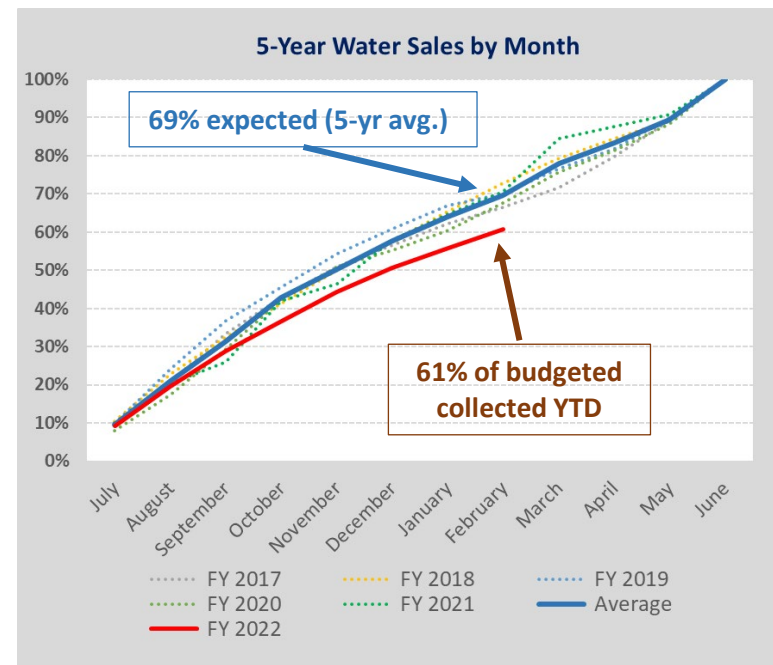
Crescenta Valley Water District – Finance, Administration & Public Outreach Report for < February 2022 >

Water Fund - revenues & operating expenses

Proj. Revenue	\$13,256,900		Proj. Expense	\$9,783,034	
Budget	\$14,298,014	93%	Budget	\$9,983,578	98%

Wastewater Fund - revenues & operating expenses

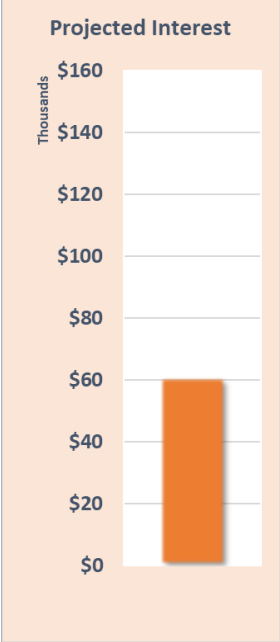
Proj. Revenue	\$3,584,350		Proj. Expense	\$4,229,847	
Budget	\$3,556,467	101%	Budget	\$4,133,647	102%



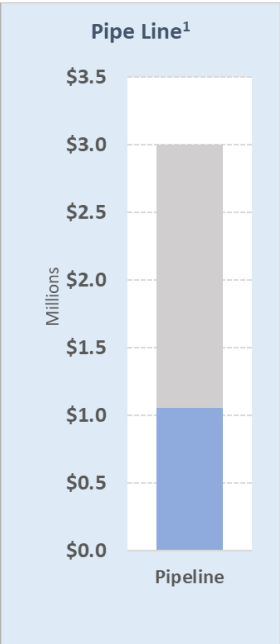
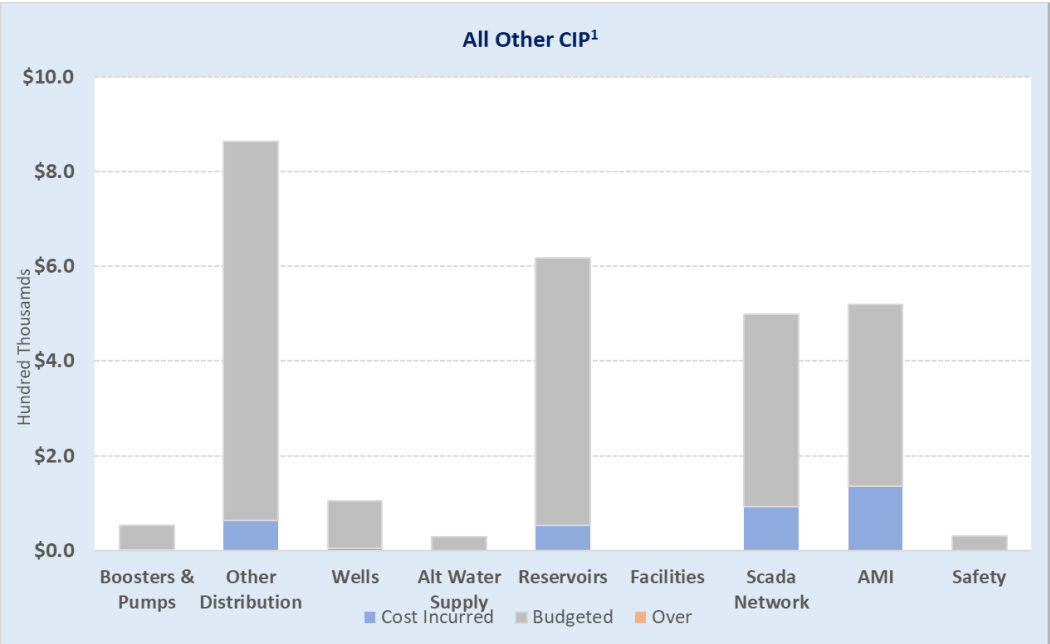
1. CVWD Reserve Policy adopted on 7/28/20



