



LAS VIRGENES MUNICIPAL WATER DISTRICT
4232 Las Virgenes Road
Calabasas, CA 91302

AGENDA
LVMWD BOARD OF DIRECTORS - REGULAR MEETING
TUESDAY, SEPTEMBER 5, 2023 – 9:00 AM

PUBLIC PARTICIPATION: The public may join this meeting virtually or attend in person in the Board Room. Teleconference participants will be muted until recognized at the appropriate time by the Board President. To join via teleconference, please use the following Webinar ID:

Webinar ID: <https://us06web.zoom.us/j/85005776304>

To join by telephone, please dial (669) 900-6833 or (346) 248-7799 and enter Webinar ID:
850 0577 6304

For members of the public wishing to address the Board during Public Comment or during a specific agenda item, please press "Raise Hand" if you are joining via computer; or press *9 if you are joining via phone; or inform the Executive Assistant/Clerk of the Board if attending in person.

Members of the public can also access and request to speak at meetings live on-line, with audio and limited video, at www.lvmwd.com/livestream. To ensure distribution of the agenda, please submit comments 24 hours prior to the day of the meeting. Those comments, as well as any comments received during the meeting, will be distributed to the members of the Board of Directors and will be made part of the official public record of the meeting. Contact Josie Guzman, Executive Assistant/Clerk of the Board, at (818) 251-2123 or jguzman@lvmwd.com with any questions.

ACCESSIBILITY: If requested, the agenda and backup materials will be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in the implementation thereof. Any person who requires a disability-related modification or accommodation, to attend or participate in this meeting, including auxiliary aids or services, may request such reasonable modification or accommodation by contacting the Executive Assistant/Clerk of the Board by telephone at (818) 251-2123 or via email to jguzman@lvmwd.com at least 48 hours prior to the meeting.

Members of the public wishing to address the Board of Directors are advised that a statement of Public Comment Protocols is available from the Clerk of the Board. Prior to speaking, each speaker is asked to review these protocols, complete a speakers' card, and hand it to the Clerk of the Board. Speakers will be recognized in the order the cards are received. A live webcast of the meeting will be available at LVMWD.com. Also, a web-based version of the speaker card is available for those who would like to submit written comments electronically or request to make public comment by telephone during the meeting.

The Public Comments agenda item is presented to allow the public to address the Board on matters not on the agenda. The public may also present comments on matters on the agenda; speakers for agenda items will be recognized at the time the item is called up for discussion.

Materials prepared by the District in connection with the subject matter on the agenda are available for public inspection at 4232 Las Virgenes Road, Calabasas, CA 91302. Materials prepared by the District and distributed to the Board during this meeting are available for public inspection at the meeting or as soon thereafter as possible. Materials presented to the Board by the public will be maintained as part of the records of these proceedings and are available upon request to the Clerk of the Board.

PLEDGE OF ALLEGIANCE

1. **CALL TO ORDER AND ROLL CALL**
2. **APPROVAL OF AGENDA**
3. **PUBLIC COMMENTS**

*Members of the public may now address the Board of Directors **ON MATTERS NOT APPEARING ON THE AGENDA**, but within the jurisdiction of the Board. No action shall be taken on any matter not appearing on the agenda unless authorized by Subdivision (b) of Government Code Section 54954.2*

4. **CONSENT CALENDAR**

Matters listed under the Consent Calendar are considered to be routine, non-controversial and normally approved with one motion. If discussion is requested by a

member of the Board on any Consent Calendar item, or if a member of the public wishes to comment on an item, that item will be removed from the Consent Calendar for separate action.

4.A **List of Demands: September 05, 2023 (Pg. 5)**

Receive and file.

4.B **Minutes: Regular Meeting of August 15, 2023 (Pg. 61)**

Approve.

4.C **Fiscal Year 2022-23 Capacity Fee Report (Pg. 69)**

Receive and file the Fiscal Year 2022-23 Capacity Fee Report.

4.D **Licensing Agreement for Microsoft Office 365 E5: Renewal (Pg. 71)**

Authorize the General Manager to execute a three-year Microsoft Enterprise Licensing Agreement through Dell Technologies, in the annual amount of \$67,116, for a three-year total of \$201,348, plus applicable taxes, for Office 365 E5 with Azure Active Director Premium.

5. **ILLUSTRATIVE AND/OR VERBAL PRESENTATION OF AGENDA ITEMS**

5.A **MWD Representative Report (Pg. 75)**

5.B **Water Supply Conditions Update (Pg. 81)**

5.C **Report on Wasteful Water Use Penalties (Pg. 83)**

6. **TREASURER**

7. **FACILITIES AND OPERATIONS**

7.A **Vehicle Replacement Program for Fiscal Year 2023-24: Authorization (Pg. 90)**

Authorize the General Manager to approve the purchase of three 3/4-ton utility trucks from dealer inventory at or below MSRP for a total not-to-exceed amount of \$200,000.

7.B **Electric Vehicle Charging Station Project: CEQA Determination and Construction Award (Pg. 94)**

Find that the project is exempt from the provisions of the California Environmental Quality Act; accept the quotation from Video Voice Data Communications and award a construction contract, in the amount of \$88,515; and authorize the General Manager to approve proposed charging rates for the Electric Vehicle Charging Station Project.

8. **FINANCE AND ADMINISTRATION**

8.A **Organizational and Staffing Analysis: Award (Pg. 110)**

Accept the proposal from Moss Adams, and authorize the General Manager to execute a professional services agreement, in the amount of \$123,200, plus travel expenses not to exceed five percent of the total project fees, to conduct an organizational and staffing analysis.

- 8.B **Re-establishment of Senior Electrical/Instrumentation Technician Position (Pg. 234)**
Approve the upgrade of a vacant Electrical/Instrumentation Technician I/II position (Salary Range 51/66) to a Senior Electrical/Instrumentation Technician position (Salary Range 74).

9. **ENGINEERING AND EXTERNAL AFFAIRS**

- 9.A **Climate Action and Adaptation Plan (CAAP): Draft (Pg. 236)**
Review and comment on the draft Climate Action and Adaptation Plan (CAAP).

10. **INFORMATION ITEMS**

- 10.A **Operations Agreement for Calleguas-Las Virgenes Municipal Water District Interconnection(Pg. 323)**

- 10.B **Fiscal Year 2023-24 Budget in Brief(Pg. 338)**

11. **NON-ACTION ITEMS**

- A. *Organization Reports*
- B. *Director's Reports on Outside Meetings*
- C. *General Manager's Reports*
 - (a) *General Business*
 - (b) *Follow-up Items*
- D. *Director's Comments*

12. **FUTURE AGENDA ITEMS**

13. **PUBLIC COMMENTS**

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14. **ADJOURNMENT**

Pursuant to Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and applicable federal rules and regulations, requests for a disability-related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting, should be made to the Executive Assistant/Clerk of the Board in advance of the meeting to ensure availability of the requested service or accommodation. Notices, agendas, and public documents related to the Board meetings can be made available in appropriate alternative format upon request.

LAS VIRGENES MUNICIPAL WATER DISTRICT

To: ANDY CORADESCHI, TREASURER

Payments for Board Meeting of : September 5, 2023

Deputy Treasurer has verified that all checks and wire transfers were issued in conformance with LVMWD Administrative Code Section 2-6.203.

Wells Fargo Bank A/C No. 4806-994448

Checks Nos. 107598 through 107746 were issued in the total amount of: \$ 1,391,376.75

Payments through direct disbursements as follows:

8/1/2023 Las Virgenes Municipal Water District payment number 24011 through 24023: \$ 5,331.43

Total Payments \$ 1,396,708.18

(Reference is hereby to these demands on file in the District's Check Register and by this reference the same is incorporated herein and made a part hereof.)

**CHECK LISTING FOR BOARD MEETING
9/5/2023**

		Check No. 107598-107649 08/01/23	Check No. 107650-107691 08/08/23	Check No. 107692-107746 08/15/23	
Company Name	Company No.	Amount	Amount	Amount	Total
Potable Water Operations	101	93,639.43	38,269.85	36,327.94	168,237.22
Recycled Water Operations	102	708.76			708.76
Sanitation Operations	130	10,109.00	2,107.92	1,368.53	13,585.45
Potable Water Construction	201	3,684.45		2,762.50	6,446.95
Water Conservation Construction	203				-
Sanitation Construction	230				-
Potable Water Replacement	301	88,334.39			88,334.39
Recycled Water Replacement	302		18,618.81		18,618.81
Sanitation Replacement	330				-
Internal Service	701	135,577.71	95,255.12	110,354.29	341,187.12
JPA Operations	751	184,197.48	32,731.06	334,530.27	551,458.81
JPA Construction	752				-
JPA Replacement	754	3,632.00	23,139.23	176,028.01	202,799.24
Total Printed		519,883.22	210,121.99	661,371.54	1,391,376.75
Voided Checks/payment stopped:					
					-
					-
					-
					-
					-
					-
					-
Total Voids		-	-	-	-
Net Total		519,883.22	210,121.99	661,371.54	1,391,376.75

**DIRECT DISBURSEMENTS LISTING FOR BOARD MEETING
9/5/2023**

		Direct Disb. No. 24011-24023 08/01/23	
Company Name	Company No.	Amount	Total
Potable Water Operations	101	64.11	64.11
Recycled Water Operations	102		-
Sanitation Operations	130	136.90	136.90
Potable Water Construction	201		-
Water Conservation Construction	203		-
Sanitation Construction	230		-
Potable Water Replacement	301		-
Recycled Water Replacement	302		-
Sanitation Replacement	330		-
Internal Service	701	1,746.57	1,746.57
JPA Operations	751	3,383.85	3,383.85
JPA Construction	752		-
JPA Replacement	754		-
	Total Printed	5,331.43	5,331.43
Voided Direct Disbursements:			
		-	-
	Total Voids	-	-
	Totals	5,331.43	5,331.43

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
24011	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4715441	07/19/2023			64.11
			Invoice: 4715441					
				64.11 101108 540540			JED SMTH P/S 06/08-07/10/23 Water	
							CHECK 24011 TOTAL:	64.11
24012	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716939	07/19/2023			706.75
			Invoice: 4716939					
				706.75 751820 540540			TAPIA 06/08-07/10/23 Water	
							CHECK 24012 TOTAL:	706.75
24013	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716957	07/19/2023			212.21
			Invoice: 4716957					
				212.21 751830 540540			RLV FARM 06/08-07/10/23 Water	
							CHECK 24013 TOTAL:	212.21
24014	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716958	07/19/2023			2,059.99
			Invoice: 4716958					
				2,059.99 751820 540540			RLV 06/08-07/10/23 Water	
							CHECK 24014 TOTAL:	2,059.99
24015	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716959	07/19/2023			39.55
			Invoice: 4716959					
				39.55 751820 540540			SOLAR LANDSCAPING 06/08-07/10/23 Water	
							CHECK 24015 TOTAL:	39.55
24016	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716985	07/19/2023			365.35
			Invoice: 4716985					
				365.35 751750 540540			HQ PWP/DEMO 06/08-07/10/23 Water	
							CHECK 24016 TOTAL:	365.35
24017	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716986	07/19/2023			369.69
			Invoice: 4716986					
				369.69 701001 540540			HQ BLDG #8 06/08-07/10/23 Water	
							CHECK 24017 TOTAL:	369.69
24018	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716987	07/19/2023			7.50
			Invoice: 4716987					
				7.50 701001 540540			FIRE PRTCN #8 06/08-07/10/23 Water	

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
							CHECK 24018 TOTAL:	7.50
24019	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716988	07/19/2023			7.50
			Invoice: 4716988		FIRE PRCTN #7	06/08-07/10/23		
				7.50 701002 540540	Water			
							CHECK 24019 TOTAL:	7.50
24020	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716989	07/19/2023			951.14
			Invoice: 4716989		BLDG #7	06/08-07/10/23		
				951.14 701002 540540	Water			
							CHECK 24020 TOTAL:	951.14
24021	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4716990	07/19/2023			410.74
			Invoice: 4716990		BLDG #2	06/08-07/10/23		
				410.74 701002 540540	Water			
							CHECK 24021 TOTAL:	410.74
24022	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4719726	07/19/2023			64.11
			Invoice: 4719726		L/S #2	06/08-07/10/23		
				64.11 130100 540540	Water			
							CHECK 24022 TOTAL:	64.11
24023	08/01/2023	MANL	3352 LAS VIRGENES MUNICIPAL WATER DIST	4719793	07/19/2023			72.79
			Invoice: 4719793		L/S #1	06/08-07/10/23		
				72.79 130100 540540	Water			
							CHECK 24023 TOTAL:	72.79
							NUMBER OF CHECKS 13	
							*** CASH ACCOUNT TOTAL ***	5,331.43
							COUNT	AMOUNT
							TOTAL MANUAL CHECKS 13	5,331.43
							*** GRAND TOTAL ***	5,331.43

A/P CASH DISBURSEMENTS JOURNAL

JOURNAL ENTRIES TO BE CREATED

CLERK: 3296jcortez

YEAR	PER	JNL	SRC	ACCOUNT	JNL	DESC	REF 1	REF 2	REF 3	ACCOUNT	DESC	T	OB	DEBIT	CREDIT
			EFF	DATE						LINE	DESC				
2024	2	3													
APP	101-200000			08/01/2023	CASH DISB	080123				Accounts Payable				64.11	
										AP CASH DISBURSEMENTS JOURNAL					
APP	999-100100			08/01/2023	CASH DISB	080123				Cash-General					5,331.43
										AP CASH DISBURSEMENTS JOURNAL					
APP	751-200000			08/01/2023	CASH DISB	080123				Accounts Payable				3,383.85	
										AP CASH DISBURSEMENTS JOURNAL					
APP	701-200000			08/01/2023	CASH DISB	080123				Accounts Payable				1,746.57	
										AP CASH DISBURSEMENTS JOURNAL					
APP	130-200000			08/01/2023	CASH DISB	080123				Accounts Payable				136.90	
										AP CASH DISBURSEMENTS JOURNAL					
										GENERAL LEDGER TOTAL				5,331.43	5,331.43
APP	999-201010			08/01/2023	CASH DISB	080123				Due to/Due Frm Potable Wtr Ops				64.11	
										Cash-General					64.11
APP	101-100100			08/01/2023	CASH DISB	080123				Due to/Due FromJPA Operations				3,383.85	
										Cash-General					3,383.85
APP	999-207510			08/01/2023	CASH DISB	080123				Due to/Due FromInternal Svs				1,746.57	
										Cash-General					1,746.57
APP	751-100100			08/01/2023	CASH DISB	080123				Due to/Due FrmSanitation Ops				136.90	
										Cash-General					136.90
APP	999-207010			08/01/2023	CASH DISB	080123									
										SYSTEM GENERATED ENTRIES TOTAL				5,331.43	5,331.43
APP	701-100100			08/01/2023	CASH DISB	080123				JOURNAL 2024/02/3				10,662.86	10,662.86
										TOTAL					
APP	999-201300			08/01/2023	CASH DISB	080123									
APP	130-100100			08/01/2023	CASH DISB	080123									

A/P CASH DISBURSEMENTS JOURNAL
JOURNAL ENTRIES TO BE CREATED

FUND ACCOUNT	YEAR PER	JNL	EFF DATE	ACCOUNT DESCRIPTION	DEBIT	CREDIT
101 Potable Water Operations 101-100100 101-200000	2024 2	3	08/01/2023	Cash-General		64.11
				Accounts Payable	64.11	
				FUND TOTAL	64.11	64.11
130 Sanitation Operations 130-100100 130-200000	2024 2	3	08/01/2023	Cash-General		136.90
				Accounts Payable	136.90	
				FUND TOTAL	136.90	136.90
701 Internal Service Fund 701-100100 701-200000	2024 2	3	08/01/2023	Cash-General		1,746.57
				Accounts Payable	1,746.57	
				FUND TOTAL	1,746.57	1,746.57
751 JPA Operations 751-100100 751-200000	2024 2	3	08/01/2023	Cash-General		3,383.85
				Accounts Payable	3,383.85	
				FUND TOTAL	3,383.85	3,383.85
999 Pooled Cash 999-100100 999-201010 999-201300 999-207010 999-207510	2024 2	3	08/01/2023	Cash-General		5,331.43
				Due to/Due Frm Potable Wtr Ops	64.11	
				Due to/Due FrmSanitation Ops	136.90	
				Due to/Due FromInternal Svs	1,746.57	
				Due to/Due FromJPA Operations	3,383.85	
				FUND TOTAL	5,331.43	5,331.43

A/P CASH DISBURSEMENTS JOURNAL
 JOURNAL ENTRIES TO BE CREATED

FUND		DUE TO	DUE FR
101	Potable water Operations		64.11
130	Sanitation Operations		136.90
701	Internal Service Fund		1,746.57
751	JPA Operations		3,383.85
999	Pooled Cash	5,331.43	
	TOTAL	5,331.43	5,331.43

** END OF REPORT - Generated by Jessica Cortez **

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107598	08/01/2023	PRTD	2317 ACORN NEWSPAPER	204320	07/15/2023		080123	865.00
Invoice: 204320								
				865.00	101900	660400	4X5 DISPLAY AD - WQR 7/14/23 Public Education Programs	
							CHECK 107598 TOTAL:	865.00
107599	08/01/2023	PRTD	20695 AT&T A/C -0051	00515552/070523	07/05/2023		080123	1,889.04
Invoice: 00515552/070523								
				103.09	101600	540520	SRV 7/5-8/4/23 Telephone	
				51.02	130100	540520	Telephone	
				64.57	130100	540520	Telephone	
				762.65	751810	540520	Telephone	
				351.84	701002	540520	Telephone	
				42.11	701001	540520	Telephone	
				105.76	751820	540520	Telephone	
				51.00	101107	540520	Telephone	
				51.00	101107	540520	Telephone	
				51.00	101104	540520	Telephone	
				51.00	101108	540520	Telephone	
				51.00	101117	540520	Telephone	
				51.00	101110	540520	Telephone	
				51.00	101121	540520	Telephone	
				51.00	101123	540520	Telephone	
							CHECK 107599 TOTAL:	1,889.04
107600	08/01/2023	PRTD	2869 AT&T	90545245/070523	07/05/2023		080123	229.61
Invoice: 90545245/070523								
				229.61	101122	540520	SVCS 7/5-8/4/23 Telephone	
Invoice: 20438014/070723			AT&T	20438014/070723	07/07/2023		080123	385.98
Invoice: 20438014/070723								
				385.98	101100	540520	SVCS 7/7-8/6/23 Telephone	
Invoice: 01230713/070723			AT&T	01230713/070723	07/07/2023		080123	63.82
Invoice: 01230713/070723								
				63.82	101300	540520	SVCS 7/7-8/6/23 Telephone	
Invoice: 01246420/070723			AT&T	01246420/070723	07/07/2023		080123	31.43
Invoice: 01246420/070723								
				31.43	101207	540520	SVCS 7/7-8/6/23 Telephone	
Invoice: 20453450/070723			AT&T	20453450/070723	07/07/2023		080123	191.06
Invoice: 20453450/070723								
				191.06	101100	540520	SVCS 7/7-8/6/23 Telephone	
Invoice: 46399044/071423			AT&T	46399044/071423	07/14/2023		080123	51.04
Invoice: 46399044/071423								
				51.04	701001	540520	SVCS 7/14-8/13/23 Telephone	

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

			INVOICE	INV DATE	PO	CHECK RUN	NET
			INVOICE DTL DESC				
						CHECK 107600 TOTAL:	952.94
107601	08/01/2023	PRTD 20424	AT&T (U-VERSE INTERNET)	153005778/071023	07/10/2023	080123	96.30
		Invoice: 153005778/071023			INTERNET SVCS 7/11-8/10/23		
			96.30 751820 540520		Telephone		
						CHECK 107601 TOTAL:	96.30
107602	08/01/2023	PRTD 9631	AT&T LONG DISTANCE	806368136/070423	07/04/2023	080123	16.30
		Invoice: 806368136/070423			LONG DIST SRV 6/1-6/30/23		
			3.16 701002 540520		Telephone		
			6.51 701420 540520		Telephone		
			6.63 751810 540520		Telephone		
						CHECK 107602 TOTAL:	16.30
107603	08/01/2023	PRTD 16253	AT&T MOBILITY	992789332x07112023	07/03/2023	080123	3,035.94
		Invoice: 992789332x07112023			WIRELESS SRV 6/4/23-7/3/23		
			43.23 101300 540520		Telephone		
			129.56 701122 540520		Telephone		
			53.45 701220 540520		Telephone		
			142.64 701221 540520		Telephone		
			347.51 701222 540520		Telephone		
			475.53 701224 540520		Telephone		
			43.23 701230 540520		Telephone		
			96.90 701320 540520		Telephone		
			391.30 701321 540520		Telephone		
			119.01 701322 540520		Telephone		
			120.45 701326 540520		Telephone		
			63.24 701330 540520		Telephone		
			1,001.61 701331 540520		Telephone		
			4.00 701410 540520		Telephone		
			35.44 701350 540520		Telephone		
			301.16 701420 540520		Telephone		
			141.67 751810 540520		Telephone		
			78.81 751820 540520		Telephone		
			-69.10 701325 540520		Telephone		
			-69.10 701331 540520		Telephone		
			-69.10 701340 540520		Telephone		
			-345.50 701221 540520		Telephone		
						CHECK 107603 TOTAL:	3,035.94
107604	08/01/2023	PRTD 7770	AUTOMATIONDIRECT.COM	15209818	06/14/2023	080123	164.25
		Invoice: 15209818			RELAYS		
			164.25 751810 551000		Supplies/Material		

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
							CHECK 107604 TOTAL:	164.25
107605	08/01/2023	PRTD	5625 ASSOC. OF WATER AGENCIES OF VENTU	06-15048	07/20/2023		080123	180.00
			Invoice: 06-15048				6 REGISTRATIONS WATERWISE BFAST 7/20/23	
				150.00 701112 601000			Directors' Conference Exp	
				30.00 701121 711000			Travel / Misc Staff Exp	
							CHECK 107605 TOTAL:	180.00
107606	08/01/2023	PRTD	20655 CANNON CORPORATION	85238	07/13/2023		080123	3,779.29
			Invoice: 85238				CORNELL P/S UPGRD - JUNE'23	
				3,779.29 301440 900000			Capital Asset Expenses	
			Invoice: 85058				07/07/2023 080123	5,327.00
			CANNON CORPORATION	85058			WILDLIFE CROSSING RELOCATION JUNE'23	
				5,327.00 301440 900000			Capital Asset Expenses	
							CHECK 107606 TOTAL:	9,106.29
107607	08/01/2023	PRTD	30050 CANON FINANCIAL SERVICES, INC.	30910430	07/12/2023		080123	677.81
			Invoice: 30910430				JULY'23 CANON COPIER LEASE	
				677.81 701420 620500			Equip Rental	
							CHECK 107607 TOTAL:	677.81
107608	08/01/2023	PRTD	15755 CORE & MAIN LP	T154330	07/12/2023	2230211	080123	25,675.23
			Invoice: T154330				PRESSURE REGULATORS	
				25,675.23 701 132000			Storeroom & Truck Inventory	
							CHECK 107608 TOTAL:	25,675.23
107609	08/01/2023	PRTD	19033 DENOVO VENTURES, LLC	83138	07/01/2023		080123	25,260.18
			Invoice: 83138				CLOUD SRV/DIST RCVRY JUL-SEPT'23	
				25,260.18 701420 621500			System Support and Maintenance	
							CHECK 107609 TOTAL:	25,260.18
107610	08/01/2023	PRTD	11330 DIAL SECURITY	452177	07/01/2023		080123	55.00
			Invoice: 452177				JUL'23 FIRE MNTRNG - BLD 1	
				55.00 751750 551500			Outside Services	
			Invoice: 453190				06/30/2023 080123	929.27
			DIAL SECURITY	453190			CELL DIALER FOR FIRE PANEL 4/11/23	
				929.27 751820 551500			Outside Services	
			DIAL SECURITY	453191	06/30/2023		080123	300.00

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
Invoice: 453191				300.00	101600	551500	INVOICE DTL DESC REPAIR DOOR ACCESS 4/18/23 Outside Services	
							CHECK 107610 TOTAL:	1,284.27
107611	08/01/2023	PRTD	7257 DIRECTV, INC.	012036139X230723	07/23/2023		080123	22.25
Invoice: 012036139X230723				16.00	701002	551500	TV ACCESS FEE 7/22-8/21/23 Outside Services	
				6.25	701002	551500	Outside Services	
Invoice: 015016309X230711				16.00	701001	551500	015016309X230711 07/11/2023 TV ACCESS FEE 7/10-8/09/23 Outside Services	22.25
				6.25	701001	551500	Outside Services	
Invoice: 017819005X230716				16.00	751810	551500	017819005X230716 07/16/2023 TV ACCESS FEE 7/15-8/14/23 Outside Services	16.00
							CHECK 107611 TOTAL:	60.50
107612	08/01/2023	PRTD	20685 DOCUMENT SYSTEMS INC	IN3562586	07/10/2023		080123	433.04
Invoice: IN3562586				174.79	701420	621500	CANNON MAINT JUL'23 & OVRG JUN'23 System Support and Maintenance	
				258.25	701420	621500	System Support and Maintenance	
							CHECK 107612 TOTAL:	433.04
107613	08/01/2023	PRTD	19025 EMPIRE SAFETY & SUPPLY	0120076-IN	06/02/2023	2230156	080123	913.58
Invoice: 0120076-IN				913.58	701	132000	RAINGEAR Storeroom & Truck Inventory	
							CHECK 107613 TOTAL:	913.58
107614	08/01/2023	PRTD	2658 FEDERAL EXPRESS CORP	8-198-75315	07/21/2023		080123	130.82
Invoice: 8-198-75315				130.82	751820	571520	MAIL SOIL CONTROL LAB Other Laboratory Serv	
Invoice: 8-192-06493				109.39	751820	571520	8-192-06493 07/14/2023 MAIL SOIL CONTROL LAB Other Laboratory Serv	109.39
							CHECK 107614 TOTAL:	240.21
107615	08/01/2023	PRTD	21055 FIRESTONE COMPLETE AUTO CARE BRID	209717	06/08/2023		080123	579.43
Invoice: 209717				579.43	701325	551500	TIRE SERVICE TRUCK #325 Outside Services	

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CASH ACCOUNT: 999 100100 Cash-General
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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
Invoice: 209725			FIRESTONE COMPLETE AUTO CARE BRID	209725	06/08/2023		080123	799.12
				799.12 701325 551500	TIRE SERVICE TRUCK #935 Outside Services			
Invoice: 209941			FIRESTONE COMPLETE AUTO CARE BRID	209941	06/22/2023		080123	937.09
				937.09 701325 551500	TIRE SERVICE TRUCK #836 Outside Services			
Invoice: 209954			FIRESTONE COMPLETE AUTO CARE BRID	209954	06/22/2023		080123	1,543.32
				1,543.32 701325 551500	TIRE SERVICE TRUCK #901 Outside Services			
							CHECK 107615 TOTAL:	3,858.96
107616	08/01/2023	PRTD	6770 G.I. INDUSTRIES	2540934-0283-5	07/01/2023		080123	377.43
			Invoice: 2540934-0283-5	377.43 101600 551800	DISP WLK 7/1-7/31/23 Building Maintenance			
Invoice: 3085131-0283-7			G.I. INDUSTRIES	3085131-0283-7	07/17/2023		080123	671.99
				671.99 701002 551500	SHOP BLDG 7/1-7/15/23 Outside Services			
Invoice: 3085132-0283-5			G.I. INDUSTRIES	3085132-0283-5	07/17/2023		080123	326.79
				326.79 751820 551800	25 YD ROLL OFF 3700 LV 7/1-7/15/23 Building Maintenance			
							CHECK 107616 TOTAL:	1,376.21
107617	08/01/2023	PRTD	30416 GARY FIELDS	071923	07/19/2023		080123	2,461.54
			Invoice: 071923	2,461.54 701420 683000	ESRI USER CONFERENCE 7/9-7/14/23 Training & Professional Devel			
							CHECK 107617 TOTAL:	2,461.54
107618	08/01/2023	PRTD	2701 GRAINGER	9766866199	07/12/2023		080123	181.34
			Invoice: 9766866199	181.34 751810 541000	TRAFFIC SIGNS Supplies/Material			
							CHECK 107618 TOTAL:	181.34
107619	08/01/2023	PRTD	19548 GRM INFORMATION MANAGEMENT SERVIC	0482507	06/30/2023		080123	420.92
			Invoice: 0482507	420.92 701121 623500	JULY'23 RECORDS STORAGE Records Management			
							CHECK 107619 TOTAL:	420.92

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107620	08/01/2023	PRTD	7421 HAMNER, JEWELL AND ASSOCIATES	202821	07/18/2023		080123	3,684.45
			Invoice: 202821					
				3,684.45 201440 900000			TWIN LAKES P/S 6/1-6/30/23 Capital Asset Expenses	
							CHECK 107620 TOTAL:	3,684.45
107621	08/01/2023	PRTD	18594 HAROLD BECK & SONS, INC	335179	06/02/2023	2230141	080123	2,136.90
			Invoice: 335179					
				2,136.90 751810 551000			BECK ACTUATORS COUPLINGS FOR TAPIA FILTER BLDG Supplies/Material	
							CHECK 107621 TOTAL:	2,136.90
107622	08/01/2023	PRTD	16659 HARRIS COMPUTER CORPORATION	HCC05036	06/30/2023		080123	1,050.00
			Invoice: HCC05036					
				1,050.00 701420 683000			HARRIS CUSTOMER CONF 12/5-12/7/23 A. SPEAR Training & Professional Devel	
							CHECK 107622 TOTAL:	1,050.00
107623	08/01/2023	PRTD	30630 IGM TECHNOLOGY CORP.	1394	06/08/2023		080123	27,500.00
			Invoice: 1394					
				27,500.00 701420 621500			BUDGET BOOK 06/12/23-06/11/24 System Support and Maintenance	
							CHECK 107623 TOTAL:	27,500.00
107624	08/01/2023	PRTD	10102 INFOSEND INC.	243896	07/26/2023		080123	214.64
			Invoice: 243896					
				214.64 701221 622000			2 BOXES OF ENVELOPES Outside Services	
			Invoice: 242619					
			INFOSEND INC.	242619	06/30/2023		080123	10,598.24
				10,598.24 701221 622000			JUNE'23 BILL PAYMENT MAILING Outside Services	
							CHECK 107624 TOTAL:	10,812.88
107625	08/01/2023	PRTD	30543 JEREMY WOLF	072523	07/25/2023		080123	147.10
			Invoice: 072523					
				147.10 701210 711000			STATE LEGISLATOR MEETINGS 7/11-7/12/233 Travel / Misc Staff Exp	
							CHECK 107625 TOTAL:	147.10
107626	08/01/2023	PRTD	2611 LA DWP	8756980000/071723	07/17/2023		080123	4,395.12
			Invoice: 8756980000/071723					
				4,395.12 101600 540510			TWIN LAKES P/S 6/15-6/30/23 Energy	
			LA DWP	8756980000/071723A	07/17/2023		080123	4,981.14

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
				INVOICE DTL DESC				
Invoice: 8756980000/071723A				4,981.14 101600 540510	07/17/2023			
					TWIN LAKES P/S 7/1-7/17/23			
					Energy			
Invoice: 0176980000/071723			LA DWP	50.20 101700 540510	07/17/2023		080123	50.20
					RECTIFIER 06/13-07/17/23			
					Energy			
Invoice: 5038501000/071723			LA DWP	44.65 101700 540510	07/17/2023		080123	44.65
					RECTIFIER 6/16-7/17/23			
					Energy			
							CHECK 107626 TOTAL:	9,471.11
107627 08/01/2023 PR TD			30156 JAY LEWITT	761.36 701112 601000	07/18/2023		080123	761.36
Invoice: 071823					STATE LEGISLATORS MEETING 7/11-7/12/23			
					Directors' Conference Exp			
Invoice: 071823A			JAY LEWITT	4,381.68 701112 601000	07/18/2023		080123	4,381.68
					ACE 2023 AWWA CONF. 6/11-6/15/23			
					Directors' Conference Exp			
							CHECK 107627 TOTAL:	5,143.04
107628 08/01/2023 PR TD			11410 LOS ANGELES COUNTY-REGIONAL PLANN 00339201A	3,632.00 754440 900000	06/08/2023		080123	3,632.00
Invoice: 00339201A					RE-ISSUE REPORTS REVIEW BY LA COUNTY FIRE/FORESTRY			
					Capital Asset Expenses			
							CHECK 107628 TOTAL:	3,632.00
107629 08/01/2023 PR TD			21264 MICHAEL BAKER INTERNATIONAL, INC. 1186028	330.00 301440 900000	07/26/2023		080123	330.00
Invoice: 1186028					GENSET PW P/S 4/3/23-6/30/23			
					Capital Asset Expenses			
							CHECK 107629 TOTAL:	330.00
107630 08/01/2023 PR TD			14322 MILES CHEMICAL COMPANY, INC 690738	463.91 751750 541000	07/11/2023		080123	463.91
Invoice: 690738					53 GAL SODIUM HYPOCHLORITE			
					Supplies			
							CHECK 107630 TOTAL:	463.91
107631 08/01/2023 PR TD			30590 NBS GOVERNMENT FINANCE GROUP 202306-2391	1,952.00 301001 713100	06/30/2023		080123	1,952.00
Invoice: 202306-2391					STANDBY CHARGES 7/1-9/30/23			
					Standby Chg-Outside Svc			

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 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
							CHECK 107631 TOTAL:	1,952.00
107632	08/01/2023	PRTD	2302 ODP BUSINESS SOLUTIONS LLC	321516150001	07/12/2023		080123	10.33
			Invoice: 321516150001	10.33 701410 620000	MARKERS, T-PINS Forms, Supplies And Postage			
			Invoice: 321751335001	162.77 701410 620000	BINDERS Forms, Supplies And Postage			
							CHECK 107632 TOTAL:	173.10
107633	08/01/2023	PRTD	21659 ONTARIO REFRIGERATION SERVICE, IN	GW27023	07/14/2023		080123	759.68
			Invoice: GW27023	759.68 701002 551500	REPAIR SERVER ROOM AC UNIT 7/7/23 Outside Services			
			Invoice: GW26896	1,328.00 701001 551500	REPAIR AIR HANDLER #3 6/23/23 Outside Services			
			Invoice: GW26888	595.43 701001 551500	TROUBLESHOOT AIR HANDLER #1 6/26/23 Outside Services			
			Invoice: GW27400M	579.00 101600 551500	MAINT 6/1-8/31/23 WLK Outside Services			
			Invoice: GW27396M	581.00 101100 551500	MAINT 6/1-8/31/23 LV2 Outside Services			
			Invoice: GW27393M	401.00 101100 551500	MAINT 6/1-8/31/23 CORNELL P/S Outside Services			
			Invoice: GW27391M	523.00 130100 551500	MAINT 6/1-8/31/23 L/S #1 Outside Services			
							CHECK 107633 TOTAL:	4,767.11
107634	08/01/2023	PRTD	2902 QUINN POWER SYSTEM	WON10019657	03/31/2023		080123	331.28
			Invoice: WON10019657	331.28 130100 551500	PERFORM PMI Outside Services			
							CHECK 107634 TOTAL:	331.28

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 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107635	08/01/2023	PRTD	21594 RECYCLED WOOD PRODUCTS	242934	07/05/2023		080123	1,924.00
			Invoice: 242934					
			1,924.00 751820 541080			130	YD WOODCHIPS Amendment	
			Invoice: 243042	243042	07/07/2023		080123	1,924.00
			1,924.00 751820 541080			130	YD WOODCHIPS Amendment	
			Invoice: 243200	243200	07/11/2023		080123	1,924.00
			1,924.00 751820 541080			130	YD WOODCHIPS Amendment	
							CHECK 107635 TOTAL:	5,772.00
107636	08/01/2023	PRTD	20583 RT LAWRENCE CORPORATION	48282	07/12/2023		080123	898.32
			Invoice: 48282					
			898.32 701221 622000				LOCK BOX FEES - JUNE'23 Outside Services	
							CHECK 107636 TOTAL:	898.32
107637	08/01/2023	PRTD	30570 SOUTH BAY FORD, INC	249940	07/25/2023	2230152	080123	74,096.10
			Invoice: 249940					
			74,096.10 301440 900000				1 FORD F600 UTILITY TRUCK VIN 1FDF6KT9PDA08518 Capital Asset Expenses	
							CHECK 107637 TOTAL:	74,096.10
107638	08/01/2023	PRTD	30020 SOUTHERN CA EDISON	11884/072123	07/21/2023		080123	193,170.74
			Invoice: 11884/072123					
			51.40 101100 540510				BILNG CRCTNS, MAY-JUN'23 MONTHLY USAGE	
			9,588.90 101101 540510				Energy	
			8,908.35 101102 540510				Energy	
			22,100.95 101103 540510				Energy	
			3,770.67 101104 540510				Energy	
			315.05 101105 540510				Energy	
			1,118.07 101107 540510				Energy	
			4,113.25 101108 540510				Energy	
			261.96 101109 540510				Energy	
			3,252.25 101110 540510				Energy	
			220.15 101112 540510				Energy	
			6,431.81 101113 540510				Energy	
			860.35 101114 540510				Energy	
			673.90 101115 540510				Energy	
			549.32 101116 540510				Energy	
			614.10 101117 540510				Energy	
			3,691.87 101118 540510				Energy	
			478.30 101119 540510				Energy	
			4,408.93 101120 540510				Energy	
			439.92 101121 540510				Energy	

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
				628.13 101122 540510				
				1,157.01 101123 540510				
				578.51 101124 540510				
				143.08 101202 540510				
				18.78 101209 540510				
				17.81 101211 540510				
				22.70 101212 540510				
				29.52 101220 540510				
				3,890.34 101600 540510				
				13.58 101700 540510				
				708.76 102100 540510				
				9,139.13 130100 540510				
				9,474.61 701001 540510				
				509.10 701002 540510				
				159.00 751125 540510				
				59,903.23 751126 540510				
				3,572.42 751224 540510				
				30,016.55 751810 540510				
				17.48 751800 540510				
				20.68 751810 678900				
				46.24 701326 622500				
				1,254.58 751810 678800				
						CHECK	107638 TOTAL:	193,170.74
107639	08/01/2023	PRTD	2958 SOUTHERN CALIFORNIA GAS CO (M-bil	06871284003/072423	07/24/2023		080123	14.79
			Invoice: 06871284003/072423					
				14.79 101101 540530				
							CHECK	107639 TOTAL: 14.79
107640	08/01/2023	PRTD	30337 STAINLESS PROCESS SYSTEMS	6481	07/14/2023		080123	2,850.00
			Invoice: 6481					
				2,850.00 301440 900000				
							CHECK	107640 TOTAL: 2,850.00
107641	08/01/2023	PRTD	30666 STRADLING YOCCA CARLSON & RAUTH	398495-0012	07/17/2023		080123	12,840.00
			Invoice: 398495-0012					
				12,840.00 751840 651600				
							CHECK	107641 TOTAL: 12,840.00
107642	08/01/2023	PRTD	2977 TAFT ELECTRIC COMPANY	60-1045	07/14/2023		080123	1,631.00
			Invoice: 60-1045					
				1,631.00 751820 551500				
							CHECK	107642 TOTAL: 1,631.00

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 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
							CHECK 107642 TOTAL:	1,631.00
107643	08/01/2023	PRTD	20950 TERRAVERDE ENERGY LLC	1495	05/03/2023		080123	2,916.25
	Invoice: 1495			2,916.25 701310 651600	MONTHLY ASSET MGMT FEE MAY'23			Other Professional Serv
	Invoice: 1524		TERRAVERDE ENERGY LLC	1524	06/08/2023		080123	2,916.25
				2,916.25 701310 651600	MONTHLY ASSET MGMT FEE JUNE'23			Other Professional Serv
							CHECK 107643 TOTAL:	5,832.50
107644	08/01/2023	PRTD	17645 TORO ENTERPRISES INC.	16870	06/30/2023		080123	32,252.46
	Invoice: 16870			32,252.46 751820 551500	REPAIRS DAMAGED STEPS AND BROKEN CONCRETE RLV			Outside Services
							CHECK 107644 TOTAL:	32,252.46
107645	08/01/2023	PRTD	30159 TRILLIUM HOLDCO LLC	99086	07/25/2023		080123	24,814.19
	Invoice: 99086			24,814.19 751101 540510	ELEC CHARGES SOLAR - JUN'23			Energy
							CHECK 107645 TOTAL:	24,814.19
107646	08/01/2023	PRTD	2780 VALLEY NEWS GROUP	7-13	07/13/2023		080123	250.00
	Invoice: 7-13			250.00 101900 660400	DISPLAY AD - WQR ONLINE 7/13/23			Public Education Programs
							CHECK 107646 TOTAL:	250.00
107647	08/01/2023	PRTD	18604 VENTURA PEST CONTROL	878054	07/17/2023		080123	58.00
	Invoice: 878054			58.00 101600 551500	GOPHER SRV - WLK JUNE'23			Outside Services
	Invoice: 877935		VENTURA PEST CONTROL	877935	07/17/2023		080123	590.00
				165.00 101600 551500	PEST CONTROL JUNE'23			Outside Services
				40.00 701002 551500	Outside Services			Outside Services
				105.00 751820 551500	Outside Services			Outside Services
				78.00 701001 551500	Outside Services			Outside Services
				34.00 751200 551500	Outside Services			Outside Services
				46.00 751810 551500	Outside Services			Outside Services
				43.00 101200 551500	Outside Services			Outside Services
				39.00 751100 551500	Outside Services			Outside Services
				40.00 751830 551500	Outside Services			Outside Services

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
							CHECK 107647 TOTAL:	648.00
107648	08/01/2023	PRTD	3034 VORTEX INDUSTRIES, LLC	01-1663741	03/20/2023		080123	873.98
					REPAIR TO EAST STAIRWELL DOOR			
				873.98 701001 551500	Outside Services			
			VORTEX INDUSTRIES, LLC	01-1669279	04/28/2023		080123	750.64
					REPAIR DOORS ON BLDG #3			
				750.64 701002 551500	Outside Services			
			VORTEX INDUSTRIES, LLC	01-1662327	03/28/2023		080123	5,712.65
					REPAIR ROLL UP DOOR ON BUILDING #4			
				5,712.65 701002 551500	Outside Services			
							CHECK 107648 TOTAL:	7,337.27
107649	08/01/2023	PRTD	18914 WECK LABORATORIES, INC.	W3G2533	07/24/2023		080123	45.60
					WESTLAKE MONTHLY			
				45.60 101600 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G2348	07/21/2023		080123	507.02
					PW SAMPLING WEEKLY			
				507.02 751750 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G2219	07/20/2023		080123	2,383.58
					PW SAMPLING MONTHLY/WATER ANALYSIS			
				2,383.58 751750 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3C1961	03/22/2023		080123	2,241.04
					PW SAMPLING MONTHLY			
				2,241.04 751750 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3B1347	02/14/2023		080123	421.35
					PW SAMPLING WEEKLY			
				421.35 751750 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G1904	07/17/2023		080123	384.71
					PW SAMPLING WEEKLY			
				384.71 751750 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G1905	07/17/2023		080123	27.80
					DI TOC			
				27.80 701341 551500	Outside Services			
			WECK LABORATORIES, INC.	W3G1906	07/17/2023		080123	36.70
					TAPIA EFFLUENT - NON-NPDES (MONTHLY)			
				36.70 751810 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G0701	07/06/2023		080123	683.32
					FAST WATER COURT QUARTERLY			

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC				
683.32 101300 571520			Other Laboratory Serv	
		CHECK 107649	TOTAL:	6,731.12
NUMBER OF CHECKS	52	*** CASH ACCOUNT TOTAL ***		519,883.22
		COUNT	AMOUNT	
TOTAL PRINTED CHECKS		52	519,883.22	
		*** GRAND TOTAL ***		519,883.22

A/P CASH DISBURSEMENTS JOURNAL

JOURNAL ENTRIES TO BE CREATED

CLERK: 3296tchau

YEAR	PER	JNL	SRC	ACCOUNT	JNL	DESC	REF 1	REF 2	REF 3	ACCOUNT	DESC	T	OB	DEBIT	CREDIT
			EFF	DATE						LINE	DESC				
2024	2	6													
APP	101-200000			08/01/2023	080123		080123				Accounts Payable			93,639.43	
											AP CASH DISBURSEMENTS JOURNAL				
APP	999-100100			08/01/2023	080123		080123				Cash-General				519,883.22
											AP CASH DISBURSEMENTS JOURNAL				
APP	130-200000			08/01/2023	080123		080123				Accounts Payable			10,109.00	
											AP CASH DISBURSEMENTS JOURNAL				
APP	751-200000			08/01/2023	080123		080123				Accounts Payable			184,197.48	
											AP CASH DISBURSEMENTS JOURNAL				
APP	701-200000			08/01/2023	080123		080123				Accounts Payable			135,577.71	
											AP CASH DISBURSEMENTS JOURNAL				
APP	301-200000			08/01/2023	080123		080123				Accounts Payable			88,334.39	
											AP CASH DISBURSEMENTS JOURNAL				
APP	201-200000			08/01/2023	080123		080123				Accounts Payable			3,684.45	
											AP CASH DISBURSEMENTS JOURNAL				
APP	754-200000			08/01/2023	080123		080123				Accounts Payable			3,632.00	
											AP CASH DISBURSEMENTS JOURNAL				
APP	102-200000			08/01/2023	080123		080123				Accounts Payable			708.76	
											AP CASH DISBURSEMENTS JOURNAL				
GENERAL LEDGER TOTAL													519,883.22	519,883.22	
APP	999-201010			08/01/2023	080123		080123				Due to/Due Frm Potable Wtr Ops			93,639.43	
APP	101-100100			08/01/2023	080123		080123				Cash-General				93,639.43
APP	999-201300			08/01/2023	080123		080123				Due to/Due Frm Sanitation Ops			10,109.00	
APP	130-100100			08/01/2023	080123		080123				Cash-General				10,109.00
APP	999-207510			08/01/2023	080123		080123				Due to/Due From JPA Operations			184,197.48	
APP	751-100100			08/01/2023	080123		080123				Cash-General				184,197.48
APP	999-207010			08/01/2023	080123		080123				Due to/Due From Internal Svs			135,577.71	
APP	701-100100			08/01/2023	080123		080123				Cash-General				135,577.71
APP	999-203010			08/01/2023	080123		080123				Due to/Due Frm Potable Wtr Repl			88,334.39	
APP	301-100100			08/01/2023	080123		080123				Cash-General				88,334.39
APP	999-202010			08/01/2023	080123		080123				Due to/Due Frm Potable Wtr Cnst			3,684.45	
APP	201-100100			08/01/2023	080123		080123				Cash-General				3,684.45
APP	999-207540			08/01/2023	080123		080123				Due to/Due From JPA Replacement			3,632.00	

A/P CASH DISBURSEMENTS JOURNAL

JOURNAL ENTRIES TO BE CREATED

YEAR PER	JNL									
SRC ACCOUNT	EFF DATE	JNL DESC	REF 1	REF 2	REF 3	ACCOUNT DESC	T OB	DEBIT	CREDIT	
						LINE DESC				
	08/01/2023	080123	080123							
APP 754-100100						Cash-General			3,632.00	
	08/01/2023	080123	080123							
APP 999-201020						Due to/Due Frm Rec1 Wtr Ops		708.76		
	08/01/2023	080123	080123							
APP 102-100100						Cash-General			708.76	
	08/01/2023	080123	080123							
SYSTEM GENERATED ENTRIES TOTAL								519,883.22	519,883.22	
JOURNAL 2024/02/6 TOTAL								1,039,766.44	1,039,766.44	

A/P CASH DISBURSEMENTS JOURNAL
JOURNAL ENTRIES TO BE CREATED

FUND ACCOUNT	YEAR PER	JNL	EFF DATE	ACCOUNT DESCRIPTION	DEBIT	CREDIT
101 Potable Water Operations 101-100100 101-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	93,639.43	93,639.43
FUND TOTAL					93,639.43	93,639.43
102 Recycled Water Operations 102-100100 102-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	708.76	708.76
FUND TOTAL					708.76	708.76
130 Sanitation Operations 130-100100 130-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	10,109.00	10,109.00
FUND TOTAL					10,109.00	10,109.00
201 Potable Water Construction 201-100100 201-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	3,684.45	3,684.45
FUND TOTAL					3,684.45	3,684.45
301 Potable Wtr Replacement Fund 301-100100 301-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	88,334.39	88,334.39
FUND TOTAL					88,334.39	88,334.39
701 Internal Service Fund 701-100100 701-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	135,577.71	135,577.71
FUND TOTAL					135,577.71	135,577.71
751 JPA Operations 751-100100 751-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	184,197.48	184,197.48
FUND TOTAL					184,197.48	184,197.48
754 JPA Replacement 754-100100 754-200000	2024 2	6	08/01/2023	Cash-General Accounts Payable	3,632.00	3,632.00
FUND TOTAL					3,632.00	3,632.00
999 Pooled Cash	2024 2	6	08/01/2023			

A/P CASH DISBURSEMENTS JOURNAL
 JOURNAL ENTRIES TO BE CREATED

FUND	YEAR PER	JNL	EFF DATE	ACCOUNT DESCRIPTION	DEBIT	CREDIT
999-100100				Cash-General		519,883.22
999-201010				Due to/Due Frm Potable Wtr Ops	93,639.43	
999-201020				Due to/Due Frm Recl Wtr Ops	708.76	
999-201300				Due to/Due FrmSanitation Ops	10,109.00	
999-202010				Due to/Due FrmPotable wtr Cnst	3,684.45	
999-203010				Due to/Due FrmPotable wtr Repl	88,334.39	
999-207010				Due to/Due FromInternal Sys	135,577.71	
999-207510				Due to/Due FromJPA Operations	184,197.48	
999-207540				Due to/Due FromJPA Replacement	3,632.00	
				FUND TOTAL	519,883.22	519,883.22

A/P CASH DISBURSEMENTS JOURNAL
 JOURNAL ENTRIES TO BE CREATED

FUND		DUE TO	DUE FR
101	Potable Water Operations		93,639.43
102	Recycled Water Operations		708.76
130	Sanitation Operations		10,109.00
201	Potable Water Construction		3,684.45
301	Potable Wtr Replacement Fund		88,334.39
701	Internal Service Fund		135,577.71
751	JPA Operations		184,197.48
754	JPA Replacement		3,632.00
999	Pooled Cash		
		519,883.22	
	TOTAL	519,883.22	519,883.22

** END OF REPORT - Generated by Thieu Chau **

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107650	08/08/2023	PRTD	5367 ADT COMMERCIAL	151318133	07/12/2023		080823	680.00
			Invoice: 151318133	680.00 751810 551500	ANLN FIRE ALARM INSPCTN-TAPIA Outside Services			
			Invoice: 151205300	550.00 751820 551500	ANLN FIRE ALARM INSPCTN-RLV Outside Services			
					CHECK	107650	TOTAL:	1,230.00
107651	08/08/2023	PRTD	30500 ANDREW CORADESCHI	072423	07/24/2023		080823	3,070.77
			Invoice: 072423	3,070.77 701112 601000	ACE23 AWWA CONFERENCE 6/11-6/14/23 Directors' Conference Exp			
			Invoice: 073123	746.64 701112 601000	STATE LEGISLATOR MTGS 7/11-7/12/23 Directors' Conference Exp			
			Invoice: 073123A	163.75 701112 601000	SCWC QTLY LUNCHEON 7/28/23 Directors' Conference Exp			
					CHECK	107651	TOTAL:	3,981.16
107652	08/08/2023	PRTD	8807 APWA VENTURA COUNTY CHAPTER	134152/070323	07/03/2023		080823	603.00
			Invoice: 134152/070323	603.00 701121 710500	APWA ANNUAL MEMBERSHIP 10/1/23-9/30/24 Dues, Subsc & Memberships			
					CHECK	107652	TOTAL:	603.00
107653	08/08/2023	PRTD	7770 AUTOMATIONDIRECT.COM	15266157	06/28/2023		080823	144.54
			Invoice: 15266157	144.54 751810 551000	LED LIGHTS Supplies/Material			
					CHECK	107653	TOTAL:	144.54
107654	08/08/2023	PRTD	20698 BATTERIES PLUS	P64358561	07/25/2023		080823	369.25
			Invoice: P64358561	369.25 101100 551000	RPLCMNT 2 SLA BATTERIES Supplies/Material			
					CHECK	107654	TOTAL:	369.25
107655	08/08/2023	PRTD	21426 BRIGHTVIEW LANDSCAPE SERVICES, IN	8441809	06/30/2023		080823	13,489.00
			Invoice: 8441809	3,391.92 701001 551500	LANDSCAPE SRVCS JUNE'23 Outside Services			
				3,892.00 751810 551800	Building Maintenance			
				1,981.08 751820 551800	Building Maintenance			

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INVOICE DTL	DESC	INV DATE	PO	CHECK RUN	NET
				4,023.00 101600	551800	Building Maintenance				
				201.00 130100	551500	Outside Services				
									CHECK 107655 TOTAL:	13,489.00
107656	08/08/2023	PRTD	18685 CALIFORNIA RURAL WATER ASSOCIATIO	CRWA/23-24			06/15/2023		080823	1,507.00
			Invoice: CRWA/23-24							
				1,507.00 701122	710500	CRWA MEMBERSHIP FY23-24				
						Dues, Subsc & Memberships			CHECK 107656 TOTAL:	1,507.00
107657	08/08/2023	PRTD	30387 CINTAS CORPORATION NO. 3		4160322658		07/03/2023		080823	66.18
			Invoice: 4160322658							
				15.72 101600	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				50.46 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4160486858		4160486858		07/05/2023		080823	170.37
				83.66 751820	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				86.71 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4160486968		4160486968		07/05/2023		080823	280.28
				109.31 751810	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				170.97 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4161283187		4161283187		07/12/2023		080823	170.37
				83.66 751820	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				86.71 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4161135429		4161135429		07/11/2023		080823	66.18
				15.72 101600	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				50.46 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4162506785		4162506785		07/25/2023		080823	79.93
				29.47 101600	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				50.46 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4161984016		4161984016		07/19/2023		080823	169.02
				83.63 751820	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				85.39 701999	731600	Supplies/Material				
						Uniforms				
			Invoice: 4161825446		4161825446		07/18/2023		080823	66.18
				15.72 101600	551000	JULY'23 UNIFORMS/MATS/TOWELS				
				50.46 701999	731600	Supplies/Material				
						Uniforms				

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
Invoice: 4162671578			CINTAS CORPORATION NO. 3	4162671578	07/26/2023		080823	170.37
				83.66 751820 551000	JULY'23 UNIFORMS/MATS/TOWELS			
				86.71 701999 731600	Supplies/Material			
					Uniforms			
Invoice: 4162671656			CINTAS CORPORATION NO. 3	4162671656	07/26/2023		080823	280.28
				109.32 751810 551000	JULY'23 UNIFORMS/MATS/TOWELS			
				170.96 701999 731600	Supplies/Material			
					Uniforms			
Invoice: 4161283296			CINTAS CORPORATION NO. 3	4161283296	07/12/2023		080823	362.94
				109.32 751810 551000	JULY'23 UNIFORMS/MATS/TOWELS			
				253.62 701999 731600	Supplies/Material			
					Uniforms			
Invoice: 9232880279			CINTAS CORPORATION NO. 3	9232880279	07/25/2023		080823	-82.66
				-82.66 701999 731600	CREDIT MEMO FOR INV#4161283296			
					Uniforms			
Invoice: 4160487433			CINTAS CORPORATION NO. 3	4160487433	07/05/2023		080823	689.94
				143.29 701002 551000	JULY'23 UNIFORMS/MATS/TOWELS			
				546.65 701999 731600	Supplies/Material			
					Uniforms			
Invoice: 9232876953			CINTAS CORPORATION NO. 3	9232876953	07/25/2023		080823	-12.99
				-12.99 701999 731600	CREDIT MEMO FOR INV#9232876953			
					Uniforms			
							CHECK 107657 TOTAL:	2,476.39
107658	08/08/2023	PRTD	11330 DIAL SECURITY	454007	08/01/2023		080823	35.00
			Invoice: 454007		AUG'23 SEC SRV-WLK P/S			
				35.00 101600 551800	Building Maintenance			
Invoice: 454010			DIAL SECURITY	454010	08/01/2023		080823	114.00
				114.00 701002 551500	AUG'23 SEC SRV-OPS			
					Outside Services			
Invoice: 454008			DIAL SECURITY	454008	08/01/2023		080823	147.00
				147.00 701001 551500	AUG'23 SEC SRV-IT ROOM			
					Outside Services			
Invoice: 454004			DIAL SECURITY	454004	08/01/2023		080823	35.00
				35.00 751820 551800	AUG'23 SEC SRV-RLV			
					Building Maintenance			
Invoice: 454009			DIAL SECURITY	454009	08/01/2023		080823	15.00
				15.00 751820 551800	AUG'23 CELL PLAN-RLV			
					Building Maintenance			

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
							INVOICE DTL DESC	
Invoice: 454005			DIAL SECURITY	454005	08/01/2023		080823	35.00
				35.00 751830 551500			AUG'23 SEC SRV-RLV FARM Outside Services	
Invoice: 454011			DIAL SECURITY	454011	08/01/2023		080823	55.00
				55.00 751750 551500			AUG'23 FIRE MONITORING-BLD 1 Outside Services	
Invoice: 454003			DIAL SECURITY	454003	08/01/2023		080823	271.00
				271.00 751810 551800			AUG'23 SEC SRV-TAPIA Building Maintenance	
							CHECK 107658 TOTAL:	707.00
107659	08/08/2023	PRTD	6770 G.I. INDUSTRIES	2543507-0283-6	08/01/2023		080823	63.69
			Invoice: 2543507-0283-6	63.69 101600 551800			DISP WLK 8/1-8/31/23 Building Maintenance	
Invoice: 3085185-0283-3			G.I. INDUSTRIES	3085185-0283-3	08/01/2023		080823	920.89
				303.89 701001 551500			DISP HQ & SHOP 8/1-8/31/23 Outside Services	
				617.00 701002 551500			Outside Services	
							CHECK 107659 TOTAL:	984.58
107660	08/08/2023	PRTD	21197 JACOBS ENGINEERING GROUP INC.	W9Y39300-01	07/31/2023		080823	8,812.50
			Invoice: W9Y39300-01	8,812.50 701122 651600			PHASE 3 WHITE PAPER 3/1-5/26/23 Other Professional Serv	
							CHECK 107660 TOTAL:	8,812.50
107661	08/08/2023	PRTD	2611 LA DWP	8512601000/062623	06/26/2023		080823	44.32
			Invoice: 8512601000/062623	44.32 101700 540510			RECTIFIER 5/25-6/26/23 Energy	
Invoice: 8512601000/072623			LA DWP	8512601000/072623	07/26/2023		080823	44.84
				44.84 101700 540510			RECTIFIER 6/26-7/26/23 Energy	
							CHECK 107661 TOTAL:	89.16
107662	08/08/2023	PRTD	30156 JAY LEWITT	072623	07/26/2023		080823	66.55
			Invoice: 072623	66.55 701112 601000			AWWA BOARD MTG 7/6/23, WATERWISE PROG. 7/20/23 Directors' Conference Exp	
							CHECK 107662 TOTAL:	66.55

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107663	08/08/2023	PRTD	20973 MERRIMAC ENERGY GROUP	2225932	07/06/2023		080823	35,924.25
			Invoice: 2225932					
				35,924.25	701325	551010		
							8,692 GAL UNLEADED FUEL Fuel	
							CHECK 107663 TOTAL:	35,924.25
107664	08/08/2023	PRTD	3605 MITCHELL INSTRUMENT CO.	8004759222	06/14/2023		080823	233.08
			Invoice: 8004759222					
				233.08	701326	572500		
							HIGH VOLT GLOVE KIT Genl Supplies/Small Tools	
							CHECK 107664 TOTAL:	233.08
107665	08/08/2023	PRTD	21558 MKN-MICHAEL K NUNLEY & ASSOCIATES	102657	06/15/2023		080823	18,618.81
			Invoice: 102657					
				18,618.81	302440	900000		
							CALABASAS RW PIPE IMPRVMT MAY'23 Capital Asset Expenses	
							CHECK 107665 TOTAL:	18,618.81
107666	08/08/2023	PRTD	16529 MUNITEMPS-MUNICIPAL STAFFING SOLU	130156	12/09/2022		080823	3,355.00
			Invoice: 130156					
				3,355.00	701224	541500		
							TEMP SRV 11/21-12/04/22 Outside Services	
			16529 MUNITEMPS-MUNICIPAL STAFFING SOLU	130162	12/23/2022		080823	3,960.00
			Invoice: 130162					
				3,960.00	701224	541500		
							TEMP SRV 12/05-12/18/22 Outside Services	
							CHECK 107666 TOTAL:	7,315.00
107667	08/08/2023	PRTD	30594 NEDERMAN MIKROPUL HOLDING, INC.	473190	07/05/2023	2230174	080823	23,139.23
			Invoice: 473190					
				23,139.23	754440	900000		
							ROTARY AIRLOCK FOR DUST COLLECTOR Capital Asset Expenses	
							CHECK 107667 TOTAL:	23,139.23
107668	08/08/2023	PRTD	16687 NEWBURY PARK TREE SERVICE, INC.	15115	06/12/2023		080823	2,585.00
			Invoice: 15115					
				2,585.00	701223	551500		
							TREE SERVICE CONDUIT P/S 6/9/23 Outside Services	
							CHECK 107668 TOTAL:	2,585.00
107669	08/08/2023	PRTD	2302 ODP BUSINESS SOLUTIONS LLC	323147945001	07/13/2023		080823	69.93
			Invoice: 323147945001					
				69.93	701410	620000		
							MOUSE PAD, WHITEOUT, WRISTREST Forms, Supplies And Postage	
			2302 ODP BUSINESS SOLUTIONS LLC	323132171001	07/13/2023		080823	11.45

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET	
				INVOICE DTL DESC					
Invoice: 323132171001				11.45 701410 620000					
							MOUSEPAD		
							Forms, Supplies And Postage		
Invoice: 323131507001			ODP BUSINESS SOLUTIONS LLC	323131507001	07/13/2023		080823	59.26	
				59.26 701410 620000			PENS, PAPER		
							Forms, Supplies And Postage		
							CHECK	107669 TOTAL:	140.64
107670	08/08/2023	PRTD	21659 ONTARIO REFRIGERATION SERVICE, IN	GW27390M	06/23/2023		080823	3,299.00	
				Invoice: GW27390M					
				3,299.00 701001 551500			MAINT 6/1-8/31/23 BD#8		
							Outside Services		
Invoice: GW26945			ONTARIO REFRIGERATION SERVICE, IN	GW26945	06/30/2023		080823	1,906.92	
				1,906.92 130100 551500			REPAIR AC SYSTEM 6/29/23		
							Outside Services		
							CHECK	107670 TOTAL:	5,205.92
107671	08/08/2023	PRTD	30165 DAVID PEDERSEN	073123	07/31/2023		080823	63.32	
				Invoice: 073123					
				63.32 701121 711000			STATE LEGISLTORS MTG 7/11-7/12/23		
							Travel / Misc Staff Exp		
							CHECK	107671 TOTAL:	63.32
107672	08/08/2023	PRTD	30458 PIONEER AMERICAS, LLC (OLIN CORP)	900299924	07/20/2023		080823	10,499.68	
				Invoice: 900299924					
				10,499.68 101600 541014			4,888 GAL SODIUM HYPOCHLORITE		
							Sodium Hypochlorite		
							CHECK	107672 TOTAL:	10,499.68
107673	08/08/2023	PRTD	17295 QUADIENT	11466433/071823	07/18/2023		080823	2,500.00	
				Invoice: 11466433/071823					
				2,500.00 701410 620000			PREPAID POSTAGE 7/11/23		
							Forms, Supplies And Postage		
							CHECK	107673 TOTAL:	2,500.00
107674	08/08/2023	PRTD	19855 RESOURCE TRENDS, INC.	722	07/26/2023		080823	3,500.00	
				Invoice: 722					
				3,500.00 701121 710500			CLIMATE CHANGE - PHASE 3		
							Dues, Subsc & Memberships		
							CHECK	107674 TOTAL:	3,500.00
107675	08/08/2023	PRTD	30655 ROBERT GLASSON	080223	08/02/2023		080823	1,583.90	
				Invoice: 080223					
				1,583.90 701420 683000			RANCHO WORK 7/24-7/28/23		
							Training & Professional Devel		

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
							INVOICE DTL DESC	
							CHECK 107675 TOTAL:	1,583.90
107676	08/08/2023	PRTD	30284 ROGERS, ANDERSON, MALODY & SCOTT	73167	06/30/2023		080823	10,330.00
			Invoice: 73167				PROGRESS BILL SVCS THRU 6/30/23	
				9,726.90 701440 651700			Audit Fees	
				603.10 751840 651700			Audit Fees	
							CHECK 107676 TOTAL:	10,330.00
107677	08/08/2023	PRTD	4586 ROYAL INDUSTRIAL SOLUTIONS	9009-1035779	07/06/2023		080823	1,018.42
			Invoice: 9009-1035779				PROXIMITY SWITCH	
				1,018.42 751820 551000			Supplies/Material	
			Invoice: 9009-1037571				ROYAL INDUSTRIAL SOLUTIONS 9009-1037571	
				617.83 751820 551000			07/27/2023 SAFETY SWITCH FOR RANCH A/C	617.83
							Supplies/Material	
							CHECK 107677 TOTAL:	1,636.25
107678	08/08/2023	PRTD	2948 SMITH PIPE & SUPPLY	4047479	07/19/2023		080823	71.40
			Invoice: 4047479				RCLMD IRGTN VALVE BOX	
				71.40 751810 551800			Building Maintenance	
							CHECK 107678 TOTAL:	71.40
107679	08/08/2023	PRTD	16120 SOIL CONTROL LAB	3070071	07/19/2023		080823	349.00
			Invoice: 3070071				FINISHED COMPOST-PACKAGE(SOLIDS)	
				349.00 751820 571520			Other Laboratory Serv	
							CHECK 107679 TOTAL:	349.00
107680	08/08/2023	PRTD	2957 SOUTHERN CALIFORNIA EDISON (M-BIL 77683/072623	77683/072623	07/26/2023		080823	11.04
			Invoice: 77683/072623				BLDG 1 EV-PWP 6/21-7/23/23 0 KH	
				11.04 751750 540510			Energy	
			Invoice: 75690/072623				SOUTHERN CALIFORNIA EDISON (M-BIL 75690/072623	
				3,267.38 751750 540510			07/26/2023 BLDG1 HM-PWP 6/21-7/23/23 7,610KH	3,267.38
							Energy	
							CHECK 107680 TOTAL:	3,278.42
107681	08/08/2023	PRTD	14479 STEPHEN'S VIDEO PRODUCTIONS	7-22-23	07/22/2023		080823	700.00
			Invoice: 7-22-23				VIDEO SRV-JPA MTG JULY 2023	
				700.00 751840 651600			Other Professional Serv	

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
				INVOICE DTL DESC				
Invoice: 7-24-23			STEPHEN'S VIDEO PRODUCTIONS	7-24-23	07/24/2023		080823	2,800.00
			2,800.00 701112 651600		VIDER SRV-LV MTGS JULY 2023 Other Professional Serv			
					CHECK		107681 TOTAL:	3,500.00
107682	08/08/2023	PRTD	18604 VENTURA PEST CONTROL	876745	07/11/2023		080823	108.00
			Invoice: 876745	108.00 751810 551500	WASP TREATMENT 7/11/23 Outside Services			
					CHECK		107682 TOTAL:	108.00
107683	08/08/2023	PRTD	21295 VERTICAL ELEVATOR SOLUTIONS, INC. 12707		08/01/2023		080823	290.00
			Invoice: 12707	145.00 701001 551500	JULY 2023 ELEVATOR SRV Outside Services			
				145.00 701002 551500	Outside Services			
					CHECK		107683 TOTAL:	290.00
107684	08/08/2023	PRTD	3035 VWR SCIENTIFIC	8813377913	07/05/2023		080823	44.34
			Invoice: 8813377913	44.34 701341 551000	SODIUM THIOSULFATE Supplies/Material			
			Invoice: 8813377912	405.29 701341 551000	07/05/2023 GLOVES, SODIUM ACETATE/BICARBONATE Supplies/Material		080823	405.29
			Invoice: 8813373666	55.60 701341 551000	07/05/2023 SODIUM CHLORIDE Supplies/Material		080823	55.60
			Invoice: 8813373665	106.55 701341 551000	07/05/2023 SODIUM NITRATE Supplies/Material		080823	106.55
			Invoice: 8813395407	59.71 701341 551000	07/06/2023 IRON (III) CHLORIDE Supplies/Material		080823	59.71
			Invoice: 8813396786	34.55 701341 551000	07/07/2023 SODIUM THIOSULFATE Supplies/Material		080823	34.55
			Invoice: 8813401673	368.32 701341 551000	07/07/2023 GLOVES, SODIUM ACETATE Supplies/Material		080823	368.32
			Invoice: 8813401674		07/07/2023 SODIUM NITRATE		080823	106.55

Las Virgenes Municipal Water District



A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

			INVOICE	INV DATE	PO	CHECK RUN	NET
			INVOICE	DTL	DESC		
			106.55 701341 551000				
					Supplies/Material		
Invoice: 8813401675	VWR SCIENTIFIC		8813401675	07/07/2023		080823	44.34
			44.34 701341 551000		SODIUM THIOSULFATE		
					Supplies/Material		
Invoice: 8813401676	VWR SCIENTIFIC		8813401676	07/07/2023		080823	36.97
			36.97 701341 551000		SODIUM BICARBONATE		
					Supplies/Material		
Invoice: 8813406434	VWR SCIENTIFIC		8813406434	07/07/2023		080823	348.53
			348.53 701341 551000		EC MUG		
					Supplies/Material		
Invoice: 8813485472	VWR SCIENTIFIC		8813485472	07/18/2023		080823	-106.55
			-106.55 701341 551000		CREDIT MEMO FOR INV#8813373665		
					Supplies/Material		
Invoice: 8813526190	VWR SCIENTIFIC		8813526190	07/21/2023		080823	-86.32
			-86.32 701341 551000		CREDIT MEMO FOR INV#8813377912		
					Supplies/Material		
Invoice: 8813551228	VWR SCIENTIFIC		8813551228	07/24/2023		080823	-55.60
			-55.60 701341 551000		CREDIT MEMO FOR INV#8813373666		
					Supplies/Material		
Invoice: 8813551229	VWR SCIENTIFIC		8813551229	07/24/2023		080823	-44.34
			-44.34 701341 551000		CREDIT MEMO FOR INV#8813377913		
					Supplies/Material		
Invoice: 8813551230	VWR SCIENTIFIC		8813551230	07/24/2023		080823	-34.55
			-34.55 701341 551000		CREDIT MEMO FOR INV#8813396786		
					Supplies/Material		
Invoice: 8813551231	VWR SCIENTIFIC		8813551231	07/24/2023		080823	-59.71
			-59.71 701341 551000		CREDIT MEMO FOR INV#8813395407		
					Supplies/Material		
Invoice: 8813629831	VWR SCIENTIFIC		8813629831	08/02/2023		080823	-348.53
			-348.53 701341 551000		CREDIT MEMO FOR INV#8813406434		
					Supplies/Material		
Invoice: 8813409189	VWR SCIENTIFIC		8813409189	07/10/2023		080823	55.60
			55.60 701341 551000		SODIUM CHLORIDE		
					Supplies/Material		
Invoice: 8813478258	VWR SCIENTIFIC		8813478258	07/17/2023		080823	149.16
			149.16 701341 551000		POTASSIUM PHOSPHATE		
					Supplies/Material		
Invoice: 8813421360	VWR SCIENTIFIC		8813421360	07/11/2023		080823	34.55
					SODIUM THIOSULFATE PENTAHYDRATE		

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
					INVOICE DTL DESC			
				34.55 701341 551000				
					Supplies/Material			
			VWR SCIENTIFIC	8813419939	07/10/2023		080823	59.71
Invoice: 8813419939					IRON CHLORIDE			
				59.71 701341 551000				
					Supplies/Material			
			VWR SCIENTIFIC	8813418480	07/10/2023		080823	697.06
Invoice: 8813418480					EC MUG			
				697.06 701341 551000				
					Supplies/Material			
					CHECK	107684	TOTAL:	1,871.23
107685	08/08/2023	PRTD	19685 W. LITTEN INC.	23028	07/08/2023		080823	5,257.30
					SPRAYFIELD 7/2-7/8/23			
Invoice: 23028				5,257.30 751810 678800	District Sprayfield			
			W. LITTEN INC.	23029	07/17/2023		080823	8,226.00
Invoice: 23029					SPRAYFIELD 7/9-7/15/23			
				8,226.00 751810 678800	District Sprayfield			
					CHECK	107685	TOTAL:	13,483.30
107686	08/08/2023	PRTD	3025 WATER & SANITATION SRV./VENTURA C	2614289	07/26/2023		080823	21,912.57
					PCH WATER 6/20-7/18/23			
Invoice: 2614289				21,912.57 101001 510500	Purch Water-Ventura County			
					CHECK	107686	TOTAL:	21,912.57
107687	08/08/2023	PRTD	18914 WECK LABORATORIES, INC.	W3F2488	06/26/2023		080823	2,710.82
					LA RIVER ANNUAL			
Invoice: W3F2488				2,710.82 751810 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3D2189	04/24/2023		080823	279.28
Invoice: W3D2189					TAPIA EFFLUENT MONTHLY RFT			
				279.28 751810 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3D1127	04/12/2023		080823	133.96
Invoice: W3D1127					TAPIA INFLUENT MONTHLY			
				133.96 751810 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G3037	07/31/2023		080823	507.02
Invoice: W3G3037					PW SAMPLING WEEKLY			
				507.02 751750 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G0706	07/06/2023		080823	1,200.87
Invoice: W3G0706					FAST WATER COURT SOCS			
				1,200.87 101300 571520	Other Laboratory Serv			
			WECK LABORATORIES, INC.	W3G2347	07/21/2023		080823	422.31

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
Invoice: W3G2347				422.31	751820	571520	INVOICE DTL DESC COMPOST INPUT MIX Other Laboratory Serv	
							CHECK 107687 TOTAL:	5,254.26
107688	08/08/2023	PRTD	3047 WESCO DISTRIBUTION, INC.	448633	06/30/2023		080823	127.02
	Invoice: 448633			127.02	751820	551000	GUTTER Supplies/Material	
							CHECK 107688 TOTAL:	127.02
107689	08/08/2023	PRTD	8510 WORK BOOT WAREHOUSE	2-2-1023056	07/18/2023		080823	225.00
	Invoice: 2-2-1023056			225.00	701341	623000	SAFETY FOOTWARE R. REA Safety Equip	
							CHECK 107689 TOTAL:	225.00
107690	08/08/2023	PRTD	30527 WORLDWIDE EXPRESS	2307113952	07/12/2023		080823	16.33
	Invoice: 2307113952			16.33	701410	620000	OUTGOING UPS FREIGHT Forms, Supplies And Postage	
							CHECK 107690 TOTAL:	16.33
107691	08/08/2023	PRTD	21474 ZONES, LLC	K21364680101	07/18/2023		080823	1,900.25
	Invoice: K21364680101			1,900.25	701420	543000	4 DELL MONITORS Capital Outlay	
							CHECK 107691 TOTAL:	1,900.25
				NUMBER OF CHECKS	42	*** CASH ACCOUNT TOTAL ***		210,121.99
				TOTAL PRINTED CHECKS		COUNT	AMOUNT	
						42	210,121.99	
				*** GRAND TOTAL ***				210,121.99

A/P CASH DISBURSEMENTS JOURNAL

JOURNAL ENTRIES TO BE CREATED

CLERK: 3296tchau

YEAR	PER	JNL	SRC	ACCOUNT	JNL	DESC	REF 1	REF 2	REF 3	ACCOUNT	DESC	T	OB	DEBIT	CREDIT
			EFF	DATE						LINE	DESC				
2024	2	87													
APP	751-200000		08/08/2023	080823	080823					Accounts Payable				32,731.06	
										AP CASH DISBURSEMENTS JOURNAL					
APP	999-100100		08/08/2023	080823	080823					Cash-General					210,121.99
										AP CASH DISBURSEMENTS JOURNAL					
APP	701-200000		08/08/2023	080823	080823					Accounts Payable				95,255.12	
										AP CASH DISBURSEMENTS JOURNAL					
APP	101-200000		08/08/2023	080823	080823					Accounts Payable				38,269.85	
										AP CASH DISBURSEMENTS JOURNAL					
APP	130-200000		08/08/2023	080823	080823					Accounts Payable				2,107.92	
										AP CASH DISBURSEMENTS JOURNAL					
APP	302-200000		08/08/2023	080823	080823					Accounts Payable				18,618.81	
										AP CASH DISBURSEMENTS JOURNAL					
APP	754-200000		08/08/2023	080823	080823					Accounts Payable				23,139.23	
										AP CASH DISBURSEMENTS JOURNAL					
										GENERAL LEDGER TOTAL				210,121.99	210,121.99
APP	999-207510		08/08/2023	080823	080823					Due to/Due FromJPA Operations				32,731.06	
										Cash-General					32,731.06
APP	751-100100		08/08/2023	080823	080823					Due to/Due FromInternal Svs				95,255.12	
										Cash-General					95,255.12
APP	999-207010		08/08/2023	080823	080823					Due to/Due Frm Potable Wtr Ops				38,269.85	
										Cash-General					38,269.85
APP	701-100100		08/08/2023	080823	080823					Due to/Due FrmSanitation Ops				2,107.92	
										Cash-General					2,107.92
APP	999-201010		08/08/2023	080823	080823					Due to/Due FrmRec1 Wtr Rep1				18,618.81	
										Cash-General					18,618.81
APP	101-100100		08/08/2023	080823	080823					Due to/Due FromJPA Replacement				23,139.23	
										Cash-General					23,139.23
APP	999-201300		08/08/2023	080823	080823										
										SYSTEM GENERATED ENTRIES TOTAL				210,121.99	210,121.99
APP	130-100100		08/08/2023	080823	080823										
										JOURNAL 2024/02/87	TOTAL			420,243.98	420,243.98
APP	999-203020		08/08/2023	080823	080823										
APP	302-100100		08/08/2023	080823	080823										
APP	999-207540		08/08/2023	080823	080823										
APP	754-100100		08/08/2023	080823	080823										

A/P CASH DISBURSEMENTS JOURNAL
JOURNAL ENTRIES TO BE CREATED

FUND ACCOUNT	YEAR PER	JNL	EFF DATE	ACCOUNT DESCRIPTION	DEBIT	CREDIT
101 Potable Water Operations 101-100100 101-200000	2024 2	87	08/08/2023	Cash-General Accounts Payable		38,269.85
				FUND TOTAL	38,269.85	38,269.85
130 Sanitation Operations 130-100100 130-200000	2024 2	87	08/08/2023	Cash-General Accounts Payable		2,107.92
				FUND TOTAL	2,107.92	2,107.92
302 Recycled Water Replacement 302-100100 302-200000	2024 2	87	08/08/2023	Cash-General Accounts Payable		18,618.81
				FUND TOTAL	18,618.81	18,618.81
701 Internal Service Fund 701-100100 701-200000	2024 2	87	08/08/2023	Cash-General Accounts Payable		95,255.12
				FUND TOTAL	95,255.12	95,255.12
751 JPA Operations 751-100100 751-200000	2024 2	87	08/08/2023	Cash-General Accounts Payable		32,731.06
				FUND TOTAL	32,731.06	32,731.06
754 JPA Replacement 754-100100 754-200000	2024 2	87	08/08/2023	Cash-General Accounts Payable		23,139.23
				FUND TOTAL	23,139.23	23,139.23
999 Pooled Cash 999-100100 999-201010 999-201300 999-203020 999-207010 999-207510 999-207540	2024 2	87	08/08/2023	Cash-General Due to/Due Frm Potable Wtr Ops Due to/Due Frm Sanitation Ops Due to/Due Frm Recl Wtr Repl Due to/Due From Internal Svs Due to/Due From JPA Operations Due to/Due From JPA Replacement		210,121.99
				FUND TOTAL	210,121.99	210,121.99

A/P CASH DISBURSEMENTS JOURNAL
 JOURNAL ENTRIES TO BE CREATED

FUND		DUE TO	DUE FR
101	Potable Water Operations		38,269.85
130	Sanitation Operations		2,107.92
302	Recycled Water Replacement		18,618.81
701	Internal Service Fund		95,255.12
751	JPA Operations		32,731.06
754	JPA Replacement		23,139.23
999	Pooled Cash		
		210,121.99	
TOTAL		210,121.99	210,121.99

** END OF REPORT - Generated by Thieu Chau **

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107692	08/15/2023	PRTD	19269 ACC BUSINESS	231954600	07/27/2023		081523	1,870.47
			Invoice: 231954600		INTERNET SVCS 6/11-7/10/23			
				187.05 101600 540520	Telephone			
				561.14 751810 540520	Telephone			
				187.05 751820 540520	Telephone			
				467.62 701001 540520	Telephone			
				467.61 701002 540520	Telephone			
					CHECK	107692	TOTAL:	1,870.47
107693	08/15/2023	PRTD	5367 ADT COMMERCIAL	151444644	07/24/2023		081523	740.00
			Invoice: 151444644		ANNL FIRE ALARM INSPCTN-BLDG#2			
				740.00 701001 551500	Outside Services			
					CHECK	107693	TOTAL:	740.00
107694	08/15/2023	PRTD	20389 AIRGAS SPECIALTY PRODUCTS	9140089888	07/17/2023		081523	1,960.02
			Invoice: 9140089888		7,740 LBS AMMONIUM HYDROXIDE			
				1,960.02 751810 541013	Aqua Ammonia			
			Invoice: 9139947174		30,840 LBS AMMONIUM HYDROXIDE			
				7,613.59 751810 541013	Aqua Ammonia			
					CHECK	107694	TOTAL:	9,573.61
107695	08/15/2023	PRTD	2404 ASTRA INDUSTRIAL SERVICE INC	287475	07/20/2023	2240004	081523	5,896.61
			Invoice: 287475		6" DCDA			
				5,896.61 701224 551000	Supplies/Material			
					CHECK	107695	TOTAL:	5,896.61
107696	08/15/2023	PRTD	2869 AT&T	21506905/072023	07/20/2023		081523	61.07
			Invoice: 21506905/072023		SVCS 7/20-8/19/23			
				61.07 101106 540520	Telephone			
					CHECK	107696	TOTAL:	61.07
107697	08/15/2023	PRTD	7770 AUTOMATIONDIRECT.COM	15355261	07/21/2023		081523	337.26
			Invoice: 15355261		PANEL DISPLAY			
				337.26 751810 551000	Supplies/Material			
					CHECK	107697	TOTAL:	337.26

A/P CASH DISBURSEMENTS JOURNAL

CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107698	08/15/2023	PRTD	21426 BRIGHTVIEW LANDSCAPE SERVICES, IN	8534990	07/27/2023		081523	780.61
			Invoice: 8534990	780.61 751810 551800			TAPIA VALVE REPLACEMENT Building Maintenance	
							CHECK 107698 TOTAL:	780.61
107699	08/15/2023	PRTD	2964 CA ST TREAS. BOE	97-817885/073123	07/31/2023		081523	4,742.00
			Invoice: 97-817885/073123	4,742.03 751 206000 -.03 701999 862500			97-817885 USE TAX 7/1-7/31/23 PAYMENT #1 Use Tax Liability Other Non-Operating Expense	
							CHECK 107699 TOTAL:	4,742.00
107700	08/15/2023	PRTD	5405 CALOLYMPIC SAFETY	403960	07/24/2023	2240008	081523	238.70
			Invoice: 403960	32.66 101900 572500 206.04 701 132000			PPE ITEMS Genl Supplies/Small Tools Storeroom & Truck Inventory	
							CHECK 107700 TOTAL:	238.70
107701	08/15/2023	PRTD	30387 CINTAS CORPORATION NO. 3	4163367565	08/02/2023		081523	170.37
			Invoice: 4163367565	83.66 751820 551000 86.71 701999 731600			AUGUST 2023 UNIFORMS/MATS/TOWELS Supplies/Material Uniforms	
			Invoice: 4163206232				08/01/2023 081523 AUGUST 2023 UNIFORMS/MATS/TOWELS Supplies/Material Uniforms	79.81
			Invoice: 4163367606				08/02/2023 081523 AUGUST 2023 UNIFORMS/MATS/TOWELS Supplies/Material Uniforms	278.96
			Invoice: 4163367782				08/02/2023 081523 AUGUST 2023 UNIFORMS/MATS/TOWELS Supplies/Material Uniforms	661.79
			Invoice: 9233598177				07/31/2023 081523 CREDIT MEMO FOR INV#4163367782 Uniforms	-12.99
			Invoice: 4161984105				07/19/2023 081523 JULY 2023 UNIFORMS/MATS/TOWELS Supplies/Material Uniforms	564.81

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
Invoice: 9233595699			CINTAS CORPORATION NO. 3	9233595699	07/31/2023		081523	-290.68
				-290.68 701999 731600	CREDIT MEMO FOR INV#4161984105			
					Uniforms			
Invoice: 4162671770			CINTAS CORPORATION NO. 3	4162671770	07/26/2023		081523	669.54
				143.29 701002 551000	JULY 2023 UNIFORMS/MATS/TOWELS			
				526.25 701999 731600	Supplies/Material			
					Uniforms			
Invoice: 9233598174			CINTAS CORPORATION NO. 3	9233598174	07/31/2023		081523	-12.99
				-12.99 701999 731600	CREDIT MEMO FOR INV#9233598174			
					Uniforms			
Invoice: 4161984307			CINTAS CORPORATION NO. 3	4161984307	07/19/2023		081523	665.64
				143.29 701002 551000	JULY 2023 UNIFORMS/MATS/TOWELS			
				522.35 701999 731600	Supplies/Material			
					Uniforms			
Invoice: 9232876973			CINTAS CORPORATION NO. 3	9232876973	07/25/2023		081523	-12.99
				-12.99 701999 731600	CREDIT MEMO FOR INV#4161984307			
					Uniforms			
					CHECK	107701	TOTAL:	2,761.27
107702 08/15/2023 PRTD			15755 CORE & MAIN LP	S454337	04/18/2023	22200203	081523	162.99
Invoice: S454337				162.99 701322 572500	EZ TAP MACHINE FOR TRUCK 950			
					Genl Supplies/Small Tools			
					CHECK	107702	TOTAL:	162.99
107703 08/15/2023 PRTD			3790 COUNTY OF LA - AUDITOR CONTROLLER	LAFCO/23-24	06/15/2023		081523	26,001.03
Invoice: LAFCO/23-24				26,001.03 701122 715200	LAFCO ALLOCATION FY23-24			
					LAFCO Charges			
					CHECK	107703	TOTAL:	26,001.03
107704 08/15/2023 PRTD			30341 DEBTBOOK	DB2001182	03/30/2023		081523	2,400.00
Invoice: DB2001182				2,400.00 701440 651600	ANNUAL SUBSCRIPTION 3/1/23-2/28/24			
					Other Professional Serv			
					CHECK	107704	TOTAL:	2,400.00
107705 08/15/2023 PRTD			7257 DIRECTV, INC.	013810616X230806	08/06/2023		081523	8.00
Invoice: 013810616X230806				8.00 101600 551500	TV ACCESS FEE 8/5-9/4/23			
					Outside Services			

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CASH ACCOUNT: 999 100100 Cash-General
 CHECK NO CHK DATE TYPE VENDOR NAME

CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
INVOICE DTL DESC								
							CHECK 107705 TOTAL:	8.00
107706	08/15/2023	PRTD	20685 DOCUMENT SYSTEMS INC	IN3582365	07/20/2023		081523	151.03
			Invoice: IN3582365		CANNON OVRG 6/24-7/23/23			
			151.03 701420 621500		System Support and Maintenance			
							CHECK 107706 TOTAL:	151.03
107707	08/15/2023	PRTD	30486 EIDE BAILLY LLP	EI01544358	08/03/2023		081523	1,237.50
			Invoice: EI01544358		VULNERBILITY & PENETRATION TEST 6/23-7/29/23			
			1,237.50 701410 652200		Mgmt Consultant Fees			
							CHECK 107707 TOTAL:	1,237.50
107708	08/15/2023	PRTD	2638 ENVIRONMENTAL RESOURCE ASSOCIATES	046896	07/17/2023	2230202	081523	4,544.38
			Invoice: 046896		ANNUAL ELAP CERT PERFORMANCE TESTING			
			4,544.38 701341 552000		Permits and Fees			
							CHECK 107708 TOTAL:	4,544.38
107709	08/15/2023	PRTD	30671 EUNA KIM	074823/080423	08/04/2023		081523	107.60
			Invoice: 074823/080423		RFND CLOSED ACCT 0001170292-074823			
			107.60 101 230500		Deposit Refd Clearing-Billing			
							CHECK 107709 TOTAL:	107.60
107710	08/15/2023	PRTD	2654 FAMCON PIPE	S100101254.004	07/19/2023	2230172	081523	847.31
			Invoice: S100101254.004		METER PARTS			
			847.31 701 132000		Storeroom & Truck Inventory			
			Invoice: S100101688.001		4 IN" CLA VAL	07/19/2023	2230210 081523	12,576.95
					Supplies/Material			
			12,576.95 101700 541000					
							CHECK 107710 TOTAL:	13,424.26
107711	08/15/2023	PRTD	2655 FERGUSON ENTERPRISES	0013468	07/11/2023	2230212	081523	10,827.89
			Invoice: 0013468		COPPER ROLLS			
			10,827.89 701 132000		Storeroom & Truck Inventory			
							CHECK 107711 TOTAL:	10,827.89
107712	08/15/2023	PRTD	19397 FIRST CHOICE SERVICES (DAIOHS USA	472579	08/07/2023		081523	50.83
			Invoice: 472579		AUGUST 2023 COFFEE SRVC - TAPIA			
			50.83 701410 620000		Forms, Supplies And Postage			

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CASH ACCOUNT: 999 100100 Cash-General
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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
					INVOICE DTL DESC			
Invoice: 472578			FIRST CHOICE SERVICES (DAIOHS USA	472578	08/07/2023		081523	67.56
				67.56 701410 620000	AUGUST 2023 COFFEE SRVC - RLV Forms, Supplies And Postage			
Invoice: 472576			FIRST CHOICE SERVICES (DAIOHS USA	472576	08/07/2023		081523	41.88
				41.88 701410 620000	AUGUST 2023 COFFEE SRVC - HQ Forms, Supplies And Postage			
Invoice: 472577			FIRST CHOICE SERVICES (DAIOHS USA	472577	08/07/2023		081523	50.83
				50.83 701410 620000	AUGUST 2023 COFFEE SRVC - OPS Forms, Supplies And Postage			
							CHECK 107712 TOTAL:	211.10
107713	08/15/2023	PRTD	21529 FRAKER FIRE PROTECTION, INC.	826989	07/25/2023		081523	844.15
			Invoice: 826989	844.15 751810 551500	FIRE EXTINGUISHER INSPCTN - TAPIA Outside Services			
							CHECK 107713 TOTAL:	844.15
107714	08/15/2023	PRTD	6770 G.I. INDUSTRIES	0044228-0283-7	08/01/2023		081523	164.25
			Invoice: 0044228-0283-7	164.25 751810 541500	DISP TAPIA GRIT 8/1-8/31/23 Outside Services			
Invoice: 3085183-0283-8			G.I. INDUSTRIES	3085183-0283-8	08/01/2023		081523	111.12
				111.12 751820 551800	DISP RLV FARM 8/1-8/31/23 Building Maintenance			
Invoice: 3085184-0283-6			G.I. INDUSTRIES	3085184-0283-6	08/01/2023		081523	111.12
				111.12 751830 551500	DISP RLV FARM 8/1-8/31/23 Outside Services			
Invoice: 0044216-0283-2			G.I. INDUSTRIES	0044216-0283-2	08/01/2023		081523	741.20
				741.20 751810 551800	DISP TAPIA 8/1-8/31/23 Building Maintenance			
Invoice: 3085358-0283-6			G.I. INDUSTRIES	3085358-0283-6	08/01/2023		081523	620.15
				620.15 701002 551500	SHOP BLDG 7/16-7/31/23 Outside Services			
							CHECK 107714 TOTAL:	1,747.84
107715	08/15/2023	PRTD	2701 GRAINGER	9764961109	07/10/2023		081523	152.36
			Invoice: 9764961109	152.36 101200 551000	WIRE CONNECTOR Supplies/Material			
Invoice: 9762174945			GRAINGER	9762174945	07/06/2023		081523	279.21
					FALL PRTCN SUPP, FOR PRSNL, HARNESSSES			

