

**Rivergrove Water District
Board of Commissioners Special Training Session
Thursday, October 28, 2021, 4:00 P.M.**

A special training session of the Board of Commissioners was held this day via remote teleconference at 17661 Pilkington Road. Attendees included Chair Roth, Commissioners Magura, Patterson, and Howell, and General Manager Janine Casey. Commissioner Johnson was not in attendance and excused.

1. **Call to Order:** The training meeting was called to order at 4:05 p.m.
2. **Training Forum:** Mr. Mark Knudson, from Special Districts Association of Oregon, presented a special training session on Board Practices Assessment. The training format was interactive with participation from all the Commissioners in response to assessment questions on key performance areas. See attached the Board Practices Assessment and Consultant's Impressions and Recommendations Memorandum dated November 1, 2021.
3. **Adjournment:** The training was adjourned at 6:02 p.m.

Lawrence Magura
Lawrence M. Magura, Treasurer

12-21-21
Date

Christine K Roth
Christine K. Roth, Chair

12-21-2021
Date

3 Atchs

1. Transcribed Minutes
2. Board Practices Assessment
3. Consultant's Impressions and Recommendations Memorandum dated November 1, 2021

**Rivergrove Water District
Board of Commissioners Special Training Session
Thursday, October 28, 2021, 4:00 p.m.
Transcribed Minutes**

Chair Roth:

We'll call to order the Thursday, October 28th special training session for the Rivergrove Water District and present to do the training is Mark Knudson from Special Districts. We are here, except Jim, who is unable to get out of a meeting. We will just go ahead and turn it over to Mark.

Mark Knudson:

Super. Thank you very much, Chair Roth, and greetings Board members. It just proves what a small world it is. I think I have encountered all of you except Grant at some point in my career, and Grant, I look forward to getting to know you over the next couple hours. What we want to do today, and I'm going to start with working from the handout that was sent to you, is the PowerPoint slides. I just want to do a quick round of introductions all around the room, then I will spend a couple of minutes talking about what is a Board Practices Assessment and how does that fit into the concept of what we're calling training. Then we'll discuss a little bit about actually how we're going to do this and the next steps that are involved, where this leads us, and then we're just going to dive right into it. I will have a series of questions and, mostly, I will shut up and it is listening mode for me and a speaking mode for the Board members.

Mark Knudson:

So, before we dive into that, if we could just quickly go around the room, if you will, and get some quick introductions, who you are, how long you've been on the Board, and maybe what you do outside of Water District business. So, I'll start with you Chair Roth.

Chair Roth:

Okay. I'm Chris Roth. I have been on the Board for almost 30 years, so I've seen a lot. I've worked with Sherry for almost that entire time. She preceded me a bit. Professionally, I worked for Clackamas County, and I worked in public and government affairs, and that was dealing largely with community involvement, and I've lived here in the District for 31 years.

Mark Knudson:

That's very impressive. And Grant, you're next in my window, so take it away.

Commissioner Howell:

All right. Again, I'm Grant. I'm a pretty new member to the Board. I was elected to the position and my term started in July, so I'm pretty new to Special Districts generally as well, but look forward to learning as much as I can and serving the community.

Mark Knudson:

Super. Thank you. My long time, going back a long way is Larry Magura. Larry, it's great to see you. Hope you've been staying out of trouble.

Commissioner Magura:

Uh, no. No.

Mark Knudson:

No? That's wonderful. All right so Larry, your brief introduction.

Commissioner Magura:

Yeah. Well, Mark, my engineering background is a lot like yours. I've been a water resources engineer. I'm actually board certified through American Academy of Water Resources Engineers. I've lived in the District for 27 years. I will call myself a semi-retired engineer, civil engineer. I still have several clients I'm actively working for. This is my first term on the Board. I've been on the Board for about two and a half years now.

Mark Knudson:

Perfect. And Sherry. Connecting to audio. Did not connect to audio. Sherry, we're not hearing that.

Commissioner Magura:

We're not seeing you either, Sherry.

General Manager Casey:

Someone is calling in.

Commissioner Patterson:

Can anybody hear me?

Chair Roth:

Yes, we can hear you, Sherry.

Commissioner Patterson:

Can you hear me?

Chair Roth:

Yes.

Mark Knudson:

Yes.

Commissioner Patterson:

Okay, good.

Mark Knudson:

So, your brief introduction, Sherry. I'm sorry, we're missing your smiling face, but what's most important is that we're able to hear you.

Commissioner Patterson:

Okay, and I can see you.

Mark Knudson:

Okay.

Commissioner Patterson:

At least once in a while.

Mark Knudson:

Well, I'm sorry to hear that.

Commissioner Patterson:

What was your question?

Mark Knudson:

Yeah, just a brief introduction in terms of how long you've been on the Board, your involvement in the District, and maybe what you do outside of your District role.

Commissioner Patterson:

Okay. Well, I've been on the Board for about 30 years almost and I'm also an elected Fire District Director of the Lakegrove Fire District, and we're right next door from the Water District office in the same building, and so I've been participating in, historically, in American Waterworks Association meetings, and SDAO has been very instrumental in helping all of us in both water and fire issues, and so that's...we've been going through a lot of changes with infrastructure issues, and so there's been a lot on our plate in terms of what the Commissioners have been looking at with a number of employee changes in the past two to three years.

Mark Knudson:

Okay. Super, thank you. So just a quick thumbnail about me. I have 35 years, but it's really 40 years of utility experience. I was previously, before retiring two years ago, the CEO at Tualatin Valley Water District. I'm a professional engineer, also a certified water treatment, water distribution operator. I'm also the Special Districts representative to the Oregon Infrastructure Finance Authority, and so, on that Board and in that capacity, I actually was one of the affirmative votes for your loan that you received for your reservoir project.

Commissioner Magura:

Thank you.

Commissioner Patterson:

Thank you.

Mark Knudson:

Yeah, you bet. My pleasure. It's a good project and I look forward to getting the success story when it's all put together. I also, through proving that no good deed goes unpunished, that role got me as Chair of the Business Oregon Audit Committee, so I deal a lot with the state's economic development group and basically their financials and oversight of that entire organization.

Mark Knudson:

I also don't have a life outside of the water industry because I'm a Board member at Oak Lodge Water Services, and so I view issues from both the management side as well as the board policy side, so I play both sides of the street and I understand a lot of that, both policy issues as well as technical issues, and for whatever reason, SDAO decided that I would be evidently well qualified as a consultant. I've been working with lots of different utilities throughout the state, and again, not just water utilities, but they even had me supporting a library district, helping them do capital planning, but again, I mean a capital plan is a capital plan, right? And so, I wear a lot of different hats with the organization. So, now to the subject at hand. A Board Practices Assessment, this is

actually a program that SDAO put together, oh I think it's been about five years now, and it's a facilitated self-assessment by you.

Mark Knudson:

You are going to basically tell me and give us ratings in terms of how you are doing as a Board in terms of the effectiveness of your organization in governance of the District. Why do we do this? Well, we think it makes a lot of sense because having done this now for 150 different districts, SDAO as a whole is seeing a strong relationship between what I will characterize as risk management profile and board practices. To put it pretty directly, organizations that function effectively and have an efficient and consistent board performance tend to have a lower risk profile than those organizations that don't work well together. And so the whole goal here is really, as your insurance provider, we want to be in a position to better understand what's working and what's not working so that we can help you correct those challenge areas, those opportunities for improvement, to ultimately reduce the risks that you may be either experiencing or could experience that could ultimately cost SDAO and SDIS, the insurance arm of our organization, it could cost us money, so we think, putting it differently, this is all about an ounce of prevention.

Mark Knudson:

This is figuring out where the problems are so that we can work with you to help you deal with those problems before they blow up and become big issues. So in that regard, this isn't a typical SDAO training. This isn't me sort of telling you what to do. This is me leading you through a series of questions and asking you for your input, and so my real role today is as much listening and functioning as scribe. I will then take that information, reduce it to a summary and provide that feedback, work with Janine and Chair Roth and the entire Board, if you want, to help craft some strategies on how you can move forward and address whatever concerns we surface during our session today.

Mark Knudson:

To make this work, having done this a few times, I will tell you it's imperative that you speak freely. You really need to put it on the table so that we have something to work with. There's no value in holding back today, and we will focus on six areas and we'll dive into those in a minute here.