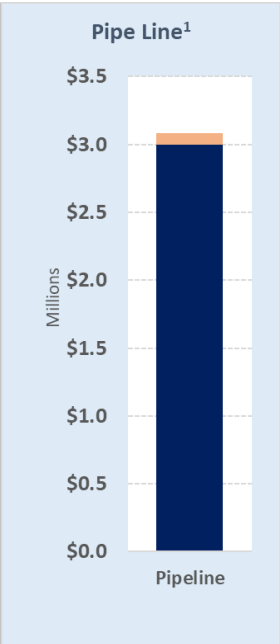
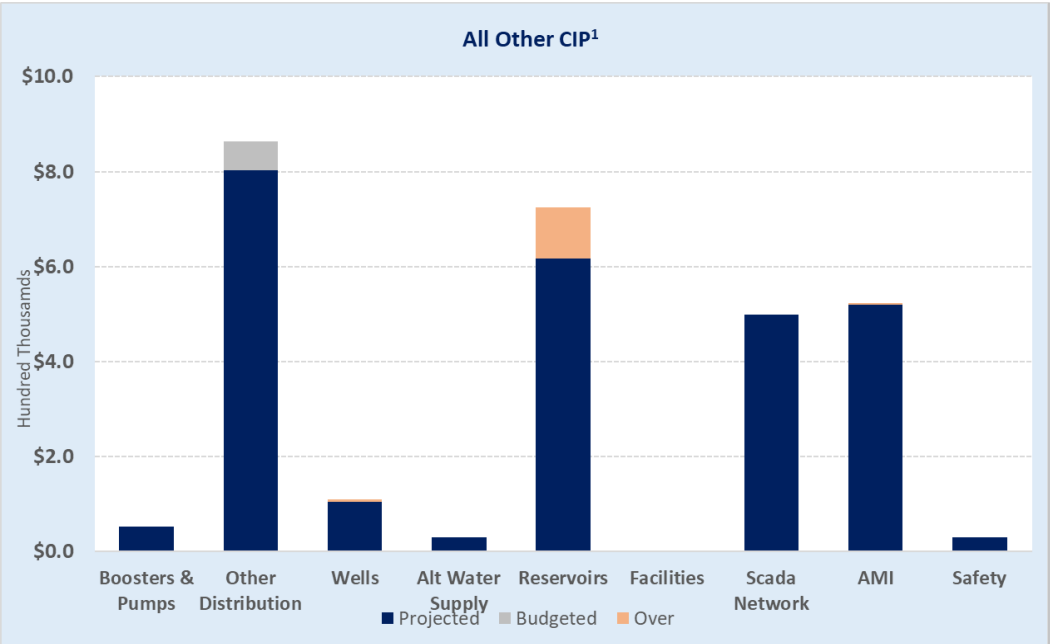
CVWD
Investments



CIP Costs
Incurred to
Date



CIP
Projected
vs.
Budgeted



1. Pipelines CIP reported separately to preserve scale of the graph

CRESCENTA VALLEY WATER DISTRICT

2700 FOOTHILL BOULEVARD
LA CRESCENTA, CALIFORNIA

To be held on
March 15, 2022 at 1:00 PM

Agenda for the Meeting of the Finance Committee
of the Crescenta Valley Water District

Posted March 14, 2022 at 1:00 PM

TELECONFERENCING NOTICE

Under AB 361 and District Resolution No. 772, the District will continue to hold Board and Committee meetings by teleconference, due to the continuing State of Emergency for COVID-19 and the ongoing imminent risks to the health or safety of the attendees from COVID-19.