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CASH ACCOUNT: 999 100100 Cash-General
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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
Invoice: 1200543289			HDR ENGINEERING, INC.	1200543289	08/01/2023		081523	4,473.75
			4,473.75 701	231500	SPLMNTL WTR DSGN RANCHO Developer Deposits		FRAN P/S 02/21-07/29/23	
					CHECK	107717	TOTAL:	6,127.50
107718	08/15/2023	PRTD	8304 IFM EFECTOR INC.	41365250	07/19/2023		081523	1,221.27
Invoice: 41365250			1,221.27 751810	551000	PRESSURE TRANSMITTERS Supplies/Material			
					CHECK	107718	TOTAL:	1,221.27
107719	08/15/2023	PRTD	10102 INFOSEND INC.	243661	07/20/2023	2230190	081523	10,260.11
Invoice: 243661			2,703.73 101300	541500	2022 WATER QUALITY POSTCARDS Outside Services			
			7,406.38 101300	541500	Outside Services			
			150.00 101300	541500	Outside Services			
					CHECK	107719	TOTAL:	10,260.11
107720	08/15/2023	PRTD	20856 INTERNATIONAL PRINTING & TYPESETT	22832.7	07/21/2023		081523	258.42
Invoice: 22832.7			258.42 701410	620000	BUSINESS CARDS - 4 EMPLOYEES Forms, Supplies And Postage			
					CHECK	107720	TOTAL:	258.42
107721	08/15/2023	PRTD	20823 INVOICE CLOUD INC.	964-2023_6	06/30/2023		081523	7,889.87
Invoice: 964-2023_6			7,889.87 701221	622000	INVOICE CLOUD FEES JUNE 2023 Outside Services			
					CHECK	107721	TOTAL:	7,889.87
107722	08/15/2023	PRTD	21197 JACOBS ENGINEERING GROUP INC.	W9Y31200-029	07/21/2023		081523	174,374.26
Invoice: W9Y31200-029			174,374.26 754440	900000	PWP ADVISOR SRV 4/29-6/30/23 Capital Asset Expenses			
					CHECK	107722	TOTAL:	174,374.26
107723	08/15/2023	PRTD	30672 JAMES B MCGINLEY	018360/080323	08/03/2023		081523	177.81
Invoice: 018360/080323			177.81 101	230500	RFND CLOSED ACCT 0002080935-018360 Deposit Refd Clearing-Billing			
					CHECK	107723	TOTAL:	177.81

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CASH ACCOUNT: 999 100100 Cash-General
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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
107724	08/15/2023	PRTD	5230 KENNEDY/JENKS CONSULTANTS	165178	07/27/2023		081523	2,762.50
			Invoice: 165178				TWIN LAKES P/S DESIGN 5/27-6/30/23 Capital Asset Expenses	
				2,762.50	201440	900000		
							CHECK 107724 TOTAL:	2,762.50
107725	08/15/2023	PRTD	30156 JAY LEWITT	080123	08/01/2023		081523	54.76
			Invoice: 080123				ACWA REGION 8 PROG. 7/13/23 Directors' Conference Exp	
				54.76	701112	601000		
							CHECK 107725 TOTAL:	54.76
107726	08/15/2023	PRTD	2789 LIEBERT CASSIDY WHITMORE	244764	06/25/2023		081523	5,070.00
			Invoice: 244764				ERC MBRSHIP W/ PREMIUM 7/1/23-6/30/24 Legal Services	
				5,070.00	701430	650000		
			Invoice: 245940				06/30/2023 081523 LEGAL SERVICES Legal Services	6,902.00
				6,902.00	701430	650000		
			Invoice: 245146				06/30/2023 081523 LEGAL SERVICES Legal Services	1,333.50
				1,333.50	701430	650000		
			Invoice: 246991				06/30/2023 081523 LEGAL SERVICES Legal Services	7,332.50
				7,332.50	701430	650000		
							CHECK 107726 TOTAL:	20,638.00
107727	08/15/2023	PRTD	8484 LINDE GAS AND EQUIPMENT, INC	37219328	07/22/2023		081523	104.01
			Invoice: 37219328				CYLINDER RENT 6/20-7/20/23 Supplies/Material	
				104.01	101100	541000		
							CHECK 107727 TOTAL:	104.01
107728	08/15/2023	PRTD	2814 MCMASTER-CARR SUPPLY CO	11165492	07/18/2023		081523	53.55
			Invoice: 11165492				TERMINAL BLOCK AND COVER Supplies/Material	
				53.55	751810	551000		
							CHECK 107728 TOTAL:	53.55
107729	08/15/2023	PRTD	2839 MOTION INDUSTRIES, INC.	CA22-00744085	07/18/2023		081523	489.87
			Invoice: CA22-00744085				REGULATOR REBUILD KIT Supplies	
				489.87	751750	541000		

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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
CHECK 107729 TOTAL:								489.87
107730	08/15/2023	PRTD	2302 ODP BUSINESS SOLUTIONS LLC	324106111001	07/25/2023		081523	41.88
			Invoice: 324106111001					
				41.88 701410	620000			
			ODP BUSINESS SOLUTIONS LLC		324094168001		07/25/2023	081523
			Invoice: 324094168001					219.87
				219.87 701410	620000			
			ODP BUSINESS SOLUTIONS LLC		321515405001		07/13/2023	081523
			Invoice: 321515405001					100.73
				100.73 701410	620000			
			ODP BUSINESS SOLUTIONS LLC		321765563001		07/13/2023	081523
			Invoice: 321765563001					14.77
				14.77 701410	620000			
			ODP BUSINESS SOLUTIONS LLC		317452837001		07/21/2023	081523
			Invoice: 317452837001					132.48
				132.48 701410	620000			
			ODP BUSINESS SOLUTIONS LLC		321046087001		07/21/2023	081523
			Invoice: 321046087001					28.06
				28.06 701410	620000			
CHECK 107730 TOTAL:								537.79
107731	08/15/2023	PRTD	21659 ONTARIO REFRIGERATION SERVICE, IN	GW27027	07/21/2023		081523	839.00
			Invoice: GW27027					
				839.00 701001	551500			
			ONTARIO REFRIGERATION SERVICE, IN		GW27234		07/28/2023	081523
			Invoice: GW27234					861.98
				861.98 130100	551500			
CHECK 107731 TOTAL:								1,700.98
107732	08/15/2023	PRTD	30563 PENCCO, INC.	87583	07/17/2023		081523	12,370.80
			Invoice: 87583					
				12,370.80 751810	541050			
CHECK 107732 TOTAL:								12,370.80
107733	08/15/2023	PRTD	3110 GLEN PETERSON	56	08/02/2023		081523	1,100.00
			Invoice: 56					
				1,100.00 701112	651600			

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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
CHECK 107733 TOTAL: 1,100.00								
107734	08/15/2023	PRTD	30458 PIONEER AMERICAS, LLC (OLIN CORP)	900298362	07/18/2023		081523	10,645.75
				10,645.75 751810 541014	4,956 SODIUM HYPOCHLORITE			
					Sodium Hypochlorite			
			Invoice: 900293544	PIONEER AMERICAS, LLC (OLIN CORP) 900293544	07/05/2023		081523	10,246.22
				10,246.22 751810 541014	4,770 GAL SODIUM HYPOCHLORITE			
					Sodium Hypochlorite			
			Invoice: 900296377	PIONEER AMERICAS, LLC (OLIN CORP) 900296377	07/13/2023		081523	10,542.65
				10,542.65 751810 541014	4,908 GAL SODIUM HYPOCHLORITE			
					Sodium Hypochlorite			
CHECK 107734 TOTAL: 31,434.62								
107735	08/15/2023	PRTD	21594 RECYCLED WOOD PRODUCTS	243330	07/14/2023		081523	1,924.00
				1,924.00 751820 541080	130 YD WOODCHIPS			
					Amendment			
			Invoice: 243439	RECYCLED WOOD PRODUCTS 243439	07/17/2023		081523	1,924.00
				1,924.00 751820 541080	130 YD WOODCHIPS			
					Amendment			
			Invoice: 243531	RECYCLED WOOD PRODUCTS 243531	07/19/2023		081523	1,924.00
				1,924.00 751820 541080	130 YD WOODCHIPS			
					Amendment			
			Invoice: 243727	RECYCLED WOOD PRODUCTS 243727	07/24/2023		081523	1,924.00
				1,924.00 751820 541080	130 YD WOODCHIPS			
					Amendment			
			Invoice: 243624	RECYCLED WOOD PRODUCTS 243624	07/21/2023		081523	1,924.00
				1,924.00 751820 541080	130 YD WOODCHIPS			
					Amendment			
CHECK 107735 TOTAL: 9,620.00								
107736	08/15/2023	PRTD	20124 RON'S PORTABLE WELDING	6913	06/13/2023		081523	300.00
				300.00 101700 551500	REPAIR 10" POTABLE MAINLINE REPAIR			
					Outside Services			
CHECK 107736 TOTAL: 300.00								
107737	08/15/2023	PRTD	2957 SOUTHERN CALIFORNIA EDISON (M-BIL 57161/072623	57161/072623	07/26/2023		081523	21,950.76
				21,950.76 751820 540510	RLV COMPOST PLNT 6/21-6/30/23 FY22-23			
					Energy			

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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
Invoice: 57161/072623A			SOUTHERN CALIFORNIA EDISON (M-BIL	57161/072623A	07/26/2023		081523	50,486.76
			50,486.76 751820	540510	RLV COMPOST PLNT 7/1-7/23/23			
					Energy			
Invoice: 45743/080123			SOUTHERN CALIFORNIA EDISON (M-BIL	45743/080123	08/01/2023		081523	140,043.35
			70,021.68 751127	540510	RW P/S 6/28-7/30/23	571,430KH		
			70,021.67 751128	540510	Energy			
					Energy			
					CHECK	107737	TOTAL:	212,480.87
107738 08/15/2023 PRTD	2958		SOUTHERN CALIFORNIA GAS CO (M-bil	05721104007/080823	08/08/2023		081523	5,127.96
Invoice: 05721104007/080823			5,127.96 101110	540530	CORNELL 7/6-8/4/23	4,078 THERMS		
					Gas			
Invoice: 14241394924/080923			SOUTHERN CALIFORNIA GAS CO (M-bil	14241394924/080923	08/09/2023		081523	15.29
			15.29 101600	540530	WLK 7/7-8/7/23			
					Gas			
Invoice: 01951140001/080723			SOUTHERN CALIFORNIA GAS CO (M-bil	01951140001/080723	08/07/2023		081523	215.23
			215.23 751810	540530	TAPIA 7/5-8/3/23	119 THERMS		
					Gas			
Invoice: 18121142006/080723			SOUTHERN CALIFORNIA GAS CO (M-bil	18121142006/080723	08/07/2023		081523	351.87
			351.87 751820	540530	RANCHO 7/5-8/3/23	190 THERMS		
					Gas			
Invoice: 03001136005/080723			SOUTHERN CALIFORNIA GAS CO (M-bil	03001136005/080723	08/07/2023		081523	1,356.07
			1,017.05 701001	540530	HQ & OPS 7/5-8/3/23	1003 THERMS		
			339.02 701002	540530	Gas			
					Gas			
Invoice: 06551212001/080323			SOUTHERN CALIFORNIA GAS CO (M-bil	06551212001/080323	08/03/2023		081523	17.46
			17.46 101109	540530	JBR P/S 6/30-8/1/23	1 THERMS		
					Gas			
					CHECK	107738	TOTAL:	7,083.88
107739 08/15/2023 PRTD	12149		THATCHER CO. OF CALIFORNIA	2023250110842	07/06/2023		081523	9,532.50
Invoice: 2023250110842			9,532.50 751810	541011	46,500 LBS SODIUM BISULFITE			
					Sodium Bisulfite			
					CHECK	107739	TOTAL:	9,532.50
107740 08/15/2023 PRTD	20880		TPX COMMUNICATIONS	172751800-0	07/16/2023		081523	9,702.00
Invoice: 172751800-0			1,553.77 101300	540520	INTERNET SRV 7/16-8/15/23			
			506.55 130100	540520	Telephone			
			7,426.36 701420	540520	Telephone			
					Telephone			

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CHECK NO	CHK DATE	TYPE	VENDOR NAME	INVOICE	INV DATE	PO	CHECK RUN	NET
				131.31	101300	540520	Telephone	
				84.01	751820	540520	Telephone	
							CHECK 107740 TOTAL:	9,702.00
107741	08/15/2023	PRTD	2780 VALLEY NEWS GROUP	8-3	08/03/2023		081523	250.00
			Invoice: 8-3				DISPAY AD - PODCAST 8/3/23	
				250.00	101900	660400	Public Education Programs	
							CHECK 107741 TOTAL:	250.00
107742	08/15/2023	PRTD	3023 VENCO WESTERN INC.	32166FN-IN	06/30/2023		081523	6,000.00
			Invoice: 32166FN-IN				WEED ABATEMENT MORRSN & PW LAND	
				6,000.00	751200	541500	Outside Services	
							CHECK 107742 TOTAL:	6,000.00
107743	08/15/2023	PRTD	30056 VERIZON WIRELESS	9940604991	07/26/2023		081523	1,072.28
			Invoice: 9940604991				WIRELESS SVC 7/27-8/26/23	
				1,072.28	701224	540520	Telephone	
							CHECK 107743 TOTAL:	1,072.28
107744	08/15/2023	PRTD	2436 VINCE BARNES AUTOMOTIVE	026598	07/17/2023		081523	1,769.28
			Invoice: 026598				RPLC RADIATOR & A/C CONDENSER #909	
				1,769.28	701325	551500	Outside Services	
			Invoice: 026592				07/11/2023	081523
				567.37	701325	551500	INSTALL CRANE #957	567.37
							Outside Services	
							CHECK 107744 TOTAL:	2,336.65
107745	08/15/2023	PRTD	18914 WECK LABORATORIES, INC.	W3H0552	08/07/2023		081523	2,383.58
			Invoice: W3H0552				PW SAMPLING MONTHLY	
				2,383.58	751750	571520	Other Laboratory Serv	
			Invoice: W3H0134				08/02/2023	081523
				1,768.64	751750	571520	PURE WATER WQM QUARTERLY	1,768.64
							Other Laboratory Serv	
			Invoice: W3H0163				08/02/2023	081523
				1,428.83	751750	571520	PW SAMPLING BI-MONTHLY	1,428.83
							Other Laboratory Serv	
			Invoice: W3H0598				08/08/2023	081523
							PW SAMPLING BI-MONTHLY	1,473.30

A/P CASH DISBURSEMENTS JOURNAL

JOURNAL ENTRIES TO BE CREATED

CLERK: 3296tchau

YEAR	PER	JNL	SRC	ACCOUNT	JNL	DESC	REF 1	REF 2	REF 3	ACCOUNT	DESC	T	OB	DEBIT	CREDIT
			EFF	DATE						LINE	DESC				
2024	2	149													
APP	101-200000		08/15/2023	081523	081523					Accounts Payable				36,327.94	
										AP CASH DISBURSEMENTS JOURNAL					
APP	999-100100		08/15/2023	081523	081523					Cash-General					661,371.54
										AP CASH DISBURSEMENTS JOURNAL					
APP	751-200000		08/15/2023	081523	081523					Accounts Payable				334,530.27	
										AP CASH DISBURSEMENTS JOURNAL					
APP	701-200000		08/15/2023	081523	081523					Accounts Payable				110,354.29	
										AP CASH DISBURSEMENTS JOURNAL					
APP	754-200000		08/15/2023	081523	081523					Accounts Payable				176,028.01	
										AP CASH DISBURSEMENTS JOURNAL					
APP	201-200000		08/15/2023	081523	081523					Accounts Payable				2,762.50	
										AP CASH DISBURSEMENTS JOURNAL					
APP	130-200000		08/15/2023	081523	081523					Accounts Payable				1,368.53	
										AP CASH DISBURSEMENTS JOURNAL					
										GENERAL LEDGER TOTAL				661,371.54	661,371.54
APP	999-201010		08/15/2023	081523	081523					Due to/Due Frm Potable Wtr Ops				36,327.94	
										Cash-General					36,327.94
APP	101-100100		08/15/2023	081523	081523					Due to/Due FromJPA Operations				334,530.27	
										Cash-General					334,530.27
APP	999-207510		08/15/2023	081523	081523					Due to/Due FromInternal Svs				110,354.29	
										Cash-General					110,354.29
APP	751-100100		08/15/2023	081523	081523					Due to/Due FromJPA Replacement				176,028.01	
										Cash-General					176,028.01
APP	999-207010		08/15/2023	081523	081523					Due to/Due FrmPotable Wtr Cnst				2,762.50	
										Cash-General					2,762.50
APP	701-100100		08/15/2023	081523	081523					Due to/Due FrmSanitation Ops				1,368.53	
										Cash-General					1,368.53
APP	999-201300		08/15/2023	081523	081523					SYSTEM GENERATED ENTRIES TOTAL				661,371.54	661,371.54
										JOURNAL 2024/02/149 TOTAL				1,322,743.08	1,322,743.08

A/P CASH DISBURSEMENTS JOURNAL
JOURNAL ENTRIES TO BE CREATED

FUND ACCOUNT	YEAR PER	JNL	EFF DATE	ACCOUNT DESCRIPTION	DEBIT	CREDIT
101 Potable Water Operations 101-100100 101-200000	2024 2	149	08/15/2023	Cash-General Accounts Payable	36,327.94	36,327.94
				FUND TOTAL	36,327.94	36,327.94
130 Sanitation Operations 130-100100 130-200000	2024 2	149	08/15/2023	Cash-General Accounts Payable	1,368.53	1,368.53
				FUND TOTAL	1,368.53	1,368.53
201 Potable Water Construction 201-100100 201-200000	2024 2	149	08/15/2023	Cash-General Accounts Payable	2,762.50	2,762.50
				FUND TOTAL	2,762.50	2,762.50
701 Internal Service Fund 701-100100 701-200000	2024 2	149	08/15/2023	Cash-General Accounts Payable	110,354.29	110,354.29
				FUND TOTAL	110,354.29	110,354.29
751 JPA Operations 751-100100 751-200000	2024 2	149	08/15/2023	Cash-General Accounts Payable	334,530.27	334,530.27
				FUND TOTAL	334,530.27	334,530.27
754 JPA Replacement 754-100100 754-200000	2024 2	149	08/15/2023	Cash-General Accounts Payable	176,028.01	176,028.01
				FUND TOTAL	176,028.01	176,028.01
999 Pooled Cash 999-100100 999-201010 999-201300 999-202010 999-207010 999-207510 999-207540	2024 2	149	08/15/2023	Cash-General Due to/Due Frm Potable Wtr Ops Due to/Due Frm Sanitation Ops Due to/Due Frm Potable wtr Cnst Due to/Due From Internal Svs Due to/Due From JPA Operations Due to/Due From JPA Replacement	36,327.94 1,368.53 2,762.50 110,354.29 334,530.27 176,028.01	661,371.54
				FUND TOTAL	661,371.54	661,371.54

A/P CASH DISBURSEMENTS JOURNAL
 JOURNAL ENTRIES TO BE CREATED

FUND		DUE TO	DUE FR
101	Potable Water Operations		36,327.94
130	Sanitation Operations		1,368.53
201	Potable Water Construction		2,762.50
701	Internal Service Fund		110,354.29
751	JPA Operations		334,530.27
754	JPA Replacement		176,028.01
999	Pooled Cash		
		661,371.54	
	TOTAL	661,371.54	661,371.54

** END OF REPORT - Generated by Thieu Chau **



LAS VIRGENES MUNICIPAL WATER DISTRICT
4232 Las Virgenes Road, Calabasas CA 91302

MINUTES
REGULAR MEETING

9:00 AM

August 15, 2023

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance to the Flag was led by Veronica Hurtado.

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at **9:00 a.m.** by Board President Lewitt in the Board Room at Las Virgenes Municipal Water District headquarters at 4232 Las Virgenes Road, Calabasas, CA 91302. Josie Guzman, Clerk of the Board, conducted the roll call.

Present: Directors Gary Burns, Andy Coradeschi, and Jay Lewitt.
Absent: Directors Charles Caspary and Len Polan.
Staff Present: David Pedersen, General Manager
Joe McDermott, Director of Engineering and External Affairs
Don Patterson, Director of Finance and Administration
John Zhao, Director of Facilities and Operations
Josie Guzman, Clerk of the Board
Keith Lemieux, District Counsel

2. APPROVAL OF AGENDA

Director Burns moved to approve the agenda. Motion seconded by Director Coradeschi. Motion carried 3-0 by the following vote:

AYES: Burns, Coradeschi, Lewitt
NOES: None
ABSTAIN: None

ABSENT: Caspary, Polan

3. PUBLIC COMMENTS

There were no public comments.

Joe McDermott, Director of Facilities and Operations, introduced new employees Cindy Chau, Management Analyst I, and Steve Perry, Field Customer Service Representative I. The Board welcomed Ms. Chau and Mr. Perry to the District.

4. CONSENT CALENDAR

A List of Demands: August 15, 2023: Receive and file

B Minutes Regular Meeting of July 18, 2023 and August 1, 2023: Approve

C Directors' Per Diem: July 2023: Ratify

D ACWA Region 8 Board Election: Approval of Recommended Slate

Cast a vote for the Nominating Committee's Recommended Slate for the ACWA Region 8 Board Election, and authorize the General Manager to return the completed ballot to ACWA no later than September 15, 2023.

E Monthly Cash and Investment Report: June 2023

Receive and file the Monthly Cash and Investment Report for June 2023.

F Online Billing Presentment Services: Contract Extension

Authorize the General Manager to execute a three-year contract extension with Invoice Cloud, Inc., in an annual amount not to exceed \$155,000, for online billing and presentment services.

G Las Virgenes-Triunfo Public Financing Authority: Joint Exercise of Powers Agreement

Pass, approve, and adopt proposed Resolution No. 2626, authorizing the Board President to execute the Joint Exercise of Powers Agreement forming the Las Virgenes-Triunfo Public Financing Authority.

RESOLUTION NO. 2626

A RESOLUTION OF THE BOARD OF DIRECTORS OF LAS VIRGENES MUNICIPAL WATER DISTRICT AUTHORIZING THE CREATION OF THE LAS VIRGENES-TRIUNFO PUBLIC FINANCING AUTHORITY AND APPROVING THE JOINT EXERCISE OF POWERS AGREEMENT WITH THE TRIUNFO WATER & SANITATION

DISTRICT AND APPROVING CERTAIN DOCUMENTS AND TAKING CERTAIN OTHER ACTIONS IN CONNECTION THEREWITH

(Reference is hereby made to Resolution No. 2626 on file in the District's Resolution Book and by this reference the same is incorporated herein.)

Director Coradeschi moved to approve the Consent Calendar. Motion seconded by Director Burns. Motion carried 3-0 by the following vote:

AYES: Burns, Coradeschi, Lewitt

NOES: None

ABSTAIN: None

ABSENT: Caspary, Polan

5. ILLUSTRATIVE AND/OR VERBAL PRESENTATION AGENDA ITEMS

A Proclamation Recognizing Mikel Caldwell, Electrical/Instrumentation Technician II, for 18 Years of Service

Board President Lewitt read and presented a proclamation to Mikel Caldwell, Electrical/Instrumentation Technician II, in recognition of his retirement after 18 years of service. Mr. Caldwell thanked the Board and his coworkers, and stated that it was a pleasure and an honor to work at the District.

B Recognition of Staff for Response to 24-inch Water Main Break at Lindero Canyon Road and Agoura Road

General Manager David Pedersen presented a video showing the District's response to a 24-inch water main break at Lindero Canyon Road and Agoura Road, which occurred on August 6th. He noted that staff and Toro Enterprises made repairs, restored water service, and repaved the street within 48 hours.

John Zhao, Director of Facilities and Operations, acknowledged the following staff on their efforts: Frank Almaguer, Andy Arenas, Duane Bockelman, Thomas Bodenhamer, Tony Gagnon, Logan Kiblinger, Jim Korkosz, Ken Kuhlman, Spencer Lee, Mario Magana, Joseph Montano, Shawn Triplett, Brett Vollmar, and Justin Walden, as well as Mike McNutt and Steven Baird for conducting public outreach and Toro Enterprises.

Brad Halpern, Councilmember from the City of Westlake Village, acknowledged the District's efforts in making the repairs quickly with minimal impacts to residents and commuters.

C Legislative and Regulatory Updates

Jeremy Wolf, Legislative Program Manager, reported that a tour of the Pure Water Demonstration Facility was provided to Assemblymember Pilar Schiavo on July 21st. He stated that Assemblymember Shiu and her staff were very impressed with the facility,

and they expressed an interest in touring other District facilities. He also reported that approximately 90 Assembly Bills and approximately 50 Senate Bills were forwarded to Governor Gavin Newsom, and several hundred Assembly and Senate Bills were still under consideration. He also reported that the District continued to monitor the climate bond and lobby to include significant investment in water recycling. He noted that the District joined a coalition organized by Metropolitan Water District of Southern California (MWD) asking for \$1.8 billion in state investments in grants for planning, design, and construction of water recycling projects and related facilities. He provided an update regarding AB 1594 (Garcia), Medium and Heavy Duty Zero Emission Vehicles Public Agency Utilities, and noted that this bill was moved to the suspense file. He stated that the California Air Resources Board (CARB) and the California Municipal Utilities Association (CMUA) would provide input prior to the September 1st deadline. He also reported that a letter was sent to U.S. Senator Alex Padilla requesting his support for liability protections for wastewater systems that follow all laws and regulations for the disposal of per- and polyfluoroalkyl substances (PFAS) under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). He also reported that Los Angeles County Supervisor Leslie Horvath's office asked the District to speak in support of a motion to help accelerate the implementation of the County's Safe, Clean Water Program (Measure W). He noted that the motion passed unanimously, and Supervisor Horvath acknowledged the District for its support.

General Manager David Pedersen responded to a question regarding exemptions in AB 1594, which would allow for the purchase of non-zero emission vehicles when they are not commercially available.

D Water Warriors: 2023 Customer Appreciation Program

Ally Alejo and Alaya Arriola, Public Affairs Associate Interns, provided a PowerPoint presentation of the Water Warriors 2023 Customer Appreciation Program, including program objectives to recognize customers that go above and beyond to be more water efficient, award categories, and July 2023 winners.

Craig Jones, Resource Conservation Manager, acknowledged Ms. Alejo and Ms. Arriola for taking the initiative to lead the program.

6. TREASURER

Director Coradeschi stated that he reviewed the expenditures and the Treasurer's report was in order.

7. BOARD OF DIRECTORS

A ACWA Committee Appointment Nominations for 2024-25 Term

Select candidates for ACWA committee appointment or re-appointment consideration, and authorize the General Manager to sign and return the completed Committee Consideration Form to ACWA no later than September 30, 2023.

General Manager David Pedersen presented the report and noted that Director Burns provided his preferences for committee assignments, which were not included in the staff report.

Director Coradeschi moved to approve Item 7A. Motion seconded by Director Burns. Motion carried 3-0 by the following vote:

AYES: Burns, Coradeschi, Lewitt
NOES: None
ABSTAIN: None
ABSENT: Caspary, Polan

B Knowledge to Implementation (K2i) Platform Subscription: Authorization

Authorize the General Manager to execute an agreement with Booky Oren Global Water Technologies, in the amount of \$70,000, for a one-year subscription to its Knowledge to Implementation Platform.

General Manager David Pedersen presented the report.

Booky Oren, representing Booky Oren Global Water Technologies Ltd., provided a PowerPoint presentation supporting the District's continuous improvement by leveraging the K2i platform.

Director Coradeschi moved to approve Item 7B. Motion seconded by Director Burns. Motion carried 3-0 by the following vote:

AYES: Burns, Coradeschi, Lewitt
NOES: None
ABSTAIN: None
ABSENT: Caspary, Polan

8. FACILITIES AND OPERATIONS

A Memorandum of Understanding with Natural Ocean Well Company: Authorization

Authorize the General Manager to execute a Memorandum of Understanding with Natural Ocean Well Company, in a form approved by Legal Counsel, to cooperate on the development of subsea water harvesting technology.

John Zhao, Director of Facilities and Operations, presented the report.

Director Burns moved to approve Item 8A. Motion seconded by Director Coradeschi.

A discussion ensued regarding support for the Memorandum of Understanding and public outreach.

Mike McNutt, Public Affairs and Communications Manager, stated that staff was working on issuing a press release and speaking with a reporter from the *Los Angeles Times*.

Motion carried 3-0 by the following vote:

AYES: Burns, Coradeschi, Lewitt

NOES: None

ABSTAIN: None

ABSENT: Caspary, Polan

9. NON-ACTION ITEMS

A Organization Reports

Board President Lewitt reminded the Board that the Association of Water Agencies of Ventura County (AWAVC) would hold its annual Member and Elected Officials Reception on September 12th at the Ronald Reagan Library. He noted that attendees from Los Angeles County may bring one guest.

B Director's Reports on Outside Meetings

Director Coradeschi reported that he attended the California Association of Sanitation Agencies (CASA) Annual Conference held August 9th through 11th. He noted that presentations included CalPERS funding, an update on PureWater San Diego, and a discussion seeking support for PFAS liability exemptions.

Director Burns reported that he also attended the CASA Annual Conference, and that he was impressed by speakers Tani Cantil-Sakauye, President of the Public Policy Institute of California; Joaquin Esquivel, Chair from the State Water Resources Control Board; and Jimmy Slaughter from the law firm of Beveridge and Diamond who spoke regarding PFAS.

Board President Lewitt reported that he also attended the CASA Annual Conference. He stated that there was a discussion between David Tobias from the U.S. Environmental Protection Agency and Jimmy Slaughter regarding PFAS, and he expressed concern with PFAS and the ability to get rid of "forever chemicals." He noted that 3M agreed to a \$12.5 billion settlement, and he inquired who would receive funding from this settlement. General Manager David Pedersen responded that he would follow-up on the details of the settlement; however, there was controversy on whether the settlement was broad enough to address the need in its entirety. He stated that a summary of the settlement would be brought back at the September 5th JPA Board Meeting.

Board President Lewitt also reported that he attended the MWD Legislation, Regulatory Affairs, and Communications Committee Meeting on August 14th, where staff shared an update on water conservation outreach, advertising, and messaging. He stated that MWD could share materials with all member agencies. He also stated that the MWD Board would consider renaming the Pure Water Southern California Demonstration Plant as the Grace F. Napolitano Pure Water Southern California Innovation Center.

C General Manager Reports

(1) General Business

General Manager David Pedersen stated that due to the recent wildfire in Maui, it was a good reminder for the District to prepare for wildfire season. He reported that flow in Malibu Creek measured 9.7 cubic feet per second (CFS).

(2) Follow-Up Items

General Manager David Pedersen stated that an item regarding penalty revenue would be presented at the September 5th Board meeting, and items regarding the purchasing policy update and expandability of the Pure Water Project Las Virgenes-Triunfo would be presented at the September 19th Board meeting. He noted that a presentation by Cadiz, Inc. would be scheduled for a future Board meeting.

A discussion ensued regarding water systems design capacities and wildfire suppression, preparing the water system for wildfire season, the District's previous webinar on hardening landscapes and structures, public outreach during wildfires and natural disasters, and upcoming community workshops.

D Directors' Comments

None.

10. FUTURE AGENDA ITEMS

None.

11. PUBLIC COMMENTS

None.

12. ADJOURNMENT

Seeing no further business to come before the Board, the meeting was duly adjourned at **10:37 a.m.**

Jay Lewitt, President
Board of Directors
Las Virgenes Municipal Water District

ATTEST:

Gary Burns, Secretary
Board of Directors
Las Virgenes Municipal Water District

(SEAL)



DATE: September 5, 2023
TO: Board of Directors
FROM: Finance and Administration

SUBJECT: Fiscal Year 2022-23 Capacity Fee Report

SUMMARY:

The District's capacity fees recover the costs associated with providing water and sanitation services to new users and existing users requiring additional capacity. Pursuant to Las Virgenes Municipal Water District Code (Code) Section 3-2.207, the District is to post a report of the balance and uses of capacity fees for the preceding fiscal year by September 1st and transmit the report to the Board for review. The report is posted on the District's website.

RECOMMENDATION(S):

Receive and file the Fiscal Year 2022-23 Capacity Fee Report.

DISCUSSION:

During Fiscal Year 2022-23, the District collected \$1,908,638 in total fees (capacity fees and developer fees) and earned \$117,577 in interest, for total available fees of \$2,026,215. Expenses, which were primarily related to capital projects, resulted in the use of \$1,296,104 in fees. A total of \$75,032 in fees were refunded. As a result, the fee account balance increased by \$655,080, from \$4,912,295 to \$5,567,375.

The attached report summarizes the balances and uses of the District's capacity fees for Fiscal Year 2022-23. The information will also be provided in the District's Annual Comprehensive Financial Report.

GOALS:

Ensure Effective Utilization of the Public's Assets and Money

Prepared by: Debbie Rosales, Financial Analyst II

ATTACHMENTS:

[Fiscal Year 2022-23 Capacity Fee Report](#)

LAS VIRGENES MUNICIPAL WATER DISTRICT
Annual Water & Sewer Capacity Fee Deposits Report
Per Government Code Section 66013 (d) and (e)
Fiscal Year Ended June 30, 2023

Beginning Balance:			
Capacity Fees		\$	4,489,515
Developer Fees			146,104
Interest			<u>276,676</u>
Total Beginning Balance		\$	4,912,295
Fees Collected:			
Capacity Fees	\$	1,507,621	
Developer Fees		<u>401,017</u>	
Total Fees Collected		\$	1,908,638
Interest Earned			<u>117,577</u>
Fees Available		\$	2,026,215
Applied to:			
Capital Costs Funded by:			
Capacity Fees	\$	785,686	
Meter Installation		22,001	
Developer Fees		426,698	
Interest Earned		<u>61,719</u>	
Total Capital Costs		\$	1,296,104
Refunds			<u>75,032</u>
Total Funds Applied		\$	1,371,136
Net Changes for the Year			655,080
Ending Balance:			
Capacity Fees		\$	5,114,417
Developer Fees			120,423
Interest (1)			<u>332,534</u>
Total Ending Balance		\$	<u><u>5,567,375</u></u>

(1): Interest earned is not reflected as liability on the Statement of Net Position.



DATE: September 5, 2023
TO: Board of Directors
FROM: Finance and Administration

SUBJECT: Licensing Agreement for Microsoft Office 365 E5: Renewal

SUMMARY:

The District migrated to Microsoft Office 365 in 2019 to provide many security enhancements, eliminate reliance on an on-premises Exchange Server and remain up-to-date with the most recent versions of applications provided for the platform. The Microsoft Office 365 platform has reduced staff's time with maintaining an on-premises Exchange Server, server updates and disaster recovery for emails. Staff recommends renewing licensing of Microsoft Office 365 E5 with Azure Active Directory Premium, in the annual amount of \$67,116, for an additional three-year term.

RECOMMENDATION(S):

Authorize the General Manager to execute a three-year Microsoft Enterprise Licensing Agreement through Dell Technologies, in the annual amount of \$67,116, for a three-year total of \$201,348, plus applicable taxes, for Office 365 E5 with Azure Active Director Premium.

FISCAL IMPACT:

Yes

ITEM BUDGETED:

Yes

FINANCIAL IMPACT:

The total cost of licensing for the three-year term will not exceed \$201,348, plus applicable taxes. Sufficient funds are available in the adopted Fiscal Year 2023-24 Budget.

DISCUSSION:

The transition to Microsoft Office 365 has provided the District with several benefits. First, Microsoft Office 365 positioned the District to benefit from the next generation of Microsoft platform products seamlessly and on an on-going basis. The District has access to the latest

versions of software and maintains service even if the District’s network were to go down. Second, Microsoft Office 365 with Exchange On-line replaced the District's existing on-premises exchange server with cloud-based services, thus reducing both hardware and software maintenance and replacement costs. The District has also leveraged features such as single sign-on capabilities, along with multi-factor authentication that is available through Azure Active Directory Premium.

User licenses for Microsoft Office 365 (E5) and Azure Active Directory Premium include the following features:

- Cloud and PC Access to: Word, Excel, PowerPoint, OneNote, Outlook, Publisher (PC Only), Access (PC Only), Exchange, SharePoint, and Teams, including installation rights on up to five devices per user license.
- Business email, calendar, and contacts.
- On-line meetings, Instant Messaging, and High-Definition video conferencing with Microsoft Teams.
- Enterprise management of apps with Group Policy.
- Geo-redundancy disaster recovery capabilities.
- Microsoft Defender for Office 365: Protects against sophisticated attacks such as phishing and malware.
- Microsoft Defender for Identity: Cloud-based solution that helps protect the District's identities from multiple types of advanced targeted cyberattacks.
- Ability to provide Single Sign-On (SSO) services with other District services.
- Multi-factor Authentication for various services.

The District's current licensing agreement was authorized by the Board on August 18, 2020. The subscription-based licenses expire on October 31, 2023. District staff reached out to various vendors to obtain quotes for an additional three-year renewal term. Dell Technologies (Dell), CDW-G, Kambrian, and Coast to Coast all submitted quotes for the renewal. Dell provided the lowest cost for renewal at \$59,925 per year for a total of \$179,775 for a new three-year term with 125 user licenses. As the District grows, additional licenses may be required and can be purchased through Dell for the same pricing as provided in the quote. Staff recommends a 12 percent contingency, in the annual amount of \$7,191, for a total of \$21,573 over the three-year term to account for additional licenses that may be required. The contingency would provide staff with the ability to quickly obtain additional licenses, when necessary, without paying for unused licenses. Adding the contingency would bring the authorized amount to \$67,116 per year for a three-year total of \$201,348, plus applicable taxes.

Following is a summary of the quotes for the licenses.

Vendor	Dell	CDW-G	Kambrian	Coast to Coast
Per Year Cost	\$59,925.00	\$61,008.75	\$65,007.50	\$67,147.88

GOALS:

Ensure Effective Utilization of the Public's Assets and Money

Prepared by: Andrew Spear, Principal Technology Analyst

ATTACHMENTS:

Quote from Dell for Microsoft Office 365 E5



Dell Customer Confidential

Quotation

Sam Andrews
sam.andrews@dell.com
 512.720.4469

Customer: Las Virgenes Municipal Water District

Contract: Riverside County Master Agreement - PSA-0001524 (8084445)

Microsoft Enterprise Agreement (EA) #: TBD/ Future (current EA expires 10/31/2023)

Date of Issue: 8/10/2023

Quote Expires: 10/31/2023

PLEASE SEE IMPORTANT TERMS AND CONDITIONS AT THE BOTTOM OF THIS QUOTATION

Section 1- Licenses and Software Assurance						
Product Description	Mfg#	Quantity	Unit Price	Ext. Price		
					\$0.00	
<i>Here we could put things like Windows Server, SQL, etc (traditional perpetually-licensed products) and spread their cost over 3 years</i>						
					\$0.00	
					\$0.00	
Annual Payment Section 1:					\$0.00	
Section 2- Monthly Subscriptions						
Product Description	Mfg#	Quantity	Months	Unit Price	Ext. Price	
Enterprise Online Services Products						
O365 E5 Sub Per User	SY9-00004	125	12	\$33.25	\$49,875.00	
<i>(note- quoting commercial cloud (E5) and not GCC Government cloud (G5))</i>						
Additional Online Services Products						
Teams AC with Dial Out US/CA Sub Add-on (\$0.00 add-on, populates telephone# in your Teams meetings so that people can join your meeting using a regular telephone instead of having to use the Teams client)	NYG-00001	125	12	\$0.00	\$0.00	
Azure Active Directory Premium P2 Sub Per User	6E6-00003	125	12	\$6.70	\$10,050.00	
Annual Payment Section 2:					\$59,925.00	
Notes:						
Microsoft Enterprise Agreement (EA) Master#: 8084445					Total Annual Payment Yr 1	\$59,925.00
Microsoft Enterprise Agreement (EA) Enrollment#: Future/TBD					Total Annual Payment Yr 2	\$59,925.00
Previous Enrollment# (NA)					Total Annual Payment Yr 3	\$59,925.00
					Total of 3 years of Payments	\$179,775.00

Notes:	
1) Customer's purchase is subject to Dell's Terms and Conditions of Sale found at www.dell.com , unless Customer has a separate purchase agreement with Dell.	4) All product descriptions and prices are based on latest information available and are subject to change without notice or obligation.
2) Sales/use tax is based on the "ship to" address on your invoice. Please indicate your taxability status on your purchase order. If exempt, Customer must have an Exemption Certificate on file.	5) All prices are based on Net 30 Terms. If not shown, shipping, handling, taxes, and other fees will be added at the time of order, where applicable.
3) If you have a question re: your tax status, please contact your Dell ASAP Software inside sales representative listed above. Shipments to California: for certain products, a State Environmental Fee of up to \$10 per item may be applied to your invoice. Prices do not reflect this fee unless noted. For more information, refer to www.dell.com/environmentalfee .	6) Customer understands and acknowledges that all warranties, representations and returns are subject to the manufacturer, publisher or distributor guidelines.

The Metropolitan Water District of Southern California

Agenda

The mission of the Metropolitan Water District of Southern California is to provide its service area with adequate and reliable supplies of high-quality water to meet present and future needs in an environmentally and economically responsible way.

Board of Directors

August 15, 2023

1:00 PM

Tuesday, August 15, 2023 Meeting Schedule
08:30 a.m. FAIRP 10:30 a.m. EOP 12:30 p.m. Break 01:00 p.m. BOD 02:15 p.m. Audits

Agendas, live streaming, meeting schedules, and other board materials are available here: <https://mwdh2o.legistar.com/Calendar.aspx>. A listen-only phone line is available at 1-877-853-5257; enter meeting ID: 891 1613 4145. Members of the public may present their comments to the Board on matters within their jurisdiction as listed on the agenda via in-person or teleconference. To participate via teleconference 1-833-548-0276 and enter meeting ID: 815 2066 4276 or click <https://us06web.zoom.us/j/81520664276pwd=a1RTQWh6V3h3ckFhNmDsUWpKR1c2Zz09>

MWD Headquarters Building • 700 N. Alameda Street • Los Angeles, CA 90012

Teleconference Locations:

Fullerton City Hall Council Chambers • 303 W. Commonwealth Avenue • Fullerton, CA 92832

2936 Triunfo Canyon • Agoura Hills, CA 91301

3008 W. 82nd Place • Inglewood, CA 90305

2680 W. Segerstrom Avenue Unit I, • Santa Ana CA 92704

1. Call to Order

- a. Invocation: Director Marsha Ramos, City of Burbank
- b. Pledge of Allegiance: Board Vice Chair S. Gail Goldberg, San Diego County Water Authority

2. Roll Call

3. Determination of a Quorum

4. COMMUNITY REFLECTIONS

- a. California African American Water Education Foundation [21-2353](#)

5. Opportunity for members of the public to address the Board on matters within the Board's jurisdiction. (As required by Gov. Code §54954.3(a))

6. OTHER MATTERS AND REPORTS

- A. Report on Directors' Events Attended at Metropolitan's Expense [21-2354](#)
Attachments: [08152023 BOD 6A Report](#)
- B. Chair's Monthly Activity Report [21-2355](#)
Attachments: [08152023 BOD 6B Report](#)
[08152023 BOD 6B Photo](#)
- C. General Manager's summary of activities [21-2356](#)
Attachments: [08152023 BOD 6C Report](#)
- D. General Counsel's summary of activities [ADDED SUBJECT 8/8/2023] [21-2358](#)
Attachments: [08152023 BOD 6D Report](#)
- E. General Auditor's summary of activities [21-2357](#)
Attachments: [08152023 BOD 6E Report](#)
- F. Ethics Officer's summary of activities [21-2359](#)
Attachments: [08152023 BOD 6F Report](#)
- G. Report on list of certified assessed valuations for fiscal year 2023/24 and tabulation of assessed valuations, percentage participation, and vote entitlement of member agencies as of August 15, 2023 (FAIRP) [21-2566](#)
Attachments: [08152023 FAIRP 6G B-L](#)
[08152023 FAIRP 6G Presentation](#)
- H. Presentation of Commendatory Resolution for Director Richard Atwater representing Foothill Municipal Water District [21-2545](#)
- I. Presentation of 20-year Service Pin to Director Larry D. Dick, Municipal Water District of Orange County [21-2573](#)

**** CONSENT CALENDAR ITEMS -- ACTION ****

7. CONSENT CALENDAR OTHER ITEMS - ACTION

- A.** Approval of the Minutes of the Board of the Directors Workshop Subcommittee on Long-Term Regional Planning Processes and Business Modeling Meeting for May 23, 2023 and June 27, 2023; Minutes of the Board of Directors Workshop on Ethics, Organization, and Personnel Meeting for June 27, 2023, and Minutes of the Board of Directors Meeting for July 11, 2023 (Copies have been submitted to each Director, any additions, corrections, or omissions) [21-2360](#)

Attachments: [08152023 BOD Workshop LTRPPBM 7A-1 \(05232023\) Minutes](#)
[08152023 BOD Workshop LTRPPBM 7A-2 \(06272023\) Minutes](#)
[08152023 BOD Workshop EOP 7A-3 \(06272023\) Minutes](#)
[08152023 BOD 7A-4 \(07112023\) Minutes](#)

- B.** Approve Commendatory Resolution for Director Heather Repenning representing the City of Los Angeles [21-2544](#)
- C.** Confirm the appointment of the Board Executive Secretary effective August 6, 2023 [21-2587](#)
- D.** Approve Committee Assignments

8. CONSENT CALENDAR ITEMS - ACTION

- 7-1** Award an \$1,962,691 contract to Structural Preservation Systems for urgent relining of three pipe segments on the Sepulveda Feeder; and authorize an increase of: (1) \$280,000 to an agreement with HDR Engineering Inc., for a new not-to-exceed amount of \$15,780,000; and (2) \$240,000 to a land lease agreement with Los Angeles Community College District for a new not-to-exceed amount of \$1,090,000; the General Manager has determined that the proposed actions are exempt or otherwise not subject to CEQA (EOT) [21-2546](#)

Attachments: [08152023 EOT 7-1 B-L](#)
[08152023 EOT 7-1 Presentation](#)

- 7-2** Authorize an agreement with Nth Generation Computing, Inc. in an amount not to exceed \$367,448 for the Datacenter Backup Infrastructure Upgrade; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA (EOT) [21-2549](#)

Attachments: [08152023 EOT 7-2 B-L](#)
[08142023 EOT 7-2 Presentation](#)

- 7-3** Authorize amendments to the Cyclic Cost-Offset Program terms; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA (OWS) [21-2555](#)
- Attachments:** [08152023 OWS 7-3 B-L](#)
[08152023 OWS 7-3 Presentation](#)
- 7-4** Authorize implementation of a tree rebate modification to the Turf Replacement Program; the General Manager has determined that these actions are exempt or otherwise not subject to CEQA (OWS) [21-2557](#)
- Attachments:** [08152023 OWS 7-4 B-L](#)
[08152023 OWS 7-4 Presentation](#)
- 7-5** Approve proposed amendment to Administrative Code section 6471 to increase the amount of the Ethics Officer's authority to obtain professional services for external investigations from \$100,000 to \$250,000; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA (EOP) [21-2563](#)
- Attachments:** [08152023 EOP 7-5 B-L](#)
[08152023 EOP 7-5 Presentation](#)
- 7-6** Approve the nomination and renaming of Metropolitan's Pure Water Southern California Demonstration Plant as the Grace F. Napolitano Pure Water Southern California Innovation Center; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA [21-2572](#)
- Attachments:** [08152023 BOD 7-6 B-L](#)

**** END OF CONSENT CALENDAR ITEMS ****

9. OTHER BOARD ITEMS - ACTION

- 8-1** Adopt Resolution establishing the Ad Valorem tax rate for fiscal year 2023/24; the General Manager has determined that the proposed action is either exempt or otherwise not subject to CEQA (FAIRP) [21-2565](#)
- Attachments:** [08152023 FAIRP 8-1 B-L \(Revised Attachment\)](#)
[08152023 FAIRP 8-1 Presentation](#)
[9347 Resolution](#)

- 8-2** Authorize an agreement with Computer Aid Incorporated in an amount not to exceed \$1,750,000 to provide staff augmentation support services for the operation and maintenance of the Metropolitan Cybersecurity Operations Center for a period of up to one year; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA [Consultation with Metropolitan Director of Info Tech Services, Information Technology, Jacob Margolis, or designated agents on threats to public services or facilities; may be heard in closed session pursuant to Gov. Code Section 54957(a)] (EOT) [21-2550](#)

Attachments: [08152023 EOT 8-2 B-L](#)
[08142023 EOT 8-2 Presentation](#)

10. BOARD INFORMATION ITEMS

- 9-1** Conservation Program Board Report [21-2361](#)

Attachments: [08152023 BOD 9-1 Report](#)

- 9-2** Review Draft 2023 Long-Range Finance Plan Needs Assessment. [SUBJECT CHANGE 8/10/2023] (FAIRP) [21-2567](#)

Attachments: [08152023 FAIRP 9-2 B-L](#)
[08152023 FAIRP 9-2 Presentation](#)

11. OTHER MATTERS

NONE

12. FOLLOW-UP ITEMS

NONE

13. FUTURE AGENDA ITEMS

14. ADJOURNMENT

NOTE: Each agenda item with a committee designation will be considered and a recommendation may be made by one or more committees prior to consideration and final action by the full Board of Directors. The committee designation appears in parenthesis at the end of the description of the agenda item, e.g. (EOT). Board agendas may be obtained on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>

Writings relating to open session agenda items distributed to Directors less than 72 hours prior to a regular meeting are available for public inspection at Metropolitan's Headquarters Building and on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>.

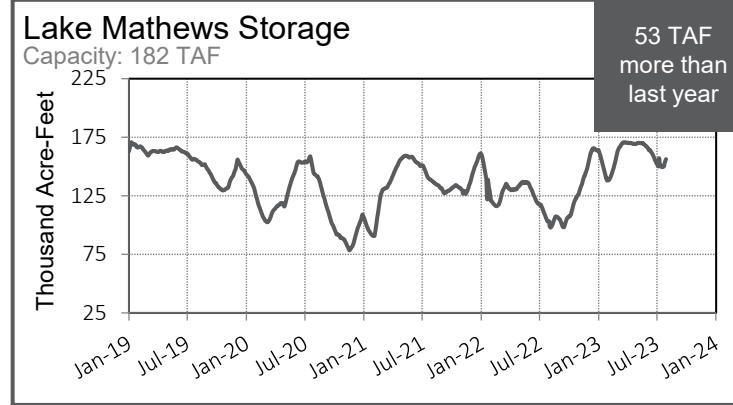
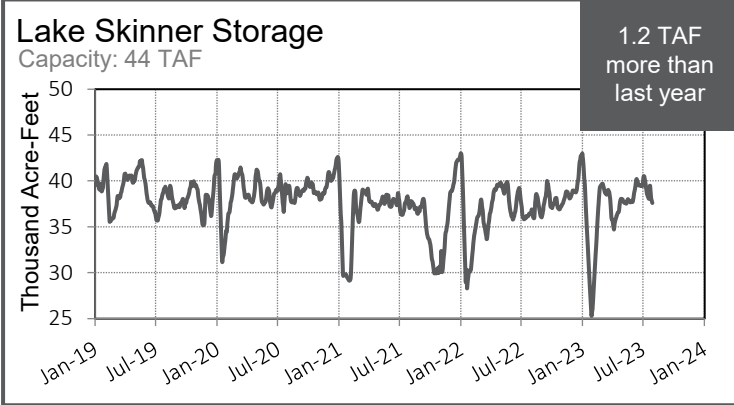
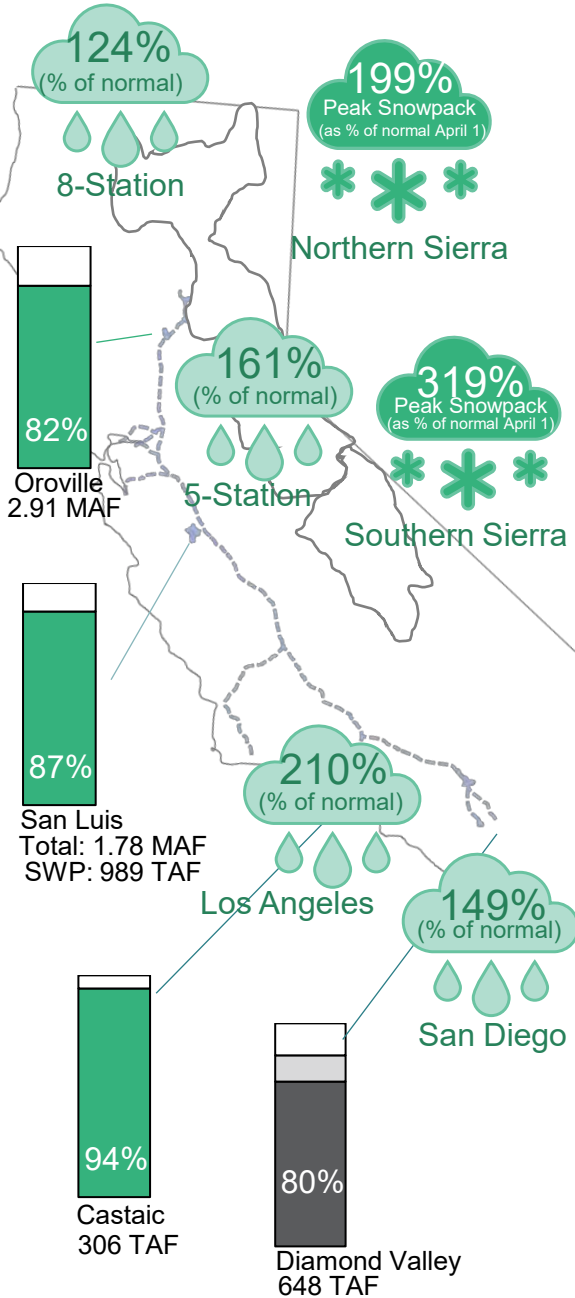
Requests for a disability-related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Executive Secretary in advance of the meeting to ensure availability of the requested service or accommodation.



SWP Table A – 100% - 1,911,500 AF

Projected CRA Diversions – 658,000 AF

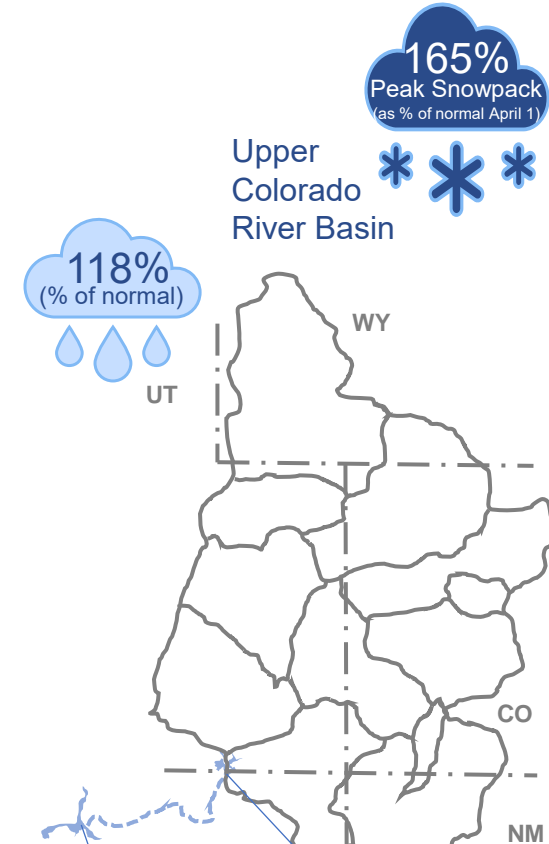
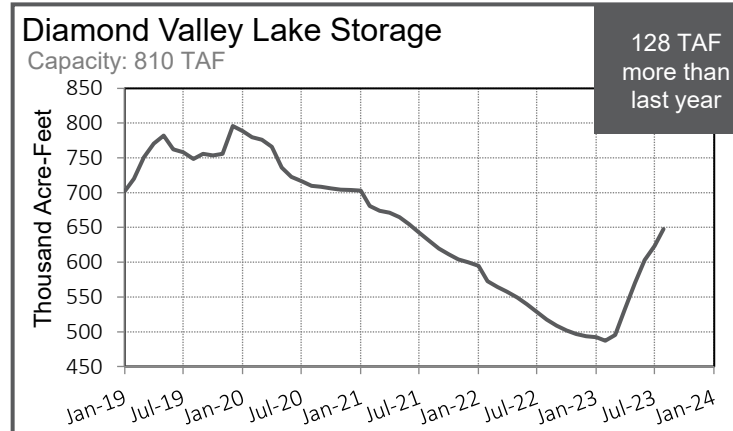
Metropolitan Resources



MWD WSDM Storage

Calendar Year 2023

	Projected Storage Balance (end of 2023)
SWP Carryover and Flexible Storage	400 TAF
In-Region Storage	621 TAF
Out-of-Region Storage	392 TAF
Desert Water & Coachella Valley	171 TAF
Lake Mead ICS and Other Actions	1,584 TAF



Highlights

Learn more about imported supplies:

- State Water Project - <https://www.mwdh2o.com/state-water-project-map/>
- Colorado River Aqueduct - <https://www.mwdh2o.com/colorado-river-aqueduct-map/>



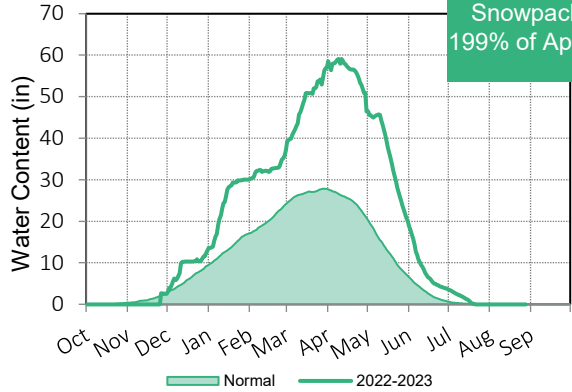
This report is produced by the Water Resource Management Group and contains information from various federal, state, and local agencies. The Metropolitan Water District of Southern California cannot guarantee the accuracy or completeness of this information. Readers should refer to the relevant state, federal, and local agencies for additional or for the most up to date water supply information. Reservoirs, lakes, aqueducts, maps, watersheds, and all other visual representations on this report are not drawn to scale. Questions? Email mferreira@mwdh2o.com

State Water Project Resources

As of: 08/28/2023

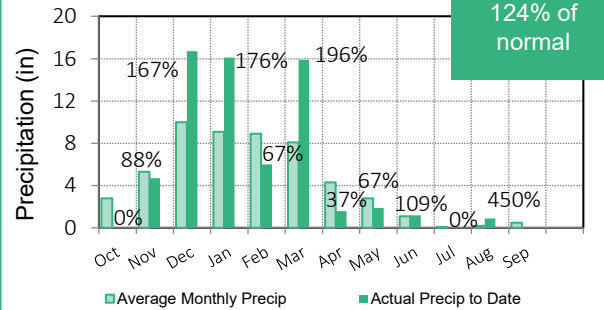
Northern Sierra Snowpack

Peak Snowpack:
199% of April 1



8 Station Index Precipitation

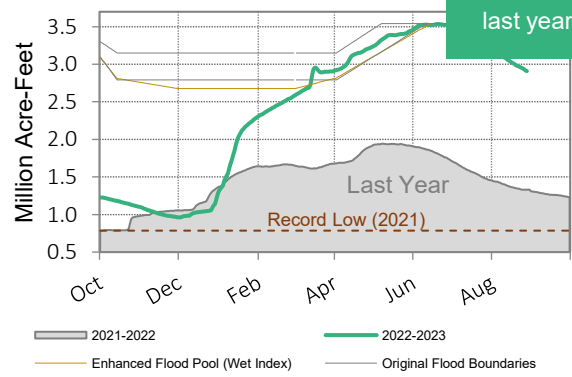
65.1 in
124% of normal



Oroville Reservoir Storage

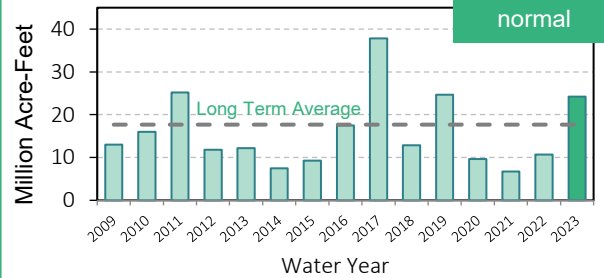
Capacity: 3.54 MAF

1.57 MAF
more than last year



Sacramento River Runoff

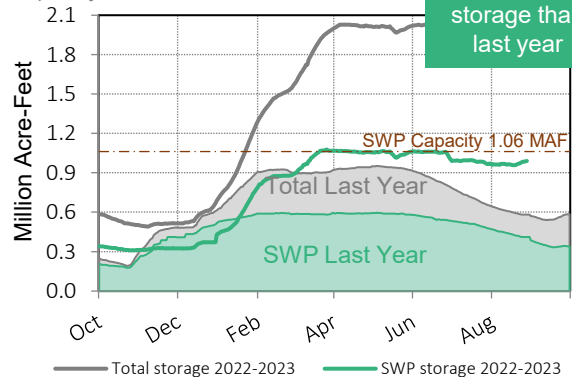
Forecast:
137% of normal



San Luis Reservoir Storage

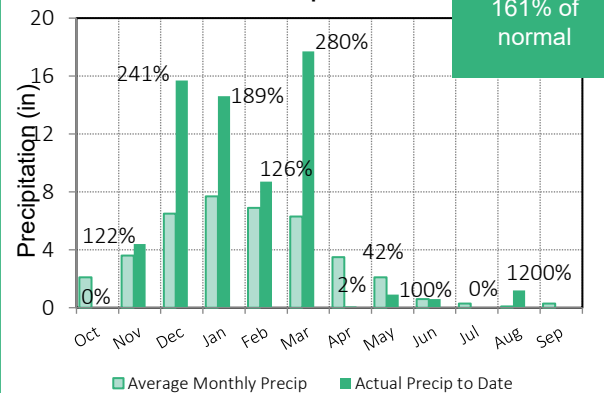
Capacity: 2.04 MAF

578 TAF
more SWP storage than last year



5 Station Index Precipitation

63.9 in
161% of normal

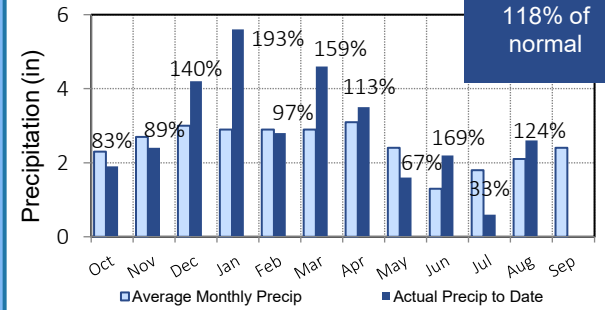


Colorado River Resources

As of: 08/28/2023

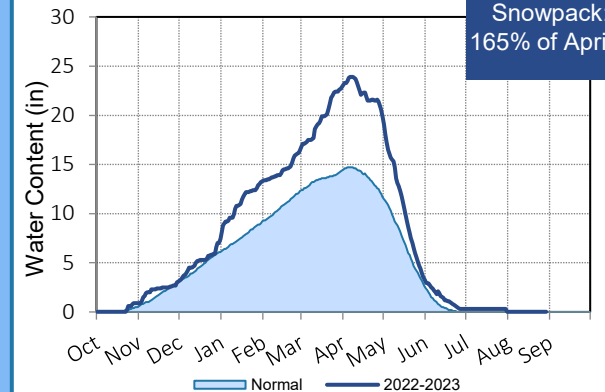
Upper Colorado Precipitation

32.0 in
118% of normal



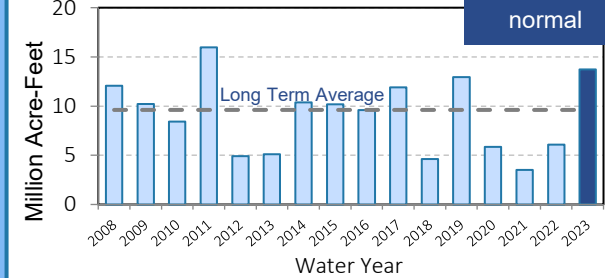
Upper Colorado Snowpack

Peak Snowpack:
165% of April 1



Powell Unregulated Inflow

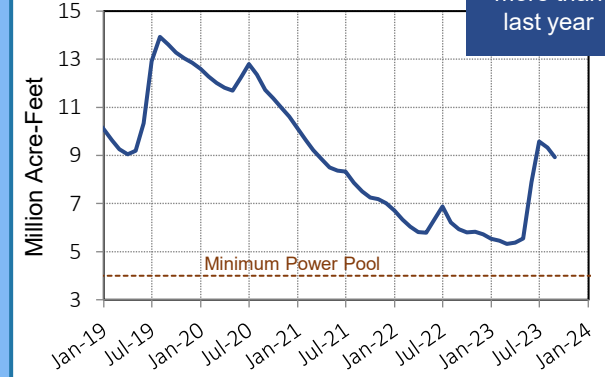
Forecast:
143% of normal



Lake Powell Storage

Capacity: 24.3 MAF

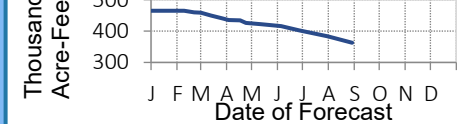
2.91 MAF
more than last year



PVID/Yuma Agricultural Use

Annual Forecasted for 2023

Forecasted
Use for 2023:
363 TAF



Projected Lake Mead ICS

Calendar Year 2023

Put (+) / Take (-)
TBD

Lake Mead Surplus/Shortage Outlook

	2023	2024	2025	2026
Surplus	0%	0%	0%	0%
Shortage	100%	93%	57%	47%
Metropolitan DCP*			3% 180 TAF	16% 252 TAF

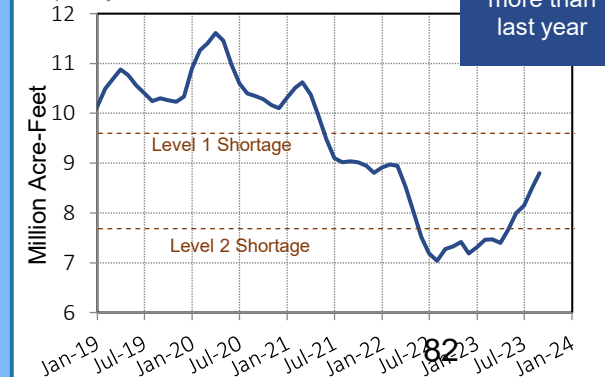
Likelihood based on results from the April 2023 CRMMs in Ensemble Model/CRSS model run. Includes DCP Contributions.

* Chance of required DCP contribution by Metropolitan. Volume is average contribution when needed.

Lake Mead Storage

Capacity: 26.1 MAF

1.58 MAF
more than last year





DATE: September 5, 2023
TO: Board of Directors
FROM: Finance and Administration

SUBJECT: Report on Wasteful Water Use Penalties

SUMMARY:

Since 2016, the District has utilized wasteful water use penalties as one of several tools to achieve water-use efficiency targets in support of District and state policies related to *Making Conservation a California Way of Life*. On April 18, 2023 and as part of the adoption of new wasteful water use penalty tiers, the Board requested a future agenda item for staff to provide a report on the penalties, including historical amounts, trends and a heat map showing the locations of wasteful water users.

FINANCIAL IMPACT:

There is no financial impact associated with this report.

DISCUSSION:

On August 11, 2015, the District adopted wasteful water use penalties that are applied to potable water customers who exceed 200 percent of their water budget. The penalties are administrative fines for violation of the Las Virgenes Municipal Water District Code, and designed to provide an additional tool to support the District's goal of Making Conservation a California Way of Life. When originally adopted, the penalties included three levels or tiers: a warning for the first offense; a fine of \$2.50 per unit in excess of 200 percent of the water budget for the second offense; and a fine of \$5.00 per unit in excess of 200 percent of the water budget for the third and subsequent offenses. On November 3, 2020, the Board expanded wasteful water use penalties to also apply to recycled water customers.

During the Stage 3 activation of the District's Water Shortage Contingency Plan, the Board adjusted the threshold for assessment of wasteful water use penalties down from 200 percent to 150 percent of the water budget, and added additional tiers for fines of \$7.50 per unit (fourth offense) and \$10.00 per unit (fifth and subsequent offenses) in excess of the 150 percent threshold. These changes were approved in recognition of the severity and local impacts of the statewide drought emergency.

On April 18, 2023, the Board adopted Resolution No. 2622, modifying the penalty structure for

wasteful water use under normal conditions to also include a fine of \$7.50 per unit of water used in excess of 200 percent of the budget for the fourth offense, and \$10.00 per unit for the fifth or subsequent offenses. The changes were approved in support of District and statewide policies to support water-use efficiency as part of the *Making Conservation a California Way of Life* framework, which is not limited to periods of drought emergency. Under the new wasteful water use penalty structure, all customers' wasteful water use "counts" reset to zero with each year's January billing cycle.

Because the penalties are independent of the cost to provide service and imposed as a violation of the law, the funds are unrestricted and may be used for a wide variety of items subject to Board approval, including, but not limited to:

- Enhanced funding for water conservation programs.
- Funding for the Pure Water Project Las Virgenes-Triunfo, which offsets the use of imported potable water.
- One-time payment(s) to CalPERS for unfunded pension liability.
- One-time construction projects that the District would otherwise have to defer.
- Re-building the District's potable or recycled water reserve funds at a faster pace.
- One-time payment(s) to the District's OPEB trust for unfunded retirement medical liabilities.
- Keeping penalties collected in the fund balance for an unspecified future use.

Since adopted and through June 20, 2023, the District has collected \$11,402,221 in potable wasteful water use penalties. The total amounts to an average of approximately \$1.6 million per fiscal year. Since 2020, the District has collected approximately \$700,000 per year in recycled wasteful water use penalties. Attached are charts showing the number of potable wasteful water customers by month (Chart A) and the accrued penalty revenue by month (Chart B).

A general trend has emerged with an increase in wasteful water use penalties in the fall season, followed by a decrease in the winter season. Additional spikes have occurred when various stages of the District's Water Shortage Contingency Plan were implemented. At the beginning and end of implementation of the Water Shortage Contingency Plan, all customers' wasteful water use "counts" were reset to zero. Since the Board discontinued the implementation of the Water Shortage Contingency Plan, the District has not seen a large rebound of wasteful water use. In May 2023, only 365 customer accounts reflected wasteful water use. In June 2023, the figure increased slightly with 453 customer accounts reflecting wasteful water use.

To-date, the Board has only utilized wasteful water use penalties for water conservation programs as detailed below. The remainder of the potable water penalties collected are in the fund balance, and all of the recycled water penalties collected are in the fund balance.

Penalty Revenue Uses:

<u>Fiscal</u> <u>Year</u>	<u>Project</u>	<u>Budget</u>
------------------------------	----------------	---------------

18-19	Weather-Based Irrigation Controllers	\$493,938
18-19	AMR/AMI Project	\$1,802,789
18-19	Rain Barrels	\$63,975
19-20	Weather-Based Irrigation Controllers	\$508,836
19-20	Rain Barrels	\$64,334
20-21	Weather-Based Irrigation Controllers	\$251,113
20-21	Rain Barrels	\$11,045
21-22	Weather-Based Irrigation Controllers	\$251,161
21-22	Rain Barrels	\$11,002
21-22	Dial Security	\$100,000
22-23	Weather-Based Irrigation Controllers	\$250,000
22-23	Rain Barrels	\$10,000
22-23	<u>Dial Security</u>	<u>\$175,000</u>
	Total	\$3,993,193

The District has also tracked where the most wasteful water users are located. Attached for reference are two “heat maps” that show the locations of wasteful water users. The first map was provided to the Board in 2017; the second map reflects wasteful water users in 2022-23. The general locations of most wasteful water users remains largely unchanged between the two maps. The 2023 map shows customers in a larger area as wasteful. This change is primarily due to more customers being assessed wasteful water use penalties during the drought when the threshold for exceeding the water budget was temporarily reduced from 200 percent to 150 percent. It should also be noted that the heat maps reflect more wasteful water users in the more densely populated areas of the District, which is to be expected.

Staff reports to the Board on wasteful water use penalties as part of the regular quarterly financial report and will continue to recommend uses for these funds for Board approval as part of the biennial budget process.

GOALS:

Ensure Effective Utilization of the Public's Assets and Money

Prepared by: Donald Patterson, Director of Finance and Administration

ATTACHMENTS:

[Chart A and Chart B](#)

[Heat Map - 2017](#)

[Heat Map - 2023](#)

Chart A

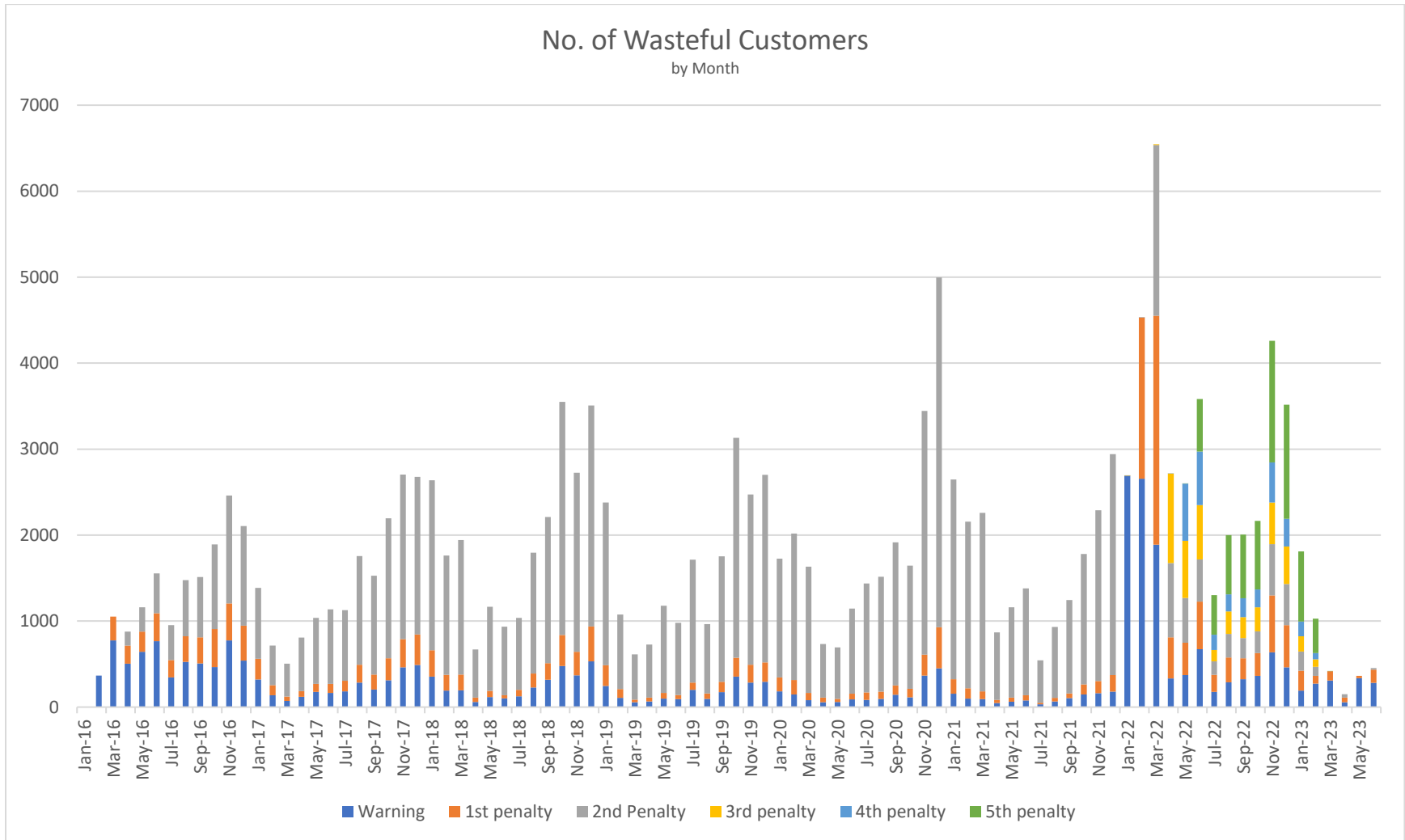
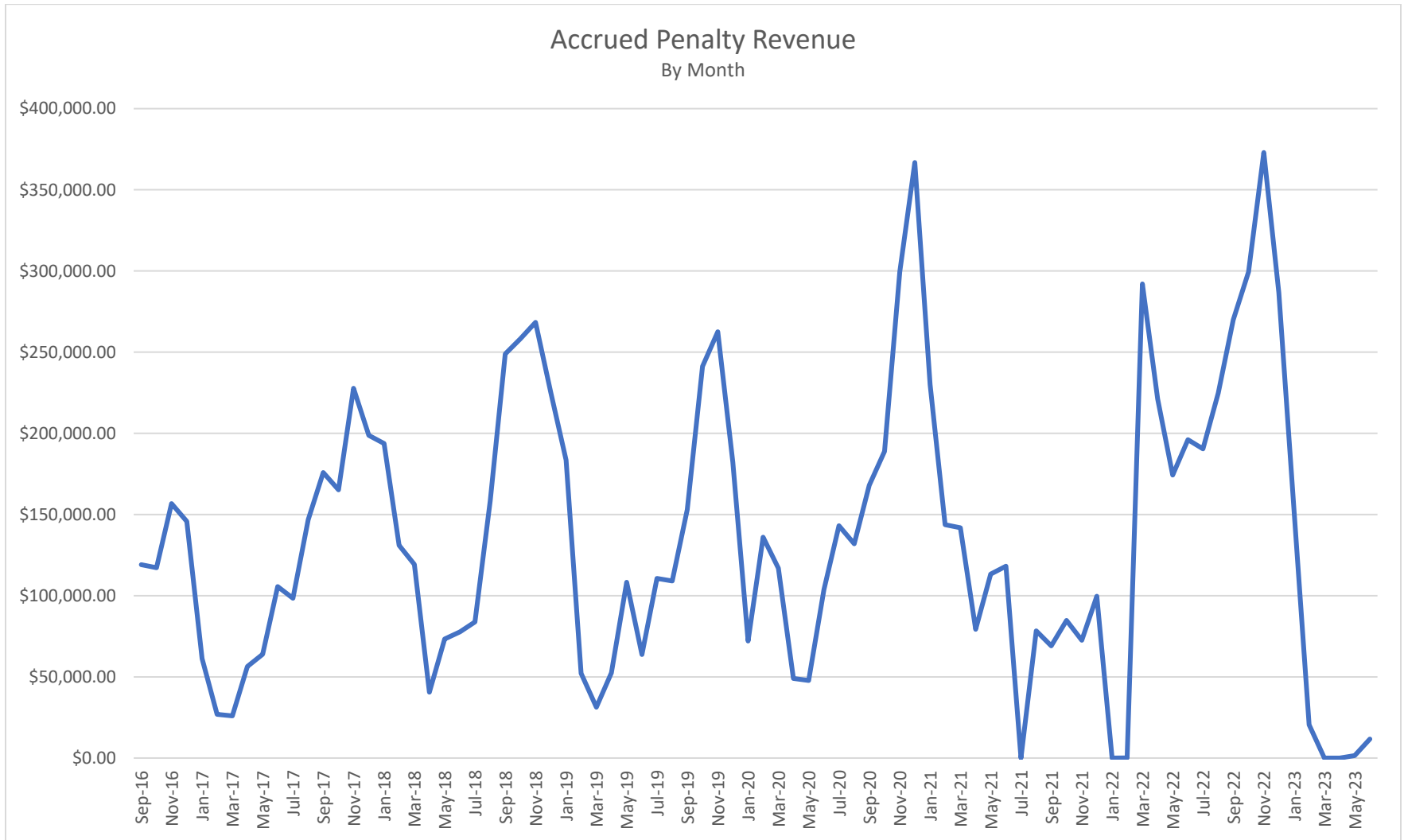
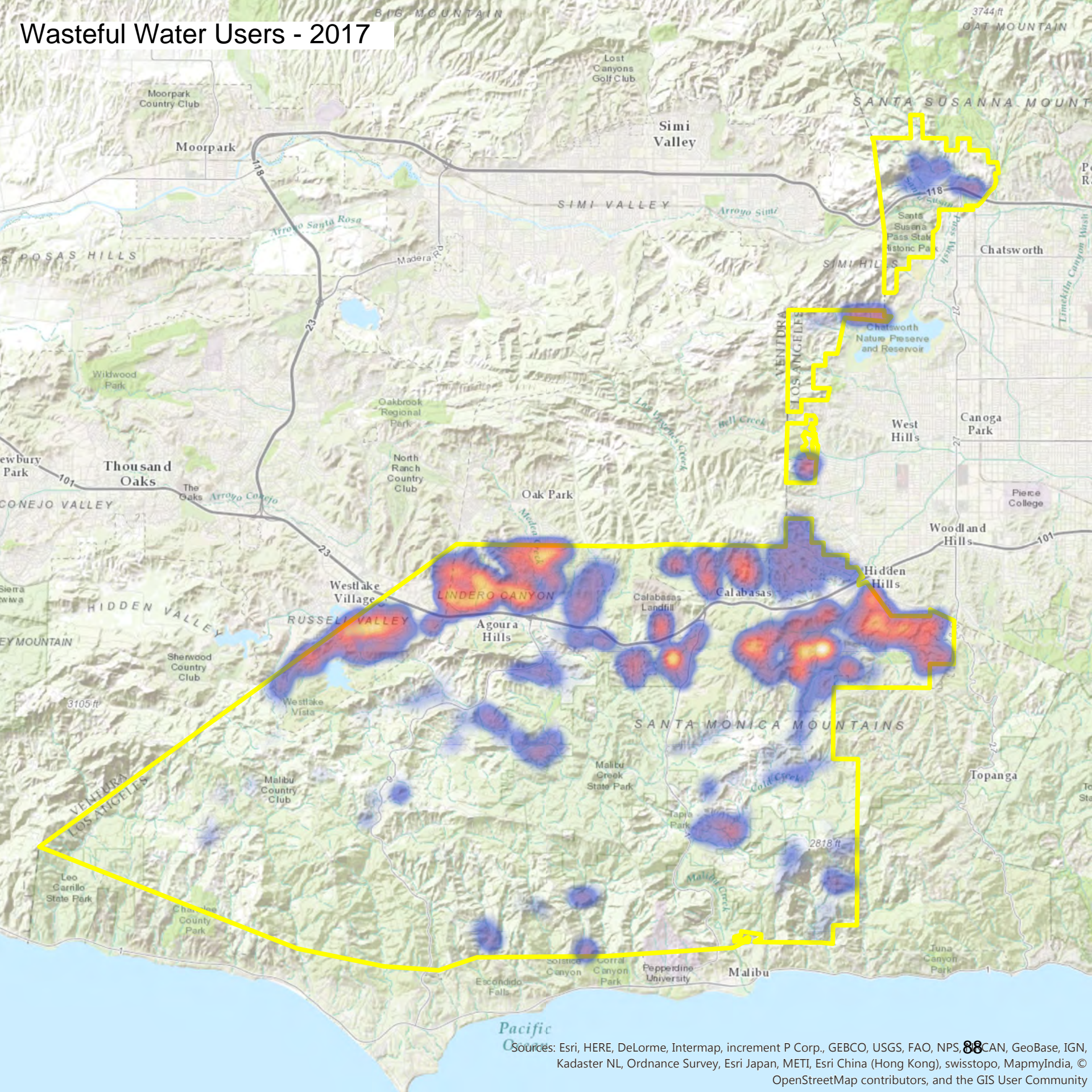


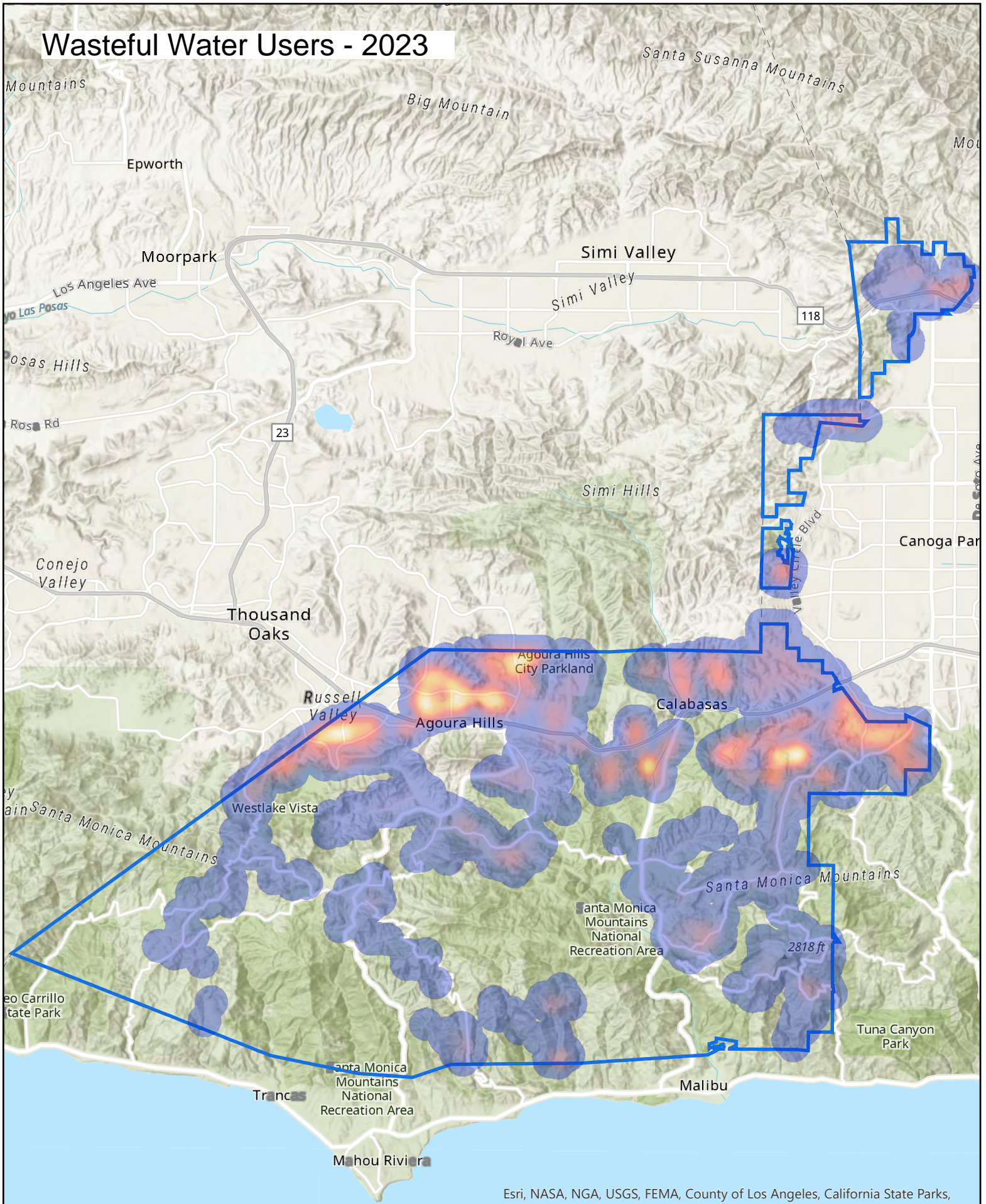
Chart B



Wasteful Water Users - 2017



Wasteful Water Users - 2023



Esri, NASA, NGA, USGS, FEMA, County of Los Angeles, California State Parks, Esri, HERE, Garmin, SafeGraph, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA



DATE: September 5, 2023
TO: Board of Directors
FROM: Facilities and Operations

SUBJECT: Vehicle Replacement Program for Fiscal Year 2023-24: Authorization

SUMMARY:

Annually, staff evaluates vehicles for replacement based on mileage, service history, reliability and overall appearance. For the Fiscal Year 2023-24 Vehicle Replacement Program, staff proposes to replace three regular cab 3/4-ton utility bed service trucks. Staff contacted three different fleet dealerships and received two quotes for the three vehicles from Fritts Ford of Riverside. The first quote was for 2023 model year vehicles purchased from dealer inventory, and the second was for 2024 model year vehicles with orders taking seven to nine months for delivery.

Staff also explored obtaining the vehicles through a cooperative purchasing program but determined that delivery could not be achieved timely. Based on the quotes, staff recommends authorization to purchase the three new regular cab 3/4-ton utility bed service trucks from dealer inventory given the excessively long lead times for delivery of ordered vehicles. The vehicles would be purchased at or below MSRP for a total not-to-exceed amount of \$200,000.

RECOMMENDATION(S):

Authorize the General Manager to approve the purchase of three 3/4-ton utility trucks from dealer inventory at or below MSRP for a total not-to-exceed amount of \$200,000.

FISCAL IMPACT:

Yes

ITEM BUDGETED:

Yes

FINANCIAL IMPACT:

The total cost of this action is not-to-exceed \$200,000. Sufficient funds for the replacement

vehicles are available in the adopted Fiscal Year 2023-24 Budget.

DISCUSSION:

Requests for quotes were sent to three different dealerships. All dealerships had four weeks to supply the District with new vehicle quotes. One dealership provided the following quotes for the three replacement vehicles:

3/4-Ton 4x2 Regular Cab and Chassis Truck w/Utility Body		
<u>Dealership</u>	<u>Cost</u>	<u>Notes</u>
Fritts Ford of Riverside	\$60,339.00/each	2024 model year order (7-9 months delivery)
Fritts Ford of Riverside	\$63,693.00/each	2023 model year (dealer inventory)

GOALS:

Construct, Manage and Maintain all Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

Prepared by: Shawn Triplett, Facilities Maintenance Supervisor

ATTACHMENTS:

- [Fritts Ford of Riverside Proposal for 2023 Model Year Vehicles](#)
- [Fritts Ford of Riverside Proposal for 2024 Model Year Vehicles](#)

Fritts Fleet Center

Proposal

8000 Auto dr
Riverside, Ca. 92504

951-353-8800

Sold to
Las Virgenes Water

Invoice | 752023r
Date | July 5, 2023

OUR ORDER NO.
YOUR ORDER NO. | tbd
TERMS | net 30
SALES REP | John Wiltsey
SHIPPED VIA | Driver
F.O.B. | LVMWD

-
SHIPPED TO:
Same

tbd

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
3	New 2023 Ford F250 and Scelzi Utility Including Spray on Liner Tow Package Trailer Brake Controller 4 Drawers on both Driver and passenger side front 32" compartment Material Racks	63,693.00	\$191,079.00
		Doc Fee	
		Subtotal	191,079.00
		DMV	TBD
		TAX	TBD
		Tire Fee	26.25
			\$191,105.25
			PAY THIS AMOUNT

DIRECT ALL INQUIRIES TO:
John Wiltsey
951-353-8800
fmctrucks@icloud.com

Fritts Ford
8000 Auto Dr
Riverside, ca. 92504

THANK YOU FOR YOUR BUSINESS!