Mark Knudson:

So again, what we're really looking for is the state of the District, a candid and thoughtful discussion. Janine is here, she's obviously listening in, but I find it works best if I'm really hearing from the Commissioners as opposed to staff. Now, if you want to refer to staff because she has information in a particular area, that makes total sense, but what we're really looking for is your view of the world, your view of the District as opposed to Janine's view of how the District's doing.

Mark Knudson:

I want to stress, there are no right or wrong answers. It's your opinion and everybody is entitled to their own opinion. I would hope that we could respect each other and share those opinions and acknowledge that everybody's entitled to their opinion, and I'm just going to capture the information and then we will use that as a basis for figuring out an action plan.

Mark Knudson:

I would also ask that you try to stay focused on the questions that I pose as opposed to...I get that there's a lot of both history and current issues, let's collectively try to avoid going down rabbit holes as opposed to just putting the issues on the table. I will capture that and then we can move on to the

next question. So, this isn't trying to dissect all the details as much as it is just putting the big nuggets on the table so that we can figure out how we deal with them. So again, I will take your input, prepare a set of observations, some preliminary recommendations, get that back to you, hopefully get it back to Janine within a week, and then it's really up to you in terms of what you want to do with it. If you want to pursue this further, I'm certainly available. If you want to blow it off, that's fine, but just so you know, we will follow up within 60 days, just to see how you're doing, and if there was value and how we can help.

Mark Knudson:

So, it's just all about checking in to see how things are going and if we can do a better job, and if you want to bring me in sooner than that, we can certainly do that. So, we don't need to wait 60 days to check the box, but if we don't hear from you, you will hear from us within 60 days. So, any questions about the process or how we're going to move through this?

Commissioner Patterson:

Uh uh.

Mark Knudson:

Okay. We're good? All right. Well then, let's just dive into it here. So, everybody should have a sheet, looks something like this. That is really just a...it's a clean slate, right? And so I will spend a minute or so describing each of these key performance areas, and then what I would like to do is basically hear from each of the Board members, just give me your thoughts off the top of your head in terms of how you assess we're doing, and I might provide some active listening, and then we'll try to agree on what the rating might be as in green, yellow, red, you know, it's going great, we've got some concerns, or it's ready to blow up.

Mark Knudson:

And again, I mean, that's useful information. With that, board duties and responsibilities. Stewardship, basically, what we're looking for is, as a Board, how do you feel like you're doing as stewards of the public trust? Is the Board mindful in terms of how it provides oversight for the public's assets? This is your role as, through judiciaries, and really the overseers, in terms of being accountable for the public resources for which you are responsible. I'll start with Chair Roth. You're on mute.

Chair Roth:

Okay. I knew I would do that, so now it's done. I think overall, we all really try to adhere to good standards. Nobody here is a slacker. I think our differences come in interpretations of what good stewardship looks like and how the Board expresses that. Do we have a unified profile? If we don't have a unified profile, then how do we work out those differences so that the person who feels like they aren't where they need to be can say that and not feel like they're going to get attacked.

Mark Knudson:

Okay. Thank you. Grant.

Commissioner Howell:

Yeah. I guess my perspective is I feel like we usually stick to standards of good stewardship in terms of board duties and responsibilities. My perspective on this, to be frank, is pretty limited, given that I've only been on the Board for a few months now. I attended a few meetings as a

member of the public before I ran for the position and was elected, but I have a pretty limited perspective on that in terms of longer term board performance, so...

Mark Knudson:

Okay. Larry.

Commissioner Magura:

Well, stewardship, I think that's...how do I say this? So we have an issue, I'm sure you're aware of, Mark, going forward where we're considering censure one of our members, and that clouds my feeling of what good stewardship is that we're in that situation, but I give high marks to Janine for her diligence in keeping us on the mark, particularly with our financial obligations, and I'm the Treasurer, I sign the checks along with, usually, Christine, and I have a high rate of confidence that we're financially well managed.

Mark Knudson:

Okay and Sherry.

Commissioner Patterson:

Okay. I am very concerned about, number one, I'm absolutely shocked with the Board taking the censure effort. I'm quite concerned over the extensive control of information that Janine seems to hold onto when asking for the engineering report of a building that we're located in, and I was also asking, of course, on behalf of the Fire District as well as the Water District. Information has been controlled by Janine. I've been very disappointed that when I asked her specifically for this document, I'm not aware that she even shared that document prior to the vote of continuing leasing with the other Commissioners, and I think that part of doing your due diligence on deciding if you want to be in this location for another five years, it was important to be able to read certain information, also being aware that even with the repairs of the water damage, etc., the city permits have not been applied for and the city has not inspected on the current repairs, so some things were being done.

Commissioner Patterson:

So the lack of treatment inquiry has been very disappointing, and I also want to point out that it would be very helpful when Special Districts fills in their risk manager, inspector of our facilities, it'll be most helpful to identify certain points of interest at each of the facilities and have the opportunity for them to be able to look at what's going on, because in fact, with exposed electrical outlets, changes of the flooring of well house, it is a dangerous situation. Literally, former employees are being zapped and I just recently found that out and that's why I contacted the engineer to find out more. I have...I'm very concerned about safety. And so looking at this, there's been a control of information, difficulty of talking to all of the employees, and we also have a situation in which we have a manager who is not a licensed operator and supervising licensed operators and not wanting to being supervised by someone who is not a licensed operator...and she's done on providing financial transparency.

Commissioner Patterson:

We went through quite a change a couple years ago with the changeover of the previous water manager and things were going all right, financially, that employees who were being paid for five days a week were only coming in three days a week, and this type of information was not provided in a timely manner. So, there's been financial culpability issues too. So we have a long ways to go,

but I do feel hopeful that we can sit there, and I do thank you for putting this program on, it's a great idea, that we can be able to have full disclosure, because when I feel like Janine is controlling the message, controlling who can do what, and withholding a critical engineering report that... And the owner's daughter had also told the Fire District that she was... Anybody could contact her and call her, which I did.

Commissioner Patterson:

So anyway, there's this underlying effort to control the message, control what you can look at, and I think it would behoove all of us, as well as SDAO. Mark, you're our risk provider, our insurer, and when you send out a special party who's inspecting our facility and then they don't identify life risky issues that are basic 101, I think it would behoove Special Districts to look at that aspect and take corrective action, and in doing so, educate. It's really helpful for the SDAO to be educating the water participants. This is what we look for, and so from that angle, it's an opportunity to learn, and then decide what the risks are and the priority of remedying the issues.

Mark Knudson:

Okay. So what I'm hearing is, there's... We have a spectrum here, and I heard from Christine, that it's like, well, we are certainly doing a good job of, and from Larry, managing the financial resources of the District, and that's really targeted... That's the objective of the question, but I'm also hearing from Sherry that there are concerns related to these current issues, like what happened with the engineering report or findings by SDAO risk inspectors. That, at best, clouds that or raises concerns, and so it's somewhere, at least in this particular issue, it's somewhere between good, caution and danger, and so I don't know where we land in terms of scoring that, and maybe it's... I've never done this, but maybe it's all three, that there are elements in terms of the financial accountability, that is just fine, and yet we have concerns related to some of the facilities that stray into the danger zone.

Commissioner Patterson:

Mm-hmm. Having SDAO inspection, people speak directly to employees as well as former employees. What things did they notice? When you're hiring an engineer, it's common practice for that engineering firm to ask the local operators, what are your observations? What are your personal concerns? I'm not too sure that that was done this time with RH2.

Mark Knudson:

Okay. All right. Let's go with the second sub bullet, governance practices. So how are you doing in terms of your overall performance as a Board? Ability to work together and to make policy decisions and provide direction for the organization at the policy level. I'll go with the same rotation. Christine.

Chair Roth:

I think this whole series of questions to each individual brought forward the fact that some of us feel things are going better than others do. I hesitate to get into specific responses to Sherry's concerns.

Mark Knudson:

Right.

Chair Roth:

Partly, I guess what I will say is, the Water District has no right to a document they did not pay for or produce. It was property of the owner, and if she chooses to give it to someone else, that's her

business, but I think she had every right to turn us down and say, we passed, we got an acceptable rating, we are as good as any other building built in that time period.

Mark Knudson:

Yeah. And I think that's...I want to caution us against going down that rabbit hole, only from the standpoint of...

Chair Roth:

Yeah.

Mark Knudson:

Yeah. We need to keep it at a higher level because otherwise, we will never get through this, and there's a lot of other topics, but what you're pointing to is, this current issue is really inhibiting the ability for the Board to function effectively because of this separation of concerns and issues, and so, if I had to extrapolate your comments, you want to focus on policy issues but it's really hard because of the challenges associated with this current issue. Is that a fair statement?