[This meeting will be held by teleconference only.]

Any member of the public may participate using a touchtone phone. You may select any of the following phone numbers (there are more than one for increased reliability during this time of increased phone traffic)

(669) 900-6833

(346) 248-7799

(929) 205-6099

(253) 215-8782

(301) 715-8592

(312) 626-6799

Then, enter Access Code: 830 1639 4559

[Pursuant to the above Executive Order, the public may not attend the meeting in person]

Those members of the public who are able to and would like to additionally participate with a computer through videoconference may access the Zoom videoconferencing tool available at the following link – <https://us02web.zoom.us/j/83016394559>

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by contacting the District by phone or in writing at customerservice@cvwd.com. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that District staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the District to provide the requested accommodation.

Call to Order

Adoption of Agenda

Public Comment:

At this time, members of the public shall have an opportunity to address the Committee on items of interest that are within the subject matter jurisdiction of this Committee. This opportunity is non-transferable, and speakers are limited to three (3) minutes each. Under the provisions of the Brown Act,

the Board is prohibited from taking action on items not listed on the agenda, except under certain circumstances.

Action Item(s)

The public shall have an opportunity to comment on any action item as each item is considered by the Committee. This opportunity is non-transferrable and speakers are limited to one two-minute (2) comment each.

1. Discuss proposed goals and priorities for the upcoming update to the District's Strategic Plan
2. Update on a near-term cost efficiency plan
3. Discuss the fleet asset management 5-year plan
4. Real estate update

Committee Members' Request for Future Agenda Items

Adjournment

Crescenta Valley Water District

Finance Committee

March 15, 2022

Agenda Item #1 – Strategic Plan Update

This agenda item updates the Board with respect to updates to the 2020 Strategic Plan and seeks the Board's input in the Plan's development.

The 2020 Strategic Plan represented the District's priorities in terms of achieving the District's Mission and Vision. Seven overarching strategic goals were represented many more specific goals and objectives. Whereas the 2020 Plan was to be updated in 2023, staff have already accomplished the vast majority of goals with the support of the Board.

Staff has spent considerable time and effort developing updated strategic plan goals over the last five months, conducting a series of strategic planning meetings. Staff is sharing strategic plan goals by department, and seeks the Board's comments and feedback. The Finance and Administration Department's goals will be shared through the Finance Committee. The enclosed presentation will serve as a discussion point for today's meeting.

Agenda Item #2 – Cost Efficiencies Update

This agenda item updates the Board with respect to efforts currently underway to continue pursuing cost efficiencies.

Fiscal responsibility represents one of the District's 7 primary "strategic goals" as stated in the Strategic Plan, and staff continuously evaluates, pursues, and implements cost efficiencies. Cost efficiencies can include:

1. Savings opportunities;
2. Cost recoveries; and
3. New sources of revenue.

This approach helps to optimize revenue and also to mitigate the uncertainty of revenue projections during the fiscal year.

The following table summarizes current cost efficiency efforts –

Action	Status	Description	Projected Fiscal Impact
Energy Time-of-Use Billing Category Optimization (Utility Cost Management, LLC)	In Process	Analyze "time-of-use" (TOU) codes/rates to identify areas where billing can be optimized	
		SoCal Edison bills and data have been submitted to and been processed by the consultant, which has identified savings opportunities for several of the District's energy-using sites	\$14,000 - \$22,000 savings annually, going forward
		Consultant will continue to identify savings	
System Optimization/Maximizing Groundwater and Pumping Efficiency (CVWD)	In Process	Maximize groundwater pumping efficiency by analyzing water demands and: 1) determining the most efficient route for pumping through the District's distribution and storage system; and 2) realizing water expense savings by maximizing more economical groundwater production	\$300,000 - \$550,000 savings annually, going forward
		Optimization model has been developed in-house and is being validated/calibrated	
Energy Audit (SoCalREN)	In Process	Audit the District's assets to identify energy efficiency projects and realize savings	TBD
Fleet Asset Management Program (CVWD)	In Process	Evaluate the District's fleet to determine the optimal size. Staff has determined that the District can eliminate 2 vehicles going forward	\$90,000 one-time savings
		Staff has also determined that the fleet can transition to smaller vehicles, which reduces maintenance costs	\$15,000 - \$30,000 savings annually, going forward
Arrearage Program Cost Recovery (Grant/CVWD)	In Process	Apply for federal funds as allocated through CA State for delinquent bills associated with the pandemic	
		District has secured funds for water customers and expects to successfully secure funds for wastewater customers	\$160,000 one-time cost recovery
Cellular Site Lease Program (CVWD)	Preliminary	Market District assets such as reservoirs to cellular providers to secure ongoing lease revenue from those sites	\$35,000 - \$175,000 revenue annually, going forward
		Revenue is based on the number of sites identified and leased	
Removal of Main from Alabama/Cheryl Pipeline Project (CVWD)	Complete	Remove a main from E-1034 (Alabama/Cheryl) pipeline replacement project, as the cost to install that section of mains is \$587K. This cost is estimated to be recovered over 95 years, which is beyond the useful life of the main	\$587,000 one-time savings less service charge revenue from customers
Solar and Energy Storage Feasibility (TerraVerde Energy)	Preliminary	Determine opportunities for solar and battery energy storage projects to: 1) decrease energy costs; and 2) provide an intangible benefit of energy resiliency in the event of energy loss during an emergency	TBD + intangible resiliency benefit