Fritts Fleet Center

Proposal

8000 Auto dr
Riverside, Ca. 92504

951-353-8800

Sold to
Las Virgenes Water

Invoice 7312023
Date July 31, 2023

OUR ORDER NO.
YOUR ORDER NO. tbd
TERMS net 30
SALES REP John Wiltsey
SHIPPED VIA Driver
F.O.B. LVMWD

SHIPPED TO:
Same

tbd

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
3	New 2024 Ford F250 and Scelzi Utility Including Spray on Liner Tow Package Trailer Brake Controller 4 Drawers on both Driver and passenger side front 32" compartment	60,339.00	\$181,017.00
	OPTION Material Overcab Rack	1,986.00	5,858.00
	ETA 210-270 Days ARO, * Note Scelzi Body quote good for 30 days		
	Doc Fee		
	Subtotal		186,875.00
	DMV		n/c e Plates
	TAX		TBD
	Tire Fee		26.25
			\$186,901.25
			PAY THIS AMOUNT

DIRECT ALL INQUIRIES TO:
John Wiltsey
951-353-8800
fmctrucks@icloud.com

Fritts Ford
8000 Auto Dr
Riverside, ca. 92504

THANK YOU FOR YOUR BUSINESS!



DATE: September 5, 2023
TO: Board of Directors
FROM: Facilities and Operations

SUBJECT: Electric Vehicle Charging Station Project: CEQA Determination and Construction Award

SUMMARY:

Staff has identified the need for additional electric vehicle (EV) charging stations at Headquarters Building No. 1 and the Tapia Water Reclamation Facility (Tapia). To-date, the District has installed temporary Level 1, 120v EV charging stations at Headquarters Building No. 7 and Tapia, but the facilities were only intended to serve as an interim solution until future permanent EV charging stations could be installed. As part of the Pure Water Demonstration Facility Project in 2020, EV charging infrastructure was installed at Building No. 1 for future use; however, no EV charging stations were installed at the time.

Video Voice Data Communications (VVDC) has provided the District with a quotation for the purchase and installation of two new Level 2 EV charging stations adjacent to Building No. 1 and one new Level 2 EV charging station at Tapia. VVDC's quote for the new EV charging station was priced competitively through the Sourcewell Cooperative Purchasing Program, which serves government, education, and nonprofit organizations. The installation of the new EV charging stations will provide flexibility for current District vehicles to charge and future expansion that will be required with fleet electrification.

RECOMMENDATION(S):

Find that the project is exempt from the provisions of the California Environmental Quality Act; accept the quotation from Video Voice Data Communications and award a construction contract, in the amount of \$88,515; and authorize the General Manager to approve proposed charging rates for the Electric Vehicle Charging Station Project.

FISCAL IMPACT:

Yes

ITEM BUDGETED:

Yes

FINANCIAL IMPACT:

The total cost of the project is estimated to be \$125,691. Sufficient funding for the work is available in the adopted Fiscal Year 2023-24 through CIP No. 10740, Electrical Vehicle Charging Stations.

DISCUSSION:

Temporary EV charging stations were installed at Headquarters Building No. 7 and Tapia to serve as an interim solution until permanent EV charging stations could be installed. New EV charging infrastructure was installed at Headquarters in 2020 as part of the Pure Water Demonstration Facility Project, but the new meters, conduit and wiring have not yet been utilized. Staff proposes the installation of two new EV charging stations (one charging station = two ports) for a total of four new EV charging ports adjacent to Building No. 1 at District Headquarters. The new EV charging ports would be available for use by District employees and the general public.

Additionally, one new EV Charging station would be installed at Tapia in the main building parking lot to replace the existing 120v charging stations. The new EV charging station at Tapia would be intended for use by District employees, but it would also be available for visiting members of the public. This EV charging station would not be identified on-line as a publicly available EV charging station given that access to Tapia is not open to the general public.

The District previously attempted to install the EV charging stations through Southern California Edison's Customer-Side Make Ready Rebate Program, but the improvements were deemed ineligible because some of the EV charging infrastructure had already been installed prior to the application process. The new EV charging stations adjacent to Building No. 1 and at Tapia would provide flexibility for charging of the District's current electric vehicles. The facilities would also serve an incremental step towards the upcoming fleet electrification.

Staff solicited a complete pricing quotation for the new EV charging stations from VVDC through a competitive bid pricing program for public agencies known as Sourcewell. Sourcewell competitively bids construction tasks with preset unit prices and specifications for general construction services including materials, equipment and labor costs. The California Government Code authorizes public agencies to participate in cooperative purchasing agreements such as those established by Sourcewell. Utilizing Sourcewell helps to maximize cost savings and staff resources, as many governmental agencies share contracting efforts through cooperative purchasing. The procurement method increases pricing competitiveness, allows the District to access highly-qualified specialty contractors, and lowers overall operating and capital costs to participants through volume buying.

In anticipation of the future operation of the EV charging stations, staff proposes a rate structure to reimburse the District for the cost. Staff recommends a pass-through rate for District employees that will reimburse the District's actual cost of energy. For use by the public, staff recommends a rate to cover the cost of energy plus a capital cost recovery component for installation of the EV charging stations. The proposed rate for public charging would be competitive and consistent within EV charging stations in the vicinity of the District.

Following is a table summarizing the proposed rate structure for the EV charging stations:

District Employee Rate	Pass-through cost for SCE
The District employee charging rate would be equivalent to the pass-through cost for the time-of-use electricity rates from SCE.	

Public Rate	Pass-through cost for SCE + 10-year Capital Recovery
The public charging rate would be equivalent to the pass-through cost for the time-of-use electricity rates from SCE plus capital recovery for the EV charging stations over a 10-year term.	
<p>Cost per Port = \$88,515.00 / 6 = \$14,752.50 (one charging station = two ports)</p> <p>Capital Recovery over 10-year term = \$14,752.50 / 10 = \$1,475.25 per year</p> <p>Average usage (kWh) per year = 20,910 kWh (from VVDC)</p> <p>Rate for 10-year Capital Recovery = \$1,475.25 / 20,910 kWh = 7 cent/kWh</p>	

Premium Rate	\$5 per hour after 5 hours of charging between 6 a.m. and 6 p.m. The Director of Facilities and Operations may waive premium rate charges if in the best interest of District operations.
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Following is a table summarizing the total estimated cost of the project:

Description	Cost
Construction:	
Construction Award	\$ 88,515.00
Construction Contingency (10%)	\$ 8,851.50
Administrative:	
District Labor (12%)	\$ 10,621.80
G&A (20%)	\$ 17,703.00
Total Project Cost	\$125,692.00
Existing Appropriation	\$170,600.00

The total estimated project cost includes construction and administrative costs. Sufficient funding is available through CIP No. 10740 – Electric Vehicle Charging Stations. No additional appropriation is required for the project.

Schedule:

Construction is anticipated to start in October 2023 and expected to be completed by January 2024.

Environmental Documentation (CEQA):

The project is categorically exempt from the provisions of CEQA pursuant to Section 15301(b), Existing Facilities, because it involves the minor alteration of District facilities involving no or negligible expansion of use of an existing facility.

GOALS:

Construct, Manage and Maintain all Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

Prepared by: Alex Leu, Senior Engineer

ATTACHMENTS:

[Quotation from Video Voice Data Communications](#)



Project #: 132-420A.3.1

Proposal Las Virgenes Municipal Water District EV Charging Station

Sourcewell Contract: 051017-CPI

Date: July 3, 2023

Location:

1. 4232 Las Virgenes Rd, Calabasas, CA 91302
2. 731 Malibu Canyon Rd, Calabasas, CA 91302

Submitted to: Las Virgenes Municipal Water District

ATTN: Alex Leu

Phone #: 818-251-2144

Email: Aleu@lvmwd.com

Description:

This proposal includes the labor and materials to supply and install two (2) ChargePoint CT4000 dual-port EV charging stations with dedicated dual circuits per charging station, as described herein.

CHARGING STATION MOUNTING TYPE(S): BOLLARD
TOTAL # OF PARKING FOR EV: 4
INFRASTRUCTURE REMAINING CAPACITY: FIVE (5) PORTS

Price Breakdown:

Site 1: 4232 Las Virgenes Rd

Electrical/Construction, Labor and Material	\$36,733.00
EVCS Station(s) and Service(s)	\$30,143.00

Site 2: 731 Malibu Canyon Road

Electrical/Construction, Labor and Material	\$5,537.00
EVCS Station(s) and Service(s)	<u>\$16,102.00</u>

Total Price: **\$88,515.00** (tax included)

Electrical/Construction, Labor and Material Includes:

- Standard 1-year warranty including parts and labor for any defect in manufacturing or workmanship.
- Prevailing wages.
- Perform Site Validation survey (SVS) as required by ChargePoint, Inc. prior to activation of stations. SVS fee to ChargePoint, Inc. discounted when using ChargePoint, Inc. Certified Installers.
 - Standard electrical power consistency evaluation: circuit breaker and electrical panel evaluation.
 - Cellular network communications test: test for consistency of cellular signal strength.
 - Charging station evaluation: consistent voltage, amperage, ground, network communication.

Site 1: 4232 Las Virgenes Rd

ELECTRICAL EQUIPMENT UPGRADE

- Supply and installation of new 75KVA transformer to provide adequate power and proper voltage rating for a new 208/120V electrical panel “EV”.
 - Utilize the existing infrastructure provided by ownership, this includes: 480V electrical panel, 100A main breaker for transformer, conduit from 480V panel to an outdoor junction box, and electrical conductors from 480V panel terminated in outdoor junction box.
 - Removal and haul away of an existing bush to allow physical space for a concrete pad for the new electrical equipment.
 - Includes regrade and compaction of existing soil to allow for the new concrete pad for new electrical equipment.
 - Extend conduit and electrical wire from the new fusible disconnect to the transformer.
- Supply and installation of a new 100A fusible disconnect for the 75KVA transformer.
 - Located adjacent to the new 75KVA transformer.
 - Mounted on custom strut channels with concrete base.
- Supply and installation of a new 200A, 208/120V electrical panel for EVCS.
 - Located adjacent to the new 75KVA transformer.
 - Mounted on custom strut channels with concrete base.
 - Supply and wire pull new electrical conductors from the new 75KVA transformer to the new 200A, 208/120V electrical panel in new conduit.

CHARGING STATION INSTALLATION

- Installation of two (2) ChargePoint CT4000 dual-port EV charging station in bollard/pedestal configuration.
 - Supply and installation of four (4) 40A circuit breakers on the new 200A, 208/120V electrical panel, two per station.
 - Supply and wire pull new electrical conductors from the new 200A, 208/120V electrical panel to each respective charging station.
 - Form and pour a total of two (2) concrete pad per manufacturer specifications, one per station.

PARKING MODIFICATIONS

- Supply and installation of four (4) safety/crash protection bollards, two per station.
- Restripe two (2) existing horizontal parking spaces two vertical parking spaces.
 - Repaint in blank paint.
 - Relocate two (2) existing wheels stops.
- Supply & mounting of four (4) EV parking signs on wall/post.
- Stenciling/markings “EV CHARGING ONLY” in “white” paint for four (4) EV parking spaces.



INITIALS _____
DATE _____

Site 1: 4232 Las Virgenes Rd

EV Charging Station Orders: Includes Charging Hardware & Station Services

CT4000 PRODUCT DESCRIPTION

Qty	Product Description	Product Name
2	Dual Output Gateway Option USA, Bollard (Floor/Pedestal) Mount Station - 208/240V @30A with Cord Management.	CT4021-GW1
2	ChargePoint Bollard Concrete Mounting Kit (required for Bollard Stations).	CT4001-CCM
2	On-Site Validation of electrical capacity, transformers, panels, breakers, wiring, cellular coverage and that station installation meets all ChargePoint published requirements. Site Validation is not required when installation was performed by a ChargePoint national Operations and Maintenance (O&M) Partner or Channel Partner that has qualified to self-certify. Per station.	OM-INSTALL-SITEVALID
4	5 Years Pre-Paid Commercial Network Service Plan. Designed for employers, businesses and the government, this plan includes 24x7x365 driver support, access control, general reporting OTA upgrades, payment processing, flexible policies, reservations and more, per charging port.	CPCLD-COMMERICAL-5
2	Initial Station Activation & Configuration Service includes activation of cloud services and configuration of radio groups, custom groups, connections, access control, visibility control, pricing, reports and alerts. One time initial service per station.	CPSUPPORT-ACTIVE
2	Five (5) years of ChargePoint Assure for the CT4000 with successful site validation. Parts and on-site labor warranty, per station.	CT4000-ASSURE5

CHARGING STATIONS BREAKDOWN

<u>Equipment (CT4000)</u>	<u>Unit Price</u>	<u>Quantity</u>	<u>Total</u>
CT4021-GW1	\$9,190.00	2	\$18,380.00
Sourcewell Discount	15%	2	-\$2,757.00
CT4001-CCM	\$125.00	2	\$250.00
Sourcewell Discount	15%	2	-\$37.50
<u>Product Services (CT4000)</u>			
OM-INSTALL-SITEVALID	\$630.00	2	\$0.00
CPCLD-COMMERCIAL-5	\$1,555.00	4	\$6,220.00
CPSUPPORT-ACTIVE	\$349.00	2	\$698.00
CT4000-ASSURE5	\$2,620.00	2	\$5,240.00
		Tax & S/H:	\$2,149.50

EVCS Unit(s) & Service(s) Total Price: \$30,143.00

RECOMMENDED OPTIONS

ChargePoint Assure: (Please select one)

The CT4000 station comes with an initial one (1) year of parts-exchange warranty on manufacturing defects. ChargePoint Assure offers On-Site Labor warranty to repair or replace any manufacturing defect in addition to Parts. This includes remote monitoring of station and proactive repair dispatch.

- 5 prepaid years for \$524 per year, per station **(included in quote)**
- 4 prepaid years for \$646.25 per year, per station
- 3 prepaid years for \$721.67 per year, per station
- 2 prepaid year for \$740 per year, per station
- First year prepaid for \$775 per station
- No ChargePoint Assure plan. First inclusive year of parts-exchange only warranty per station at no additional cost

INITIALS

DATE

Extended ChargePoint Commercial Network Service Plan: (Please select one)*

Designed for employers, businesses and the government, the service plan support is directly through ChargePoint, Inc and includes 24/7/365 driver support, access control, general reporting, OTA upgrades, payment processing, flexible pricing policies, reservations and more.

- 5 prepaid years for \$311.00 per year, per port – \$1,555 total per port **(included in quote)**
- 4 prepaid years for \$320.00 per year, per port – \$1,280 total per port
- 3 prepaid years for \$328.33 per year, per port – \$985 total per port
- 2 prepaid years for \$337.50 per year, per port – \$675 total per port
- 1 prepaid year for \$345.00 per year, per port

INITIALS

DATE

* This quote already includes 5 prepaid year of network (CPCLD-COMMERICAL-5) and 5 prepaid years of ASSURE.

Site 2: 731 Malibu Canyon Road

ELECTRICAL EQUIPMENT UPGRADE

- None.
 - Electrical breaker upgrade to 90A circuit breaker for existing EV panel, performed by ownership/inhouse.

CHARGING STATION INSTALLATION

- Installation of one (1) ChargePoint CT4000 dual-port EV charging station in bollard/pedestal configuration.
 - Station includes extended cable and cable management.
 - Supply and installation of two (2) 40A circuit breakers on the existing 90A electrical panel.
 - Includes removal of previous 20A breakers, to be obsolete with removal of the outlets.
 - Supply and wire pull new electrical conductors from the electrical panel to the charging station.
 - Form and pour one (1) concrete pad per manufacturer specifications.
 - Located in front of parking space #2, to service three (3) locations.

PARKING MODIFICATIONS

- Supply and installation of two (2) safety/crash protection bollards.

INITIALS

DATE

Site 2: 731 Malibu Canyon Road

EV Charging Station Orders: Includes Charging Hardware & Station Services

CT4000 PRODUCT DESCRIPTION

Qty	Product Description	Product Name
1	Dual Output Gateway Option USA, Bollard (Floor/Pedestal) Mount Station - 208/240V @30A with 23' Cord Management.	CT4025-GW1
1	ChargePoint Bollard Concrete Mounting Kit (required for Bollard Stations).	CT4001-CCM
1	On-Site Validation of electrical capacity, transformers, panels, breakers, wiring, cellular coverage and that station installation meets all ChargePoint published requirements. Site Validation is not required when installation was performed by a ChargePoint national Operations and Maintenance (O&M) Partner or Channel Partner that has qualified to self-certify. Per station.	OM-INSTALL-SITEVALID
2	5 Year Pre-Paid Commercial Network Service Plan. Designed for employers, businesses and the government, this plan includes 24x7x365 driver support, access control, general reporting OTA upgrades, payment processing, flexible policies, reservations and more, per charging port.	CPCLD-COMMERICAL-5
1	Initial Station Activation & Configuration Service includes activation of cloud services and configuration of radio groups, custom groups, connections, access control, visibility control, pricing, reports and alerts. One time initial service per station.	CPSUPPORT-ACTIVE
1	Five (5) years of ChargePoint Assure for the CT4000 with successful site validation. Parts and on-site labor warranty, per station.	CT4000-ASSURE5

CHARGING STATIONS BREAKDOWN

<u>Equipment (CT4000)</u>	Unit Price	Quantity	Total
CT4025-GW1	\$10,465.00	1	\$10,465.00
Sourcewell Discount	15%	1	-\$1,569.75
CT4001-CCM	\$125.00	1	\$125.00
Sourcewell Discount	15%	1	-\$18.75
<u>Product Services (CT4000)</u>			
OM-INSTALL-SITEVALID	\$630.00	1	\$0.00
CPCLD-COMMERICAL-5	\$1,555.00	2	\$3,110.00
CPSUPPORT-ACTIVE	\$349.00	1	\$349.00
CT4000-ASSURE5	\$2,620.00	1	\$2,620.00
		Tax & S/H:	\$1,021.50

EVCS Unit(s) & Service(s) Total Price: \$16,102.00

RECOMMENDED OPTIONS

ChargePoint Assure: (Please select one)

The CT4000 station comes with an initial one (1) year of parts-exchange warranty on manufacturing defects. ChargePoint Assure offers On-Site Labor warranty to repair or replace any manufacturing defect in addition to Parts. This includes remote monitoring of station and proactive repair dispatch.

- 5 prepaid years for \$524 per year, per station **(included in quote)**
- 4 prepaid years for \$646.25 per year, per station
- 3 prepaid years for \$721.67 per year, per station
- 2 prepaid year for \$740 per year, per station
- First year prepaid for \$775 per station
- No ChargePoint Assure plan. First inclusive year of parts-exchange only warranty per station at no additional cost

INITIALS

DATE

Extended ChargePoint Commercial Network Service Plan: (Please select one)*

Designed for employers, businesses and the government, the service plan support is directly through ChargePoint, Inc and includes 24/7/365 driver support, access control, general reporting, OTA upgrades, payment processing, flexible pricing policies, reservations and more.

- 5 prepaid years for \$311.00 per year, per port – \$1,555 total per port **(included in quote)**
- 4 prepaid years for \$320.00 per year, per port – \$1,280 total per port
- 3 prepaid years for \$328.33 per year, per port – \$985 total per port
- 2 prepaid years for \$337.50 per year, per port – \$675 total per port
- 1 prepaid year for \$345.00 per year, per port

INITIALS

DATE

* This quote already includes 5 prepaid year of network (CPCLD-COMMERICAL-5) and 5 prepaid years of ASSURE.

Excludes:

1. Any plan checking, permitting acquisitions, plan check fees (if applicable) or man-hours, permitting fees or man-hours, and/or any inspections (man-hours) and required inspection fees required to conduct the scope of work. Inspections to be performed in-house by ownership.
2. Architectural, Civil or Structural design/drawings.
3. Engineering/design of electrical plans, or shop drawings or as-builts submittals unless otherwise mentioned.
4. Any electrical upgrade or modification related to additional electrical capacity for future growth of EVCS.
5. Any additional (outside the scope of work) circuit breaker installations or upgrades as required per NEC or manufacturer's specifications.
6. GPR scanning and/or concrete X-ray services for penetrations in concrete slabs, or any other related penetrations requiring scanning services.
7. Notification to tenants or any affected parties of construction and/or power shutdown requirements.
8. Payment bonds/performance bonds, apprenticeships.
9. Site modifications such as ramping, and accessibility path of travel, or grading for ADA standards.

INITIALS DATE

Clarification:

1. No pricing is included for existing conditions/obstructions not evident prohibiting the completion as specified.
2. This proposal is based on work being performed during normal business hours 7am—5pm Monday to Friday, 8-hours days, and/or a mutually agreeable schedule. Overtime and abnormal business hours is not considered.
3. All conduit work is unfinished unless specified otherwise.
4. This proposal assumes that the integrity of all existing circuitry and electrical systems is intact, all circuits and electrical that are to remain are to code, and are operational. Any additional labor and material to fix or repair the previously mentioned will be billed on a time and material basis at \$104/hr. + material.
5. The proposed estimate is based on a preliminary site assessment and may be subject to adjustments prior to change in design and installation for any reason including city planning/permitting requirements. Planning requirements may be subject to additional equipment and additional charge.
6. The proposed estimate is based on the mentioned scope of work being completed from start to finish under one (1) continuously, or agreed scheduled timeline. Any incomplete items or interruptions causing delays to complete the project due to site not being ready for the entire scope of work will incur a separate re-dispatching charge of \$450 each day should this delay cause additional return visits to complete the task.
7. Each personnel scheduled for servicing onsite unable to conduct services due to conditions beyond VVD Voltaic's control is subject to standby time charges at the applicable rate.

INITIALS DATE



NOTE1: *The cost for this quotation is guaranteed for up to 30 days of the quotation date. We reserve the right to withdraw from this proposal at any time. Any cancellations or terminations to this agreement may be settled upon costs and other related expenses already incurred towards this agreement.*

NOTE2: *Payment Terms: Upon execution of agreement, we will be invoicing for the total cost of EV charging station orders (if any) and a deposit amount of 30% of the cost of construction/installation (labor and materials, combined) of which payments are due as commencement of the project, or otherwise negotiated. A progress payment shall be invoiceable for 90% (30% from deposit + 60% progress payment) towards the end of construction/installation, prior to final inspections (if any) and activation of charging stations. The remaining balance will be invoiced upon final inspections from all relative authorities having jurisdiction and activation of charging stations. Non-deposit payments, and remaining-balance payment terms are net-thirty (30) days. Any invoice(s) not paid within thirty (30) days from the date of invoice may be subjected to a service charge of two percent (2.0%) per month, or the maximum allowed by law, on the account balance(s).*

A purchase order will be immediately sent to the manufacturer for delivery of any charging hardware, but may take 7 to 10 business days to arrive to the desired shipping address. Any cancelations or changes to executed orders will result in a 28% restocking and processing fee and additional shipping charges by the manufacturer at the customer's expense. Shipping and handling charges are nonrefundable.

INITIALS _____
DATE _____

Payment Schedule:

<u>Payment Description</u>	<u>Invoice Schedule</u>	<u>Charging Station</u>	<u>Installation:</u>	<u>Total</u>
		<u>Order</u>	<u>Labor/Materials</u>	
Total cost of EV charging station orders, and a deposit amount of 30% of the cost of labor and materials	Upon execution of contract/ agreement	\$46,245	\$12,681	\$58,926
60% of the cost of labor and materials (90% to date)	Completion of installation prior to final inspections (if any) and activation	\$0	\$25,362	\$25,362
10% of the cost of labor and materials (100% to date)	Project Closeout and activation (if any)	\$0	\$4,227	\$4,227
Subtotal		\$46,245	\$42,270	\$88,515
			Project Total:	\$88,515

Proposal by:

Thomas Sung
 949-439-9354
 thomas.sung@vvdcomm.net
 Certified ChargePoint O&M Partner
 ChargePoint Certifications #84526017/#15892322

By signing this proposal, I hereby acknowledge that I have the authority to purchase the product detailed on this document on behalf of my organization. Furthermore, I agree to the above terms and conditions and that this signed quote shall act as a purchase order.

 CUSTOMER SIGNATURE OF APPROVAL

 NAME (PRINT)

 DATE

 AP CONTACT NAME

 AP CONTACT EMAIL

 AP CONTACT NUMBER



1

LAS VIRGENES MUNICIPAL WATER DISTRICT EVCS

PROJECT NAME:

LAS VIRGENES MUNICIPAL WATER DISTRICT EVCS

DATE:

05/05/23

LOCATION:

4232 LAS VIRGENES RD
CALABASAS, CA 91302



VIDEO VOICE DATA COMMUNICATIONS
VOLTAIC DIVISION

12681 PALA DRIVE, GARDEN GROVE, CA 92841



2

LAS VIRGENES MUNICIPAL WATER DISTRICT EVCS

PROJECT NAME:

LAS VIRGENES MUNICIPAL WATER DISTRICT EVCS

DATE:

06/16/23

LOCATION:

731 Malibu Canyon Rd
CALABASAS, CA 91302



VIDEO VOICE DATA COMMUNICATIONS
VOLTAIC DIVISION

12681 PALA DRIVE, GARDEN GROVE, CA 92841



DATE: September 5, 2023
TO: Board of Directors
FROM: Finance and Administration

SUBJECT: Organizational and Staffing Analysis: Award

SUMMARY:

Staff circulated a Request for Proposals (RFP) to conduct an evaluation of the District's current organizational structure and staffing levels. The scope of work for the RFP consisted of providing recommendations for potential changes and efficiencies to ensure the District has the appropriate levels and types of positions to meet its needs over the next 10 years. The following items are to be considered in performing the analysis: current and future responsibilities; institutional knowledge transfer; organization structure; facilities, infrastructure and systems/technology; training; employee attrition and succession planning; safety practices; use of consultants/contractors; budgetary information; and the District's Strategic Plan goals and objectives. The organizational and staffing analysis will also include recommendations to support the future operation of the Pure Water Project Las Virgenes-Triunfo. Five proposals were received for the work. Staff evaluated the proposals and recommends accepting the proposal from Moss Adams as the most qualified firm.

RECOMMENDATION(S):

Accept the proposal from Moss Adams, and authorize the General Manager to execute a professional services agreement, in the amount of \$123,200, plus travel expenses not to exceed five percent of the total project fees, to conduct an organizational and staffing analysis.

FISCAL IMPACT:

Yes

ITEM BUDGETED:

Yes

FINANCIAL IMPACT:

The total cost for the analysis is estimated to be \$123,200, plus travel expenses not to exceed five percent of the total project fees. Sufficient funds for the work are available in the adopted

DISCUSSION:

The District's Strategic Plan was updated in April 2022 and describes the organization's strategy to address the opportunities, challenges, and needed investments likely to arise over the next 20 years. Further, the plan provides the basis for making decisions on the allocation of resources to ensure consistent direction moving forward. Specifically, the Strategic Plan identifies the following objectives:

- Set a clear path forward for LVMWD, building on its mission and vision.
- Identify and address the opportunities, challenges and needed investments likely to arise over the next 20 years.
- Provide a high-level framework for making decisions on the allocation of resources.
- Increase confidence among customers that LVMWD is prepared for the future.
- Establish service commitments for LVMWD's customers.
- Implements a standards-based approach to meet service commitments.
- Establish values for conducting LVMWD's business and interacting with others.
- Identify strategic objectives for action.
- Describe a process for reviewing and updating the plan.

Additionally, the District is currently experiencing an unprecedented change in its workforce due to a variety of factors, including the following: anticipated retirement of long-tenured employees; increased operational pressures due to periods of drought and the effects of climate change; aging infrastructure that requires rehabilitation and renewal; and development of the Pure Water Project Las Virgenes-Triunfo that represents the largest capital improvement project in the District's history. Staff views these challenges, together with the District's overarching Strategic Plan, as an opportunity to evaluate its current staffing levels and organizational structure. The goal is to identify potential changes to best meet current and anticipated needs over the next 10 years.

The selected firm will perform a staffing analysis for the District, evaluating current, planned and proposed operations, and present a detailed report that covers the following items:

- Evaluation of the current organizational structure; staffing levels; work scheduling; overtime/standby pay usage; consultant/contractor usage; and other related items given the District's current responsibilities, procedures, and operations.
- Comparison of staffing levels with other retail water/wastewater agencies, utilizing relevant industry standard benchmarks and metrics (e.g. number of employees vs. volume of water treated/distributed; miles of pipeline; etc.) normalized for differences in program operations.
- Identification of strengths and weaknesses of current staffing level, organization, and service delivery approach.
- Analysis of staffing needs for planned and/or proposed operational, facility, and infrastructure changes based on various District plans, operational/capital improvement project budgets, and other relevant factors.
- Recommendations for organizational changes recognizing the following goals:
 - Optimization of District operations, service delivery, safety practices, training, and supervisor/subordinate ratios;
 - Compliance with water/wastewater-related federal, state, and local regulations;

- industry best practices; and certification requirements;
- Effective, efficient, and high-quality service delivery and achievement of the District's goals and objectives, including those pertaining to the Pure Water Project Las Virgenes-Triunfo;
- Cost containment to maintain competitive rates and program recommendations based on realistic budgetary/resource allocations; and
- Avoiding layoffs of existing personnel as a result of any proposed organizational changes.
- 10-year staffing plan listing positions by job classification and fiscal year (current staffing versus proposed).
- Break out of proposed staffing for the Pure Water Project Las Virgenes-Triunfo.
- Two additional alternative staffing/organizational plans with a narrative describing the pros and cons of each.
- Recommended plan and timeline for implementation of proposed recommendations.
- An approach to gain feedback and insight from all levels of the organization, including those from various represented groups.

On June 6, 2023, staff provided the Board with a plan to circulate a Request for Proposals (RFP) inviting qualified firms to submit proposals to conduct the organizational and staffing analysis as described above. Staff published the RFP on June 6, 2023. By the submission deadline of July 10, 2023, staff received proposals from the following firms: (1) 65th North Group, (2) CPS HR Consulting, (3), Matrix Consulting Group, (4) Moss Adams, and (5) Raftelis. A selection committee comprised of the Director of Finance and Administration, Human Resources Manager, and a representative from each bargaining unit (Management; Supervisor, Professional, & Confidential (SPC); and SEIU) reviewed and scored the proposals and invited the top three firms to make presentations to the committee. After the presentations, committee members identified Moss Adams as the firm most qualified to meet the District's needs and expectations. Staff obtained references from two agencies that have worked with Moss Adams, and both agencies provided positive references and highly recommended working with Moss Adams.

GOALS:

Provide Safe and Quality Water with Reliable Services

Prepared by: Sophia Crocker, Human Resources Manager

ATTACHMENTS:

[Proposal from Moss Adams](#)

OPPORTUNITY RISING

JULY 10, 2023

ORGANIZATIONAL AND STAFFING ANALYSIS PROPOSAL FOR

LAS VIRGENES MUNICIPAL WATER DISTRICT

Collen Rozillis, Partner
Tammy Lohr, Senior Manager

999 Third Avenue, Suite 2800
Seattle, WA 98104
(206) 302-6795

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Letter of Transmittal



MOSSADAMS

Dear Sophia Crocker:

Thank you for the opportunity to present this proposal to Las Virgenes Municipal Water District (District) for Organizational and Staffing Analysis Services. As a value-driven firm, we understand that it's not just about the bottom line—it's about providing the best service possible. Our culture is designed to be flexible and responsive to your needs, while providing you with vast resources and exceptional service.

We understand the District is seeking a qualified consulting firm to provide the District with an evaluation of the current organizational structure, staffing levels, work scheduling, overtime/standby pay usage, consultant/contractor usage, and other related elements given the District's current state. The District is also seeking a 10-year staffing plan and an analysis of staffing needs for planned and/or proposed operational, facility and infrastructure changes based on various District plans, operational/capital improvement project budgets, and other relevant factors.

We believe the following identifies us as the best choice:

- **Focus on organizational development.** We are an industry leader in management and organizational assessments. We regularly conduct organizational assessments, management reviews, staffing evaluations, operational assessments, performance audits, and process improvement projects for a wide range of clients throughout the United States.
- **Professionals who communicate effectively with government leadership.** Because we're hired by government clients to solve challenging oversight and operational problems, we're well versed at dealing with leaders, staff, and stakeholders at all levels of government. Your proposed team reports to councils, finance and audit committees, managers, and senior management on a regular basis.
- **A strong reputation for providing independent and objective advice.** We're independent and deliver accurate, honest assessments in our consulting work. Quality assurance is built into our policies and culture so our work is accurate and timely, and will provide significant value to the District.

July 10, 2023

Sophia Crocker
*Human Resources
Manager*

**Las Virgenes Municipal
Water District**
4232 Las Virgenes Road,
Calabasas, California 91302



Colleen Rozillis, partner, is authorized to execute a contract on behalf of Moss Adams. Colleen's contact information is below, and she will serve as your point of contact for these projects. This proposal and cost schedule shall be valid and binding for ninety (90) days following proposal due date and will become part of the contract that is negotiated with the District.

We commit to making you a long-term and extremely satisfied client of Moss Adams. Our promise to you is to make sure that you receive the best service Moss Adams is capable of providing.

Sincerely,

A handwritten signature in black ink, appearing to read 'Colleen'.

Colleen Rozillis
Partner
(206) 302-6795
colleen.rozillis@mossadams.com

A handwritten signature in black ink, appearing to read 'Tammy Lohr'.

Tammy Lohr
Senior Manager
206-302-6538
tammy.lohr@mossadams.com

July 10, 2023

Sophia Crocker
*Human Resources
Manager*

**Las Virgenes Municipal
Water District**
4232 Las Virgenes Road,
Calabasas, California 91302

Key Personnel

WHY CHOOSE MOSS ADAMS?

When selecting a firm to conduct your organizational structure and staffing analysis, you'll likely consider many factors like fees, experience, technical expertise, and knowledge of government entities. But there are other elements you'll want to take into account. For example:

- **COMMUNICATION.** Will your engagement team communicate frequently with project leadership to keep you apprised of project status and eliminate the possibility of an unpleasant surprise?
- **RESOURCES.** Will you have access to experienced government services and technical resources, or just lower-level staff?
- **TEAM CONTINUITY.** Will the engagement team you hire remain consistent, or will you have to continually get new members up to speed on your operations?
- **RELATIONSHIP.** Will the relationship extend beyond the conclusion of the engagement to potentially provide implementation support, if desired?
- **ADDITIONAL SERVICES.** If you have tax, IT, or other needs, can other firms handle those too?

Moss Adams understands your needs aren't limited to a single point in time or even any one type of service. Delivering a full spectrum of accounting and consulting services, we can help you conquer today's challenges as you plan for what's next.

We invest heavily in relationships with our clients. Distinguished for our depth of industry knowledge, we take the time to understand each client's organization, anticipate needs, and identify gaps before they become obstacles. Regardless of the scope of the engagement or the size of the entity, we invest personally in each client with attention from our partners and senior managers. This way, clients can manage and protect their resources with confidence.

We have an abiding sense of responsibility for our clients and are deeply committed to regular, candid communication. Your service team will be in touch with you throughout the engagement, bringing any issues to your attention in a timely manner—so you can address them before they're last-minute fire drills. We'll return your phone calls promptly and resolve your concerns quickly.

In the end, the firm you deem the best fit will be the one that not only meets your criteria, but also provides the greatest value to the District. Moss Adams is the firm capable of providing insightful analysis to support the District's future vision and resource alignment.

STAFFING PLAN

Working with the right team of professionals makes all the difference to your engagement. The team members we've thoughtfully selected to serve your specific needs have years of local government experience. But more than that, you'll find they bring an optimistic perspective focused on helping the District explore and embrace emerging opportunities. Your Moss Adams team will personally engage with your team and bring a new level of energy and enterprise to your engagement.

Your engagement will be led by Colleen Rozillis, partner. She'll oversee a team composed of a robust combination of government, quality assurance, project management, analytical expertise, and relevant industry experience. Colleen has worked closely with each project personnel below on numerous similar projects. She has been the engagement leader for teams similar to this project and has overseen similar organizational and operational reviews for special purpose districts, counties, and cities such as Douglas County (NV), City of Salem, and Delta Diablo. These engagements have ranged in scope but included elements such as organizational assessments, operational reviews, staffing and service level assessments, overtime utilization, salary compression, culture, leadership, communication, and change management. You can read more about Colleen's relevant experience in her resume below.

Key Personnel Qualifications

Our proposed team composition is provided below, each of the individuals will be key to the successful completion of your project.

Name and Title	Role
Colleen Rozillis, PMP, Partner	Engagement Partner
Tammy Lohr, CFE, ODCP, Senior Manager	Operational Analysis Lead
Annie Rose Favreau, Senior Manager	Organizational Analysis Lead
Maria Stroth, CGAP, CIA, Manager	Lead Analyst
Tommy Conkling, Senior	Analyst
Annie Fadely, Senior	Analyst
Jenny Fox, CPA, Senior	Analyst
Micky Nguyen, Staff	Analyst



Professional Experience

Since 2005, Colleen has advised local, state, and tribal governments; K-12 and higher education institutions; utilities; private companies; and not-for-profit organizations to improve organizational and program operations and efficiency, facilitate strategic leadership and planning, and cultivate more effective governance. She works collaboratively with clients to understand their goals and objectives and define organizational and programmatic changes to better equip and position them to achieve those goals. Colleen serves as the firm's public sector, not-for-profit, and tribal consulting industry group leader and leads ESG consulting for the firm.

Colleen has recently provided organizational development and performance consulting services to public sector clients, including the 32nd District Agricultural Association, Ben Franklin Transit, Boulder County, Cities of Berkeley, Boise, Carson City, Culver City, Cupertino, Eugene, Issaquah, Modesto, Newport Beach, Portland, Redondo Beach, Salem, Santa Monica, and Stockton; Delta Diablo, Douglas County, El Camino Health District, Homes for Good, Housing Authority of Yamhill County, Jefferson Public Utility District, King County Metro, Marion County, NoaNet, Pierce County, Seattle Public Schools, Sonoma County, Spokane Regional Health District, Santa Clara Valley Water District, and West Valley Housing Authority.

Professional Affiliations and Certifications

- Chair, Board of Trustees, Humanities Washington
- Member, Society for Corporate Governance
- Member, Project Management Institute
- Member, International City & County Management Association
- Member, Institute of Internal Auditors
- Member, Association of Local Government Auditors
- Project Management Professional (PMP)

Education

MS, public policy and management, Carnegie Mellon University

BA, English and political science, University of Michigan

Diversity and Inclusion Certificate, Cornell University



Professional Experience

Tammy assesses operational performance for public sector organizations including state and local government, school districts, and higher education institutions. Her engagements are informed by rigorous analysis and employee engagement to evaluate operations, which may include the efficacy of existing organizational structure and resourcing strategies, enhancing workplace culture, identification of system needs, and streamlining processes.

Tammy focuses on key elements of each engagement to develop high-quality deliverables that address client needs and meet applicable professional standards. By using a collaborative approach to working with her clients, she delivers projects and reports attuned to each client's unique operating environment with recommendations designed to optimize organizational performance.

Prior to joining Moss Adams, she worked as a performance auditor for the Washington State Auditor's Office.

Tammy has recently provided consulting services to clients including the California Institute for Regenerative Medicine, State of Utah, Clark College, County of Orange, County of Maui, San Jose Unified School District, Beverly Hills Unified School District, Lone Star College, Santa Clara Valley Transportation Authority, Santa Clara Valley Water District, Tualatin Valley Water District, Platte River Power Authority, Sound Transit, City of Salem, City of Santa Monica, City of Fresno, and the City of Stockton.

Professional Affiliations and Certifications

- Member, International City and County Manager's Association (ICMA)
- Member, Society for Human Resources Management (SHRM)
- Member, Institute of Internal Auditors (IIA)
- Member, Association of Certified Fraud Examiners (ACFE)
- Certified Fraud Examiner (CFE)
- Organizational Development Certified Professional (ODCP)

Education

MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington

BA, public health, University of Washington



Professional Experience

Annie Rose helps public and social sector clients increase their impact through organizational assessments, strategic planning, succession planning, and governance initiatives. With a focus on organizational development, her areas of expertise include leadership facilitation, stakeholder engagement, strategy development, qualitative research, and policy development.

Annie Rose has provided strategy, operations, and governance consulting services to local, state, and Tribal governments; not-for-profits and foundations; and K–12 and higher education clients. Recent clients include Berkeley Public Library, City of Santa Monica, City of Stockton, City of Salem, Confederated Tribes of the Umatilla Indian Reservation, County of Maui, Global Fund for Women, Jefferson County Public Utility District, Osage Nation, Platte River Power Authority, Seattle Public Schools, Sierra Health Foundation, Sound Transit, the University of California-Irvine, University of Nevada, Las Vegas, and the Quileute Tribe.

Professional Affiliations

- Member, Institute of Internal Auditors (IIA)
- Member, International City and County Manager’s Association (ICMA)

Education

MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington

BA, French and English literature, Seattle University



Professional Experience

Maria has nearly a decade of experience helping public sector and community-serving organizations be more effective, efficient, and equitable. Her work has primarily focused on engagements with local government and higher education institutions in which she works to help organizations better achieve their missions and improve outcomes for the individuals they serve.

In addition to experience as a local government performance auditor, Maria has worked alongside numerous leaders to develop and implement strategic planning and continuous improvement initiatives, offering her expertise through coaching, facilitation, and evaluation. Maria's experience also includes analyzing organizational processes and workflows, cultures, relationships, and structures, and making recommendations for improvement.

Maria's recent clients include City of Santa Monica, City of Stockton, State of Utah, Osage Nation, Orange County, Platte River Power Authority, Sierra Health Foundation, Santa Clara Valley Water District, and Douglas County (Colorado).

Professional Affiliations and Certifications

- Diversity, Equity, and Inclusion Committee Member, Association of Local Government Auditors
- Member, International City/County Management Association
- Member, Institute of Internal Auditors
- Certified Government Auditing Professional (CGAP)
- Certified Internal Auditor (CIA)

Education

MPA, public management, University of Alaska Anchorage

BA, communication, University of Texas at Arlington

Tommy Conkling, *Senior*



Professional Experience

Tommy is experienced at helping organizations to improve their impact and effectiveness. His skills include qualitative and quantitative data analysis, data visualization, budgeting and forecasting, cost-benefit analyses, program and system evaluation, organizational assessment, and organizational planning. He has experience working with a wide range of clients within public, private, and not-for-profit industries.

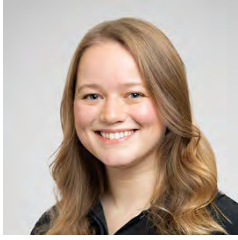
Prior to joining Moss Adams, Tommy worked on a Bill and Melinda Gates Foundation project, helping state education agencies to assess and redesign their processes and systems to improve student outcomes.

Tommy has recently provided performance, fiscal, and organizational consulting services to clients including the City of Salem, Orange County, State of Utah, California State University- Monterey Bay, City of Glendale (AZ), Platte River Power Authority, and the Port of Portland.

Education

MPA, University of Washington, Evans School of Public Policy and Governance

BA, public policy analysis, Pomona College



Professional Experience

Annie works with public sector and values-driven organizations to implement projects and processes that drive efficacy, maximize resources, and increase equity. She has helped not-for-profits, policy advocacy organizations, political campaigns, and the federal government achieve their strategic goals. Annie’s experience includes strategic planning and communications, program development, and financial assessments. Her skills include qualitative and quantitative research methods, data analysis tools, and policy development.

Prior to joining Moss Adams, Annie held positions at Civic Ventures and Northwest Passage Consulting.

Annie has recently provided organizational assessments for the cities of Salem, Stockton, and Bakersfield.

Professional Affiliations

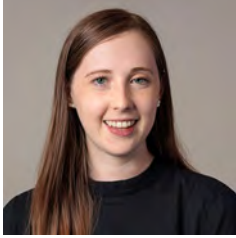
- Member, International City and County Management Association
- Member, Association of Local Government Auditors

Education

MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington

BA, international studies, University of Washington

Jenny Fox, CPA, Senior



Professional Experience

Jenny assists public and social sector clients including local government, school districts, higher education institutions, and foundations in improving their operations through organizational assessments, internal audits, performance auditing, and grants compliance. She focuses on key elements of each engagement, such as leading interviews with key stakeholders, reviewing and analyzing documents, and developing findings and recommendations attuned to each client's needs. Jenny has a strong background in best practice research and policy and procedure development.

Jenny has recently provided operational reviews and organizational assessment services to clients including City Stockton, City of Modesto, City of Salem, Marion County, University of Oregon Foundation, Western University, and Kent School District.

Professional Affiliations and Certifications

- American Institute of Certified Public Accountants (AICPA)
- Certified Public Accountant (CPA)

Education

MS, accountancy, University of Houston

BBA, business administration, Baylor University

Micky Nguyen, Staff



Professional Experience

Micky helps public and social sector clients improve their operations through strategic planning, process improvement, organizational assessments, and performance auditing. He is skilled at distilling complex information into accessible, graphical formats for various audiences. Prior to joining the Moss Adams Consulting team, he served clients in our assurance practice.

Micky has provided consulting services to clients including the City of Glendale, City of Santa Monica, City of Salem, San Jose Unified School District, Valley Transportation Authority, Santa Clara Valley Water District, Tualatin Valley Water District, the Claremont Colleges, and University of California, Davis.

Professional Affiliations

- Member, Association of Local Government Auditors

Education

BBA, accounting, finance, and operations, University of California-Irvine

References

Hear for yourself the unique experience our clients have in working with our firm. We're confident they'll share stories of how we make their lives easier, help them identify and take advantage of rising opportunities, and guide them to increased prosperity.

SANTA CLARA VALLEY WATER DISTRICT	
Address	5750 Almaden Expressway, San Jose, CA 95118
Contact Name & Title	Darin Taylor, CFO
Contact Email & Phone Number	(408) 630-3068 Dtaylor@valleywater.org

Project Description: Moss Adams completed two important and related performance audits for Santa Clara Valley Water District. In 2012, we performed a performance audit of Measure B and the District's Clean, Safe Creeks and Natural Flood Protection Program. In 2016, members of our team performed a performance audit of Measure B and the District's Safe, Clean Water and Natural Flood Protection Program. Both audits played an essential role in providing feedback to the District that was incorporated into the Measure B renewal bond, which passed in part due to improvements to the Measure. Both projects were completed on time and within budget. We are currently conducting a third performance audit for the District.

CITY OF SALEM	
Address	555 Liberty Street SE, Salem, OR 97301
Contact Name & Title	Courtney Knox-Busch, Strategic Initiatives Manager
Contact Email & Phone Number	(503) 540-2426 cbusch@cityofsalem.net

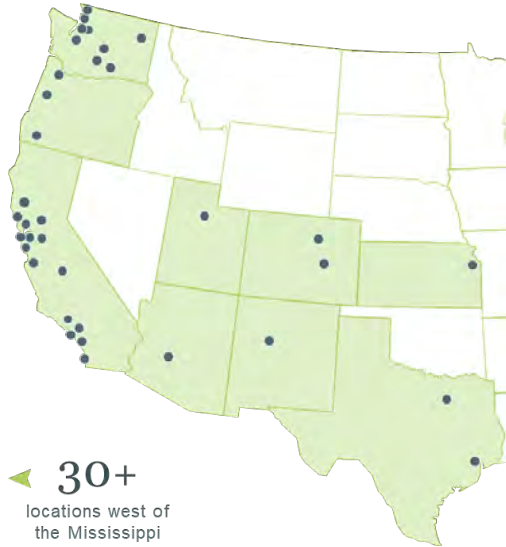
Project Description: Moss Adams provides comprehensive organizational assessment and optimization services to the City of Salem. We conducted a citywide organizational assessment and structure study, focused on opportunities for enterprise-wide improvement in efficiency, effectiveness, and collaboration. We conducted a SWOT analysis survey of all city employees and held more than 40 interviews with City leadership and key staff. Following the organizational assessment, we collaborated with the executive leadership team to identify initiatives to implement. We continuously work with the City on multiple projects to improve operations and service delivery; recently completed projects include a user fee study, performance framework, salary compression analysis, strategic plan, warehouse efficiency study, and other projects with the goal of organizational alignment. For example, we supported process mapping for the creation of a newly established cross-functional Customer Service Center, including review of existing processes, future state processes, form changes, interdepartmental collaboration and communication, and the development of policies and procedures.

CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION	
Address	46411 Timine Way, Pendleton, OR 97801
Contact Name & Title	Teara Farrow Ferman, Interim Executive Director
Contact Email & Phone Number	(541) 429-7230 tearafarrowferman@ctuir.org

Project Description: In 2019, Moss Adams was selected by CTUIR to implement and perform organizational assessment services, during which we worked with the Office of the Executive Director to improve organizational operations and culture. Following the organizational assessment, we've worked with the Tribe for assisting management in implementing our recommendations, including the formation of five employee work groups to target critical areas for improvement, which our team facilitated: organizational structure, human resources, communication, governance, and organizational excellence.

Qualifications and Experience

FIRM BACKGROUND



At Moss Adams, we believe in the power of possible. As a business and personal advisory firm with 4,400 professionals across more than 30 locations, we work with clients to meet the rising challenges and opportunities of tomorrow. Through a full spectrum of accounting, consulting, and wealth management services, we bring the deep industry specialization and unconventional thinking our clients seek.

Since we put down roots in the Pacific Northwest more than 100 years ago, we've steadily expanded to serve clients across the nation and globally. Our full range of services includes accounting (assurance and tax), consulting (IT, strategy & operations, transactions, and specialty), as well as individual and institutional wealth management.

Moss Adams is one of the 15 largest US accounting and consulting firms and a founding member of Praxity, a global alliance of independent accounting firms providing clients with local expertise in the major markets of North America, South America, Europe, and Asia.

Full-Service Capabilities

We offer a full range of services and specializations that span accounting, consulting, and wealth management to suit your specific needs.



ORGANIZATIONAL ASSESSMENT EXPERIENCE

We have experience that specifically aligns with the District's requirements for this engagement. The assessment of organization, department, and program efficiency and effectiveness is a frequent component of government consulting services. We specialize in helping local governments improve performance. We're well versed in reviewing management practices, organization structure, policies, processes, procedures, internal controls, staffing levels and skills, succession planning, technology, and training and development, as well as coordination and communication within and across functions. Our team has significant experience and familiarity with the complex business and technical structure of local government. We understand the unique requirements of public sector agencies and programs, as well as the intricacies involved in the diverse needs of various customers, departments, and constituents. Our consulting practice has earned a reputation for adding value and providing objective analysis and insight.

We've been a leader in operational audits for over 30 years and typically perform 20 to 30 assessments each year.

Our organizational assessment experience is vast, with work conducted for every facet of local government. Our consulting staff has completed hundreds of enterprise- and department-level organizational consulting projects, including organizational assessments, management reviews, performance audits, internal audits, cost allocation studies, alternatives analysis, cost/benefit studies, benchmarking, policy development, workflow re-engineering, and systems implementation. Based on our understanding of your needs, we believe our significant experience in the following areas makes us the best fit for the District:

ORGANIZATIONAL ASSESSMENT AND OPTIMIZATION

We help our clients make the organizational changes required to successfully implement strategies and tactics. Local governments are dynamic and are constantly changing and transitioning to the next stage in their life cycles. Organizational development is the systematic process of managing significant changes in the current business and moving towards specified future outcomes. By examining the thinking, assumptions, strategies, and goals of the District in relation to critical success factors, such as organizational structure, business processes, resource capacity, customer needs, leadership style, core competencies of employees, decision-making models, and culture, an entirely new alignment of the organizational components may be created to support a new strategic direction or respond to external influences. Our organizational consultants approach organizational development by combining solid industry experience with a unique combination of behavioral and organizational skills to address both the art and science of leadership and organizational change. We help our clients become more effective, efficient, productive, financially sustainable and fulfilling places to work. At the same time, the organization and its management and staff can maximize stakeholder value by improving organizational effectiveness, people potential, and performance results.

PERFORMANCE AUDITS

We typically perform dozens of performance audits each year. When conducting performance audits, our team draws from a breadth and depth of experience working with hundreds of governments to identify improvement opportunities. We leverage industry best practices to assess the current environment and identify ways to enhance each organization's ability to achieve its mission, goals, and strategic initiatives. We consider and evaluate best practices for practical application by our clients to help define

management and organizational models, strategies, and tactics to facilitate optimal performance. We also develop performance metrics to enhance accountability, transparency, and performance-based budgeting. Performance metrics typically incorporate the identification of efficiency and effectiveness measures, alignment with strategic goals, and development of performance dashboards for use by elected and appointed officials. Results can be utilized to inform strategic plans, workforce plans, policy development, performance audits, and continuous improvement programs.

PROCESS MAPPING, REFINEMENT, AND DEVELOPMENT

Our process mapping, refinement, and development work for local governments is primarily influenced by our significant experience in the unique challenges and opportunities our clients face: meeting evolving demands for public service, being accountable to District leadership and the public, and recruiting, retaining, and developing staff in a revenue-constrained environment. Our team of public sector consultants is committed to the success of local government and understands how to work within a water district’s unique environment to make change.

To improve processes, we first work closely with our clients to document current processes, gather documentation, and understand the operating environment’s opportunities and constraints. We typically interview and survey key process owners, participants, and customers, and hold at least one process mapping work session. Our fact-finding process identifies opportunities for improving efficiency, effectiveness, and service delivery; as well as opportunities to align processes with best practices. Our vast knowledge of local government practices enables us to identify options that work in other communities and apply the right improvements to your organization.

POWER & UTILITIES PRACTICE

Our professionals provide accounting, tax, and consulting services to more than 140 public power, water; wastewater; and solid waste utilities. We provide services in Oregon, Washington, California, Alaska, Arizona, Colorado, Hawaii, Idaho, Utah, Kansas, Montana, and New Mexico—including cooperative organizations, municipal entities, public utility districts, mutual corporations, joint powers entities, and independent power producers. Our clients deal with many of the same issues, risks, opportunities, and constraints you do. We’re experienced and familiar with the terrain you face, and this makes us more effective business advisors.

POWER & UTILITIES



140+
clients across the nation

225+
dedicated professionals

Data as of January 2023

Top 15
Accounting Firm



Our Power & Utilities Practice professionals are well versed in the issues pertaining to large municipal utilities such as: SFAS 71 deferral accounting; environmental remediation liabilities; large construction projects of infrastructure and related issues; and bond-related accounts such as arbitrage liability, debt

defeasance and refundings, and covenant compliance. Virtually all of our large public utilities face similar issues. We'll provide the District with a dedicated team of utility-specialized professionals on your engagement who are up to speed on all the latest trends and occurrences in your industry.

In addition to our core audit and tax services, our consulting practice offers IT, business feasibility, rate work, restructuring and workflow design, performance audits, organizational assessments, and strategic planning. Our clients include public utility districts, regional utility planning associations, and cooperatives.

Utility Clients

Below is a partial list of our utility and energy clients:

Utility Practice Clients	
• Alaska Power and Telephone Company	• Kaua'i Island Utility Cooperative
• Arizona G&T Cooperatives	• Kirkwood Meadows Public Utility District
• Benton PUD	• Klickitat Public Utility District
• California Department of Water Resources Electric Power Fund	• Matanuska Electric Association Inc.
• Central Electric Cooperative	• McMinnville Water & Light
• Clackamas Regional Water Supply Commission	• Northern Lights Inc.
• Clark Public Utilities	• Okanogan County Public Utility District
• Clatskanie People's Utility District	• Pend Oreille County Public Utility District
• Clean Water Services	• Platte River Power Authority
• Commercial Energy of Montant	• Public Utility District No. 1 of Clark County
• Cordova Electric Cooperative Inc.	• Public Utility District No. 1 of Grant County
• CORE Electric Cooperative	• Public Utility District No. 1 of Lewis County
• Delta Diablo	• Southern California Public Power Authority
• Douglas Electric Cooperative	• Springfield Utility Board
• Emerald People's Utility District	• Tacoma Public Utilities
• Eugene Water & Electric Board	• Truckee Donner Public Utility District
• Gila River Indian Community Utility Authority	• Tualatin Valley Water District
• Imperial Irrigation District	• Umatilla Electric Cooperative

GOVERNMENT AND NOT-FOR-PROFIT EXPERIENCE

You'll receive more effective services from our specialized professionals who have a deep understanding of the pressures you face, like the need for greater efficiency under tight budget constraints. Our significant experience working with tax-exempt organizations means our professionals are more likely to help you spot potential problems, create effective solutions, and understand the industry-specific impacts of today's major disruptors like cybersecurity, as well as the constant drive to innovate.

Moss Adams has a group of specialized practices with more than 340 professionals who specialize in serving tax-exempt entities including governments, higher education institutions, not-for-profits, tribal and gaming entities, energy and utility entities, and federal contractors. This firmwide team currently serves over 1,580 clients throughout the United States and provided more than 374,000 hours of service to those clients in 2022.

Professionals Specializing in Not-for-Profits and Government	
EXPERIENCE LEVEL	NUMBER
Partners	33
Senior Managers and Directors	51
Managers	50
Seniors and Staff	206
TOTAL	340

Tax-Exempt Clients Served Firmwide	
TYPE	NUMBER
Not-for-Profit	1,580+
Government	360+

Data as of January 2023

PAST WORK SIMILAR TO THIS SCOPE OF WORK

We have provided consulting engagements for clients such as City of Salem, Confederated Tribes of the Umatilla Indian Reservation, City of Santa Monica, Carson City, and Clark College. Our experience is represented by our featured projects provided below, which describe the breadth and depth of our client relationships. We have included examples of work similar to this scope of work below, which describe the breadth and depth of our organizational structure and staffing analysis services.

CITY OF SALEM 2019 TO PRESENT

Moss Adams provided comprehensive organizational assessment and optimization services to the City of Salem. We conducted a citywide organizational assessment and structure study, focused on opportunities for enterprise-wide improvement in efficiency, effectiveness, and collaboration. We conducted a SWOT analysis survey of all city employees and held more than 40 interviews with City leadership and key staff. Following the organizational assessment, we collaborated with the executive leadership team to identify initiatives to implement. We continuously work with the City on multiple projects to improve operations and service delivery; recently completed projects include a user fee study, performance framework, strategic plan, warehouse efficiency study, and other projects with the goal of organizational alignment. Most recently, we supported process mapping for the creation of a newly

established cross-functional Customer Service Center, including review of existing processes, future state processes, form changes, interdepartmental collaboration and communication, and the development of policies and procedures.

CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION

2020 TO PRESENT

In 2020, Moss Adams was selected by CTUIR to implement and perform organizational assessment services, during which we worked with the Office of the Executive Director to improve organizational operations and culture. Following the organizational assessment, we've worked with the Tribe for nearly two years assisting management in implementing our recommendations, including the formation of five employee work groups to target critical areas for improvement, which our team facilitated: organizational structure, human resources, communication, governance, and organizational excellence.

CITY OF SANTA MONICA

2014 TO PRESENT

We have been serving as the City of Santa Monica's internal and performance auditor of record since mid-2014. We initiated our services by conducting a comprehensive enterprise risk assessment and internal controls review. The results provided the basis for identifying areas warranting more detailed evaluations, such as cash handling, accounts receivable and revenue, and P-cards, and opportunities for enhancing performance. Since then, we have performed over 25 internal controls and performance audits for the City, with individual audit budgets ranging from \$25,000 to \$200,000, depending on the scope of analysis. In collaboration with City management, we have scoped focused departmental performance audits to identify opportunities for more efficient and effective operations and strategies for fiscal sustainability. Examples of performance-related projects include an evaluation of the City's response to homelessness within the community, overtime studies, efficiency and effectiveness reviews, and a comprehensive citywide compensation and service study that included overtime analysis, staffing levels, departmental costs, service levels, and comparisons to ten peer cities in the Los Angeles area. We also conducted a comprehensive citywide compensation and service study.

CARSON CITY

2013 TO 2018

In our role as the City's internal auditor, we conducted a citywide employee efficiency study with a focus on staffing levels, operational efficiency, and service effectiveness. Areas of focus for the study included organizational structure, span of control, staffing levels and skills, roles and responsibilities, policies and procedures, workflow processes, use of technology, centralization vs. decentralization, insourcing and outsourcing, recruiting and retention, training and development, overtime utilization, support of boards and commissions, and intra- and inter-department communication, coordination, and collaboration. We conducted detailed trend analysis of staffing levels in each department to evaluate reasonableness of staffing levels and structures, and operational recommendations were developed for overarching, citywide findings as well as department-specific findings.

CLARK COLLEGE

2020

In 2020, Moss Adams was selected by Clark College to conduct a comprehensive organizational assessment. The focus of the assessment was an analysis of the College’s operating structure and work environment, seeking efficiencies that would contribute to improve operations and potential cost savings. The assessment identified opportunities for improvement in three major areas: culture and leadership, operations, and processes and systems. The key organizational culture and leadership opportunities identified included managing the impact of significant change and organizational trauma on culture and morale, undertaking enterprise-wide planning efforts to increase alignment, taking steps toward consistent use of data and performance reporting to monitor progress, continued investment and support of DEI, evaluating reserve policies and budget management practices, and addressing gaps in risk management and internal audit.



Detailed Proposal

APPROACH AND METHODOLOGY

We pride ourselves on not only leveraging best practices, but also serving as a source of best practices in our organizational development services. We conduct these engagements in accordance with industry standards. Our firm has internal controls in place to make sure we deliver high quality, defensible products for all organizational development consulting engagements, including the following:

INDEPENDENCE	We accept engagements carefully and assign teams with equal care so that no external, personal, or organizational impairments exist in our work.
PROFESSIONAL JUDGMENT	We use careful planning to determine the type of assignment to be performed and the standards that apply to the work. This includes defining the scope of work, selecting a specific methodology, determining the type and amount of information to be gathered, and choosing appropriate benchmarks. We also maintain an attitude of professional skepticism, which includes a questioning mind and a critical assessment of evidence. Our standards of professional judgment demonstrate experience and integrity in the performance of organizational development engagements.
COMPETENCE	The proposed staff for our organizational development engagements are well qualified to serve local government entities. Our firm has a rigorous continuing professional education program so that all staff who conduct these engagements meet the Government Accountability Office (GAO) specified requirements for education. Our government industry group sponsors an annual education forum, which includes training in relevant areas such as the Generally Accepted Government Auditing Standards (GAGAS), Institute of Internal Auditors (IIA) standards, American Institute of Certified Public Accountants (AICPA) consultancy standards, and firm practices. In addition to rigorous continuing professional education, our proposed staff members work in a supervised environment that fosters the development of experience and professionalism.
QUALITY CONTROL & ASSURANCE	We have a comprehensive process of internal quality control and supervision. All organizational development engagements are assigned to a qualified engagement manager. All deliverables, including workpapers, observations, recommendations, and final reports are processed through a critical quality control review process. In addition to these regular quality control and assurance controls, our firm participates in a regular external peer review process.

Our organizational development methodology encompasses project planning, fieldwork, interviews, documentation of evidence to support our findings, commendations, recommendations for achieving improvements, and a project report that delivers high-impact analysis and an action plan.

We will perform the services in accordance with Standards for Consulting Services established by the American Institute of Certified Public Accountants. Accordingly, we will provide no opinion, attestation, or other form of assurance with respect to our work or the information upon which our work is based. The procedures we will be performing will not constitute an examination or a review in accordance with generally accepted auditing standards or attestation standards.

You can expect our approach to be executed through the following four major phases:

1	Start-Up and Management. Project initiation consists of collaborative project planning with District project management, including determining who will be interviewed and/or surveyed, what documents will be reviewed, what observations and walk-throughs will be performed, what peers will be used in our analysis, when and how results will be shared, and how we'll report on project status.
2	Fact Finding. In the second phase, we'll conduct fieldwork, including documentation review, walk-throughs, observations, interviews, and an online survey. We'll obtain the most current information available and insights from District personnel and selected stakeholders.
3	Analysis. Based on firsthand input gained during our fieldwork in the previous phase, we'll evaluate the importance, impact, and scope of our observations to develop recommendations for organizational improvement. We'll leverage best practices to inform our assessment and conduct peer benchmarking to provide comparative data from other water/wastewater districts on organizational best practices, with focus on staffing plans, resource allocation, administrative practices, service levels, and performance measures.
4	Reporting. In the final phase, we'll conclude the project by communicating observations and recommendations through reports and presentations. We'll deliver both draft and final reports, which will include a detailed implementation plan.

You can expect this organizational development consulting project to be executed through the following four major phases:

PHASE 1
START-UP AND ONGOING MANAGEMENT

We'll begin the project by confirming the District's desired outcomes and potential reference points from which to assess performance.

1.1 Initiate Project

We'll conduct a kickoff meeting with the project director and others, as determined by the District, to confirm expectations and discuss overall project scope, logistics, deliverables, timing, and progress reporting requirements. We'll clarify responsibilities of Moss Adams and District personnel, timing of project activities, communication expectations for the project team and District staff, peer counties, and format of deliverables. We'll establish an interview list and finalize our approach to each phase of the project.

1.2 Perform Project Management

We'll conduct rigorous project management activities for the duration of the engagement. These activities will include providing guidance to the consulting team, coordinating with the project director, working through issues and solving problems, monitoring progress against the approved work plan, and submitting progress reports. At the requested cadence, we will provide the project team with project reports that detail the status of work, upcoming activities, and anticipated deliverable dates.

1.3 Provide Quality Assurance

We believe it's important to recognize the need for quality by providing excellent client service and engagement oversight. All deliverables receive a quality assurance review before submittal to the District.

**PHASE 1
DELIVERABLES**



- Final work plan
- Interview list
- Progress reports

PHASE 2

FACT FINDING

During fact finding, we gather objective input required to assess the District's category of service.

2.1 Review Documentation

We'll gather relevant documentation for review. Examples include current organization charts, job descriptions, planning documents (e.g., strategic plan, master plans, and capital improvement plans), budgets and financial reports, rules and regulations governing operations, contractor usage, overtime utilization, policies and procedures, labor agreements, program inventories, system inventories, and relevant performance measures. The objectives of the documentation review include gaining an understanding of the operational and organizational environment and further defining issues and surrounding facts. Specific steps include developing a document request list, coordinating document receipt and review, and developing questions for use during interviews.

2.2. Perform Interviews

We'll conduct interviews with a broad group of stakeholders across internal and external service departments and beyond. Interviews are at the heart of fact finding, and it's through interviews that we'll gain each unit's perspective of the current structure, operational and organizational environment, strengths, and opportunities for improvement. Interviews and focus groups will be conducted at multiple levels with representatives from leadership, staff, and other key stakeholders defined with the District.

2.3. Conduct Walk-Throughs

Walk-throughs will entail spending time physically walking through operations. This step is more than a tour and includes a "roving interview" where we'll learn about the details of relevant processes. Walk-throughs will also allow us to make initial observations to identify important questions and issues that require follow-up.

2.4 Administer Survey

We often utilize a confidential, online survey to supplement interviews. We plan to use a survey to enable all of the District's employees to provide input into the assessment and reflect on workloads, staffing, organization structure, capacity, development opportunities, and change management.

2.5 Prepare Preliminary Observations

We'll document our preliminary observations, including commendations and opportunities for improvement. Opportunities for improvement will be organized by area of focus including organizational structure, staffing levels, overtime utilization, opportunities to enhance efficiency and effectiveness, and readiness to achieve the District's strategic plan.

2.6 Present Preliminary Observations

We'll present preliminary observations to the District. The fact-finding phase of work gives the entire project team an opportunity to scan a wide breadth of issues.

The purpose of sharing preliminary observations is to avoid surprises by giving the District a chance to preview findings and verify facts to make sure the basis for each observation is accurate and valid. Observations will form the basis for analysis of opportunities for improvement.

**PHASE 2
DELIVERABLES**



- Document request list
- Survey results (in aggregate)
- Preliminary observations

PHASE 3

ANALYSIS

Analysis moves the study process from observations to assessment. This task will determine the significance of opportunities for improvement and how best to address them.

3.1 Assess Operational Efficiency

Based on observations, we'll evaluate each functional area and position for opportunities for improvement. Our assessment will be forward-looking to help the District to better align the people, processes, systems, and culture of each department or category of service with the needs of the community, identify potential cost savings, and to position the District to attain its strategic objectives. As part of this work, we will consider the 10-year staffing plan including job classifications for the District and the Pure Water Project Las Virgenes-Triunfo separately.

3.2 Identify Best Practices Through Benchmarking

Part of our assessment process will draw from comparisons to best practices. In addition, we'll leverage peer benchmarking to provide comparative data. Some firms perform benchmarking by reviewing collections of articles, statistics, and stagnant data. But at Moss Adams, because we have extensive, firmwide industry connections, we can conduct real-time interviews with other water/wastewater special districts to obtain firsthand insights from your peers about the challenges they've faced, the measures they've taken to overcome them, and how they've established and maintained continued organizational success. Incorporating this feedback with the rest of our findings enhances our ability to provide innovative, effective, value-added solutions to the District. We will work with the District to identify peers for benchmarking purposes. We will also compare staffing levels relative to key service specifications, such as volume, miles or pipe, number of employees, revenue, capital improvement program size, etc. The appropriate ratio for each grouping of employees (e.g., human resources, maintenance, CIP team, billing and collections) will be determined in collaboration with the District and used for our analysis.

3.3 Perform Gap and Alternatives Analysis

We'll identify differences between current District practices and appropriate peer and best practices to define gaps that should be addressed. The gap analysis will focus on opportunities to improve efficiency and effectiveness, right-size staffing structures and levels, and reduce business risks. Opportunities for improvement will build on strengths and address weaknesses. For each major opportunity for improvement, we'll conduct alternative analysis in an abbreviated cost-benefit format inherent to our analysis. Each alternative solution will be scrutinized for pros, cons, resources, budget, training, and risks, if relevant. The results will directly feed into our recommendations. We'll work with District staff to determine which alternatives are the best fit for the District.

3.4 Prepare Draft Observations and Recommendations

Based on our analysis, we'll update observations and prepare recommendations. Observations and recommendations will be organized by area of focus and will include, but may not be limited to: current services, staffing levels across functions, organizational structure and management, operational efficiency and effectiveness, and alignment with strategic plans goals. At least two organizational structure options will be presented in a draft and will include pros and cons of each presented option.

3.5 Facilitate Organizational Modeling

We'll conduct at least one organizational modeling work sessions with the District leadership to review organizational structure options, discuss implications of reorganizations and outsourcing, and determine the preferred choice for each option presented. Depending on the option, there may be costs associated, and we'll collaborate with District staff to identify those costs and prioritize each option for implementation and phasing.

3.6 Present Draft Observations and Recommendations

Draft observations and recommendations will be presented to the District for final fact validation and assessment of the practicality of recommendations.

PHASE 3 DELIVERABLES



- Benchmarking results
- Draft recommendations

PHASE 4

REPORTING

The final phase covers the production of deliverables, including draft and final reports.

4.1 Submit Draft Report

Our work will be packaged in a draft report for review by the District. The draft report will include the necessary level of detail to allow the document to stand on its own and include the following:

- Executive summary
- Commendations (what is working well)
- Study objectives, scope, and methodology
- Observations and recommendations
- Implementation plan including estimated cost
- 10-year staffing plan

4.2 Submit Final Report

Based on your feedback, we'll revise the draft report and submit our final report.

4.3 Present Final Report

We'll present the final report and prepare a presentation to facilitate these briefings, if requested.

PHASE 4 DELIVERABLES



- Draft and final reports
- Final report presentation

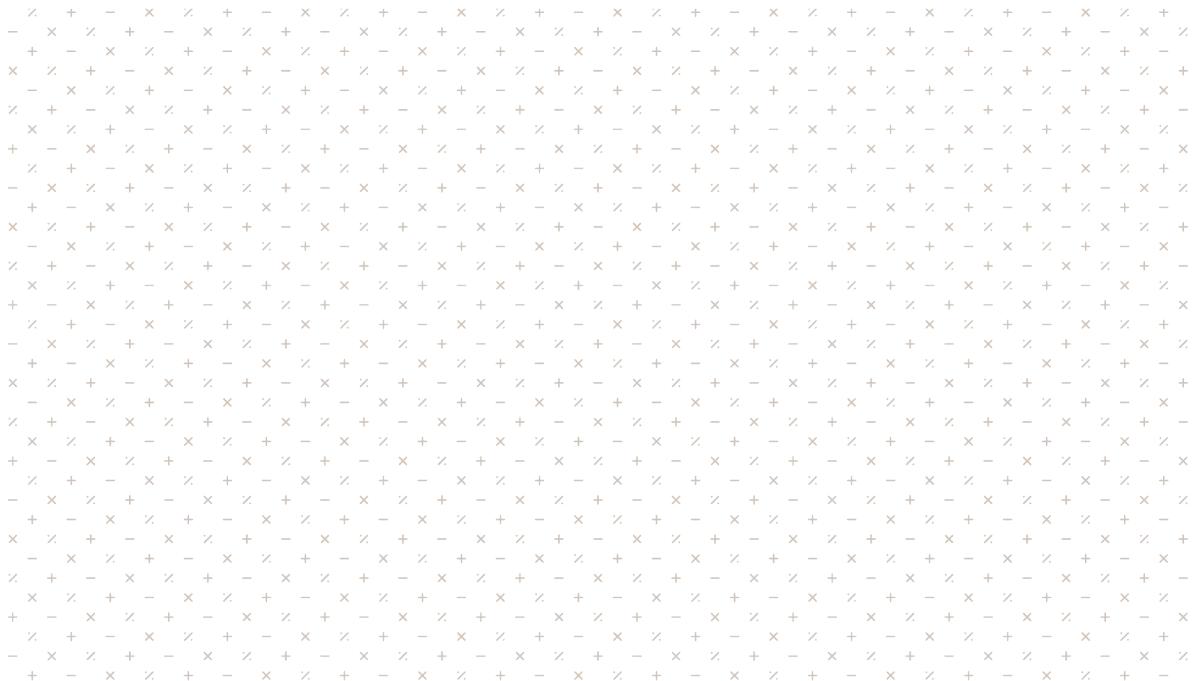
Legal Issues and Potential Conflicts of Interest

LEGAL STATUS

As with any large firm, Moss Adams is occasionally involved in addressing legal and regulatory issues. However, no action, suit, proceeding, inquiry, or investigation before or by any court or federal, state, municipal, or other government authority is pending, or to our knowledge is threatened against Moss Adams, related to or which would have a material effect upon the services contemplated herein.

CONFLICTS OF INTEREST

Moss Adams has no conflicts of interest related to this engagement.



Work Samples

Moss Adams is unable to provide an example of a staffing analysis draft/preliminary report. The draft report would have to be entirely redacted as it contains unfinalized information which is not approved for publication by a client and therefore is illegal for us to distribute.

Beginning on the pages below are our examples of a staffing analysis plan and staffing analysis final report, both of which are for Clark College.



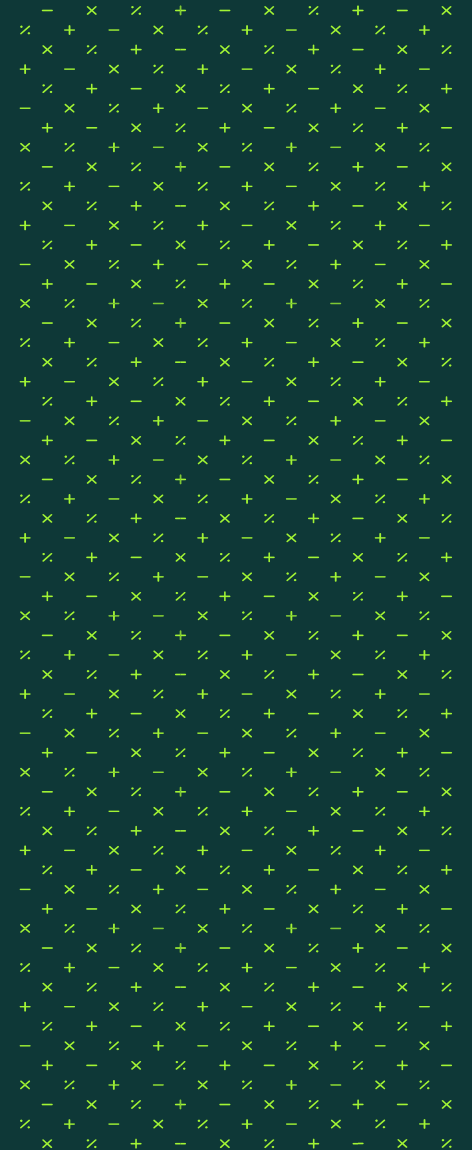


MOSSADAMS

Appendix C

Clark College Organizational Analysis

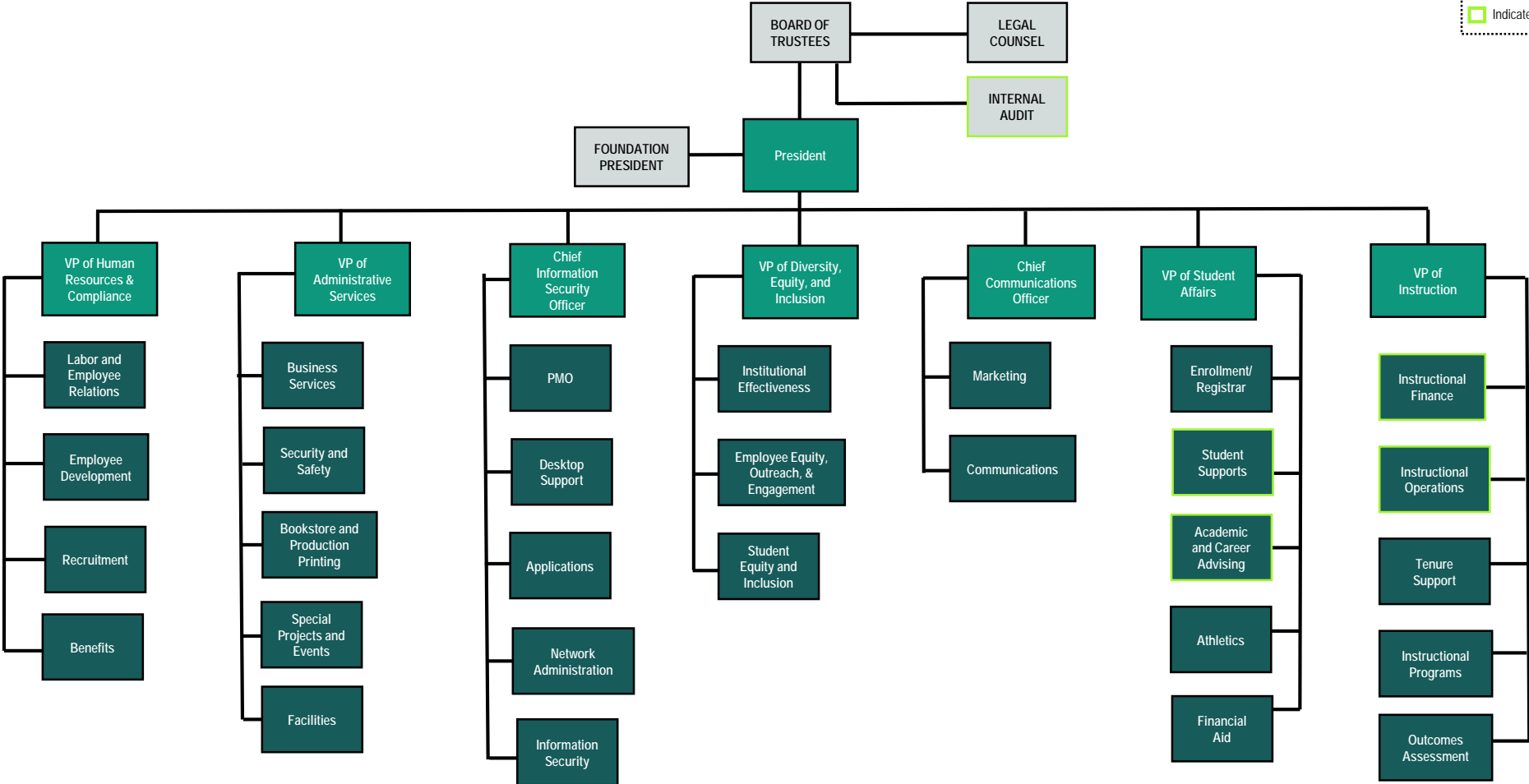
Moss Adams, LLP

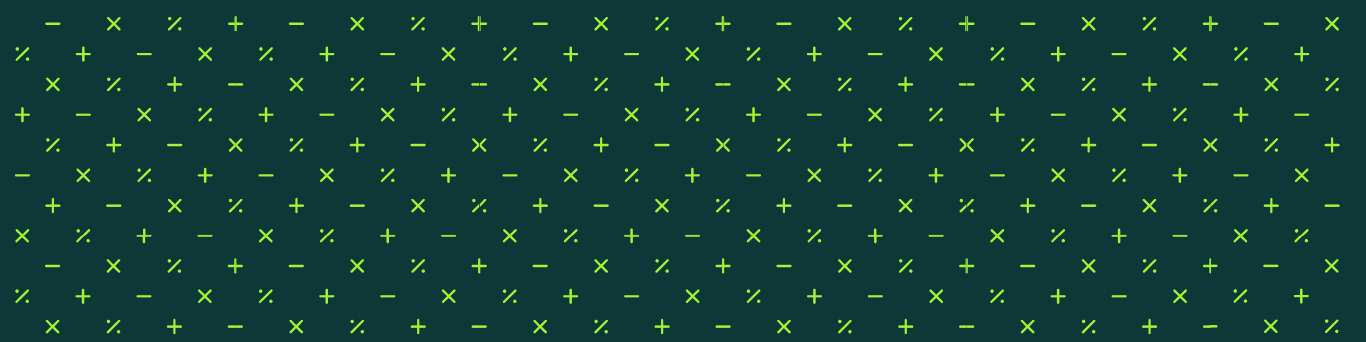


Proposed Leadership and Functional Structure

LEGEND

- Executive or department lead positions
- High-level divisions/functions
- Indicates a change

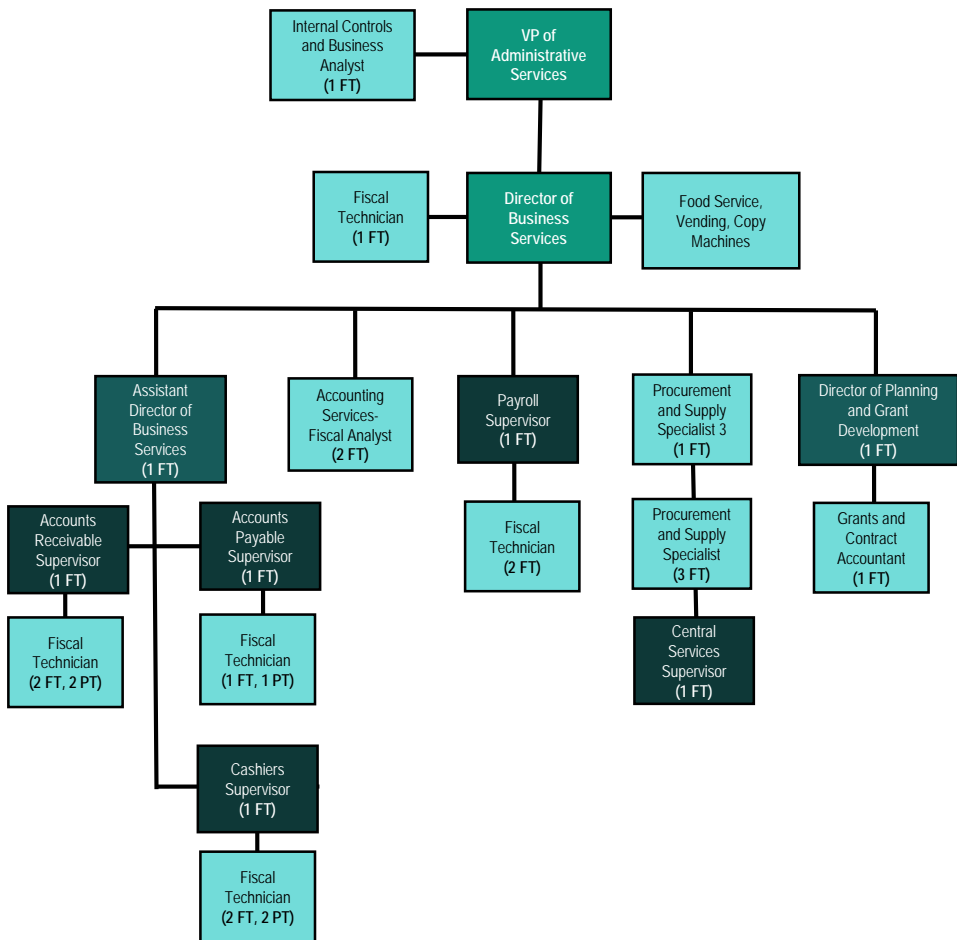




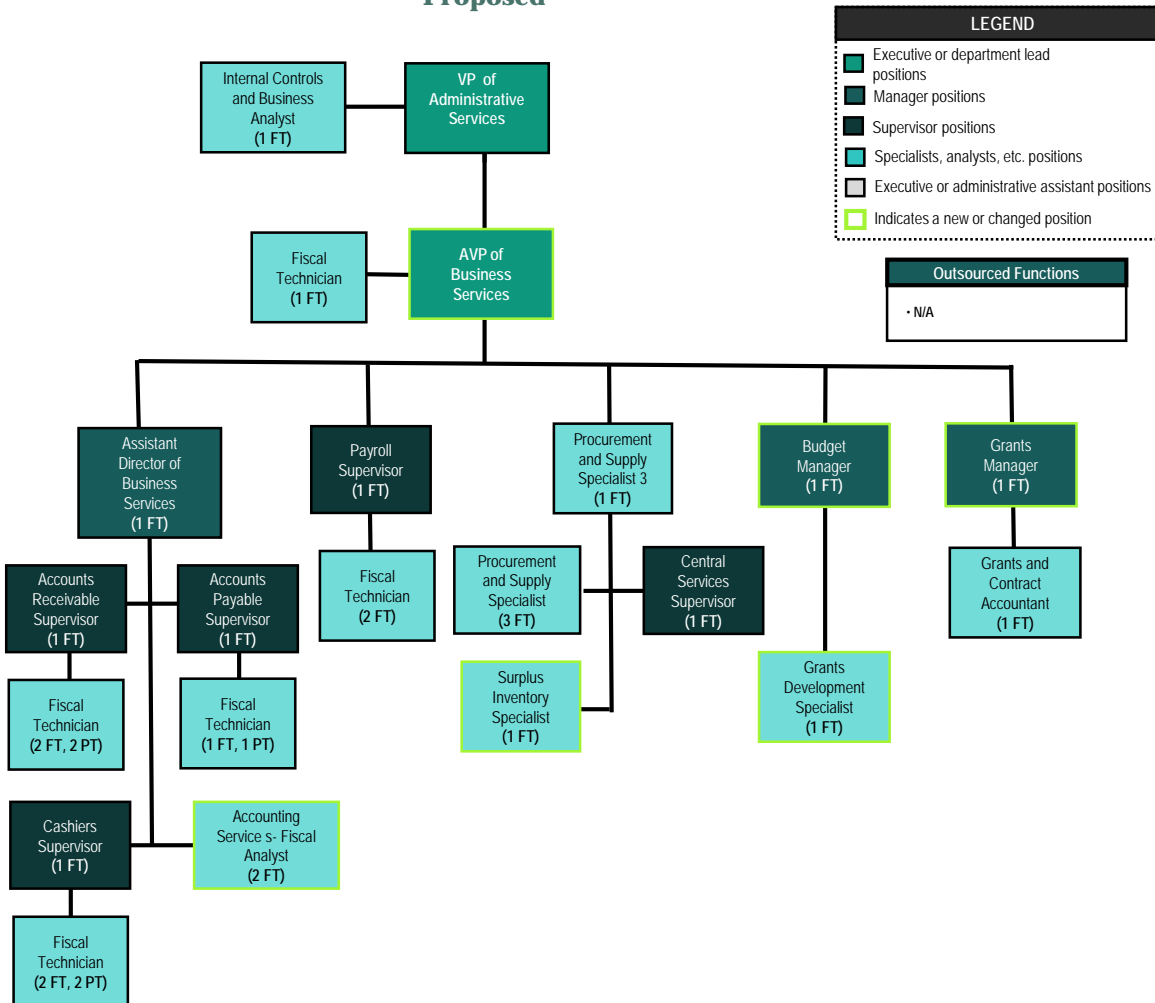
Administrative Services

Administrative Services-Business Services

Current



Proposed



LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

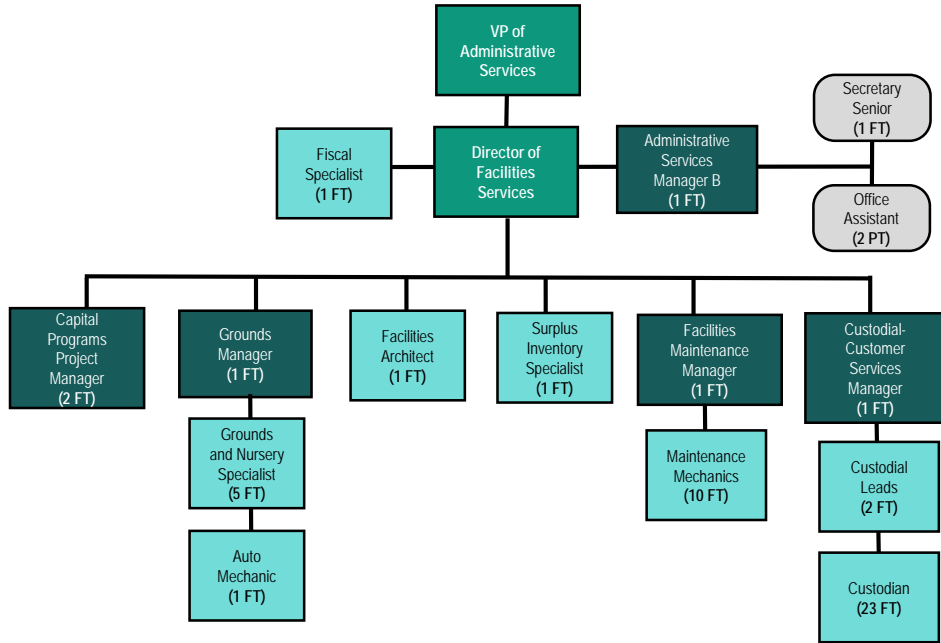
Outsourced Functions

- N/A

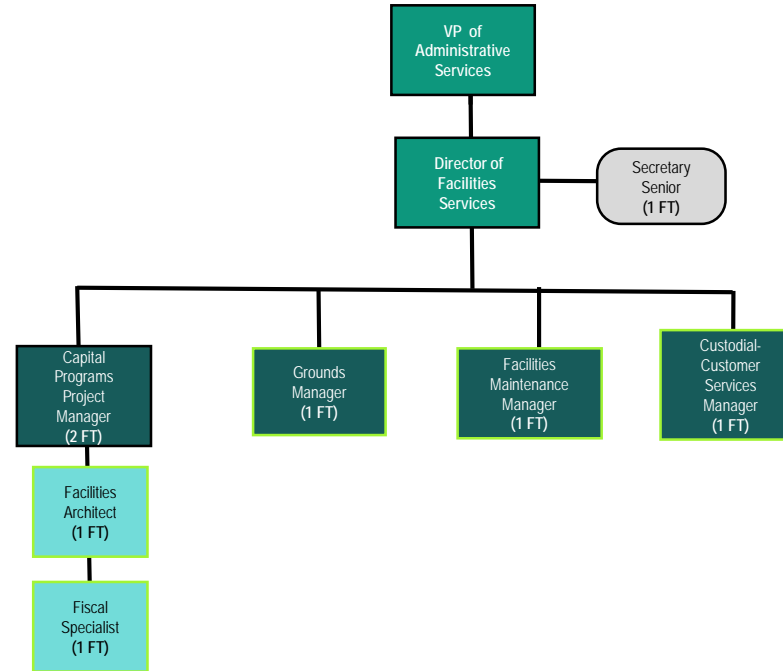


Administrative Services-Facilities Services

Current



Proposed



LEGEND

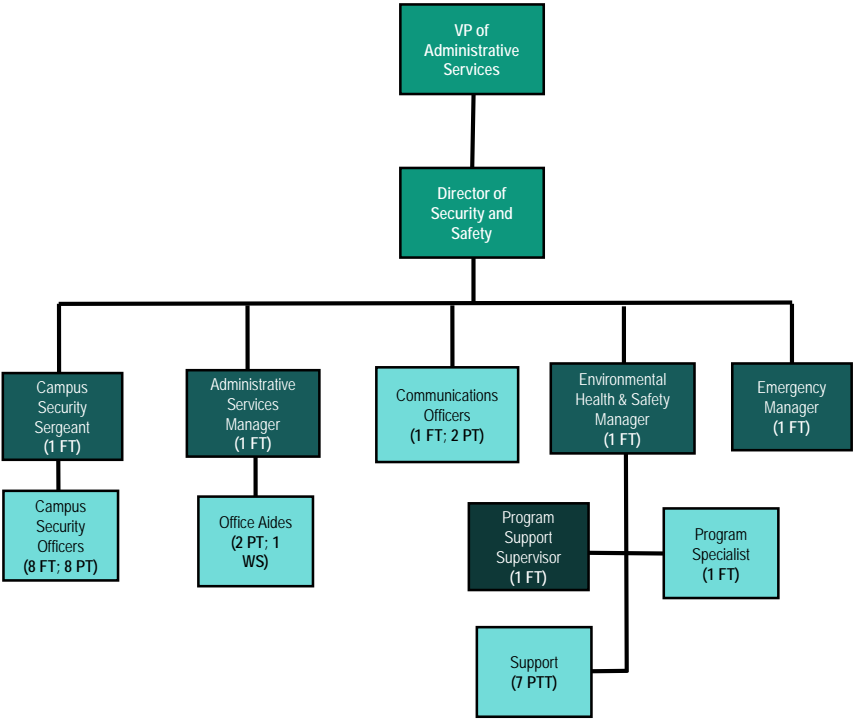
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Potentially Outsourced Functions