Chair Roth:

Yes. I think that is.

Mark Knudson:

Okay.

Chair Roth:

The feeling that we all have to trust one another, and unless that trust is there and carefully maintained, then we're fracturing into factions, which never is good.

Mark Knudson:

Got it. All right. Grant.

Commissioner Howell:

All righty. In terms of our demonstration of good governance practices, I would say we're mediocre. The Board does not have unified opinions on policy creation, on implementation or observance of existing policy that we have, or... I'm trying to think of what else I'm trying to say here, but essentially, policy is not always consistently followed for the existing policy that we have, and when we go to create new policy or look at the direction of the District and where we need to go, there's strong differing opinions and that makes it difficult to come to, make sure everyone's on the same page and that, yes, this is the goal of the District. People tend to get hung up on individual perspectives and it makes it challenging to say, yes, this is, as a District, what we want to do, or this is how we want to spend our money, so...

Mark Knudson:

Got it. Larry.

Commissioner Magura:

Well, I would say we're... The way we're presently organized and functioning has both really good things about it or the bad things. The good thing is Christine and Sherry bring a long-time perspective, how things operate in this District. But I think it's human nature that if you do something for a really long time, you as a volunteer, you can be blinded to a lot of things that are

happening right in front of you. The whole episode we went through with shortly after I joined the Board, which led to the removal of the former manager for cause, really was very alarming to me that these other folks had, had been on the Board and witnessed these financial improprieties, perhaps illegalities, it's a fine line there, I'm not a lawyer obviously, but they witnessed all this stuff happening and did nothing about it.

Commissioner Magura:

And I don't claim to be the change agent here, but when I did join the Board, I started asking some "why" type questions and we were not getting good answers. I think we fairly quickly coalesced on the facts and the manager was the problem, and we took the appropriate action to remove that person but it seems to me that getting back to where Grant is coming from, we need to modify our bylaws. One of the things I would suggest needs to be in there is putting in voluntary term limits. We are a small board, we have, I guess, about 1,300 accounts so going in, to actually see what our population is, it's somewhere, I think north of 4,000 people. So, it's not a big pool of people. Oh, like myself, I'm certainly qualified to serve on this Board based on my profession, but it's hard to get people to volunteer to run for something like this, but it's really important.

Commissioner Magura:

And when people have been anywhere for a long time, they get entrenched and I think you just start missing stuff and we're suffering because of that past. So, I would think we should have term limits, so serve two terms and then pass it on the next person, and maybe you take the responsibility for encouraging somebody else to run for your seat or something, take some ownership of that, but when I joined the Board, it was very clear that the Rivergrove Water District was a mom and pop water shop. It was missing a lot of stuff, a lot of stuff. I find Janine refreshing. She's very truthful and honest. I have no problem getting information I need out of her. I talk with her frequently, and I'm not here to support her, I mean, she's got her own personality as I have mine, but I'm hoping that we can plug some of these gaps.

Mark Knudson:

Got it. Okay.

Chair Roth:

-and go forward.

Mark Knudson:

All right, and Sherry.

Commissioner Patterson:

Okay. A few of the reasons I bring these things up is that obviously with the previous water manager, her husband had been working at the District full time. He retired about a year or two before she retired. And later on, I learned that, this was a total surprise, that he was being paid for five days, but only coming in three days. And I don't know the whole length of time etc., but obviously there was a huge mistake on my part by approving, I think of a husband working in such a small Water District with their wife. And so, that created a situation in which even, I think when other water operators were working, they knew that he wasn't coming in full time, and so obviously that must have been a very difficult situation. And, I do feel that it's important having gone through that experience, I would also think that it would be important what can we do about that. Number one, have people plug in and out and taking pictures of when they do it.

Commissioner Patterson:

But, through the access information, my background, I had vetted a hygienist and then got into real estate with Caldwell Banker. So, when you look at lease agreements and viability, and operability of buildings, you do want to pay attention to any kind of engineering reports. And of course, we all have a big issue of being able to operate after a cascading event issue. My concern is that I'm not so sure that that engineering report was even shared with the current employees and their lives are on the line, just like what Janine says. And so I've, for awhile there, I've been asking for a safety committee and our safety committee would help us keep abreast, hear from the operators themselves on what's going on. And because something was brought from a 12 to 15 foot embankment near a reservoir, the reservoirs are one and two, a machine, a crushing machine was utilized.

Commissioner Patterson:

And then I drive by the Old Gate facility, and I even saw Janine out there with the long pole, pushing it into the crusher mixer. And then, this is when she was trying to clean up and prepare the Old Gate facility. And so, something was crushed and buried 150 feet from the well house because Janine said, "Sherry, I measured twice, 150 feet away." But to this day, I have no idea what was crushed and buried and why we're burying anything around the Old Gate well house. And that's, again, anyway, but it's that kind of thing, it's not safe and I don't believe that that would be considered standard practice.

Mark Knudson:

Okay. So again, I'm picking up this range, but leaning more towards the caution to danger zone, largely based on, we've missed some stuff previously. There is a sense that there are some unmet needs. I'll be honest with you, the other thing I'm hearing is Board members diving into day to day issues that I will tell you is very challenging, very problematic. And I'll be honest with you, as both a Board member and a former manager, I won't preach to you in terms of the role of the Board, but the fact of the matter is the Board needs to keep focused on the policy issues and let the manager and the staff do the day to day operation of the organization and, the minute that Board members start to usurp those responsibilities, the ability to provide accountability for both the role of the Board and the role of the staff comes clouded in such a way that it's very hard to provide effective oversight because the roles are just too conflated at that point. So, I guess what I'm hearing would throw me towards more of a danger zone, just from the standpoint of that engagement of at least some Board members in really day to day operations, of any sort.

Commissioner Patterson:

Let me give you a little background. This is before we had hired AJ and Rick, and I was getting calls from neighbors around there complaining about how things were unkept. But, the main thing that kept me over there was that I got a call saying, "Why do you have 13 cars now parked in your Old Gate facility?" And unbeknownst to me, the previous operator had given permission to the next door neighbor who had an electrical company and was using that site to store 13 cars, and so the neighbors, I had gotten initially called from the neighbors saying, "Sherry, would you pay attention to what's going on?"

Mark Knudson:

Okay. All right. Let's keep going. Different area of focus entirely, regulatory compliance. So again, these are things like, just routine bacteriological reporting, you know complete analyses where that's required, but a lot of the water quality stuff, but also issues related to things like the OSHA reports, that kind of thing. So, overall, as a Board, how comfortable are you with the District's track record

relative to regulatory compliance and their current status? So, I'm going to go backwards now, Sherry.

Commissioner Patterson:

Well overall, I think it's good. Yeah, I think it's been very good. A lot of effort has been made to number one, monitor a lot of different things. And, I think it's been outstanding, frankly over the last three years, it's been very helpful and Janine keeps on top of that and I think that I'm very pleased with that oversight. I just feel that if there was something going on that, maybe the, it would be helpful for the operators to express concern, then we should be able to hear directly from the operators rather than having this constant filter through Janine.

Mark Knudson:

Interesting. It's too bad I didn't give the other presentation, and I can at some point, but in my humble opinion, the Board has one employee.

Commissioner Patterson:

Uh huh.

Mark Knudson:

Just saying, that is a source of strength for the Board to focus on having one employee, as opposed to thinking that you need to quote, "hear from and manage the whole organization." Just an observation but I'm trying to not put my opinion in your organization here.

Commissioner Patterson:

Yeah.

Mark Knudson:

All right. Larry.

Commissioner Patterson:

I think that, historically, that previous party was always a licensed water operator.

Mark Knudson:

Okay.

Commissioner Magura:

Well, I think we're hitting all the marks with State Oregon Health, and I think we're fully in compliance. I'd be really shocked if we were not, again, so I subject that I visit with Janine on occasion, or she'll volunteer that there's an inspection coming up, there's a report due. I think we're hitting all the marks we need to on that. I just echo, Mark, your thoughts, that's my personal philosophy too. We have one employee really, and that's Janine and she's responsible for having operators or technicians, whatever you want to call them, who go out there and turn the cranks and check the valves and do all that stuff that has not been done. We never had a valve exercising program in the past, and as a result, we had some very embarrassing valve failure tied to a fire emergency. And that's another issue we don't need to go down that rabbit hole either but, I think we focus on in empowering the general manager to be a general manager, and she's hiring and firing authority without coming back to the Board for anybody who's in the field.