Agenda Item #3 – Fleet Asset Management

This agenda item provides a discussion sharing how staff has further developed the District's approach to fleet management based on a recent Board directive. The agenda item also recommends the District's resultant 6-year fleet plan.

BACKGROUND

In July 2020, staff developed a fleet management plan to address two goals in the 2020 Strategic Plan: 1) Identify Cost-Recovery or Cost-Saving Measures and 2) Leverage Business Software to Maximize Functionality – Implement modules to facilitate asset management.

Staff's goal was to provide information and analysis regarding the status of CVWD's vehicle and equipment fleet with respect to the following:

- Evaluate the condition of the current fleet to develop a fiscally responsible plan and proactive replacement strategy today and into the future.
- Identify optimum life cycle replacement costs for all vehicles and equipment to avoid increased annual maintenance, major repairs and determine the capital cost based on current market equity.
- Assess the needs of the fleet with respect to present and future assignments to assure the District's vehicle and equipment fleet meet CVWD's operations and maintenance needs.

CVWD's fleet is comprised of a variety of vehicles, equipment, and emergency generators. Staff has categorized CVWD's fleet into the following to account for the varying factors that may or may not impact CVWD's vehicle replacement life cycle:

- Pickup Trucks – Ford F-250 and smaller vehicles that are used for daily service to transport personnel, light loads and tools for operations and maintenance in the field.
- Heavy Duty Vehicles – Ford F-350 and larger that are used for hauling and/or towing large equipment and emergency generators and heavy loads such as base material, temporary AC, and spoils.
- Specialty Trucks/Equipment – Vehicles with a modified body or specialized equipment and/or tools for operating valves, hydro-excavating, sewer truck and sewer camera van.
- Emergency Generators – Portable emergency electrical generators.

Staff previously met with Enterprise Fleet Management to evaluate our long-term fleet needs and the possibility of a lease option for vehicles. Although determining a useful life cycle was favorable Enterprise suggested that we lease our vehicles and adhere to a five-year replacement strategy to optimize resale value and avoid depreciation. Their replacement strategy along with their administrative costs did not present a positive benefit to the District. The significant takeaway was determining a useful life cycle to avoid unnecessary major mechanical repair costs while capitalizing on potential resale value. Staff determined that it has the analytical capabilities to replicate their value through in-house resources which would yield further savings to the District.

DISCUSSION

This staff memo focuses primarily on the status and replacement cycle for CVWD's pickup trucks, which is most of the District's fleet. The District has thirteen (13) pickup trucks in the fleet; four (4) of which are more than ten-years old and nine (9) being under ten years of age.

Currently, two (2) pickup trucks are out of service due to mechanical issues. This leaves us with a total of eleven (11) pickup trucks that are used daily between Operations, Maintenance, and Customer Service Departments.