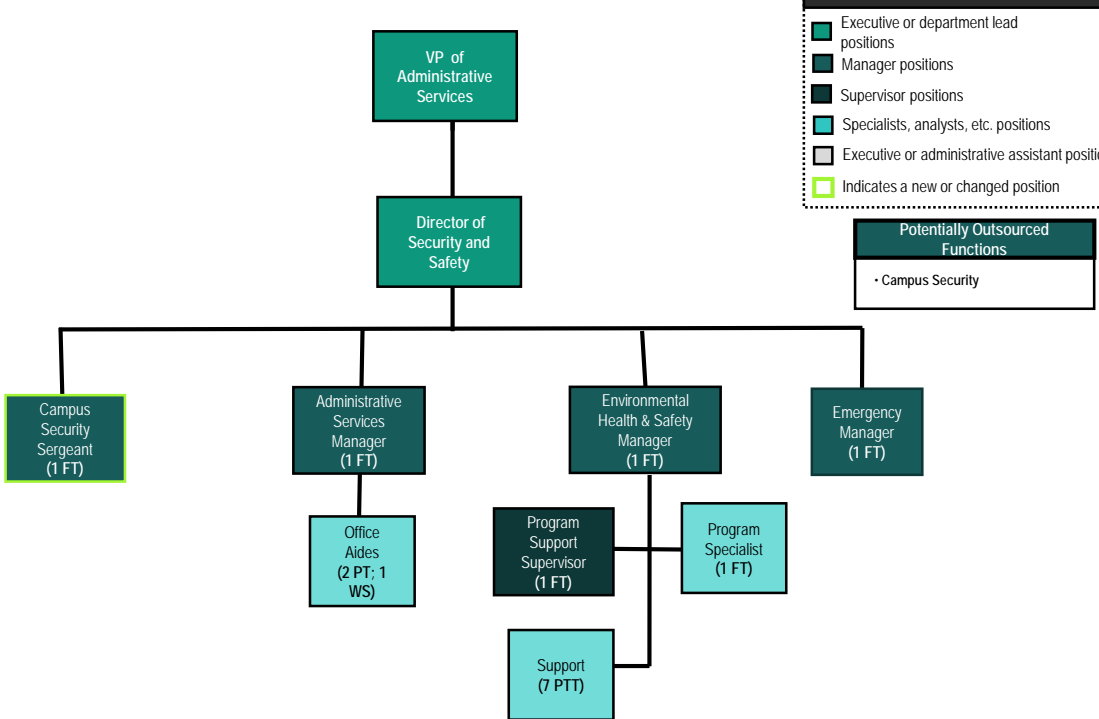
- Grounds Keeping
- Facilities Maintenance
- Custodial Services

Administrative Services-Security and Safety

Current

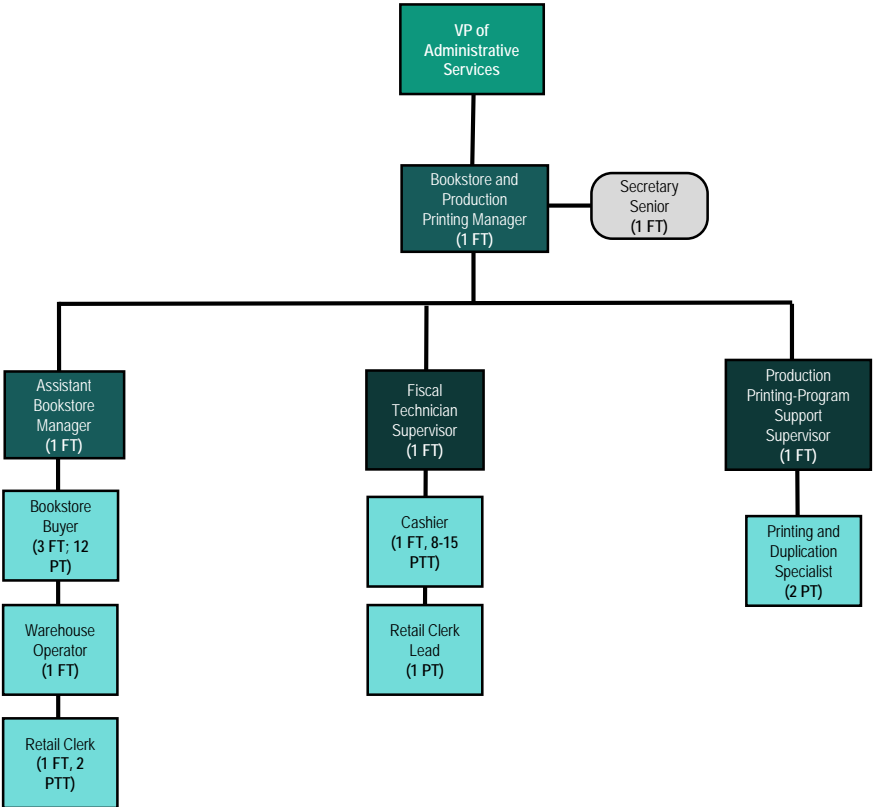


Proposed

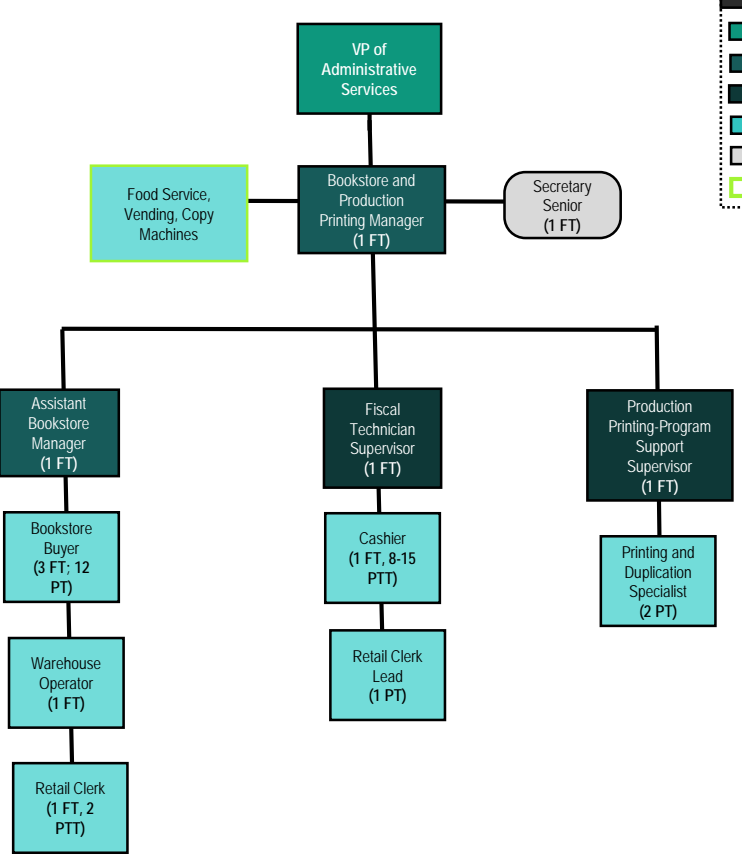


Administrative Services-Bookstore and Production

Current



Proposed



LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

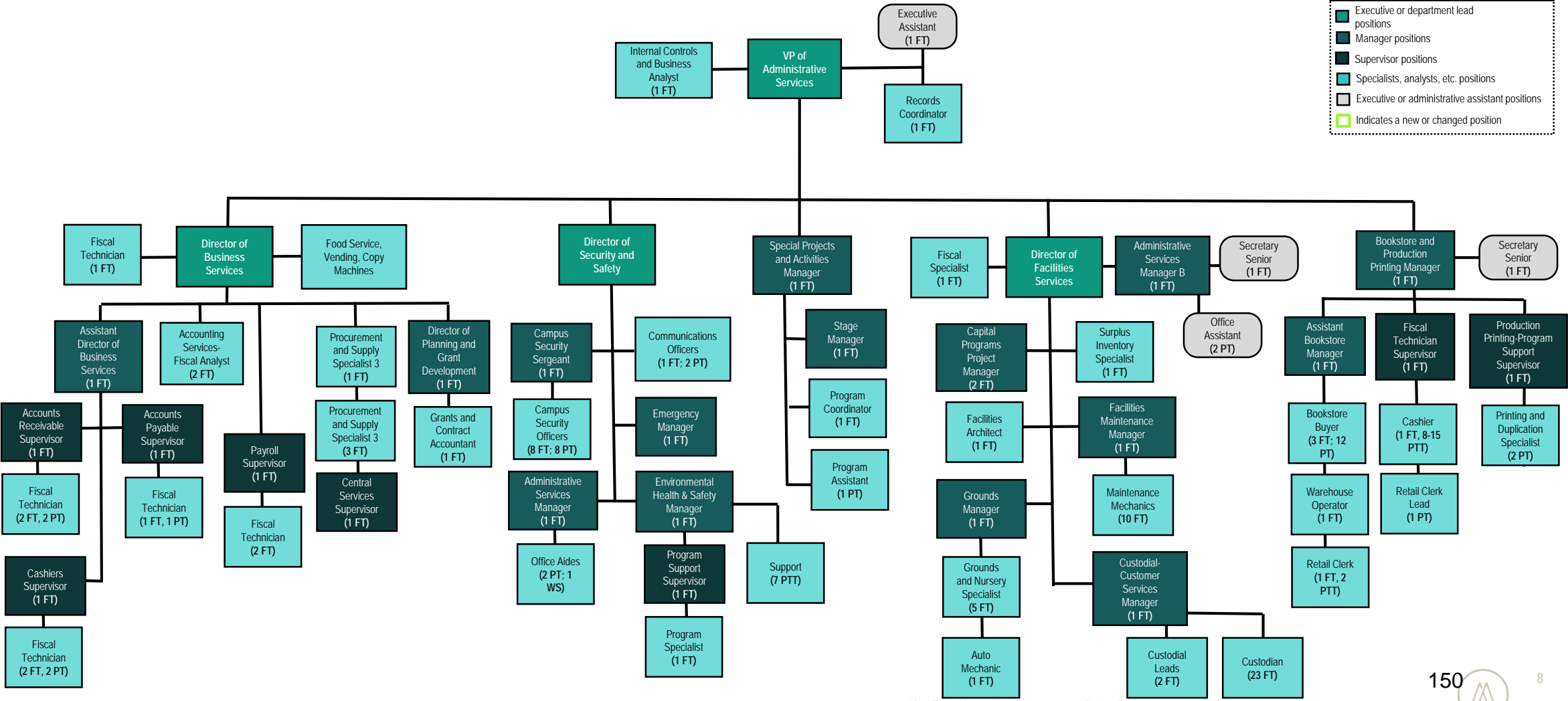
Outsourced Functions

- N/A

Administrative Services Department **Current** Structure

LEGEND

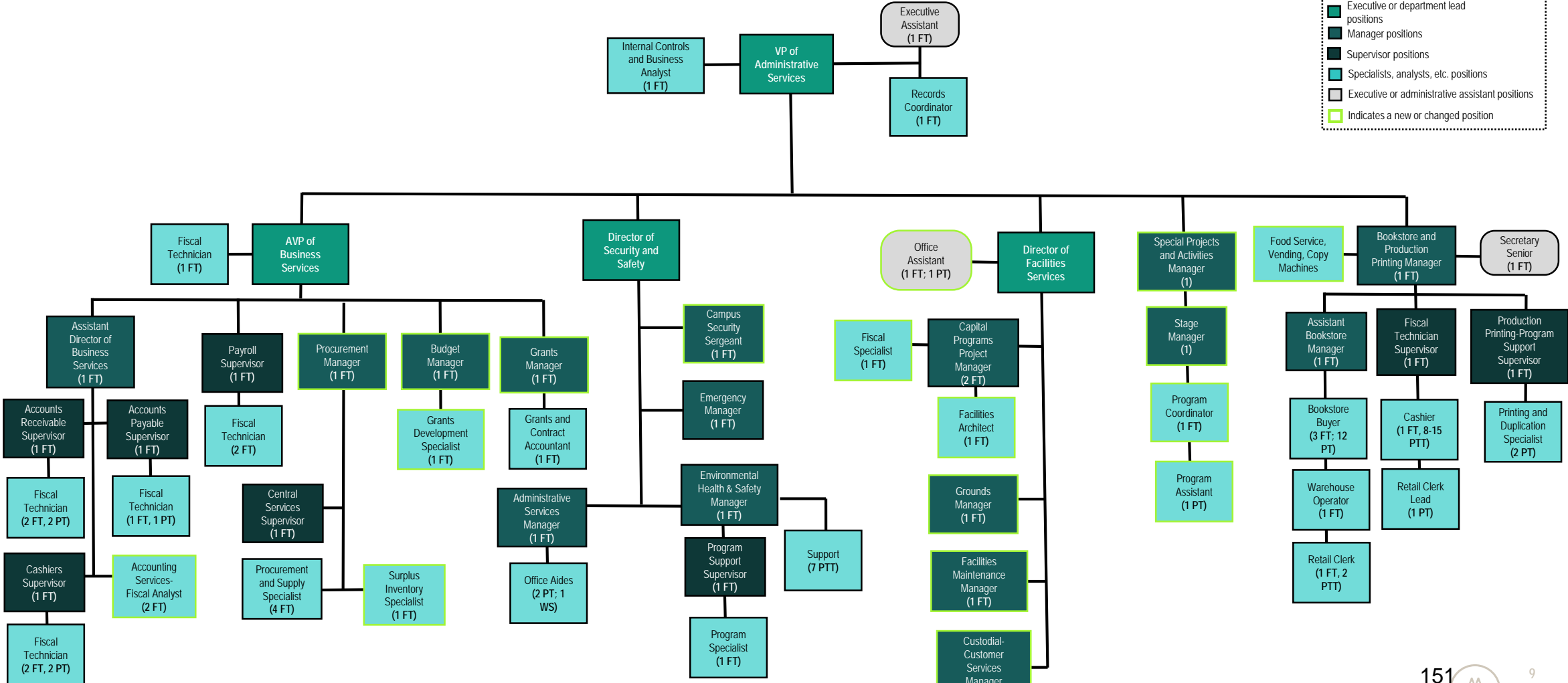
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

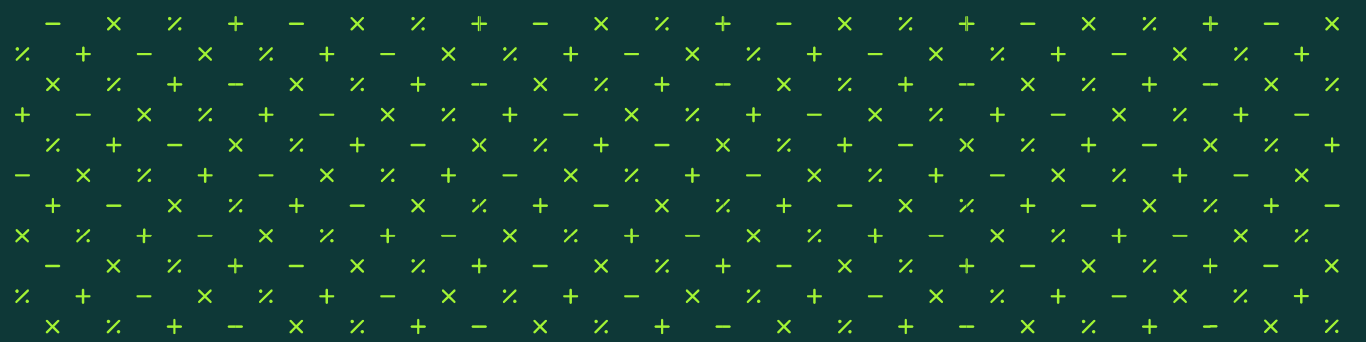


Administrative Services Department Proposed Structure

LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

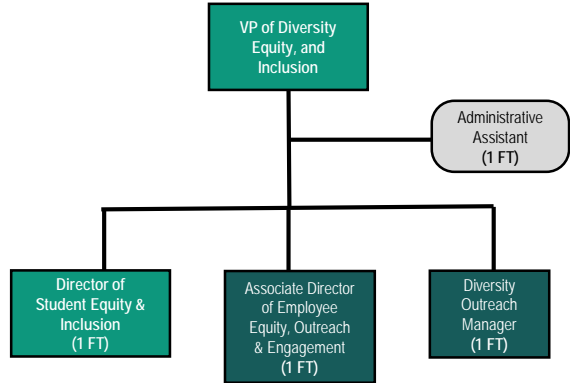




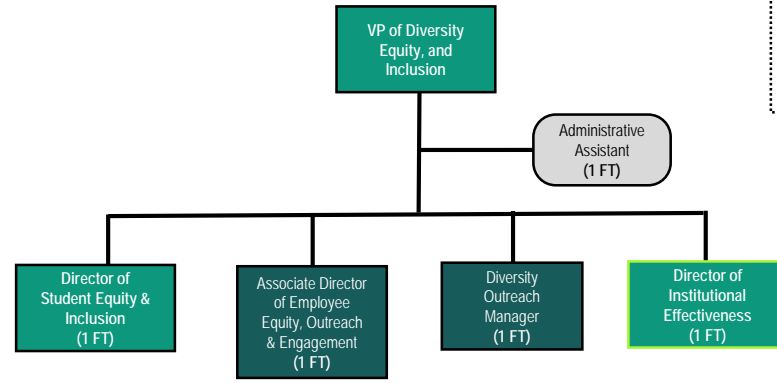
Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion

Current



Proposed

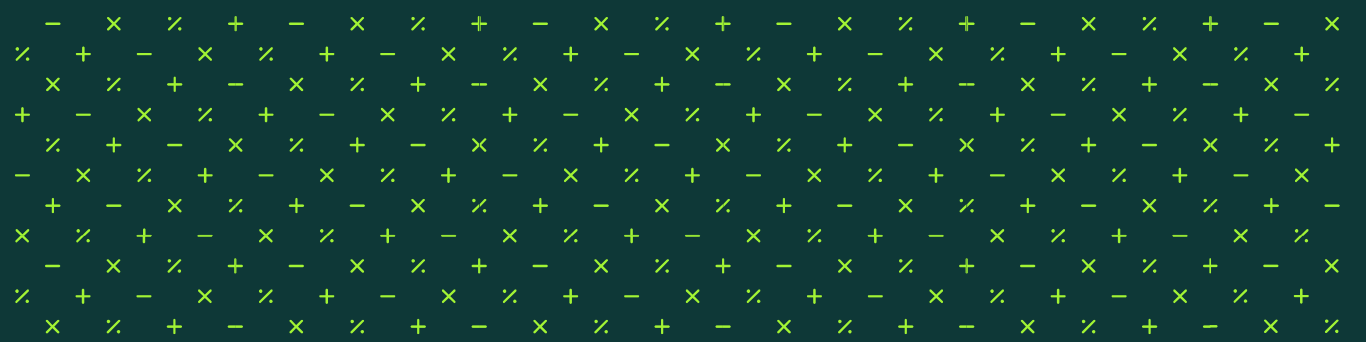


LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

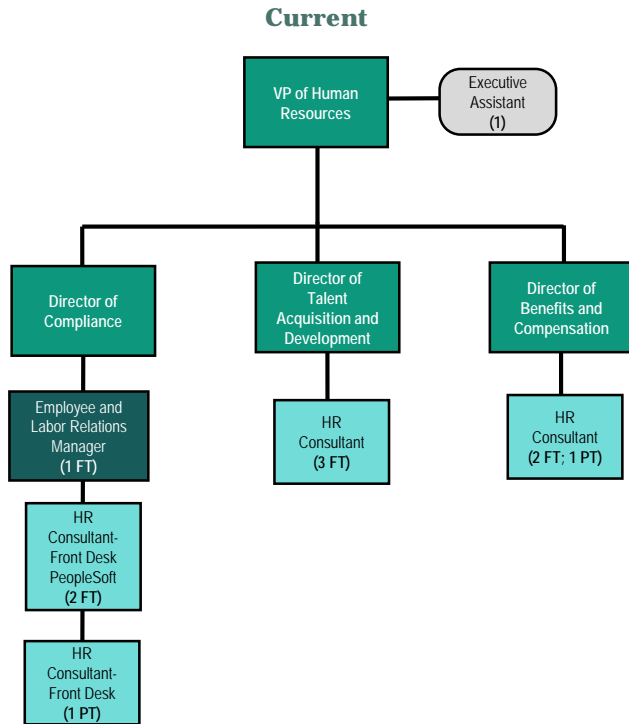
Outsourced Functions

- N/A



Human Resources

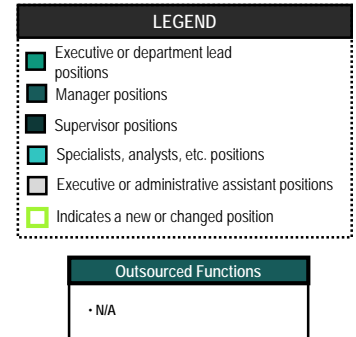
Human Resources

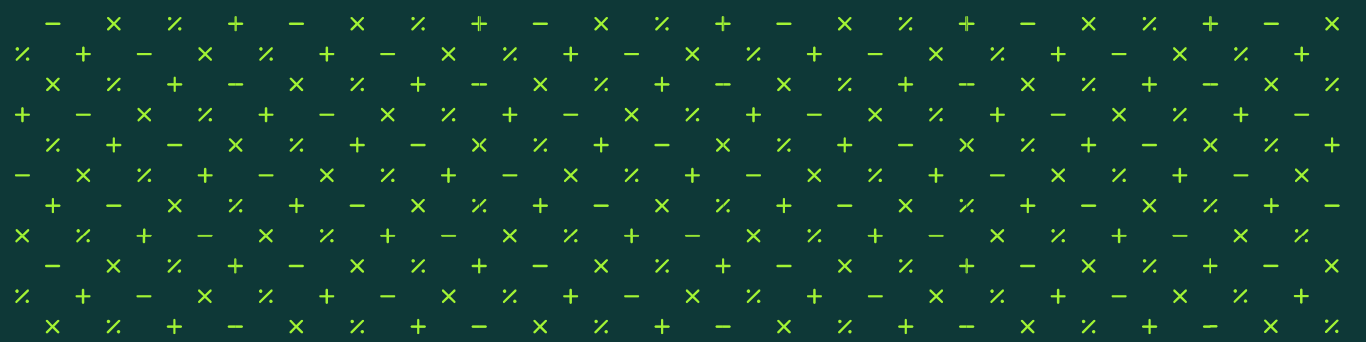


Proposed

No changes recommended

Pending Organizational Assessment

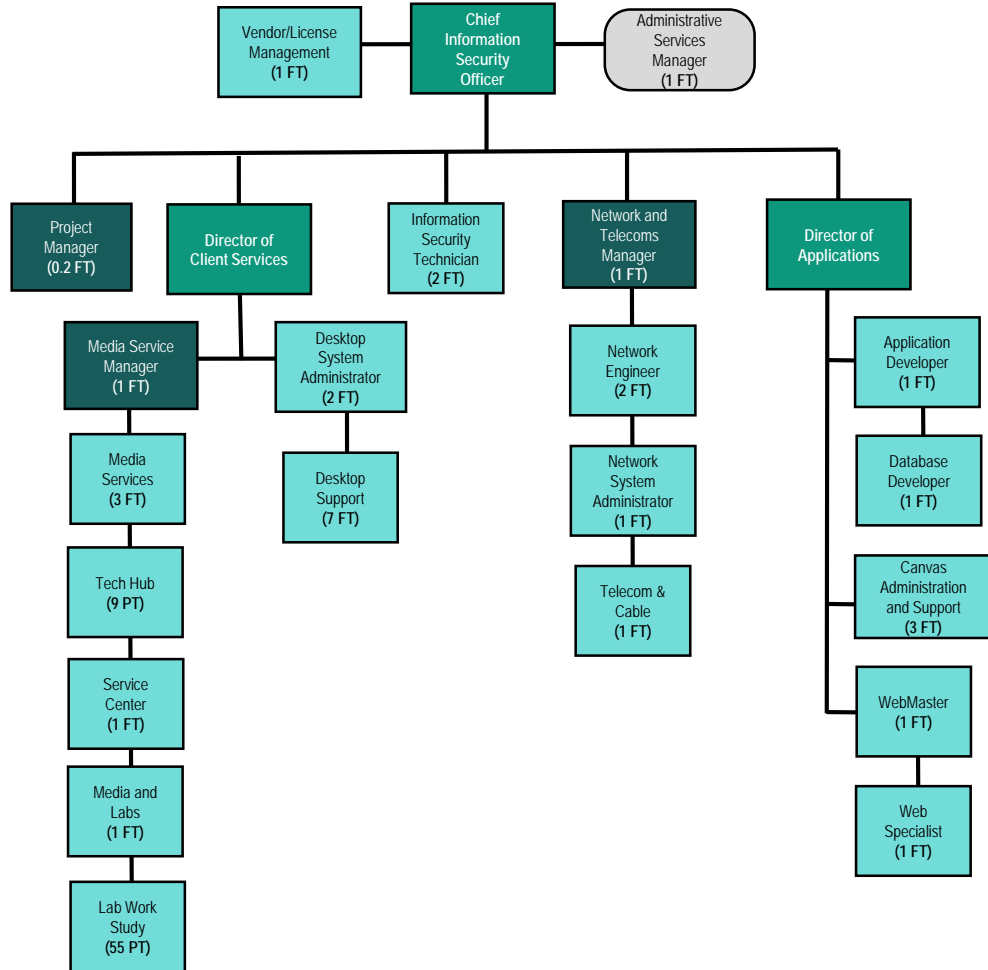




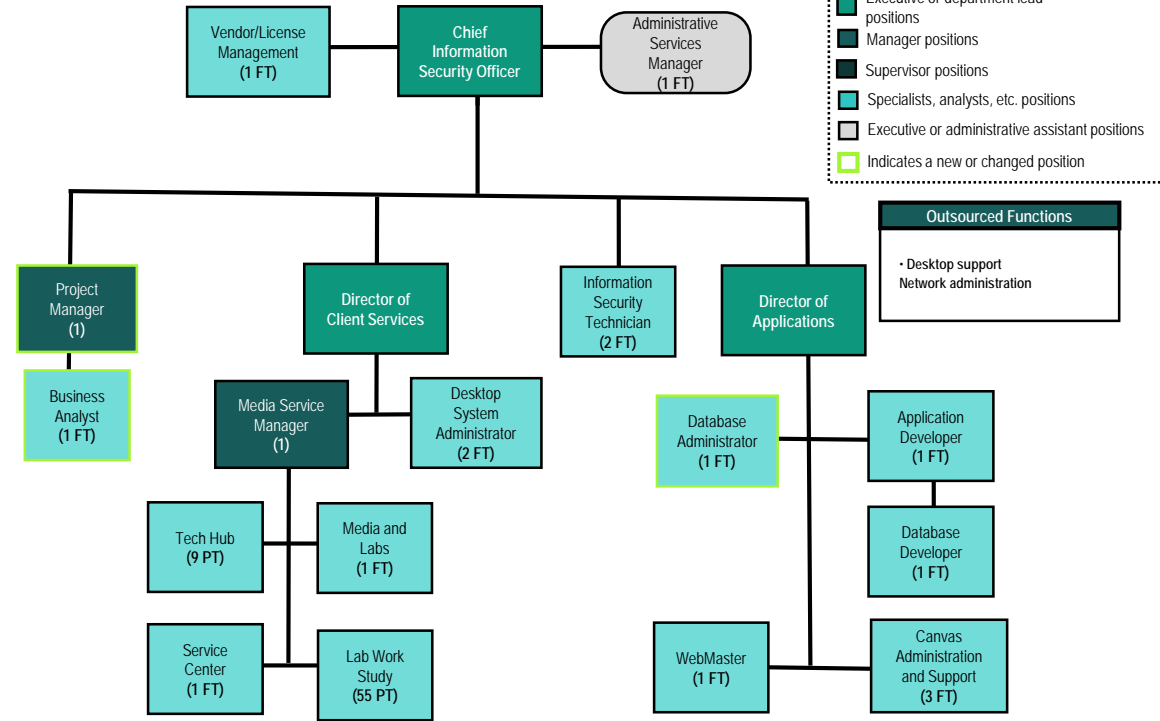
Information Technology

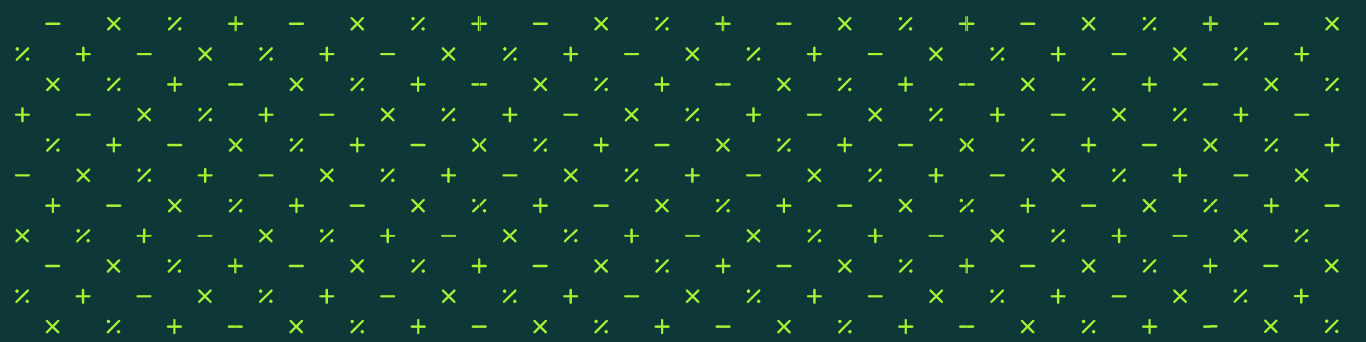
Information Technology

Current



Proposed

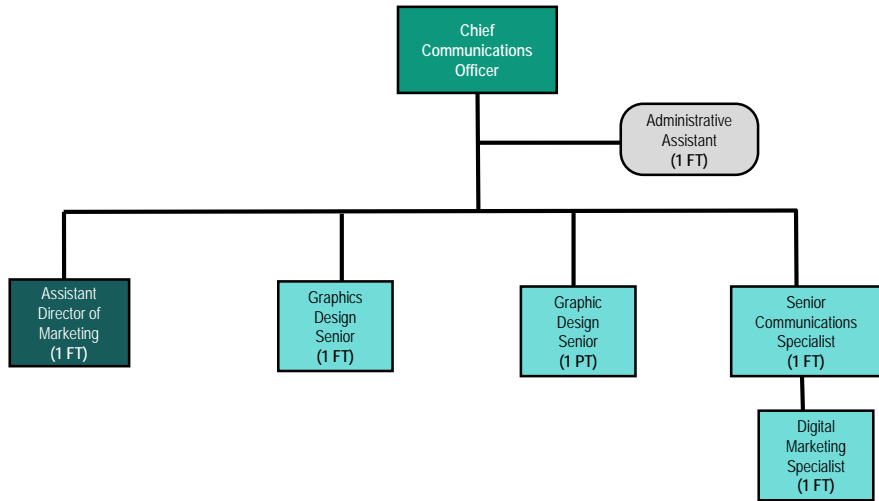




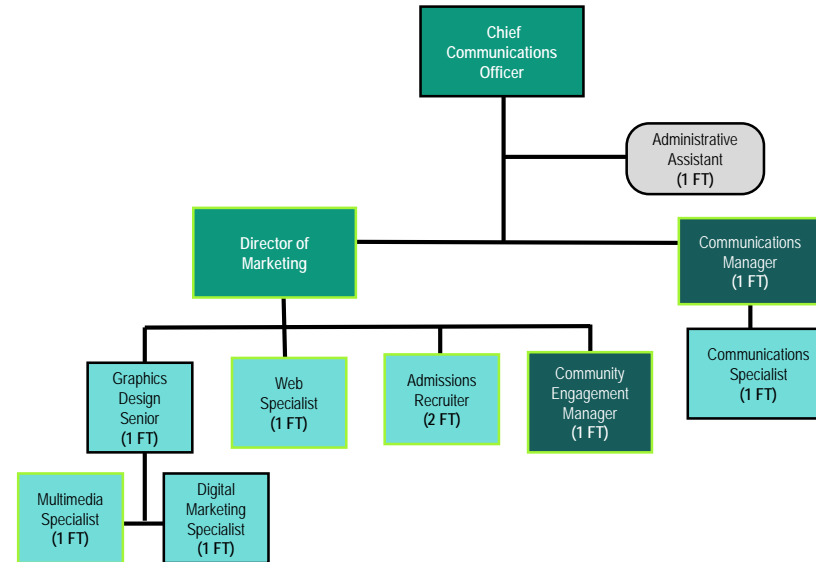
Marketing and Communications

Marketing and Communications

Current



Proposed

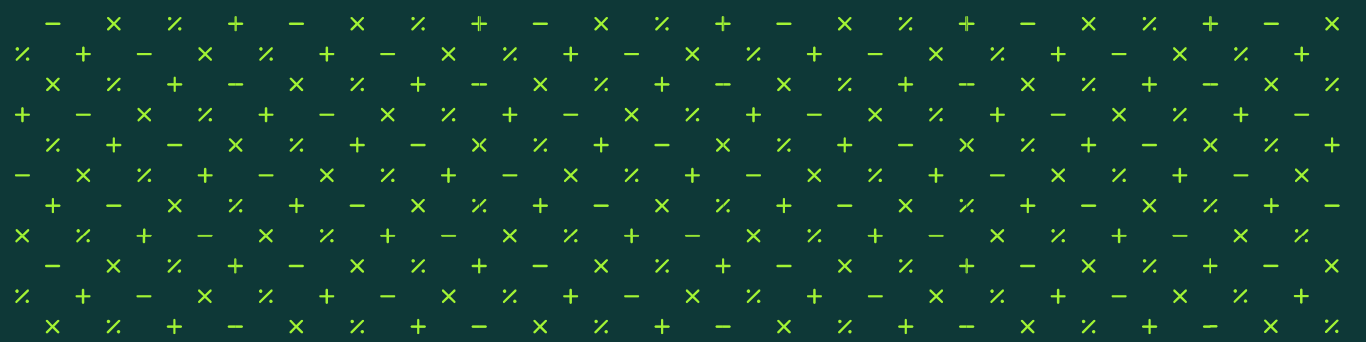


LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

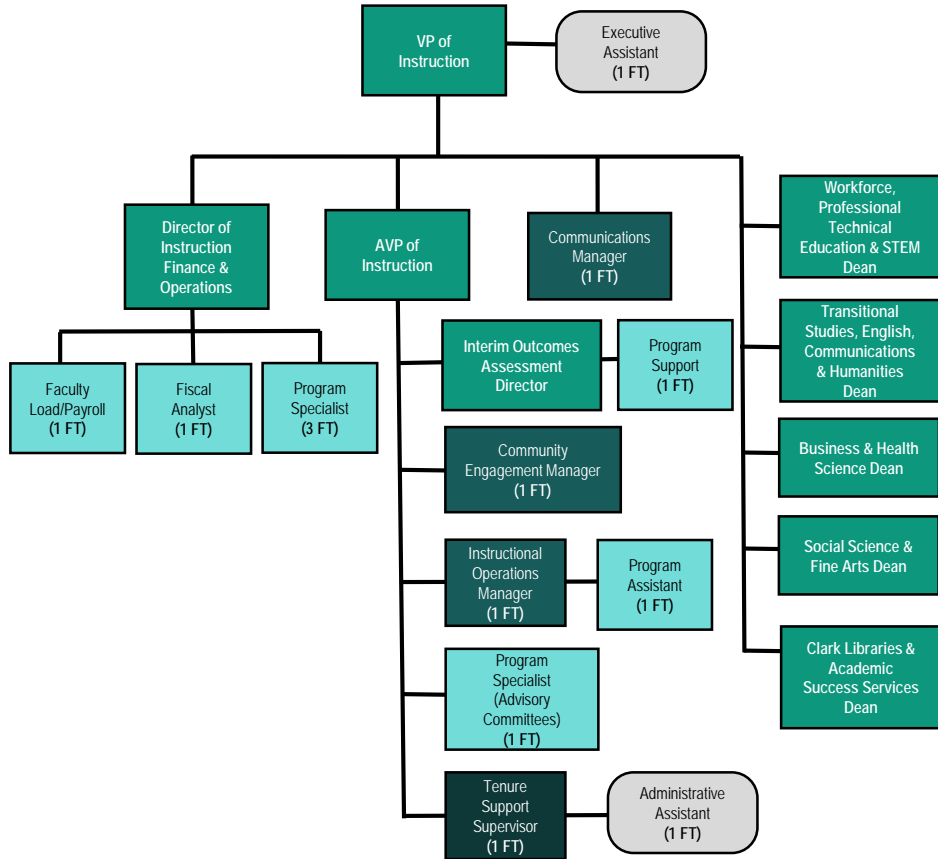
- N/A



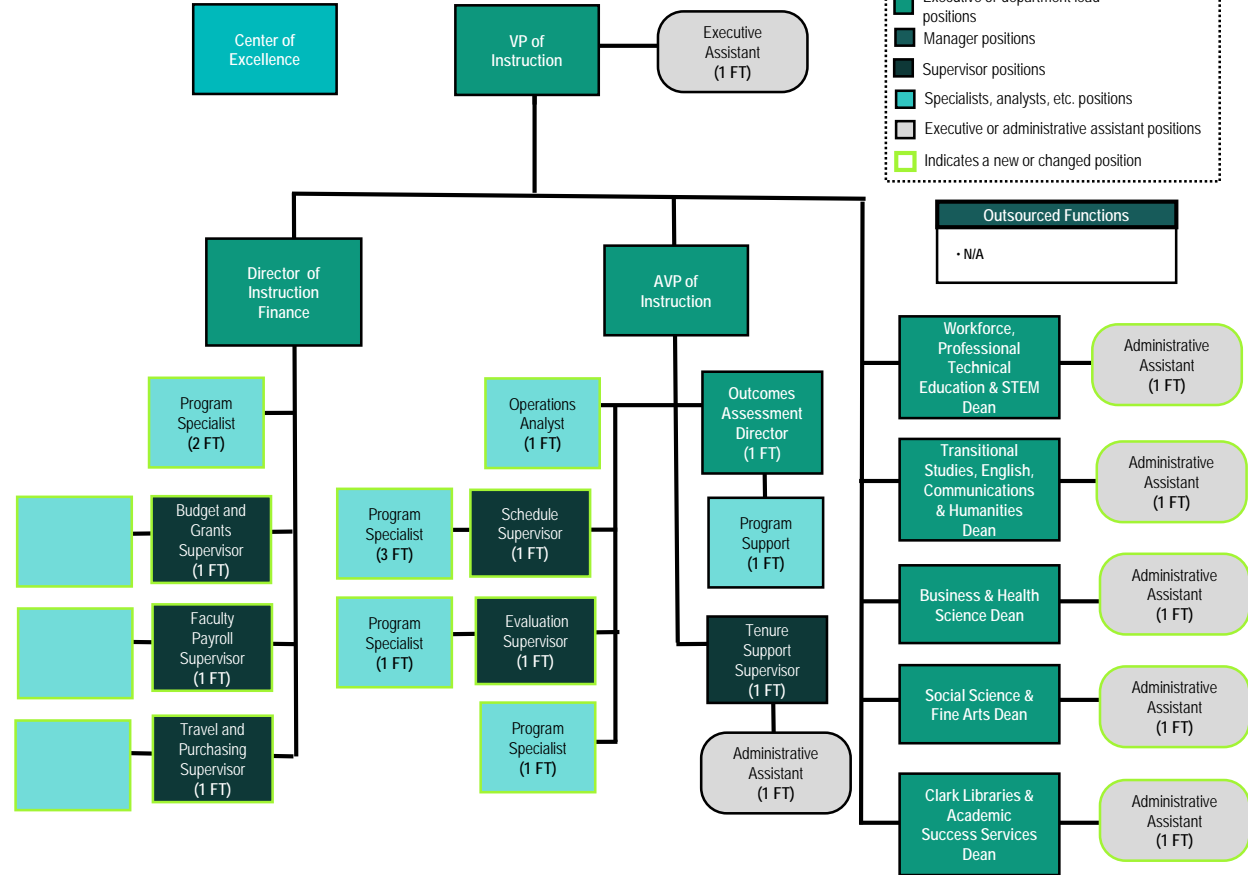
Office of Instruction

Office of Instruction-Main Office

Current



Proposed



LEGEND

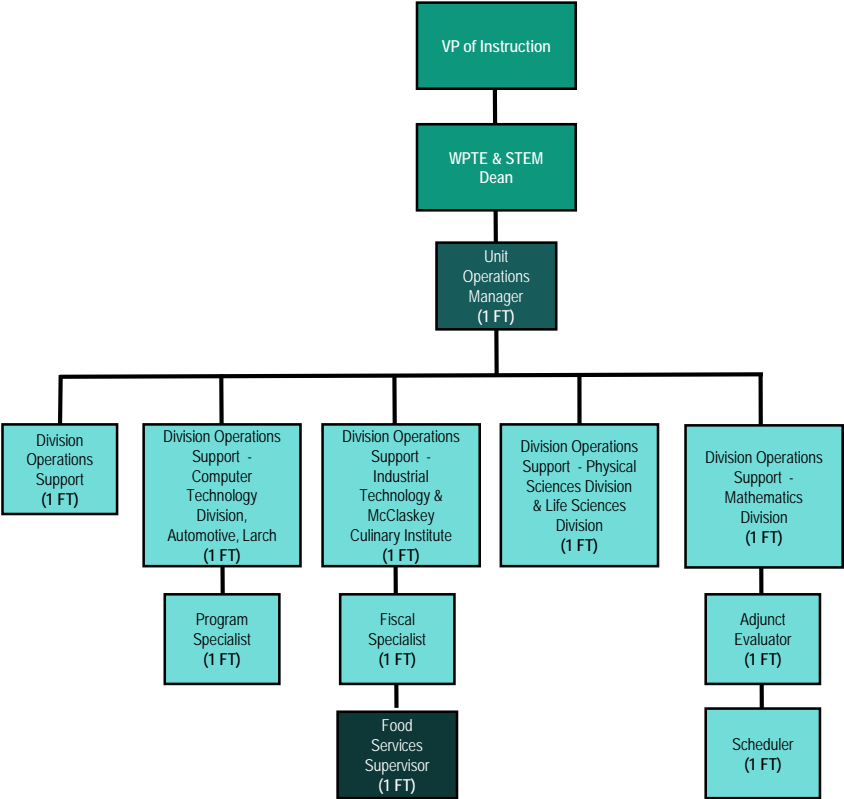
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

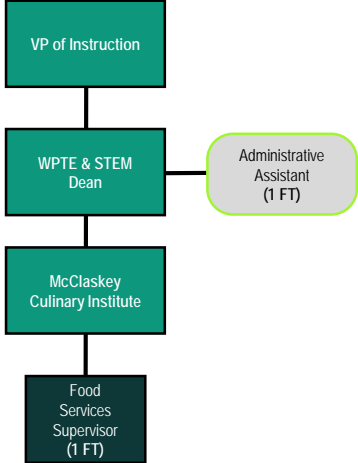
- N/A

Office of Instruction-Workforce, Professional Technical Education (Support)

Current



Proposed



LEGEND

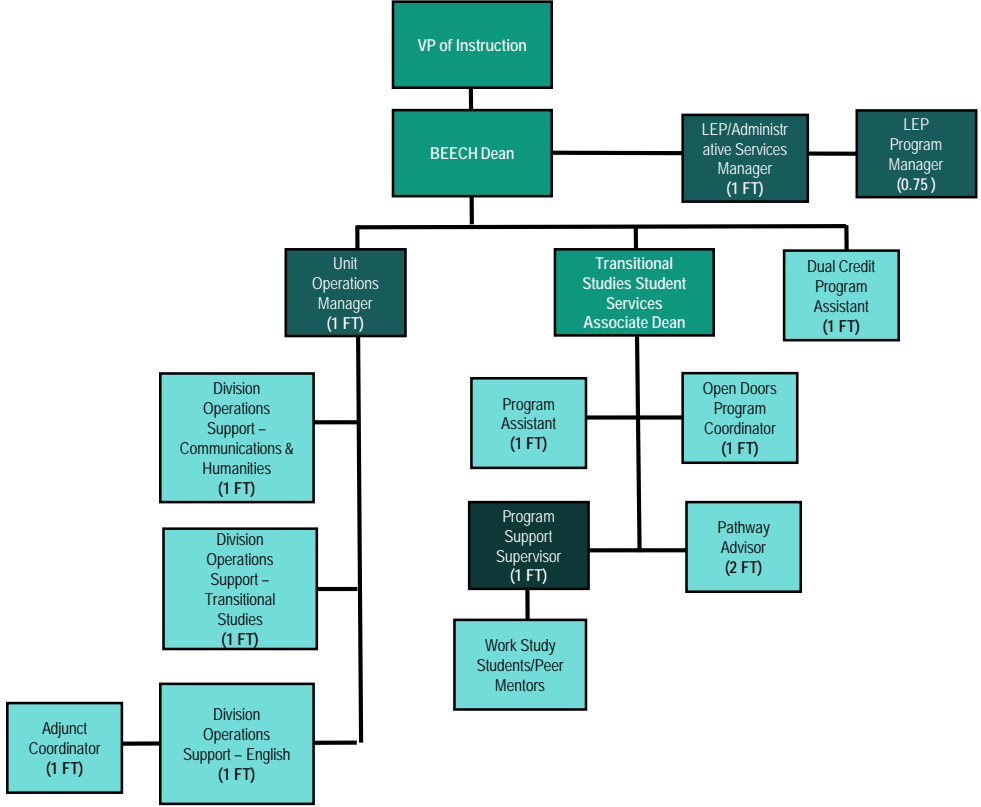
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

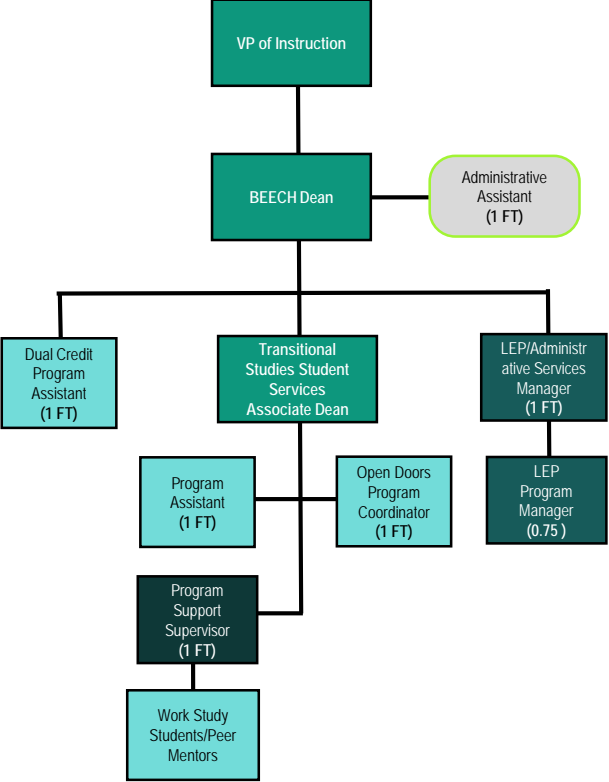
• N/A

Office of Instruction-Transitional Studies, English, Communications & Humanities (Support)

Current



Proposed



LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

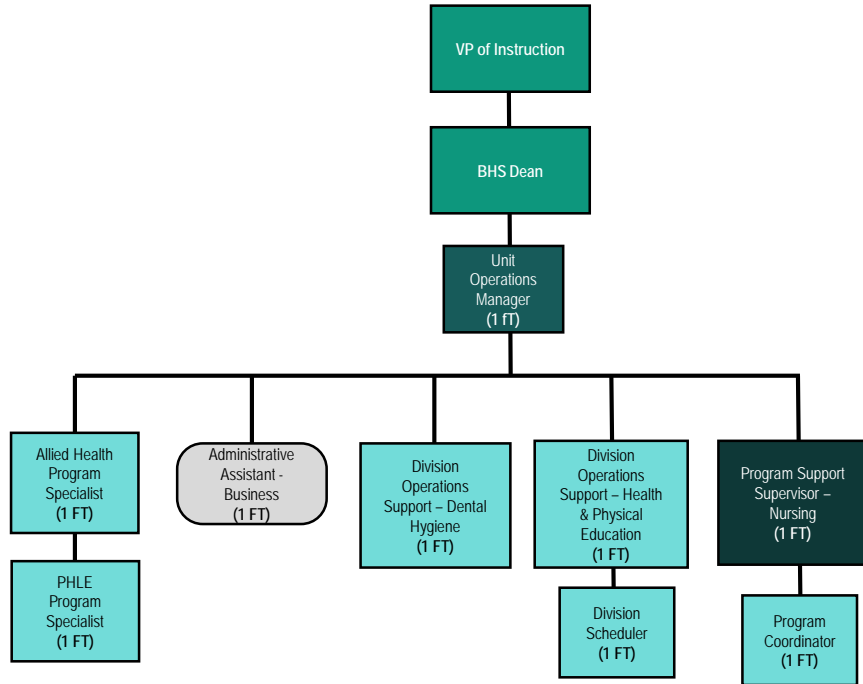
Outsourced Functions

- N/A

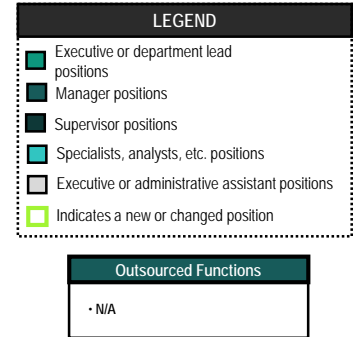
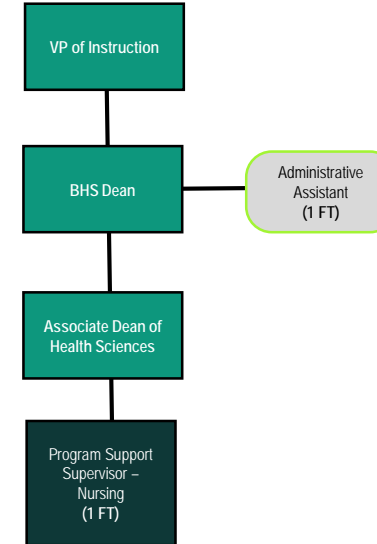


Office of Instruction-Business & Health Services (Support)

Current

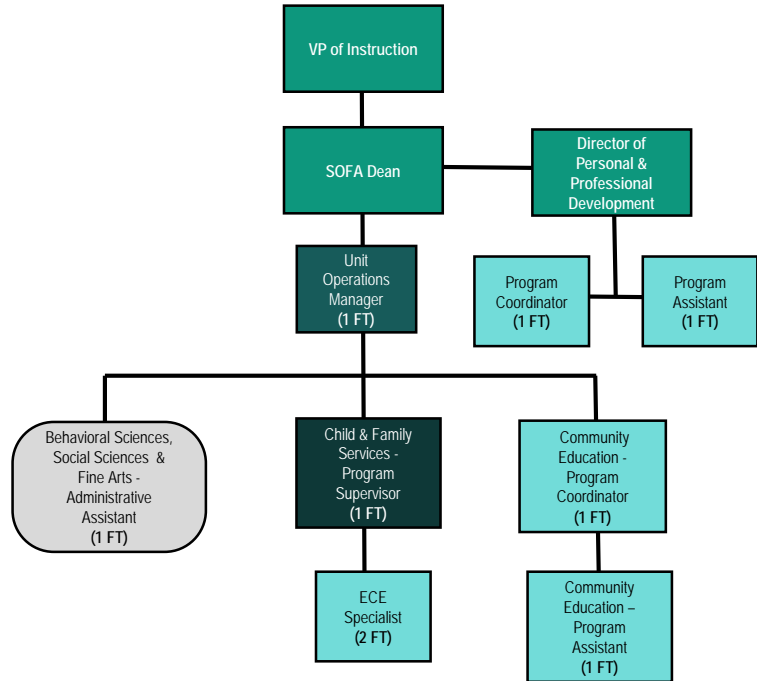


Proposed

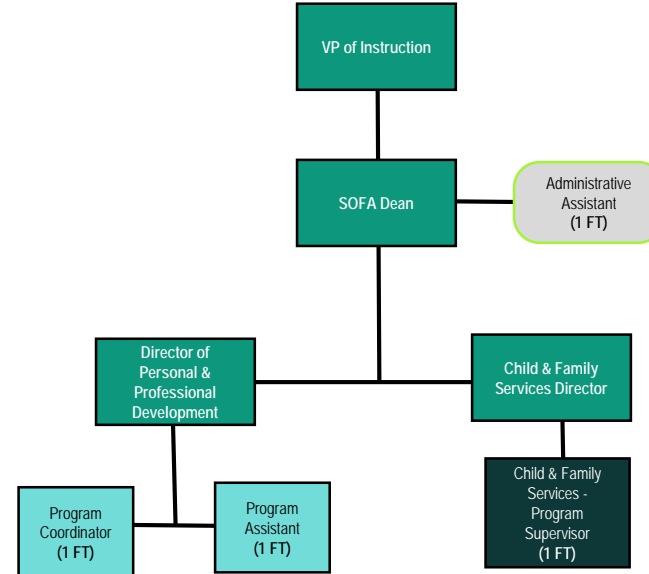


Office of Instruction-Social Science & Fine Arts (Support)

Current



Proposed



LEGEND

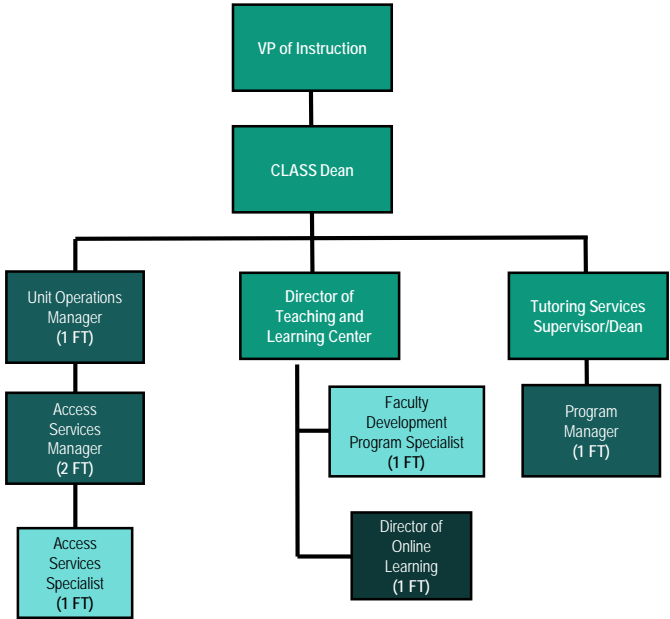
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

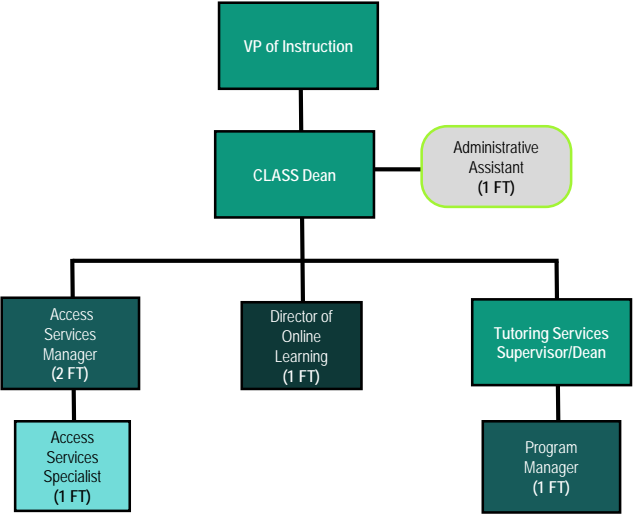
- N/A

Office of Instruction-Clark Libraries & Academic Success Services

Current



Proposed



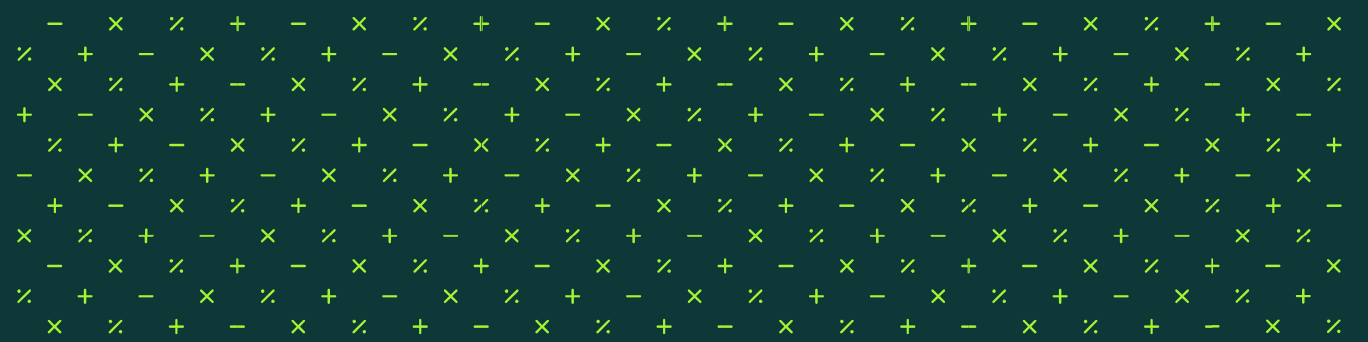
LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

• N/A

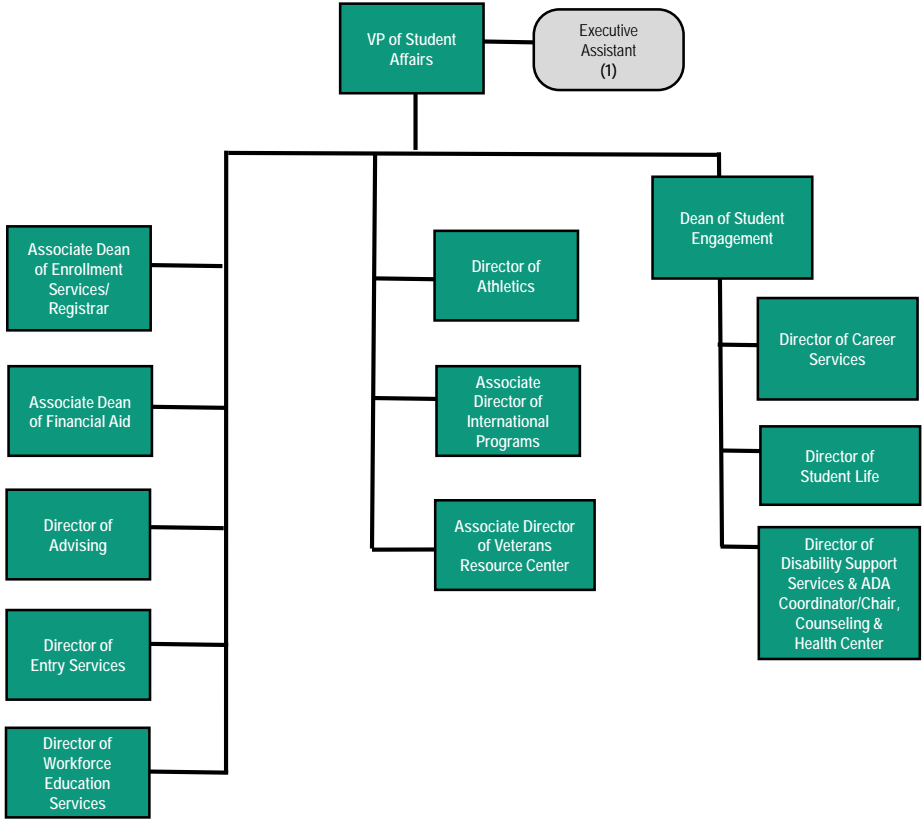




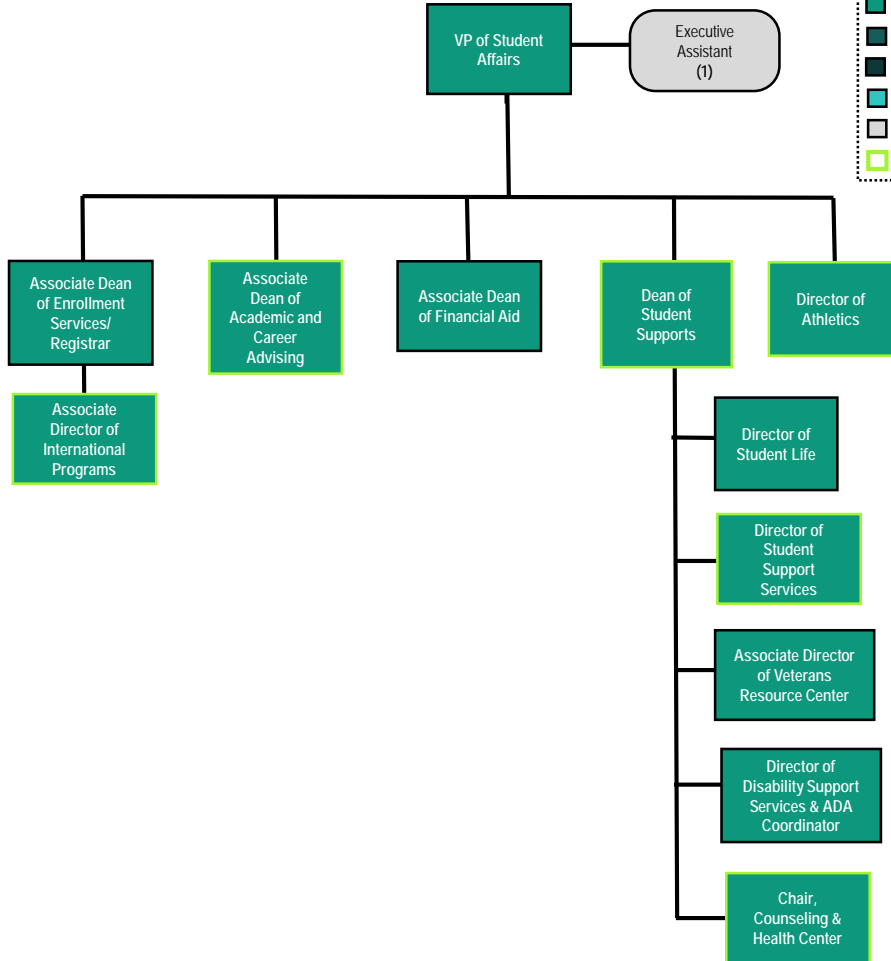
Student Affairs

Student Affairs-Leadership/Functional Structure

Current



Proposed



LEGEND

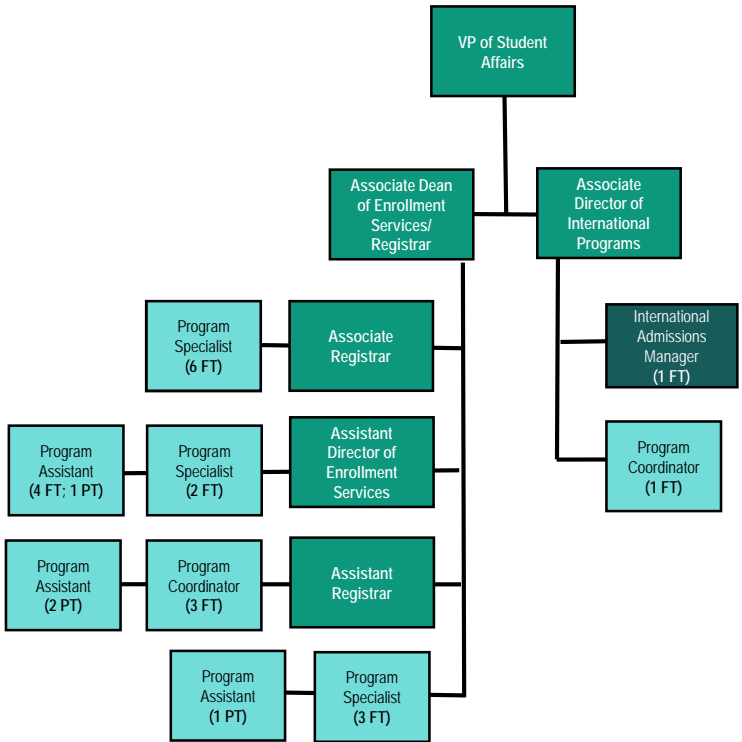
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

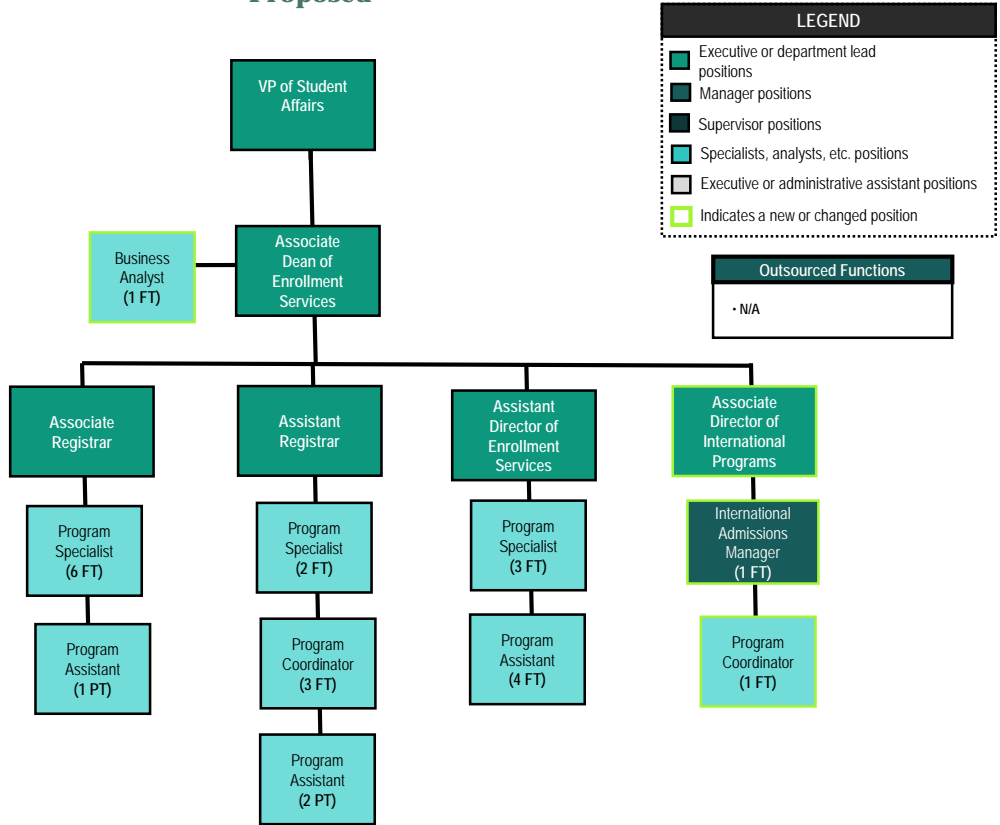
- N/A

Student Affairs-Enrollment

Current



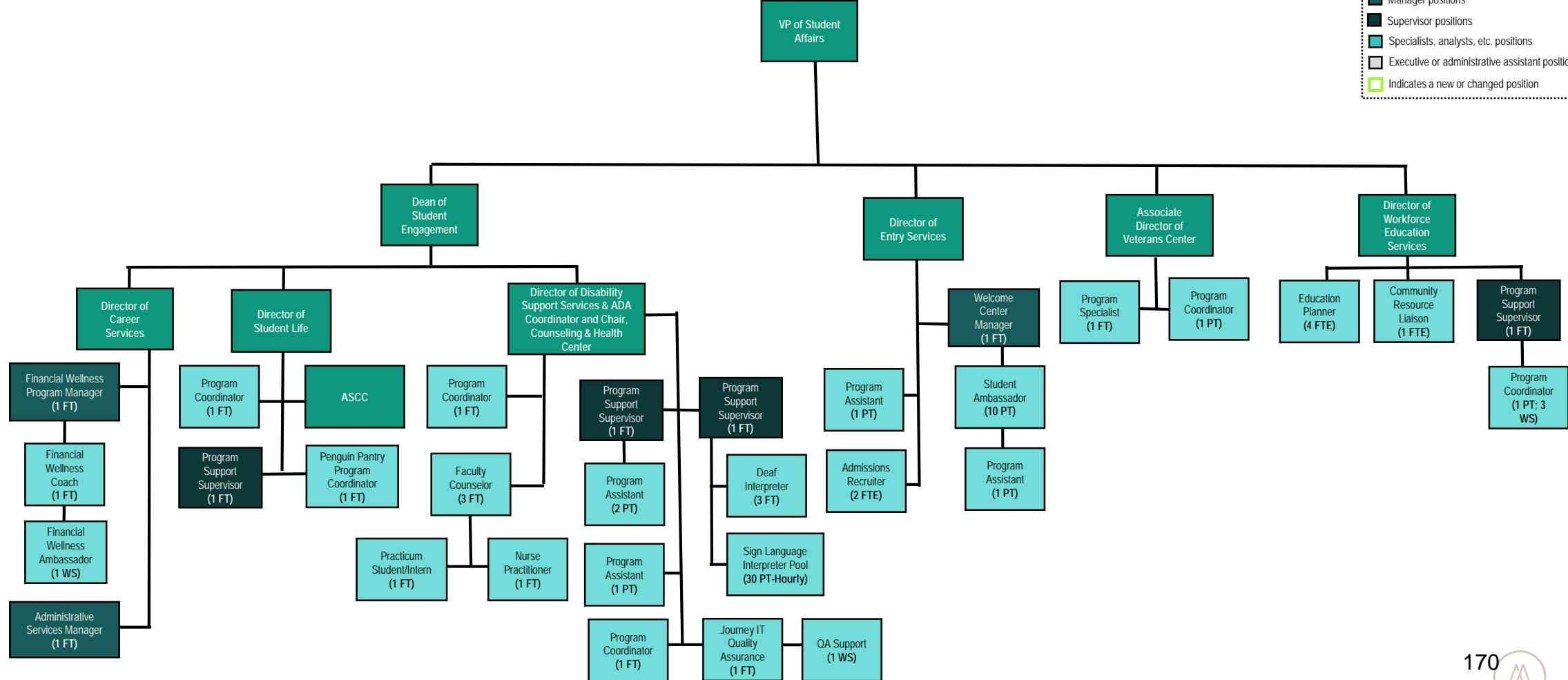
Proposed



Student Affairs-Student Support Services Current Structure

LEGEND

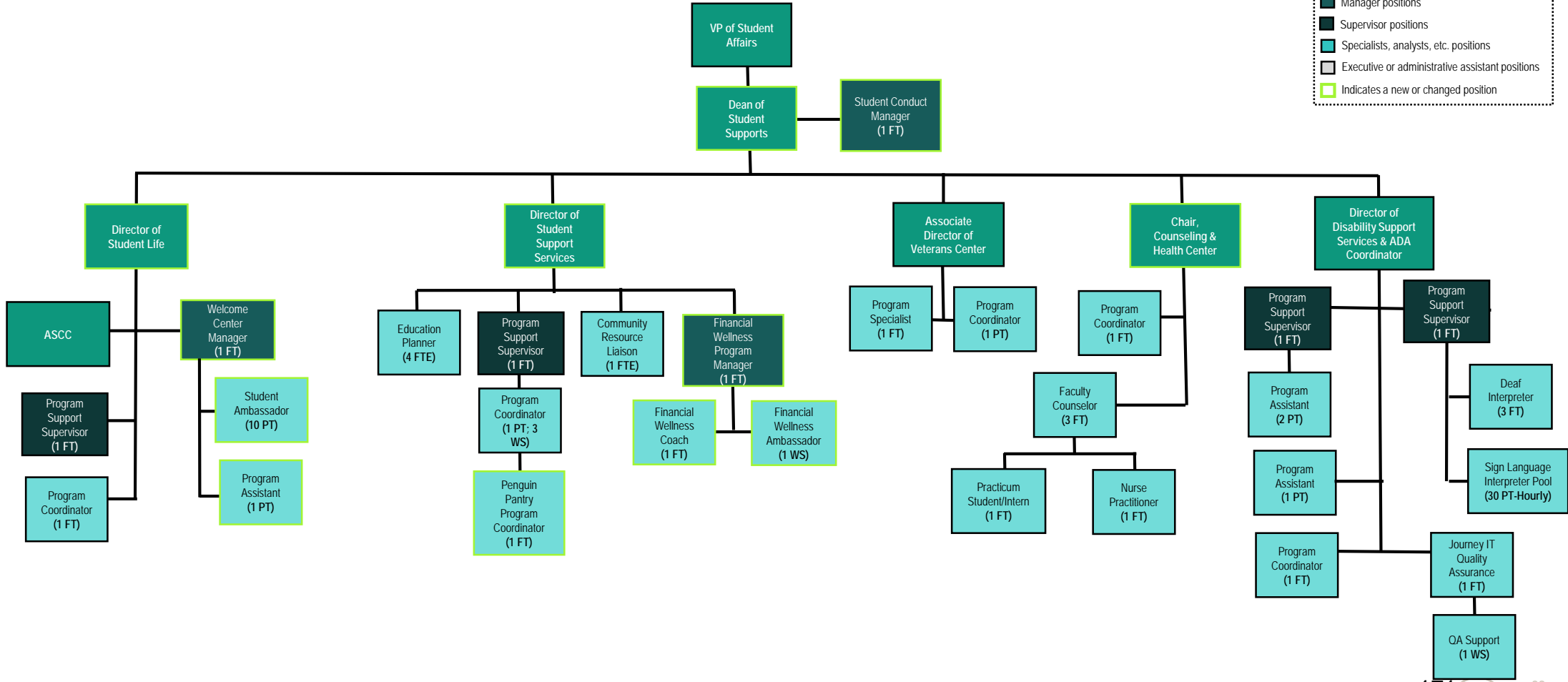
- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position



Student Affairs-Student Support Services Proposed Structure

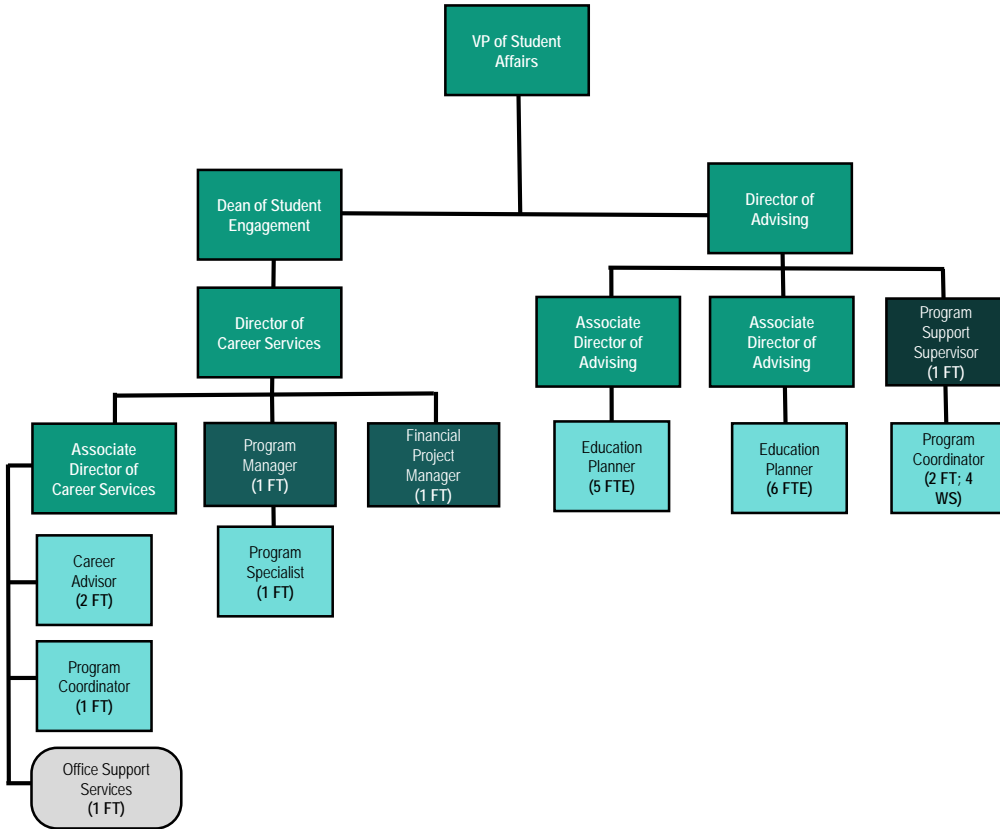
LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

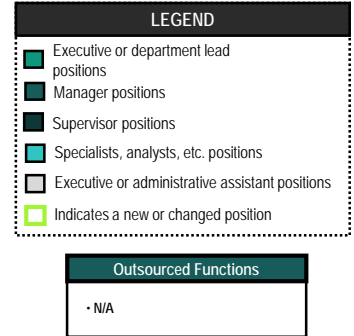
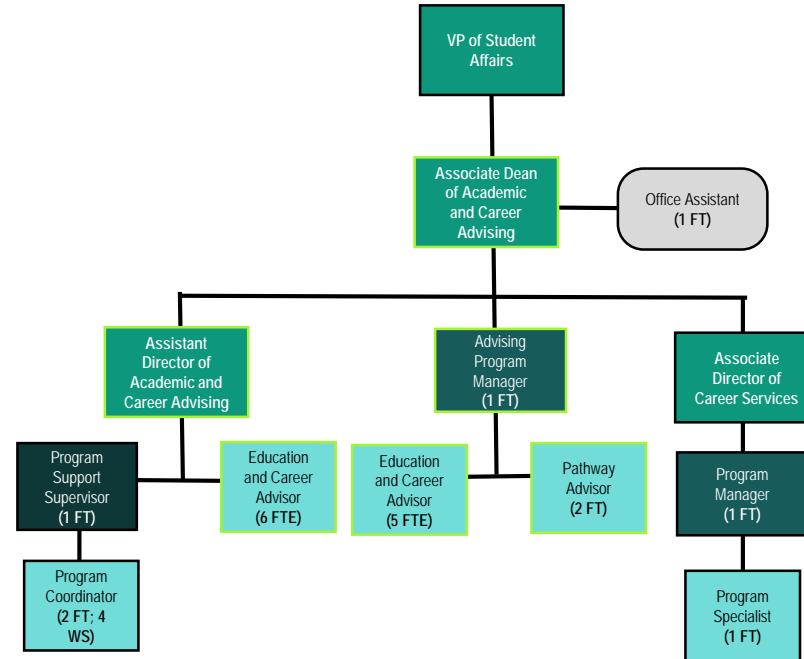


Student Affairs-Advising

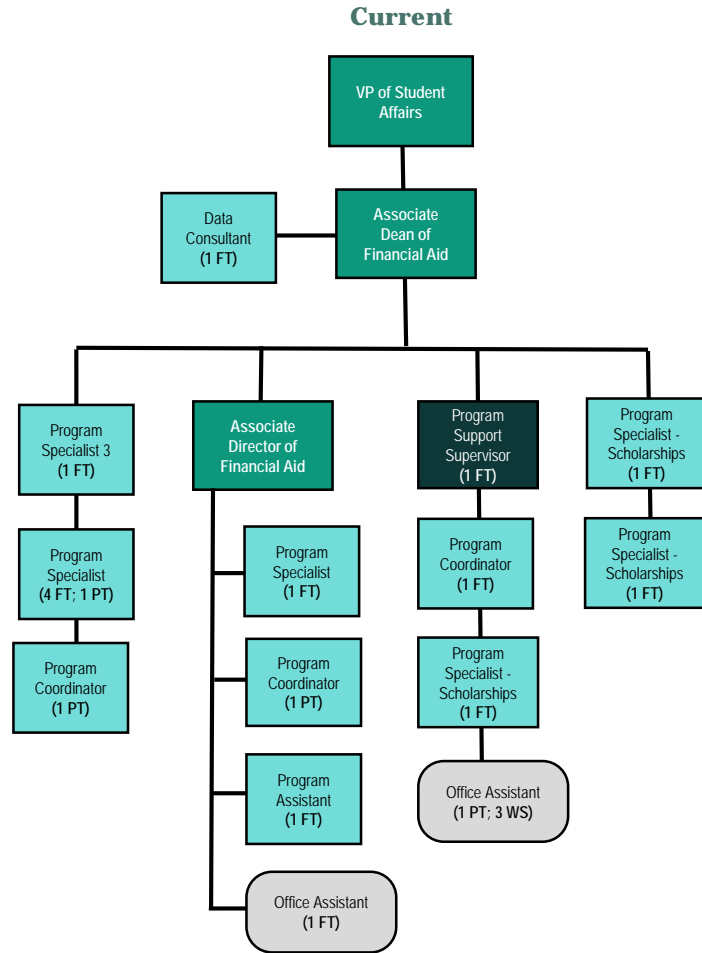
Current



Proposed



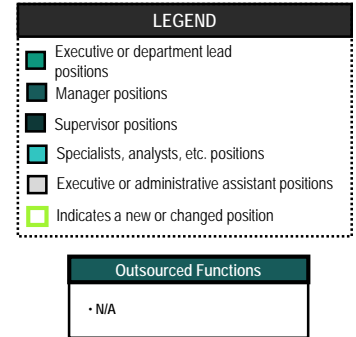
Student Affairs-Financial Aid



Proposed

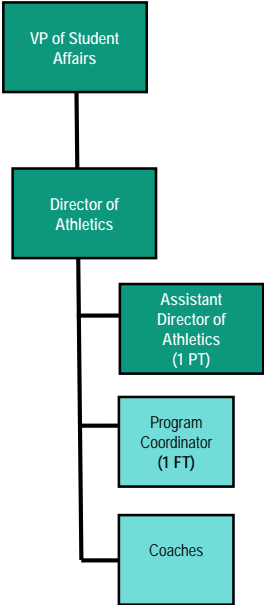
No changes recommended

Pending Organizational Assessment

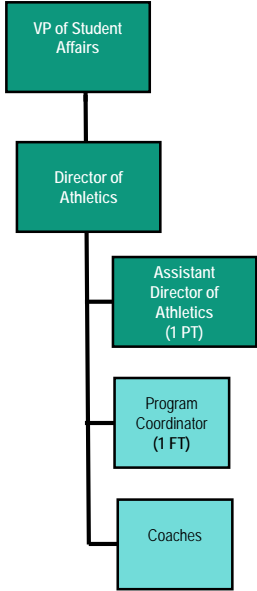


Student Affairs-Athletics

Current



Proposed



LEGEND

- Executive or department lead positions
- Manager positions
- Supervisor positions
- Specialists, analysts, etc. positions
- Executive or administrative assistant positions
- Indicates a new or changed position

Outsourced Functions

- N/A





FINAL REPORT

Clark College

ORGANIZATIONAL ANALYSIS

August 31, 2020

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(206) 302-6500



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I. EXECUTIVE SUMMARY

A. Background, Scope, and Methodology

Clark College (the College) was founded in 1933 and is the oldest institution of higher education in Southwest Washington. Each quarter, the College typically serves over 14,000 students working toward degrees and certificates in a wide range of academic, technical, and professional fields. This work is accomplished through the joint efforts of over 500 full- and part-time faculty and over 450 staff members.

The mission of the College is “Clark College, in service to the community, guides individuals to achieve their educational and professional goals.” This mission is supported by four key themes including academic excellence, social equity, economic vitality, and environmental integrity.

The College has experienced high levels of change and organizational disruption over the past several years—including leadership turnover, equity issues, challenges with the faculty-staff relationship, and the need to quickly make significant staffing cuts and operational shifts in response to the COVID-19 crises. The College has recently welcomed a new president, Dr. Karin Edwards, and the Executive Cabinet has expressed a strong desire to work together to create positive change.

Within this context, the College contracted with Moss Adams LLP (Moss Adams) to conduct an independent analysis of the College’s operational structure and work environment to identify potential efficiencies while still pursuing its mission and strategic plan. This analysis was conducted between June and August 2020 and consisted of four major phases: 1) Project Initiation and Management, 2) Fact Finding, 3) Analysis, and 4) Reporting. Analysis was informed by interviews, document reviews, and research on industry best practices.

B. Summary of Observations and Recommendations

Organizational Structure Analysis

Moss Adams worked with College leadership and stakeholders involved in key functions to conduct an analysis of the College’s current operating structure. This process was designed to identify functional gaps, redundancies, and misalignments. The results of this analysis are summarized in Section II and presented comprehensively in [Appendix C](#). Notable changes include:

- Centralization of instructional program support
- Enhanced Marketing and Communications staffing and coordination
- Enhanced financial and grants management capacity
- Combination of academic and career advising to support guided pathways work
- Alignment of student support services within Student Affairs

Additionally, outsourcing options are presented within this analysis to support cost savings. Functions that could be outsourced include:

- Custodial services
- Groundskeeping



- Facilities maintenance
- Security
- Desktop support
- Network administration

Overall, the net position changes for each department are reflected in the following table.

DEPARTMENT	NET POSITION CHANGE
Administrative Services	-61*
Diversity, Equity, and Inclusion (DEI)	+1
Human Resources (HR)	0
Information Technology (IT)	-13.2
Marketing and Communications	+5.5
Office of Instruction	-18
Student Affairs	-5
Total	- 90.7

**While this represents a significant staffing reduction, it should be noted that this does not represent the Department's actual cost savings since contracts for outsourced functions will need to be bid and negotiated.*

Organizational Efficiency Analysis

The management observations and recommendations are grouped into three major categories—Culture and Leadership, Processes and Systems, and Operations.

OBSERVATIONS AND RECOMMENDATIONS		
Culture and Leadership		
1.	Observation	In part, due to the experience of significant change and organizational trauma over the past several years, employees report concerns related to workload, internal communication, and the College's overall work environment.
	Recommendation	To effectively guide the College through ongoing change, adopt more structured and transparent communication and decision-making practices.
2.	Observation	Planning efforts at the College are frequently siloed. In addition, developed plans are often not used as effective decision-making tools to guide day-to-day work, contributing to uncoordinated and reactive operations.
	Recommendations	<p>A. Use the next strategic planning process to clarify the core mission, services, and identity of the College.</p> <p>B. Align operational planning documents (including department-specific and cross-functional plans) with the enterprise-wide strategic plan to serve as a coordinated decision-making framework for new opportunities and ongoing activities.</p>



OBSERVATIONS AND RECOMMENDATIONS	
3.	Observation While the College has identified enterprise performance indicators and some departments have incorporated measures into their annual work plans, the College could improve its use of data to inform decisions and strategies.
	Recommendations A. After completion of the strategic plan revision, all departments should identify related key performance indicators (KPIs) that align with strategic goals and routinely track progress. Enterprise and departmental KPIs should be reviewed at least once per quarter by the Executive Cabinet. B. To support this work, the College should resolve issues related to data access through system training and process improvements.
4.	Observation Historically, the College has struggled to operate with a culture of proactive risk management due to multiple competing priorities. Leadership's commitment to enterprise risk management has also been inconsistent, contributing to a reactive operating environment.
	Recommendations A. Reinvigorate College leadership's commitment to embrace and incorporate comprehensive, multi-faceted risk management within operations and planning to proactively address uncertainties and pressing risks that impact its ability to achieve stated goals and objectives. B. Invest in an internal audit function to address key operational risks.
5.	Observation Based on staff interviews, the management skills of supervisors across the College vary widely. As a result, employee performance issues are often allowed to persist without adequate coaching, which can negatively impact employee morale.
	Recommendation Strengthen employee performance management by providing supervisor training and consistently supporting the use of formal performance management tools—including performance evaluations and progressive discipline, as needed.
6.	Observation The College has historically operated with limited long-range financial planning and reserve funds. The implementation of ctcLink has also impacted the College's budget monitoring efforts.
	Recommendation Increase the focus on strategic budget management, monitoring, and forecasting: A. Review current reserve funds to determine whether they meet the College's long-term needs. B. Clarify budget management and monitoring roles and responsibilities for leadership. C. Provide sufficient training and support to ensure managers can access and actively leverage budget-related data.



OBSERVATIONS AND RECOMMENDATIONS		
7.	Observation	The College is making progress toward incorporating equity into its work and learning environment.
	Recommendation	Continue investing in staff and resources to address systemic equity concerns within the College's practices and operations.
Operations		
8.	Observation	The College recently implemented ctcLink and staff report significant challenges adopting and navigating the new system.
	Recommendation	Ensure sufficient resources are invested to support ctcLink database administration, query/report support, continuous business process improvement work, and ongoing training needs. Without this type of investment, the College cannot realize the full potential of ctcLink.
9.	Observation	Staff reported challenges with multiple processes across the College. Many processes are outdated, manual, paper-based, and inefficient. Some processes lack clarity around roles and responsibilities, which can lead to ongoing interdepartmental tension.
	Recommendations	<ul style="list-style-type: none">A. Develop and prioritize an inventory of manual processes across the College.B. In collaboration with the PMO and business analysts, transition processes from manual to automated to increase operational efficiencies.
10.	Observation	Many of the College's operational policies and procedures are not documented or performed in consistent manner, resulting in staff confusion, challenges around accountability, and inconsistent service delivery.
	Recommendations	<ul style="list-style-type: none">A. Document policies and procedures to provide consistency for staff, faculty, and students.B. Cross train employees within functional areas to ensure adequate and consistent coverage of key functions and duties.
Processes and Systems		
11.	Observation	There are opportunities for improvement within the HR Department. Various challenges—including consistent staff turnover, a lack of efficient processes, and a lack of high-quality internal customer support—have impacted interdepartmental relationships and the overall work environment at the College.
	Recommendation	Conduct an organizational assessment of HR to identify policy and process improvements, staffing needs, and systems that can strengthen internal service and ensure that HR practices align with modern industry standards.
12.	Observation	The Financial Aid Office has been subject to dual processing for an extended period of time due to ctcLink implementation which has created significant delays for students in receiving responses to questions and financial aid disbursements. Ultimately, this impacts the student experience and can perpetuate equity issues.
	Recommendation	Conduct an organizational assessment of the Financial Aid Office to evaluate process efficiencies, staffing needs, and outsourcing opportunities.