Mark Knudson:

Yeah. Okay, Grant.

Commissioner Howell:

I would feel that in terms of the District's overall performance of regulatory compliance, I echo Larry comments. I feel like we hit all the marks, Janine does a great job in terms of demonstrating to us what the District has coming up, what we've completed. Independent research I've done through Oregon Health Authority shows that the District's doing a good job. So, I have confidence in our compliance.

Mark Knudson:

Super. And Christina, anything else to add with that?

Chair Roth:

No, I would completely agree. We have one employee and that's Janine.

Mark Knudson:

Okay. And no concerns on the regulatory compliance front?

Chair Roth:

No, I think we've done a really good job of that. We've had a huge amount of processing to do with various tests and regulatory oversight, and we've met them all on time with adequate reports, at least adequate, if not better.

Mark Knudson:

Okay.

Commissioner Magura:

I would like to add Mark, that I think in the past, the District has really stepped on its own toes. We do have a Meter Backflow Prevention program that was implemented, I don't know, a half or 40% of all customers and whoever thought that was a good idea to implement that, that was one of my first questions when I joined the Board, "Oh, really what's that accomplishing? Why are we doing that?" And we've since totally abandoned that program, or in the process, I guess we're still probably disconnecting some of the old backflows. Somebody back in the past, I don't know who, thought it was an important idea to create another regulatory hurdle, and purchased a lot of infrastructure to do that, and it was totally wasted effort really, in my opinion.

Mark Knudson:

Okay. The next dimension to this is timeliness of compliance reporting. And again, I mean, a couple of you hit on that with your answers. So, anything else to add in terms of the timeliness of compliance reporting, because what I'm hearing is this really isn't an issue, that you're doing fine in the area of both the overall compliance and the timeliness of those reports.

Commissioner Magura:

I believe that's the case.

Chair Roth:

Yeah.

Mark Knudson:

Yeah, okay. And then compliance challenges. So, this is put on your visionary hat here. What do you see coming your way that could pose a compliance challenge in the future, and how prepared are you? What are you doing in anticipation of that? Let's start in the middle, Larry.

Commissioner Magura:

Well, and this is based mostly on my ignorance, so this thing that Janine brought to the Board's attention recently, and that I have seen in some of the news feed items I read through ASCE, as this new EPA dictate to test our water for a PFA, whatever-

Mark Knudson:

PFOA, yeah. Poly-fluro-

Commissioner Magura:

Yeah, right. Anytime the government comes up with a mandate, my ears perk up, "Oh yeah. What's this all about?" I have no idea what impact that might be, but it sure seems it's something we should be concerned about until it goes away.

Mark Knudson:

Right. Remind me of your source, you guys have your own well source, right?

Commissioner Magura:

Yeah. We have a couple.

Mark Knudson:

Yeah. And, do you have connections to other systems, or?

Commissioner Magura:

We have connection to Lake Oswego water, but it's only been used once to my knowledge.

Mark Knudson:

Right, right. Okay. No, that's fine. All right. So PFOAS, PFAS, all the same thing from my perspective, would be a potential future challenge and we just need to be aware of that.

Commissioner Magura:

What are they?

Mark Knudson:

They are crosslinked, fluoride compounds and they are just extremely durable. They're the stuff that make up Teflon and all of those similar products. All of the coatings on... It pains me to say this, but parchment paper that you bake cookies on, it's coated with PFAS, so it's a really wonderful product, we are lightyears ahead of where we would've been without it but that said, it is so durable, it is so everlasting, that you can't make it go away and it's very difficult to treat it, so it requires a lot of energy to break up the fluoride bonds that cause this crosslinking in a way that will allow it to degrade in some fashion. And in the absence of that, it just hangs around forever so they also call it forever chemicals.

Commissioner Magura:

Okay.

Mark Knudson:

Yeah. I'd be surprised that you have a lot, but obviously you have to test.

Commissioner Magura:

Okay.

Mark Knudson:

Okay. Grant, compliance challenges.

Commissioner Howell:

Yeah. I think in terms of compliance challenges we're going to have... Yeah, I agree, any type of new environmental testing. Yeah. That's something we're going to face. I don't know if this really falls under it, but future or potential fire flow requirements for redevelopments in the District. I'm sorry. Go ahead. What are you saying?

Commissioner Magura:

I'm sorry Grant, I didn't mean to talk over... That is an issue that our new Master Plan is going to have to address, because I don't think we have enough storage for fire flow.

Commissioner Howell:

Yeah. Okay. So, I think that's going to be a challenge we're going to experience.

Commissioner Magura:

Right. Yeah. Fire flow, to meet that, you have to have water in storage and the insurance institute was in San Francisco, Mark will tell us what that is, based on our demand.

Mark Knudson:

ISO.

Commissioner Magura:

ISO. Exactly. Yeah. And I've worked with them before on other projects, and the numbers they generate govern how much storage you end up having really.

Mark Knudson:

Well, that affects then the rating of the Fire District, which affects people's homeowners insurance rates.

Commissioner Magura:

Yep.

Mark Knudson:

Yeah. Okay. Sherry, regulatory challenges.

Commissioner Patterson:

Yes, definitely. I've been concerned about if we would end up having adequate water flow for fire suppression, especially at the elementary Rivergrove school. Right now, the District is planning on adding a second story, but what they haven't evaluated yet, the school district has not evaluated yet, is the impact of Senate Bill 2001 on being able to replace one single family home for free. So, we're talking about a possibility of a 200% greater demand, and of course, I tried calling the school

district to find out. I know, I'm aware that they were planning on two stories, but how well they have planned for this potential 200% percent increase of population is quite questionable and I don't think it's frankly there in their future planning yet.

Mark Knudson:

So, where are you folks in a master planning cycle? Do you have a current plan? You're going to do a plan?

All:

[Crosstalk].

Commissioner Patterson:

We haven't planned yet. We have not yet planned for Senate Bill 2001 because I think both Lakegrove, Lake Forest area, part of the unincorporated area, but then over to this boundary of Lake Oswego as in the Rosewood Neighborhood Association, those are the two largest unincorporated areas of potential development.

Mark Knudson:

Okay. Christine, regulatory challenges.

Chair Roth:

I think that the estimate of a 200% increase is fantasy. Nobody anticipates that, so I think that the issue of more housing certainly is something that we're going to have to be able to manage. We've had some growth. In fact, the first 15 years that I was on the Water Board, we did not have a single new connection. And then, all of a sudden, the real estate market took off, and anything that was potentially buildable got built, or is in the process of being built. So, fire flow certainly is a part of that, and just general water amount. I think that the estimates have been considerably overstated.

Mark Knudson:

Okay.

Chair Roth:

We're not nearly as bad off.

Mark Knudson:

Yeah.

Commissioner Patterson:

There is also... Hopefully, having fire sprinkling systems with increased density would be a big help too, from the fire response point.

Mark Knudson:

Okay. I'm leaning that towards the caution stage, the caution ranking. There's a couple of things that you've identified in terms of planning fire flow, thinking about PFAS, but you're also thinking about them. And I think though that says a lot, and so the fact that you will at some point capture both the water quality side and the water quantity side in your master planning effort... You're anticipating those things. So, let's keep moving in terms of budget and finance. Alert me about your budget process, how is that?

Commissioner Magura:

I'm sorry to interrupt, but-

Mark Knudson:

Yeah, sure.

Commissioner Magura:

A bell has rung in the back of my head and I need to mention it at this point, operation regulatory compliance particularly, as you know about 60% of the piping in our District is old asbestos cement. It was installed with an estimated use of the life of 50 years. It's now 60, 65 years old, and it really, really needs replacing, it is way undersized, it needs to go and it's expensive. I've had a conversation about this at one of our Board meetings with our District engineer, and he pointed out that right now, you can abandon it in place an AC pipe, and it's a very simple matter to replace it with a properly size ductal iron pipe, and I think you know Mark, my history, I'm a big ductal iron guy. We don't need to get into that, but we have millions of dollars worth of pipe replacement work that, at some point in time, the EPA is going to say, "You can't just abandon, in place, you're going to have to remove." And then, the price of pipe replacing triples, so I am hoping, and I will beat the drum on this one, until I'm no longer on the Board, we need to find a source of money and it's not revenue, it can't be just the District rate payers, we need grants. And, hopefully, if the president's infrastructure bill passes, there'll be lots of money for water system improvements that we can stand in line and get our share, and get this terrible asbestos pipe, as you know, is a carcinogen, the EPA calls it a carcinogen, and get it out of our system forever.