Staff's independent analyses based on the District's data showed a seven to eight-year replacement cycle. Staff determined life cycle and several other factors as the criteria for fleet management, and they are as follows:

1. **Life Cycle** – Seven to eight years is the optimum threshold for replacing vehicles before major repairs negate trade-in values.
2. **Size of Fleet** – Fewer vehicles means less cost in terms of vehicle purchases and ongoing maintenance. There is also less overhead in terms of time managing and storing vehicles.
3. **Size/Class of Vehicle** – Smaller vehicles cost less to purchase and maintain. They also have lower fuel and insurance costs. CVWD has historically purchased Ford trucks. A review of other brands such as Chevrolet and GMC has shown that smaller non-Ford models can tow as much as larger Ford models. For example, the Chevrolet 2500HD is smaller than the Ford F-350 but has similar capacity and towing power.
4. **Current Market Value** – When the trade-in market is strong such as has been over the past year and/or the District has a favorable dealer relationship, it could be advantageous to trade a vehicle in early to maximize trade-in value for a new vehicle, which resets the vehicle maintenance clock. The District currently has a "bid assistance" program through Chevrolet.

ANALYSIS

Based on the District's criteria for fleet management as summarized above, staff proposes a six-year plan as summarized below –

- a. **Reduce Fleet Size by Two Vehicles** – Staff conducted a detailed analysis of how to do more with less. Based on sharing of vehicles and recent staff reductions, the District can reduce the number of light-duty trucks by two units.
- b. **Maintain Appropriate Vehicle Life Cycle** – Staff developed a plan to reach a seven to eight-year life cycle over the next three years. One time-sensitive factor includes taking advantage of significantly favorable trade-in values associated with current supply chain impacts. For example, the sales of Units #51, #55 and #58 is estimated to yield \$109,760 trade-in value, which is greater than their original purchase costs.
- c. **Reduce Vehicle Size** – Further savings can be achieved by a dedicated shift toward smaller vehicles, which are associated with both lower acquisition and lower maintenance costs.

The first phase of the six-year plan includes the permanent elimination of two units (Ford F-150 and Ford F-250) and the trade-in of four units for newer and lighter-duty vehicles. The combination of eliminated vehicles and favorable trade-in terms is expected to yield significant immediate and long-term savings, and the FY 2022 budget.

Unit	Current Model	Action	FY 2022	FY 2023	FY 2024
8	Ford F-150	Eliminate - Dispose Of (inoperable)			
58	Ford F-250	Eliminate - Trade In Value			
9	Ford F-150	Trade In - Lighter Duty Vehicle FY 2022	Chevrolet Colorado		
51	Ford F-150	Trade In - Lighter Duty Vehicle FY 2022	Chevrolet Colorado		
36	Ford F-350	Trade In - Lighter Duty Vehicle FY 2022	Chevrolet 2500HD		
34	Ford F-250	Trade In - Lighter Duty Vehicle FY 2022	Chevrolet Colorado		
55	Ford Transit	Trade In - Lighter Duty Vehicle FY 2022	Chevrolet Colorado		
43	Ford F-150	Trade In - Lighter Duty Vehicle FY 2023		Chevrolet Colorado	
44	Ford F-150	Trade In - Lighter Duty Vehicle FY 2023		Chevrolet 1500	
48	Ford F-150	Trade In - Lighter Duty Vehicle FY 2024			Chevrolet Colorado
49	Ford F-150	Trade In - Lighter Duty Vehicle FY 2024			Chevrolet 1500

FY 21/22 - Funding Availability	Amount
Fiscal Year 20/21 – Carryover Funds from Capital Outlay	\$75,000
Budgeted Fiscal Year 21/22 - Capital Outlay	\$125,000
Units #51, 55 & #58 – Estimated Selling Price	\$109,760
Estimated Funds Available:	\$309,760
Unit #51 - Replacement with a smaller Pickup Truck	\$(30,000)
Unit #34 - Replacement with a smaller Pickup Truck	\$(30,000)
Unit #55 – Replacement with Pickup Truck	\$(30,000)
Unit #36 - Replacement with a smaller Pickup Truck	\$(68,000)
Estimated Costs for New Pickup Trucks:	\$(158,000)
Funds Remaining:	\$151,760

Fiscal Year 2023

Budget Needs	Amount
Replacement - Unit #43	\$30,000
Replacement - Unit #44	\$45,000
Estimated Costs:	\$75,000

Fiscal Year 2024

Budget Needs	Amount
Replacement - Unit #48	\$35,000
Replacement - Unit #49	\$50,000
Estimated Costs:	\$85,000

RECOMMENDATION

Staff seeks the Finance Committee's direction to proceed with implementing the 6-year fleet asset management plan.

Agenda Item #4 – Real Estate Update

This agenda item serves as a placeholder for discussion regarding the District's non-operational real estate assets. This agenda item also recommends that the properties continue to be held for potential future well development.