OBSERVATIONS AND RECOMMENDATIONS		
13.	Observation	Staff report that the student enrollment process is complex and placement testing requirements are not only inconsistent by program, but also require in-person testing, which can create challenges for certain groups of potential students.
	Recommendations	<ul style="list-style-type: none">A. Streamline the enrollment process, including an evaluation of the application fee integration or elimination.B. Modernize placement testing policies enterprise-wide to support remote learning and increase accessibility for all students.
14.	Observation	Student communications are largely decentralized and somewhat ineffective, which can have a significant impact on student retention.
	Recommendations	<ul style="list-style-type: none">A. Develop a matrix to define cross-functional student communications, roles, and responsibilities.B. Continue exploring new venues to reach students, including email, text messaging, social media, ctcLink functions, and instructor-provided reminders.C. Establish and implement a website governance policy to clarify roles, responsibilities, and up-to-date website content.
15.	Observation	Staff report frustration with lengthy procurement timelines and lack of collaborative support.
	Recommendations	<ul style="list-style-type: none">A. Continue process improvement work to simplify and expedite procurement processes.B. Continue shifting the culture of the Purchasing Services team to focus on proactively helping staff navigate the procurement process.
16.	Observation	Until recently, the College did not have an established program viability review process for instructional programs.
	Recommendation	Implement the developed program viability process and require instructional program reviews on an annual basis to strengthen programs offered by the College in to best serve students and the local community.
17.	Observation	Historically, faculty and staff have significant control over space utilization; however, the current COVID-19 pandemic requires the College to efficiently open and close building access, which has implications on overall space utilization.
	Recommendation	In coordination with the Facilities Planning and Space Allocation Committee, clarify roles and responsibilities around the space allocation and utilization decision-making process.
18.	Observation	The College lacks robust marketing efforts to drive student enrollment and coordinate outreach activities.
	Recommendations	<ul style="list-style-type: none">A. Develop a robust marketing strategy and plan that defines the College's value proposition, defines target audiences, and coordinates college-wide outreach.



OBSERVATIONS AND RECOMMENDATIONS

- B. Implement a centralized Customer Relationship Management system to track marketing and outreach efforts, evaluate their efficacy, and improve follow-up to increase enrollments.



II. INTRODUCTION

A. Background

Clark College (the College) was founded in 1933 and is the oldest institution of higher education in Southwest Washington. Since its incorporation into the statewide community college system in 1967, the College has worked to provide affordable, high-quality opportunities to earn degrees and certificates in a wide range of academic, technical, and professional fields. Each quarter, the College typically serves over 14,000 students. This work is accomplished through the joint efforts of over 500 full- and part-time faculty and over 450 staff members.

The College is dedicated to supporting both student learning and student success. The College's mission is "Clark College, in service to the community, guides individuals to achieve their educational and professional goals." This mission is supported by four core themes, including academic excellence, social equity, economic vitality, and environmental integrity.

The College has experienced high levels of change and organizational disruption over the past several years—including leadership turnover, equity issues, challenges with the faculty-staff relationship, and the need to quickly make significant staffing cuts and operational shifts in response to budget cuts and the COVID-19 pandemic. The College has recently welcomed a new president, Dr. Karin Edwards, and the Executive Cabinet has expressed a strong desire to work together to create positive change.

Within this context, the College engaged Moss Adams to conduct an independent analysis of the College's operational structure and work environment to identify potential efficiencies while grounding the analysis within the College's mission, goals, and values.

B. Scope and Methodology

This organizational analysis was conducted between June and August 2020 and was informed by interviews, document reviews, and research on industry best practices. The goals of the assessment include:

- Conducting a comprehensive analysis of the College's operating structure
- Making recommendations for operational and cost efficiencies

The assessment encompassed both internal client services teams, such as human resources, administrative services, information technology (IT), and communications and marketing, as well as external student services teams, such as registration, enrollment, advising, career counseling, financial aid, and tutoring. The scope of the review did not include faculty or instructional program offerings.

The project consisted of four phases:

1. **Project Initiation and Management:** This phase concentrated on comprehensive project planning and project management, including scope setting, identifying staff to interview and documents to review, communicating the plan, and establishing a game plan for execution.



2. **Fact Finding:** This phase included staff interviews, document reviews, and industry research, as needed. We worked with College staff to obtain the most currently available information and insights.
 - *Staff Interviews:* We conducted interviews with approximately 50 members of leadership and staff as well as representatives from the Faculty Labor Union, College Foundation, and the Associated Students of Clark College.
 - *Document Review:* We reviewed documents, including policies, procedures, planning materials, organizational charts, and budgets.
 - *Industry Standards and Best Practice Research:* Based on the opportunities for improvement identified, we conducted research to ascertain industry standards and best practices. Organizational structure comparisons were made with peer colleges identified by the College, including Bellevue Community College, Pierce Community College, and Spokane Community College.
3. **Analysis:** This phase served as the assessment portion of the project. Based on the information gathered, we evaluated the importance, impact, and scope of our observations in order to develop recommendations to increase the efficiency of operations across the College. We also developed organization charts that reflect the current and recommended state to support greater alignment within functions and operational efficiency.
4. **Reporting:** This phase concluded the project. We reviewed draft observations and recommendations with the College's Executive Cabinet to validate facts and confirm the practicality of recommendations.

C. Commendations

Based on insights gathered through interviews, responses to questions, and document review, it is evident that the College has many commendable organizational attributes. Examples include:

- Resilience in the face of major challenges over past year
- Dedicated employees focused on student success
- Timely response to COVID-19, especially the IT team and staff who quickly supported e-learning
- Program viability review process development
- Investment in DEI
- Renewed leadership focus and energy on enterprise-level decisions and impacts

We would like to thank the College's staff and leadership for their participation in this study.



III. ORGANIZATIONAL STRUCTURE ANALYSIS

Moss Adams worked with College leadership and stakeholders involved in key functions to conduct an analysis of the College's current operating structure. Directly preceding this analysis, the College had conducted a series of budget cuts, which resulted in staffing reductions that impacted the analysis' results and recommendations. The results of this analysis are summarized below and presented comprehensively in [Appendix C](#).

Several functional areas across the College are understaffed to truly thrive and realize their full impact; however, this analysis focused largely on opportunities to increase efficiencies and reduce risks. Therefore, recommendations to add positions were based on the following considerations:

- Gaps that highlight key risks to the organization, resulting in funding implications
- Opportunities to increase funding
- Efficiency gains that could result in future cost reductions

A. Administrative Services

Administrative Services encompasses a variety of functions, including finance, facilities maintenance, grounds keeping, security, bookstore and production printing, and special events.

Throughout interviews, employees noted gaps in both budget management and grants management. Both of these functions have significant financial implications for the College in adequately monitoring and managing budgets and supporting compliance with grant requirements. Additionally, internal audit and enterprise risk management was recently eliminated from the College, but would provide a proactive approach to addressing compliance risks that support College sustainability. The internal audit function is also established within the College's operating policies.

Given the College's current financial situation, there are opportunities to outsource some functions that would likely result in cost savings. These functions, listed in priority order, include:

- Custodial services
- Groundskeeping
- Facilities maintenance
- Security

In order to support the College in identifying which functions would be most suitable for outsourcing, we further explored the benefits and limitations of outsourcing each function. It is important to note that outsourcing is recommended as an option solely for its cost saving potential rather than being motivated by any concerns around the current service quality provided by College staff; the College will need to identify approximate cost estimates to determine whether outsourcing will be financially beneficial.



Custodial Services	
<p>Pros</p> <ul style="list-style-type: none">● Potential for significant cost savings through employee reductions and reduced supply costs● Flexibility in service adjustments and annual spend● Ongoing specialized training provided by the vendor	<p>Cons</p> <ul style="list-style-type: none">● Reduced security and potential familiarity with cleaning staff● Reduced control over cleaning solutions and standards● Pre-determined, potentially inflexible cleaning schedules

Groundskeeping	
<p>Pros</p> <ul style="list-style-type: none">● Potential for significant cost savings through employee reductions as well as reduced supply and equipment costs● Flexibility in service adjustments and annual spend● Ongoing specialized training provided by the vendor	<p>Cons</p> <ul style="list-style-type: none">● Reduced connection between campus appearance and employee pride● Reduced control over groundskeeping standards and the appearance of the campus● Potential service restrictions dependent on inclement weather

Facilities Maintenance	
<p>Pros</p> <ul style="list-style-type: none">● Potential for cost savings through employee reductions and reduced supply costs● Broader expertise across all facilities maintenance needs● Flexibility to increase or decrease contract depending on need/upcoming projects● Ongoing specialized training provided by the vendor	<p>Cons</p> <ul style="list-style-type: none">● Reduced control and management over facilities maintenance activities● Potential for decreased responsiveness to maintenance issues and/or implementation delays

Security	
<p>Pros</p> <ul style="list-style-type: none">● Potential for cost savings through employee reductions and equipment need reductions● Additional employees available for replacements when an employee is absent or leaves the organization● Ongoing specialized training provided by the vendor	<p>Cons</p> <ul style="list-style-type: none">● Reduced control over the handling and management of security concerns● Misalignment between contractor and organization values and approach to conflict, which may have equity impacts

Proposed Organizational Changes

Additions

The following staffing additions are recommended to improve efficiency and effectiveness:



Position Title	Rationale/Notes
Grants Manager (1)	Support grants management best practices as well as compliance in expenditures and reporting.
Budget Manager (1)	Support budget development processes and overall budget management in coordination with College leadership.
Internal Audit (potential to outsource)	Proactively identify and address risks related to internal controls, compliance, and operations that inhibit the College's ability to achieve its goals and objectives.

Total: 2 positions

Relocations

The following staffing relocations are proposed to improve functional alignment or reduce span of control and result in no net staffing count changes:

Position Title	Originating Department/Division	New Department/Division Assignment	Rationale/Notes
Surplus Inventory Specialist (1)	Administrative Services-Facilities	Administrative Services-Business Services	Although there is an operational connection between Facilities and Surplus Property, this function should be overseen and managed with strong internal controls in mind.
Accounting Fiscal Analyst (1)	Administrative Services-Business Services	Administrative Services-Business Services	This recommendation transitions the analyst from reporting to the Director of Business Services to the Assistant Director of Business Services to reduce the Director's span of control.
Food Service, Vending, and Copy Machines	Administrative Services-Business Services	Administrative Services-Bookstore and Production Printing Manager	By transitioning oversight of these auxiliary functions to the Bookstore and Production Printing Manager, the Director of Business Services' span of control is reduced. The grouping also makes logical sense for the College.

Total: 2 positions (no net change)



Reductions

The following staffing reductions reflect outsourcing opportunities and are proposed to create cost savings:

Position Title	Division	Rationale/Notes
Grounds and Nursery Specialist (5)	Facilities Services	Contingent upon outsourcing groundskeeping.
Auto Mechanic (1)	Facilities Services	Contingent upon outsourcing facilities maintenance.
Maintenance Mechanic (10)	Facilities Services	Contingent upon outsourcing facilities maintenance.
Custodial Lead (2)	Facilities Services	Contingent upon outsourcing custodial services.
Custodian (23)	Facilities Services	Contingent upon outsourcing custodial services.
Administrative Services Manager (1)	Facilities Services	Contingent upon outsourcing groundskeeping, facilities maintenance, and/or custodial services.
Office Assistant (2 PT)	Facilities Services	Contingent upon outsourcing groundskeeping, facilities maintenance, and/or custodial services.
Communications Officer (1 FT; 2 PT)	Security and Safety	Contingent upon outsourcing security.
Campus Security Officer (8 FT; 8 PT)	Security and Safety	Contingent upon outsourcing security.

Total: 63 positions

Position Changes

The following staffing reallocations are proposed to improve efficiency, span of control, and/or produce cost savings:

Original Position Title	Updated Position Title	Rationale/Notes
Director of Planning and Grant Development	Grant Development Specialist	Because this position no longer has staff or an office to oversee, the level of work has decreased. However, this position is still critical to work cross-functionally to identify grant opportunities.
Business Services Director	Associate Vice President of Business Services	The Business Services Director essentially acts as the College's Chief Financial Officer and oversees a number of critical functions. This title change better reflects the scope of work for this position.

Total Administrative Services Net Position Change: -61 FTE

While this represents a significant staffing reduction, it should be noted that this does not represent each department's actual cost savings since contracts for outsourced functions will need to be bid and negotiated.



B. Diversity, Equity, and Inclusion

The Office of Diversity, Equity, and Inclusion (DEI) works with both staff and students to improve the experience of all individuals interacting with the College. DEI operates with a small team that conducts vital work to align the College's operations with its values and provides critical emotional support for staff and students alike. As a result of recent restructuring, DEI also absorbed the strategic planning function, but was not allocated additional staffing. In order to support strategic planning, outcome monitoring, and drive initiatives, DEI requires an additional director-level employee who can effectively work cross-functionally across the College.

Proposed Organizational Changes

Additions

The following staffing additions are recommended to improve efficiency and effectiveness:

Position Title	Rationale/Notes
Director of Institutional Effectiveness	This position is critical to coordinate strategic planning efforts, drive cross-functional initiatives, and collect and report on data to reflect outcomes.

Total: 1 position

Total DEI Net Position Change: +1 FTE

C. Human Resources

The College has experienced significant turnover within its HR Department. Staff report that processes are antiquated and inconsistent. In order to gain a comprehensive understanding of process inefficiencies and accurate staffing needs, the College should conduct an HR organizational assessment (see [Recommendation 11](#)).

Proposed Organizational Changes

No organizational changes are proposed at this time.

D. Information Technology

IT provides desktop support, application support, network administration, and information security services. The College implemented ctLink beginning in Fall 2019, but disbanded the implementation team as a result of budget limitations. However, in order to successfully implement this system and appropriately re-engineer processes to leverage its capabilities, additional project management and business analyst support is needed. These roles have the potential to create significant efficiencies across the College.

In interviews, College personnel reported confusion related to website management and content updates, which are recommended for centralization within the Marketing and Communications Department.

Given the College's current financial situation, there are opportunities to outsource some functions that would likely result in cost savings. These functions, listed in priority order, include:



- Desktop Support
- Network Administration
- Media Services

In order to support the College in identifying which functions would be most suitable for outsourcing, we further explored the benefits and limitations of outsourcing each function. It is important to note that outsourcing is recommended as an option solely for its cost saving potential, rather than being motivated by any concerns around the current service quality provided by College staff. The College will need to solicit and review cost estimates to determine whether outsourcing will be financially beneficial.

Desktop Support	
Pros <ul style="list-style-type: none"> • Potential for cost savings through employee reductions • Flexibility in service adjustments, expectations, and annual spend • Increased broad knowledge of desktop support functions 	Cons <ul style="list-style-type: none"> • Reduced control over training and customer service requirements • Reliance on remote personnel, lack of physical presence • Potential for reduce responsiveness to support needs

Network Administration	
Pros <ul style="list-style-type: none"> • Potential for significant cost savings through employee reductions and reduced supply costs • Opportunity to increase data backup and safety • Increased broad knowledge of network administration functions 	Cons <ul style="list-style-type: none"> • Reduced control over network administration activities and processes • Potential for service inflexibility, depending on terms of the contract • Potential for reduced responsiveness

Media Services	
Pros <ul style="list-style-type: none"> • Potential for significant cost savings through employee reductions and reduced supply costs • Quick replacements for broken equipment 	Cons <ul style="list-style-type: none"> • Potential for service inflexibility, depending on terms of the contract • Potential for reduced responsiveness

Proposed Organizational Changes

Additions

The following staffing additions are recommended to improve efficiency and effectiveness:

Position Title	Rationale/Notes
Database Administrator (1)	With ctcLink implementation, this position is critical to ensuring data is captured, stored, and can be pulled for reporting purposes. This position should also provide ongoing support and training for staff within departments who have been selected to become query experts.



Position Title	Rationale/Notes
Business Analyst (1)	This position supports ongoing ctcLink implementation by facilitating business process re-engineering to leverage system capabilities.
Project Manager (1, representing an increase of 0.8)	The College requires additional project management support for ctcLink implementation, in the short-term, as well as other system changes in the long-term. This position (which is currently at 0.2 FTE) should be reinstated as a full-time position to support this critical work.

Total: 2.8 positions

Relocations

The following staffing relocation is proposed to improve functional alignment and result in no net staffing count changes:

Position Title	Originating Department/Division	New Department/Division Assignment	Rationale/Notes
Web Specialist	Information Technology-Applications	Marketing and Communications	Centralize website content management.

Total: 1 position

Reductions

The following staffing reductions are proposed to create cost savings:

Position Title	Division	Rationale/Notes
Desktop Support (7)	Client Services	Contingent upon outsourcing desktop support.
Network Engineer (2)	Network Administration	Contingent upon outsourcing network administration.
Network System Administrator (1)	Network Administration	Contingent upon outsourcing network administration.
Network and Telecoms Manager (1)	Network Administration	Contingent upon outsourcing network administration.
Telecom & Cable (1)	Network Administration	Contingent upon outsourcing network administration.
Media Services (3)	Client Services	Contingent upon outsourcing media services.

Total: 15 positions

Total Information Technology Net Position Change: -13.2 FTE



E. Marketing and Communications

The Marketing and Communications Department has operated with minimal staffing, resulting in opportunities to enhance both marketing and student communications efforts. Both of these factors are critical to increasing enrollment and retention at the College, which ultimately supports financial and mission success. In order to be effective, multiple marketing modalities should be used, which will require additional multimedia support.

The College operates a bifurcated website management model, with responsibilities shared between Marketing and Communications and IT. In order to provide greater clarity and align the website with other communication efforts, website management is proposed for centralization within the Marketing and Communications Department. Finally, student recruitment efforts should also be led by the Marketing team, including coordination of outreach activities within the Office of Instruction and deployment of admission recruiters.

Proposed Organizational Changes

Additions

The following staffing additions are recommended to improve efficiency and effectiveness:

Position Title	Rationale/Notes
Multimedia Specialist (1)	Increase support for creating compelling marketing content to support enrollment goals.

Total: 1 position

Relocations

The following staffing relocations are proposed to improve functional alignment and result in no net staffing count changes:

Position Title	Originating Department/Division	New Department/ Division Assignment	Rationale/Notes
Web Specialist (1)	Information Technology-Applications	Marketing and Communications	Centralize website content management.
Admissions Recruiters (2)	Student Affairs-Entry Services	Marketing and Communications	Centralize and coordinate marketing and outreach efforts to the extent possible.
Communications Manager (1)	Office of Instruction-Central Office	Marketing and Communications	Centralize and enhance communications support for student and internal communications.



Position Title	Originating Department/Division	New Department/Division Assignment	Rationale/Notes
Community Engagement Manager (1)	Office of Instruction-Central Office	Marketing and Communication	Centralize and better coordinate marketing and outreach activities.

Total: 5 positions

Reductions

The following staffing reductions are proposed to create cost savings:

Position Title	Division	Rationale/Notes
Graphics Design Senior (1 PT)	Marketing and Communications	This position largely supports the production of the Foundation's magazine, which could be outsourced.

Total: 1 position (0.5 FTE)

Position Changes

The following staffing reallocations are proposed to improve efficiency, span of control, and/or produce cost savings:

Original Position Title	Updated Position Title	Rationale/Notes
Assistant Marketing Director	Marketing Director	In order to pursue robust marketing strategies, this position should be elevated and supported by a highly qualified team. This position is ultimately responsible for coordinating marketing efforts across the College.

Total Marketing and Communications Net Position Change: +5.5 FTE

F. Office of Instruction

The Office of Instruction includes instructional programs and central administration to support instructional finance and operations, tenure, accreditation, outreach, and outcomes.

In the recent restructuring prior to this assessment, the Office of Instruction absorbed what remained of the non-credit/continuing education team. The College will eventually need to determine its desired strategy and function for this team, which currently has limited capacity.

The Office of Instruction is currently structured to provide program-specific instructional support, in which employees operate at various levels and conduct a variety of administrative tasks. Our primary recommendation to increase efficiency and effectiveness involves centralizing the majority of these functions within the central office, while providing administrative assistants to each programmatic Dean. The administrative assistants are intended to serve as conduits between faculty and centralized support staff as needed as well as provide an in-person presence for students. This represents a significant cultural shift, but will ultimately enable staff to specialize in specific areas and provide potential career ladders through supervisory positions.



The Office of Instruction also includes a separate employee development function, specific to faculty, which should be incorporated into the College’s HR Department pending the results of the HR organizational assessment.

Proposed Organizational Changes

Additions

The following staffing additions reflect the proposed restructuring for instructional program support. Because there may not be a direct link between existing instructional program support positions and recommended positions, this restructuring is reflected by eliminating positions and adding new positions.

Position Title	Rationale/Notes
Administrative Assistant (5)	Assign each instructional program dean an administrative assistant to provide office support and a physical presence for students.
Budget and Grants Supervisor (1)	Centralize instructional program budget management and grant reporting, including liaising with the College’s Business Services Division. This position has dotted-line reporting, reflecting additional oversight and guidance, with the newly established Grants Manager within Business Services.
Fiscal Analyst-Budget and Grants (3)	Centralize instructional program budget management and grant reporting, including liaising directly with deans and faculty members as needed.
Fiscal Analyst-Faculty Payroll (1)	Centralize faculty load determinations and associated payroll adjustments.
Travel and Purchasing Supervisor (1)	Centralize instructional program travel and purchasing processes, including liaising with the College’s Business Services Division.
Fiscal Analyst-Travel and Purchasing (3)	Centralize instructional program travel and purchasing processes, including liaising directly with deans and faculty members, as needed.
Operations Analyst (1)	Monitor and assess the operations of instructional programs and support continuous improvement.
Schedule Supervisor (1)	Oversee and lead centralization and coordination of course scheduling and faculty loads.
Program Specialist-Scheduling (3)	Centralize and coordinate course scheduling and faculty loads.
Evaluation Supervisor (1)	Oversee and lead centralization of student and faculty evaluation processes.
Program Specialist-Evaluation (1)	Centralize student and faculty evaluation processes.

Total: 21 positions

Relocations

The following staffing relocations are proposed to improve functional alignment and result in no net staffing count changes:



Position Title	Originating Department/ Division	New Department/ Division Assignment	Rationale/Notes
Faculty Development Program Specialist (1)	Office of Instruction-Teaching and Learning Center	Human Resources-Talent Acquisition and Development	Centralize employee development functions to increase capacity. Change is pending results of the HR organizational assessment.
Pathway Advisors (2)	Office of Instruction-Transitional Student Services	Student Affairs-Career and Academic Advising	Centralize advising functions across the College to support guided pathways work.
Communication Manager (1)	Office of Instruction-Central Office	Marketing and Communications	Centralize and enhance communications support for student and internal communications.
Community Engagement Manager (1)	Office of Instruction-Central Office	Marketing and Communication	Centralize and better coordinate marketing and outreach activities.

Total: 5 positions

Reductions

As noted previously, existing instructional program support employees may or may not be ideal candidates to serve in the new centralized model. Therefore, the following staffing reductions are proposed to create cost savings and centralize instructional program support:

Position Title	Division	Rationale/Notes
Director of Teaching and Learning Center	CLASS	This position was vacant and responsibilities already shifted to the CLASS Dean. Therefore, the College does not need to rehire this position.
Instructional Operations Manager (1)	Central Office	The roles and responsibilities of this position have been moved under the Associate Vice President of Instruction and shared with the new Operations Analyst position.
Program Assistant (1)	Central Office	The function of this employee will be absorbed by the newly created centralized Operations Team.
Unit Operations Manager (5)	Each instructional program	Centralized instructional program support.
Division Operations Support (5)	WPTE & STEM	Centralized instructional program support.
Program Specialist (1)	WPTE & STEM	Centralized instructional program support.



Position Title	Division	Rationale/Notes
Fiscal Specialist (1)	WPTE & STEM	Centralized instructional program support.
Adjunct Evaluator (1)	WPTE & STEM	Centralized instructional program support.
Scheduler (1)	WPTE & STEM	Centralized instructional program support.
Division Operations Support (3)	BEECH	Centralized instructional program support.
Adjunct Coordinator (1)	BEECH	Centralized instructional program support.
Division Operations Support (2)	BHS	Centralized instructional program support.
Program Specialist (2)	BHS	Centralized instructional program support.
Administrative Assistant (1)	BHS	Centralized instructional program support.
Division Scheduler (1)	BHS	Centralized instructional program support.
Program Coordinator (1)	BHS	Centralized instructional program support.
Administrative Assistant (1)	SOFA	Centralized instructional program support.
ECE Specialist (1)	SOFA	Centralized instructional program support.
Program Coordinator (1)	SOFA	Centralized instructional program support.
Program Assistant (1)	SOFA	Centralized instructional program support.

Total: 34 positions

Position Changes

The following staffing reallocations are proposed to transition relevant staff into the centralized model for instructional program support:

Original Position Title	Updated Position Title	Rationale/Notes
Director of Instruction Finance & Operations	Director of Instruction Finance	Provide concentrated support to centralize instructional program finance operations.
Faculty Load/Payroll	Faculty Payroll Supervisor	Lead the centralized effort to support faculty payroll forecasting and processing.
Fiscal Analyst - Instruction Finance & Operations	Fiscal Analyst - Faculty Payroll Supervisor	Support centralization of faculty payroll forecasting and processing.
Program Specialist-Instruction Finance & Operations (3)	Program Specialist-Instruction Finance (2)	Cross-train on all instruction finance functions and provide support as needed, in particular during times of seasonal or elevated workloads.



Original Position Title	Updated Position Title	Rationale/Notes
	Program Specialist-Instruction Operations (1)	Cross-train on all instruction operations functions and provide support as needed, in particular during times of seasonal or elevated workloads.

Total Office of Instruction Net Position Change: -18 FTE

G. Student Affairs

Student Affairs provides student services that support enrollment, retention, and overall student success at the College.

Notably, the workload associated with financial aid processing has been elevated due to ctcLink implementation. In order to better evaluate staffing needs and streamline processes, the College should conduct a Financial Aid Office organizational assessment (see [Recommendation 12](#)). Within this study, appropriate staffing levels and potential outsourcing options should be assessed.

Student Affairs also provides advising services, which are currently organized into either academic or career advising. In alignment with the College's guided pathway work to support students throughout their lifecycle, a key recommendation involves combining these functions. Advisors can be assigned by instructional program and provide advising services to support student alignment between academic and career opportunities.

Student Affairs also supports students by providing additional financial, food, and mental health resources. However, these services are spread out across several functions. In order to align these functions and provide wraparound services for students in need, the proposed organization chart combines these functions under a Director of Student Supports.

Within Student Affairs, the Athletics Division is fairly unique in terms of its programming and its staffing structure. Notably, the Head Coach roles are part-time positions that reportedly volunteer a significant amount of personal time to fundraise, recruit student athletes, and maintain the program. While we did not recommend additional staffing in this area (those positions did not meet our criteria for gaps that present significant risks to the organization or provide cost savings via efficiency gains), the College may wish to consider the sustainability of the current staffing structure, especially as there may be opportunities to increase the strategic impact of the Athletics Division in terms of recruiting and supporting the student community.

Proposed Organizational Changes

Additions

The following staffing additions are recommended to improve efficiency and effectiveness:

Position Title	Rationale/Notes
ctcLink Business Analyst (1)	This position resides within the Enrollment Services Division initially to re-engineer enrollment processes in alignment with ctcLink capabilities. Over



Position Title	Rationale/Notes
	time, this position should move throughout Student Affairs to support process re-engineering.

Total: 1 position

Relocations

The following staffing relocations are proposed to improve functional alignment and result in no net staffing count changes:

Position Title	Originating Department/Division	New Department/ Division Assignment	Rationale/Notes
Admissions Recruiter (2)	Student Affairs-Entry Services	Marketing and Communications-Marketing	Centralize and coordinate marketing and outreach efforts to the extent possible.
Pathway Advisor (2)	Office of Instruction-Transitional Student Services	Student Affairs-Academic and Career Advising	Centralize and align advising functions for students across the College.
Welcome Center (2; 10 Student Ambassadors)	Student Affairs-Entry Services	Student Affairs-Student Life	The Welcome Center supports Student Life objectives and the Entry Services team is split into more aligned areas.

Total: 6 positions; 10 student ambassadors (no net change)

Reductions

The following staffing reductions are proposed to create cost savings:

Position Title	Division	Rationale/Notes
Director of Entry Services (1)	Entry Services	The Entry Services team was disbanded and reallocated to areas with increased functional alignment; therefore, this position is no longer necessary.
Program Assistant (0.5)	Entry Services	The Entry Services team was disbanded and reallocated to areas with increased functional alignment; therefore, this position is no longer necessary.
Program Assistant (0.5)	Enrollment Services/Registrar	This position provides additional, redundant administrative support that should be addressed by the process re-engineering of the Business Analyst.
Director of Career Services (1)	Career Services	With the combination of academic and career advising, this position is no longer required.



Position Title	Division	Rationale/Notes
Career or Academic Advisors (2)	Advising/Career Services	If the Academic and Career Services teams combine, these positions may not be necessary in the short-term. However, if these cuts are made, each advisor's caseload will increase above the targeted rate of 350 students.
Career Advisor Program Coordinator (1)	Career Services	If the Academic and Career Services team combine, this position is no longer necessary.

Total: 6 positions

Position Changes

The following staffing reallocations are proposed to improve efficiency, span of control, and/or produce cost savings:

Original Position Title	Updated Position Title	Rationale/Notes
Dean of Student Engagement	Dean of Student Supports	The functions reporting to this position are recommended to change and focus on supporting student success.
Administrative Services Manager	Student Conduct Manager	This title change more accurately reflects the work performed by the Administrative Services Manager and meets a core requirement for the College.
Director of Workforce Education	Director of Student Supports	This title change reflects the reorganization of financial supports (including the penguin pantry and financial advisors) under this position.
Director of Advising	Associate Dean of Academic and Career Advising	This title change reflects the combination of academic and career advising.
Associate Director of Advising	Advising Program Manager	The original position title is duplicative with another title existing within Advising; therefore, this position should be downgraded to reflect its level of authority and responsibility.
Education Planners	Education and Career Advisors	This title reflects the combination of academic and career advising.
Career Advisors	Education and Career Advisors	This title reflects the combination of academic and career advising.

Total Student Affairs Net Position Change: -5 FTE



IV. ORGANIZATIONAL EFFICIENCY ANALYSIS

A. Culture and Leadership

Culture and Change Management

1.	Observation	In part, due to the experience of significant change and organizational trauma over the past several years, employees report concerns related to workload, internal communication, and the College's overall work environment.
	Recommendation	To effectively guide the College through ongoing change, adopt more structured and transparent communication and decision-making practices.

The College has experienced high levels of change and organizational trauma over the past several years—including leadership turnover; ongoing issues of racism and equity, both within the College and in the greater community; challenges with the faculty-staff relationship, which culminated in a faculty strike; and the need to quickly make significant staffing cuts and operational shifts to respond to budget cuts and the COVID-19 crisis.

While staff have demonstrated resilience in handling these various challenges, interviewed employees voiced many similar concerns that were uncovered in the 2019 Fall Climate Survey. Most notably, respondents referenced issues around feeling overworked, stress due to employee turnover and budget cuts, concerns around leadership accountability and transparency, and challenges with an unpleasant and sometimes discriminatory work environment. In particular, staff reported that internal communication was a key challenge. While communication between vice presidents, deans, and directors was reportedly effective, there appears to be a disconnect with staff below this level.

A closely related issue is apprehension related to the College's shared governance and decision-making processes. Multiple staff reported that they did not have a good understanding of how shared governance was supposed to work in practice and some expressed concerns that stakeholder input was not taken into consideration. Staff also reported that if individual employees do not like the outcome of a decision, deliberate resistance or ongoing questioning is common, which can undermine the decision-making process and overall outcome.

Within this context, leaders across the College play a pivotal role in improving the work environment and increasing trust. Without leadership commitment, transparency to encourage staff buy-in and trust, and consistent adoption of new changes across the organization, the College will not realize the full benefit of changes designed to help the organization better serve its student community.

Recommendation

To effectively guide the College through future changes, leadership should focus on two key areas: change management and communication.

The College should invest in change management training for all leadership, including deans and director-level employees. This is a critical management skill and it is beneficial to have a common framework to reference as managers across the College strive to positively navigate, embrace, and



respond to change. Wherever possible, employees should be engaged prior to announcing new changes to define the problem, provide input on potential concerns, and offer suggestions to improve implementation. Often, employees facing change experience fear; therefore, a robust change management approach should emphasize the human side of change to promote employee adoption. By acknowledging others' feelings and concerns, leadership demonstrates its support of employees throughout the College, which improves overall change management and adoption. To the extent possible, change should occur in a multi-step, well-communicated process that includes ample communication and no surprises to staff. Key communication messages should be developed and disseminated to ensure staff are aware of progress towards implementation and their questions can be answered. When staff feel involved in changes and heard during the process, it helps increase employee engagement and foster an inclusive culture.

Additionally, the College should adopt a more structured internal communication process to ensure that all impacted staff and faculty have a clear understanding of how and why decisions are being made and how stakeholder input is used. Communication practices should be designed to send information up through the College to promote two-way communication that includes front-line staff. Management should relay messages in a timely manner and provide employees an opportunity to ask questions, raise concerns, and provide critical feedback. Mid-level managers and supervisors play a critical role in both sharing information from management and serving as the conduit for feedback from staff. Without their leadership, the two-directional flow of information can be blocked, creating frustration for both staff and leadership. For any major initiative, project, or decision, a basic communication plan should be created to ensure that communication is consistent, comprehensive, and proactive—rather than an afterthought. All supervisors, managers, and leaders should adopt and implement standardized communication expectations to support a consistent experience across the College. [Appendix A](#) contains a sample messaging checklist.

The College should also develop standard communication processes for regular operational announcements. For example, there should be a consistent process to notify staff of personnel or department structure changes (e.g., monthly email to all staff, plus a standard procedure to notify all staff directly impacted by a change).

Planning

2.	Observation	Planning efforts at the College are frequently siloed. In addition, developed plans are often not used as effective decision-making tools to guide day-to-day work, contributing to uncoordinated and reactive operations.
	Recommendations	A. Use the next strategic planning process to clarify the core mission, services, and identity of the College. B. Align operational planning documents (including department-specific and cross-functional plans) with the enterprise-wide strategic plan to serve as a coordinated decision-making framework for new opportunities and ongoing activities.

While the College operates with a set of enterprise plans (including the 2019–2021 Strategic Plan Interim, the 2016–2021 Academic Plan, the 2015–2020 Social Equity Plan, and the 2014 Facilities



Master Plan) staff report that planning efforts within and between departments are frequently siloed/disconnected from the Strategic Plan.

The College also lacks some enterprise-wide plans related to critical functions, including:

- Student recruitment
- Student communications
- Staff/faculty communications
- Succession/workforce development planning

In addition, staff report that developed plans are often not used as effective tools to guide operations. For example, the College's current strategic plan was reportedly not widely used as a framework to guide decisions related to budget reductions, staffing cuts, or organizational restructuring. Interviewed staff also reported the perception that the College's actions are frequently initiative-driven and reactive, rather than being driven by and aligned with the College's long-term strategy. A commonly noted phrase was that the College wants to "be all things to all people." As a result of changing leadership and inconsistent commitment to the College's overarching strategy, the plan was not effectively adopted or implemented. In the current uncertain operating environment, it will be particularly critical for College leadership and staff to have a clear understanding of its core mission and functions, and then collaboratively plan to accomplish those ends.

Recommendations

Utilize the next strategic planning process to clarify the core mission, services, and identity of the College, in addition to establishing outcome-driven goals and objectives. The College may need to limit its immediate focus to defining and preserving core services, which may reduce the overall scope of its operations. The strategic plan should serve as a decision framework that defines priorities, drives budgets and operating plans, and provides a foundation for evaluating initiatives. For example, will an initiative support the long-term vision for the College community? Will it help to achieve the College's core mission? Will it achieve College-wide goals and objectives? Will it align with the values of the organization?

The College should also review and align operational planning documents (including department-specific and enterprise plans) with the next strategic plan. In this way, the strategic plan can serve as a coordinated decision-making framework to evaluate current work and potential initiatives. In addition, the College should consider developing enterprise-wide plans for critical functions, including student recruitment and student communications (see more in [Recommendation 11](#)). Operating plans should be a practical, actionable guide for up to two years of activities, ultimately setting the direction of a department or function. Collaboration among various staff levels in the development of the plan can help facilitate alignment around critical work. Therefore, operating plan development processes could serve as useful tools to help build trust, increase employee engagement, and improve working relationships within each department. Each plan should include performance measures and be monitored at least quarterly to evaluate progress toward goals.



Data and Performance Reporting

3.	Observation	While the College has identified enterprise performance indicators and some departments have incorporated measures into their annual work plans, the College could improve its use of data to inform decisions and strategies.
	Recommendations	<p>A. After completion of the strategic plan revision, all departments should identify related key performance indicators (KPIs) that align with strategic goals and routinely track progress. Enterprise and departmental KPIs should be reviewed at least once per quarter by the Executive Cabinet.</p> <p>B. To support this work, the College should resolve issues related to data access through system training and process improvements.</p>

The College has identified enterprise KPIs on the Clark College Scorecard and developed various Tableau dashboards to track enterprise measures. Indicators are publicly available on the College's website, although other priorities and operational changes have resulted in a lag in updating the content. At the department level, the College has not yet adopted a standard template for departmental annual work plans and related KPIs. As a result, only some of the current work plans incorporate KPIs or other means to measure progress.

Interviewed staff report that data could be better leveraged and the College does not have a robust culture of data-informed decision-making. In particular, staff report frequent challenges with being able to access the data needed to track performance or question the accuracy of the data presented. There were several commonly noted issues. First, with the implementation of ctcLink, some staff have not been able to easily get data out of the new system. This may be due to a lack of reports and/or a lack of training on how to fully use the system (see [Recommendation 10](#)). Second, some data is unavailable due to process or policy limitations. For example, the College has not yet established an efficient means to track and report on the student recruitment funnel (see [Recommendation 11](#)). Another example was that the Marketing and Communications Department has not been able to access full data related to visitor traffic on the College's website, reportedly due to conflicts with a College privacy policy. Finally, some employees noted that data was only selectively used to support certain decisions, rather than being a consistent tool to evaluate progress toward goals.

Without clear, consistent goals and related KPIs, it is challenging for College leadership (the president, vice presidents, directors, and deans) to objectively understand how effectively the College is operating and delivering intended services. In the absence of this information, decisions are often based on subjective measures, such as anecdotal evidence or relationships.

Recommendations

After completion of the strategic plan revisions, the College should ensure that all departments identify related goals and KPIs in their annual work plans. Development of goals and related performance measures should be meaningful, appropriate, and align with the enterprise-wide strategic plan. Each performance measure should have a clearly documented description (what it is), objective (what it is striving to measure), definition (how it is gathered or calculated), and reporting



frequency. Enterprise and departmental KPIs should be reviewed at least once per quarter by the Executive Cabinet and remain consistent to show progress over time. By helping to establish consistent processes to collect, analyze, and communicate data, the College can work toward developing a coherent picture of organizational performance and help foster a culture of data-informed decision-making.

To support this work, the College should take steps to identify and resolve issues with access to data. Activities will likely include providing appropriate training to enable managers to access data within the systems they use (see [Recommendation 10](#)) and streamlining processes related to collecting high-quality data (see [Recommendation 11](#)).

Risk Management

4. Observation	Historically, the College has struggled to operate with a culture of proactive risk management due to multiple competing priorities. Leadership's commitment to enterprise risk management has also been inconsistent, contributing to a reactive operating environment.
Recommendations	<p>A. Reinvigorate College leadership's commitment to embrace and incorporate comprehensive, multi-faceted risk management within operations and planning to proactively address uncertainties and pressing risks that impact its ability to achieve stated goals and objectives.</p> <p>B. Invest in an internal audit function to address key operational risks.</p>

Historically, the College has struggled to operate with a culture of proactive risk management. For the purpose of this report, risk management is defined as the process of identifying potential events that may affect the College and, within the bounds of the College's risk appetite, taking actions to provide reasonable assurance that the risk has been prepared for or mitigated.

The College does not have an enterprise risk management (ERM) program, although it has engaged in some formal risk management activities. For example, the College previously invested in a Director of Operations & Risk Management position—although that role has since been eliminated.

Culturally, staff report that past leadership was wary of documenting risks (a necessary step for any ERM) and preferred to take a less structured approach to mitigating risks. However, this tactic appears to have resulted in a lack of focus on risk management activities. Without sustained leadership attention, the College can inadvertently increase current risks and fail to proactively protect against impending issues. Interviewed employees noted concerns around risks related to HR, IT, student and employee equity, employee morale, and the College's public reputation.

Board Policy 450.038 establishes the College's Internal Audit Office, which "conducts risk and internal control evaluations to help ensure compliance with established accounting procedures, state statutes and regulations, and College policies and procedures." Although the College employs an internal controls analyst, there is not currently an operational internal audit office as defined by the College's policy. As the College navigates an uncertain future due to COVID-19, developing enterprise risk management and internal audit can help the College plan, prepare, and mitigate potential risks.



Recommendations

College leadership should reinvigorate its commitment to embrace and incorporate risk management within operations and planning to proactively address uncertainties and pressing risks. While a traditional view of risk focuses only on specific topics like safety and injury prevention, multi-dimensional risk assessments typically address a wide range of issues that fall into the following five categories:

- Strategic
- Operational
- Financial
- Compliance
- Reputational

Risks related to each area of the College’s work should be assessed, prioritized, and addressed through a re-established internal audit function. This function can be carried out by a member of College staff or outsourced to a third party. In alignment with the definition from the Institute of Internal Auditors, internal auditing should help the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. When used effectively, internal audit collaborates with management to mitigate risks and improve management systems.

Management Skills

5.	Observation	Based on staff interviews, the management skills of supervisors across the College vary widely. As a result, employee performance issues are often allowed to persist without adequate coaching, which can negatively impact employee morale.
	Recommendation	Strengthen employee performance management by providing supervisor training and consistently supporting the use of formal performance management tools—including performance evaluations and progressive discipline, as needed.

Based on interviews with both leadership and staff, the management skills of supervisors across the College appear to vary widely. A common noted theme was that staff members who perform below expectations or demonstrate unprofessional behavior are frequently allowed to persist without apparent consequences. Low levels of accountability to professionalism and performance can impact staff morale throughout the organization, including high performers. Low-performing employees do not receive adequate support or interventions to succeed in their roles, while high-performing employees can become demoralized. Ultimately, employee behaviors inform the operating culture at the College and, therefore, must be managed to support a safe, collaborative, and professional work environment.

From the perspective of managers, there were several common concerns around performance management. First, given the HR Department’s limited staff capacity, many managers expressed concerns that HR may not be able to help them navigate difficult conversations or progressive discipline actions. Several supervisors reported examples of moving problematic employees to



alternative positions or cutting positions entirely as a means of removing the employee—rather than using more straightforward performance management techniques to help the employee improve or exit the organization. Therefore, although some managers actively coach direct reports, a lack of consistency and accountability results in mixed success of these efforts. Because these efforts are inconsistent, there is also a question related to the equity of employee experiences across the College, which does not support its core values.

The use of formal performance management tools, including performance evaluations, quarterly check-ins, or direct supervisor feedback, reportedly varies widely depending on the individual supervisor. This is exacerbated by a lack of strong leadership and guidance from the HR Department and outdated processes (e.g., paper evaluation forms).

In addition to performance management skills and resources, some supervisors may benefit from additional training on effective management practices. For example, more than one interviewed employee noted that their manager requested they cc them on every email they send. This type of micromanagement may be reflective of a lack of understanding of how to appropriately supervise work within a remote operating environment. Another commonly mentioned issue was use of meeting time. Currently, the College is highly reliant on meetings to share information, discuss potential issues, make decisions, and encourage collaboration. While face-to-face interactions (in-person or via web conferencing) and group discussions play an important role in the College's planning and operations, staff report meeting time could be used more efficiently and effectively. In particular, training on elements of an effective meeting (like setting a purpose/agenda, defining the decision-making process, tracking action items, and apply an equity lens by accounting for different learning and cultural styles) may be useful.

Although the College's HR Department developed some initial training materials for new supervisors, these trainings are currently compliance-oriented, rather than focusing on building management or leadership skills. There are ongoing challenges to providing meaningful management training, including staffing gaps around employee development and the fact that most trainings in the immediate future will need to be adapted to be offered online, rather than in-person.

Recommendations

Managers and front-line supervisors are essential to the success of the College. Research has shown a strong positive correlation between effective leadership behavior and the capacity for change in organizations.¹ More specifically, front-line supervisors make a considerable contribution to achieving the College's mission by supporting the employees they supervise, which is closely linked to employee engagement, team performance, and service delivery.² Front-line supervisors are responsible for managing the majority of the College's employees; therefore, their perspectives and alignment with upper management greatly influence the overall culture. When managers and supervisors are aligned and positively engaged, the effects are felt throughout the College.

The College should focus on clarifying supervisor expectations related to people management skills and provide additional training and support so supervisors can successfully embrace their role.

¹ <https://journals.tdl.org/llm/index.php/llm/article/view/7216/6408>

² <https://onlineibrary.wiley.com/doi/abs/10.1002/hrm.21512>
<https://www.tandfonline.com/doi/full/10.1080/23303131.2017.1422067>



Facilitated trainings may focus on sharing feedback, communication, building teams, navigating difficult situations and conversations, resolving conflicts, and implementing progressive discipline. The College should also ensure that supervisors receive encouragement and guidance from leadership on the best ways to support their employees and overall functional performance. This could take many forms, such as training, informal or formal mentorship opportunities, and support from leadership and HR when implementing accountability measures. Because of the key role that managers and supervisors play in the organization's culture, it is imperative that they are properly equipped and informed to create respectful and trusting relationships with employees, while also upholding clear expectations.

Additionally, the College should consistently enforce the use of formal performance management tools, like performance evaluations and quarterly check-ins, to ensure poor performers receive adequate feedback and strong performers are recognized for their work. The HR Department should be a strong partner in helping to shape and guide this effort for the College as a whole. Performance evaluations provide management and staff the opportunity to reflect on areas of strength and opportunities for further development. Through this process, employees receive recognition for their achievements and managers have an opportunity to demonstrate support for their continued growth and development, helping to transition organizational culture by holding all employees accountable.

Finally, effective progressive disciplinary programs significantly contribute to creating a work environment that promotes employee morale.³ Progressive discipline can provide structure, transparency, and clarity, while also being oriented toward due process and growth, with a focus on coaching employees to improve performance. To empower supervisors to effectively leverage the progressive discipline process for staff, the College should:

- Provide ongoing training on the progressive discipline process for staff, supervisors, and managers.
- Ensure supervisors have support from College leadership, management, and HR.
- Effectively use job descriptions and performance evaluations to hold employees accountable.

Applying performance evaluations and progressive discipline simultaneously and uniformly across the College can help facilitate cultural transformation and improve employee morale. Employees are provided opportunities to change their behavior and teams can operate more productively and collaboratively by knowing that inappropriate behaviors will be addressed. To make these initiatives effective, the HR Department should have sufficient resources to support managers who are dealing with employee performance concerns. Working as a team, HR and individual supervisors should feel empowered to provide coaching, clearly set expectations, engage in progressive discipline actions, and, if necessary, remove employees from their positions.

³ <https://www.ncbi.nlm.nih.gov/pubmed/11556549> via Power Sharing in Progressive Discipline
<https://pdfs.semanticscholar.org/f3a1/26ccf67e60215e5a4dd6f2aaba39aca885af.pdf>



Financial Management

6. Observation	The College has historically operated with limited long-range financial planning and reserve funds. The implementation of ctcLink has also impacted the College’s budget monitoring efforts.
Recommendation	<p>Increase the focus on strategic budget management, monitoring, and forecasting:</p> <ul style="list-style-type: none"> A. Review current reserve funds to determine whether they meet the College’s long-term needs. B. Clarify budget management and monitoring roles and responsibilities for leadership. C. Provide sufficient training and support to ensure managers can access and actively leverage budget-related data.

The College has struggled financially over the course of several years as a result of declining enrollment. However, the College lacks a policy or practice related to long-range financial planning.

According to Board Policy 450.070, the College maintains a total of 10% of its General Operating Budget within its Discretionary Fund Balances as a reserve to allow for fluctuations in revenue and/or expenditure amounts in any given fiscal year. 5% of the reserve is set aside for costs related to restoring College operations in the event of a disaster. The other 5% is set aside for unexpected downturns in revenue, such as reductions in state allocations or less than expected tuition revenue. Additional dedicated funds may be set aside for technology replacements, parking lot maintenance and repair, capital programs, litigation, program continuity, and other high priority initiatives to serve students and fulfill the College’s mission and vision.

NACUBO recommends that colleges and universities have three months of unrestricted operating expenses, in addition to other reserves dedicated to high-value replacements and capital expenditures⁴. Therefore, reserve fund levels may not be adequate to support the cash flow needed to sustain sufficient operations. Without adequate reserve levels and intentional long-range planning, the College operates more reactively and spends down its budget each year.

Finally, several employees noted opportunities for improvement related to strategic budget monitoring and management. Implementation of ctcLink has presented challenges to extracting meaningful, user-friendly financial reporting out of the system. Directors and deans noted that they were no longer able to access real-time budget information and monthly reporting has been inconsistent as the College learns how to operate its new system. As the College operates with fewer resources and tighter financial margins, an increased focus on strategic budget monitoring and management will become increasingly important.

⁴ NACUBO: Planning and Budgeting <https://www.nacubo.org/Topics/Planning-and-Budgeting>



Recommendations

In order to strengthen financial management practices, the College should develop a long-range financial plan, reassess its reserve policy, and better leverage budget monitoring. Long-range financial planning combines financial forecasting with a strategy that includes service objectives. The purpose of financial planning is to achieve long-term sustainability in light of the College's service objectives and financial challenges. When used effectively, long-range financial planning can be used as a tool to prevent financial challenges, stimulate long-term thinking, and communicate the College's direction to internal and external stakeholders.

Additionally, the College should reassess its current reserve funds to ensure adequate cash flows and reduce the impact of future budget shortfalls on operations. The College should assess the reserves required for expected and unexpected future events and determine what is necessary to maintain financial activities. Through this assessment, College leadership, including the Board of Trustees, should recommend account balance strategies for future planning needs. NACUBO recommends reserve categories including⁵:

- Enrollment
- Net tuition variance
- Fundraising activities
- Debt compliance and capacity
- Capital investment
- Employment funds (litigation)
- Major initiatives
- Other unplanned contingencies

Having appropriate reserve fund policies and balances in place can help protect the College from future financial shortfalls and support mission delivery.

Finally, the College should reinforce policy 450.020: Budget and Fiscal Control to increase strategic budget monitoring and review. It is vital to conduct regular reviews of budget-to-actual information to ensure financial and operational plans that were approved in the budget are being implemented and progressing accordingly. Regular monitoring of budgetary performance provides an early warning of potential problems and gives decision-makers time to consider actions in response to major deviations. As the College implements ctcLink, it should strive to automate monthly budget reporting to directors and deans. The budget-to-actual report should include sufficient detail to provide directors and deans with the following information:

- Overall budget-to-actual for their unit, including percentage of spend
- Budget-to-actual by funding source, including percentage of spend (if relevant)
- New or discontinued funding sources (if relevant)

⁵ NACUBO: Retooling Your Reserves https://www.nacubo.org/-/media/Nacubo/Documents/Retooling_Your_Reserves.ashx



By providing funding source-specific information, deans and directors can verify that expenditures are being appropriately applied to grants and promote compliance with funding restrictions. Ultimately, deans and directors should understand the importance of the budget-to-actual reporting tool and how to effectively utilize the information in their decision-making. In addition to receiving monthly budget-to-actual reports, deans and directors should also have read-only access to the financial system to research specific transactions as needed. Business Services should provide an orientation to the system to support this level of oversight.

The College should also implement quarterly budget reviews into the Executive Cabinet meeting schedule. This meeting should provide an opportunity for all vice presidents and the College president to evaluate departmental budgets and identify strategies to leverage available funding. While it is critical to compare budget-to-actual expenditures, this discussion should be expanded to compare actual-to-planned performance as well.

Diversity, Equity, and Inclusion

7.	Observation	The College is making progress toward incorporating equity into its work and learning environment.
	Recommendation	Continue investing in staff and resources to address systemic equity concerns within the College's practices and operations.

The College established its Diversity, Equity, and Inclusion (DEI) Office in 2011. In 2015, the first five-year social equity plan was developed with the intention of guiding the College' efforts to promote, develop, and sustain diversity and equity in its community. The social equity plan tied to the College's strategic plan. However, despite these efforts, staff across the College report that, historically, there has been a lack of leadership commitment to analyzing and implementing equity-focused changes. Staff report that the College's commitment to DEI has largely been on paper, but not put into practice.

Over the past several years, there have been equity-related events that have harmed the College's reputation and diminished inclusiveness for both students and employees of systemically non-dominant groups. For example, the former President was found to have discriminated against women of color and neighboring communities have pockets of white supremacy that sometimes infiltrate the college campus. Currently, the DEI Office has five employees that are dedicated to infusing DEI into internal and external-facing operations. This small but mighty team has accomplished several improvements that advance DEI at the College, including:

- Developed an equitable decision-making tool for leaders across the College
- Started a year-long cohort equity training program for select employees
- Established mandatory power, privilege, and inequity supervisor training
- Created space for people to consult with DEI on how to infuse equity into department practices
- Operated the Diversity Center with a focus on supporting Dreamer and non-dominant students
- Implemented bias based incident reporting

Though the college has made progress through these efforts, there is still a lack of operationalization of equity-based practices throughout the College and much work remains to be done to create a truly inclusive culture at the College. The Fall 2019 Climate Survey included a section on equity; most



responses to survey questions in this section were indicated as approximately neutral by People of Color, indicating a need for ongoing intentional work related to DEI.

Recommendation

The College should continue investing resources to fully infuse DEI into its operations and culture. An inclusive culture promotes greater employee engagement and overall morale, in addition to supporting equitable mission delivery in the education of students. In order to overcome the perception that the College has committed to DEI primarily on paper, the College should consider these values in the development of its strategic plans, social equity plan, and departmental operating plans. Over the course of the plan development processes, College leaders should identify functional areas that would benefit from additional DEI attention, such as employee recruitment, employee retention, enrollment, advising, marketing, and others. Using this full list, the College’s Executive Cabinet should prioritize the areas identified in collaboration with the DEI team, which can then create a work plan to partner with leaders and infuse DEI concepts into their processes.

Additionally, the role of leadership commitment and behavior around the importance of DEI to the College’s operations cannot be understated. Leaders should embrace the conflict inherent in DEI work to interrupt patterns that maintain structural disadvantages for non-dominant groups. To be effective in advancing DEI and making meaningful impacts, organizations must commit to sustained steps over time, measure progress, and adapt strategies over time. Communication of each element (planning, evaluating, and adaptation) in DEI work is vital to demonstrate organizational commitment and reshape the organization’s reputation.

B. Processes and Systems

System Optimization

8.	Observation	The College recently implemented ctcLink and staff report significant challenges adopting and navigating the new system.
	Recommendation	Ensure sufficient resources are invested to support ctcLink database administration, query/report support, continuous business process improvement work, and ongoing training needs. Without this type of investment, the College cannot realize the full potential of ctcLink.

The College went live with a new statewide enterprise resource management system, ctcLink (PeopleSoft), in October 2019. The College has invested significant resources and staff time to perform the initial implementation, manage dual processing during the phase-out from the old operating system, and preliminary work to redesign business processes. The system implementation was broken into three phases. While the College has officially moved into the third phase of work (optimization and continuous improvement) in July 2020, staff report there are a significant number of activities from the current and previous phases that have not yet been completed. In addition, almost all interviewed employees reported ongoing challenges with the adoption and navigation of the new system, including dual processes, process redesign, reporting, and training.

Until July 2020, the College had not fully transitioned into the ctcLink system. This resulted in significant workload issues due to the need for dual processing in two separate systems. While the



College has now fully implemented ctcLink, several teams are still struggling with backlogs of work—most notably the Financial Aid Office. Additionally, staff report that many processes were not adequately redesigned to work within ctcLink, or, alternatively, were redesigned but ultimately do not function as anticipated because ctcLink has different capacities than originally understood. For example, the procurement process is reportedly less efficient in the new system due to the need for additional employee approvals that did not previously exist in the old system. Additionally, ctcLink was intended to have self-serve course scheduling options; however, this has not yet come to fruition. Some of the process-related issues may be primarily related to helping staff navigate change and embrace new procedures or work flows. For example, several interviewed staff reported a strong preference for paper-based records and processes. Given that the College is moving toward automation and electronic records to improve efficiency, support sustainability, and manage risk, ctcLink implementation should be leveraged as a tool to modernize and improve processes.

Finally, multiple employees did not feel that they had received adequate training on the new system. As issues within the system arise, employees are left to troubleshoot issues individually or contact the State Board of Community and Technical Colleges, which officially houses the statewide system. Without a consistent, shared understanding of how to use ctcLink, it is more likely that the system will be misused or underutilized. Some of the specific training gaps included:

- Extracting data from the system
- Developing reports and queries
- Process coordination across units or divisions
- Financial internal controls, including segregation of duties, reviews, and approvals

Despite ongoing needs and additional work to fully implement the system, staffing resources to support ctcLink have been scaled back. Most notably, the original project management team of four FTEs was reduced to a 20% part-time project manager, the database administration team was reduced from four FTEs to two FTEs, and the reporting/query lead position was eliminated.

Recommendations

To ensure that the College realizes the full value of ctcLink and can use this tool efficiently, system implementation will require ongoing support and optimization. The College should ensure there is sufficient staffing to support ongoing improvements. Based on interviews, staff—including the PM, identified the most critical areas for support as ctcLink database administration, query/report support, and ongoing business process improvement work. This last area is particularly critical if the College hopes to find efficiency gains within the new system. Business analyst roles are critical as they work with functional leaders to reengineer processes so that they conform to and leverage the system's new capabilities. In order to support the ongoing implementation of the system and redefine processes, multiple positions should be added to the College, as reflected in [Appendix C](#). These positions include:

- Database administrator
- Business analysts (one FTE in Student Affairs to support this pillar and one FTE in IT to support other aspects of the organization)
- Full-time project manager position



These roles are fundamental to ongoing process improvement and future system implementations and should be considered long-term as the College will likely rely on them for at least the next two to three years for ctcLink implementation. Additionally, the College should invest in additional training for staff on ctcLink processes. This effort should be supported by continuing efforts to document procedures and provide accessible user guides (see [Recommendation 10](#)). Without this type of support, the College will not be able to realize the full value of the system, which it has invested in and is unlikely to change for an extended period of time.

Process Optimization

9. Observation	Staff reported challenges with multiple processes across the College. Many processes are outdated, manual, paper-based, and inefficient. Some processes lack clarity around roles and responsibilities, which can lead to ongoing interdepartmental tension.
Recommendations	<p>A. Develop and prioritize an inventory of manual processes across the College.</p> <p>B. In collaboration with the PMO and business analysts, transition processes from manual to automated to increase operational efficiencies.</p>

Staff reported challenges with multiple processes across the College largely due to historical reliance on manual processes and poor experiences in working with ctcLink. As a result, many processes are outdated, manual, paper-based, and inefficient. Some processes lack clarity around roles and responsibilities, leading to ongoing interdepartmental tension. Additionally, most processes are not documented and may rely on individual contributors, who historically have not crossed-trained other team members (see [Recommendation 10](#)). Staff report that processes have not been evaluated in a long time and often refer to them as being completed in “the Clark way,” insinuating nonconformance with modern practices.

Without defined processes, roles and responsibilities are not clear, which contributes to staff confusion as well as redundant, inefficient, and inconsistent work. However, by far the most critical impact is felt by students, which may in turn impact overall equity of the student experience and, ultimately, student retention. Areas that reflect specific process concerns include:

- HR ([Recommendation 11](#))
- Financial Aid ([Recommendation 12](#))
- Student Communication/Website governance ([Recommendation 14](#))
- Student Recruitment/Marketing and Outreach ([Recommendation 18](#))

While these areas were identified as particularly high risk and critical to the College’s success, additional processes that would benefit from streamlining also exist elsewhere.

Recommendation

In order to systematically address process efficiencies, the College should work with supervisors and front-line staff to create an inventory of manual processes. Using this inventory, the College should



prioritize and implement solutions to automate manual processes in a timely manner to free up staff time and increase efficiencies. The two new business analyst positions in IT and Student Affairs should support this work for internal and external operations respectively. As each process is revisited, especially for those processes that are cross-functional, the College should assess what function should be responsible for the process. This will enhance operational efficiencies and clarify roles and responsibilities across employees.

Policies and Procedures

10.	Observation	Many of the College's operational policies and procedures are not documented or performed in consistent manner, resulting in staff confusion, challenges around accountability, and inconsistent service delivery.
	Recommendations	A. Document policies and procedures to provide consistency for staff, faculty, and students. B. Cross train employees within functional areas to ensure adequate and consistent coverage of key functions and duties.

Many of the College's operational policies and procedures are not documented or performed in a consistent manner, resulting in staff confusion, challenges around accountability, and inconsistent service delivery. The following were frequently noted in staff interviews as areas that would benefit from additional clarity and potential revision to reflect the new system and the College's values related to equity:

- Recruitment and selection of employees
- Onboarding and offboarding of employees
- Purchasing
- ctcLink reporting
- Grants management
- Identification of students eligible for additional support services

A lack of documented policies and procedures has multiple impacts on College operations. First, because some business processes have not been performed consistently or optimized, they may be more cumbersome or time-consuming than necessary. Additionally, lack of documentation increases the College's risk of losing institutional knowledge when staff exit the organization and creates challenges for adequately training new employees on job duties. This is especially critical at the College because of the high number of employees who are sole contributors and recent reorganizations that require functions to shift between teams. Because of minimal staffing and siloed operations across the College, employees often lack back-up for their positions, which can create delays for internal or external customers. Finally, interviewed staff report that without clearly defined processes and assigned roles, inter-departmental relationships can sometimes be strained. This can have a large impact on employee morale and the sense of shared teamwork and camaraderie.

Staff report that high workloads often impede policy and procedure documentation and cross-training efforts. However, by investing resources to clarify the primary processes used for daily operations,



the College has the opportunity to greatly improve internal communication, teamwork, and employee morale.

Recommendations

The College should create a cross-functional team or hire an external resource to inventory current policies and procedures, determine what additional policies and procedures need to be created, and create a prioritized schedule for development and update. For critical procedures, the College should also develop a step-by-step guide to ensure processes are performed appropriately, consistently, and in a timely manner. This work can also provide an opportunity to identify where processes should be improved or streamlined, in particular with the implementation of ctcLink. The new business analyst positions should be highly involved in executing this work, which should be prioritized by College leadership (see [Recommendation 9](#)).

Once policies and procedures are updated, they should be available in a centralized location (such as an intranet) for employees to easily access and reference. As policies and procedures are currently located in many dispersed locations, the College will need to get creative in order to develop an organized, easy-to-navigate repository. It is important to note that although policies and procedures are critical for consistency and effectiveness, they must be formalized, training must be provided, and personnel must be held accountable for adhering to them.

Finally, each functional unit should identify sole contributors as well as the functions that lack back-up. Using this information, College management should develop and implement a plan to ensure cross-training with one to two employees on each function. Cross-training is a best practice and helps to provide intradepartmental support when an employee is unable to complete their assigned tasks because they are out of the office or focused on specific project work. Without cross training and documented policies and procedures, it is challenging to deliver a consistent level of service and issues can be perceived as interpersonal rather than procedural.

Well-developed and properly applied policies and procedures, along with cross-training, help increase employee accountability, smooth employee transitions, and ultimately improve the College's ability to work in productive partnerships.

C. Operations

Human Resources

11.	Observation	There are opportunities for improvement within the HR Department. Various challenges—including consistent staff turnover, a lack of efficient processes, and a lack of high-quality internal customer support—have impacted interdepartmental relationships and the overall work environment at the College.
	Recommendation	Conduct a comprehensive organizational assessment of HR to identify policy and process improvements, staffing needs, and systems that can strengthen internal service and ensure that HR practices align with modern industry standards.



The College's HR Department has struggled with consistent staff and leadership turnover. The shifting team dynamics and chronic under-staffing (due to limited staff counts, vacant positions, and leadership vacuums) has created barriers to improving HR processes and providing high-quality internal customer support.

HR performs many critical functions that have wide-ranging impacts across the College. In addition to handling administrative processes related to talent recruitment and management, the HR team establishes personnel policies and guides disciplinary procedures—all of which can have significant impacts on the College's culture. In this way, the HR Department is foundational to creating a positive, healthy, and inclusive work environment.

During interviews, commonly reported HR concerns included:

- **Recruitment and Selection:** The recruitment process for new staff is reportedly lengthy and inconsistent by position. For example, some units require testing of candidates while others do not. Staff also report a lack of transparency into the process.
- **Onboarding and Offboarding:** Some employees expressed concerns related to security during employee onboarding and offboarding, including ensuring the employee had appropriate levels of access to systems and buildings and access was revoked timely after the end of employment.
- **Paper-Based Processes and Antiquated Workflows:** Multiple HR processes are highly manual and paper-based, which increases processing times and the potential for error. All employee files are on paper, rather than digital. Paper-based processes create considerable challenges to operating remotely during the COVID-19 pandemic. HR staff report that processes have not been reexamined in many years, despite changes in the College's operating environment, systems, and values.
- **Policies and Procedures:** Due to limited staff bandwidth, HR has not yet documented many of its policies and procedures. This can result in inconsistent processes and internal communication. For example, staff involved in recruitment activities reported that each recruitment has a slightly different process. This type of variation can raise equity concerns and poses a risk to the College. Additionally, HR staff report a lack of cross-training and sense of protectionism over certain processes, which further contributes to significant inefficiencies and inconsistencies.
- **HR Systems:** HR uses several systems to conduct its work, but HR staff report that there are opportunities to better leverage the capabilities to existing systems, such as NeoGov. For example, the process to enter a new position into NeoGov is not intuitive and therefore could be improved to increase efficiencies during approval processes. The use of forms was also identified as a system-related opportunity for improvement. Finally, HR staff were also impacted by the College's transition to ctcLink and expressed concerns over reporting, security, and access to information.
- **Compliance Focus:** Based on staff interviews, it appears that both the culture and processes of the HR team are primarily focused on compliance, rather than providing proactive internal customer support. While compliance is a critical function, HR staff should see their role as providing expert guidance to the employees they support throughout the organization—rather than as gatekeepers.
- **Customer Communication:** Both College employees and HR staff report gaps in customer communications and a lack of understanding of customer needs. Currently, there are minimal opportunities for employee self-service and guidance to indicate how processes in this function should be initiated.



The persistence of these concerns has resulted in challenging relationships between HR and most departments. The College has an opportunity to fundamentally rethink and redesign the HR function—shifting it from a transactional role to a more strategic leader within the College. The role of a strategic HR team is to make sure that all HR decisions, policies, and procedures fit the needs, goals, and values of the College. HR Consultants should ideally work closely with senior leadership to provide strategic consulting on HR-related questions or challenges, ensure that HR considerations are incorporated into major strategic decisions, and provide a big-picture analysis of how the College can best support, utilize, and retain its employees.

Recommendation

Conduct a comprehensive organizational assessment of HR to identify policy and process improvements that can strengthen internal service and ensure that HR practices align with modern industry standards. The high level of staff turnover is an indication that there are systemic issues at play—likely related to lack of staff capacity and ineffective processes. The organizational assessment should address the following components:

- Staffing needs and structure
- Service delivery and operations
- Process mapping
- Policies and procedures

An in-depth review can provide a strong foundation for positive change and inform a work plan for new leadership.

Financial Aid

12.	Observation	The Financial Aid Office has been subject to dual processing for an extended period of time due to ctcLink implementation, which has created significant delays for students in receiving responses to questions and financial aid disbursements. Ultimately, this impacts the student experience and can perpetuate equity issues.
	Recommendation	Conduct an organizational assessment of the Financial Aid Office to evaluate process efficiencies, staffing needs, and outsourcing opportunities.

The Financial Aid Office has experienced high levels of staff turnover. In addition, the workload for this team has recently been elevated due to dual processes requirements related to the ctcLink implementation, which exacerbated turnover concerns. The overall staff workload has also increased in recent years due to the expansion of federal compliance requirements. Financial Aid leadership reports a need to re-evaluate processes and identify opportunities to increase service delivery, but a lack of capacity to do so given the current workloads.

The limited staff bandwidth and inefficient processes ultimately have a negative impact on students. Staff reported concerns around lengthy communication timelines, lost paperwork, and inconsistencies in the student experience. Additionally, some students did not receive financial aid disbursements timely, which may have impacted their ability to continue attending classes. Ultimately, if the College's



financial aid process is not working efficiently, not all students will have the resources they need to attend the school. This is in direct conflict with the College' mission and can also perpetuate equity issues.

Recommendation

Conduct a comprehensive organizational assessment of the financial aid function to identify policy and process improvements that can strengthen service delivery and ensure that financial aid practices align with modern industry standards. The high level of staff turnover is an indication that there are systemic issues at play—likely related to lack of staff capacity and ineffective processes. An in-depth review can provide a strong foundation for positive change while also identifying additional opportunities that would result in cost savings to the College. The organizational study should, at a minimum, address the following:

- Staffing structure and roles
- Outsourcing opportunities
- Process improvement
- Policies and procedures
- Service delivery

Enrollment and Placement

13. Observation	Staff report that the student enrollment process is complex and placement testing requirements are not only inconsistent by program, but also require in-person testing, which can create challenges for certain groups of potential students.
Recommendations	<p>A. Streamline the enrollment process, including an evaluation of the application fee integration or elimination.</p> <p>B. Modernize placement testing policies enterprise-wide to support remote learning and increase accessibility for all students.</p>

The student enrollment process is reportedly complex and requires multiple steps within unintegrated systems. For example, students must apply within the ctcLink system online and then respond to an email to pay the application fee in a separate system. Sometimes students don't follow up to pay the fee, or the fee may not roll over into the payment system and therefore the application cannot be completed unless the student contacts the College. System issues are exacerbated by a reported lack of communication between various support teams within Student Affairs, including enrollment, advising, and entry services.

The testing and placement process is another area that staff report creates challenges for a smooth student experience. First, decisions around testing and placement requirements are currently made at the faculty level, resulting in outdated, inconsistent practices. For example, the College currently requires in-person English and Math testing. In general, in-person testing is an inefficient use of staff time and can create significant barriers to systemically non-dominant student populations, which can result in equity concerns. Research demonstrates that the nature of standardized, multiple-choice



tests presents bias in favor of white males⁶; therefore, this form of testing may not be appropriate in the modern environment, particularly given the College’s desire to increase diversity and inclusion efforts. In addition, during a public health crisis like COVID-19, this practice is not feasible.

Given the College’s declining enrollment, it should be a high priority of the College to resolve as many barriers to student entry as possible.

Recommendations

The College should utilize in-house or external resources to perform business process improvement to the student enrollment process. The new business analyst within the Student Affairs Department should work with staff to streamline the user experience to the extent possible given system constraints. As part of business process reengineering, it may be helpful to consider the elimination or integration of the application fee to increase the user experience and remove an additional barrier to entry.

Additionally, the College should review and modernize testing/placement policies to support greater accessibility for all students. The College should shift to offering online placements that can easily be performed in a remote learning environment. This change not only supports greater administrative efficiency, but also presents greater flexibility for potential students with other scheduling demands. While the traditional model of in-person testing was intended to reduce the possibility of cheating, students lack an incentive to test out of developmental courses if they are unable to succeed in higher level courses. Over time, the College can use data evaluating the relative success of students in each course level to identify additional improvements to the placement testing process and content.

Student Communications/Website Governance

14.	Observation	Student communications are largely decentralized and somewhat ineffective, which can have a significant impact on student retention.
	Recommendations	<ul style="list-style-type: none"> A. Develop a matrix to define cross-functional student communications, roles, and responsibilities. B. Continue exploring new venues to reach students, including email, text messaging, social media, ctcLink functions, and instructor-provided reminders. C. Establish and implement a website governance policy to clarify roles, responsibilities, and up-to-date website content.

The student communications function has historically been decentralized and inadequately defined. Multiple staff reported a lack of clear roles and responsibilities across the Marketing and Communications Department, Student Affairs Department, and the Office of Instruction. Currently, the College does not utilize an enterprise-wide student communication calendar and most coordination of messaging appears to be ad hoc. As a result, student messaging can be fragmented and staff are

⁶ FairTest: Multiple Choice Tests <https://www.fairtest.org/multiple-choice-tests>; NEA: The Racist Beginnings of Standardized Testing <http://www.nea.org/home/73288.htm>



often unaware of what information has been shared with the student body, including key information such as registration and book buy back dates.

Additionally, the College reports difficulty in reaching students because they do not regularly use email as a primary form of communication. The College has invested in a texting system to push key notifications out to students. Staff report that other forms of student communications, such as posts on the e-learning platform, have also been minimally effective due to system limitations. Therefore, the messages that are sent out to students may not be consistently received by their intended audience.

One aspect of student communications that creates consistent staff confusion is control and management of the College's website content. Interviewed employees reported questions around the correct balance between using the website as a recruitment tool (with prospective students as the primary audience) or using it as a retention/engagement tool (with current students as the primary audience). While this tool will need to serve a variety of audiences, it is critical that it is well-designed and up-to-date to support all forms of students. Additionally, employees reported significant confusion related to who has the authority or ability to update website pages. Currently, the responsibility over the website is shared between Marketing and Communications and two employees within the IT Department. Both departments receive requests to update the website from other employees across the College; overall, the roles, responsibilities, process, and authority related to website governance are unclear.

Recommendation

The College should clearly define and assign student communication roles and responsibilities across Marketing and Communications, Student Affairs, and Instruction by developing a matrix that defines responsibilities, communication mechanisms, and timelines. Regardless of where specific functions are carried out, the College should establish a coordinated team and develop shared tools (e.g., a strategic student communication plan that identifies College-wide goals and performance measures, and an enterprise communication calendar) to ensure efficient and unified collaboration. These tools should identify which group is responsible for developing and disseminating which messages, including:

- College events and opportunities
- Registration dates
- Book buy back dates
- Emergency communications

The matrix should identify which messages should be reviewed by Marketing and Communications prior to dissemination. For example, notifications that contain sensitive information or provide an update on an event occurring at the College may benefit from an additional layer of review. Due to challenges in effectively reaching students, the matrix should define how each message is communicated. Given the influx of e-learning as a result of COVID-19, the College should also reconsider traditional assumptions about how students receive communications and explore the functionalities within ctcLink to reach students. To ensure students receive important messages, the College may consider posting registration dates on the website, sending out push notifications, social media posts, and asking instructors to provide reminders on the last day of class.



Finally, in order to resolve confusion related to website governance, the College should establish and implement a Website Governance Policy. This policy should define roles and responsibilities, which is key to a seamless website update process. Content expert and technical administrators must work closely together to provide an engaging, flexible, accessible, and accurate service through the public website. A sample web governance policy from another Washington State Community College is included in [Appendix B](#).

Procurement

15.	Observation	Staff report frustration with lengthy procurement timelines and lack of collaborative support.
	Recommendations	<p>A. Continue process improvement work to simplify and expedite procurement processes.</p> <p>B. Continue shifting the culture of the Purchasing Services team to focus on proactively helping staff navigate the procurement process.</p>

The College's Purchasing Services Division has recently made efforts to improve the procurement process for both purchasing and contracting, including hiring an external consultant to review and identify process changes to improve the efficiency of the ctcLink system.

However, multiple interviewed staff reported that procurement remains a significant pain point and raised concerns about the risks to operational effectiveness and efficiency. The procurement process can extend beyond a reasonable timeframe, even for public agencies that must abide by competitive bidding requirements. For example, one interviewed employee noted that it took almost a year for an RFP to go out to bid. However, long timeframes may also result from employees not fully understanding the approval requirements within the system. Procurement staff reported that timelines are often extended because managers or supervisors had not yet approved the purchase in the system, therefore the request had not yet reached its office. While some procurement activities are necessarily prolonged given the College's compliance requirements, staff do not yet have a clear understanding of the process, which results in mismatched expectations. This is exacerbated by a lack of documented procedures.

Additionally, staff do not feel like they are supported or guided through procurement activities. Multiple interviewed employees reported incidents where they were chastised for making errors or questions went unanswered. Business Services staff reported that the Purchasing Services Division has recently made efforts to reorient its staff to view themselves as service providers, rather than serving primarily a compliance function. However, additional work to focus on customer service remains.

Recommendations

The Purchasing Services Division should continue process improvement work to simplify and expedite procurement processes. An ideal procurement function has simple, clear, and modern procurement strategies and policies to achieve the efficiency and effectiveness benefits of



centralization, while still providing flexibility for user departments. Modern supply-chain management promotes a centralized procurement model to align processes, which also eliminates complexity for vendors and, ultimately, reduces costs. Some companies, particularly disadvantaged businesses, may not participate in the College's procurement process if it is viewed or experienced as unnecessarily complex.

The Purchasing Services Division should identify timeline targets for standard procurement activities to track performance and progress over time. This information can be used as a focal point in discussions with dissatisfied user departments to brainstorm opportunities to further increase efficiencies, while still adhering to state-based procurement requirements.

Additionally, Business Services should work to continue shifting the culture of the Purchasing Services division to focus on proactive internal customer support. Ideally, procurement staff should see their role as providing expert guidance to the employees they support throughout the organization—rather than as gatekeepers. This work should be supported by clearly documenting policies and procedures, including an easily accessible users guide to help employees navigate standard procurement processes.

Program Viability Reviews

16.	Observation	Until recently, the College did not have an established program viability review process for instructional programs.
	Recommendation	Implement the developed program viability process and require instructional program reviews on an annual basis to strengthen programs offered by the College in to best serve students and the local community.

Program viability reviews are designed to ensure that a college's instructional resources are used in response to the its mission, educational master plan, student needs, and community requirements. Until recently, the College did not have a program viability review process. As a result, programs were not regularly evaluated in relation to the needs of students or the local business community. It is common within academic settings to have hesitation with respect to program assessments due to concerns around impacting the relationship between staff and faculty. In addition, immediate benefits from reviewing and adjusting programs to better fit today's employer demands is not possible given the College's three-year teach out period for any currently offered program.

However, the College should be commended for establishing a more structured program viability review process. This type of work is a clear investment on ensuring that the College's programs are responsive and well-aligned with the needs of students, community stakeholders, and the College itself.

Recommendations

Although the program viability process has been designed, it has not yet been implemented to strategically evaluate the impact of instructional programs. The Office of Instruction should develop a schedule to evaluate the impact of instructional programs on a regular basis in order to provide the most optimal course offerings for changing workforce demands. Each instructional program should be



evaluated on an annual basis to determine its efficacy and identify ongoing opportunities for improvement. This will enhance student learning and, ultimately, success of the College in fulfilling its mission and adapting to modern needs.

Space Utilization and Governance

17. Observation	Historically, faculty and staff have significant control over space utilization; however, the current COVID-19 pandemic requires the College to efficiently open and close building access, which has implications on overall space utilization.
Recommendation	In coordination with the Facilities Planning and Space Allocation Committee, clarify roles and responsibilities around the space allocation and utilization decision-making process.

The College uses a Facilities Planning and Space Allocation Committee to make large-scale determinations related to space utilization and allocation. However, once space is allocated to a specific division, faculty and staff have historically had significant control over both space configuration and space usage (i.e., when a building or area of a building is in use). For example, several employees mentioned instances of a building being closed and then reopened for a single faculty or staff member who wished to have access to their office. This may not be a practical approach while the College works to address COVID-19 and budget shortfalls, among other challenges.

Given the specific nature of the COVID-19 crises, the College may need to open and close building access at various intervals over the next year or beyond. To manage building-related costs and decisions regarding space use in relation to the College's COVID-19 response, it may be beneficial to establish a fast and centralized decision-making process to effectively expand, contract, or rearrange space allocation or building utilization.

Recommendation

In coordination with the Facilities Planning and Space Allocation Committee, the College should clarify roles and responsibilities for how and when space allocation and utilization decisions are made and communicated. The process should incorporate an equity lens, along with considerations related to cost, public health, student needs, and staff/faculty needs. Given that staff and faculty have historically had significant control of space configuration and usage, this is an area that may require high levels of change management, communication, and clear expectation setting to result in positive benefits to the College.

While this recommendation is primarily based in time-sensitive needs generated by the COVID-19 crises, this type of decision-making process will be beneficial to the College beyond this specific instance.



Marketing and Outreach

18.	Observation	The College lacks robust marketing efforts to drive student enrollment and coordinate outreach activities.
	Recommendations	<p>A. Develop a robust marketing strategy and plan that defines the College's value proposition, defines target audiences, and coordinates college-wide outreach.</p> <p>B. Implement a centralized Customer Relationship Management system to track marketing and outreach efforts, evaluate their efficacy, and improve follow-up to increase enrollments.</p>

In the past, the College was fortunate to have high rates of enrollment. Within that context, student recruitment efforts were fairly minimal and required limited strategic focus from the leadership team. However, student enrollment has been declining at the College since 2012.

As is common among higher education institutions, marketing efforts at the College are spread between departments and decentralized. Currently, student recruitment activities take place in a variety of ways across the College. Student Affairs employs two Admissions Recruiters, the Marketing and Communications team provides recruitment support, and representatives from individual programs (including both academic and non-academic programs like Athletics) perform recruitment activities. These activities have not yet been coordinated via a student recruitment planning process, consistent internal meetings, or a shared Customer Relationship Management (CRM) system (the admissions recruiters use Salesforce, but this system is not widely available to all employees who participate in recruitment activities). As a result, recruitment efforts are siloed and it is difficult to track the success of various initiatives to better understand the most strategic allocation of resources. In addition, the appropriate division of website real estate between new student recruitment efforts or current student engagement efforts has been an ongoing discussion (see [Recommendation 14](#)). This lack of coordination or clarity around a shared goal can create ongoing concerns related to both the efficacy and touch point frequency of marketing and outreach efforts.

Recommendation

To the extent possible, the College should consolidate marketing and outreach efforts into the Marketing and Communications Department as noted in [Appendix C](#). While this may not be fully feasible, standardizing KPIs and creating a centralized mechanism for measuring the effectiveness of marketing campaigns provides an effective basis to evaluating the College's efforts.

In alignment with best practices, the College should develop and implement an integrated marketing plan. The plan should be developed and implemented by the Marketing and Communications team and identify target markets through environmental analysis, define marketing strategies, and establish enrollment targets. A strong marketing plan incorporates the following components:

- **Value Proposition:** In tandem with the new strategic plan, develop the College's brand to define what unique services, features, and opportunities it offers to students and local employers alike.
- **Target Market:** Define target markets of different cross-sections of potential students, including running start students, high school graduates, GED holders, and international students.



- **Marketing Strategy:** Evaluate which outreach and social media channels are most effective for each target market and define the College's unique value position to demonstrate what types of opportunities are available to them.
- **Enrollment Goals:** Establish clear goals around enrollment levels by target market and tie them to a marketing/outreach strategy.
- **KPI Tracking:** In addition to establishing enrollment goals, the plan should also identify other KPIs that monitor the results of marketing strategies in real time. Potential KPIs include traffic sources, social media engagement, call-to-action conversion rates, and cost of acquisition/cost pre applicant.

In order to effectively serve the College and boost student enrollment, several changes were made to the composition of the Marketing and Communications Department. Changes included consolidation of some outreach activities, elevation to a Marketing Director, and adding multimedia support for social media campaigns. In order to fulfill these obligations, the Marketing and Communications Department should assess any functions that it should no longer engage in. For example, the Foundation relies on the Marketing and Communications Department to assemble its quarterly magazine, which could be outsourced to enable dedicated focus on driving enrollment.

Finally, the College should review the use and purpose of the existing CRM. A CRM system can provide robust support to track and analyze recruitment efforts. However, it does not appear to be fully utilized at this time. Other employees who conduct recruitment efforts should have access to the system to track activities. The College should use data from the CRM to evaluate the efficacy of different recruitment efforts and refine its strategy over time.



APPENDIX A: CHANGE MANAGEMENT MESSAGING CHECKLIST

Adapted from resources created by Cindy Lincoln.

Direction	<ul style="list-style-type: none">• What is happening? What is being changed?• When is it happening?• Who is being impacted?• What will the future look like?
Reasons	<ul style="list-style-type: none">• Why are we doing this?• What are we trying to achieve through these changes?• What is wrong with the status quo?
Effect	<ul style="list-style-type: none">• How will this impact me?• How will this impact my team?• How will this impact the organization overall?• What's in it for me?
Steps	<ul style="list-style-type: none">• What do you want me to do?• What do I need to understand or what skills do I need to acquire?• What is the plan?• What is happening next, and when?
Support	<ul style="list-style-type: none">• How are you going to help me?• Will my individual needs be considered?• How will I know I am in the loop as to what is going on?• How will I know when the change (or parts of the change) is successful?



APPENDIX B: SAMPLE WEB GOVERNANCE POLICY

Source: South Puget Sound Community College Web Content Governance Policy

Section: College Administration

Policy Number: 109

Effective: Tuesday, November 1, 2016

Last Revised: Thursday, July 19, 2018

Steward: kgreen@spscc.edu

Policy:

Web governance provides the collaborative, centralized governance for the ongoing development, deployment, delivery, and maintenance of SPSCC's online presence, to achieve a unified look for official college webpages and digital properties, ensure consistent, accurate content, and to appropriately represent the college brand through standard processes, roles, responsibilities, and practices.

Web governance refers to people, policies, procedures, standards, and guidelines that govern the creation and maintenance of our official website and digital properties. These include pages managed in a Drupal content management system (CMS), college calendar, secondary websites created and managed within spscc.edu, and other tools supporting e-communications, social media sites, and college video hosted on internal and external sites.

ROLES & RESPONSIBILITIES

Public Relations Office

- Develops web content and style guidelines.
- Establishes and maintains communication with college content owners, editors, and contributors with regard to content, design, accessibility and compliance with college policy.
- Maintains a current list of designated content contributors for all academic and administrative units.
- Provides CMS system training for content owners, editors, and contributors.
- Provides guidance on best practices for content, branding, style, and accessibility.

Content Owners, Editors & Contributors

- Add, edit, and remove content on web pages within the CMS, per approved permissions.
- Receive CMS system training.
- Work closely with the Web Content Manager to prepare content according to the College's web content and style guidelines.
- Review and update managed content on a regular basis to ensure accuracy and relevance.



Web Request Process

Requests for updates to web content, creation of new pages, addition or removal of content editors and contributors, or any other content-related changes should be submitted via a Helpdesk request or by emailing helpdesk@spscc.edu.

Web Permissions, Roles, and Publishing Workflow

Roles determine an individual's content management and workflow responsibilities.

- Public Relations Team – responsible for maintaining and generating content for high-level landing pages, home page sliders, and news posts, and providing client and content writing and editing support to content owners, editors, and contributors. Responsible for overall information architecture and content strategy.
- Web Content Manager – provides day-to-day oversight of all web content submitted for review before it is published to the website. Responsible for training, assistance, and guidance on best practices for all CMS users.
- Web Content Owner –
 - Makes departmental decisions regarding content direction for their CMS pages that aligns with the College's stated strategic web guiding principles.
 - Ensures that all department site content is kept up to date, accurate, and meets the College's quality standards.
 - Designates faculty and/or staff authorized to serve as CMS Content Editors/Contributors. Departments are recommended to have two designated CMS Content Editors—a primary and a back-up. If no CMS Content Editor is designated for a department or area, the Web Content Manager and Public Relations Office will be responsible for maintaining content.

Each academic or administrative department director or chair is a de-facto Web Content Owner.

- CMS Content Editor – responsible for adding and editing CMS content, paying particular attention to quality, style, consistency, accuracy, and timeliness. Not every department must have a CMS Content Editor – this role is set up for those departments who wish to have multiple pages reviewed by an editor before being submitted to the Web Content Manager for review and publishing.
- CMS Content Contributor – responsible for submitting draft web content to the CMS Content Editor (or Web Content Manager if no Editor is assigned in their department) for inclusion on the website. This role does not have access to the CMS.

Quality Control & Workflow

When a contributor or editor makes changes to existing pages, it is recommended a second person review the webpage(s) content before it is submitted to the Web Content Manager for review and/or approval. Make sure that you check spelling, grammar, style, links, and content quality on each page before you submit changes.

If pages are submitted with errors or they are of poor quality, the Web Content Manager will either reject the page and request the CMS Content Editor/Contributor make changes or will correct the page and contact the CMS Content Editor/Contributor to advise of any changes.



CONTENT RELEVANCY AND ENSURING UP TO DATE SITE CONTENT

Web Content Owners should plan to have their CMS Content Editor(s)/Contributor(s) review and update each department webpage at least every six months. Content that is no longer relevant or current must be updated, deleted, or unpublished. The Web Content Manager will send periodic reminders to all staff to review and update their pages.

Pages and site content found to be out of date will be referred to a Web Content Owner for review and updating. If pages or content remains out of date, Public Relations staff may remove or unpublish content until updates can be made.

CMS Training & Education

Only CMS Content Editors who have received CMS training will be given access to the content management system. The Web Content Manager is responsible for initial training.

If training is not immediately available, a department will need to work with a Public Relations staff member on maintaining/updating their content until an individual is able to receive training.

Purpose:

Web governance is critical to the long-term success of our website.

With multiple content contributors making changes, a governance plan that describes how to manage and publish content allows us to focus on maintaining integrity while improving quality.

Also, our website is home to information critical to the success of prospective and current students. Therefore, it is of the utmost importance that all published information is timely, accurate, and consistent throughout the site.



APPENDIX C: ORGANIZATIONAL ANALYSIS

Content provided separately for this draft of the report. The final draft will incorporate all current and proposed organizational charts.



MOSSADAMS

Cost Proposal

For our clients, it's about more than the dollars you pay at the end of the day; it's about value. Consider both the tangible and intangible benefits of working with us. You'll get solid and timely deliverables. But more than that, the experience you'll have working with forward-thinking, industry-specialized professionals who work side by side with you to explore new possibilities is where you'll see the value. Invest in your future prosperity and experience a different style of service with us.

Our professional fees will be billed monthly based on the amount of work completed based on the hourly rates outlined below. We are committed to fees that are fair and commensurate with the experience and level of service described in this proposal. Based on our initial understanding of your needs, we estimate this engagement will cost \$123,200.

Service Description	Fee	Hours
Phase 1: Start-Up and Ongoing Management	\$10,200	32
Phase 2: Fact Finding	\$40,400	148
Phase 3: Analysis	\$40,400	148
Phase 4: Reporting	\$32,200	116
Total	\$123,200	444

Billing Rates

Our standard hourly rates range from \$280 to \$580, however, we have provided discounted rates for the District, which includes all overhead rates. Our rates will apply to all services described in the scope of proposed and further elaborated herein.

Staff Level	Hourly Rate
Partner	\$400
Senior Manager	\$350
Manager	\$300
Senior	\$250
Staff	\$200

If applicable, expenses will be billed separately. Our team is available to travel onsite for in-person work sessions with travel and expenses billed at cost. If incurred, travel and expenses and will not exceed 5% of the total project fees.

Exceptions and New Client Acceptance

This Proposal is contingent upon completion of the Moss Adams new client acceptance process and execution of a mutually agreeable contract. With regard to the insurance terms included in the RFP, Moss Adams suggests clarifying insurance requirements to comport with existing policies, including professional liability is per claim and additional insureds are added via blanket endorsement and only on commercial general liability and auto. We have successfully signed services agreements with thousands of clients and we commit to working in good faith to successfully negotiate a mutually agreeable contract on a timely basis should we be awarded this work



**THANK
YOU**



DATE: September 5, 2023
TO: Board of Directors
FROM: Finance and Administration

SUBJECT: Re-establishment of Senior Electrical/Instrumentation Technician Position

SUMMARY:

The Facilities and Operations Department requests to re-establish a Senior Electrical/Instrumentation Technician position to support the work of the Facilities Maintenance Division. The position previously existed, but it was replaced with a lower-level Electrical/Instrumentation Technician I/II position upon becoming vacant in Fiscal Year 2020-21. With a current vacancy for an Electrical/Instrumentation Technician I/II position, staff seeks to fill the vacancy at the senior level as it had in the past. As result, staff proposes to upgrade the existing vacant Electrical/Instrumentation Technician I/II position to a Senior Electrical/Instrumentation Technician position.