Mark Knudson:

That's a key issue. Okay, we'll add that to the list.

Commissioner Magura:

Thank you. Sorry.

Mark Knudson:

No, no, no, that's fine. Again, I'm putting all of that in the yellow category only from the standpoint of, as I'd like to say, awareness is the first step, and again, I mean you're aware of these issues, you're thinking about how to move forward with them. Sherry, you're here. Oh, that's great.

Commissioner Patterson:

Thank you.

Mark Knudson:

Let's switch gears, budget and finance. So how is your budget process working? I mean, not from the standpoint of the sausage making effort, but just, are you achieving the objectives that you want in terms of thinking about goals, figuring out the resource requirements, and then providing those resources to be able to achieve those goals? Grant. You're on mute.

Commissioner Howell:

Sorry. There we go. Thank you. I'd say that we do a reasonable job of establishing goals for what we expect to incur for cost for projects, we want to do things like that. So I'd say we do a pretty good job in keeping a consistent budget. I look for to that improving in the future, but yeah, I think we do a good job of it. So-

Mark Knudson:

Okay. Christine.

Chair Roth:

Just a moment of history. When I joined the Board, there were three members whose sole goal was to keep water rates as low as possible. And that was wonderful from our rate AIR standpoint, but it didn't take into account that we were going to have to do maintenance. We have gotten much, much better over the years. We do a much better job of looking at what we've got and what we need. And we implemented a regular rate increase, a step increase of three steps. We are now in the second of those steps. So, we have one more to go in a couple more years. Then, we need to take a look at that again and decide how we want to deal with that.

Mark Knudson:

Very prudent management. Okay, Sherry.

Commissioner Patterson:

Well, I think Janine's been doing a good job about looking at the numbers and keeping things tight, but this issue that is outside our power, we now have to respond statewide to the requirements of increased density, with Senate bill 2001. I think it would be helpful too, to connect with other water districts, to look at what we're going to be needing, obviously with increased density, as they're talking about it, you're not going to have big wars to be watering anymore and so that will decrease in that regard, but with more people on board, and that tends to balance it in terms of increase in the demand. So, that's simply something I think that needs to be looked at, that's the key message from the state that we want to see all kinds of a wider range of a whole value so that we can accommodate different economic needs. And so, I think that this is going to be a real game changer, and I'm very encouraged though, that I feel that we have enough Board members who are quite interested on this, that they will have their eye on the radar.

Mark Knudson:

Okay. Larry, budget and practices.

Commissioner Magura:

I'm concerned that, well, we did implement a 10% budget for service, correct me here, rate increase at the beginning of this fiscal year, which was deferred because of the pandemic. That's been very helpful in increasing our revenue, but we are still kind of operating, I think, in a 1980s, 1990s mindset regarding maintenance and replacement of obsolete, worn out equipment. I don't think we're looking at the condition of our wells adequately. I think they should be inspected at least every two to three years to see how the screens are holding up, because they do corrode. I think I would argue we need more. We need to generate more reserves, specifically focused to capital projects, capital improvements. At the moment, we have one backup generator that's proved to be very reliable and one that's proved to be very unreliable. We need, ultimately three. They're not cheap. I think, I would feel better if we were budgeting so we could have the two questionable ones reporting, the one in question one and the missing third one replaced as soon as possible. The terrible ice storm that Janine and staff had to deal with this last year really pointed out that. Just being sure you have enough fuel on hand.

Mark Knudson:

Right.

Commissioner Magura:

We have ice on the ground and power is out. You have to go to a diesel backup. So, I think we're heading in the right direction. I would hope to hit, again, this other gong I might ring a few times to increase the rates to allow us to stay more proactive in terms of capital replacement.

Mark Knudson:

It's a challenge that all water districts have. What we do is very capital intensive. There's not a way around it and thinking about that future capital is always a challenge. In terms of your overall approach to fiscal management... Just very short answers here, would you characterize the District as kind of careful, casual, maybe a little more cautious? Are you just really wound tight and very frugal in terms of how you folks spend money? I'm just curious. Just go right down the list. Christine. Overall careful or frugal?

Chair Roth:

We have been very casual and we have tightened that up considerably over the last few years, recognizing that we're not... but we, at that point, we're not budgeting well. We have moved much closer to tightening around, but we're still not there.

Mark Knudson:

Got it. Okay, Grant.

Commissioner Howell:

I would say we're, I guess you could say relatively conservative. I wouldn't say that we're super tight in terms of how our budget is, so.

Mark Knudson:

Okay, Larry.

Commissioner Magura:

I'm happy where we are at, but I think we're being prudent with how we spend our funds.

Mark Knudson:

Okay. And Sherry.

Commissioner Patterson:

I think we're careful... we have a ways to go and the more that we now can see, whether it's environmental, etc., there's a lot of very important, expensive issues on our plate that are telling us way ahead, we need to be able to prepare for this, prepare for the expense of this like increasing the systems development charges. We need to look at the whole array of potential increases, because frankly, every other city and water district is doing the same thing in terms of looking at what capital they need in order to accommodate increased demand for, not only commercial usage, but also for residential and fire response issues.

Mark Knudson:

All right. I'm going to keep this moving. Customer relations. So, what kind of service issues have you encountered and how effective is the District in dealing with customer-related service questions? Larry.

Commissioner Magura:

Well, until recently, I'd say we're doing just fine, but there's been, I think a tendency of a lot of our customers to keep their heads fully in the sand and not realize that their backflows on their irrigation systems require an annual inspection per the state. It's not anything the District came up with, but the fact that the District is finally getting to the table of doing what we should have been doing all along and requiring mandating annual inspections on irrigation backflow prevention, has created a big kerfuffle. And here Janine, it's been... She's still got a lot of red hair, but I think it's getting a little gray around the edges. And that's probably why.

Mark Knudson:

I used to have hair before we dealt with this backflow testing requirement...

Commissioner Magura:

I remember. I remember, Mark, in the old days, you did have a head of hair.

Mark Knudson:

Yeah. Yeah. This is all related to backflow.

Commissioner Magura:

Oh okay. Well, the customers would like this problem to go away and it's just not going to. And I guess, we'll probably, I don't know, Janine will probably tell you we've actually succeeded in shutting off some people's water because of noncompliance or are out there past the deadline when we shut them off. I don't know if she's done any of that yet, but maybe this is an education thing, that after the pain of this year, people will be much more up to date. And we can certainly help that along with putting notices in the billing way ahead of the deadline and help people be proactive to approach that.

Mark Knudson:

Right. Christine.

Chair Roth:

I think that we've made some real strides. We've now got a newsletter that's not embarrassing. We've got a website that is updated regularly that provides a lot of information. And I think Janine does a good job, a really good job on customer management.

Commissioner Magura:

I would agree.

Mark Knudson:

Okay. Sherry.

Commissioner Patterson:

When it comes to customer relations, I think Janine has gone circles in quick response, friendliness, really just outstanding, absolutely outstanding. And I very much appreciate that. The other good news is that Janine is also very interested personally, on how things work. And so she's a very hands on type person. I think that that has been a big benefit. People know that she cares, she takes the extra effort when people, especially with the pandemic, some people lost their jobs, etc. and she worked with everybody. It was, she was asking them, well, tell me what you can do rather than us telling them what they have to do. She worked through a very difficult situation, and I think that that was outstanding.

Mark Knudson:

Okay. Grant.

Commissioner Howell:

Yeah. I think that the District does a great job of managing service problems. I think the problems we have experienced have been self-created from previous policy to sum it up. But yeah, I feel like Janine does a fantastic job of working with customers and represents the District well, so.

Mark Knudson:

Okay. You have collectively answered the next question for me as well, so that's extremely helpful. Any other just random customer service comments or concerns or areas of concern related to customer service that you have?

Chair Roth:

Mark, if SDAO has any idea about how you can convince customers to get educated. I might be interested in hearing. I've worked-

Mark Knudson:

If we knew that, I don't know that we would be in the role that we are. That is sort of like the \$64 trillion question.

Chair Roth:

No joke.

Mark Knudson:

It just requires a substantial investment. We talk about the cost of infrastructure, but it really begins with educating the customers, and that's just an ongoing effort. I'll tell you in TVWD, I hired a full-time customer information person just to deal with the outreach issue, dealing with social media, dealing with updated newsletter, updated website. It's a full-time job in and of itself.