CVWD owns and maintains several residential properties and a parcel of undeveloped land. None of the properties are used directly for District operations, and all properties were acquired with the purpose of holding for potential well development in the future.

In August 2019, staff completed the Report on Valuation of District Assets as directed by the Board. The primary recommendations resulting from this report were to:

1. Update the leases to reflect current market values;
2. Implement an "escalation clause" for automatic annual rent increases;
3. Convert one of the properties being used as a District office location to a rental property;
4. Continue holding the properties as future well development sites.

Since then, the leases have been updated to reflect current market values, and all new lease agreements have incorporated escalation clauses. The "Mills" property has also been converted from an office into a residence and currently yields approximately \$41K in additional rental income annually. Recently, the Board requested that staff revisit whether it would be favorable to realize gains on property value by selling one or more of the properties, particularly given the accelerated rate of appreciation over the last several years. Whereas in 2019, the combined value of the four properties was estimated at \$2-\$2.5 million, current analysis indicates a value of \$2.9-\$3.2 million. As noted above, the District now receives additional rental income it previously did not.

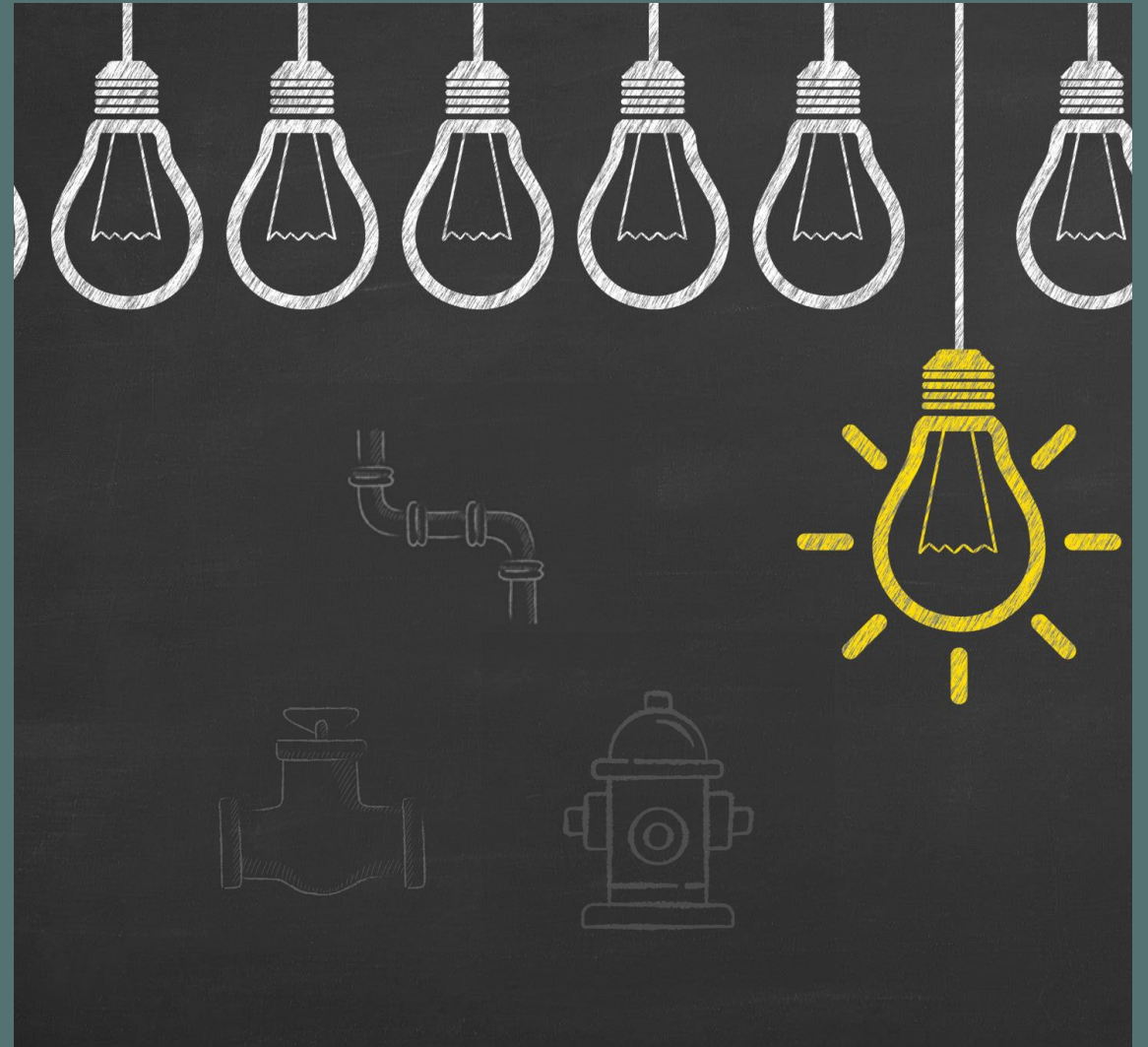
The primary benefit of divesting one or more properties is an influx of cash to support the District's water and wastewater reserve funds. Currently, both of the reserve funds are above the target levels set by policy in July 2020. Although reserve funds are projected to drop below target levels over the next 5 to 10 years, this is a planned and calculated approach based on the Long-Term Infrastructure and Funding Roadmap discussed from 2020-2021. The primary reason not to divest properties is that, should the District need to drill a new well, the cost of acquiring the site would presumably be higher in the future.