RECOMMENDATION(S):

Approve the upgrade of a vacant Electrical/Instrumentation Technician I/II position (Salary Range 51/66) to a Senior Electrical/Instrumentation Technician position (Salary Range 74).

FISCAL IMPACT:

Yes

ITEM BUDGETED:

Yes

FINANCIAL IMPACT:

The annual cost of this action is \$23,658. Sufficient funds are available in the adopted Fiscal Year 2023-24 Budget through salary savings due to vacant positions.

DISCUSSION:

In Fiscal Year 2020-21, the electrical group consisted of the following six budgeted positions: one Electrical/Instrumentation Supervisor, one vacant Senior Electrical/Instrumentation Technician and four Electrical/Instrumentation Technician I/II's. The Senior

Electrical/Instrumentation Technician vacancy was underfilled with an Electrical/Instrumentation Technician I/II position, and the senior position was downgraded. Currently, the electrical group consists of the following six budgeted positions: one Electrical/Instrumentation Supervisor, four Electrical/Instrumentation Technician I/IIs and one Electrician. One of the Electrical/Instrumentation Technician I/II positions is currently vacant due to a recent retirement. Staff seeks to recruit and fill the current vacancy with a Senior Electrical/Instrumentation Technician position to provide coordination and lead support to electrical operations.

A Senior Electrical/Instrumentation Technician coordinates and leads Electrical/Instrumentation Technicians and performs the more complex work related to the installation, maintenance, calibration, and repair of a variety of process equipment, electrical, electronic, and mechanical equipment in support of the District's water treatment, distribution, collection, reclamation, and composting operations. Currently, no position exists within the electrical group to lead the electrical crew in their tasks and projects, while most other groups within the Facilities and Operations Department have a senior position in place to lead the work of staff. This level of position is needed to lead and coordinate the work of the electrical group to support the supervisor in focusing more on supervisory responsibilities. The need for a senior position within the electrical group is timely as there are numerous upcoming capital improvement projects that will require regular inspections and significant coordination. Further, the position is requested to support the District's succession planning efforts. The Senior Electrical/Instrumentation Technician assists the Electrical/Instrumentation Supervisor with scheduling and coordinating work and can act in the absence of the supervisor. It is also anticipated that the position upgrade will help with knowledge transfer and minimize disruptions to operations within the electrical group.

GOALS:

Assure a Quality, Continually Improving Workforce

Prepared by: Sophia Crocker, Human Resources Manager



DATE: September 5, 2023
TO: Board of Directors
FROM: Engineering and External Affairs

SUBJECT: Climate Action and Adaptation Plan (CAAP): Draft

SUMMARY:

The State of California has enacted legislation over the past several years that aims to reduce greenhouse gas emissions to mitigate the effects of climate change. On January 9, 2023, the JPA authorized the Administering Agent/General Manager to execute a professional services agreement with Rincon Consultants, Inc., for the development of a Climate Action and Adaptation Plan (CAAP). Since that time, a CAAP has been under development and covers both JPA and LVMWD-only operations. Once completed, the CAAP will provide a roadmap for reducing greenhouse gas (GHG) emissions in alignment with state goals. The CAAP will also provide guidance for increasing the resilience of critical facilities, infrastructure, services and resources. On July 18, 2023, the LVMWD Board received and filed a progress report on the CAAP and provided preliminary comments to staff. A draft of the CAAP report has been completed and is now being transmitted to the LVMWD Board for review and comment.

RECOMMENDATION(S):

Review and comment on the draft Climate Action and Adaptation Plan (CAAP).

ITEM BUDGETED:

Yes

FINANCIAL IMPACT:

There is no financial impact associated with the recommended action. It is important to note that specific measures and actions outlined in the report pertaining to LVMWD facilities and operations will not be acted upon without prior LVMWD Board authorization. The CAAP provides a “roadmap” for staff to pursue future studies, which will help determine the feasibility of implementing specific measures and actions.

DISCUSSION:

The State of California has enacted legislation over the past several years that aims to reduce

greenhouse gas emissions to mitigate the effects of climate change. Signed into law by Governor Brown in 2016, Senate Bill (SB) 32 established a requirement to reduce statewide GHG emissions by 40 percent below 1990 levels by the year 2030. Executive Order (EO) B-55-18 set a longer-term target to achieve carbon neutrality by the year 2045. While the District is not directly required to meet these targets, LVMWD should do its part to limit its carbon footprint, while simultaneously preparing for the effects of climate change that lie ahead. Future legislation and regulations may also set mandates on water and wastewater utilities because the conveyance and treatment of water accounts for a large percentage of the state's energy demands. Additionally, most grants and low-interest loan programs now require applicants to have an adopted CAAP to be eligible and competitive for funding. The development of a CAAP will ensure that the District remains competitive for grants and low-interest loans, particularly those for the Pure Water Project Las Virgenes-Triunfo. A CAAP is also necessary for renewal of the NPDES Permit for the Tapia Water Reclamation Facility.

LVMWD was “ground zero” for the most recent drought emergency in Southern California. The acute local impact was due in part to the location of the service area within the broader service territory of Metropolitan Water District of Southern California (MWD). The District is part of MWD's State Water Project-dependent area that was hit especially hard with water shortages beginning on June 1, 2022. Water conservation was the primary near-term means of response to the drought emergency. However, for the long-term, LVMWD has been working together with Triunfo Water and Sanitation District through the JPA on planning and design efforts for the Pure Water Project Las Virgenes-Triunfo. Once completed, the Pure Water Project Las Virgenes-Triunfo will diversify the water supply portfolio available to both agencies. Water supply diversification is a key strategy for climate change adaptation.

On January 9, 2023, the JPA authorized the Administering Agent/General Manager to execute a professional services agreement with Rincon Consultants, Inc., for the development of a CAAP. The CAAP will provide a roadmap for reducing GHG emissions in alignment with state goals. It will also provide guidance for increasing the resilience of critical facilities, infrastructure, services and resources. Benefits include additional state funding opportunities that can assist with infrastructure and operational costs; mitigation of risks associated with future state requirements; and the identification, development and implementation of solutions for inefficiencies and vulnerabilities. LVMWD-only facilities and operations primarily consists of those associated with the drinking water system, including pump stations and the Westlake Filtration Plant. The CAAP also incorporates JPA facilities and operations.

On July 18, 2023, the LVMWD Board received and filed a progress report on the CAAP and provided preliminary comments to staff. Since that time, a draft of the CAAP report has been completed and is now being transmitted to the LVMWD Board for review and comment. Currently, staff seeks comments on the portions of the draft report that pertain to LVMWD-only facilities and operations. Any comments will be incorporated as appropriate before the CAAP is finalized and brought to the LVMWD Board for adoption on October 3, 2023.

GOALS:

Construct, Manage and Maintain all Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

Prepared by: Joe McDermott, Director of Engineering and External Affairs

ATTACHMENTS:
Draft Climate Action and Adaptation Plan

Climate Action and Adaptation Plan (DRAFT)

August 2023

Rincon Consultants

1. Introduction

A Climate Action and Adaptation Plan (CAAP) for a municipal water district provides a strategic framework of measures and strategies designed to address the impacts of climate change on water resources, water supply, and water and wastewater infrastructure within the jurisdiction of Las Virgenes Municipal Water District (LVMWD or District) and the Las Virgenes – Triunfo Joint Powers Authority (JPA). The goal of a CAAP is to both mitigate the District's contributions to climate change (climate action) and to adapt operations and systems to the threats and impacts of a changing climate (climate adaptation). A well-developed CAAP for a water district plays a crucial role in ensuring a reliable and resilient water supply and wastewater services in the face of climate change challenges. It demonstrates a proactive commitment to both mitigating the District's impact on climate change and adapting to the changing conditions to provide safe and sustainable water and wastewater services to the community.

LVMWD Mission and Vision

The CAAP supports LVMWD's mission is to provide high-quality, reliable water service in a cost-effective and environmentally sensitive manner. This mission applies to all LVMWD activities, as LVMWD provides drinking water, recycled water, and wastewater services and biosolids composting.

To meet LVMWD's mission, this CAAP was developed to align with LVMWD's goals and long-range planning efforts, with the intent to adapt District operations and infrastructure to a changing climate and reduce greenhouse gas (GHG) emissions associated with water treatment and distribution over time. Through innovative strategies, collaborative partnerships, and responsible stewardship, LVMWD aspires towards a sustainable, cost effective, and equitable water supply, valuing every drop and bringing water full circle. By embracing adaptive measures and progressing towards carbon neutrality, LVMWD is dedicated to providing high-quality water in a cost effective and environmentally resilient manner. The following section provides an overview of the CAAPs purpose, LVMWDs system overview, and the plans that the CAAP was developed in alignment with to ensure cohesion among long-range planning efforts by LVMWD.

CAAP Purpose

The CAAP is a long-range planning document that provides LVMWD with a roadmap for achieving long-term GHG emissions reduction and improved resilience to climate change impacts in alignment with the State of California goals, mandates, and current legislation. The CAAP includes an analysis of LVMWD operations and associated GHG emissions sources, forecasts future emissions, highlights climate vulnerabilities, and establishes emissions reduction and adaptation goals and strategies. This CAAP is intended to inform future policy and planning decisions on operations, water resources, capital investments, conservation, and local resource programs. Additionally, the CAAP aligns with LVMWD's long-range plans including the 2020 Las Virgenes Municipal Water District Urban Water Management Plan, 2014 Integrated Master Plan for Las Virgenes Municipal Water District and Triunfo Sanitation District (IMP), and 2019 Hazard Mitigation Plan. The CAAP will support LVMWD's efforts to adjust operations as feasible to adapt to climate change effects and to obtain infrastructure grant/loan funding necessary for increasing resiliency.

The CAAP establishes GHG emissions reduction targets that align with those goals set by the State of California, as well as with the international consensus regarding the GHG reductions needed to avoid the

most serious climate change impacts. The emissions inventory and forecast presented in Chapter 4 provide a basis for LVMWD to establish targets for future GHG reductions. LVMWD is establishing an annual reduction rate to meet the State’s 2045 carbon neutrality goal, as set forth by Assembly Bill (AB) 1279. By setting a straight line to the 2045 target, LVMWD commits to reducing mass GHG emissions 69 percent below 1990 levels by 2030, surpassing Senate Bill 32, which requires a 40 percent reduction in emissions from 1990 levels.

The CAAP creates a roadmap that will provide LVMWD with a broad range of strategies and measures to mitigate or reduce GHG emissions in line with State goals based on operational feasibility, cost, and the availability of state and federal grant funding. The CAAP will help LVMWD reduce overall GHG emissions from its operations and will align LVMWD with State mandates and legislation, while providing consistency with LVMWD’s mission. In addition to establishing a pathway to LVMWD’s emissions reduction goal of 69 percent below 1990 levels by 2030 and carbon neutrality by 2045, the CAAP:

- Incorporates legislation and guidance from State, federal, and international sources
- Identifies cost-effective energy efficiency and decarbonization measures
- Provides co-benefits, such as improved operational resilience and air quality
- Integrates actions to transition away from fossil fuel use in alignment with California’s clean fleet goals and overall strategies to reduce GHG emissions from the transportation sector

CAAP Intent and Use

The CAAP provides a comprehensive analysis of LVMWD’s climate threats and operational GHG emissions sources, as well as a programmatic guide for opportunities to increase resiliency and reduce GHG emissions. This CAAP is not intended to serve as a qualified GHG Reduction Plan per the California Environmental Quality Act (CEQA) requirements of Section 15183.5(b). Although the CAAP discusses climate-related impacts and provides GHG reduction strategies, it cannot be used to tier or streamline development projects as it relates to CEQA requirements. LVMWD provides a critical service that is their priority; LVMWD is also committed to implementing GHG reduction strategies to the extent feasible and cost-effective. The CAAP’s intent is to serve as an informative document that introduces concepts related to climate action planning and establishes a set of strategies that align with the State’s GHG-reduction goals and associated legislation that LVMWD can implement to reduce GHG emissions. By defining specific reduction goals, LVMWD can track its progress towards meeting its goals and measure the success of its CAAP strategies. LVMWD is committed to developing new measures and strategies, leverage emerging technologies and products, and updating the CAAP in an effort to adapt to emerging climate threats and maintain progress with the established carbon neutrality target.

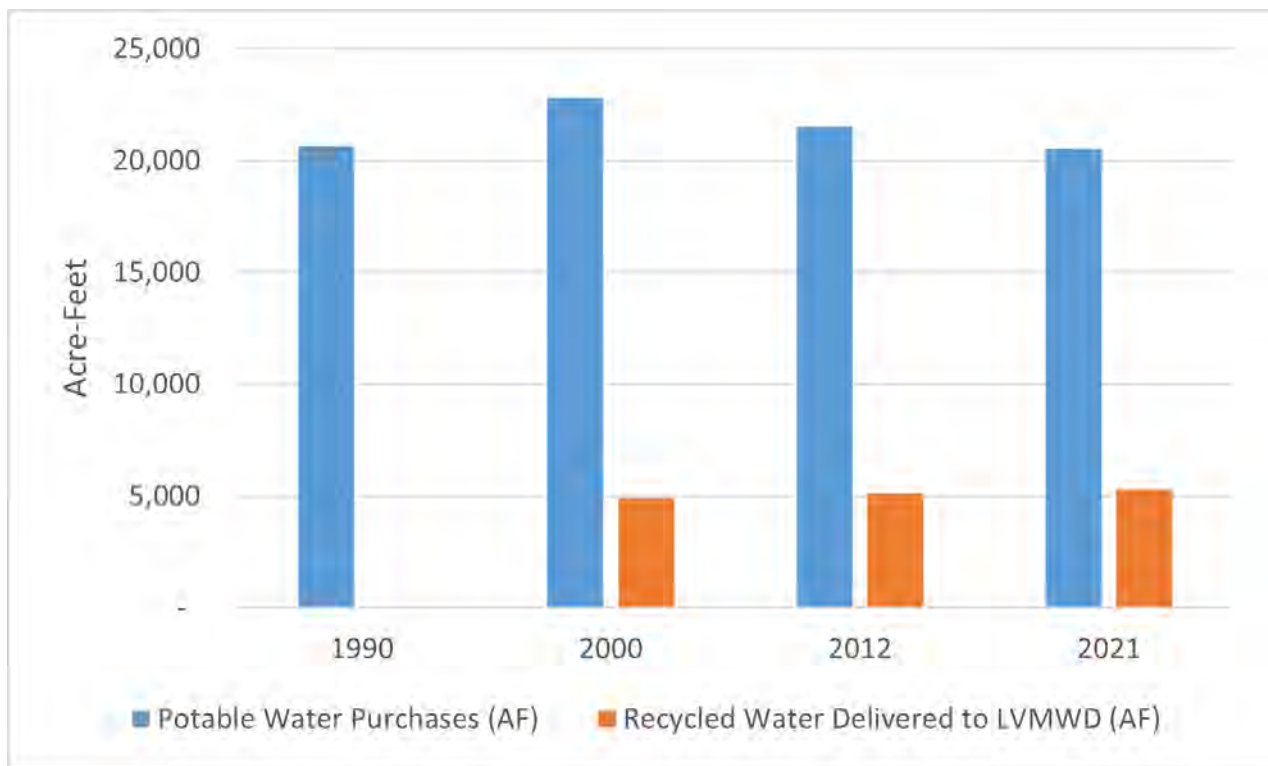
LVMWD System Overview

This CAAP covers LVMWD exclusively and the Las Virgenes-Triunfo Joint Power Authority (JPA) operations. In the CAAP, LVMWD and JPA are referred to throughout as LVMWD. LVMWD acts as Administering Agent for JPA, a long-term partnership between LVMWD and the Triunfo Water and Sanitation District (TWSD). The JPA co-owns, and LVMWD operates and maintains, several shared wastewater facilities, including the Tapia Wastewater Reclamation Facility, a backbone reclamation water main, the Rancho Las Virgenes Composting Facility, spray fields for seasonal disposal of excess recycled water, and a 5-megawatt solar farm. GHG emissions associated with the operation and

maintenance of TWSD’s infrastructure are not measured as part of the GHG inventory, as outlined in Chapter 4.

LVMWD provides potable water, wastewater treatment, recycled water, and biosolids composting to more than 75,000 residents in the cities of Agoura Hills, Calabasas, Hidden Hills, Westlake Village, and unincorporated areas of western Los Angeles County. LVMWD’s potable water distribution system includes 25 storage tanks, 24 pump stations, and almost 400 miles of pipelines. LVMWD’s recycled water system consists of 62 miles of pipelines, 3 storage tanks, 3 open reservoirs, and 4 pump stations. The potable water system serves potable retail customers, primarily residential, and the recycled water system provides water resources to irrigate parks, golf courses, roadway landscapes, commercial properties, and multi-family landscapes. Water delivered per year, in acre-feet (AF), by LVMWD in 2000, 2012, and 2021 is shown in Figure 1-1. Water deliveries for these years are shown in alignment with years included in the multi-year GHG inventory, as seen in Chapter 4. Highlighting 1990, 2000, 2012, and 2021 illustrates shifts in water deliveries over two decades of service. LVMWD’s GHG emissions associated with these water deliveries are primarily from the purchase and consumption of electricity used for water treatment, conveyance, and delivery of water throughout LVMWD’s service area, as well as emissions associated with the Tapia Water Reclamation Facility.

Figure 1-1 Water Delivered for Select Years (AF) by LVMWD



LVMWD Long-Range Planning

As an urban water supplier, LVMWD is required to prepare an Urban Water Management Plan (UWMP) every 5 years in response to the requirements of the UWMP Act, California Water Code Sections (CWC) 10610 through 10656. UWMPs are required to support the long-term resource planning to ensure that adequate water supplies are available to meet existing and future water needs over a 20-year planning horizon during different climate scenarios. In July 2021, LVMWD’s Board of Directors approved the most

recent 2020 Urban Water Management Plan (UWMP 2021). LVMWD coordinated their planning efforts with several local water agencies to calculate demand projections, characterization of shared supplies, and planning for potential water shortages. This partnership included Calleguas Municipal Water District, Triunfo Water and Sanitation District, and The Metropolitan Water District of Southern California (MWD). To be consistent with anticipated growth in operations, water supply and demand projections are incorporated into the CAAP.

The 2014 Integrated Master Plan for Las Virgenes Municipal Water District and Triunfo Sanitation District (IMP) summarizes the findings of the Potable Water Master Plan, Sanitation Master Plan, and Recycled Water Master Plan, all adopted in 2014. The Potable Water Master Plan and Recycled Water Master Plan each evaluate historical and future water demands making several recommendations to secure water and avoid additional costs. The Sanitation Master Plan includes recommendations for specific sanitation projects for LVMWD to undertake such as refurbishment of existing assets, operation optimization, and sanitation system upgrades to allow LVMWD to plan for expansion and projected capacity needs in the future. The IMP recommends relieving demands from the potable system through specific recycled water construction projects and re-working the wastewater system to be more easily managed. Therefore, the CAAP aligns with and highlights opportunities within the IMP to reduce GHG emissions as a co-benefit.

Other long range planning documents such as the 2019 Las Virgenes Municipal Water District Hazard Mitigation Plan, have identified hazards that LVMWD is vulnerable to and recommend specific actions to minimize such vulnerabilities. This hazard mitigation plan developed by LVMWD explicitly sets a goal to increase the resiliency of LVMWD by “reducing risk from hazards by identifying resources, information, and strategies for risk reduction, while helping guide and coordinate mitigation activities.” Included in the plan is a series of hazard mitigation actions to be completed by LVMWD over the next few years to address hazards. The CAAP complements the strategies and hazard mitigation actions detailed in the Hazard Mitigation Plan.

History and Current Operations

This section provides an overview of LVMWD’s history and operations, including its water supply sources, treatment requirements, and infrastructure.

LVMWD Formation and Service Area

LVMWD was formed in 1958 to supply imported water to western Los Angeles County. The LVMWD service area, shown in Figures 1-2.1 and 1-2.2, is located in the cities of Agoura Hills, Calabasas, Hidden Hills, Westlake Village, and unincorporated areas of western Los Angeles County and within the South Coast Hydrologic region, as defined by the Department of Water Resources.

The climate of LVMWD’s service areas is characterized as semi-arid, with mild winters, warm summers, and moderate rainfall. The usually mild climate occasionally has periods of extremely hot weather, winter storms, or hot and dry Santa Ana winds.

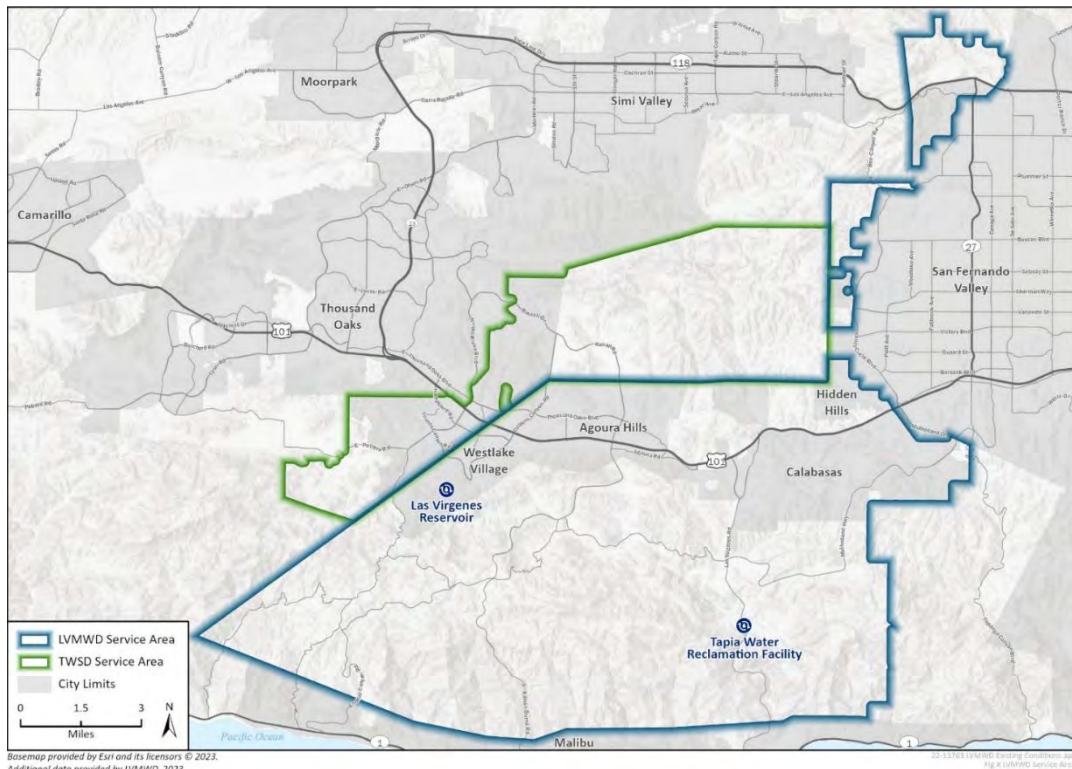
Figure 1-2.1 LVMWD Vicinity Map



LVMWD Water Sources and Supply

LVMWD obtains its water from various sources, including treated, drinkable water brought in from the MWD, recycled water derived from the TWRP, groundwater from the Russell Valley Basin in Westlake Village (used to complement the TWRP), and surface runoff collected into the Las Virgenes Reservoir. The imported water provided to LVMWD originates from the State Water Project (SWP). The water resources have been carefully managed by LVMWD to enhance water reliability, employing a strategy that emphasizes aggressive use of recycled water, minimal reliance on groundwater to supplement recycled water supplies, and storing water in Las Virgenes Reservoir during low-demand periods in the winter to meet peak demand periods during summer months.

Figure 1-2.2 LVMWD and Triunfo Service Areas



Basemap provided by Esri and its licensors © 2023. Additional data provided by LVMWD, 2023.

Domestic Water Delivery

LVMWD serves over 70,000 residents within a service area spanning 122 square miles, offering potable water, recycled water, and sanitation services. The water distribution system comprises 22 primary pressure zones, more than 400 miles of pipelines, 24 pumping stations, 25 storage tanks, and over 75 pressure regulating stations.

Wastewater and Recycled Water

LVMWD operates the TWRP, which processes an average of 9.5 million gallons per day (MGD) of wastewater and has a total capacity of 16 MGD. The TWRP employs treatment methods to purify the wastewater to a high level, enabling its use for non-potable purposes like landscape irrigation and various commercial applications. Approximately 20 percent of all water supplied by LVMWD is recycled for irrigation purposes. The solid by-products generated during the treatment process are transported through a 4-mile-long buried pipeline to the Rancho Las Virgenes composting facility. At this facility, the solids undergo anaerobic digestion, dewatering, and composting, resulting in Class A Exceptional Quality compost that is made available for use by the public.

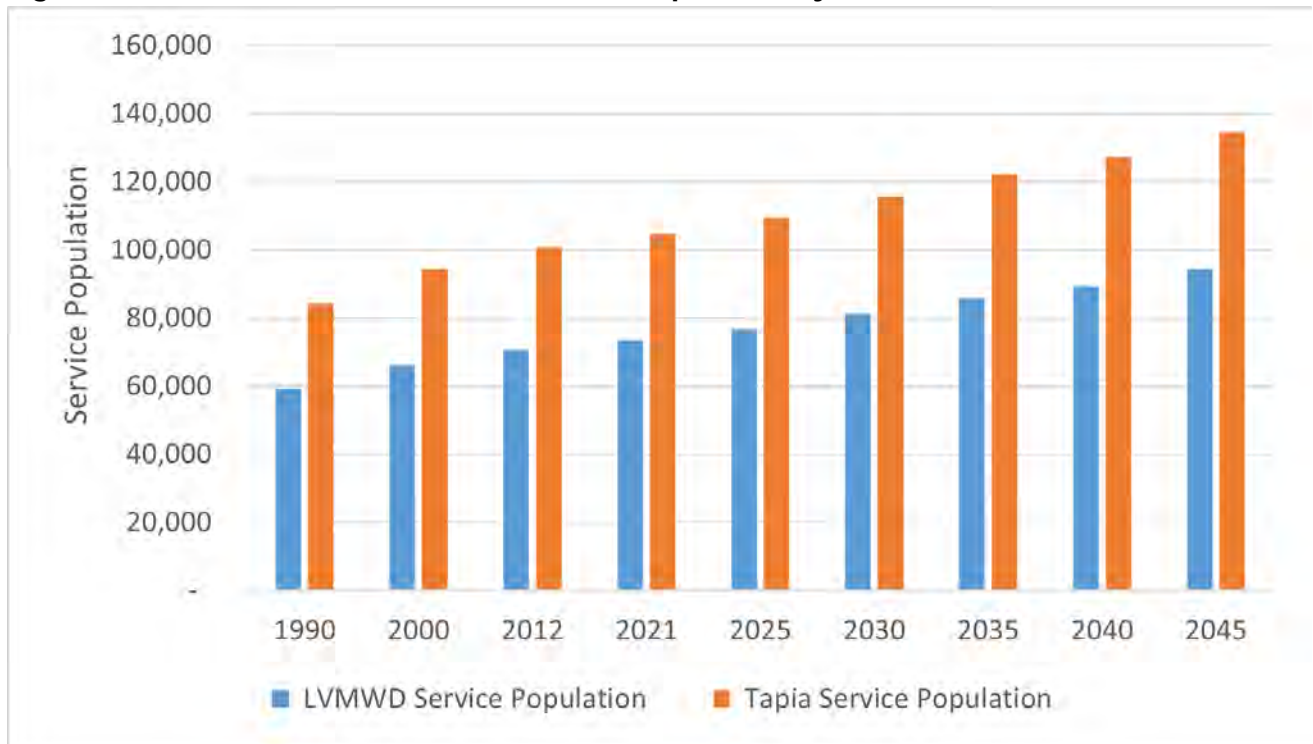
LVMWD Environmental Commitment and GHG Reduction History

LVMWD's GHG emissions are primarily related to the purchase and consumption of electricity used for operations and wastewater treatment throughout the LVMWD service area. Future GHG emissions are anticipated to increase due to expansion of LVMWD's services and increases in LVMWD's service population estimated in the 2020 UWMP. As shown in Figure 1-3, service populations for LVMWD only (LVMWD Service Population) and for the areas served by the JPA that includes both LVMWD and Triunfo Water and Sanitation District services areas (Tapia Service Population) are estimated to grow from approximately 73,435 and 104,651 in 2021 to 94,392 and 134,516 in 2045, respectively. Chapter 4 describes LVMWD's historic, current, and forecasted emissions in further detail.

Furthermore, impacts from the changing climate such as increased frequency and severity of drought conditions are projected to potentially impact the quantity and quality of local water supplies, as well as the availability of imported water from the SWP. Chapter 3 describes LVMWD's climate change exposure and vulnerabilities in further detail.

Prior to development of this CAAP, which is LVMWD's first climate action and adaptation planning document, LVMWD has already substantially reduced its GHG emissions through the implementation of operational efficiencies, renewable energy projects, and water conservation programs into their services. Some of these efforts and the associated effects on reducing GHG emissions are summarized below.

Figure 1-3 Historical and Forecasted Service Population by LVMWD and TWRP



Infrastructure Energy Efficiency and Renewable Energy

LVMWD has continually invested in projects and efforts to upgrade infrastructure and improve the energy efficiency of its operations. This has included installing a solar system to reduce LVMWD’s reliance on fossil fuels and increase energy resilience. The solar energy allows LVMWD to cut energy costs over time and reduce GHG emissions. A back-up battery storage system under construction at the Rancho Composting Facility will provide additional resiliency. Additionally, LVMWD has completed LED upgrades at District Headquarters and TWRP, leading to increased energy efficiency, decreased electricity consumption, and reduced GHG emissions.

LVMWD contracted to buy power from a Solar Power Generation Facility (operational in 2014), which is owned and operated by Solar City at a fixed cost over a 20-year period. This facility is designed to generate peak power of approximately 1 million watts or one megawatt, which is used to pump recycled water for regional use. Solar City has estimated that over its lifetime, the solar facility will prevent more than 82 million pounds of carbon from entering the atmosphere or the equivalent of removing 750 cars from the road.¹ Operational in 2021, LVMWD’s Solar Generation Project Phase II was developed to provide an additional 4 megawatts of renewable energy to LVMWD. At the time of development, this solar facility was projected to reduce electrical costs by an estimated \$10.3 million over a 25-year

¹ LVMWD. N.d. Solar Power Generation Facility. <https://www.lvmwd.com/our-services/wastewater-services/solar-power-generation-facility#:~:text=The%20solar%20power%20generation%20facility,recycled%20water%20for%20regional%20use.>

period. The amount of power generated from the combined 5 megawatt solar facility is enough to operate the TWRP.²

Water Conservation and Reliability

LVMWD has developed strategies for water conservation through the Comprehensive Water Conservation Plan,³ which aligns their water conservation targets with State goals. The plan outlines several water conservation programs aimed at reducing water use, reducing water costs for customers, and meeting state water conservation goals. Current LVMWD water conservation efforts include:

- Weather based Irrigation Controller Giveaway/Rebate Program
- High Water Use Account Review and One-on-One Consultations
- Rain Barrel Giveaway/Rebate Program
- Development and Implementation of a Landscape Transformation Initiative
- Improved Education and Outreach Efforts
- Advanced Water Meter Protect

These efforts have led to an estimated water reduction of 421 AF per year, since 2018. As of 2023, the Weather Based Irrigation Controller Giveaway/Rebate Program has provided over 2,000 smart controllers to customers. LVMWD is actively developing additional programs to further water conservation efforts. Specifically, the Landscape Transformation Program, launched in 2023, will further efforts to promote the transformation to water efficient landscaping.

LVMWD is committed to ensuring that its customers have access to reliable drinking water resources. The Pure Water Project Las Virgenes - Triunfo will play a critical role in LVMWD providing reliable water in the future. The project, a joint effort between the LVMWD and TWSD, is currently in the development stages, and will take surplus recycled water from the TWRP and further purify the water to meet or exceed drinking water standards. This effort is critical to helping ensure long-term drinking water supply reliability as LVMWD is currently reliant on imported drinking water from the State Water Project. Pure Water operations are expected to come online by no later than 2030.

Vehicle Fleet

LVMWD'S Advanced Meter Project⁴ is minimizing fleet vehicle usage as customers with advanced meters will no longer need in-person monthly meter reads, leading to fewer LVMWD fleet vehicles on the road for meter reading. This significantly reduces fleet vehicle usage and reduces LVMWD's GHG emissions.

2 LVMWD. N.d. Solar Generation Project Phase II. <https://www.lvmwd.com/the-district/departments/engineering-and-external-affairs/technical-services-planning-engineering/master-plans-and-engineering-documents/solar-generation-project-phase-ii>

3 Comprehensive Water Conservation Plan. LVMWD. 2020. <https://www.lvmwd.com/home/showpublisheddocument/13413/637600622563770000>

4 LVMWD. Advanced Meter Project. 2023. <https://www.lvmwd.com/our-services/construction-projects/lvmwd-advanced-meter-program>

Wildfire Mitigation and Energy Resilience

LVMWD's service area is extremely at risk of wildfire. LVMWD is committed to implementing measures to mitigate future wildfire risk, potential damage to facilities and infrastructure, power outages, and associated service disruptions. Completed and ongoing efforts to minimize wildfire risk and increase resilience to power outages include:

- Implementing vegetation and landscape management practices that minimize flammable materials
- Clearing brush and trimming trees around critical infrastructure
- Conducting structure hardening upgrades to improve resilience to wildfires
- Completing the implementation of upgrades to LVMWD facilities that were identified to include the installation of emergency power generation systems
-

2. Scientific Context for Climate Change

2.1 Climate Change Causes

While the scientific understanding of climate change continues to evolve, the mechanisms driving climate change have been well understood for decades. These mechanisms include the release of GHG emissions associated with human activities into Earth's atmosphere and the effects on the global climate. This section provides an overview of the scientific context of climate change attributed to human activity.

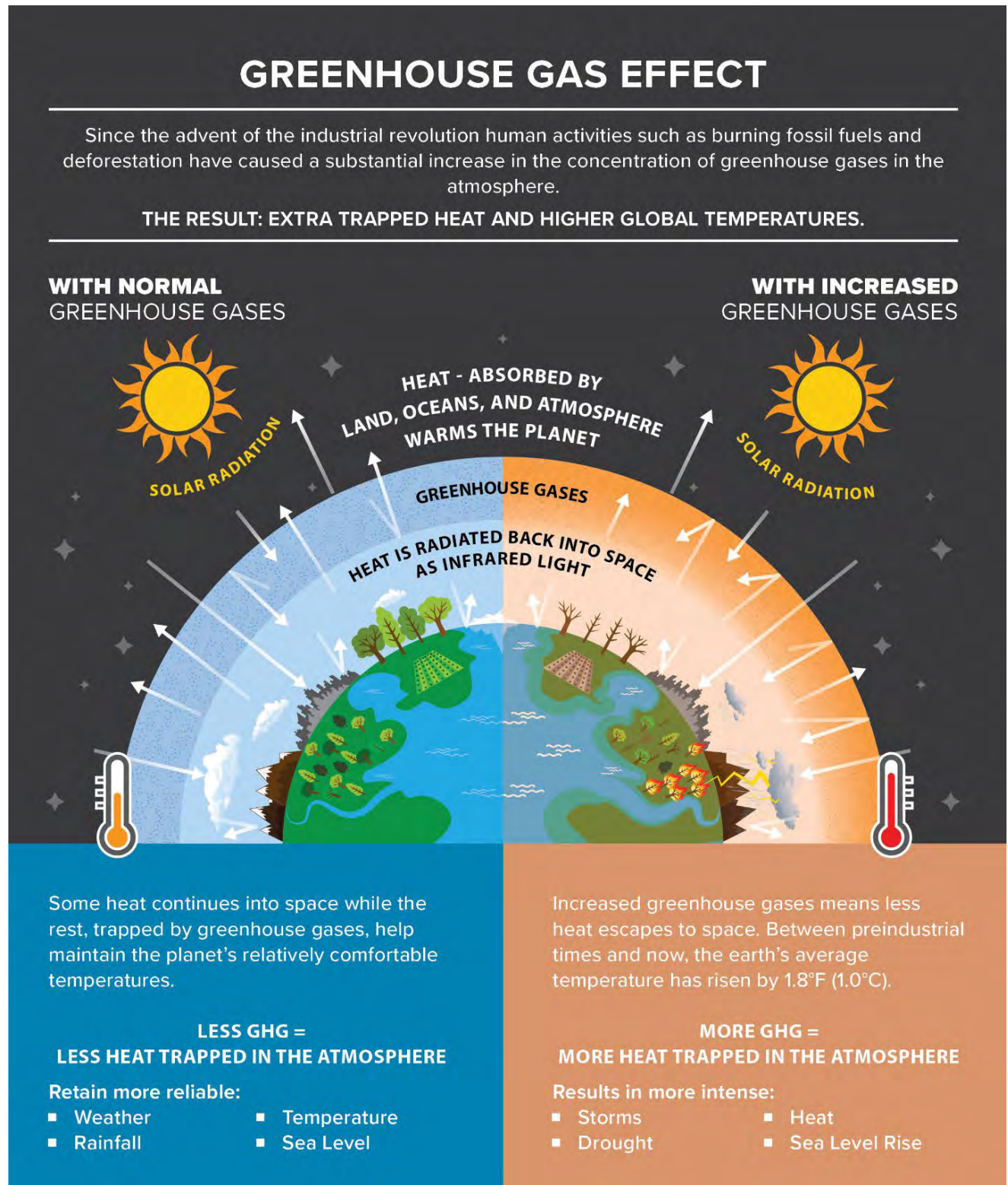
2.1.1 GHG Effect and Emissions Sources

Below is a discussion of the effects of GHG emissions, impacts of global warming, as well as a discussion of GHG emission sources, including those specific to LVMWD's and JPA's operations.

GHG Effect

Most of the energy that affects the Earth's climate comes from the sun. When solar radiation reaches the Earth, some fraction is absorbed by the Earth's surface, and some is reflected back into space. Gases in the Earth's atmosphere act like a blanket reducing the amount of energy radiated back into space from Earth's surface resulting in heat being trapped within the atmosphere. This is known as the "greenhouse effect" because atmospheric gases function similar to the windows in a greenhouse, which trap the Sun's rays and create a much warmer space inside the greenhouse than the outside air. The greenhouse effect regulates the Earth's climate, maintaining conditions suitable for life on Earth. However, a rapid increase of GHG emissions can cause excess heat to be trapped, affecting global temperatures and climate. More specifically, human activity, such as burning fossil fuels to generate electricity and heat, and the transportation of people and materials in vehicles has increased the amount of GHGs emitted into the atmosphere. The increase of emitted GHGs has led to an increased adsorption of infrared radiation by the Earth's atmosphere and increased temperatures near the surface. This process is depicted in Figure 2-1.

Figure 2-1 Greenhouse Gas Effect and Associated Climate Impacts¹



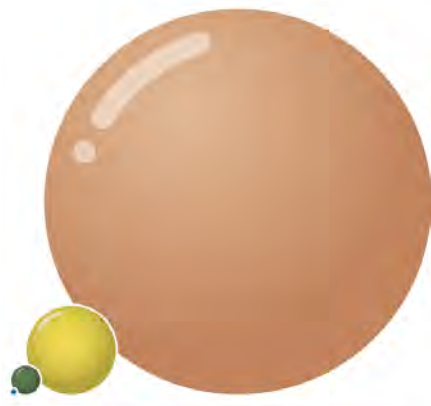
¹ Information in Figure 2-1 regarding the GHG effect was obtained from <https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions>

Global Warming Potential

The primary GHGs that are most responsible for the radiative greenhouse effect on Earth include carbon dioxide (CO₂), methane (CH₄), and nitrous oxides (N₂O). CO₂ contributes approximately 76 percent of total GHG emissions, largely due to combustion of fossil fuel for energy generation and fuel use. As shown in Figure 2-2, CH₄ and N₂O from agriculture and industrial activities contribute approximately 16 percent and 6 percent, respectively, to total GHG emissions. Other GHGs that are used in products and processes include fluorinated gases, which are released in small quantities that contribute about two percent of overall emissions.

Each GHG has its own global warming potential (GWP), which refers to the extent to which the GHG traps energy in the atmosphere.² The determination of a GHG's GWP utilizes CO₂ as a reference point and compares the potential impact of different GHGs where CO₂ has a GWP of 1. Using the latest 100-year GWP values published in the International Panel on Climate Change (IPCC)

Figure 2-3 Comparison of GHG GWPs



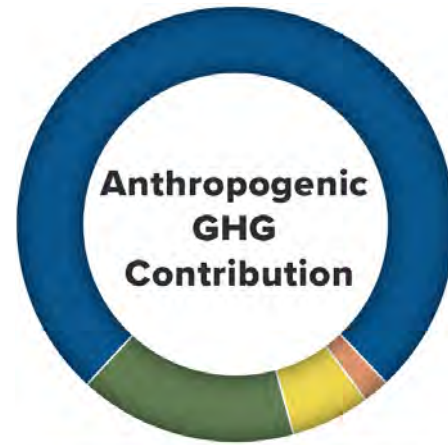
- 1 MT CO₂ = 1 MT CO₂e
- 1 MT CH₄ = 28 MT CO₂e
- 1 MT N₂O = 265 MT CO₂e
- 1 MT Fluorinated Gases = <23,000 MT CO₂e

2 According to the United States Environmental Protection Agency, the GWP was developed to allow comparisons of the global warming impacts of different gases. Specifically, it is a measure of how much energy the emissions of one ton of a gas will absorb over a given period of time, relative to the emissions of one ton of CO₂ (EPA 2017).

3 International Organization for Standardization (ISO) published ISO 14064-1 in 2006 (revised 2018) to provide an international standard for the quantification and reporting of GHG emissions.

4 Greenhouse Gas Protocol. 2016. https://www.ghgprotocol.org/sites/default/files/ghgp/Global-Warming-Potential-Values%20%28Feb%2016%202016%29_1.pdf

Figure 2-2 GHG Global Contribution



- 76% Carbon Dioxide
- 16% Methane
- 6% Nitro Oxide
- 2% Fluorinated Gases

(Source is IPCC 2014 AR5)

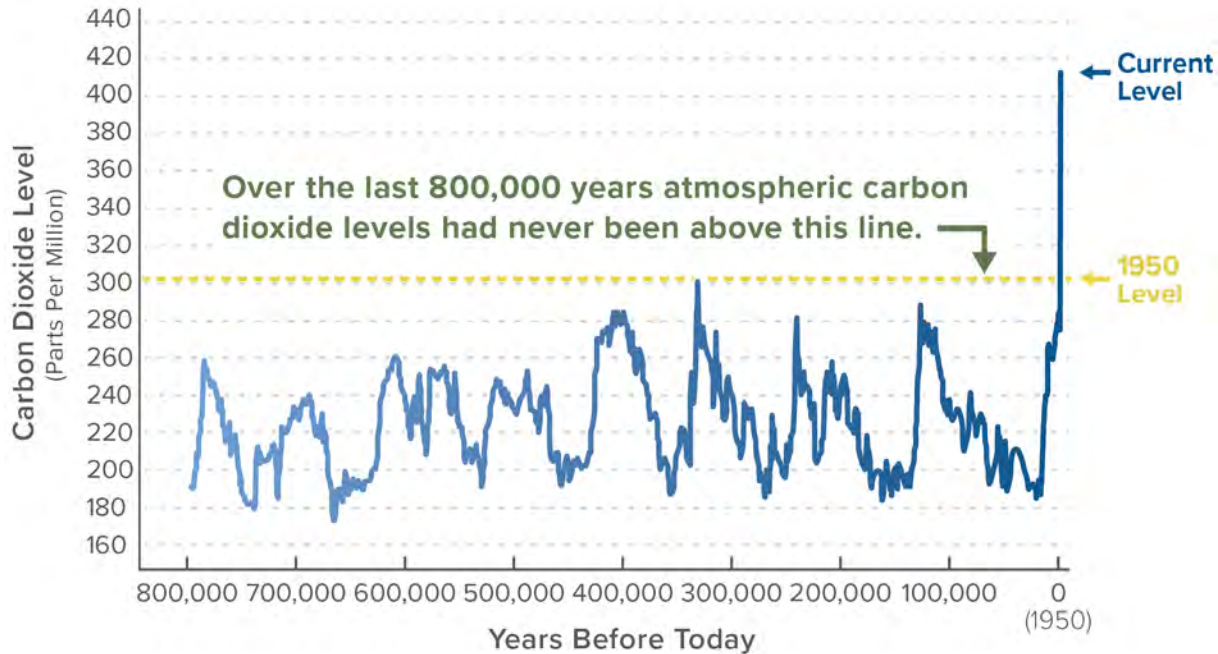
Fifth Assessment Report (IPCC 2014), CH₄ has a GWP of 28,

meaning that each unit of CH₄ causes 28 times more global warming potential than 1 unit of CO₂, while N₂O has a GWP of 265.^{3,4} Other GHGs include the fluorinated gases, which can have a GWP of up to 23,500. IPCC publishes Assessment Reports to update GWPs of several GHGs following advances in scientific knowledge on the radiative efficiencies and atmospheric lifetimes of GHGs. The IPCC's *Fifth Assessment Report* (2014) is among the most current and comprehensive peer-reviewed assessments of climate change. When individual GHGs are normalized based on their GWPs, we refer to them as carbon dioxide equivalents or CO₂e. Generally, GHG emissions are quantified in terms of metric tons (MT) CO₂e emitted per year. Figure 2-3 shows a comparison of the most common GHGs and their GWPs.

While CO₂ has the lowest GWP of the GHGs, it is by far the largest contributor to climate change effects due to the total mass of anthropogenic CO₂ emissions released annually; this is largely due to the combustion of fossil fuels. Since the start of the

industrial revolution in the mid-nineteenth century, human activities have been emitting large quantities of GHGs into the atmosphere, enough to nearly double the amount of CO₂ from 280 parts per million to over 400 parts per million, which is 100 parts per million higher than any time in the last 800,000 years. The atmospheric concentration of CO₂ over time has been calculated by measuring the composition of air trapped in ice cores from Antarctica,⁵ as shown in Figure 2-4.

Figure 2-4 Atmospheric Carbon Dioxide Levels



Source: <https://climate.nasa.gov/evidence/>

GHG Emission Sources

Anthropogenic processes that release GHGs include: the burning of fossil fuels for transportation, heating, and electricity generation; agricultural practices that release methane, such as livestock grazing and crop residue decomposition; and industrial processes that release smaller amounts of high-GWP gases. Deforestation and land cover conversion also contribute to global warming by reducing the Earth's capacity to remove CO₂ from the air and altering the Earth's albedo,⁶ or surface reflectance, allowing for absorption of additional solar radiation. According to the U.S. Environmental Protection Agency (USEPA), gross GHG emissions nationwide have increased by 1.3 percent since 1990. While the continued shift from coal to natural gas and increased use of renewables in the power sector helps to reduce GHG emissions, continued increases in population growth and industrialization can lead to further increases in GHG emissions unless technology and practices transition to low carbon alternatives.

⁵ Bereiter et. al. 2008. <https://www.researchgate.net/publication/5370384> High-resolution carbon dioxide concentration record 650000-800000 years before present

⁶ Albedo refers to the amount of diffuse radiation of energy out of the total, ranging from 0 (a black body that absorbs all radiation) to 1 where no energy/radiation is absorbed. Source: National Snow & Ice Data Center (NSIDC). 2020. <https://nsidc.org/cryosphere/seaice/processes/albedo.html>

LVMWD GHG Emission Sources

LVMWD's sources of GHG emissions include the following:

- Electricity usage to pump groundwater, conduct water quality sampling and treatment, provide water conveyance and distribution throughout the service area, and operate LVMWD/JPA facilities such as pump stations, lift stations, water reclamation plants, and water recycling
- Combustion of fuels (such as natural gas) in buildings and stationery equipment
- Combustion of fuels (such as gasoline and diesel) for transportation (fleet vehicle internal combustion of fuel and employee commutes)
- Emissions released from the processing and treatment of wastewater (e.g., combustion of digester gas, N₂O from nitrification or denitrification, and emissions in effluent discharge)
- Waste emissions including combustion of fuels in waste collection vehicles and landfill equipment as well as emissions from the decomposition of waste generated by LVMWD/JPA operations at the landfill

For a complete description of LVMWD's operations and associated GHG emissions see Chapter 4.

3. Climate Change Vulnerabilities

Climate Change Exposure

The addition of excess GHGs to the atmosphere is responsible for trapping heat near the earth’s surface, increasing the average temperatures across the globe. This increase in average temperatures is the cause of climate change and affects local health, natural resources, infrastructure, emergency response, and many other aspects of society. According to the IPCC, GHGs are now higher than they have been in the past 400,000 years, raising carbon dioxide levels from 280 parts per million to 410 parts per million in the last 150 years (IPCC 2021). The dramatic increase in GHG’s is attributed to human activities beginning with the industrial revolution in the 1800s, which represented a shift from an agrarian and handicraft-based economy to one dominated by industry and machine manufacturing (IPCC 2021).

To evaluate the impact of climate change on LVMWD operations and infrastructure, future conditions were modeled using the State of California’s Cal-Adapt tool.¹ These models predict that LVMWD’s service area and state water supplies are expected to experience a wide variety of impacts by the end of the century. According to California’s Fourth Climate Change Assessment, LVMWD will be affected by projected changes, including sea level rise, changes in precipitation patterns, wildfire risk, the prevalence of extreme heat events, and ocean temperatures and chemistry.

The Cal-Adapt tool provides climate data from global-scale models that have been localized (downscaled) to 3.7-mile by 3.7-mile grids (California Energy Commission [CEC] 2021). The data in Cal-Adapt specific to LVMWD’s service area is combined with information from the California Fourth Climate Change Assessment, Los Angeles Regional Report (2018) to describe protected future changes for specific types of hazards. Other reports, including the California Department of Water Resource’s Climate Change Vulnerability Assessment, provide information regarding climate change projections and impacts to the State Water Project and water supplies. Projections throughout this section are presented consistent with the Governor’s Office of Planning and Research (OPR) using Representative Concentration Pathway (RCP) 8.5 as a conservative approach to assessing and adapting to climate change. RCP 8.5 is a high greenhouse emissions scenario in which global emissions continue to rise through the end of the twenty-first century. Additionally, projections are forecasted to mid-century (2035-2064) and end-of-century (2070-2099) as 30-year averages and are compared to a modeled historical baseline (1961-1990).

Climate Drivers

In LVMWD’s service area, the climate drivers of concern include temperature and precipitation.

Temperature

Average maximum temperatures are expected to increase in LVMWD’s service area. Compared to the observed baseline (1961-1990), average maximum temperatures in Calabasas (District Headquarters)

¹ Cal-Adapt 2.0 is an online tool that presents historic and modeled projections based on 10 different global climate models. The tool was developed and is maintained by the University of California, Berkeley Geospatial Innovation Facility with funding and oversight by the CEC. This tool was used to present projection data related to minimum and maximum temperature, precipitation, extreme heat, warm nights, drought, and wildfire.

are expected to rise between 4.3 °F and 8.1 °F by the end of the century. According to “Our Climate Crisis: A Guide for SoCal Communities in the Wildland Urban Interface” prepared by the Malibu Foundation, the cities of Calabasas, Agoura Hills, and Hidden Hills, will face the highest temperature increases in the Santa Monica Mountains region. Temperature increases influence extreme heat, drought, and wildfire, as discussed further in this Chapter.

Precipitation and Drought

Precipitation in LVMWD's service area is highly variable from year to year. According to California's Fourth Climate Change Assessment, Los Angeles Region Report (2018), typically about five storms each year generate approximately 50 percent of total precipitation in the Los Angeles region. Model projections are inconsistent, however, small changes in average annual precipitation compared to the region's historic baseline are expected.²

Increased intensity of precipitation events is expected for the greater Los Angeles Area, including LVMWD's service area, through the end of the century. Both dry and wet extremes are expected to occur in the future. By the end of the century, the wettest day of the year is expected to increase across most of the Los Angeles region, with some locations experiencing 25-30 percent increases. Maximum 1-day precipitation is projected to increase between 0.3 and 0.4 inch by the end of the century. Extremely dry years are expected to increase in the Los Angeles region, potentially doubling or more in frequency by the end of the century. The maximum length of dry spell currently has a 158-day average in LVMWD and is projected to increase between 8 and 16 days by the end of the century.³

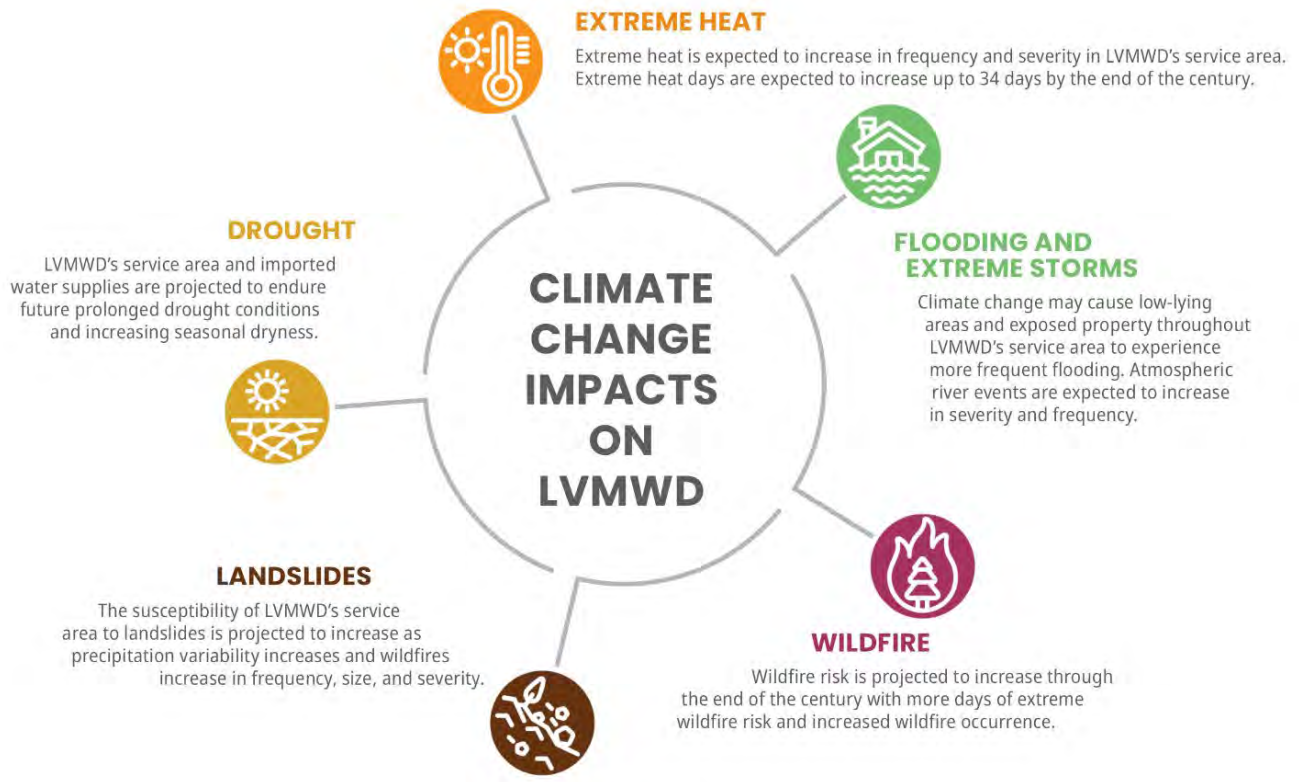
Regional Climate Hazards

LVMWD's infrastructure, facilities and water supplies are exposed to climate hazards including drought, wildfire, extreme heat, extreme storms/precipitation events, floods, and landslides. A summary of climate change impacts on LVMWD is shown in Figure 3-1.

² Hall et al. 2018. Los Angeles Region Report: California's Fourth Climate Change Assessment. https://www.energy.ca.gov/sites/default/files/2019-11/Reg%20Report-%20SUM-CCCA4-2018-007%20LosAngeles_ADA.pdf. Accessed July 2023

³ California Energy Commission (CEC). 2023. Cal-Adapt. <https://cal-adapt.org/tools/local-climate-change-snapshot>. Accessed July 2023

Figure 3-1 Climate Change Impacts on LVMWD



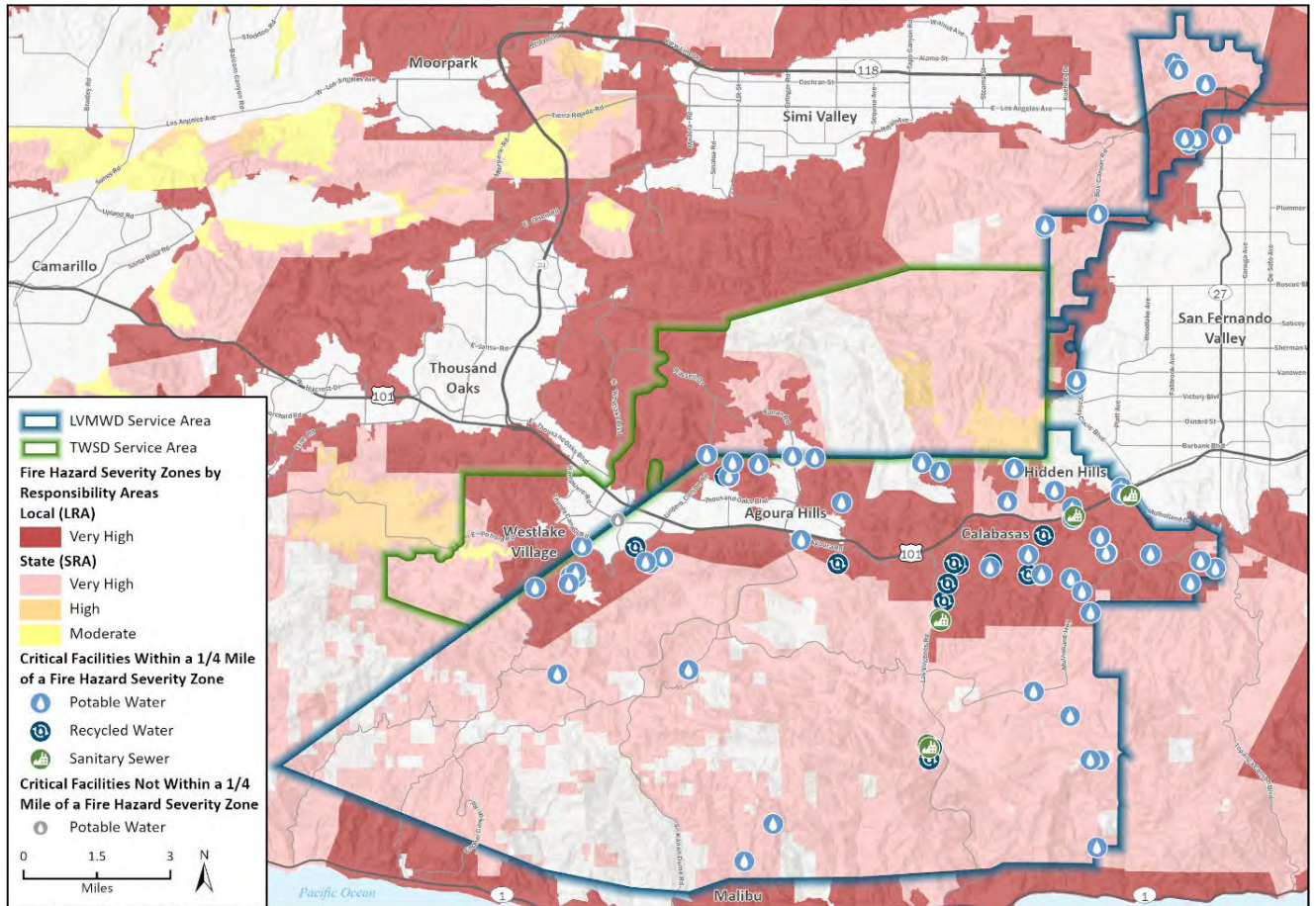
Wildfire

Wildfires in California have occurred with increased frequency and intensity over the past two decades. There are many areas in LVMWD's service area designated by CAL FIRE as High and Very High Fire Hazard Severity Zones, with the greatest risk in the Santa Monica Mountains and Simi Hills. Additionally, many of LVMWD's critical facilities in its potable, recycled, and sanitary water systems, are in Fire Hazard Severity Zones, as seen in Figure 3-2. Critical potable water, recycled water, and sanitary sewer facilities located within a ¼ mile of a fire hazard severity zone are highlighted in the figure. LVMWD's service areas are projected to experience increasing wildfire risk through the end of the century due to a variety of factors including an increase in temperatures and prevalence of drought conditions. The decadal probability of wildfire is projected to increase from the historical baseline of 10 percent to 30 percent by the end of the century.⁴

On November 8, 2018, the Woolsey Fire broke out in Ventura County and spread into LVMWD's service area, due to large amount of flammable vegetation and the influence of Santa Ana winds. On November 11, LVMWD's Board declared a state of emergency for the service area due to the significant impacts of the fire, authorizing response and recovery efforts and actions. LVMWD critical facilities and services were damaged and disrupted, including the Calabasas Headquarters. By November 9, LVMWD lost power to nearly all of its critical facilities and backup generators were utilized to keep pump stations and other equipment operational. The Woolsey Fire footprint and location of LVMWD critical facilities are shown in Figure 3-3.

⁴ California Energy Commission (CEC). 2023. Cal-Adapt. <https://cal-adapt.org/tools/local-climate-change-snapshot>. Accessed July 2023

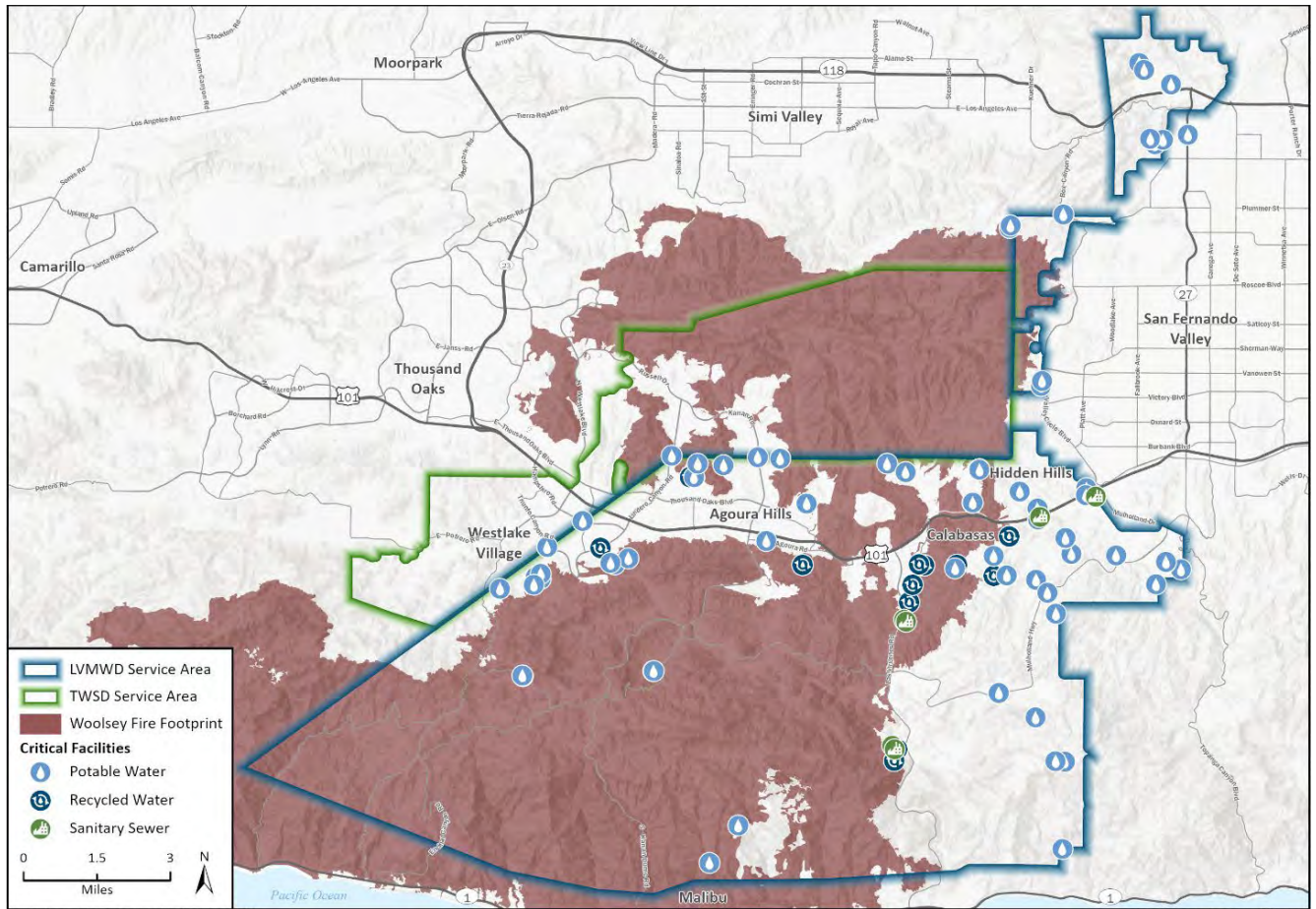
Figure 3-2 Fire Hazard Severity Zones and Critical Facilities



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 Additional data provided by LVMWD, 2023; CAL FIRE, SRA 2007, LRA 2010 & 2012.

© 2023 LVMWD Existing Conditions app
 Fig. 1 Fire Hazard Severity Zones and Critical Facilities

Figure 3-3 Woolsey Fire and Critical Facilities



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Additional data provided by LVMWD, 2023; CAL FIRE, FRAP, 2022.

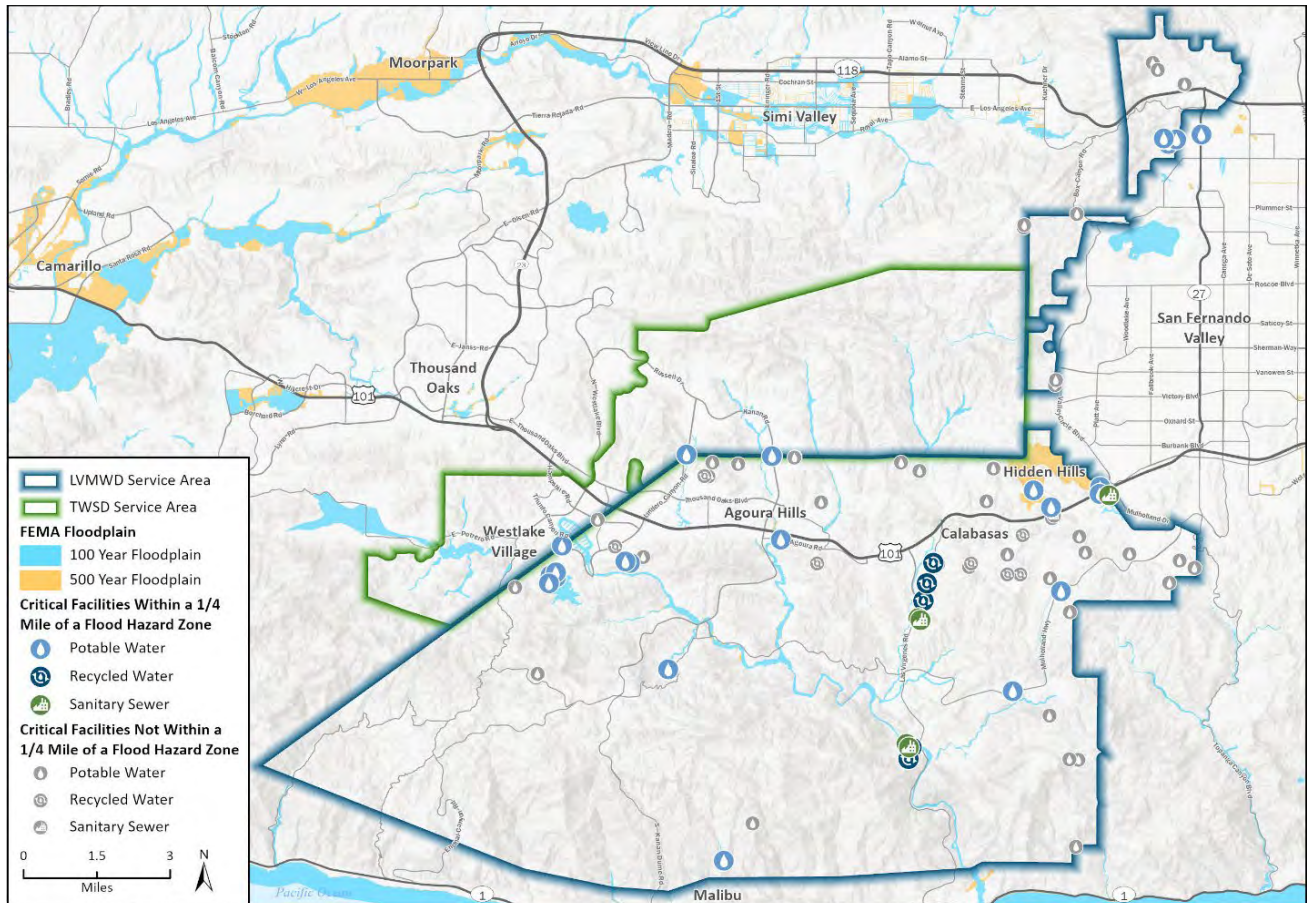
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Fig. 3 Woolsey Fire and Critical Facilities

Flooding and Extreme Storms

Low-lying areas in LVMWD’s service area are expected to experience more frequent flooding as a result of climate change. Riverine flooding is expected to increase as precipitation extremes increase. Waterways including the Malibu Creek are particularly susceptible to riverine flooding. Extreme precipitation events often produce large and high velocity flows, which may overwhelm stormwater systems, causing localized flooding. Climate models project that the frequency of atmospheric river/large storm events may increase in the future. Additionally, the peak season of atmospheric rivers is projected to lengthen, which may extend the flood-hazard season in Southern California.⁵ LVMWD’s service area has both 100-year and 500-year FEMA floodplains, with several critical facilities located in those floodplains, as seen in Figure 3-4. Critical potable water, recycled water, and sanitary sewer facilities located within a ¼ mile of a flood hazard zone are highlighted in the figure.

⁵ Hall et al. 2018. Los Angeles Region Report: California’s Fourth Climate Change Assessment. https://www.energy.ca.gov/sites/default/files/2019-11/Reg%20Report-%20SUM-CCCA4-2018-007%20LosAngeles_ADA.pdf. Accessed July 2023

Figure 3-4 FEMA Flood Zones and Critical Facilities



Basemap provided by Esri and its licensors © 2023.
 Additional data provided by LVMWD, 2023; FEMA, 2021.

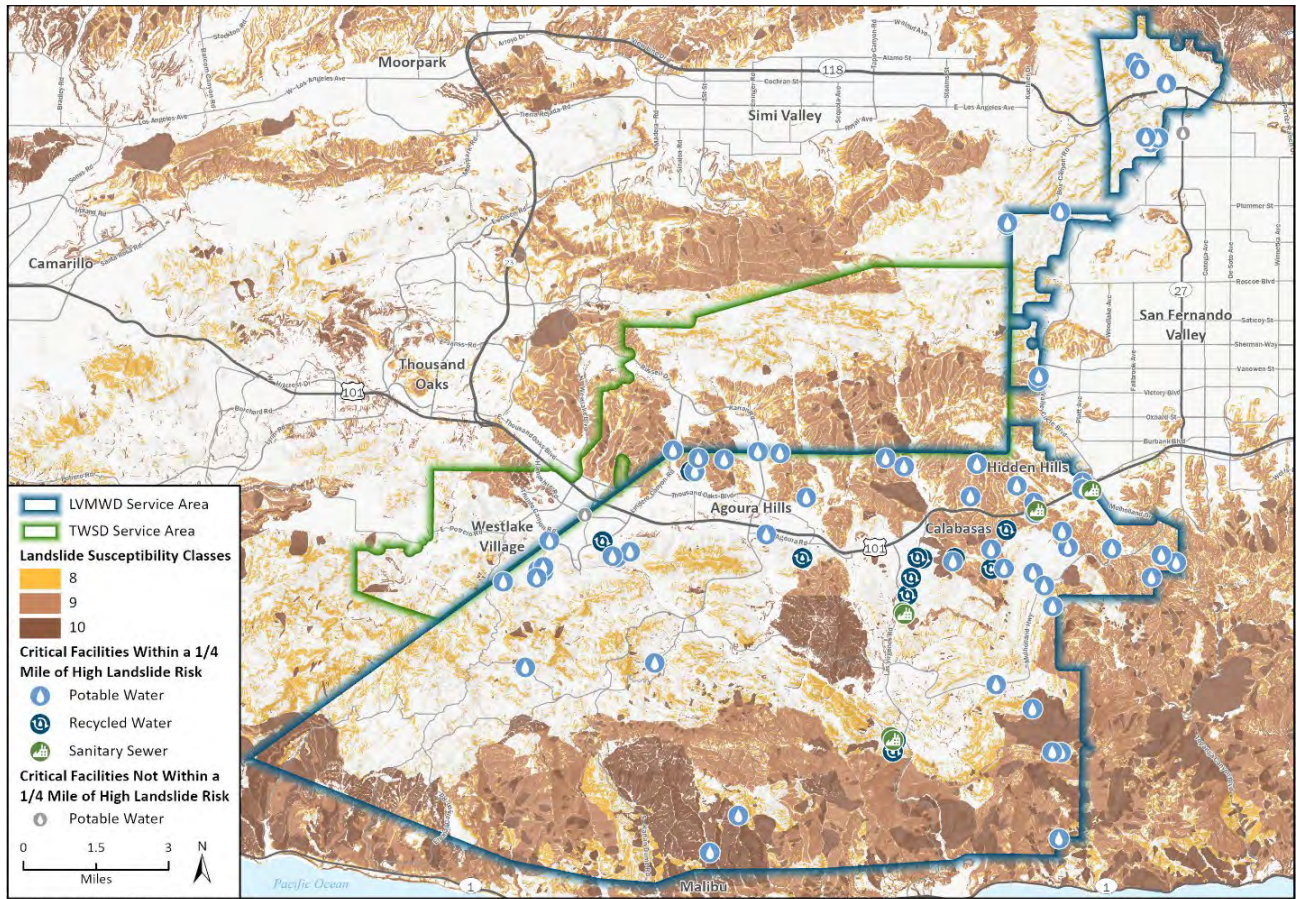
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 Fig 3 Flood Zones and Critical Facilities

Landslides

Increased frequency and intensity of extreme precipitation events and wildfires may contribute to increased landslide susceptibility in LVMWD’s service area. Landslide susceptibility is typically highest in areas with unstable soils, weak rocks, and steep slopes. Landslide susceptibility in LVMWD’s service area is based on a range from 1 to 10, with 10 being the highest susceptibility. As seen in Figure 3-5, susceptibility levels of 8 to 10, are common throughout LVMWD’s service area, particularly in the Santa Monica Mountains and Simi Hills. Critical potable water, recycled water, and sanitary sewer facilities located within a ¼ mile of a high landslide susceptibility area are highlighted in the figure. Areas impacted by recent fires, including the 2018 Woolsey Fire, are especially prone to debris flow. Debris flow events are particularly dangerous because they often have little warning during severe storm events and are fast moving. Post-wildfire debris flows are likely to occur in burn scar for between 2-5 years after a wildfire, during significant rainfall events.⁶

⁶ U.S. Geological Survey (USGS). 2018. Emergency Assessment of Post-Fire Debris Flow Hazards. <https://www.usgs.gov/programs/landslide-hazards/science/emergency-assessment-post-fire-debris-flow-hazards>. Accessed July 2023

Figure 3-5 Landslide Susceptibility Areas and Critical Facilities



Basemap provided by Esri and its licensors © 2023.
 Additional data provided by LVMWD, 2023; CGS, Map Sheet 58, 2018.

22-13763 LVMWD Existing Conditions Jan 9
 Fig. 4 Landslide Susceptibility and Critical Facilities

Extreme Heat

The number of extreme heat days per year is expected to increase in LVMWD's service area. At LVMWD Headquarters, an extreme heat day is when the maximum temperature exceeds 97.4 °F. Historically, the service area experiences three extreme heat days per year on average. By the end of the century, extreme heat days are expected to increase between 16 and 34 days.⁷

Droughts

Climate change will increase the likelihood that low-precipitation years will coincide with above-average temperature years. Warming temperatures increase seasonal dryness and the likelihood of drought due to decreased supply of moisture and increased atmospheric demand for moisture as evaporation from bare soils and evapotranspiration from plants increases. Extremely dry years are projected to increase over Southern California, potentially doubling or more in frequency by the late-twenty-first century.⁸ The U.S. Drought Monitor characterizes areas within LVMWD as Abnormally Dry (D0) and Moderate

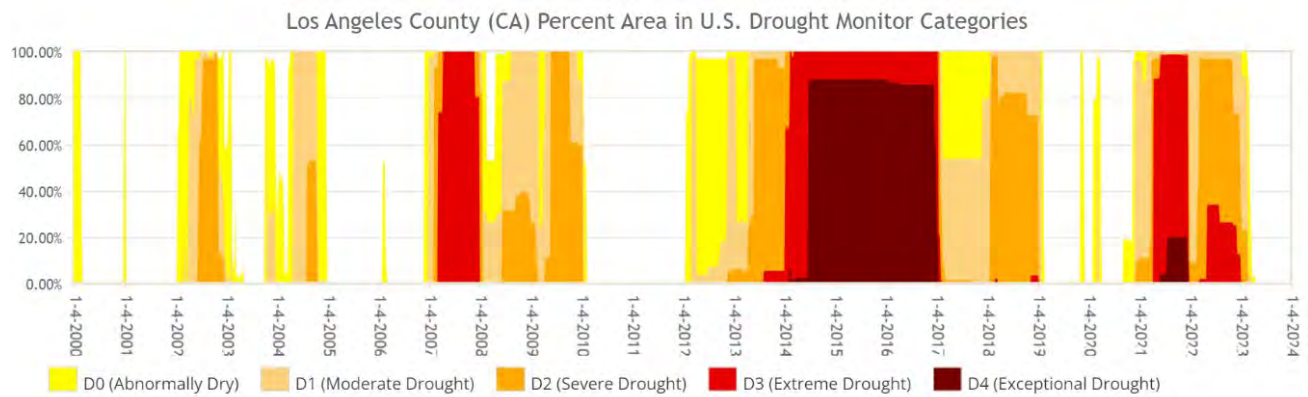
⁷ California Energy Commission (CEC). 2023. Cal-Adapt. <https://cal-adapt.org/tools/local-climate-change-snapshot>. Accessed July 2023

⁸ Hall et al. 2018. Los Angeles Region Report: California's Fourth Climate Change Assessment.

https://www.energy.ca.gov/sites/default/files/2019-11/Reg%20Report-%20SUM-CCCA4-2018-007%20LosAngeles_ADA.pdf. Accessed July 2023

Drought (D1), as of May 2023. Drought intensity ranges from None to Exceptional Drought (D4).⁹ Shown below in Figure 3-6 is the drought status of Los Angeles County for the past 23 years. The county experienced Moderate to exceptional drought periods in 2002, 2004-2005, 2007-2010, 2011-2019, and 2021-2023. Drought exposure will have a more prominent impact on LVMWD through the State Water Project (SWP), as described below, than on local water sources, as a majority of LVMWD's water supply is imported.

Figure 3-6 Landslide Susceptibility Areas and Critical Facilities



Source: U.S. Drought Monitor Los Angeles County CA. 2023. https://droughtmonitor.unl.edu/CurrentMap/StateDroughtMonitor.aspx?fips_06037

State Water Project and California Department of Water Resources Climate Hazards

LVMWD primarily relies on potable water supplies provided by The Metropolitan Water District of Southern California (MWD). MWD receives water allocations from the SWP, a state water management project supervised by the California Department of Water Resources (DWR). As much as 10 percent of California's existing water supply could diminish by 2040 due to hotter and drier weather. Through the twenty-first century, there is expected to be increased evaporation, less snowfall, and increased consumption of water by soil, vegetation, and the atmosphere itself.¹⁰ Over the past 40 years, there has been a clear downward trend in SWP (Table A) allocations (See Figure 3-7). In this context, imported water supply from the SWP is projected to be significantly impacted by climate change through the end of century. Several key reasons for SWP impacts include higher temperatures and shorter winters leading to reduction in Sierra Nevada and Colorado River Basin snowpack volume and increased evapotranspiration of watersheds from heightened temperatures. Smaller snowpack results in decreased flows in the Colorado River and greatly impacts SWP sourced water, which is designed to capture and store winter and spring runoff to prevent downstream flooding and deliver stored water during summer and fall months when it is needed. However, a diminished snowpack would result in larger volumes of runoff entering reservoirs during the winter and early spring and less runoff arriving in late spring and early summer, when it is needed. A reduced snowpack from increased temperatures also

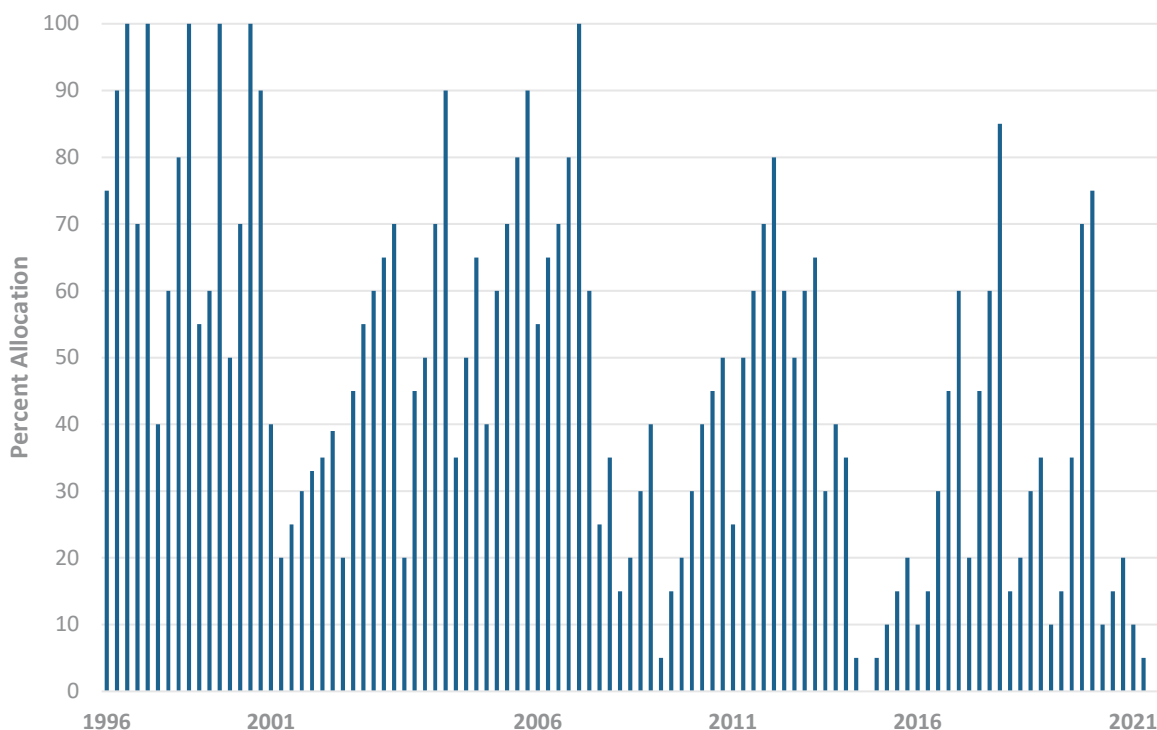
⁹ National Drought Mitigation Center at the University of Nebraska-Lincoln et al. 2023. U.S. Drought Monitor. <https://droughtmonitor.unl.edu/>. Accessed July 2023

¹⁰ California Natural Resources Agency et al. 2022. California's Water Supply Strategy: Adapting to a Hotter, Drier Future. <https://resources.ca.gov/-/media/CNRA-Website/Files/Initiatives/Water-Resilience/CA-Water-Supply-Strategy.pdf>. Accessed July 2023

creates less retainable water and more surface water flowing to the ocean. This would lead to higher downstream flow during flood events and reduced late summer storage levels. Climate change is expected to bring about longer and more frequent periods of drought for the entire region. This prolonged drought occurrence may further impact LVMWD as SWP allocations are likely to be reduced during such periods. These factors collectively pose significant challenges for water management and availability in the region.

California Department of Water Resources (DWR) analysis projects that there is a 22 percent probability that long-term average annual SWP deliveries will fall to approximately 50 percent of maximum allocations.¹¹ Figure 3-6 details SWP historic percentage allocations from 1996 to 2021.

Figure 3-7 State Water Project Table A Allocations



As DWR manages and oversees the SWP, LVMWD is reliant on its infrastructure and operations. DWR infrastructure are also exposed to various climate hazards that may have downstream impacts on LVMWD. With anticipated climate hazards, DWR faces an elevated exposure to increased short-term extreme hydrologic events. Several critical DWR facilities are particularly susceptible to flood hazards, potentially affecting SWP deliveries and overall operational continuity.

Furthermore, certain assets owned and managed by DWR are situated in wildfire hazard areas, making them vulnerable to damage or disruption. Additionally, all DWR locations are projected to experience more extreme heat days and higher average maximum temperatures due to climate change. Moreover, sea level rise is projected to increase the Sacramento-San Joaquin Delta’s salinity, requiring extra Delta

¹¹ California Department of Water Resources (DWR). 2019. Climate Action Plan, Phase 3: Climate Change Vulnerability Assessment. <https://water.ca.gov/-/media/DWR-Website/Web-Pages/Programs/All-Programs/Climate-Change-Program/Climate-Action-Plan/Files/CAP-III-Vulnerability-Assessment.pdf>. Accessed July 2023

outflow to dilute the increasingly brackish Delta water to meet environmental standards. The extra Delta outflow comes at a cost of reducing Delta exports, meaning less water is available for distribution through the California Aqueduct to water suppliers and users located south of the Delta, including LVMWD. This scenario poses a challenge for water availability and management in the region, impacting various communities and water-related operations.¹²

Climate Change Impacts

Climate Change Impacts in LVMWD Service Area

LVMWD faces significant risks associated with climate change impacts from the climate hazards described above. LVMWD's vulnerability increases when critical facilities, assets, and infrastructure are not designed, operated and/or maintained to function effectively under more extreme weather conditions or can be damaged by more extreme weather conditions. LVMWD's critical facilities that are sensitive to climate hazards include pump stations, treatment facilities, LVMWD Headquarters, and other buildings and equipment associated with the potable, recycled, and sanitary water systems.

LVMWD staff, with support from a consultant team, hosted a Climate Action and Adaptation Plan Strategy Workshop in March 2023 to assess climate risks to LVMWD's facilities, operations, and resources. As part of the workshop, a climate risk matrix was developed to assign a numerical risk score for each water sub-system based on each climate exposure. The matrix ranked each water sub-system from 1 to 9, with 1 indicating a system less impacted by a certain climate risk and 9 indicating a system most impacted by a certain climate risk. LVMWD's systems and sub-systems included in the matrix are seen below:

- Potable Water
 - o MWD Imported Water
 - o Potable Distribution System
 - o Las Virgenes Reservoir
 - o Westlake Filtration Plant
- Wastewater
 - o Sewer Collection System
 - o Tapia Wastewater Reclamation Plant
 - o Biosolids Composting (Rancho Las Virgenes Composting Facility)
- Recycled/Pure Water
 - o Recycled Water Distribution
 - o Pure Water
- Headquarters
 - o Central Operations and Administration

¹² California Department of Water Resources. 2019. Climate Action Plan, Phase 3: Climate Change Vulnerability Assessment. <https://water.ca.gov/-/media/DWR-Website/Web-Pages/Programs/All-Programs/Climate-Change-Program/Climate-Action-Plan/Files/CAP-III-Vulnerability-Assessment.pdf>. Accessed July 2023

Wildfire

Table 3-1 Wildfire – Climate Risk Matrix Scoring

System	Sub-System	Climate Risk Score
Potable Water	MWD Imported Water	3
	Potable Water Distribution System	8
	Las Virgenes Reservoir	8
	Westlake Filtration Plant	9
Wastewater	Sewer Collection System	5
	Tapia Water Reclamation Plan	7
	Biosolids Composting	8
Recycled/Pure Water	Recycled Water Distribution	6
	Pure Water	7
Headquarters	Operations, Administration & Finance	8

LVMWD staff ranked the potable water distribution system, Las Virgenes Reservoir, Westlake Filtration Plant, Rancho Las Virgenes Composting Facility, and District Headquarters at high risk to wildfire impacts. All of these facilities are located in CAL FIRE Moderate, High, or Very High Fire Hazard Severity Zones and are susceptible to impacts from wildfire. During the Woolsey Fire, the District’s Westlake Filtration Plant sustained damage to both the building itself and surrounding property. While the Plant still faces significant risk to future wildfire, the area around the building has been rehabilitated and now features a restored, water wise and more fire-resistant landscape.¹³

Wildfire can create risk of injury or death, damage to properties, critical facilities, and infrastructure, and need for evacuation. It can also trigger cascading impacts of worsened air quality, power outages and other service disruptions. During a wildfire event, LVMWD’s water pipes, both underground and above-ground, may burn due to the heat from a wildfire. This may lead to contaminated drinking water which may threaten local public health and disrupt the District’s service continuity. Wildfire may threaten the safety of LVMWD employees and customers and impede access to assets in need of repair or maintenance. Water supply availability may be disturbed if LVMWD supplies water for fighting fires. Additionally, sedimentation rates may increase in the Las Virgenes Reservoir if there is a large and/or frequent fire in the area surrounding the reservoir. Recent research conducted by the United States Geological Survey, shows that an increase in magnitude and frequency of wildfires is expected to double the rates of sedimentation in one-third of the West’s large watersheds, reducing reservoir storage and affecting water supplies. Increased sedimentation can result in lost reservoir storage and decrease water quality. LVMWD may face additional challenges treating water from the reservoir if it is contaminated with ash, sediments, and contaminants created by active burning.¹⁴

Utility providers may temporarily shut off power to LVMWD service areas when wildfire risk is particularly high; this is referred to as a Public Safety Power Shutoff (PSPS). If a PSPS event lasts several days and involves the entire grid serving the District’s water systems, service continuity may be

¹³ LVMWD. 2020. Westlake Filtration Plant. <https://www.lvmwd.com/our-services/drinking-water/facilities-infrastructure/westlake-filtration-plan>. Accessed July 2023

¹⁴ Bland. 2017. The West’s Wildfires Are Taking a Toll on Reservoirs. <https://static1.squarespace.com/static/55dc9bade4b05820bf02d414/t/5a149cfe53450a59dc531297/1511300351736/Watershed1%28NewsDeepl%29.pdf>. Accessed July 2023

disrupted, and LVMWD may not be able to provide all its customers with water. Wildfire can also lead to smoke and associated air toxins which can lead to worsening air quality, creating or exacerbating respiratory issues for sensitive LVMWD customers and employees and impact indoor areas without adequate air filtration systems.