Chair Roth:

Yep. It sure is.

Mark Knudson:

Okay. Personnel. Next bullet is staff morale and work climate. And, I often think of that as just like, so how's the culture of the organization? You're pretty small in terms of the size of the staff, but obviously you can't do what you do without having the support of the staff. So, you think that you would characterize Rivergrove Water as a good place to work? And, how would you summarize or characterize the morale of the organization? Grant, we'll start with you.

Commissioner Howell:

All righty. I would say overall, from my opinion as a Commissioner, I think that Rivergrove Water District is a good place for employees to work. I feel that we offer good benefits and from what I understand, competitive pay, and I feel that hopefully makes for happy employees. In terms of the work climate, I'm going to be honest, I think that we could use more support for Janine. I know she works very hard and I know she works long hours, and everything that doesn't fall under an operator's responsibility is hers. And I think that the Board, we need to look at, are we supporting Janine as much as we can and is there anything else we could do to help her streamline anything she

could or work more efficiently. So not to say that we want to get involved in her day to day work or anything, but providing her with resources or whatever she needs to accomplish that I think is what the Board needs to focus on.

Mark Knudson:

Okay. Sherry.

Commissioner Patterson:

Well, I do think Janine needs more help. Last October I was on my way home, and I saw that Janine was working late again and she had been consistently working a lot of overtime, and I was very concerned about her personal health. And so I stopped in. I don't know if... I hope that things have smoothed down a little bit, but I'm concerned with her over involvement out in the field and that it has created then a shortchange in terms of having this need to work overtime. I don't think it's healthy for Janine to have this kind of demand put on her and if we made more help for her to be able to operate and have some personal time off, I think that she would feel a lot better. I think with the transition in the renting and the selling of the property that we're located in, Janine has personally taken on more accommodation to the property, more than ordinarily one would even concern a renter being involved.

Commissioner Patterson:

And I also am concerned that that also creates a potential work situation of liabilities for the Water District. And so, I hope she can pull back from that and create... she creates such beautiful documents in terms of graphics, a lot of data within the graphic presentation. And so she puts a lot of energy into information and trying to simplify it and break it down for us. And I appreciate that, but I'm very concerned that she may be able to function much more and have greater deserving personal time if she feels like she can utilize an assistant at times.

Mark Knudson:

Okay. Who have I missed? Larry and then Christine.

Commissioner Magura:

I think another artifact in the old regime was our operators used be paid for standby time, that they had to get called out on nights or weekends during non-normal duty hours. I think it's fair to say that was grossly abused by all of our former employees. I think all of them took advantage of that. We've changed that and the fellows we have now, I talk to them whenever I see one of their pickup trucks out there, there was one in my neighborhood this afternoon and he was changing out a water meter on one of my neighbors, and they seem to have a good camaraderie and kind of almost on a [inaudible]. And that comes from the top. That's Janine's management style paying dividends to us. So, I agree with what Grant said earlier, I think that we need to have effective personnel practices in place and I think we probably do need to hire at least a part-time bookkeeper billing person to unload that responsibility from Janine.

Mark Knudson:

Got it. Christine, anything to add? Other comments?

Chair Roth:

As far as hiring extra staff, I would let Janine decide when she needs help. She knows how many hours she works and she knows the pressure she's under. She also thrives on too much work, and I understand that. She's been a really good manager. She's made extra effort that she didn't have to,

and that has come across two employees. And I think that she runs a tight ship without being excessively harsh, but she is very clear in her expectations, which previous managers have not been. I think that, as far as staff goes, they are a cohesive bunch because she respects them and she makes what their jobs are clear and easier to follow.

Mark Knudson:

That is all very, very good news. I'm just tickled to hear that. Just so you know, that is not always the case. The next question is sort of a pet peeve of mine personally, and this is where I see a lot of organizations trip up. Tell me about your employee performance review practices, and particularly as related to the evaluation of your manager, of Janine. Are you guys doing routine performance evaluations, typically annual performance evaluations of all of the employees or at least of your manager? What are the practices and how is that working out? I'll start with Chair Roth.

Chair Roth:

We have not done annual management reviews or manager reviews. Janine recently sent me a request to do a review, an annual review, and I said yes. I agreed that was necessary. I need to pick one other person to do the review with me since I don't feel that I should be the only one making the review, but otherwise we have not done performance reviews consistently.

Mark Knudson:

Do you have performance evaluation criteria or standards established for the manager position? I mean, that's kind of where it starts. How do you do an evaluation if you don't have criteria, I guess?

Chair Roth:

She submitted a sample form and I'm in the process of going over that and looking at whatever changes that I think need to be made.

Mark Knudson:

Okay. Awesome. Grant, evaluations and performance management practices.

Commissioner Howell:

I would generally say, in... How do I to put this? Janine has done performance evaluations for the water operators. They're under her management and she's taking care of them accordingly and submitted that, noticed the Board that she's done that. So, I think in terms of other District employees, I think we're doing a good job because of what Janine does.

Mark Knudson:

That's great.

Commissioner Howell:

And in regards to the Board and reviewing employee performance, I say that we're doing a poor job. We don't have any standard criteria that I've seen that the Board has developed as a policy making body. I have not seen a position description for Janine that we would use to create evaluation criteria to say, this is what we've hired you to do. This is your position. These are your responsibilities. This is how you're doing. I know SDAO has resources on that in terms of all sorts of stuff you can find online and I haven't seen the Board take any action on that. It's in our bylaws that it's a responsibility of the Board to do that, to conduct it annually, and to my knowledge, that hasn't happened or that has not been presented to the Board collectively as a whole. So I would say that we're doing a poor job of that.

Mark Knudson:

All right. Sherry, comments on that?

Commissioner Patterson:

Yes. My key comment is when information is passed along to Chris, and she's looking at maybe revising some information, I would hope that she would welcome and share that document so that we can all have input on that particular document. I think we would end up saving more time, so when we do have a review, all of the key points are identified, and that's why hearing the information of what we want to review and evaluate, I think would be much more effective than if it's coming from all five people.

Mark Knudson:

Okay. And Larry.

Commissioner Magura:

Yeah. I share what Christine just said. I think we've been little lax and it's time to step up. I mean, Janine's been on the job for I'm not sure how long, it's over a year now. Not a lot over a year, few months maybe, but I would propose a three-step process for evaluating her and one is to give her a questionnaire to fill out, where she can talk about what she feels has been her accomplishments and her weaknesses in a candid way. A similar form should be sent to each Board member to fill out what we think are her strengths and weaknesses. And then, we shuffle those back and forth. The Board comments go to Janine, then Janine's comments go to the Board, and then a subcommittee of the Board sits down with Janine, step three and it reviews them and comes up with any recommendations for changes or plans for improvement or whatever needs to happen. So, that's what I would outline.

Mark Knudson:

Okay-

Commissioner Magura:

Then that's one employee, Janine. And then how Janine handles the evaluation, I know she's very organized, of our operators. I leave that up to her.

Mark Knudson:

I'm going to ask this question and I think it's important. The alignment of positions with work assignments. And so basically, do you have good job descriptions for all of your positions and are people doing the work consistent with those job descriptions? I'll just go backwards. Larry.

Commissioner Magura:

I believe that in terms of are the operators, you're really talking about operators because everything that's not an operator's responsibility is by definition Janine's responsibility.

Mark Knudson:

Right.

Commissioner Magura:

You have a very short bench here. I think she's done a lot to create a system, and from my standpoint, it seems to be working well. She encouraged the Board to pass, which we did a 100%

vaccination mandate. And we have one employee who has not, to my knowledge, been vaccinated. We'll see what has to be done to bring [inaudible]. So yeah, I feel pretty good about this.

Mark Knudson:

Okay. Sherry.

Commissioner Patterson:

Well, I still would like to see the whole Board coming up with the evaluations and everyone be included in the evaluation process. So, I don't want to see a subcommittee, etc., do this. We all have the same goal of encouragement, optimal operations, etc., and it's helpful to find out also from Janine of where we think we need to emphasize different directions. And that's where I think that we do have to be careful, that when a manager is not a licensed operator, not a licensed manager in our District and we have to be well aware of that, and that can be a limitation. And so how much the unlicensed manager has oversight on certain operations, I think we need to look closely at that. And also, even the interaction of the engineering firm. We had this huge project with the upgrade of Reservoir 3. Janine was very hands on. I think the communication was very helpful and optimal. And again, she was really, I feel like trying to do two full-time jobs, and I'm very concerned about the over demands of that type of thing.