At this point, staff believes that the opportunity cost of not retaining potential well sites outweighs the urgency of needing an influx into the reserve funds. Based on this, staff recommends that the properties continue to hold the properties.



STRATEGIC PLANNING

Finance & Administration





STRATEGIC PLANNING

/strə'tējɪk/'planiŋ/

An organizational management activity used to set and prioritize the goals of your organization, focus energy and ensure everyone is working towards a common goal



WHY ARE WE DOING THIS



Mission

To provide quality water and wastewater services to the Crescenta Valley community in a dependable and economically responsible manner.



Vision

Secure sustainable water supplies and ensure infrastructure reliability, while furthering our commitment to accountability, transparency, and cost-effectiveness.



Values

Teamwork,
Professionalism, Integrity,
Innovation, Safety,
Diversity

CVWD



Finance & Administration



Customer Service

Human Resources

Accounting

Finance

Administration

IT

SWOT

Honest

Open Minded & Flexible

Creative

Balanced

S

Professionalism, Institutional Knowledge, Brand, Systems

W

Communication, Lean, SOPs, Cross Training, File Management

O

X-Training, Technology, Professional Development, Peer Agency

T

Perception, Lawsuits, Injuries, Turnover, Drought, Bad Data

FINANCE & ADMINISTRATION

Near-Term (within 1 year)

- File Digitization
- Analyze Procedures
- Emergency Protocol
- Peer Agency Visits

Long-Term (beyond 1 year)

- Leverage Technology (Interactive Voice Response, Customer Outreach)
- SOPs

CUSTOMER SERVICE/ UTILITY BILLING

Near-Term (within 1 year)

- Past Due Accounts/Arrearage Program
- Backflow Software/ Redundancy
- Customer Account Audit
- Customer Service Training

Long-Term (beyond 1 year)

- AMI Implementation
- Asset Management (Meters)

HUMAN RESOURCES

Near-Term (within 1 year)

- Internal Customer Service
- Employee Handbook
- Benefit Review
- Open House
- Wellness Webinars
- Personnel File Management

Long-Term (beyond 1 year)

- Retention Policies
- Benefit Fair
- Certificate and License Tracking
- Professional Development (Trainings)
- Employee Engagement

ADMINISTRATION

Near-Term (within 1 year)

- Intranet (Fun & Informational)
- Labor Negotiations
- Review Administrative Policies
- C2E Grant Application & Implementation

Long-Term (beyond 1 year)

- Virtual Meetings
- Rules & Reg
- Flag Pole Locations and Size
- Contract Management Workshops

ACCOUNTING

Near-Term (within 1 year)

- Audit
- Cross Training/Optimization
- CIP Dashboard
- Expense Groupings/ GL Focusing
- Inventory Review

Long-Term (beyond 1 year)

- Timekeeping/Payroll Automation
- Auditor RFP
- Retention Policies

FINANCE

Near-Term (within 1 year)

- Investment Dashboard
- CIP Budget
- Bond Covenants
- CA Arrearage Payment Program

Long-Term (beyond 1 year)

- Import v Pumping
- Linear Optimization
- Production v Revenue
- Focused Cost Centers

IT

Near-Term (within 1 year)

- IT Roadmap
- Local and Offsite Backups
- Asset Inventory and Management
- Internet Redundancy

Long-Term (beyond 1 year)

- AMI Implementation
- SCADA Integration, Support and Backup
- Microsoft Enterprise Level 5
- VOIP
- PC Replacements
- Website/Online Offering Upgrade
- Water Quality Reporting
- WaterSmart Customer Outreach
- GIS Integration