Extreme Heat

Table 3-2 Extreme Heat – Climate Risk Matrix Scoring

System	Sub-System	Climate Risk Score
Potable Water	MWD Imported Water	7
	Potable Water Distribution System	4
	Las Virgenes Reservoir	7
	Westlake Filtration Plant	7
Wastewater	Sewer Collection System	3
	Tapia Water Reclamation Plan	4
	Biosolids Composting	5
Recycled/Pure Water	Recycled Water Distribution	7
	Pure Water	5
Headquarters	Operations, Administration & Finance	4

Various infrastructure, equipment, and resources can be damaged, strained, or diminished during extreme heat events. LVMWD staff ranked MWD Imported Water, the Las Virgenes Reservoir, Westlake Filtration Plant, and Recycled Water Distribution at high risk to extreme heat. As average maximum temperatures and extreme heat days, both in LVMWD’s service area and throughout California, are projected to increase through the century, evaporation of imported water and water in the Las Virgenes Reservoir is expected to increase. This may lead to or exacerbate future water scarcity issues.¹⁵ Extreme heat and increased average maximum temperatures can lead to harmful algal blooms which can contaminate water supplies and require increased water treatment capacities.¹⁶ Additionally, certain types of algal blooms produce dangerous toxins that can sicken people and wildlife. The overgrowth of algae consumes oxygen and blocks sunlight from underwater plants, potentially leading to the die off of aquatic life.¹⁷

Additionally, the ambient operating temperature within which the LVMWD’s equipment operates is a significant factor in the equipment’s lifespan. High ambient operating temperatures may lead to a reduction of the lifespan for motors and related equipment within LVMWD’s systems. LVMWD may face increased costs associated with the additional cooling required for certain LVMWD facilities and assets.¹⁸ LVMWD has historically faced pump operating issues due to extreme heat impacts. During an extreme heat event, electricity utilities may turn off power in a PSPS in order to mitigate wildfire risk. If a PSPS event lasts several days and involves the entire grid serving LVMWD’s systems, service continuity

¹⁵ Friedrich et al. 2018. Reservoir Evaporation in the Western United States: Current Science, Challenges, and Future Needs. <https://journals.ametsoc.org/view/journals/bams/99/1/bams-d-15-00224.1.xml>. Accessed July 2023

¹⁶ EPA. 2013. Impacts of Climate Change on the Occurrence of Harmful Algal Blooms. <https://www.epa.gov/sites/default/files/documents/climatehabs.pdf> Accessed July 2023

¹⁷ EPA. The Effects: Dead Zones and Harmful Algal Blooms. <https://www.epa.gov/nutrientpollution/effects-dead-zones-and-harmful-algal-blooms#:~:text=Dead%20zones%20are%20areas%20of,excess%20nutrients%20from%20upstream%20sources..> Accessed July 2023

¹⁸ Water Utility Climate Alliance and Association of Metropolitan Water Agencies. 2020. It’s Hot and Getting Hotter: Implications of Extreme Heat on Water Utility Staff and Infrastructure, and Ideas for Adapting. <https://www.amwa.net/system/files/linked-files/Heat%20Impacts%20copy.pdf> Accessed July 2023

may be disrupted, and LVMWD may not be able to provide services to all of its customers. Extreme heat events pose significant health risk to LVMWD employees and customers who may suffer from heat stroke, heat exhaustion, or dehydration. Extreme heat may also lead to vegetation die-off, which can exacerbate wildfire risk in areas surrounding the LVMWD’s facilities.

Drought

Table 3-3 Drought – Climate Risk Matrix Scoring

System	Sub-System	Climate Risk Score
Potable Water	MWD Imported Water	9
	Potable Water Distribution System	3
	Las Virgenes Reservoir	9
	Westlake Filtration Plan	6
Wastewater	Sewer Collection System	4
	Tapia Water Reclamation Plan	8
	Biosolids Composting	6
Recycled/Pure Water	Recycled Water Distribution	8
	Pure Water	9
Headquarters	Operations, Administration & Finance	9

LVMWD staff ranked MWD Imported Water, the Las Virgenes Reservoir, Pure Water, and District Headquarters at high risk to drought impacts. Warming temperatures combined with more frequent dry years will exacerbate drought impacts. Drought can lead to vegetation stress and die-off, which may exacerbate wildfire risk in LVMWD’s service area. Extended drought conditions may lead to a loss of District revenue and increased water rates which may disproportionately impact under-resourced populations. Drought can also impact the reliability of local water resources. While LVMWD’s primary water supplies are imported from MWD, it also sources some groundwater supplies from the Russell Valley Basin, which is used to supplement recycled water system.¹⁹ During periods of drought, local groundwater sources may run dry if there is not enough consistent reliable recharge from precipitation. Drought conditions may also have impacts to water stored in Las Virgenes Reservoir, which stores treated potable water from MWD. Specific drought impacts to imported water supplies is discussed below in the Climate Change Impacts to LVMWD Potable Water Supplies section.

Flood and Extreme Precipitation

Table 3-4 Flood and Extreme Precipitation – Climate Risk Matrix Scoring

System	Sub-System	Climate Risk Score
Potable Water	MWD Imported Water	5
	Potable Water Distribution System	5
	Las Virgenes Reservoir	3
	Westlake Filtration Plan	3
	Sewer Collection System	7

¹⁹ LVMWD. 2020. Urban Water Management Plan. <https://www.lvmwd.com/home/showpublisheddocument/13459/637616788962730000>
 Accessed July 2023

Wastewater	Tapia Water Reclamation Plan	5
	Biosolids Composting	3
Recycled/Pure Water	Recycled Water Distribution	3
	Pure Water	2
Headquarters	Operations, Administration & Finance	5

LVMWD staff ranked the sewer collection system, MWD Imported Water, the potable water distribution system, Tapia Wastewater Reclamation Plan, and District Headquarters at high risk to flooding and extreme precipitation impacts. During extreme precipitation events, power conveyance and distribution infrastructure can be damaged by wind and heavy rain which may cause service disruptions. LVMWD electrical equipment, operational, and administrative assets can be vulnerable if exposed to water damage. During heavy precipitation events, localized flooding may occur if storm-drain infrastructure or Malibu Creek in LVMWD’s service area becomes overwhelmed. Localized flooding may damage or inundate properties, structures, infrastructure, and other assets. It may also close streets and inhibit mobility of certain locations. Heavy rainfall may increase pollutant runoff and sedimentation into Las Virgenes Reservoir and other potable water sources. Contaminated runoff and sedimentation may require extra treatment capacities which may increase costs to LVMWD.²⁰ Severe flooding may cause erosion issues near sewer lines and may lead to increased risks of flooding impacts to the sewer collection system. As of 2014, only two of the four pumps in the sewer collection system are equipped with variable pumping capacity (variable frequency drives) and have limited abilities for handling peak storm flows. The Tapia Wastewater Reclamation Facility is particularly vulnerable to damage from flooding and increased precipitation may lead to greater flows into Malibu Creek which may increase turbidity, contamination, and erosion. Extreme precipitation events may also oversaturate spray fields, overwhelming them and potentially impacting operations of water disposal.²¹

Landslide

Table 3-5 Landslide – Climate Risk Matrix Scoring

System	Sub-System	Climate Risk Score
Potable Water	MWD Imported Water	2
	Potable Water Distribution System	6
	Las Virgenes Reservoir	4
	Westlake Filtration Plan	3
Wastewater	Sewer Collection System	6
	Tapia Water Reclamation Plan	2
	Biosolids Composting	2
Recycled/Pure Water	Recycled Water Distribution	2
	Pure Water	6
Headquarters	Operations, Administration & Finance	3

LVMWD staff ranked the potable water distribution system, sewer collection system, and Pure Water at high risk to landslides. Landslides may damage critical facilities, structures, and infrastructure. This can

²⁰ EPA. 2023. Climate Adaptation and Source Water Impacts. <https://www.epa.gov/arc-x/climate-adaptation-and-source-water-impacts>

²¹ LVMWD and Triunfo Sanitation District. 2014. Sanitation Master Plan. <https://www.lvmwd.com/home/showpublisheddocument/4321/635392121338370000> Accessed July 2023

cause service disruptions, impact community members, and isolate certain areas if roadways are compromised. Landslides can directly damage buildings and facilities by disrupting structural foundations either by deforming the ground on which an asset is located or by physically impacting an asset. 22 Facilities and infrastructure in and adjacent to the Woolsey Fire footprint are particularly susceptible to debris flows. Debris flows and landslides can negatively impact the sewage conveyance system and Tapia Wastewater Reclamation Facility by sending more sediment and debris into the system than the plant can take out. Landslides may also increase sedimentation in potable water sources and the Virgenes Reservoir, which may lead to lost reservoir storage and water quality impacts.

Climate Change Impacts to LVMWD Potable Water Supply

Long-term persistent hydrologic changes in California, including increases in the frequency, duration, and severity of dry periods and earlier Sierra Nevada snowmelt-based runoff, may significantly impact the operations of the SWP. Hydrologic changes can affect water quantity and quality, and therefore the ecosystems supported by the Sierra Nevada watersheds SWP relies on. Recent DWR analysis predicts that SWP delivery performance is at risk of climate change and will most likely fall short in the future. As outlined above in the SWP Climate Hazards section, there is a 22 percent probability that long-term average annual SWP deliveries will fall to approximately 50 percent maximum allocations. As imported water from the SWP is LVMWD's primary water source and supplies virtually all potable water demands, decreases in future allocations may lead to water shortages and loss of revenue to LVMWD. LVMWD is moving forward with the construction and implementation of the Pure Water Project Las Virgenes-Triunfo, which will take recycled water from the Tapia Water Reclamation Facility and treat it to provide up to 30 percent of LVMWD's future potable water needs, locally. As LVMWD's future imported water supply becomes more volatile and unpredictable in the , the Pure Water Project will mitigate imported water reliability concerns by providing a long-term local potable water supply.²³ Also, wildfire, flooding, and landslides in the Sierra Nevada's or in other areas adjacent to SWP infrastructure and supplies, may lead to water quality impacts (i.e. from ash, contaminants, or sediments), which may have downstream impacts to LVWMD's imported water supplies. Severe flooding, extreme storms, and wildfire events may physically damage infrastructure, potentially disrupting SWP services statewide, including those to LVMWD.²⁴

²² USGS. 2008. The Landslide Handbook – A Guide to Understanding Landslides. https://pubs.usgs.gov/circ/1325/pdf/C1325_508.pdf. Accessed July 2023

²³ LVMWD. 2022. Pure Water Project Achieves Major Milestone. <https://www.lvmwd.com/Home/Components/News/News/5988/22>. Accessed July 2023

²⁴ California Department of Water Resources (DWR). 2019. Climate Action Plan, Phase 3: Climate Change Vulnerability Assessment. <https://water.ca.gov/-/media/DWR-Website/Web-Pages/Programs/All-Programs/Climate-Change-Program/Climate-Action-Plan/Files/CAP-III-Vulnerability-Assessment.pdf>. Accessed July 2023

4.0 GHG Emissions Inventory and Forecast

LVMWD Operational Boundary and GHG Emissions Sources

As part of the LVMWD CAAP development process, a multi-year inventory of operational GHG emissions was prepared for 2000, 2012 and 2021. The inventory provides a measurement of GHG emissions associated with the operation and maintenance of LVMWD’s infrastructure, including its buildings, facilities, fleet, equipment, as well as emissions from wastewater, waste streams, and employee commute.¹

Conducting a GHG inventory is an important component of the CAAP development process, as it allows LVMWD and its stakeholders to understand which activities contribute substantially to their GHG emissions footprint. The inventory also provides the groundwork for forecasting future GHG emissions and developing GHG emissions reduction targets.

LVMWD’s and the JPA’s GHG emissions inventory is consistent with standard reporting protocols from the World Resources Institute (WRI), World Business Council for Sustainable Development (WBCSD), and the International Council for Local Environmental Initiatives (ICLEI).^{2,3} The WBCSD and WRI’s *Corporate Standard GHG Protocol* requires that an inventory quantify emissions from all GHG-generating activities that fall under some level of the entity’s operational control.⁴ GHG-generating activities are categorized into three “scopes” which separate GHG emissions under an organization’s operational control into direct and indirect GHG emissions.

- **Scope 1** consists of all direct GHG emissions that occur from sources that are controlled by the organization. For LVMWD, these sources include natural gas consumption, vehicle fleet and equipment usage, and wastewater processing.
- **Scope 2** consists of indirect GHG emissions associated with the consumption of purchased or acquired electricity, steam, heat, or cooling. For LVMWD, these emissions sources include the consumption of purchased of electricity.
- **Scope 3** consists of all other indirect GHG emissions not covered under Scope 2, such as emissions resulting from the extraction and production of purchased materials and fuels, transport-related

¹ LVMWD acts as Administering Agent for the JPA, a long-term partnership between LVMWD and the Triunfo Water and Sanitation District (TWSD). The JPA co-owns, and LVMWD operates and maintains, several shared wastewater facilities, including the Tapia Wastewater Reclamation Facility, a backbone reclamation water main, the Rancho Las Virgenes Composting Facility, spray fields for seasonal disposal of excess recycled water, and a 5-megawatt solar farm. GHG emissions associated with the operation and maintenance of TWSD’s infrastructure are not measured as part of this inventory.

² WRI and WBCSD. The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). Revised Edition. Accessed at <https://ghgprotocol.org/corporate-standard>.

³ ICLEI - Local Governments for Sustainability. Local Government Operations Protocol (May 2010). Version 1.1. Accessed at https://s3.amazonaws.com/icleiusaresources/lgo_protocol_v1_1_2010-05-03.pdf.

⁴ An organization has operational control over an operation when they have the full authority to introduce and implement its operating policies at the operation. Operational control can be established by wholly owning an operation or having full authority to introduce and implement GHG or non-GHG related policies.

activities in vehicles not owned or controlled by the reporting entity, outsourced activities, and waste disposal. For LVMWD, these emissions sources include natural gas leakage,⁵ transmission and distribution losses,⁶ employee commute, and solid waste disposal.⁷

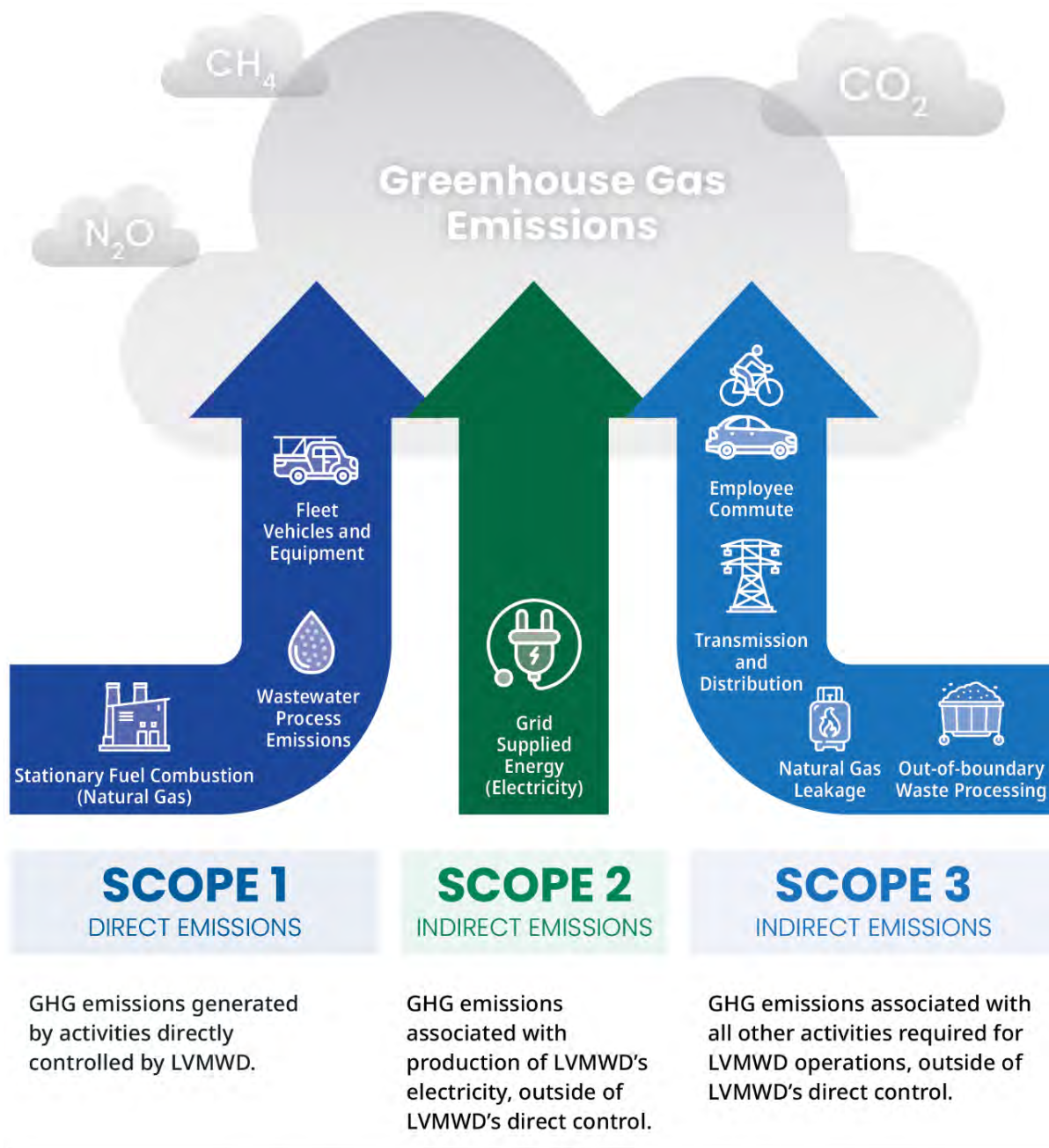
GHG-generating activities that were included in the inventory are categorized by scope as shown in Figure 4-1. These activities include natural gas combustion, wastewater process emissions, vehicle fleet and equipment usage, electricity usage, out-of-boundary waste processing, electricity transmission and distribution, natural gas leakage, and employee commute. Activities include both LVMWD-only and JPA facilities and operations.

⁵ Natural gas consumption is associated with some amount of leakage as a result of moving natural gas from the location where it was generated to the facility where it is used. These are GHG emissions that occur upstream and outside of LVMWD's operational control.

⁶ Electricity usage is associated with some amount of transmission and distribution losses as a result of moving electricity from the location where it was generated to the facility where it is used. These are GHG emissions that occur upstream and outside of LVMWD's operational control.

⁷ GHG emissions associated with solid waste disposal include those GHG emissions associated with, fuel combustion for landfill equipment, and waste decomposition emissions once landfilled.

Figure 4-1 LVMWD's GHG Emissions by Scope



(CO₂ = Carbon dioxide | CH₄ = Methane | N₂O = Nitrous oxide)

Conducting the multi-year inventory for LVMWD operations consisted of collecting summary data on each GHG-generating activity shown in Figure 4-1 for each year (2000, 2012, 2021), then converting the activity data to GHG emissions using GHG emissions factors such as those from the U.S. Environmental Protection Agency (EPA), ICLEI, and local utilities (e.g., Southern California Edison).

Water districts can produce fluctuating GHG emissions year to year depending on the source of water delivered and the extent of water deliveries and wastewater treatment services provided, as well as environmental conditions. To address this variability, LVMWD and the JPA elected to conduct a multi-year inventory over two decades, rather than a single-year inventory. This multi-year inventory captures some of variability and provides an understanding of LVMWD's and the JPA's GHG emissions over a broader time period. Developing historic and current GHG inventories also allows LVMWD and the JPA to memorialize all the projects it has completed over the last 10 years that have reduced GHG emissions but have not been individually tracked. The following sections detail the progress LVMWD and the JPA have made on reducing GHG emissions through projects including energy efficiency improvements and solar panel installations.

The 2000 GHG inventory reflects conditions before recent GHG-reduction projects were implemented and serves as a baseline. The 2012 GHG inventory reflects conditions during the implementation of GHG-reduction projects. The 2021 GHG inventory is based on the most recent year in which data is completely available and reflects conditions after recent GHG-reduction projects have been completed.

LVMWD's Historic and Current GHG Emissions

In 2000, LVMWD's major sources of emissions are electricity usage (79 percent of total emissions) and natural gas usage (7 percent of total emissions). All other sources were less than 5 percent of total emissions. In 2000, 22,804 AF of potable water and 4,904 AF of recycled water were delivered. The results of the 2012 GHG emissions inventory for LVMWD is shown in Table 4-1.

Table 4-1 LVMWD 2000 GHG Emissions Inventory

GHG-Generating Activity	Scope	2000	Average % Contribution to Total
Vehicle Fleet & Equipment	Scope 1	330	2%
Natural Gas	Scope 1	1,088	7%
Wastewater	Scope 1	253	2%
Electricity	Scope 2	11,643	79%
Electricity T&D Losses	Scope 3	563	4%
Natural Gas Leakage	Scope 3	305	2%
Employee Commute	Scope 3	322	2%
Waste	Scope 3	143	1%
Total in Metric Tons CO ₂ e		14,647	100%

In 2012, LVMWD's major sources of emissions are electricity usage (82 percent of total emissions) and natural gas usage (5 percent of total emissions). All other sources were 5 percent or less of total emissions. These results show GHG emissions remained relatively constant between 2000 and 2012. While most emissions sources did not experience significant changes, GHG emissions from natural gas and natural gas leakage decreased by about 38 percent. This was primarily due to decreased natural gas usage, as the LVMWD had previously been procuring additional natural gas for an onsite fuel cell that was discontinued

in the early 2000s. In 2012, 21,519 AF of potable water and 5,136 AF of recycled water were delivered. The results of the 2012 GHG emissions inventory for LVMWD is shown in Table 4-2.

Table 4-2 LVMWD 2012 GHG Emissions Inventory

GHG-Generating Activity	Scope	2012	Average % Contribution to Total
Vehicle Fleet & Equipment	Scope 1	323	2%
Natural Gas	Scope 1	679	5%
Wastewater	Scope 2	221	2%
Electricity	Scope 3	12,028	82%
Electricity T&D Losses	Scope 3	693	5%
Natural Gas Leakage	Scope 3	190	1%
Employee Commute	Scope 3	444	3%
Waste	Scope 3	143	1%
Total in Metric Tons CO ₂ e		14,721	100%

In 2021, LVMWD's and the JPA's major sources of emissions are electricity usage (78 percent of total emissions) and employee commute (5 percent of total emissions). All other sources were less than 5 percent of total emissions. These results show a trend of decreasing GHG emissions since 2012, primarily due to decreasing GHG emissions from electricity. Emissions reductions from electricity were driven by an increase in carbon free electricity procured by LVMWD and the JPA's electricity provider in response to California's Renewable Portfolio Standard (RPS), which has reduced emissions in the electricity sector since 2012.⁸ LVMWD and the JPA have brought online two solar fields since 2012, one megawatt in February 2014 and a 4 megawatt expansion in January 2021. These solar fields generated over 9,000 megawatt hours of solar in 2021, offsetting the electricity use of the Tapia Water Reclamation Facility. LVMWD and the JPA have also made energy efficiency improvements from 2012 to 2021, that have contributed to the decrease in electricity emissions. Improvements included the conversion of lights at several facilities including Headquarters to LEDs and upgrading aging air blowers and a air diffusion system at the Tapia Water Reclamation Facility. The 2021 GHG emissions inventory also saw nearly a 60 percent decrease in natural gas emissions compared to 2012. In 2021, 20,546 AF of potable water and 5,300 AF of recycled water were delivered. The results of the 2021 GHG emissions inventory for LVMWD is shown in Table 4-3.

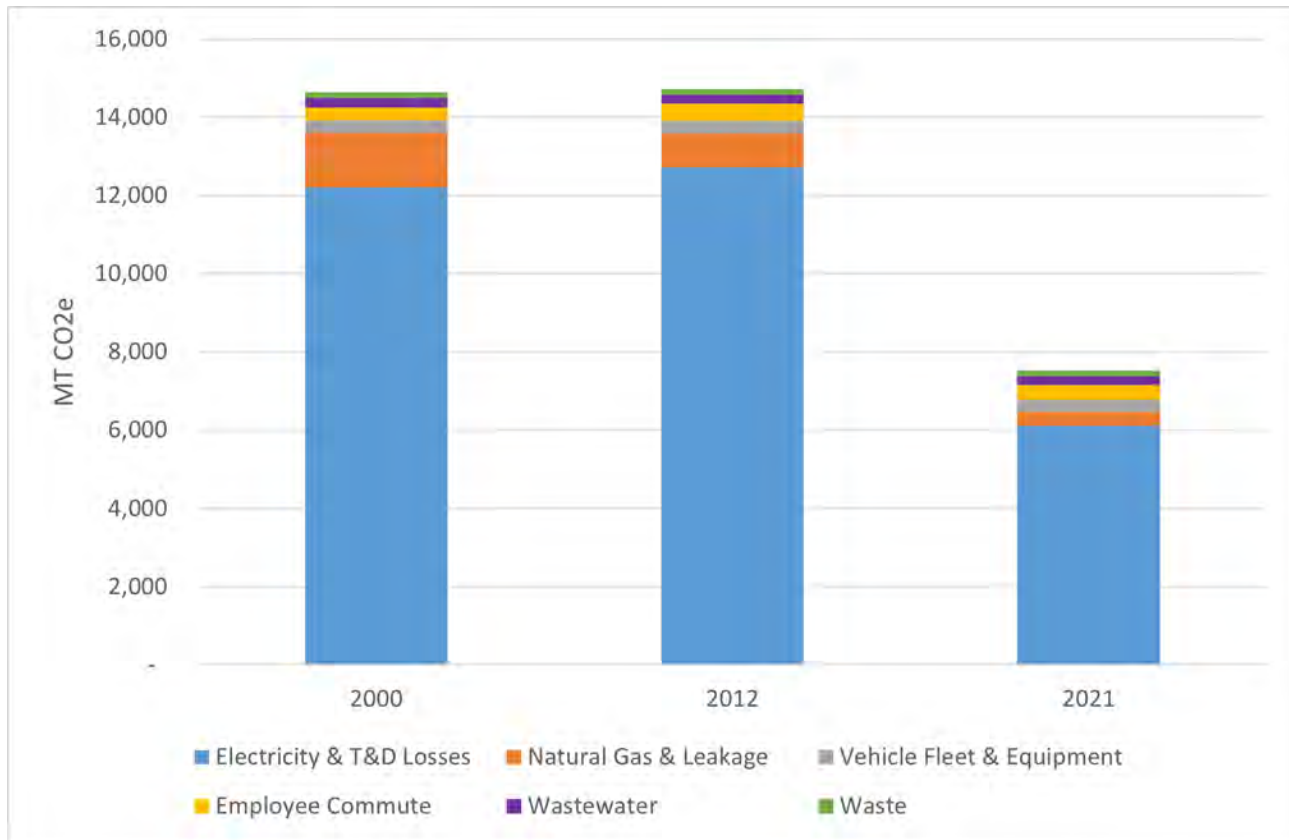
⁸ California's RPS requires all retail electricity providers in California to procure 50 percent of their electricity supply from carbon-free resources by 2026, 60 percent by 2030, 90 percent by 2035, 95 percent by 2040 and 100 percent by 2045. This will effectively reduce the GHG emissions intensity of electricity across the state, including the electricity LVMWD purchases from Southern California Edison.

Table 4-3 LVMWD 2021 GHG Emissions Inventory

GHG-Generating Activity	Scope	2021	Average % Contribution to Total
Vehicle Fleet & Equipment	Scope 1	323	4%
Natural Gas	Scope 1	273	4%
Wastewater	Scope 2	232	3%
Electricity	Scope 3	5,853	78%
Electricity T&D Losses	Scope 3	258	3%
Natural Gas Leakage	Scope 1	76	1%
Employee Commute	Scope 3	371	5%
Waste	Scope 3	143	2%
Total in Metric Tons CO ₂ e		7,528	100%

GHG emissions have decreased by nearly 100 percent from 2012 to 2021, primarily due to significant decreases in natural gas and electricity consumption due mainly to utilizing carbon-free electricity from development of the 5 MW solar project. GHG emissions from 2000, 2012, and 2021 LVMWD’s inventories are shown by sector in Figure 4-2.

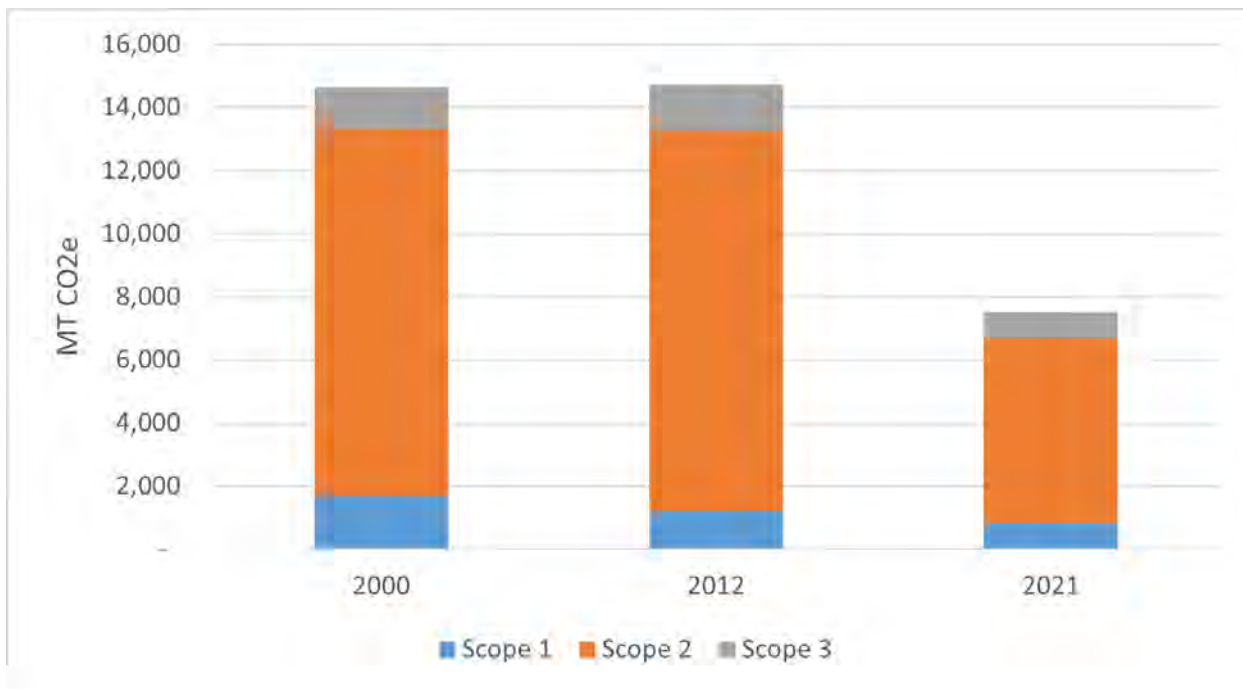
Figure 4-2 LVMWD GHG Emissions Inventory by Sector



GHG Emissions by Scope

In 2021, the majority of GHG emissions occur under Scope 2 (78 percent of total emissions), followed by Scope 1 (11 percent of total emissions) and Scope 3 (11 percent of total emissions). As such, the largest portion of GHG emissions generated by LVMWD (i.e., Scope 1 and Scope 2 emissions) are under LVMWD’s operational control. The largest source of emissions – Scope 2 emissions associated with electricity usage – will continue to decrease over time as electricity sources become carbon free due to the California’s RPS. Error! Bookmark not defined. GHG emissions by scope (1- direct emissions, 2- indirect emissions, and 3- indirect emissions) are shown in Figure 4-3 for 2000, 2012, and 2021.

Figure 4-3 LVMWD GHG Emissions Inventory by Scope



Scope 1 – Direct Emissions

LVMWD’s Scope 1 GHG emissions include emissions from vehicle fleet, combustion of natural gas in LVMWD facilities, and wastewater treatment. Natural gas usage is the largest contributor to Scope 1 in 2000, 2012, and 2021.

Scope 1 emissions remained relatively steady between 2000 and 2012. However, Scope 1 emissions decreased between 2012 and 2021 due to decreased natural gas usage, as noted above. Vehicle fleet and equipment emissions and wastewater emissions remained relatively similar between 2000, 2012, and 2021, as operations did not change significantly over these time periods.

Scope 2 – Indirect Emissions

Scope 2 GHG emissions are 100 percent attributable to electricity purchased from Southern California Edison (SCE) and used by LVMWD and the JPA for their buildings and facilities. LVMWD and the JPA use electricity primarily for water pumping and wastewater treatment. In 2021, the Tapia Water Reclamation Facility’s electricity consumption accounted for 44 percent of all electricity used at LVMWD and JPA facilities, although this was offset by renewable energy generated by the onsite solar power facility and other improvements such as replacement of Tapia Water Reclamation Facility’s aging and inefficient air blowers and diffusion system. Scope 2 emissions have decreased between 2000 and 2021 due to the increased requirements for carbon free electricity procurement on SCE from California’s RPS and energy efficiency improvements made by LVMWD and the JPA

Scope 3 – Indirect Emissions

Scope 3 GHG emissions include employee commuting, electricity transmission and distribution, natural gas leakage, and waste disposal. Electricity transmissions and distribution and natural gas leakage decreased from 2000 to 2021, as reducing electricity and natural gas consumption lead to proportionate decreases in leakage of natural gas and electricity transmission and distribution losses. Employee commute emissions and waste emissions remained relatively similar between 2000, 2012, and 2021, as operations and staffing did not change significantly over these time periods. However, a per capita decrease in employee commute emissions was experienced in 2021, as less staff worked in person due to the COVID-19 pandemic.

Historical LVMWD GHG Emissions

The GHG emissions inventory helps LVMWD and interested parties understand the relative magnitude of GHG emissions arising from each GHG-generating activity associated with LVMWD’s current operations. This inventory also aided in the development of GHG emissions targets consistent with State goals. As described in Chapter 1 the State goals included in SB 32 and AB 1279, are based on reductions from the 1990 level of emissions. Because LVMWD does not have a GHG emissions inventory for 1990, 1990 emission levels associated with LVMWD operations were estimated by back casting from the 2012 inventory. The methods used to develop a back-cast to LVMWD’s 1990 emissions level is described in the following section. LVMWD’s adopted emissions targets are based on 1990 levels and are discussed in more detail in Chapter 5.

Back-cast to 1990

To aid in determining LVMWD’s 2030 GHG emissions target, a back-cast of GHG emissions to 1990 was developed based on the 2012 inventory results. The 2012 GHG emission inventory was selected for the back-cast because this is prior to the current GHG emissions reduction projects came online, and 2012 operations were closer to the current operations than 2000 operations. The 1990 back-cast assumes that LVMWD’s emissions have followed approximately the same trajectory as the state’s emissions such that for a given year, emissions for LVMWD and the state have increased or decreased approximately the same percentage relative to 1990. For example, the State experienced a four percent decrease in GHG emissions between 1990 and 2012; therefore, LVMWD’s 1990 emissions were assumed to be about four percent higher than the 2012 emissions levels quantified in the 2012 GHG emissions inventory. Table 4-4 shows this calculation in more detail.

Table 4-4 LVMWD's 1990 GHG Emissions Back-Cast

Emissions	Total in Metric Tons?
State of CA 1990 Emissions (MMT CO ₂ e)	303
State of CA 2012 Emissions (MMT CO ₂ e)	291
1990 Change Factor (%)	(4.03%)
2012 Emissions (MT CO ₂ e)	14,721
1990 LVMWD Emissions (MT CO₂e)	15,314

Notes: State-level GHG emissions values used for the 1990 back-cast were sourced from CARB,⁹ and exclude emissions from the industrial, agricultural, and high-GWP emissions sectors, for better comparison to LVMWD's 2012 emissions inventory, which also excludes these sectors. Parathesis indicate a negative number.

LVMWD GHG Emissions Forecast

Using the 2021 inventory, future operational GHG emissions were forecasted for LVMWD. The forecast provides an estimate for how LVMWD's and the JPA's GHG emissions will look in the future, based primarily on projected services over time. These projections were derived from LVMWD's UWMP. Electricity usage by LVMWD is expected to increase in future years consistent with increased recycled water operations via the Pure Water Project, which is expected to come online in 2030. Projections used to forecast GHG emissions are based on the UWMP's 5-consecutive-year drought scenario which provides a conservative estimate of future water deliveries as a reflection of the driest 5-year historical sequence. This scenario is considered conservative as it included the largest water demand through 2045, compared to the other scenarios in the UWMP. Pure Water operations emissions are forecasted based on the CEQA documentation outlining expected future GHG emissions associated with amortized construction emissions, emergency engines, electricity use, fleet vehicles, and employee commute.¹⁰ This forecast allows LVMWD and the JPA to estimate how GHG emissions will change based on expected water demand, and how much LVMWD and the JPA will need to reduce emissions in order to meet GHG reduction targets for 2030 and 2045. Historical and projected water demand¹¹ is shown in Figure 4-4. Potable water demand is expected to increase by up to 27 percent between 2021 and 2045, in accordance with the 2020 UWMP project population growth in LVMWD's service area. The actual increase in potable water demand may be less due to more recent efforts to reduce water demands in the wake of the 2020-2022 drought along with implementing new conservation regulations. With conservation efforts, recycled water demand is expected to decrease by approximately 12 percent between 2021 and 2045, as recycled water used for landscape irrigation and golf course irrigation is projected to decrease through 2045. Recycled water consumption may be reduced by as much as 20 percent if conservation efforts are prioritized. Limited

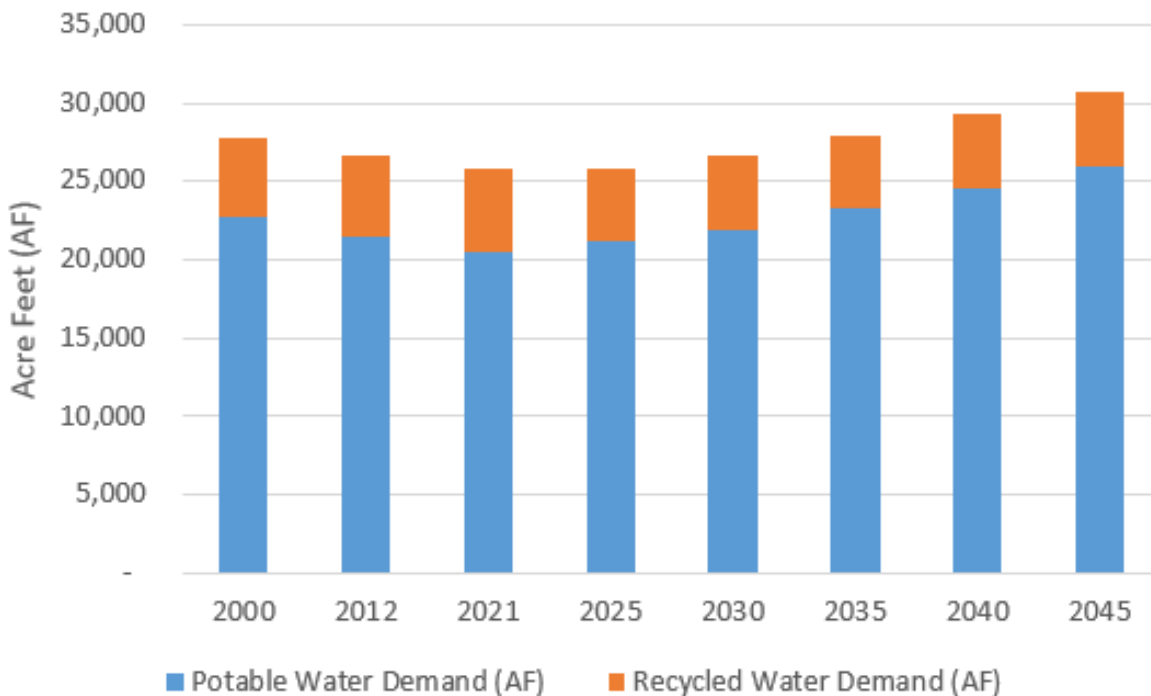
⁹ California Air Resources Board (2022). California Greenhouse Gas Emission Inventory - 2022 <https://ww3.arb.ca.gov/cc/inventory/data/data.htm>. Accessed July 2023

¹⁰ LVMWD. Appendix A Emissions Calculations. <https://www.lvmwd.com/home/showdocument?id=14540>

¹¹ Projected water deliveries were used as a proxy for all LVMWD's future services, with the assumption that LVMWD operations scale approximately with water delivery to customers. Accessed July 2023

opportunities for developing substantial new recycled water demands and LVMWD encouraging conservation are expected to influence future decreases in recycled water demand.¹²

Figure 4-4 Historical and Projected Water Demand



To clearly demonstrate how LVMWD’s emissions will look in the future, two forecasts were developed – a business-as-usual (BAU) forecast, and an adjusted forecast. The BAU forecast shows what LVMWD’s emissions would look like based on water delivery projections alone. The adjusted forecast adjusts the BAU forecast to account for State-level implementation of policies and programs that will help California reduce its emissions through 2045. For LVMWD, the adjusted forecast includes the California RPS,¹³ which will significantly reduce LVMWD’s GHG emissions from electricity through 2045 due to the requirements on utility providers to be entirely renewable and carbon-free by 2045. Based on review of other State legislation intended to reduce GHG emissions, such as Title 24 and the Advanced Clean Cars program, they were found to have limited impact on LVMWD operations and therefore were not included in the adjusted forecast.

Incorporating State-level policies and programs in the adjusted forecast creates a more realistic picture of what LVMWD’s emissions will look like in the future. The BAU forecast is useful for comparison with the adjusted forecast, to show the extent to which State-level policies and programs will help to reduce GHG emissions at LVMWD (Figure 4-5). Under the BAU forecast, overall emissions are projected to increase steadily through 2045, as service population and water services continue to grow, and as the Pure Water Project comes online in 2030. However, in the adjusted forecast, electricity emissions will significantly

¹² LVMWD. 2020 Urban Water Management Plan. <https://www.lvmwd.com/home/showpublisheddocument/13459/637616788962730000>. Accessed July 2023

¹³ Adopted in September 2018, SB 100 supports the reduction of GHG emissions from the electricity sector by accelerating the State’s RPS Program, which was last updated by SB 350 in 2015. SB 100 requires electricity providers to increase procurement from eligible renewable energy resources to 33 percent of total retail sales by 2020, 60 percent by 2030, and 100 percent by 2045.

decrease through 2045, decreasing total emissions over time. The numerical results of the forecast are included in Table 4-5.

Figure 4-5 LVMWD GHG Emissions Forecast

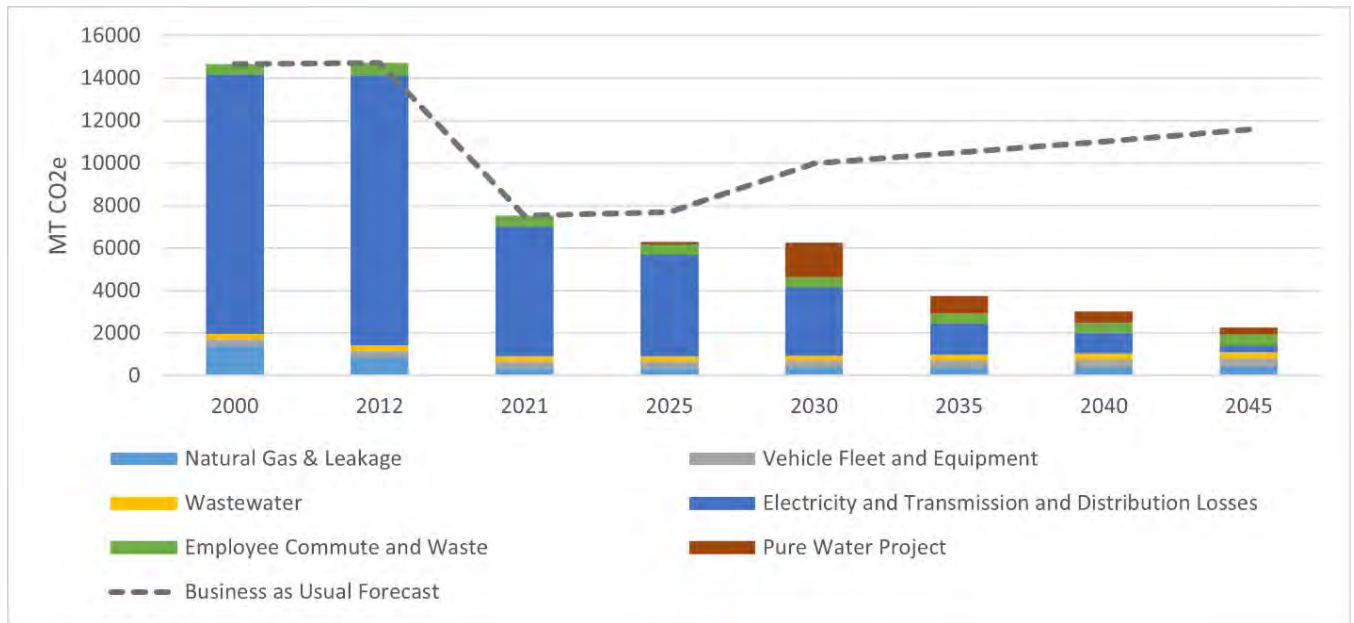


Table 4-5 LVMWD GHG Emissions Forecast

Emissions Source	2025	2030	2035	2040	2045
Forecast Summary (MT CO₂e)					
BAU Forecast	7,681	9,996	10,499	11,018	11,579
Adjusted Forecast	6,287	6,249	3,740	3,028	2,260
Legislative Reductions	1,395	3,747	6,758	7,989	9,319
Adjusted Forecast Detail (MT CO₂e)					
Vehicle Fleet & Equipment	323	332	348	365	383
Natural Gas	273	281	295	309	324
Natural Gas Leakage	76	79	82	86	91
Wastewater	242	256	271	281	298
Electricity	4,564	3,069	1,400	898	0
T&D Losses	201	135	62	40	0
Employee Commute	347	330	324	324	336
Waste	143	147	154	162	170
Pure Water	117	1,619	805	563	197

5. Climate Action Targets

International Context

Climate change is a global phenomenon and a major driver for GHG reduction activities which have continued to evolve on the international level. The United Nations Framework Convention on Climate Change (UNFCCC) is an international environmental treaty, signed by 154 states at the United Nations Earth Summit in June 1992. The Framework established responsibilities for participating countries to reduce their anthropogenic emissions and return to 1990 emissions levels. The treaty was superseded in 2016 by the Paris Agreement, which established a goal to keep the rise in global average temperatures below 2 °C with efforts to limit increases to 1.5 °C by reducing global GHG emissions to carbon neutrality by mid-century.¹ The Paris Agreement has been ratified by 191 members of the UNFCCC.²

To assist in achieving these ambitious goals, the United Nations developed Sustainable Development Goals (SDG) intended to be achieved by the year 2030. The SDGs are a collection of 17 interlinked global goals designed to guide sustainable development. These international frameworks have become the drivers for many of California's own climate related legislation.

Climate Action at the State Level

California has become a global leader in climate change action, having established extensive legislation, policies, and programs to reduce GHG emissions within the state over the last decade. The primary drivers of climate action at the state level are Assembly Bill (AB) 32, Senate Bill (SB) 32, and AB 1279. These regulations chart a path towards a carbon neutral California by 2045, as explained below.

Assembly Bill 32 – Codified the statewide goal of reducing GHG emissions to 1990 levels by 2020 and requires the California Air Resources Board (CARB) to prepare a Scoping Plan that outlines the main strategies the State will employ to meet the 2020 target. The AB 32 Scoping Plan was adopted in 2014.

Senate Bill 32 – The successor to AB 32 and requires the State of California to achieve a statewide reduction in GHG emissions of 40 percent below 1990 levels by 2030. The SB 32 Scoping Plan was adopted in 2017.

Assembly Bill – AB 1279, adopted in 2022, codifies the statewide carbon neutrality goal into a legally binding requirement for California to achieve carbon neutrality no later than 2045 and ensure 85 percent GHG emissions reduction under that goal. AB 1279 builds upon Executive Order B-55-18 which originally established California's 2045 goal of carbon neutrality.

Programs and policies that support the goals established in the above bills and which will impact GHG emissions for LVMWD include the California Renewable Portfolio Standard (RPS), which, through SB 1020 and SB 100, requires electricity providers to procure 100 percent of electricity from renewable and

¹ IPCC. Special Report. <https://www.ipcc.ch/sr15/>. Accessed July 2023

² UN Climate Change. Paris Agreement. <https://unfccc.int/process/the-paris-agreement/status-of-ratification>. Accessed July 2023

carbon-free sources by 2045.³ The Advanced Clean Fleets rule will also support the goals by requiring LVMWD to transition to a 100 percent zero-emission capable utility fleet by 2045. LVMWD may choose to purchase only ZEVs beginning in 2024 and remove internal combustion engine vehicles at the end of their useful life or elect to meet the State’s ZEV milestone targets as a percentage of the total fleet starting with vehicle types that are most suitable for electrification.⁴

LVMWD’s Climate Action Targets

While LVMWD is not beholden to AB 32, SB 32, or AB 1279, and currently faces no legislative requirements to reduce their GHG emissions, the State recognizes water agencies as one of the largest contributors to energy emissions in California, primarily due to the large quantities of electricity used to pump water. It is also anticipated that as California works towards the 2045 carbon neutrality goal, additional legislation and regulations will be established in the future that may require LVMWD to adopt low-carbon practices and operations. As part of the process of developing a CAAP, LVMWD has elected to establish climate action targets that align with the State’s goals to serve as targets for LVMWD’s and the JPA’s operations going forward and provide a framework for achieving voluntary GHG emissions reductions in future years. LVMWD has taken many steps already to reduce emissions, conserving resources, and reducing energy usage; the CAAP builds on those existing efforts.

This CAAP establishes a 2030 GHG emissions target in alignment with the annual reduction rate needed to eventually meet the State’s 2045 carbon neutrality goal, as set forth by AB 1279. By setting a straight line from 2021 emissions levels to the AB 1279 target, the 2030 target will surpass the SB 32 goal of a 40 percent reduction in GHG emissions from 1990 level by 2030 and will put LVMWD on a pathway to achieving carbon neutrality by 2045.⁵ LVMWD’s climate action targets are shown in Table 5-1, along with the 1990 back-cast emissions level from the 2012 inventory,⁶ adjusted forecast emissions, percent reduction from 1990 levels and the emissions gap (the difference between the AB 1279 absolute target pathway and adjusted forecast emissions). The target emissions trajectory in absolute emissions is shown in Figure 5-1. Figure 5-1 also shows the BAU forecast, adjusted forecast, and the 1990 baseline inventory back-cast.

Table 5-1 LVMWD Climate Action Targets

	2025	2030	2035	2040	2045
1990 Baseline	15,314	15,314	15,314	15,314	15,314
Adjusted Forecast	6,287	6,249	3,740	3,028	2,260
Target Pathway developed from 1990 Levels					
AB 1279 Absolute Target Pathway	6,273	4,705	3,136	1,568	0
Percent Reduction from 1990 Levels	59%	69%	80%	90%	100%
Emissions Gap	14	1,544	604	1,460	2,260

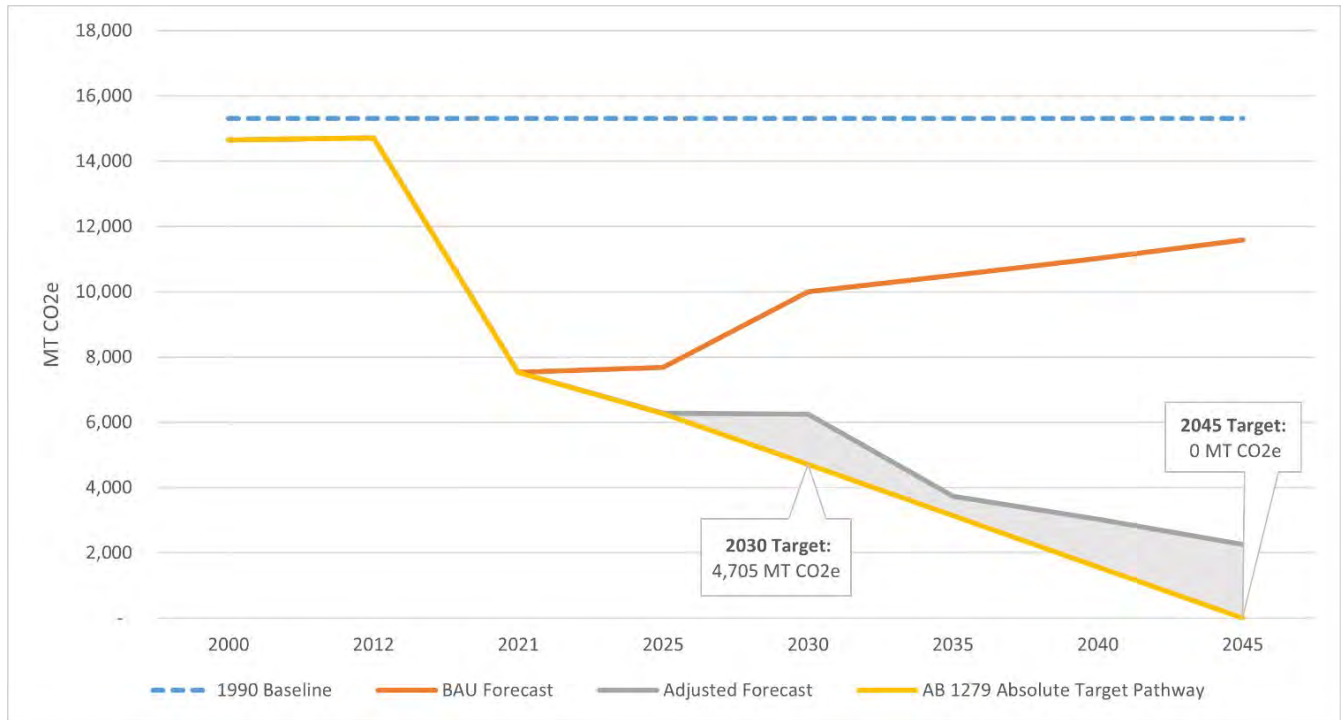
³ As part of California’s RPS program SB 100 signed in 2018 mandated that electricity providers increase GHG-free sources to 100 percent of total procurement by 2045. Furthering RPS requirements, SB 1020 established additional requirements that procurement from eligible renewable energy resources increase to 90 percent of total procurement by 2035 and 95 percent of total procurement by 2040.

⁴ CARB. Advanced Clean Fleets. <https://ww2.arb.ca.gov/our-work/programs/advanced-clean-fleets>. Accessed July 2023

⁵ Carbon neutrality refers to achieving net-zero CO₂e emissions, such that any GHG emissions created are offset by GHG emissions sequestering activities.

⁶ A back-cast of GHG emissions to 1990 was developed based on the 2012 inventory results, as the 2012 GHG emission levels are before current GHG emissions reduction projects came online and 2012 operations were closer to the current operations than 2000 operations.

Figure 5-1 LVMWD Forecast and Climate Action Targets



GHG Emissions Gap

As shown in Figure 5-1, a gap remains between the projected emissions (grey line) and the target emissions (yellow/lighter orange line), even after accounting for reductions that will result from state legislation. This gap is equal to 1,544 MT CO₂e in 2030 and 2,260 MT CO₂e in 2045. This gap is how much LVMWD will need to reduce its GHG emissions to meet the target of carbon neutrality by 2045. LVMWD aims to close this gap by implementing the GHG measures presented in Chapter 6. Several of these measures, along with the climate adaptation specific measures, will also increase LVMWD’s resilience to climate change in the coming years.

6. GHG Emissions Reduction and Adaptation Measures

LVMWD and the JPA have developed GHG emissions mitigation and adaptation measures that support the reduction of GHG emissions to levels that align with the State’s GHG emissions reduction goals and reduce climate risks to the District’s operations, infrastructure, and natural resources. Together, these measures will reduce the gap between LVMWD’s forecasted GHG emissions and its reduction targets. While the measures do not fully achieve the 2045 GHG emissions reduction target identified in Chapter 5, they provide for substantial progress towards LVMWD’s carbon neutrality target, with the expectation that additional legislation, technology, and measures shall be identified in the future to achieve further reductions. As discussed in Chapter 1, a primary benefit of adopting proactive plans with quantifiable progress towards CAAP goals is the identification of clear measures that with funding shall reduce GHG emissions and reduce climate risks. This Plan aligns with many of the goals and requirements of State and federal grant funding.

Table 6-1 summarizes each GHG reduction and adaptation measure and details the potential GHG emission reductions that can be achieved through full implementation of quantifiable measures. As shown in Table 6-1, implementation of these measures can significantly reduce GHG emissions and improve the operational resilience of LVMWD’s and the JPA’s facilities. Through implementation of GHG quantifiable measures and actions, LVMWD can achieve the 2030 GHG emissions reduction target, as seen in Table 6-1.

Unless otherwise mandated by the State or federal government, cost analysis and feasibility studies will be conducted and individual reduction and adaptation measures will be implemented only if authorized by the Board of Directors for LVMWD and the JPA. Services provided by LVMWD and the JPA will need to remain affordable to customers. The Board of Directors for LVMWD and the JPA will have discretion in deeming the feasibility of implementing individual measures.

Table 6-1 GHG Reduction and Adaptation Measures by Sector

Measure Code	Mitigation/Resilience	GHG Reduction Measure	2030 GHG Reduction Potential (MT CO ₂ e)	2045 GHG Reduction Potential (MT CO ₂ e)
Infrastructure				
I-1	Mitigation	Utilize carbon-free electricity for 100% of electricity needs by 2030.	453	0
I-2	Mitigation	Electrify new and existing stationary equipment to reduce natural gas consumption 75% by 2030 and 100% by 2045.	219	415
I-3	Mitigation	Utilize renewable diesel and alternative fuels to bridge the technology gap and decarbonize stationary equipment to reduce diesel consumption by stationary equipment 100% by 2030.	36	41
I-4	Mitigation, Resilience	Increase energy storage at facilities and buildings.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
I-5	Mitigation	Improve energy efficiency at facilities and buildings.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
I-6	Mitigation	Reduce process and fugitive GHG emissions associated with wastewater treatment.	5	6
I-7	Resilience	Maximize backup power facilities for all critical assets, in alignment with Measure I-4.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
I-8	Resilience	Support the regional development of dry and wet weather diversions as a supplementary source for recycled potable water.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
I-9	Resilience	Improve the Supervisory Control and Data Acquisition system.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
I-10	Mitigation, Resilience	Require the incorporation and identification of mitigation and adaptation features into new capital projects.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
I-11	Mitigation, Resilience	Implement the Pure Water Project Las Virgenes Triunfo.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
Operations				
O-1	Mitigation	Electrify or otherwise decarbonize the vehicle fleet such that 75% of the vehicle fleet are ZEV by 2030 and 100% of the vehicle fleet are ZEV by 2045.	102	342
O-2	Mitigation	Increase employee commute ZEV adoption to 25% by 2030 and 50% by 2045.	48	136
O-3	Mitigation	Reduce employee commute VMT by 15% by 2030 and 30% by 2045.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
O-4	Mitigation	Develop a net zero waste program such that waste sent to the landfill is reduced by 90% by 2030 and maintain through 2045.	133	153
O-5	Mitigation, Resilience	Increase water conservation reducing demands by at least 20% by 2030 and maintain through 2045.	855	0
O-6	Resilience	Develop resource programs and protocols to protect staff from climate extremes.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
O-7	Resilience	Maximize operational flexibility and redundancies, including water transfer agreements, interties, flexible exchanges, additional system interconnections, and points of delivery.	GHG Emissions Not Quantified	GHG Emissions Not Quantified

Measure Code	Mitigation/Resilience	GHG Reduction Measure	2030 GHG Reduction Potential (MT CO ₂ e)	2045 GHG Reduction Potential (MT CO ₂ e)
Natural Resources				
NR-1	2,3	Investigate and implement carbon capture and sequestration opportunities to offset all Water Reclamation Facility fugitive emissions by 2045.	6	48
NR-2	2	Catalog and improve the stability of hillside monitoring and stabilization efforts after heavy rain events in areas at risk of landslides and debris flows to minimize impacts to District infrastructure and equipment.	GHG Not Quantified	GHG Emissions Not Quantified
NR-3	2	Protect the Las Virgenes Reservoir from sedimentation associated with extreme climate events.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
NR-4	2,4,5	Develop and implement a wildfire abatement and response policy.	GHG Emissions Not Quantified	GHG Emissions Not Quantified
GHG Emissions Reduction Summary				
Total GHG reduction potential with full implementation of all measures			1,857	1,140
Total GHG reductions needed to meet LVMWD's Reduction Goals ³			1,544	1,797
GHG reductions remaining			-313	657
GHG = greenhouse gas; LVMWD = Las Virgenes Municipal Water District; MT CO ₂ e = metric tons of carbon dioxide equivalent; VMT = vehicle miles traveled; ZEV/EV = zero emission vehicle/electric vehicle I = Infrastructure; O = Operations; NR = Natural Resources ¹ As described in Chapter 5, LVMWD established GHG reduction goals in alignment with AB 1279 Absolute Target pathway.				

6.1 Measure Organization

CAAP measures include specific goals that LVMWD and the JPA will work towards to reduce GHG emissions and improve resilience to climate change. As a water district that provides a vital service to its customers, implementation of climate action and adaptation measures must also be balanced against the cost of water and wastewater services for ratepayers. Increased rates could have equity and other impacts if not thoughtfully considered, thus, each measure can only be implemented once it is deemed financially feasible or when funding/financing has been identified. However, LVMWD and the JPA also understands that failing to prepare for climate change could substantially increase costs in the future, so care must be taken to strike the right balance. Therefore, consistent with LVMWD's and the JPA's overall mission, measures that could result in a significant increase in costs were removed from consideration. Measures are organized by asset, and consist of a suite of actions that support each measure:

1. **Asset:** Measures are categorized into three asset categories:
 - a. Infrastructure
 - i. Infrastructure includes various components of its water and wastewater system that pump, transport, divert, store, treat and deliver water.
 - b. Operations
 - i. Operations include the staff, equipment, and systems that keep day-to-day operations and services running.

c. Natural Resources

- i. Natural resources include materials and natural substances such as water, soil, vegetation, and wildlife.
2. **Measures:** Measures define quantitative and qualitative goals within each asset category that will contribute to reducing GHG emissions and/or increase resilience.
 3. **Actions:** Actions consist of the specific activities that will be completed in support of each measure, which together accomplish each measure's goal.

Some CAAP measures and their actions include *quantifiable* GHG emissions (i.e., with clearly defined GHG emissions reduction potential). Other actions are not quantifiable, and either contribute to the realization of GHG emissions reduction potential of other measures or actions or increase the resilience of LVMWD and the JPA to climate change. An example of a quantifiable action is purchasing a specific amount of carbon-free electricity, while a supportive (not quantifiable) action is conducting an annual return on investment analysis of carbon-free electricity packages. Measures and actions that seek to increase resilience to climate change are not considered quantifiable in this CAAP, as the quantified metric being considered is GHG emissions. Together, the CAAP measures and their actions establish a foundational pathway to make substantial progress towards achieving 2030 and 2045 GHG reduction goals and increasing resilience to climate change. Measures and actions will be tracked and re-evaluated on a regular basis to help ensure achievement of the projected reductions.

6.2 Objectives

The CAAP measures and actions were developed in alignment with LVMWD's strategic objectives, as outlined in the 2022 LVMWD Strategic Plan. LVMWD's strategic objectives are:

1. Develop a strategy to maintain a highly effective workforce
2. Improve LVMWD's water supply reliability
3. Support customers to meet water-use efficiency standards
4. Eliminate the discharge of pollutants to Malibu Creek and preserve the natural beauty of the Watershed
5. Achieve a high credit rating for LVMWD's three enterprises
6. Reduce LVMWD's carbon footprint
7. Keep customers, city officials and other stakeholders well-informed and provide new/improved customer tools to enhance service delivery
8. Develop a process to act on efficiency improvement suggestions
9. Enhance LVMWD's asset management programs

The strategic objectives were assessed and used to guide the development of a set of five CAAP objectives that connect the CAAPs goals of reducing GHG emissions and increase resilience to climate change and the overall strategic goals of LVMWD. The CAAP's objectives are outlined and described below.

Objective 1: Enhanced Water Supply Diversification

Investments in a diverse water supply portfolio will allow LVMWD and the JPA to manage the associated projected climate risks and uncertainties. Efforts to increase dry and wet weather diversions, minimize reliance on imported water, and develop reliable local water sources will strengthen and increase the resilience of the water supply portfolio.

Objective 2: Better Protected Water Resources

Implementing natural resources, land, and ecosystem management efforts will protect water resources from climate risks. CAAP measures that align with this objective reduce the pressure on local natural resources by allowing more space for trees and native habitats, preserving natural water supplies and increasing resilience of water resources.

Objective 3: Increased Operational Efficiency and Resource Management

Implementing programs that manage resource demand will allow LVMWD and the JPA to continue to provide high-quality water sustainably. Increasing operational efficiencies often contributes to reductions in resource consumption and cost savings. To maintain a long-range, transparent, stable, and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates, it will be important to implement projects and programs that reduce financial risk through resource management and increased operational efficiencies.

Objective 4: Improved Operational Flexibility and Reliability

Retaining a reliable water supply and operations is at the heart of LVMWD's mission. Developing climate solutions and planning for issues such as energy shortages, power safety shutoffs, and drought allows LVMWD to make its operations more resilient and continue to provide water reliably and affordably to the community.

Objective 5: Better Connected People and Water

Prioritizing projects that engage LVMWD's and the JPA's customers, community, and partners will facilitate increased community support and involvement in climate action and adaptation efforts. LVMWD and the JPA will continue to support programming that enhances existing relationships and better connects the community with efforts to conserve water and mitigate climate change impacts on LVMWD's and the JPA's service area, employees, and customers.

6.3 Infrastructure Measures

Measure I-1: Utilize carbon-free electricity for 100% of electricity needs by 2030.

Electricity consumption is LVMWD's single largest emission source. While SB 100 drives the conversion of retail electricity to 100% renewable by 2045, procuring carbon-free electricity now expedites this timeline and will provide significant reductions in LVMWD's GHG emissions. By opting into a renewable electricity tier through the electricity provider, LVMWD has the opportunity to achieve most of its GHG emissions reduction's goal. Furthermore, switching to low-carbon or carbon-free electricity will make other measures more impactful by further reducing GHG emissions. For example, electrification of buildings, equipment and vehicles will achieve a greater GHG emission reduction if the electricity sourced is low-carbon or carbon neutral. LVMWD currently receives electricity from Southern California Edison (SCE). SCE offers a 50 percent green rate option and 100 percent green rate option to its customers. LVMWD will also consider procuring electricity from Clean Power Alliance (CPA), a community choice aggregation (CCA) entity providing customers in Los Angeles and Ventura counties carbon-free electricity. CPA provides options of 40 percent, 50 percent, and 100 percent carbon-free electricity. In addition to changing its electricity procurement strategy, developing additional onsite solar and pairing with battery storage (Measures I-4 and I-7), will both reduce GHG emissions and increase resilience to disturbances such as power outages.

Actions

- **Action I-1.1:** Install 1 MW of solar PV at Rancho Sprayfield by 2025.
- **Action I-1.2:** Conduct a feasibility study to understand the potential for installing up to 15 megawatt (MW) of floating solar photovoltaics at Las Virgenes Reservoir, including potential costs, payback periods, and resilience impacts.
- **Action I-1.3:** Conduct an assessment to identify the solar capacity needed to support the additional electricity demand from LVMWD's goals for vehicle fleet and employee commuter fleet EV adoption.
- **Action I-1.4:** Identify partners to assess and pursue floating solar photovoltaics, such as firms that specialize in power purchase agreements (PPA) and SCE. Work with partners to pursue funding opportunities and tax credits for the installation of floating solar photovoltaics such as opportunities through the Department of Energy (DOE) Solar Energy Technologies Office (SETO) and the federal Investment Tax Credit and Production Tax Credit.
- **Action I-1.5:** Based on the results of the studies and if deemed feasible, install up to 15 MW of floating solar photovoltaics at Las Virgenes Reservoir and additional onsite solar generation.
- **Action I-1.6:** Incorporate design elements into the Pure Water Project Las Virgenes – Triunfo to minimize GHG emissions to the greatest extent feasible. This should include energy efficient processes, identification of alternative fuels or technologies for processes that cannot be electrified, developing the project to be electricity ready where feasible, opportunities to directly link to onsite renewables and battery storage, and identification of the energy source to offset indirect electricity emissions, such as using the Renewable Energy Self-Generation Bill Credit Transfer (RES-BCT) tariff for renewable energy generation from other District sites where onsite renewables will not offset the emissions.
- **Action I-1.7:** Identify if the JPA/LVMWD can source electricity from Clean Power Alliance (CPA) and conduct an annual return on investment (ROI) analysis of carbon-free electricity packages

available from SCE and CPA to determine which would be more cost-effective. Analysis should include a cost evaluation of switching all electricity accounts to 100 percent carbon-free electricity to ensure electricity consumption not covered by onsite solar will be 100 percent carbon-free.

- **Action I-1.8:** Depending on the results of the ROI analysis and if deemed feasible, switch some or all electricity accounts to 100 percent carbon-free electricity from with SCE “Green Rate” or to a CPA “100% Green Power”.
- **Action I-1.9:** Conduct a study to identify what amount of pumping that can be scheduled utilizing a high level of renewable energy and offset the remaining amount with battery stored solar energy.

Target Metrics

- 100 percent carbon-free electricity by 2030
- Install additional onsite solar fields

GHG Emissions Reductions

- 453 MT CO₂e in 2030

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure I-2: Electrify new and existing stationary equipment to reduce natural gas consumption 75% by 2030 and 100% by 2045.

Infrastructure electrification is promoted by several State-level programs, including SB 350¹ and AB 3232,² which require reductions in energy usage in buildings and a transition to a low-carbon building stock. SB 350 requires that the State double the energy efficiency savings in natural gas usage by 2030. AB 3232 requires the California Energy Commission (CEC) evaluate strategies to reduce the State’s building stock GHG emissions by 40 percent below 1990 levels by 2030. The CEC’s Building Energy Efficiency Standards (Title 24 Parts 6 and 11) includes building standards and codes that support decarbonization efforts through requiring improvements in energy efficiency of building equipment to occur at time of new construction and upgrades.

By phasing out natural gas equipment for electric equipment, while using carbon-free electricity, LVMWD’s and the JPA’s GHG emissions associated with this equipment will fall to zero. Replacing natural gas equipment should be completed over time as existing natural gas infrastructure needs to be replaced. When replacing items like hot water heaters and Heating, Ventilation, and Air Conditioning (HVACs) units, LVMWD and the JPA will look to replace natural gas combustion units with heat pumps that can operate at nearly 400 percent increased efficiency.³ Replacing fossil fuel combustion equipment with electric alternatives will align with the State policies and Title 24 requirements. Phasing out natural gas backup generators is a lower priority in the near term, as they provide critical resilience benefits.

1 CEC. Clean Energy and Pollution Reduction Act – SB 350. <https://www.energy.ca.gov/rules-and-regulations/energy-suppliers-reporting/clean-energy-and-pollution-reduction-act-sb-350>. Accessed July 2023

2 CEC. Assembly Bill 3232 and the California Building Decarbonization Assessment. https://www.energy.ca.gov/sites/default/files/2021-08/AB3232_Building_Decarbonization_Assessment_Factsheet_ADA.pdf

3 Tri-State. 2021. Advantages of Energy Efficient Heat Pumps. <https://tristate.coop/advantages-heat-pumps-energy-efficiency#:~:text=What's%20the%20efficiency%20performance%20of,coefficient%20of%20performance%2C%20or%20COP>. Accessed July 2023.

Actions

- **Action I-2.1:** Conduct a survey of existing natural gas operated equipment and identify operationally and financially viable electric alternatives. By 2025, establish a schedule to replace existing natural gas-consuming equipment with electric or carbon neutral alternatives (i.e., e-fuels).
- **Action I-2.2** Develop and implement a policy requiring new equipment to be electric or carbon neutral. Require an infeasibility waiver to be submitted and approved when new equipment cannot be electrified. The infeasibility waiver process shall identify other opportunities to decarbonize the new stationary equipment (e.g., use of renewable diesel/e-fuel).
- **Action I-2.3:** Explore rebate, grant, or partnership opportunities to fund the replacement of natural gas-consuming equipment like HVAC and hot water heaters with electric-powered equivalents like heat pumps.
- **Action I-2.4:** Educate staff of the electrification requirement and implement the schedule to replace non-emergency use natural gas-consuming equipment with electric-powered equivalents to reduce natural gas consumption.

Target Metrics

- 75 percent reduction in natural gas by 2030
- 100 percent reduction in natural gas by 2045

GHG Emissions Reductions

- 219 MT CO₂e in 2030
- 415 MT CO₂e in 2045

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure I-3: Utilize renewable diesel and alternative fuels to bridge the technology gap and decarbonize stationary equipment to reduce diesel consumption by stationary equipment 100% by 2030.

LVMWD currently uses a combination of gasoline and diesel to fuel its fleet vehicles and stationary equipment, including backup emergency power generators. While zero-emission heavy-duty vehicles are not currently market-ready, using low-carbon intensity fuels like renewable diesel in existing vehicles and equipment does not require substantive equipment alterations and helps reduce GHG emissions over the short term. The use of alternative fuels allows for additional time to fully vet and/or pilot the new zero-emission technology before infrastructure investments are made, which could help improve the return on investment. The State's Low Carbon Fuel Standard (LCFS) regulation is driving the market to increase the availability and decrease the cost of alternative fuels that may offer a return-on-investment benefit to switch to alternative fuels now in equipment and fleet vehicles that do not need technology changes. Using renewable diesel in existing vehicles can decrease the costs of maintaining equipment over traditional diesel due to a decreased need for diesel particulate filter services, as renewable diesel has less impurities such as sulfur, oxygen, and other aromatic compounds.⁴

Actions

- **Action I-3.1:** Conduct a feasibility study to assess opportunities to decarbonize LVMWD's and the JPA's existing back-up generators using drop-in renewable diesel. As part of the assessment, determine a timeline for the renewable diesel transition, the quantity of renewable diesel needed, and any additional costs incurred from the transition. Include potential impacts of new renewable diesel equipment.
- **Action I-3.2:** Identify partners for a reliable source of renewable diesel and fuel (e.g., Diamond Green Diesel).
- **Action I-3.3:** Based on the feasibility study, develop a policy to transition all generators to renewable fuels.
- **Action I-3.4:** Develop and distribute educational materials to relevant staff members on the renewable diesel policy requirement and associated air quality and health benefits of the transition outlines in Action I-3.3.
- **Action I-3.5:** Pursue and monetize LCFS credits associated with renewable fuel conversions in vehicles.

Target Metrics

- 100 percent replacement of diesel with renewable diesel by 2030

GHG Emissions Reductions

- 36 MT CO₂e in 2030
- 41 MT CO₂e in 2045⁵

⁴ Neste. Fueling Renewed Trust in Public Fleets. <https://www.neste.us/neste-my-renewable-diesel/industries/public-fleets>. Accessed July 2023.

⁵ GHG emissions reductions are projected to increase by 2045 as forecasted fleet and equipment GHG emissions are projected to increase.

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure I-4: Increase energy storage at LVWMD and JPA facilities and buildings.

Energy storage systems are a proven strategy to maximize use of renewable energy by storing the energy produced during peak renewable generation periods. By storing renewable energy, LVMWD and the JPA will increase their energy residence and reduce GHG emissions by charging the battery system during times of low grid emissions and discharging them during periods of high emission electricity. The batteries can also be used to conduct rate arbitrage, by charging during times when electricity is cheapest and offsetting the peak (most expensive) power periods through use of stored energy. Power loss can lead to operational failure as key facilities and systems, including pumps and the water reclamation facility, may not be able to operate. Battery storage systems will also add increased operational resilience by allowing facilities to operate for periods of time without power from the grid.

Actions

- **Action I-4.1:** Conduct an assessment to identify existing battery storage capacity and priority locations for battery storage installation.
- **Action I-4.2:** Conduct a feasibility study to evaluate the opportunities for charging onsite batteries with onsite solar. Based on the study, require the design of the Pure Water Project Las Virgenes – Triunfo to identify battery storage solutions to mitigate impacts from power outages in addition to back-up generators powered by renewable fuel.
- **Action I-4.3:** Explore funding opportunities to obtain and install a combined total of 5 MW battery storage at critical facilities. Identify opportunities through the Inflation Reduction Act of 2022 incentives including Energy Infrastructure Reinvestment Financing and the Solar Investment Tax Credit.
- **Action I-4.4:** Continue time of use program that identifies and establishes permanent shifts of high-electricity use to times when renewable energy is plentiful through educational programs on energy and thermal storage, load timing/controls, pre-cooling/pre-heating, and other time-energy demand measures.
-

Target Metrics

- Energy storage solutions implemented
- Assessments completed
- Funding obtained
- 5 MW battery storage installed

GHG Emissions Reductions

- GHG Emissions Not Quantified⁶

⁶ GHG emissions were not quantified for Measure I-4 as energy storage systems in themselves do not lead to reductions in GHG emissions, however they do support GHG reductions associated with onsite renewable energy sources.

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure I-5: Improve energy efficiency at LVMWD and JPA facilities and buildings.

Improving pump efficiency, installing LED lighting, and installing energy recovery systems will all reduce the total demand for electricity from LVMWD's and the JPA's systems, saving money and reducing GHG emissions. Improving equipment efficiency also aligns with the California Building Energy Efficiency Standards (Title 24).

Actions

- **Action I-5.1:** Identify aging equipment due for replacement throughout JPA and LVMWD facilities and identify energy efficient alternatives to use for the replacement (e.g., EnergyStar certifications). Prioritize energy efficient electric equipment over natural gas and diesel equipment, where feasible. Include a return on an investment analysis as part of the replacement process that evaluates the capital investment for an energy efficient alternative piece of equipment, cost savings associated with improved energy efficiency, and identifies any grants or rebates associated with such equipment replacement. For equipment identified in Action I-2.2 that received the infeasibility waiver, ensure energy efficiency alternatives are selected.
- **Action I-5.2:** Develop and implement a policy requiring new equipment to achieve EnergyStar Certification, where feasible.
- **Action I-5.3:** Conduct energy audits every 5 years and implement top energy recommendations. As part of CAAP monitoring, track energy improvements due to implementation of energy audit recommendations annually.
- **Action I-5.4:** Expand the utilization of automated lighting controls for indoor/outdoor lighting for JPA and LVMWD facilities pursuant to the current CEC Building Energy Efficiency Standards (Title 24, Part 6 and 11)
- **Action I-5.5:** Pursuant to the CEC 2022 Building Energy Efficiency Standards (Title 24, Part 6 and 11), require all new construction and building upgrades utilize light emitting diode (LED) lighting technology only.
- **Action I-5.6:** Continue to explore opportunities to employ artificial intelligence (AI) and machine learning (ML) to better optimize treatment processes and to increase energy efficiency.
- **Action I-5.7:** Require the implementation of cool roofs in the construction of all new and upgraded JPA and LVMWD facilities, to minimize absorption of solar energy and reduce building energy use.

Target Metrics

- Energy conserved
- Energy efficiency systems and upgrades implemented

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Increased Operational Efficiency & Resource Management

- Improved Operational Flexibility & Reliability

Measure I-6: Reduce process and fugitive GHG emissions associated with wastewater treatment.

Because technology for reducing methane emissions from wastewater treatment plants can be expensive and requires advanced planning, this measure is focused on preliminary feasibility analysis and investigating funding opportunities for future implementation. Technology is advancing and programs such as LCFS may provide cost-effective opportunities to convert captured methane to biofuel for electricity generation or vehicle fleet use. It is anticipated that wastewater emissions will become a major focus of California for reducing GHG emissions in the future, at which point additional incentives for this work is expected to become available. Additionally, implementation of the Pure Water Project Las Virgenes-Triunfo, will divert and treat effluent from the Tapia Water Reclamation Facility for potable reuse. The project will eliminate the need to discharge unused recycled water to Malibu Creek, minimizing associated fugitive GHG emissions to nearly zero.⁷

Actions

- **Action I-6.1:** Conduct a feasibility and cost analysis on the pathways to eliminate emissions associated with the biogas generated at Tapia Water Reclamation Facility through either biogas utilization, disposal or sale. The study should include an assessment evaluating the cost for upgrading the anaerobic digesters, opportunities for upgrading the biogas to pipeline quality biomethane, and opportunities for partnerships with other nearby biogas producers to sell the biogas to entities such as SCG looking to meet SB 1440.
- **Action I-6.2:** Investigate potential partnerships with entities looking to obtain biogas for fuel production for which LVMWD and the JPA could be a source.
- **Action I-6.3:** In alignment with the implementation of the Pure Water Project Las Virgenes - Triunfo, evaluate and track reductions in total Nitrogen to identify the amount of reduced fugitive emissions.

Target Metrics

- 97 percent reduction in fugitive emissions by 2030
- 97 percent reduction in fugitive emissions by 2045

GHG Emissions Reductions

- 5 MT CO₂e in 2030
- 6 MT CO₂e in 2045

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure I-7: Maximize backup power facilities for all critical assets.

As outlined for Measure I-4, procuring energy storage solutions to support LVMWD's and the JPA's facilities and buildings can support GHG emission reductions and mitigate impacts from power outages.

⁷ EPA. Pure Water Project Las Virgenes-Triunfo. <https://www.epa.gov/wifia/pure-water-project-las-virgenes-triunfo>. Accessed July 2023

Water utilities are one of the major electricity consumers in California. With future electricity demand forecasted to grow, water utilities are particularly at risk of localized energy shortages. Backup power facilities can provide resilience and redundancy to mitigate service disruptions during power outages.⁸ This measure will reduce the potential impact of future power disruptions on key facilities and operations to provide future continuity of services across a wider range of conditions. New backup power facilities should be located outside of hazard areas or provided with adequate protection to mitigate potential damage and disruption.

Actions

- **Action I-7.1:** Catalogue fixed and mobile backup power requirements for all LVMWD and JPA facilities and develop design criteria/minimum requirements.
- **Action I-7.2:** Establish backup power policy/requirements that cover fixed and mobile solutions, staging, and procurement.
- **Action I-7.3:** Secure Hazard Mitigation Grant Program, California Governor’s Office of Emergency Services (CAL OES), and other grant funding for battery energy storage solutions and renewable diesel.
- **Action I-7.4:** If deemed feasible, secure battery energy storage systems and new generators that use renewable fuel (e.g., renewable diesel, bio-diesel, etc.) for Tapia Reclamation Facility, the Westlake Filtration Plant, Rancho Composting Facility, and future facilities such as the Advanced Water Purification Facility

Target Metrics

- Assessments developed
- Battery storage solutions installed

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Improved Operational Flexibility & Reliability

Measure I-8: Support the regional development of dry and wet weather diversions as a supplementary source for recycled potable water.

Climate change exposures, such as an increase in prolonged periods of multi-year drought, are projected to increase the risk of reduced SWP and Colorado River deliveries. There is also an indication that more rain will fall from extreme weather events, which would increase the potential value of stormwater capture. LVMWD and the JPA will focus on developing and enhancing regional capabilities to increase dry and wet weather diversions as a supplementary source for recycled potable water.

Actions

- **Action I-8.1:** Partner with neighboring jurisdictions, starting with Agoura Hills to identify opportunities to develop dry and wet weather diversions to reduce imported water.

⁸ EPA. Climate Impacts on Water Utilities. <https://www.epa.gov/arc-x/climate-impacts-water-utilities#tab-3>. July 2023

- **Action I-8.2:** Position for funding programs, such as LA County Measure W, to fund design work to increase dry and wet weather diversions.
- **Action I-8.3:** Conduct an assessment to identify developing regulatory compliance issues associated with wet weather diversions and outline potential solutions.

Target Metrics

- Acre-feet of diversions
- Funding identified and obtained
- Assessment conducted

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Enhanced Water Supply Diversification

Measure I-9: Improve the Supervisory Control and Data Acquisition (SCADA) System.

A projected increase in the frequency and severity of climate hazards, such as extreme heat and extreme precipitation, will stress the ability of District staff to react and respond. A more capable SCADA system will enable more efficient reactions and responses to changing conditions and potentially reduce GHG emissions associated with water loss. A SCADA system provides LVMWD with automation and redundant control capabilities. An improved SCADA system can connect LVMWD employees to monitoring equipment that can provide information on flooding hazards, water quality, drainage levels, and much more, in real time. The SCADA system can report on maintenance issues and alert employees of critical issues that may be impacting water and wastewater operations.⁹

Actions

- **Action I-9.1:** Conduct an assessment to identify opportunities to upgrade or add field instrumentation hardware including sensors, actuators, relays, control units, and samplers such as for automatic leak detection throughout the distribution system. Utilize artificial intelligence (AI) and machine learning (ML) to automate SCADA data collection and analysis to provide additional operational improvements and achieve energy efficiency.
- **Action I-9.2:** Based on the assessment, procure field instrumentation hardware to adequately monitor and control all water system processes.
- **Action I-9.3:** Explore potential funding opportunities to finance SCADA system upgrades and improvements.
- **Action I-9.4:** Establish procedures to regularly conduct maintenance of SCADA systems to identify potential improvements and operational inefficiencies.
- **Action I-9.5:** Implement setpoint optimization techniques using AI and ML at Tapia Water Reclamation Facility, Lift Stations 1 and 2, and Rancho Las Virgenes Composting Facility.

⁹ LVMWD. Phase 2 White Paper: Tapping into Available Capacity in Existing Infrastructure to Create Water Supply and Water Quality Solutions. https://www.mwdh2o.com/media/3uyc3rvk/las-virgenes_phase-2_final-report.pdf

Target Metrics

- Field instrumentation hardware procured
- Funding obtained
- Procedures established
- Setpoint optimization techniques implemented

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability
- Better Connected People and Water

Measure I-10: Require the incorporation and identification of mitigation and adaptation features into new capital projects.

Climate change is projected to increase the variability of precipitation, the extent of wildfire risk, the frequency and amount of extreme precipitation, the susceptibility of landslides, the frequency and duration of extreme heat events, and the length and frequency of power outages. LVWMD's Infrastructure Investment Plan and other master planning documents should consider the vulnerability of facilities, infrastructure, and water resources to relevant climate change impacts.¹⁰ This measure will guide future capital development to be designed with these future climate conditions and risks in consideration.

Actions

- **Action I-10.1:** Develop a process to prioritize when to apply and implement climate change-informed design criteria for flooding, extreme heat, landslides, wildfire and liquefaction.
- **Action I-10.2:** Integrate and regularly update best available climate science and projections into relevant planning documents and programs including the Urban Water Management Plan, Infrastructure Investment Plan, Hazard Mitigation Plan, Potable Water Master Plan, Recycled Water Mast Plan, Integrated Master Plan, and Sanitation Master Plan.
- **Action I-10.3:** Develop protocols to improve monitoring capabilities to ensure ongoing identification of vulnerable critical District assets in need of upgrades or retrofits.

Target Metrics

- Design criteria development and implemented
- Planning documents and programs updated

GHG Emissions Reductions

- GHG Emissions Not Quantified

¹⁰ EPA. Climate Impacts on Water Utilities. <https://www.epa.gov/arc-x/climate-impacts-water-utilities#tab-3>. Accessed July 2023

Objectives

- Better Protected Water Resources
- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure I-11: Implement the Pure Water Project Las Virgenes-Triunfo.

Implementing the Pure Water Project Las Virgenes – Triunfo is key to providing reliable potable water and reducing dependence on imported water in the future. The project will eliminate discharges to Malibu Creek, minimizing contaminants into the creek and fugitive GHG emissions. In 2022, the JPA Board of Directors approved the Programmatic Environmental Impact Reports for the Pure Water Project, providing a path forward for construction of the Advanced Water Purification Facility.¹¹ To guide the development of this facility in a climate resilient manner that minimizes GHG emissions, LVMWD and the JPA will work with developers and a consultant team to incorporate climate projections and potential impacts into the design process. Energy efficient equipment and fixtures at Pure Water Project facilities will also be installed and opportunities will be explored to implement additional onsite renewable and battery storage to increase operational resilience and mitigate GHG emissions.

Actions

- **Action I-11.1:** Continue with efforts to partner with a design/build team to design, construct, test, commission, and obtain governmental approval for the Advanced Water Purification Facility.
- **Action I-11.2:** Require the consultant team to review and integrate future climate projections and potential impacts into the design of the Advanced Water Purification Facility.
- **Action I-11.3:** Obtain funding for additional advising services to study and mitigate climate risks and GHG emissions specifically to the Pure Water Project Las Virgenes - Triunfo, through the EPA's Water Infrastructure Finance and Innovation Act, State of California's Clean Water and Drinking Water State Revolving Fund (SRF) programs, and Metropolitan's Local Resources Program (LRP).
- **Action I-11.4:** In alignment with Action I-36, conduct a feasibility study to identify the future energy needs of the Pure Water Project Las Virgenes – Triunfo and identify opportunities to minimize GHG emissions through energy efficiency, onsite renewables, and low-carbon and carbon-free electricity procurement.

Target Metrics

- Climate projection and potential impacts integrated into design
- Feasibility study completed
- Funding obtained

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Enhanced Water Supply Diversification

¹¹ LVMWD. Pure Water Project Achieves Major Milestone. 2022. <https://www.lvmwd.com/Home/Components/News/News/5988/22>. Accessed July 2023

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

6.4 Operations Measures

Measure O-1: Electrify or otherwise decarbonize the vehicle fleet such that 75% of the vehicle fleet are zero-emission vehicles (ZEV) by 2030 and 100% of the vehicle fleet are ZEV by 2045.

California has developed a robust set of clean transportation policies and goals to decarbonize the transportation sector through implementation of ZEV technology, where feasible, and the use of low-carbon intensity fuels everywhere else. The Advanced Clean Cars II regulation requires that by 2035 all new passenger cars, trucks, and SUVs sold in California be zero emissions.¹² The Advanced Clean Fleets rule requires that fleets, businesses, and public entities that own or direct the operation of medium- and heavy-duty vehicles in California must transition to 100 percent zero-emission capable utility fleets by 2045. Under the regulation, LVMWD may choose to purchase only ZEVs beginning in 2024 and remove internal combustion engine vehicles at the end of their useful life or elect to meet the State's ZEV milestone targets as a percentage of the total fleet starting with vehicle types that are most suitable for electrification.¹³

Transitioning LVMWD's fleet vehicles to either EVs powered by carbon-free electricity or other zero-emission technology has the potential to bring this source to zero over time. The State also has several incentive and funding programs to support vehicle replacement and to promote infrastructure development. By beginning to implement the Advanced Clean Fleet Rule, LVMWD can access early action incentives. Transitioning to ZEV heavy-duty vehicles will be prioritized closer to 2045, as options become technologically and financially feasible.

Actions

- **Action O-1.1:** Conduct a study of the existing vehicle fleet to develop a schedule and policy to replace existing vehicles with EV/ZEV alternatives such that 75 percent of vehicles are replaced with EV/ZEV's by 2030 and 100 percent by 2045. Consider vehicle function, associated costs, available incentives, and ROI from potential fuel and maintenance savings when identifying vehicles for replacement and their EV/ZEV alternatives.
- **Action O-1.2:** For vehicles not identified for replacement by 2030 and/or vehicles that do not have EV/ZEV options available:
 - Evaluate options to reduce the weight of vehicles and integrate technology that monitors vehicle idleness, integrating efficient, smaller diesel engines before they can be electrified or otherwise decarbonized.
 - Consider partnering with heavy-duty EV companies to conduct pilots and facilitate advancements in technology for such vehicles.
 - Continue monitoring EV/ZEV availability and updating the vehicle replacement schedule to transition such vehicles by 2045.

¹² CARB. Advanced Clean Cars II. <https://ww2.arb.ca.gov/our-work/programs/advanced-clean-cars-program/advanced-clean-cars-ii>. Accessed July 2023

¹³ CARB. Advanced Clean Fleets. <https://ww2.arb.ca.gov/our-work/programs/advanced-clean-fleets>. Accessed July 2023

- **Action O-1.3:** Complete an EV infrastructure plan to analyze LVMWD's charging needs through 2045 and beyond. As part of plan, create a prioritized list of EV charging/fueling infrastructure at specific locations.
- **Action O-1.4:** Partner with SCE's Charge Ready Program to plan and fund electric vehicle charger installations and panel upgrades at JPA and LVMWD facilities in alignment with the EV infrastructure plan.