Mark Knudson:

Okay.

Commissioner Patterson:

And I don't think that that was a healthy and reasonable expectation.

Mark Knudson:

Grant, alignment of positions and job descriptions.

Commissioner Howell:

From my perspective and from what I can see, I see operators doing operator things, and I see Janine doing everything else. So, well, I would perhaps like to do more personal knowledge or insight into what our employees' positions and position descriptions are. From what I can see, it's being managed effectively.

Mark Knudson:

And Christine.

Chair Roth:

I really don't have a whole lot more to add. I think that we have gone long ways toward more definitions of what's expected, and we are a small organization, and until we get a whole lot bigger, it's going to have to be the way it is where operators do operator work and Janine does everything else.

Mark Knudson:

Yeah.

Chair Roth:

And when she feels she can't do that, then it's up to her to come and tell us that.

Mark Knudson:

Okay. We're headed down the home stretch. I appreciate you sticking with us here. The last is in the area of policies and procedures. How is soundness of administrative policies, as a Board, how comfortable are you that...generally, what's the condition of the District's administrative procedures overall? Are they accurate? Are they current? And most importantly, are they being followed?
Larry.

Commissioner Magura:

Yeah. I think we're heading in the right direction. Thanks to Janine's organizational skills, there's been a total revamping and literally a house cleaning. I mean, Mark, if you had been in the office a year or two ago, it looks a world different today and it looks like it's organized. And as an engineer, I like organization. And I think she's found the weaknesses in operating practices and has strived to put systems and policies into place that makes sense.

Mark Knudson:

Okay. Christine. Did we lose you?

Commissioner Magura:

Christine is frozen. She may not be on.

Mark Knudson:

Yeah. Okay. Christine, if you can hear this, maybe you want to sign out and sign back in. Well, that's too bad. All right. Grant, administrative policies.

Commissioner Howell:

I would say in terms of District administrative policies for operations in the District, I concur with Larry. I think that Janine's done a great job of creating policy where we've had need for it, for operations and work practices and such. In terms of administrative policies for the Board and the Board Policy handbook, I think that we have a little bit more work to do in terms of making sure that all of the commitments and requirements that we have in our Board Policy handbook are followed. Particularly when we have things that come up certain times a year. I guess a specific example of that is every year we're supposed to, from our Board, elect members to positions, and that hasn't happened for, I would say a good four or five months now. And we need to be organized with that and we need to be disciplined and have it in our meeting agenda and make sure that it gets addressed in the meeting when it needs to.

Mark Knudson:

Okay. As I scan through your Board policies, one of the things that's in there, is assigning individual commissioners to certain responsibilities. For example, who's going to go to what set of meetings, who's going to represent the District's interest with a certain... whether it's AWWA or relationship with water providers, that kind of thing. Again, right now as I recall, it's the Chair that has that opportunity to make those decisions, but with...often not to done with concurrence or coordination with the Board. Is that kind of thing happening currently?

Mark Knudson:

How do you decide who goes to what meeting? Typically-

Chair Roth:

Honestly, I got... I dropped off and then started again.

Mark Knudson:

Okay.

Chair Roth:

Where are you?

Mark Knudson:

Yeah, well, we're on soundness of administrative policies, and Grant raised a question of that maybe the Board's not doing as well in following some of its own administrative policies in terms of defining officers. And I asked a follow up question in terms of how do you decide who goes to what meeting or how are assignments made within...into individual commissioners. And Christine, this would be a great question for you.

Chair Roth:

Okay. Usually, the decision who goes to what meetings, is who's got the time. There aren't a lot of meetings that more than one person attends. We all are busy doing various things. I'm not sure how much we miss, because we've never participated. As to the makeup of committees, I guess that's what I do.

Mark Knudson:

Have you done that? Are you doing that? Have you revisited those responsibilities or?

Chair Roth:

We haven't looked at them for a long time. Mostly, to make a decision like that, it comes back to the entire Board and I try to talk to people individually when there's a decision coming up to get a feel for where people are. I don't necessarily need to know how they're going to vote, but what's their thought process is on a particular project or do they see things that are happening that should.

Mark Knudson:

Okay. All right. Sherry, if I can get your opinion on this.

Commissioner Patterson:

Yeah, I think we have long ways to go on this, in terms of peripheral activities and various meetings. First of all, I feel that all of us should have notice of AWWA meetings, SDAO meetings, the various responsibilities, because some people might be more interested in certain areas of focus, individually. Rather than just filter it through Chris, bring an awareness of, this is the full circle of interest and identify perhaps people who have that particular interest and scope, and see if they do have the time to go to those meetings, and so that we can be well represented. Being able to go and encourage the Water District to pay for educational opportunities for training is very important. We're just asking for expenses to be paid, but not anything else further than that.

Mark Knudson:

Okay.

Commissioner Patterson:

Oh, by the way I have found Special Districts conferences so helpful, being able to talk to other people in the field, what they do, how they do it, who their contacts were, who they were pleased with. It's just professionally very helpful.

Mark Knudson:

I'm biased obviously, but I certainly agree. Do we have a good alignment between what the policies say and how the District operates? Again, you've kind of hit on this, but let's take that in two slices, there's the day-to-day operation and then there's the Board policy. What I'm hearing is that in terms of day to day and just regular business practices, there's pretty good alignment, and with Board policies, you're getting better and you're working on it, but there's still a ways to go. Would that be a fair summary statement? One head nod. How do you feel about that, Larry?

Commissioner Magura:

Yeah, I think that's a fair statement, the way you categorized it, Mark. I would agree with Grant that we need to take another look at our handbook, our operational handbook, and maybe make specific assignments to various Board members to start covering meetings. I've never been to a SDAO meeting. Haven't been doing any AWWA meetings since I retired from Black & Veatch, and it probably very valuable to start getting connected with that, particularly if this PFAS thing gain, gets some legs.

Commissioner Magura:

As the Treasurer, when I joined the Board, John McDowell, who's now rolled off the Board, said, "You're on the Board now, you're going to be the Treasurer because I'm tired of doing it". And I said, "Well, okay". And then, a few months ago, Chris looked at me and said, "Do you mind staying on as Treasurer?" I said, "Okay". That's about as formal as we are or have been on stuff like that. The work gets done. I think we probably really need to, as a Board, work more on covering some of these relevant meetings in the Portland area.

Mark Knudson:

Again, my personal perspective, you not only have to educate the employees, but you really have to educate the Board that there is real value in making those investments in training for the Board. But given the size of the District and the scope of your organization, you can't send everybody to everything and to that end, there really is a need to make some assignments for those responsibilities or opportunities. Thoughts about that Grant?

Commissioner Howell:

Yeah, I mean, I would agree, and I want to preface this... I don't think that this is anyone's in... I don't think it's... anyone has been intentional in not really following it. I think that we're... because I think that the Board is certainly attempted to follow the spirit of your intentions, right? And say, "this is..." I've assumed good intentions with it essentially. But I do think we have work to do, and I think it's achievable.

Mark Knudson:

Yeah. Oh, I would agree.

Commissioner Patterson:

Jim and I, in terms of historically, our elections occur in June. A decision has been identified by the elections office. The opportunity to take office occurs July 1st and I'm hoping that we can increase a swearing in of new commissioners closest to July 1st, at least within the first three to four days, because then we can get things rolling more quickly. That's also a period of time that we're looking at budgets and stuff. But really being more aware of when our elections occur for our Water

Commissioners and then getting onboard the new commissioners as soon as possible to July 1st would be important.

Mark Knudson:

Okay. Christine, we didn't hear from you on this question in terms of consistency, both at the staff level and the Board level, in terms of how we're doing with alignment between policies and practices.

Chair Roth:

Policies and their establishment have been pretty consistent. The adherence to that, not so much. There are certain points that people have taken off on their own and they really probably shouldn't have done that, but no one's hold to account.

Mark Knudson:

Well, and if you're not making those assignments as a deliberate assignment, it's pretty easy for somebody with the best of intentions to step up and say, "Well, I'll just take care of it." That's where, really being pretty determined about that and saying, "No, these are our individual roles within the Board and we're going to share these responsibilities and make that decision as a Board," can be a really powerful process.

Chair Roth:

Yes.