CRESCENTA VALLEY WATER DISTRICT

2700 FOOTHILL BOULEVARD
LA CRESCENTA, CALIFORNIA

To be held on
March 15, 2022 at 10:00 AM

Agenda for the Meeting of the Community Relations/Water Conservation
Committee
of the Crescenta Valley Water District

Posted March 14, 2022 at 10:00 AM

TELECONFERENCING NOTICE

Under AB 361 and District Resolution No. 772, the District will continue to hold Board and Committee meetings by teleconference, due to the continuing State of Emergency for COVID-19 and the ongoing imminent risks to the health or safety of the attendees from COVID-19.

[This meeting will be held by teleconference only.]

Any member of the public may participate using a touchtone phone. You may select any of the following phone numbers (there are more than one for increased reliability during this time of increased phone traffic)

(669) 900-6833

(346) 248-7799

(929) 205-6099

(253) 215-8782

(301) 715-8592

(312) 626-6799

Then, enter Access Code: 844 7687 9835

[Pursuant to the above Executive Order, the public may not attend the meeting in person]

Those members of the public who are able to and would like to additionally participate with a computer through videoconference may access the Zoom videoconferencing tool available at the following link – <https://us02web.zoom.us/j/84476879835>

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by contacting the District by phone or in writing at customerservice@cvwd.com. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that District staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the District to provide the requested accommodation.

Call to Order

Adoption of Agenda

Public Comment:

At this time, members of the public shall have an opportunity to address the Committee on items of interest that are within the subject matter jurisdiction of this Committee. This opportunity is non-

transferable, and speakers are limited to three (3) minutes each. Under the provisions of the Brown Act, the Board is prohibited from taking action on items not listed on the agenda, except under certain circumstances.

Action Item(s)

The public shall have an opportunity to comment on any action item as each item is considered by the Committee. This opportunity is non-transferrable, and speakers are limited to one two-minute (2) comment each.

1. Public Outreach and Engagement Plan

Committee Members' Request for Future Agenda Items

Adjournment

Public Outreach and Engagement Plan

(2022-2024)

The benefit of having an effective public outreach program can include community support for projects and utility rate increases, credibility with community and increased awareness among community members of District related issues related to drought, regulations, and infrastructure.

Staff worked together in an open and collaborative method to develop the District's updated Strategic Plan. Goals from the updated plan are listed below with action items for the Public Outreach and Engagement plan listed under each applicable goal.

MISSION: "To provide quality water and wastewater services to the Crescenta Valley community in a dependable and economically responsible manner."

VISION: "Secure sustainable water supplies and ensure infrastructure reliability, while furthering our commitment to accountability, transparency, and cost-effectiveness."

Strategic Plan Goals: With the Goals for the Outreach and Engagement Plan

1. Reliable Water and Wastewater Service

- Continue outreach and education on water use efficiency and what not to flush

2. Exceptional Customer & Community Service

- Conduct CVWD Facilities Tours for the Community
 - Arrange opportunities for the public to view District sites
- Complete the Education Center at Main Office
 - QR Code Walking tour for the Garden
 - Online Map of the Garden
 - QR Code for "Infrastructure museum"
- Implement new District logo/rebranding
 - Create branding opportunities with the District's new logo and exiting, mission statement and values
- Create welcome package for new customers
 - Create electronic welcome package with District information, focusing on opportunities to participate in District meetings and events
- Increase bill messaging about water use and water use efficiency
- Automate after-hours messages on email
- Develop and promote water and wastewater education videos online

- Short informational videos or PSA's on basic items like how to read your meter, how to check for leaks,
- Increase educational outreach targeting programs in schools K-12
 - Develop virtual opportunities for student participation
 - 2nd year HS Student career development and leadership program
- Evaluate and deploy other social media outlets
- Continue/increase community awareness on CVWD services, mission, vision, and values
- Update FAQs and “cheat sheet” for staff to answer common questions from the public

3. Use of Technology for Cost-Efficiency

- Initiate Smart Water Customer engagement
 - Customer Engagement software that goes with the AMI program

4. Fiscal Responsibility

- Communicate cost savings of increased reliability to customers

5. Protection of Public & Environmental Health

- Create PSA's or Public Outreach Materials for the Wastewater Side
- Increase water use efficiency education and messaging

6. Regional Collaboration & Synergy

- Work with neighboring agencies on unified drought messaging

7. Employee & Workforce Excellence