Target Metrics

- 75 percent fleet conversion to ZEV by 2030
- 100 percent fleet conversion to ZEV by 2045

GHG Emissions Reductions

- 102 MT CO₂e in 2030
- 342 MT CO₂e in 2045

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure O-2: Increase employee commute ZEV adoption to 25% by 2030 and 50% by 2045.

Providing educational information on available Zero Emission Vehicle (ZEV) incentives/rebates and preferential parking for ZEVs in support of California's ZEV goals will further lower LVMWD's carbon footprint associated with employee commutes. The increase of Electric Vehicles (EVs) and ZEV use by employees for commuting is inevitable with the establishment of Zero-Emission Vehicle Regulation, which requires auto manufacturers to provide more ZEVs for sale in California to achieve the State's goal of 100 percent of sales of new passenger vehicles to be ZEV by 2035.¹⁴ Programs like LCFS and the Clean Transportation Program (AB 118) provide credits or funding, for developing ZEV fueling infrastructure to incentivize the development of necessary ZEV infrastructure to support the new ZEVs on the road. Furthermore, CARB established a rebate program for individuals to replace their vehicles with a ZEV. As such, it is anticipated that California's goals and incentives will lead to an increased use of ZEVs by LVMWD employees.

LVMWD recognizes that current estimates indicate that approximately 40 percent of EV owners charge at work.¹⁵ Given this fact, LVMWD and the JPA will install EV charging stations at its facilities for employees. Implementing this measure will encourage LVMWD employees to invest in personal EVs by reducing range anxiety, one of the leading reasons individuals opt to not switch to an EVs. This measure will also allow employees who live further away to commute via EV without worrying about making to work and back on a single charge.

Actions

- **Action O-2.1:** Install 30 additional EV chargers to support at least a 25 percent transition of employee-owned commuter vehicles to EV's or ZEV's (i.e., hydrogen fuel cell) by 2030. Locations

¹⁴ CARB_Zero-Emission Vehicle Regulation. <https://ww2.arb.ca.gov/our-work/programs/zero-emission-vehicle-program/about>. Accessed July 2023

¹⁵ Idaho National Laboratory. <https://avt.inl.gov/sites/default/files/pdf/arra/PluggedInSummaryReport.pdf>. Accessed July 2023

should best serve commuters that report to different JPA and LVMWD facilities and optimize use of on-site solar generation.

- **Action O-2.2:** Identify partnerships and funding opportunities such as enrollment in the LCFS program for credit generation, federal tax credit under 30C Alternative Fuel Infrastructure Tax Credit, and SCE rebates and partnerships to offset the costs to install EV charging infrastructure for commuters.
- **Action O-2.3:** Incentivize employee conversion to ZEVs by offering discounted vehicle charging or fueling for commuters.
- **Action O-2.4:** Promote employee use of EV's or ZEVs by providing educational materials on the benefits of EV's and ZEVs, available federal and state tax credits, and ROI for employees given free workplace charging.

Target Metrics

- 25 percent transition to ZEV among employees by 2030 and 50 percent transition by 2045.

GHG Emissions Reductions

- 48 MT CO₂e in 2030
- 136 MT CO₂e in 2045

Objectives

- Increased Operational Efficiency & Resource Management

Measure O-3: Reduce employee commute Vehicle Miles Traveled (VMT) by 15% by 2030 and 30% by 2045.

While LVMWD does not have direct control over the manner in which its employees travel to and from their jobs, it can facilitate alternative commute strategies, including use of active and shared/subsidized transit and continuing with implementation of its telework program. Working remotely during the COVID-19 pandemic has reduced commuter vehicle miles traveled at LVMWD. Currently office workers, one third of staff, telework up to 2 days a week. LVMWD has implemented a policy allowing for continued remote work in perpetuity, which will both prevent an increase in GHG emissions and reduce commuter vehicle miles travelled (VMT) for employees. LVMWD will expand and provide benefits to employees who utilize alternative forms of transportation for their commute. Rideshare incentives, pre-tax benefits, and other solutions like commuter competitions will be implemented over time in support of the goal of achieving a reduction in employee commutes.

Actions

- **Action O-3.1:** Allow for continued benefits of a full or partial work-from-home policy where employees telecommute or utilize flexible schedule to reduce transit time, VMT, and GHG emissions.
- **Action O-3.2:** Identify opportunities to fund rideshare incentives to employees who carpool. Offer other incentives to employees to use an alternative mode of transportation to commute (e.g., public transportation, bikes).
- **Action O-3.3:** Provide preferred parking for carpooling vehicles to incentivize carpooling by employees. Evaluate opportunities for other incentives to offer to employees for carpooling or lower VMT.

- **Action O-3.4:** Promote employee use of carbon-free and low carbon transportation by providing educational materials on the benefits of commute options including public transportation, EV/ZEV options, and vanpools.

Target Metrics

- 15 percent reduction of VMT by 2030
- 30 percent reduction of VMT by 2045

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Increased Operational Efficiency & Resource Management

Measure O-4: Develop a net zero waste program such that waste sent to the landfill is reduced by 90% by 2030 and maintain through 2045.

Waste generation contributes a small amount to the overall GHG emissions from LVMWD and JPA operations. Except when there are equipment outages at the Rancho Composting Facility, biosolids are already diverted by being converted into compost for reuse on landscapes. A majority of the GHG emissions resulting from waste sent to the landfill are caused by decomposition of organic material under anaerobic conditions.¹⁶ The remainder of the emissions come from inorganic wastes, such as plastic, which have both upstream and downstream emissions. Therefore, increasing the diversion of organic and inorganic waste streams is a primary measure to reduce waste related GHG emissions. In alignment with SB 1383¹⁷ and AB 34118, LVMWD will develop and implement a waste diversion plan to reduce organic waste sent to the landfill by 75 percent using 2014 levels as a baseline and strive to achieve zero-waste sent to landfills by 2045. This would include but not be limited to organic waste from employee break rooms. Additionally, LVMWD will report biosolid quantity and destination to CalRecycle in compliance with AB 901.

Actions

- **Action O-4.1:** Implement a program to separate organic waste from other materials. Contract with local waste disposal companies to route organic waste to food recovery centers, anaerobic digestion, or composting facilities such that 75 percent of organics generated from JPA and LVMWD operations is collected and diverted from the landfill by 2025.
- **Action O-4.2:** Conduct a waste assessment, including records examinations, facility walk-throughs, and waste sorting, across all facilities to identify waste sources generated, identify purchasing and management practices, examine current waste reduction practices and their effectiveness, and prioritize the most effective waste reduction efforts on an area and materials-focused basis.

¹⁶ According to the Local Governments for Sustainability (ICLEI) U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions, Appendix E – Solid Waste Emission Activities and Sources, GHG emissions are generated by non-biologic wastes only if they are combusted.

¹⁷ CalRecycle. California's Short-Lived Climate Pollutions Reduction Strategy. <https://calrecycle.ca.gov/organics/slcp/>. Accessed July 2023

¹⁸ CalRecycle. Mandatory Commercial Recycling. <https://calrecycle.ca.gov/recycle/commercial/>. Accessed July 2023

- **Action O-4.3:** Investigate funding opportunities to develop an organics program and deploy organic waste bins at all JPA and LVMWD facilities.
- **Action O-4.4:** Pursuant to AB 901, report the quantity and destination of disposed biosolids from wastewater treatment plants to CalRecycle quarterly.
- **Action O-4.5:** Host staff training sessions to provide educational information on waste reduction practices to increase waste diversion at JPA and LVMWD facilities.

Target Metrics

- 75 percent organic waste reduction by 2025 compared with 2014 baseline¹⁹

GHG Emissions Reductions

- 133 MT CO₂e in 2030
- 153 MT CO₂e in 2045

Objectives

- Increased Operational Efficiency & Resource Management

Measure O-5: Increase water conservation reducing demands by at least 20% by 2030 and maintain through 2045.

LVMWD has a long history of promoting water conservation, which has resulted in measurable reduction in retail water usage and indirectly reduces GHG emissions. LVMWD has had a number of successful water conservation programs such as providing indoor rebates for water efficient appliances, landscape rebate programs, practicing and promoting water-efficient irrigation and low water usage planting, and developing education programs for customers. LVMWD achieved a 20 percent reduction in per capita water use as required by the Water Conservation Act of 2009 as a direct result of these programs. LVMWD will expand these water conservation efforts to achieve further reductions in per capita water use that will align with new state regulations. Reduced per capita water consumption allows LVMWD to meet the water demands of a growing population, reduce operational emissions, and increase resilience to future drought impacts. A 20 percent reduction by 2030 will be based on 2020 consumption levels.

Actions

- **Action O-5.1:** Continue water conservation and recycling efforts and programs by implementing the Potable Master Plan, Integrated Regional Water Management Plan, Recycled Water Master Plan, Urban Water Management Plan, Water Shortage Contingency Plan, and Flow Restrictor Program.
- **Action O-5.2:** Implement the Pure Water Project Las Virgenes – Triunfo (Measure I-11) to reduce dependence on imported water and help ensure long-term water supply reliability.
- **Action O-5.3:** Continue to reduce recycled water use for irrigation by 25 percent and potable water by 20 percent by 2030 compared to 2020 consumption levels.

¹⁹ SB 1383, effective 2022, sets statewide emissions reduction targets to 40 percent below 2013 levels by 2030 for methane, 75 percent reduction in organic material disposed in landfills from 2014 levels by 2025 and required jurisdictions to adopt ordinances or other enforceable mechanisms to impose penalties for non-compliance. LVMWD will be required to comply with local jurisdictions ordinances established to meet SB 1383 requirements.

- **Action O-5.4:** Continue outreach and engagement efforts to increase registration to 80 percent and use of the WaterSmart Portal to aid customers in managing usage and identifying leaks.
- **Action O-5.5:** Expand programs which educate customers on water conservation initiatives through workshops and speaking engagements. Continue to host and expand participation in the LVMWD Landscape Workshop Series providing information on drought-tolerant landscaping, available rebates for water retrofits, and water efficiency strategies in new and existing single-family residences and commercial/multi-family accounts.
- **Action O-5.6:** Continue with efforts to implement a landscape management plan for the JPA and LVMWD that consolidates and expands upon the goals and policies for landscaping at JPA and LVMWD properties. Identify whether and where there are additional resource-consumptive landscapes on property that can be changed out to more water-conserving, slower growth plants that require less maintenance. Continue to implement potable water conservation strategies in landscape design and maintenance (such as replacing water intensive areas with drought-resilient native plants, using low-flow water fixtures, installing sophisticated irrigation software to control water, investing in systems to monitor pipe leakage, and limiting turf development).
- **Action O-5.7:** Require new and redeveloped LVMWD/JPA owned properties to be low water use through landscaping with climate appropriate plants, permeable paving, green infrastructure, and incorporating other low-impact development design features to allow for increased infiltration, even in heavy rains.
- **Action O-5.8:** Continue to implement and expand on successful water conservation rebate programs (e.g., high efficiency toilets and clothes washers, weather-based irrigation controller, etc.) with a focus on providing opportunities for outdoor water efficiency improvements such as rotating sprinkler heads, in alignment with the current Statewide water conservation goals.
- **Action O-5.9:** Develop and adopt a schedule for installation of water meters in existing buildings and irrigation zones to establish a water consumption baseline at JPA and LVMWD owned properties with the Facilities Division. Reduce JPA and LVMWD water consumption per capita at facilities in alignment with the current statewide goals.
- **Action O-5.10:** Explore methods such as the deployment of a floating solar array to reduce the rate of evaporation from water storage facilities (e.g., Las Virgenes Reservoir).
- **Action O-5.11:** Investigate new advanced technology systems to maximize the ground-water recovery wells in Westlake Village to maintain local water supply. Invest in such technology as it becomes feasible and cost-effective. Consider other innovative ideas such as maximizing the storage potential of the Russel Valley Basin by installing injection wells to store excess water for later extraction.
- **Action O-5.12:** Update rates and modify fixed fees as needed so that the majority of fixed costs for water and wastewater services continue to be captured regardless of the amount of water consumption and wastewater collection and treatment.

Target Metrics

- Reduced water consumption by 20 percent by 2030 and maintain through 2045

GHG Emissions Reductions

- 855 MT CO₂e in 2030
- 0 MT CO₂e in 2045²⁰

²⁰ Senate Bill 100 requires all electricity providers in the state to provide 100 percent carbon free electricity by 2045; therefore, no GHG emissions reductions can be gained from water conservation measures in 2045, since the emissions factor for electricity will be zero.

Objectives

- Increased Operational Efficiency & Resource Management
- Improved Operational Flexibility & Reliability

Measure O-6: Develop resource programs and protocols to protect staff from climate extremes.

Climate change is projected to increase regional wildfire risk which is expected to contribute to worsened air quality from wildfire smoke and associated toxins. LVMWD is expected to experience an increase in the number of extreme heat days per year and an increase in overall average maximum temperature. Extreme heat events and smoke events can create or exacerbate health conditions of vulnerable District staff members. This measure seeks to reduce the potential health impacts to District staff. The first step for LVMWD is to start by educating employees of the health and safety risks associated with climate extremes and to conduct outreach to understand employee concerns. Development and implementation of specific protocols that align with California's Division of Occupational Safety and Health's (Cal/OSHA) standards and protocols will help protect LVMWD employees.²¹

Actions

- **Action O-6.1:** Develop and distribute a survey to staff to identify climate change impacts that pose health and safety risks to employees. As part of the survey, ask employees which existing policies and programs adequately provide them with resources to mitigate impacts and ask what potential programs and policies may provide additional resources to limit health and safety concerns associated with climate hazards.
- **Action O-6.2:** Develop internal protocols for District employees working under extreme heat conditions and air quality emergencies, in alignment with Cal/OSHA heat illness and prevention guidance.
- **Action O-6.3:** Develop protocols for wildfire emergencies and host annual practice/drills to ensure service continuity and employee safety.
- **Action O-6.4:** Provide employees with educational materials on relevant climate hazards and associated health and safety impacts (i.e., extreme heat induced health impacts) to increase awareness of risks and share best practices to increase adaptive capacity.

Target Metrics

- Develop and distribute survey to staff
- Develop protocols
- Develop and share education materials

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Better Connected People and Water

²¹ State of California Department of Industrial Relations. Heat Illness Prevention. <https://www.dir.ca.gov/dosh/heatillnessinfo.html>. Accessed July 2023

Measure O-7: Maximize operational flexibility and redundancies, including water transfer agreements, interties, flexible exchanges, additional system interconnections, and points of delivery.

Climate change is projected to increase the intensity, duration, and frequency of extreme heat and extreme weather events, which will increase the probability of power and water service disruptions. Additionally, LVMWD's potable water system is largely dependent on imported water supplies that may be subject to scheduled and unscheduled water delivery interruption that may impact the ability to deliver potable water. This measure seeks to increase redundancies and operational flexibilities to protect service continuity during emergency/hazard scenarios and potable water disruptions. LVMWD has a history of fostering strong partnerships with local and regional entities including Calleguas Municipal Water District, Triunfo Water and Sanitation District, Los Angeles Department of Water and Power (LADWP), and neighboring jurisdictions.²² Developing interties, water transfer agreements, and other redundancies will improve future reliability.

Actions

- **Action O-7.1:** Partner with neighboring water providers, starting with District 29, to develop additional emergency water system interties to ensure water service continuity and reliability.
- **Action O-7.2:** Continue partnering with Calleguas Municipal Water District and LADWP to improve connectivity with Metropolitan Water District's Colorado River Aqueduct (CRA) system via the East-West Feeder, Sepulveda Pass and other opportunities.
- **Action O-7.3:** Continue to coordinate with neighboring jurisdictions to ensure adequate water availability and peak load water supply for fire suppression efforts in alignment with CAL FIRE's recommendations.
- **Action O-7.4:** As necessary, increase storage capacity where feasible at water system facilities to prepare for wildfire and drought periods.

Target Metrics

- Agreements, interties, system interconnections and other redundancies developed

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Enhanced Water Supply Diversification
- Improved Operational Flexibility & Reliability
- Better Connected People and Water

²² LVMWD. Las Virgenes-Calleguas Interconnection Project. <https://www.lvmwd.com/our-services/construction-projects/construction-projects-completed/las-virgenes-calleguas-interconnection-project>. Accessed July 2023

6.5 Natural Resources Measures

Measure NR-1: Investigate and implement carbon sequestration opportunities to offset all Water Reclamation Facility fugitive emissions by 2045.

This measure provides opportunities for negative emissions through carbon sequestration on natural and working lands (e.g., rangeland, forests, woodlands, wetlands and coastal areas, grasslands, shrubland, farmland, riparian areas, and urban green space). Carbon sequestration programs will be an important tool to mitigate some of LVMWD’s and the JPA’s emissions. While carbon sequestration programs can require a large investment up-front, this cost could be mitigated through credit generation opportunities based on CARB’s “Carbon Capture and Sequestration protocol” adopted in 2018 as well as through other voluntary and Federal carbon markets.²³

Actions

- **Action NR-1.1:** Conduct an assessment to identify the District’s potential capacity for planting new trees, identify a timeframe for implementation, outline a management plan for existing trees, and establish a tracking system to assess progress towards an annual benchmark.
- **Action NR-1.2:** Partner with TreePeople or other organizations to develop and host an annual employee tree planting day.
- **Action NR-1.3:** Increase carbon sequestration by planting and supporting 25 new trees annually through 2030 to sequester carbon and create shade to reduce heat island effect.
- **Action NR-1.4:** Explore grant funding opportunities for tree planting. Identify and apply for applicable federal (e.g., USDA) and state (e.g., California ReLeaf, Affordable Housing and Sustainable Communities Program [AHSC], Urban and Community Forestry Program) available grants for Tree Planting projects.
- **Action NR-1.5:** As part of the Landscape Transformation Initiative, develop landscape guidance materials that include information regarding flora CO₂ sequestration potential to promote the incorporation of landscape plants that are both climate resilient and CO₂ sequestering. Climate resilient species have characteristics of drought tolerance, low water use, pest and disease resistance, fire-retardant or fire-resistance, and salinity tolerance. Consider vegetative options with higher CO₂ sequestration potential for JPA and LVMWD facilities landscaping.

Target Metrics

- 25 new trees planted annually through 2030

GHG Emissions Reductions

- 6 MT CO₂e in 2030
- 48 MT CO₂e in 2045

²³ CARB. 2023. Carbon Capture and Sequestration Protocol. [https://ww2.arb.ca.gov/resources/documents/carbon-capture-and-sequestration-protocol-under-low-carbon-fuel-standard#:~:text=California%20Air%20Resources%20Board,-Main%20navigation&text=The%20Carbon%20Capture%20and%20Sequestration,\(CO2%2D%20EOR\)](https://ww2.arb.ca.gov/resources/documents/carbon-capture-and-sequestration-protocol-under-low-carbon-fuel-standard#:~:text=California%20Air%20Resources%20Board,-Main%20navigation&text=The%20Carbon%20Capture%20and%20Sequestration,(CO2%2D%20EOR).). Accessed July 2023

Objectives

- Better Protected Water Resources
- Increased Operational Efficiency & Resource Management

Measure NR-2: Catalog and improve the stability of hillside monitoring and stabilization efforts after heavy rain events in areas at risk of landslides and debris flows to minimize impacts to infrastructure and equipment.

Climate change is projected to increase the frequency and intensity of extreme precipitation events and wildfires, which can increase landslides and debris flow susceptibility. This measure seeks to implement mitigation efforts to minimize infrastructure and equipment vulnerability to landslides and debris flows. Implementing landslide monitoring equipment can report critical data regarding slope stability / hillside movement and precipitation measurements. Equipment may also provide automated warning and alarms in advance of a potential hazard scenario.²⁴

Actions

- **Action NR-2.1:** Conduct a landslide risk vulnerability assessment of critical assets to identify which assets are most vulnerable to damage from landslides and debris flows.
- **Action NR-2.2:** Install landslide monitoring equipment in landslide susceptibility areas that are adjacent to critical assets.
- **Action NR-2.3:** Based on the vulnerability assessment, conduct hardening upgrades to critical JPA and LVMWD assets that are most vulnerable to damage from landslides and debris flows.

Target Metrics

- Assets upgraded
- Monitoring equipment installed

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Better Protected Water Resources

Measure NR-3: Protect Las Virgenes Reservoir from sedimentation associated with extreme climate events.

Climate change is projected to increase the frequency and intensity of extreme precipitation and wildfires, which may trigger erosion and landslides, increasing sediment levels in Las Virgenes Reservoir which can lead to water quality impacts.²⁵ This measure seeks to protect Las Virgenes Reservoir from increased

²⁴ Call&Nicholas Instruments, Inc. Real-Time Slope Monitoring. <https://www.slideminder.com/>. Accessed July 2023

²⁵ EPA. Climate Adaptation and Erosion and Sedimentation. <https://www.epa.gov/arc-x/climate-adaptation-and-erosion-sedimentation>. Accessed July 2023

sedimentation through various sediment control management efforts that are focused to minimize erosion, remove sediment, and increase treatment capabilities.

Actions

- **Action NR-3.1:** Develop procedures to regularly measure reservoir sedimentation volume to determine the varying rates and patterns of potential storage loss.
- **Action NR-3.2:** Implement strategies to mitigate reservoir sedimentation including sediment removal by dredging or flushing.
- **Action NR-3.3:** Develop a vegetation and erosion management strategy to mitigate fire risk around Las Virgenes Reservoir to minimize potential post-fire soil erosion impacts on reservoir sedimentation.
- **Action NR-3.4:** Increase wastewater treatment capabilities to manage potential future sediment levels from future stormwater, landslide, wildfire, and erosion impacts.

Target Metrics

- Sediment level reduced

GHG Emissions Reductions

- GHG Emissions Not Quantified

Objectives

- Better Protected Water Resources

Measure NR-4: Develop and implement a wildfire abatement and response policy.

Climate change is projected to increase the frequency and intensity of wildfire in the District's service area. LVMWD and JPA assets and infrastructure located in High, and Very High Fire Hazard Severity Zones are at greatest risk to impacts from wildfire. Wildfire can create risk of injury or death, damage to properties, critical facilities, infrastructure, and need for evacuation. Cascading impacts may also include worsened air quality, contaminated water supplies, power outages, and other service disruptions. This measure seeks to mitigate wildfire risk and potential future impacts through strategies that reduce vegetation and structural ignition, harden infrastructure and assets, and increase fire suppression capabilities. Relocating critical infrastructure and facilities outside of Fire Hazard Severity Zones should be considered if retrofits and upgrades are not feasible or provide adequate protection from potential fires.²⁶

Actions

- **Action NR-4.1:** In the development of a wildfire abatement and response policy, develop strategies to mitigate risk from wildfire through defensible space, fire-safe landscaping, reduction of structural ignition, fire resistant retrofitting, fire suppression water flow, and vegetation management, in alignment with CAL FIRE guidance, standards, and building codes.
- **Action NR-4.2:** Develop criteria for future structure and facility developments to reduce vulnerability to ember ignition.

²⁶ UC ANR et al. 2021. Wildfire & Water Supply in California. <https://innovation.luskin.ucla.edu/wp-content/uploads/2021/12/Wildfire-and-Water-Supply-in-California.pdf>. Accessed July 2023

- **Action NR-4.3:** Dedicate staff time to identify funding (e.g., CAL FIRE or FEMA) to implement upgrades or retrofits to mitigate wildfire risk.
- **Action NR-4.4:** Conduct hardening upgrades to structures and facilities (i.e., reservoirs, pump structures, treatment facilities, and administrative offices) that are in CAL FIRE High and Very High Fire Hazard Severity Zones.
- **Action NR-4.5:** When retrofits and upgrades are not adequate or feasible, develop plans to relocate critical assets outside of CAL FIRE High and Very High Fire Hazard Severity Zones to the extent practicable.
- **Action NR-4.6:** Develop a schedule and monitor vegetative management efforts and defensible space relative to critical assets at risk.
- **Action NR-4.7:** Coordinate with CAL Fire, Los Angeles County Fire Department, and surrounding property owners to ensure adequate fire road access to critical JPA and LVMWD facilities.

Target Metrics

- Wildfire abatement and response policy development and implementation
- Facilities and structures retrofitted, upgraded, or relocated

GHG Emissions

- GHG Emissions Not Quantified

Objectives

- Better Protected Water Resources
- Improved Operational Flexibility & Reliability
- Better Connected People and Water

7. Implementation and Monitoring Strategy

CAAP Implementation

This CAAP outlines specific measures and actions to achieve GHG emissions reduction and improve the resilience of LVMWD's and the JPA's operations to climate change. Implementation of the CAAP is planned to occur between 2023 and 2045. Due to the long implementation time-period of the CAAP, measures and actions may evolve over time as LVMWD tracks progress, new technologies and legislation emerge, and funding opportunities for additional GHG emissions reduction and climate adaptation opportunities are identified. This section details LVMWD's and the JPA's implementation plan for the CAAP, which will include transforming measures and actions into on-the-ground policies, programs, and projects. Implementation of this CAAP is grounded in science, best available data, and current best practices in climate action and adaptation planning.

Steps for Implementation: Action Prioritization

The CAAP will take a phased approach to action implementation.

Phase 1 will occur in the near-term (beginning of 2023–2026).

Phase 2 will include the implementation of mid-term actions (2026–2029).

Phase 3 will include the implementation of long-term actions (2029–2045).

Near-term actions with the greatest return for the least amount of investment, such as energy efficiency projects, water efficiency projects, and protocols/policies, often provide opportunities for early GHG reductions and climate adaptation from which future capital or time-intensive actions can build. Feasibility studies and surveys can often be completed in the near-term to set a foundation for long-term capital investments or infrastructure developments that will provide LVMWD with significant GHG emissions reduction, lifecycle cost savings, and long-term resilience to the impacts of climate change.

Table 7-1 provides a summary of the priority measures and actions, as well as their identified phase, responsible department, and metrics for tracking. The CAAP primarily focuses on Phase 1 and 2 measures and actions. Over time additional actions may need to be adopted to achieve the long-term goal of carbon neutrality and further adapt to climate change. New technologies and approaches should be monitored and incorporated into future planning initiatives.

Responsible Parties

Planned CAAP implementation and monitoring is central to the success of any CAAP in achieving GHG reduction targets and increasing resilience to climate change. Implementation planning involves

identifying responsible parties for implementation. Several divisions within LVMWD will play a key role in the CAAP's implementation and monitoring. Responsible parties are listed and described below.¹

Facilities

LVMWD's Facilities Division is responsible for the maintenance, regulatory compliance, and replacement needs of the District Headquarters, potable water, recycled water, and sanitation facilities. The Division will play a critical role in implementing waste, energy, and other resource reduction measures, carbon capture and sequestration measures, and several climate hazard mitigation measures at LVMWD and JPA facilities. The maintenance team will also be responsible for identifying opportunities to increase energy efficiency and to decarbonize vehicles, stationary equipment, and facilities.

Water Systems

LVMWD's Water Systems Division is responsible for the day-to-day operations, and regulatory compliance of the potable water distribution, storage and treatments facilities and the recycled water storage and conveyance system. The Division will play a key role in future implementation and operations of the Advanced Water Purification Facility for the Pure Water Project Las Virgenes - Triunfo, maximizing operational flexibility and redundancies, and increasing regional dry and wet weather diversions.

Water Reclamation

LVMWD's Water Reclamations Division is responsible for the day-to-day operations and regulatory compliance of the Tapia Water Reclamation Facility. The Division will play a key role in efforts to reduce GHG emissions associated with wastewater treatment, increase wastewater treatment capabilities, and manage future battery storage systems at water system facilities.

Finance

LVMWD's Finance Division is responsible for managing the purchasing processes, financing options, and cost-effectiveness of the District's operations. In collaboration with other departments and divisions, the Division will play a major role in identifying and administering funding and financing opportunities to support the implementation of CAAP actions, especially those that require significant capital investments including solar photovoltaics, EV chargers, and battery storage solutions.

Human Resources

LVMWD's Human Resources Division provides guidance and support to all departments for recruitment, selection, classification/salary structures, employee benefits, employee relations, employee training, labor negotiations, performance evaluations, employee development, safety and other personnel programs and processes. The Division will play a critical role in leading efforts to implement protocols

¹ LVMWD. 2023. Management. <https://www.lvmwd.com/the-district/departments>. Accessed July 2023

and programs to protect staff from climate extremes and promoting continued efforts to support LVMWD’s teleworking program and other potential programs such as rideshares.

Information Systems

LVMWD’s Information Systems Division supports a local area network with servers, software applications, desktop computers, laptops, wireless access points, firewalls, switches, and closed-circuit television (CCTV) cameras. The Division also manages the SCADA system, web services, Multiprotocol Label Switching (MPLS) network, Voice Over Internet Protocol (VOIP) telephony, Geographic Information Systems (GIS) and many real-time IP based communications systems, such as security video applications. The Division will play a critical role in improving LVMWD’s SCADA system to increase operational efficiency, optimization, and control.

Engineering and Technical Services

LVMWD’s Engineering and Technical Services Division is primarily responsible for project engineering and management, construction, and inspections. The Division will play a key role in conducting feasibility studies and assessments and managing capital improvement projects, such as onsite renewables, batter storage systems, and facility hardening upgrades.

Public Affairs and Communications

LVMWD’s Public Affairs and Communications Division manages the external communications for LVMWD and works closely with local partners, including schools and community organizations to promote water awareness, water conservation, and environmental stewardship. The Division often supports and participates in local community events around these topics. The Division will play a key role in continuing and developing new outreach and engagement efforts around water conservation and climate resilient landscaping.

Resource Conservation

LVMWD’s Resource Conservation Division is responsible for the management of LVMWD’s water resources and conservation efforts. The Division administers LVMWD’s rebate programs including but not limited to the Weather-Based Irrigation and the Rain Barrel Giveaway/Rebate programs and the Landscape Transformation Program. The Division will play a key role in implementing CAAP efforts related to increasing water conservation, expanding rebate programs, and supporting the conversion from water intensive landscaping.

Customer Service

LVMWD’s Customer Service Division is responsible for customer billing, water meter installations and maintenance, water meter data management, the installation of flow restrictors and service shut-offs associated with wasteful water use, and other customer-centric tasks.

Table 7-1. Implementation Timeline by CAAP Action

Measure/Action	Phase	Primary Implementing Divisions	Implementation Metric
Measure I-1 Utilize carbon-free electricity for 100% of electricity needs by 2030.			
I-1.1	2-3	Engineering and Technical Services, Facilities	MW of solar installed
I-1.2	1	Engineering and Technical Services, Facilities	Feasibility study completed
I-1.3	1	Engineering and Technical Services, Facilities	Assessment completed
I-1.4	1-2	Engineering and Technical Services, Facilities, Finance	Funding identified
I-1.5	2-3	Engineering and Technical Services, Facilities	MW of solar installed
I-1.6	1-2	Engineering and Technical Services, Facilities	Incorporate design elements to minimize GHG emissions
I-1.7	1	Engineering and Technical Services, Facilities, Finance	Analysis completed
I-1.8	1	Facilities	Switch to low carbon or carbon-free electricity
I-1.9	1	Engineering and Technical Services, Facilities	Study completed
Measure I-2 Electrify new and existing stationary equipment to reduce natural gas consumption 75% by 2030 and 100% by 2045.			
I-2.1	1	Engineering and Technical Services, Facilities	Survey completed
I-2.2	1	Facilities, Finance	Policy implemented
I-2.3	1-2	Facilities, Finance	Funding and partnership opportunities identified
I-2.4	1-3	Facilities	Schedule implemented
Measure I-3 Utilize renewable diesel and alternative fuels to bridge the technology gap and decarbonize stationary equipment to reduce diesel consumption by stationary equipment 100% by 2030.			
I-3.1	1	Facilities	Feasibility assessment completed
I-3.2	1-2	Facilities	Partners identified
I-3.3	1	Facilities, Finance	Policy implemented
I-3.4	1	Facilities	Educational materials developed
I-3.5	1-3	Facilities, Finance	LCFS credits monetized
Measure I-4 Increase energy storage at facilities and buildings.			
I-4.1	1	Engineering and Technical Services, Facilities	Assessment completed

Measure/Action	Phase	Primary Implementing Divisions	Implementation Metric
I-4.2	1	Engineering and Technical Services, Facilities	Feasibility study completed; battery storage identified
I-4.3	1-2	Facilities, Finance	Funding opportunities identified
I-4.4	1-3	Facilities	Time of use program documentation
Measure I-5 Improve energy efficiency at facilities and buildings.			
I-5.1	1	Facilities, Water Systems, Water Reclamation	Equipment due for replacement identified; ROI analysis completed
I-5.2	1-3	Facilities, Water Systems, Water Reclamation	Policy developed and implemented
I-5.3	1-3	Facilities, Water Systems, Water Reclamation	Energy audits conducted; Energy recommendations implemented
I-5.4	1-3	Facilities, Water Systems, Water Reclamation	Automated lighting controls implemented
I-5.5	1-3	Facilities, Water Systems, Water Reclamation	Requirement implemented
I-5.6	1-3	Facilities, Water Systems, Water Reclamation	Electricity usage reduced
I-5.7	1-3	Engineering and Technical Services, Facilities	Cool roofs implemented
Measure I-6 Reduce process and fugitive GHG emissions associated with wastewater treatment.			
I-6.1	1-2	Engineering and Technical Services, Water Reclamation	Feasibility and cost analysis completed
I-6.2	1-2	Engineering and Technical Services, Water Reclamation	Partnerships identified
I-6.3	2-3	Engineering and Technical Services, Water Reclamation	Total nitrogen reduced
Measure I-7 Maximize backup power facilities for all critical assets, in alignment with Measure I-4			
I-7.1	1	Engineering and Technical Services, Facilities	Backup power facilities identified
I-7.2	1	Engineering and Technical Services, Facilities	Requirement established and implemented
I-7.3	1-2	Engineering and Technical Services, Facilities, Finance	Funding secured
I-7.4	1-2	Engineering and Technical Services, Facilities	Battery energy storage system procured; generators procured
Measure I-8 Support the regional development of dry and wet weather diversions as a supplementary source for recycled potable water.			
I-8.1	1	Engineering and Technical Services, Facilities, Water Reclamation, Water Systems	Acre-feet of diversions
I-8.2	1-2	Engineering and Technical Services, Facilities, Water Reclamation, Water Systems, Finance	Funding programs identified

Measure/Action	Phase	Primary Implementing Divisions	Implementation Metric
I-8.3	1	Engineering and Technical Services, Facilities, Water Reclamation, Water Systems	Assessment conducted
Measure I-9 Improve the Supervisory control and data acquisition (SCADA) system.			
I-9.1	1	Information Systems, Water Systems, Water Reclamation	SCADA design criteria revised
I-9.2	1-2	Information Systems, Water Systems, Water Reclamation, Finance	Field instrumentation hardware procured
I-9.3	1-2	Information Systems, Water Systems, Water Reclamation, Finance	Funding obtained
I-9.4	1-2	Information Systems, Water Systems, Water Reclamation	Procedures established
I-9.5	1	Information Systems, Water Systems, Water Reclamation	Setpoint optimization techniques implemented
Measure I-10 Require the incorporation and identification of mitigation and adaptation features into new capital projects.			
I-10.1	1	Engineering and Technical Services, Facilities, Water Systems, Water Reclamation	Design criteria developed and implemented
I-10.2	1-3	Engineering and Technical Services, Facilities, Water Systems, Water Reclamation	Planning documents and programs updated
I-10.3	1	Engineering and Technical Services, Facilities, Water Systems, Water Reclamation	Protocols developed
Measure I-11 Implement the Pure Water Project Las Virgenes Triunfo			
I-11.1	1-2	Engineering and Technical Services, Water Systems, Facilities, Finance	Advanced Water Purification Facility developed
I-11.2	1-2	Engineering and Technical Services, Water Systems, Facilities, Finance	Climate projections and potential impacts integrated into design
I-11.3	1-2	Finance	Funding obtained
I-11.4	1-2	Engineering and Technical Services, Water Systems, Finance	Feasibility study completed
Measure O-1 Electrify or otherwise decarbonize the vehicle fleet such that 75% of the vehicle fleet are zero-emission vehicles (ZEV) by 2030 and 100% of the vehicle fleet are ZEV by 2045.			
O-1.1	1	Facilities Maintenance, Finance	Study completed
O-1.2	1-2	Facilities	Pilots conducted
O-1.3	1	Engineering and Technical Services, Facilities	EV infrastructure plan completed
O-1.4	1-2	Engineering and Technical Services, Facilities, Finance	EV charger installations funded; Panels upgraded
Measure O-2 Increase employee commute ZEV adoption to 25% by 2030 and 50% by 2045.			
O-2.1	1-2	Facilities Maintenance	EV chargers installed

Measure/Action	Phase	Primary Implementing Divisions	Implementation Metric
O-2.2	1-2	Facilities Maintenance, Finance and Accounting	Partnerships and funding opportunities identified
O-2.3	1	Facilities Maintenance, Finance and Accounting	Vehicle charging/fueling discounted
O-2.4	1	Facilities Maintenance	Education materials developed and disseminated
Measure O-3 Reduce employee commute Vehicle Miles Traveled (VMT) by 15% by 2030 and 30% by 2045.			
O-3.1	1-3	Human Resources	Employee commute VMT reduced
O-3.2	1-3	Facilities, Finance	Funding opportunities identified
O-3.3	1-3	Human Resources, Facilities, Finance	Preferred parking spots developed; Incentives offered
O-3.4	1-3	Human Resources, Finance, Public Affairs and Communications	Educational materials developed and disseminated
Measure O-4 Develop a net zero waste program such that waste sent to the landfill is reduced by 90% by 2030 and maintain through 2045.			
O-4.1	1	Resource Conservation, Facilities	Organic waste separation program implemented
O-4.2	1	Resource Conservation, Facilities	Waste assessment conducted
O-4.3	1-2	Resource Conservation, Facilities	Funding opportunities identified
O-4.4	1-3	Resource Conservation, Facilities	Quarterly reports completed
O-4.5	1-3	Resource Conservation, Facilities	Staff training sessions hosted
Measure O-5 Increase water conservation reducing demands by at least 20% by 2030 and maintain through 2045.			
O-5.1	1-3	Resource Conservation, Customer Service, Public Affairs and Communications	Programs and plans implemented; Water conserved
O-5.2	2	Engineering and Technical Services, Facilities, Finance	Pure Water Project implemented
O-5.3	1-2	Resource Conservation, Customer Service, Public Affairs and Communications	Recycled water use reduced; Potable water use reduced
O-5.4	1-3	Customer Service	WaterSmart Portal Registrants
O-5.5	1-3	Resource Conservation	Workshops hosted
O-5.6	1	Resource Conservation	Landscape Management Plan prepared
O-5.7	1-3	Resource Conservation	Policy implemented
O-5.8	1-3	Resource Conservation	Water conservation rebates provided

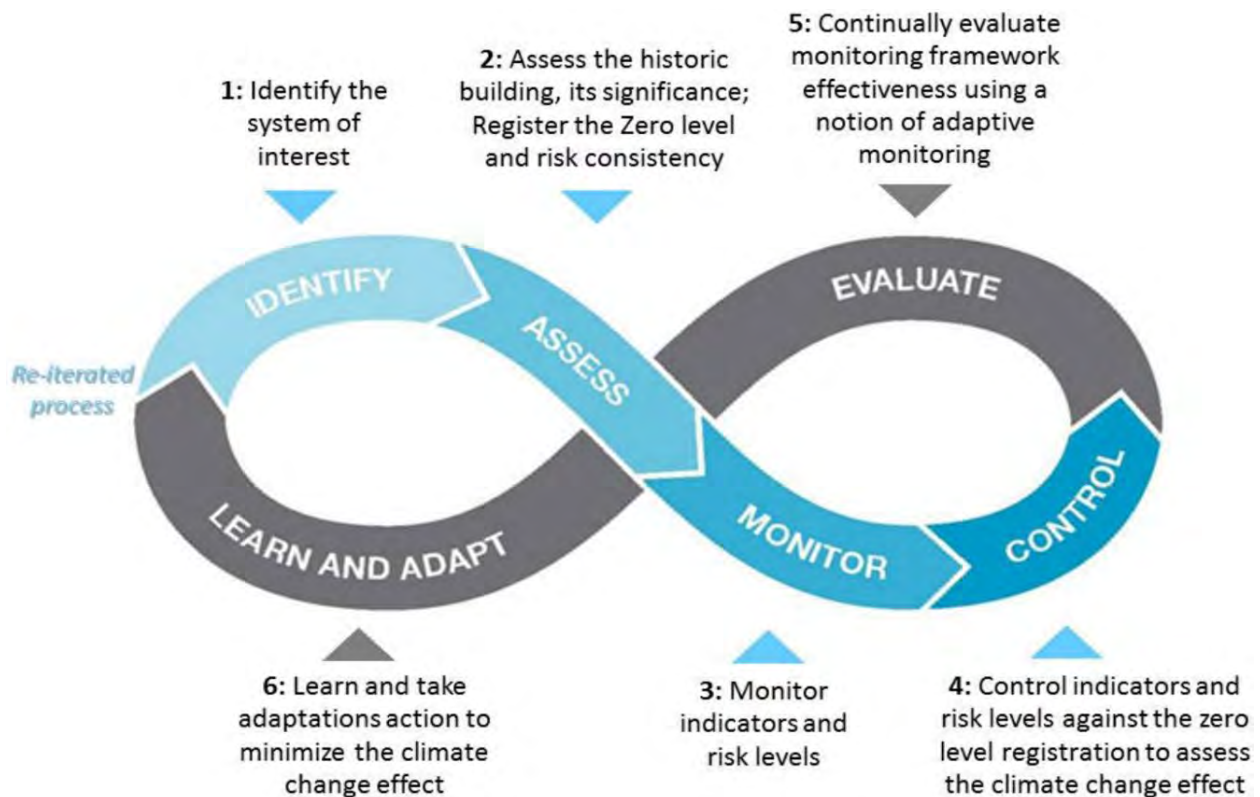
Measure/Action	Phase	Primary Implementing Divisions	Implementation Metric
O-5.9	1	Customer Service	Schedule developed; Water meters installed
O-5.10	1-2	Engineering and Technical Services, Facilities	Water evaporation rate reduced
O-5.11	1-2	Engineering and Technical Services, Facilities, Water Systems	Technology procured
O-5.12	1	Finance	Rate structure changes implemented
Measure O-6 Develop resource programs and protocols to protect staff from climate extremes.			
O-6.1	1	Human Resources	Survey developed and distributed
O-6.2	1	Human Resources	Protocols developed
O-6.3	1	Human Resources	Protocols developed; Practice/drills hosted
O-6.4	1	Human Resources, Public Affairs and Communications	Educational materials developed and disseminated
Measure O-7 Maximize operational flexibility and redundancies, including water transfer agreements, interties, flexible exchanges, additional system interconnections, and points of delivery.			
O-7.1	1-2	Engineering and Technical Services, Water Systems	Interties developed
O-7.2	1-3	Engineering and Technical Services, Water Systems	Connectivity improved
O-7.3	1-3	Engineering and Technical Services, Water Systems	Peak load water supply requirement met
O-7.4	1-2	Engineering and Technical Services, Water Systems	Water storage facilities developed
Measure NR-1 Investigate and implement carbon sequestration opportunities to offset all Water Reclamation Facility fugitive emissions by 2045.			
NR-1.1	1	Engineering and Technical Services, Resource Conservation	Assessment conducted
NR-1.2	1-3	Resources Conservation	Annual employee tree planting day hosted
NR-1.3	1-2	Resource Conservation	Trees planted
NR-1.4	1-2	Engineering and Technical Services, Resource Conservation, Finance	Funding opportunities identified and secured
NR-1.5	1	Resource Conservation	Landscape guidance materials developed and disseminated
Measure NR-2 Catalog and improve the stability of hillside monitoring and stabilization efforts after heavy rain events in areas at risk of landslides and debris flows to minimize impacts to District infrastructure and equipment.			

Measure/Action	Phase	Primary Implementing Divisions	Implementation Metric
NR-2.1	1	Engineering and Technical Services	Vulnerability assessment completed
NR-2.2	1-3	Engineering and Technical Services	Landslide monitoring equipment installed
NR-2.3	1-3	Engineering and Technical Services	Assets upgraded
Measure NR-3 Protect the Las Virgenes Reservoir from sedimentation associated with extreme climate events.			
NR-3.1	1	Engineering and Technical Services, Water Systems	Procedures developed and implemented
NR-3.2	1-3	Engineering and Technical Services, Water Systems	Sediment removed
NR-3.3	1-2	Engineering and Technical Services, Water Systems	Vegetation and erosion management strategy developed and implemented
NR-3.4	1-2	Engineering and Technical Services, Water Systems	Sediment level reduced
Measure NR-4 Develop and implement a wildfire abatement and response policy.			
NR-4.1	1	Engineering and Technical Services, Facilities, Finance	Policy developed
NR-4.2	1	Engineering and Technical Services, Facilities, Finance	Criteria developed
NR-4.3	1-2	Engineering and Technical Services, Facilities, Finance	Funding identified and secured
NR-4.4	1-3	Engineering and Technical Services, Facilities, Finance	Structured and facilities upgraded
NR-4.5	2-3	Engineering and Technical Services, Facilities, Finance	Relocation plans developed
NR-4.6	1-3	Engineering and Technical Services, Facilities, Finance	Schedule developed
NR-4.7	1-3	Engineering and Technical Services, Facilities, Finance	Adequate fire road access maintained

CAAP Monitoring and Reporting on Progress

The climate action and adaptation planning process is infinitely iterative, as shown in Figure 7-1. As strategies and actions are implemented, it is imperative to assess success by tracking emissions reductions and variables such as cost and additional benefits achieved through implementation in order to understand the overall impact of each strategy. While substantial evidence suggests that the mitigation and adaptation measures and actions outlined in this CAAP have a high level of probability to achieve the 2030 target, consistent with SB 32, and increase resilience to climate change, uncertainty increases over time. If LVMWD determines that implementation of specific strategies is not achieving the anticipated emissions reductions or resilience improvement, the strategy may have to be revised or replaced in order to establish a path forward to meet LVMWD's ultimate goal of carbon neutrality by 2045.

Figure 7-1 CAAP Implementation and Monitoring Process



LVMWD CAAP Update Timeline

LVMWD's Director of Engineering and External Affairs will report results on monitoring and implementation of each action, develop an updated GHG inventory, and report findings to LVMWD's and the JPA's Board of Directors annually. Every 5 years, LVMWD should update the CAAP to include an updated GHG emissions forecast, assessment of climate change vulnerabilities, implementation status, and/or revised measures and actions. Technology, State legislation, funding, and operational changes over time may impact the rate of implementation and need for modification of LVMWD's measures and actions. Therefore, LVMWD's Director of Engineering and External Affairs will work with responsible

department and division leaders to re-evaluate climate action and adaptation progress and factors influencing implementation. Through the evaluation process, LVMWD may consider revising measures and actions in future CAAP updates.

Targets will be re-evaluated and assessed on a periodic basis to gauge progress made, address new regulations, and best practices, and evaluate LVMWD's ability to achieve GHG emissions reduction through the measures and actions outlined in Chapter 6. Additionally, climate change projections and potential impacts should be updated, as part of the Climate Change Vulnerability chapter (Chapter 3), in alignment with best available climate science. Measures and actions should be adjusted as more data and information become available to LVMWD. They should also be tracked congruently with future State GHG reduction and climate adaptation legislation to ensure alignment.

Monitoring and Reporting Timeline

The CAAP implementation metrics will be monitored on an annual basis to track climate action and adaptation progress. The Director of Engineering and External Affairs will prepare an update on the implementation status of the CAAP's Measures (Table 7-1) on an annual basis, starting in 2024. As new technologies become available and new State mandates are adopted, LVMWD may need to develop new or updated measures and actions. Re-evaluation of the CAAP's measures and actions will occur approximately every 5 years or more frequently. The Director of Engineering and External Affairs will report implementation monitoring results for each action, GHG inventory update results, and CAAP re-evaluation results to the LVMWD and JPA Board of Directors on an annual basis.



DATE: September 5, 2023
TO: Board of Directors
FROM: Engineering and External Affairs

SUBJECT: Operations Agreement for Calleguas-Las Virgenes Municipal Water District Interconnection

SUMMARY:

The Calleguas-Las Virgenes Municipal Water District Interconnection Project is anticipated to be completed during the 2024 calendar year. In preparation for its completion, an operations agreement has been prepared and executed between the two agencies to define the details for utilization and operation of the interconnection. The agreement builds upon the previously-executed Interconnection Agreement to address operational details, including but not limited to delivery requests, costs and billing, water quality, facility access and future maintenance. A brief project update and presentation on the operations agreement was presented at the Special Joint Meeting of the Board of Directors of LVMWD and Calleguas Municipal Water District on July 12, 2023. Following the meeting, the attached version of the operations agreement was finalized and executed by both parties.

DISCUSSION:

LVMWD and Calleguas Municipal Water District (CMWD) each own and operate potable water systems that are dependent on imported water supplies. Both agencies are subject to scheduled and unscheduled interruptions of water deliveries that can negatively impact their ability to deliver potable water to their respective customers. In 2015, the District and CMWD jointly executed an Interconnection Agreement to improve the future reliability of their respective water systems. The project serves as a cost-effective means to deliver water between the two agencies when one experiences a complete or partial supply interruption that does not significantly affect the other. In addition, the interconnection will provide opportunities to develop and convey new regional water supply sources, as well as conveyance of alternative supplies provided by Metropolitan Water District of Southern California (MWD), to each agency.

On March 10, 2015, the Board approved the Interconnection Agreement between the District and CMWD. The Board subsequently approved an amendment to the Interconnection Agreement on February 13, 2018. The agreement and its amendment covered the preliminary design, environmental review, design and construction phases of the Calleguas-Las Virgenes Municipal Water District Interconnection Project. With the completion of

construction anticipated in 2024, an operations agreement was jointly developed by staff from the two partner agencies and provides specifics for the future operation of the interconnection, including the following components:

- Delivery Requests (Emergency and Non-Emergency)
- Operational Costs and Billing
- Water Quality Requirements
- Facilities Access
- Maintenance

Both LVMWD and CMWD staff, and their respective legal counsels, have been included in developing and reviewing the operations agreement, which was executed by the General Manager following CMWD's approval on July 19, 2023. Pursuant to the Las Virgenes Municipal Water District Code, the General Manager is authorized to execute contracts for interties with other water utilities or suppliers.

GOALS:

Construct, Manage and Maintain all Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

Prepared by: Eric Schlageter, Principal Engineer

ATTACHMENTS:

[Fully-Executed Operations Agreement for Calleguas-Las Virgenes Municipal Water District Interconnection](#)

AGREEMENT REGARDING OPERATION OF THE INTERCONNECTION BETWEEN CALLEGUAS MUNICIPAL WATER DISTRICT'S AND LAS VIRGENES MUNICIPAL WATER DISTRICT'S POTABLE WATER SYSTEMS

This Agreement is entered into as of August 7, 2023 (the "Effective Date") by and between CALLEGUAS MUNICIPAL WATER DISTRICT ("Calleguas") and LAS VIRGENES MUNICIPAL WATER DISTRICT ("LVMWD") with reference to the following recitals of fact:

RECITALS

A. Calleguas and LVMWD (together the "**Parties**") are parties to the *Agreement Between Las Virgenes Municipal Water District and Calleguas Municipal Water District For Interconnection Between Their Potable Water Systems dated March 10, 2015, as amended by Amendment No. 1 dated February 13, 2018* (collectively, the "**Original Interconnection Agreement**"). The Original Interconnection Agreement provides for the design and construction of an interconnection between the Parties' respective potable water systems.

B. The Parties completed Phase I (environmental review and preliminary design) and are in progress on Phase II (design and construction of the interconnection). In anticipation of completing Phase II, the Parties desire to enter into this Agreement to replace the Original Interconnection Agreement and govern the Interconnection, including its operation and maintenance, going forward.

NOW, THEREFORE, in consideration of the foregoing recitals, and the covenants and agreements set forth herein, the Parties agree as follows:

1. Replaces Original Interconnection Agreement. As of the Effective Date, this Agreement replaces and supersedes the Original Interconnection Agreement.

2. Purpose of the Interconnection. The purpose of the Interconnection is to allow each Party to better serve its customers by providing an additional source of potable water in the event of an outage or other need. However, the Interconnection is not intended as a guaranteed source of water, and neither Party is obligated to deliver water to the other Party pursuant to this Agreement. Neither Party shall be responsible or liable to the other Party, or to any other person or entity, for any loss, liability, damage, claim, or other consequences resulting from any failure to provide water pursuant to this Agreement or due to any interruption or suspension of water delivery to the other Party.

3. Interconnection Facilities. The Parties have completed, or will soon complete, construction and installation of the facilities described below (collectively referred to in this Agreement as the "**Interconnection**") and presented in Exhibit A.

(a) Pump Station "PS". The "**Pump Station**" is located underground on the real property commonly known as 10 Lindero Canyon Road, Thousand Oaks, California (APN

800-0-180-285). Calleguas will own the Pump Station and will be responsible for operation and maintenance of the Pump Station as provided in this Agreement.

(b) Pressure Regulating Station (“PRS”). The “PRS” is located underground on the real property commonly known as 10 Lindero Canyon Road, Thousand Oaks, California (APN 800-0-180-285). Upon Calleguas’ receipt of full payment for the cost of design and construction of the PRS as provided in Section 4, Calleguas will convey to LVMWD ownership of the PRS pursuant to a bill of sale or other instrument of conveyance as may be agreed to by the Parties. Upon such conveyance, LVMWD shall assume responsibility for ownership, operation, and maintenance of the PRS as provided in this Agreement.

(c) Pipelines and Related Appurtenances. Each Party owns, and will be responsible for, the operation and maintenance of its respective pipeline and related appurtenances located on its side of the Pump Station; except that Calleguas will own and operate the North Bypass Valve Vault and South Bypass Valve Vault as further described in this Agreement.

(d) Flow Meters. Calleguas will own, and be responsible for, the operation and maintenance of the venturi flow meter (“**Venturi Meter**”) that delivers water to LVMWD through the Interconnection. LVMWD will own and be responsible for the operation and maintenance of the magnetic flow meter that delivers water to Calleguas through the Interconnection (“**Mag Meter**”). Upon Calleguas’ receipt of full payment for the cost of design and construction of the Mag Meter as provided in Section 4, Calleguas will convey to LVMWD ownership of the Mag Meter pursuant to a bill of sale or other instrument of conveyance as may be agreed to by the Parties. Upon such conveyance, LVMWD shall assume responsibility for ownership, operation, and maintenance of the Mag Meter as provided in this Agreement.

4. Reconciliation of Review, Design, and Construction Costs. Once construction of the Interconnection is complete, Calleguas will file a Notice of Completion and the Parties will promptly compile all costs associated with the design and construction of the various components of the Interconnection, and such costs will be allocated in accordance with this Agreement (the “**Cost Reconciliation**”). Without limitation, the parties agree that:

(a) LVMWD is responsible for the cost of the design and construction of the PRS and Mag Meter, the rooms that house them, and the associated control panels.

(b) Calleguas is responsible for the cost of the design and construction of that portion of the LVMWD pipeline extending from the Ventura County line to the PS/PRS.

(c) Calleguas is responsible for, and will pay directly, the cost of the design and construction of the Venturi Meter and the PS, the rooms that house them, and the associated control panels.

Once the Parties have completed the Cost Reconciliation, Calleguas will invoice LVMWD for the balance due to Calleguas (after offsetting the amounts owed by Calleguas to

LVMWD) and LVMWD will pay the invoice in full within sixty (60) days of LVMWD's receipt of the invoice.

5. Delivery Requests.

(a) Non-Emergency Requests. Except in the event of an emergency, as provided in subsection (b), all requests for water through the Interconnection will be sent by email from the requesting Party's Primary Contact to the other Party's Primary Contact. The request shall specify the requested flow rate, desired day and hour for the delivery to begin, and a good faith estimate of the duration of the delivery. The Party receiving the request will respond by email sent to the requesting Party's Primary Contact. The response will advise of the estimated availability of the requested flow, including an estimate of whether and to what extent the requested flow and timing can be satisfied. For non-emergency requests, the requesting Party shall give the requested Party as much advance notice as reasonably possible.

(b) Emergency Requests. In the event of an emergency, as reasonably determined by the requesting Party, the requesting Party may make the request by phone followed up with an email to the requested Party's Primary Contact. If the requesting Party is unable to reach the Primary Contact by phone in a timely manner, the requesting Party may call the Secondary Contact followed up with an email to both the Primary Contact and Secondary Contact. The Party receiving the request will respond by phone followed up with an email to the requesting Party's Primary Contact or Secondary Contact, as the case may be. The response will advise of the estimated availability of the requested flow, including an estimate of whether the requested flow and timing can be satisfied. Each Party shall also provide a 24-Hour Contact for Emergency Requests. This contact can be the same as the Primary or Secondary Contact if those contacts are reachable at all times.

(c) No Guarantee. The Party receiving a request for water will make a good faith determination of whether, and to what extent, it is able to meet the request after considering its flow and pressure conditions and the needs of its customers. The Parties acknowledge that the Interconnection is not intended to serve as a dedication or guarantee of water, and that each Party is responsible for adopting whatever contingency plans are appropriate under the circumstances.

6. Metering. Calleguas shall own, operate, and maintain the Venturi Meter that will measure water delivered to LVMWD through the Interconnection. LVMWD shall own, operate, and maintain the Mag Meter that will measure water delivered to Calleguas through the Interconnection. Each Party shall calibrate and test all metering components for its respective meter a minimum of once annually, providing a copy of the associated test and calibration report to the other Party, to confirm accuracy of plus or minus two percent ($\pm 2.0\%$). If the calibration discloses an error exceeding plus or minus two percent ($\pm 2.0\%$), an adjustment shall be made in metered charges, covering the known or estimated extent and period of duration of such error up to a six-month period. Meter readings will be taken at intervals suitable to provide the information necessary to calculate the appropriate Metropolitan Water District of Southern California ("MWD") rates. Each Party shall be authorized to independently test the other Party's meter for verification purposes upon request. Additionally:

(a) The Interconnection will be treated as a “virtual” meter from MWD. Each month when water is delivered through the Interconnection, the General Manager from each Party will send a joint letter to MWD with the dates, amounts, and maximum daily flow rates of water delivered through the Interconnection, and MWD will handle the purchase as a bill adjustment by crediting the selling Party, charging the purchasing Party, and adjusting all non-commodity charges (e.g., Readiness-to-Serve and Capacity Reservation Charges) associated with the water deliveries;

(b) Meter readings will be taken at intervals suitable to provide the information necessary to calculate the appropriate MWD rates and charges; and

(c) Signals for access to real-time meter data, if any, will be made available to each Party.

7. Operational Costs and Billing. As described in Section 6(a), the Parties’ intent is to report the Interconnection water deliveries to MWD and for MWD to charge and credit the Parties directly as applicable, including any necessary adjustments to the Capacity Charge. Before 3:30 p.m. on the third working day of each calendar month, the Parties will send a joint letter to MWD (signed by the General Manager for each Party) reporting the dates, amounts, and maximum daily flow rates of water delivered through the Interconnection for the immediately preceding calendar month. If MWD rejects or at any time elects not to follow this billing procedure, the Parties shall in good faith agree upon an alternative billing process that will be set forth in a mutually acceptable addendum to this Agreement.

8. Water Quality.

(a) Compliance with MCLs. Each Party represents, warrants, covenants, and agrees that the water delivered by such Party through the Interconnection, if any, will comply with all primary and secondary Maximum Contaminant Levels (“MCLs”) as set forth in Title 22 of the California Code of Regulations.

(b) Monitoring. Each Party will sample and monitor the quality of water within its water system in accordance with applicable State of California and federal monitoring requirements. The Parties acknowledge that there is a manual water sampling port in the Pump Room next to the Venturi Meter and another water sampling port in the Mag Meter Room. Each Party shall have reasonable access to such ports in order to conduct such sampling and monitoring.

(c) No Other Warranties. Except for compliance with MCLs, neither Party warrants the quality of any water delivered by such Party through the Interconnection. The receiving Party is solely responsible for ensuring that the receipt and integration of water through the Interconnection does not cause any water quality issues for the receiving Party. Notwithstanding the foregoing, if a Party becomes aware that the water provided by such Party fails to comply with the State Water Resources Control Board Division of Drinking Water potable water regulations and requirements, it shall immediately notify the other Party’s Primary Contact.

(d) Water Quality Goals. In order to further the Parties' intent to ensure water quality, each Party agrees to share with the other Party its water quality goals and triggers; provided, however, neither Party shall have any obligation to meet those goals (other than compliance with MCLs).

(e) SWRCB Permit. Each Party is responsible for amending its own permit with the State Water Resources Control Board Division of Drinking Water, as needed. Each Party will provide to the other Party all information necessary to comply with drinking water quality regulations.

9. Facilities Access. The Parties acknowledge the need to allow each other, and Southern California Edison ("SCE"), access to certain Interconnection facilities for proper operation and maintenance of the facilities. Accordingly, it is agreed that:

(a) Calleguas, including its employees, contractors, and agents, shall at all times have access to the Main Access Hatch, Hallway, Pump Room, Electrical Room, Service Equipment Room, and the North Bypass Valve Vault and South Bypass Valve Vault, for the purpose of carrying out its responsibilities and obligations under this Agreement;

(b) LVMWD, including its employees, contractors, and agents, shall at all times have access to the Main Access Hatch, Hallway, PRS Room, & Mag Meter Room, for the purpose of carrying out its responsibilities and obligations under this Agreement;

(c) Each Party shall further allow the authorized representatives of SCE to access the Main Access Hatch, Hallway, and Service Equipment Room, as SCE may request from time to time in connection with the operation of the Interconnection; and

(d) Each Party shall be responsible for the cost of repair or replacement of any equipment or other personal property of the other Party damaged by the other Party in the exercise of its rights and obligations under this Agreement.

10. Maintenance.

(a) General Maintenance. Each Party, at its sole cost and expense, shall maintain and repair the Interconnection facilities for which it is responsible in accordance with its then current preventive maintenance practices. The intent of the Parties is to keep all of the Interconnection facilities in good working order and condition at all times during the term of this Agreement. Regular maintenance activities will include periodic exercising of the isolation valves and blow-offs, as well as routine maintenance of the control valves, flow meters, and System Control and Data Acquisition (SCADA) equipment. The Party responsible for operation and maintenance of those facilities will determine the timing and need for such maintenance. In connection with such maintenance, the Parties agree that:

(i) When possible, Calleguas will notify LVMWD at least 48 hours prior to any maintenance activity conducted by Calleguas that will take facilities out of service

such that Calleguas will be unable to deliver water to LVMWD through the Interconnection for more than four hours.

(ii) When possible, Calleguas will notify LVMWD at least 48 hours prior to any other maintenance activity conducted by Calleguas that will shut off power to the PS or PRS for more than four hours, or that will cause Calleguas to be unable to deliver water to LVMWD through the Interconnection for more than four hours.

(iii) When possible, LVMWD will notify Calleguas at least 48 hours prior to any maintenance activity conducted by LVMWD that will take facilities out of service such that LVMWD will be unable to deliver water to Calleguas through the Interconnection for more than four hours.

(iv) When possible, LVMWD will notify Calleguas at least 48 hours prior to any other maintenance activity conducted by LVMWD that will shut off power to the PS or PRS for more than four hours, or that will cause LVMWD to be unable to deliver water to Calleguas through the Interconnection for more than four hours.

10.2 Protection of Facilities. If any occurrence or condition during operation, maintenance, or repair of the Interconnection threatens, in the reasonable judgment of a Party (the “**Affected Party**”), the integrity or operational capacity of the Affected Party’s facilities, the Affected Party may suspend operation, maintenance, or repair of the Interconnection or take such other action as the Affected Party deems reasonably necessary to protect its facilities. The Affected Party shall give as much notice as reasonably possible to the other Party of the action taken or proposed to be taken.

10.3 Bypass Vaults and Isolation Valves. There are two Bypass Vaults adjacent to the PS and PRS containing 30-inch manual isolation butterfly valves for isolating the PS and PRS for maintenance, repair, or other needs. Since Calleguas owns and is responsible for maintenance of both Bypass Vaults, LVMWD will need to schedule access to the Bypass Vaults and isolation valves as needed for maintenance and repair of the PRS and Mag Meter. LVMWD shall notify Calleguas' Primary Contact by email to schedule any planned maintenance or repair of the PRS or Mag Meter. In the event of an emergency, as reasonably determined by LVMWD, the request may be made by a phone call to Calleguas' Primary Contact with a follow-up delivered by email. If the requesting Party is unable to reach the Primary Contact by phone in a timely manner, the requesting Party may call the Secondary Contact followed up with an email to both the Primary Contact and Secondary Contact.

10.4 Water Circulation. The Parties acknowledge the need to circulate water through the system from time to time in order to maintain water quality within the Interconnection pipelines. The Parties also recognize that each Party needs some flexibility to adjust its water circulation operations to meet its then current needs. Following execution of this Agreement, the Parties shall adopt a mutually agreeable circulation plan (the “Circulation Plan”) setting forth the frequency, schedule, duration, and flow rates for water circulation. The Circulation Plan shall be in writing and shall be subject to adjustment from time to time based on each Party’s needs. Due

to timing needs relating to water circulation, the Parties agree that any adjustments to the Circulation Plan may be made at the staff level as provided herein. If a Party desires an adjustment to the Circulation Plan, the Primary Contact for such Party shall notify the Primary Contact for the other Party and the Primary Contacts shall designate one or more staff member(s) to consult and agree upon the proposed adjustment.

Ideally, the Parties would like for the sum-total of their respective water circulation transfers through the Interconnection to be equal ("Net Zero"). However, the Parties acknowledge and agree that Net Zero is unlikely, if not impossible, due to many factors including without limitation varied water flows due to complexities of the PS cooling system and the flexibilities built into the Circulation Plan. Nevertheless, the Parties agree to track water transferred for water circulation purposes and will use reasonable efforts to balance such transfers to the extent possible.

10.5 Notice of Concerns. Each Party will use its best efforts to promptly report to the other Party's Primary Contact any leaks, equipment failures, security breaches, water quality issues, permit violations, and other matters which come to their attention and which may reasonably require a timely response or action by the other Party.

11. Compliance with Laws. In addition to its other obligations under this Agreement, each Party is responsible for obtaining and maintaining all required permits and complying with all laws, rules, regulations, and orders of regulatory authorities having jurisdiction, as are applicable to such Party with respect to the ownership, operation, and maintenance of the Interconnection. Without limitation, each Party shall comply with all potable water regulations applicable to such Party's potable water system.

12. Indemnity.

(a) Each Party (the "**Indemnifying Party**") agrees to defend, indemnify, and hold harmless the other Party, its directors, officers, employees, and agents (collectively, the "**Indemnified Party**"), from and against any and all liability, loss, damage, claims, demands, costs, and expenses (including reasonable attorneys' fees) incurred by the Indemnified Party, arising out of or related to the negligent acts, errors, or omissions of the Indemnifying Party, its officers, directors, employees, agents, and/or contractors, with respect to the design, construction, maintenance, operation, and repair of that portion of the Interconnection for which the Indemnifying Party is responsible pursuant to this Agreement. Notwithstanding the foregoing, this obligation to indemnify shall not apply to any loss, liability, damage, claim, or other consequences resulting from any failure to provide water pursuant to this Agreement or any interruption or suspension of water delivery to the other Party pursuant to this Agreement.

(b) With respect to water delivered from Calleguas to LVMWD, the following shall apply. Neither Calleguas nor any of its officers, agents, or employees shall be liable for the control, carriage, handling, use, disposal, or distribution of water supplied or delivered by Calleguas to LVMWD after such water has been delivered to LVMWD; nor for claim of damage of any nature whatsoever, including, but not limited to, consequential damages, property damage, personal injury, or death, arising out of or connected with the control, carriage, handling, use,

disposal, or distribution of such water beyond the point of such delivery; and LVMWD shall indemnify and hold harmless Calleguas and its officers, agents, and employees from any such damages or claims of damages, and shall reimburse Calleguas for costs of repair of Calleguas' facilities and other damages resulting from the operations of LVMWD. Neither LVMWD nor any of its officers, agents, or employees shall be liable for the control, carriage, handling, use, disposal, or distribution of water prior to such water being delivered to LVMWD; nor for claim of damage of any nature whatsoever, including, but not limited to, property damage, personal injury, or death, arising out of or connected with the control, carriage, handling, use, disposal, or distribution of such water prior to its delivery to LVMWD, excepting, however, claims by Calleguas for costs of repair to Calleguas' facilities and other damages resulting from the operations of LVMWD; and Calleguas shall indemnify and hold harmless LVMWD and its officers, agents, and employees from any such damages or claims of damages, except claims by Calleguas for costs of repair of Calleguas' facilities and other damages resulting from the operations of LVMWD.

(c) With respect to water delivered from LVMWD to Calleguas, the following shall apply. Neither LVMWD nor any of its officers, agents, or employees shall be liable for the control, carriage, handling, use, disposal, or distribution of water supplied or delivered by LVMWD to Calleguas after such water has been delivered to Calleguas; nor for claim of damage of any nature whatsoever, including, but not limited to, consequential damages, property damage, personal injury, or death, arising out of or connected with the control, carriage, handling, use, disposal, or distribution of such water beyond the point of such delivery; and Calleguas shall indemnify and hold harmless LVMWD and its officers, agents, and employees from any such damages or claims of damages, and shall reimburse LVMWD for costs of repair of LVMWD' facilities and other damages resulting from the operations of Calleguas. Neither Calleguas nor any of its officers, agents, or employees shall be liable for the control, carriage, handling, use, disposal, or distribution of water prior to such water being delivered to Calleguas; nor for claim of damage of any nature whatsoever, including, but not limited to, property damage, personal injury, or death, arising out of or connected with the control, carriage, handling, use, disposal, or distribution of such water prior to its delivery to Calleguas, excepting, however, claims by LVMWD for costs of repair to LVMWD's facilities and other damages resulting from the operations of Calleguas; and LVMWD shall indemnify and hold harmless Calleguas and its officers, agents, and employees from any such damages or claims of damages, except claims by LVMWD for costs of repair of LVMWD's facilities and other damages resulting from the operations of Calleguas.

13. Maintenance of Records. Each Party shall maintain complete and accurate records of its operation, maintenance, and use of the Interconnection. Such records shall be made available to the other Party upon reasonable request and as may otherwise be required by applicable law.

14. Term and Termination.

14.1 Term. Subject to earlier termination as provided in Section 14.2, this Agreement shall continue for twenty-five (25) years from the Effective Date (the "**Initial Term**"), and shall automatically renew for successive periods of twenty-five years (the "**Renewal Terms**") unless either Party gives written notice of non-renewal at least twelve months prior to the expiration of the then current term.

14.2 Termination. This Agreement is subject to earlier termination as follows:

(a) By mutual written agreement of the Parties to terminate this Agreement; or

(b) By either Party for cause if the other Party defaults on any material obligation under this Agreement and such default continues for a period of thirty (30) days after written notice of such default is delivered to the other Party's Primary Contact. However, if the nature of the default is such that it cannot be cured in thirty (30) days, the defaulting Party shall have such additional time as reasonably necessary to cure the default, provided that the defaulting Party diligently continues to complete the cure.

14.3 Effective of Termination. Upon expiration or termination of this Agreement, all amounts due and owing by either Party to the other, if any, shall be paid in full within thirty (30) days of the termination date, and all other rights and obligations of the Parties shall terminate, except that each Party's obligation to indemnify the other as provided in this Agreement shall survive termination.

15. Designated Contacts. Each Party shall designate a "**Primary Contact**" and a "**Secondary Contact**" for notices and other matters relating to this Agreement. Schedule A attached hereto lists the name, phone number, and email address of each party's initial Primary Contact and Secondary Contact. Each Party shall promptly notify the other Party in writing of any temporary or permanent change to the Party's Primary or Secondary Contact. Such notice shall include the name, phone number, and email address of the replacement. By execution of this Agreement, each Party acknowledges and agrees that the then serving General Manager of such Party is authorized to designate the Primary Contact and Secondary Contact for such Party from time to time as provided herein, and that Schedule A may be updated by the General Managers to memorialize any change to the contacts.

16. Miscellaneous.

(a) Governing Law. This Agreement is governed by the laws of the State of California.

(b) Binding Effect. This Agreement is binding on and inures to the benefit of Calleguas and LVMWD and their respective successors and assigns.

(c) Modification. This Agreement may only be changed by written amendment signed by both Parties. Any oral representations or modifications concerning this Agreement shall be of no force or effect.

(d) Severability. If any term, covenant, condition, or provision of this Agreement is found by a court of competent jurisdiction to be invalid, void, or unenforceable, the

remainder of the provisions herein shall remain in full force and effect, and shall in no way be affected, impaired, or invalidated thereby.

(e) Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Executed counterparts of this Agreement may be delivered by facsimile transmission, DocuSign®, or by delivery of a scanned counterpart in portable document format (PDF) by e-mail, in either case with delivery confirmed. On such confirmed delivery, the signatures in the facsimile, DocuSign®, or PDF data file shall be deemed to have the same force and effect as if the manually signed counterpart had been delivered to the other party in person.

(f) Further Actions. Each Party agrees to cooperate to carry out the spirit and intent of this Agreement, and shall execute and deliver such additional documents, instruments, and other materials as may be reasonably requested by the other Party.

(g) Notice. Except for those notices to be delivered to the Designated Contact as provided in Section 15 of this Agreement, any notice to be given pursuant to this Agreement must be in writing, shall be addressed to the General Manager, and shall be deemed given or sent when (a) deposited, as certified mail or for overnight delivery, postage and fees prepaid, in the United States mails; (b) delivered to Federal Express, United Parcel Service, or DHL WorldWide Express for overnight delivery, charges prepaid or charged to the sender's account; or (c) transmitted by email or facsimile transmission. Any Party may change its address by giving notice of the change to the other Party in accordance with this subsection.

(h) No Inducement. Each Party acknowledges to the other that no one (including, without limitation, any Party, or any agent or attorney of any Party) has made any promise, representation, or warranty whatsoever, expressed or implied, written or oral, not contained herein concerning the subject matter hereof to induce it to execute this Agreement, and each Party acknowledges that it has not executed this Agreement in reliance on any promise, representation, or warranty not contained herein.

(i) Representation By Counsel. Each Party acknowledges that it has been represented by independent legal counsel of its own choice throughout all of the negotiations which preceded the execution of this Agreement and that it has executed this Agreement with the consent and on the advice of such independent legal counsel. Each Party further acknowledges that it and its counsel have had adequate opportunity to make whatever investigation or inquiry they may deem necessary or desirable in connection with the subject matter of this Agreement prior to the execution hereof and the delivery and acceptance of the consideration specified herein.

(j) Incorporation of Recitals. The Recitals to this Agreement are intended to be and hereby are specifically made a part of this Agreement.

(k) Joint Drafting. This Agreement has been jointly negotiated and drafted. The language of this Agreement shall be construed as a whole according to its fair meaning and not strictly for or against either Party.

(l) Authority. Each Party represents and warrants to the other that the execution and performance of this Agreement (i) are within its powers, (ii) has been duly authorized by all necessary actions on its behalf and all necessary consents or approvals have been obtained and are in full force and effect, and (iii) binds said Party and its respective officers, directors, agents, employees, successors, assigns, and any others who may claim through it under this Agreement. Each individual executing this Agreement warrants and represents to the other Party that it has the authority to execute this Agreement.

(m) No Third Party Rights. This Agreement is made solely for the benefit of the Parties and their respective permitted successors and assigns. No other person or entity may have or acquire any right by virtue of this Agreement.

(n) Headings. Section headings in this Agreement are for reference purposes only and shall not be considered in interpreting this Agreement.

(o) Entire Agreement. This Agreement supersedes any prior agreements, negotiations, and communications, oral or written, regarding its subject matter and contains the entire agreement between the Parties relating thereto.

(Signature Page Follows)

IN WITNESS WHEREOF, the undersigned Parties have entered into this *Agreement Regarding Operation of the Interconnection Between Calleguas Municipal Water District's and Las Virgenes Municipal Water District's Potable Water Systems* as of the Effective Date.

CALLEGUAS MUNICIPAL WATER DISTRICT

By:  _____
Anthony Goff, General Manager

LAS VIRGENES MUNICIPAL WATER DISTRICT

By:  _____
David W. Pedersen, General Manager

SCHEDULE A

DESIGNATED CONTACTS

CALLEGUAS

Primary Contact:

Email: _____

Secondary Contact:

Email: _____

24-Hour Contact:

Email: _____

LVMWD

Primary Contact:

Email: _____

Secondary Contact:

Email: _____

24-Hour Contact:

Email: _____

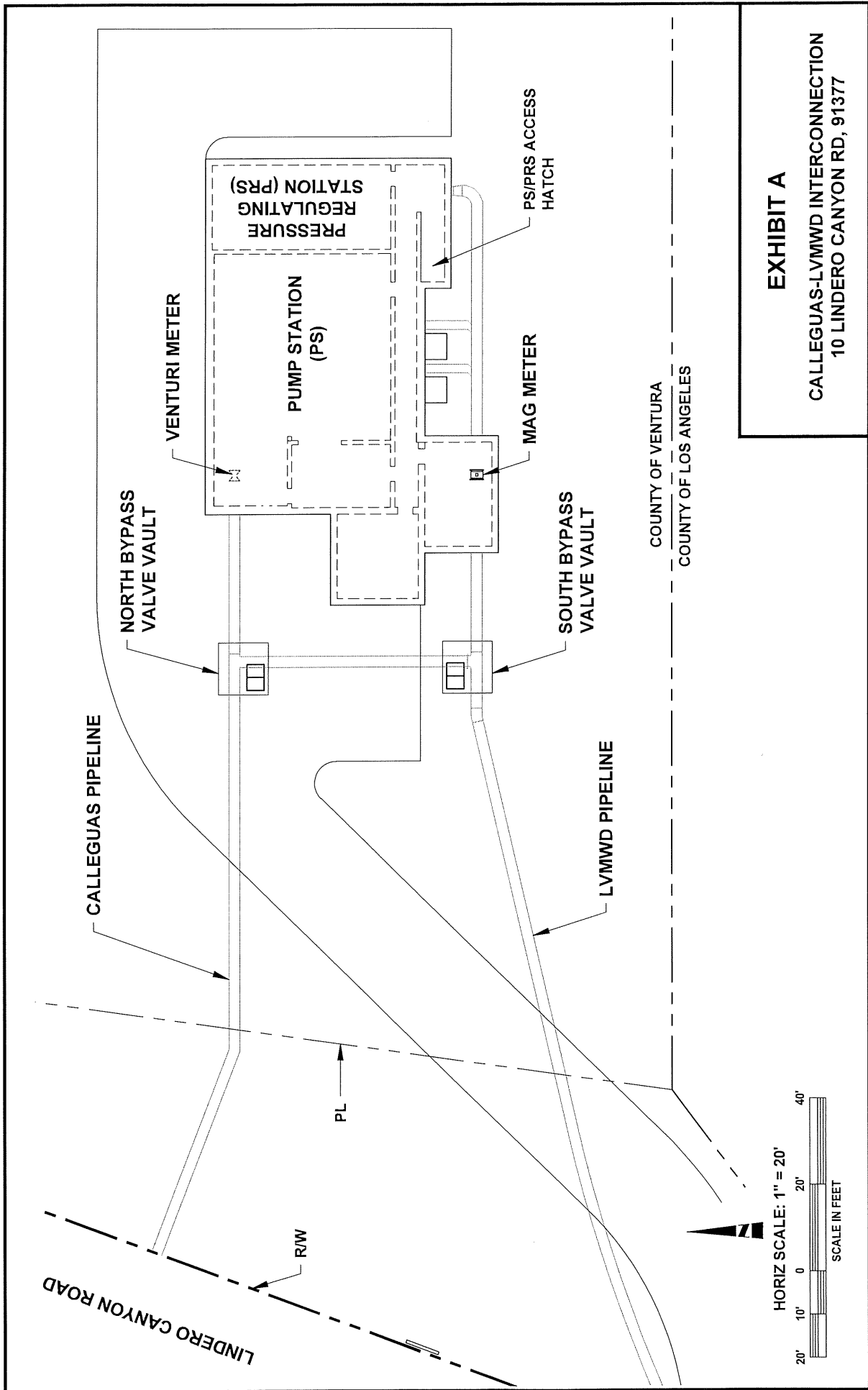


EXHIBIT A
 CALLEGUAS-LVMWD INTERCONNECTION
 10 LINDERO CANYON RD, 91377



DATE: September 5, 2023
TO: Board of Directors
FROM: Finance and Administration

SUBJECT: Fiscal Year 2023-24 Budget in Brief

SUMMARY:

The District has a tradition of ensuring the transparency of its operations and has consistently sought ways to improve the dissemination of information to its customers and stakeholders. As part of this effort, the District produces a “Budget in Brief” each fiscal year to provide highlights of the District’s financial plan for the year.

DISCUSSION:

The “Budget in Brief” is part of the District’s efforts to increase transparency by creating easy-to-understand financial documents. The Budget in Brief, along with the Popular Annual Financial Report, provide simple, high-level information about the District’s finances to stakeholders and customers. The Budget in Brief is attached and can be found on the District’s website: [LVMWD Adopted-budget-and-annual-financial-reports](#).

GOALS:

Sustain Community Awareness and Support

Prepared by: Debbie Rosales, Financial Analyst II

ATTACHMENTS:

[Fiscal Year 2023-24 Budget in Brief](#)

LAS VIRGENES MUNICIPAL WATER DISTRICT

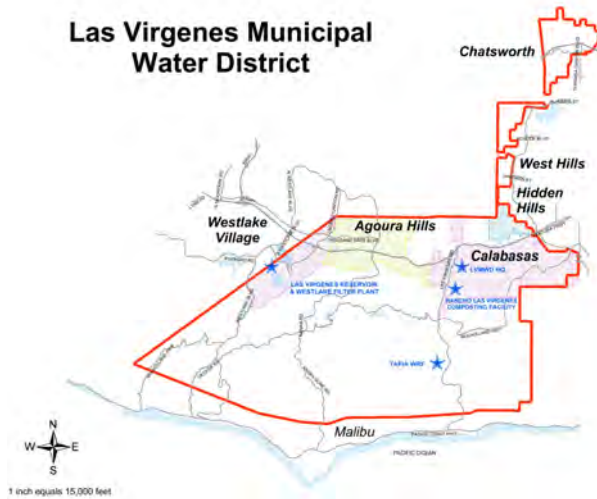


Budget in Brief
Fiscal Year 2023 – 2024



District Profile

Las Virgenes Municipal Water District (LVMWD) is a California Special District formed by local residents in 1958 to secure a reliable source of high-quality water for the portion of Los Angeles County located between the City of Los Angeles boundary at the west end of the San Fernando Valley, to the Ventura County line to the west and north, and south to the Malibu city limit. The District was created during a drought that saw local wells run dry. LVMWD rose from a grassroots effort to find a water supply without annexing to the City of Los Angeles. Upon its creation by voters, the District sought, and ultimately achieved annexation to the Metropolitan Water District of Southern California, which is currently the only source of potable water to LVMWD's 122 square-mile service area.



Las Virgenes
Municipal Water District
Board of Directors

- Division 1*
Charles Caspary, Director
- Division 2*
Andy Coradeschi, Treasurer
- Division 3*
Gary Burns, Secretary
- Division 4*
Leonard Polan, Vice President
- Division 5*
Jay Lewitt, President

General Manager
David Pedersen, P.E.

You may direct communications to LVMWD Board members by sending an e-mail to:
board@LVMWD.com

Board meetings are scheduled at 9 a.m. on the first and third Tuesday of each month.

Las Virgenes - Triunfo JPA meets first Monday of the month at 5 p.m.

Check the website for meeting and agenda information.

Customer Service -
818.251.2200

After hours emergency -
818.251.2100

Construction & Drought Hotline -
818.251.2180

Rancho Las Virgenes Composting Facility
Free Compost & Recycled Water Pickup
Saturdays 8 a.m. to 1 p.m.

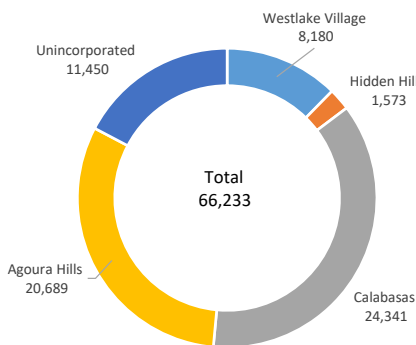
Potable Water
Recycled Water
Wastewater Treatment
Biosolids Composting



4232 Las Virgenes Road
Calabasas, CA 91302
www.LVMWD.com

Demographics

Total Population



Median Age: 47.3

Education



High School Graduates - 97.2%
College Degrees - 64.6%

Employment and Economy

Per Capita Income: \$88,116

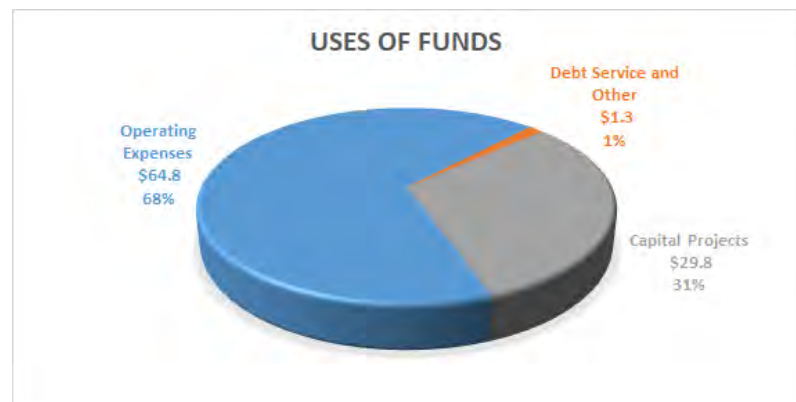
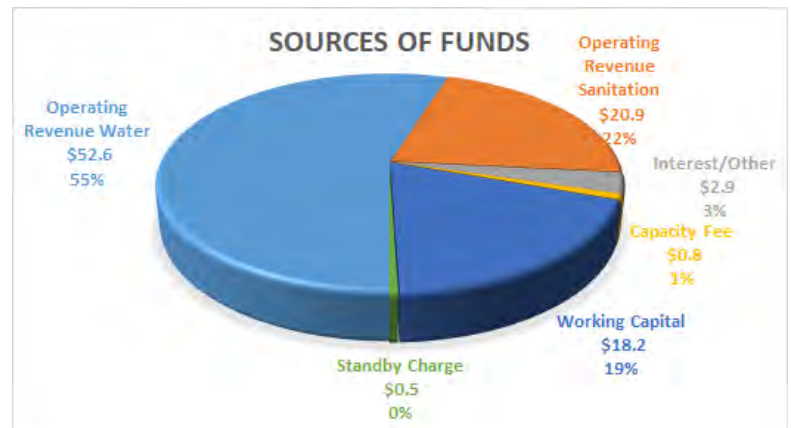
Budget Overview

Las Virgenes Municipal Water District remains fiscally strong and the proposed budget positions the District well to respond appropriately to fluctuations in the economy. The adopted operationally balanced budget continues to maintain the high level of service expected by the District customers it serves. The Fiscal Year (FY) 2023 – 24 adopted budget presents a responsible financial strategy.

In June 2022, the Board adopted the Fiscal Year 2022 – 23 budget and approved the Fiscal Year 2023 – 24 budget plan. The purpose of preparing a two – year budget is to improve long – range and strategic planning, financial management, and program monitoring over a multi – year period. The Fiscal Year 2023 – 24 budget addendum provides estimated actuals for Fiscal Year 2022 – 23 budget and reflects any updates from the approved Fiscal Year 2023 – 24 approved budget plan.

Through reallocation of resources, the Fiscal Year 2023 – 24 adopted budget saw no overall increase/ (decrease) over the approved plan.

Use of Rate Stabilization reserves in the amount of \$0.6 million in Fiscal Year 2023 – 24 are budgeted as a source of funds in an effort to minimize the potential impact to customers as the District continues to recover from the historic drought.



The Budget in Brief is meant to provide a simplified overview of LVMWD's complete budget document; it includes highlights and breakdown of revenue and expenditures.

Operating Budget

	FY21-22 Actual	FY22-23 Budget	FY22-23 Est Actual	FY23-24 Budget
OPERATING REVENUES	\$ 74,203,531	\$ 63,866,506	\$ 59,152,131	\$ 71,591,574
Source of Supply	28,036,264	20,957,009	18,449,418	25,147,612
Purchased Services	14,236,265	14,417,569	13,159,166	15,767,334
Operating Expenses	3,339,959	3,573,629	3,012,424	3,347,385
Maintenance Expenses	1,368,741	1,784,555	1,442,619	1,798,338
Specialty Expenses	486,141	561,837	414,769	621,879
Field Conservation	70,548	1,508,000	216,496	1,259,000
Resource Conservation	154,750	153,000	180,348	153,000
Administrative Expenses	9,994,522	15,950,279	12,770,844	16,703,892
TOTAL OPERATING EXPENSES	\$ 57,687,190	\$ 58,905,878	\$ 49,646,084	\$ 64,798,441
NET OPERATING INCOME (LOSS)	\$ 16,516,341	\$ 4,960,628	\$ 9,506,047	\$ 6,793,133

Capital Improvement Projects



Pure Water Project Las Virgenes – Triunfo - The Pure Water Project relies on indirect potable reuse, a water supply strategy now adopted by many cities and water agencies in California and across the United States to provide local, reliable water. The ultimate, full-scale project will minimize the discharging of usable recycled water into Malibu Creek and instead will convert this resource into a viable source for potable, locally-produced water. The full-scale project involves the construction of several pipelines and an advanced treatment plant that will convert recycled water into pure drinking water. The Pure Water Project creates an affordable and reliable local water supply that will be cost-competitive with imported water, help stabilize water rates, safeguard the local economy and significantly reduce the uncertainty of supply associated with importing water due to climate change and long-term and reoccurring drought conditions. The project will require public participation and acceptance, regional leadership, and the funding to move from concept to reality.

Interconnection with Calleguas Municipal Water District (CMWD) - This continues to be an imperative project that will enhance the reliability of both the District's and CMWD's water supplies. Once completed, this pipeline interconnection between the two agencies will provide a backup supply in the event either agency's main supply source is compromised. The interconnection facilities for the District include 5,000 feet of 30-inch pipe in Lindero Canyon Blvd from Thousand Oaks Blvd to the county line and a pressure reducing station.

Cornell Pump Station Upgrades - Pump station improvements to provide additional reliability and redundancy at a critical facility in the District's backbone potable water system. The improvements will replace the existing natural gas engine, electric motor, two pumps and emergency generator. This project will address deteriorating equipment, install a

bypass line, plus update electrical and HVAC components in the pump station. These upgrades collectively provide added security that the pump station will deliver water in both the west-east or east-west directions, during planned and unplanned water system outages.

Twin Lakes Pump Station Pipeline Project - The new pipeline is part of the District's strategy to increase water reliability by providing additional water supply to the Twin Lakes service area. The Twin Lakes Pump Station is currently supplied via the District's LV-3 interconnection with Metropolitan Water District of Southern California (MWD) West Valley Feeder No.2. Once design and easements are complete, a new 16-inch pipeline will be installed to connect to an existing 30 inch water transmission main, which is supplied by MWD's West Valley Feeder No.2 via LV-1. The pipeline will be used to provide additional capacity to the pump station.

Stationary Emergency Generator for Critical Potable Water Stations - The District plans to install four new stationary emergency generators at four critical water pump station facilities: Jed Smith, Cold Canyon, Seminole, and Twin Lakes. Due to the pump stations' remote location, these potable water pump stations were deemed critical for the reliability of the District's potable water system. The project will enhance water system reliability during power outages caused by Public Safety Power Shutoffs (PSPS) events, wildfires, earthquakes, or other natural and manmade disaster to ensure continuity of service to our customers. The District received a 404 Hazard Mitigation Grant from FEMA/CalOES which will cover up to 75% of the project costs.