Mark Knudson:

Okay. Last question. How are you doing in terms of overall efficiency of the organization? This is... Are people working efficiently? Again, I just put that out there. And, do you have the systems in place in terms of technology, tools, equipment, that kind of thing, to allow them to be able to work efficiently and achieve the goals of the organization in terms of customer service and water system reliability? It's really about not so much, do you have enough people, but do those people have the right resources that they need to be able to achieve your goals?

Mark Knudson:

I'll start with Chair Roth.

Chair Roth:

I think that we've done a really good job on that, that we've moved a long way toward having policies and everybody following them. Janine's been really good about enforcing personnel stuff where people previously were not necessarily held accountable. I think all in all, everybody has gotten better at it and we just keep working.

Mark Knudson:

Okay. Larry.

Commissioner Magura:

Again, we're taking baby steps, but I think we're going in the right direction. I think a lot of good will come out of this workshop, Mark. You asked a lot of the open-ended questions that I think are helpful. I think from a volunteer board, although we're all elected, that has been meeting for... in the past, one hour, once a month, I think we need to raise our game maybe twice a month. I don't know what it is, but I think we need more Board interaction.

Mark Knudson:

Okay. When you say Board interaction, Board interaction between Board members, Board interaction with Janine, all of the above?

Commissioner Magura:

I'm thinking more among the Board members themselves. But again, maybe I have a unique interaction with Janine because I'm the Treasurer, but... and the other Board members probably don't have that portal open to them so yeah, I would certainly involve Janine in that.

Mark Knudson:

Yeah, of course. Okay. Grant.

Commissioner Howell:

Yeah. I would say in terms of the efficiency of staff and work systems for the... our... for Janine overall, I think it's great. As a Board member, in terms of the information I receive, all the work she does as clerk to the Board, which is part of her job description, is great. But in terms of staff and work systems, I think the Board has technology resources we can better utilize. I would like to focus on that. That's my comment for that, but I feel like... and I feel honestly that either having... to Larry's point an additional meeting per month or something like that to allow for more time for the Board to really discuss, work on things. I think that's important too. I think that's how you develop working relationships with people. I think it's something the Board can definitely do more of.

Mark Knudson:

Okay. And Sherry.

Commissioner Patterson:

I concur with adding more Board meetings, especially during this very... we just got through doing a huge Reservoir 3 effort, and a lot of things came up and it felt... I think it was problematic for Janine to try and compress all the details and information that was going on during this high performance period. I think it would be helpful to either have a subcommittee or those who are interested in looking at future development, future expansion... just a basic, how are we going to deal with things like Senate Bill 2001? What's the physicality of preparing for [inaudible] overflow impact of 15 to 18 feet in river growth? This is stuff that... information is out there. We can't ignore it, it'd be a game changer if we continue to ignore it.

Mark Knudson:

This has been extremely helpful. I actually... on the policies and procedures, because I've been keeping scores as we go around, I think all of those I'm leaning towards the yellow zone largely because, again there's some good things that are going on and that's really clear, but there are also some holes that you seem to have identified that we ought to at least document and address. That's not to say you're doing a bad job. I think you're doing a great job, but I want to make sure we capture some of those holes in terms of either the need to either increase meetings, but also take a closer look at some of these issues in terms of assignment of responsibilities and following your own procedures for the Board in terms of how you assign those responsibilities and assign individuals within the Board to be able to go out and make some connections to the professional community.

Chair Roth:

Mark.

Mark Knudson:

Yeah?

Chair Roth:

I didn't get to answer the question.

Knudson:

Oh, I'm sorry.

Chair Roth:

That's okay. As a former staff person, preparing for Board meetings are difficult jobs. It requires a lot of attention to detail so I would caution people before they say we need to meet more often. Perhaps that's the case. We can decide that. But if we're looking at another meeting, that really does place an increased burden on Janine's time, and so we need to be careful how we do that. If you want more information that's great, but do it carefully.

Mark Knudson:

Yeah, no I... and again, I certainly share that concern and again, I would just simply acknowledge that there's a question there that does need to come before the Board to discuss, "Well, how do we deal with that? What support would we need?" obviously. Again, do you need the full Board packet? Maybe the off meeting, the additional meeting is more of a work session and it's a single topic and it's just a one pager, that's a briefing material that sets up a conversation. Are there ways to balance the workloads so that you don't have to do a full package deal for each of those additional meetings? Just a random thought.

Chair Roth:

The work session idea is one that I had considered.

Mark Knudson:

Yeah, okay. All right. We're going to wrap it up. I will go around the room, basically ask for just summary, comments, thoughts, observations, anything pretty good of the order. You've given me a lot of material to work from. This has probably been one of the most productive conversations I've had. I'm really sorry we missed the fifth Board member, but he'll see my summary and obviously, I will give him the opportunity to follow up with me if I missed anything. But with that, we'll start with Chair Roth. Any parting thoughts, observations, or comments.

Chair Roth:

I agree with you having sat through sessions like this with other organizations. A lot of times it's either off on rabbit trails or bashing, and there was none of that. I felt we got a lot, opened up and things for us all to think about. It was well worth the time.

Mark Knudson:

Thank you. Larry.

Commissioner Magura:

Thanks, Mark. I think in terms of action items and takeaways from this, I think... and I will mention this to Janine, I think we need to review the scope of work that our engineering consultant RH2 has

already for the preparation of our water Master Plan update, which they... I believe are already working on. There's some items that came up today that relate to that water Master Plan that I want to ensure that... we need to re-scope what we're asking to do fine, but we have a golden opportunity to come up with a really good Master Plan that makes sense and answers all these issues.

Mark Knudson:

Yeah. That's great point. Okay. Grant.

Commissioner Howell:

I look forward to reviewing your report and your findings, and working with you on this in the future, if there's an opportunity for that. I think it's been productive for the Board and I'm really happy that we're able to discuss things, more collaboratively.

Mark Knudson:

Okay. And Sherry.

Commissioner Patterson:

Well, first off, Mark, thank you so much for coming and helping us. I think it's been very enlightening. I think it shows a number of strengths and also creates an awareness of other focuses of where we need to go. I think the effort to be more collaborative will be certainly much more helpful than what's occurred in the last six weeks, particularly with me. I think that overall we're all in a learning curve and the main thing is, how can we be more effective in what and how we do things? And I'm certainly open to information. I look forward to hearing your report and certainly working more effectively with SDAO because I think that your organization is a conduit. You've got so many different groups with multiple issues, but they're all... always is this commonality of key, core, effective communication amongst members. I'm really hopeful and I found this to be very, very helpful so thank you so much, Mark. And thank you everyone else for participating.

Mark Knudson:

I want to give Janine, she's been incredibly quiet. So Janine, just any thoughts or observations or things that you saw that you would like to comment on and then I'm going to provide the final comment here.

Mark Knudson:

Are you with us?

General Manager Casey:

Yes.

Mark Knudson:

You're collecting your thoughts.

General Manager Casey:

Yes.

Mark Knudson:

Didn't know I was going to call on you, did you?

General Manager Casey:

No, I did not. I think I take away from this, if I can be honest, is it has been very challenging the past 4 months working with the Board because there has been internal conflict. I welcome the opportunity to move forward and work together as a team. There were a lot of things discussed this afternoon that we all need to give thought too in moving forward. I thank you very much for doing this session for us.

Mark Knudson:

Okay. Well, my summary comment as your facilitator is that collectively, I didn't quite know what to expect, obviously I had talked with Janine and was aware of some of the issues and concerns that exist. I was a little nervous, but I'm really encouraged, I feel as though... Yeah, you have some differences, there's no doubt about it, and you have some gaps and we can identify those, and those are things that you can work on. I think that we...depending on where you want to go with it, there are opportunities to deal with the differences that exist right now in terms of the issue, particularly related to Sherry. I don't how else to put a point on it, but... To that end, if this process helped to open some communication pathways and a shared, or better common understanding of the issues and concerns and opportunities and motivation that people have, hopefully that was really worthwhile.

Mark Knudson:

I really am just very pleased. I think you agree on a lot more than you disagree on. To that end, you need to figure out how to bridge the gaps that exist on this current challenge because clearly everybody has the District's best interests at heart. To that end, we need to find ways to help you work through the current hang-up, get beyond that and be able to continue to do what you're doing so well on, which is addressing the needs of the community.

Mark Knudson:

Again, I will prepare the summary, I think there are some areas that SDAO, as the consulting services, can probably help a little bit on, but an awful lot of it is going to be you collectively rolling up your sleeves and working together and figuring out how to put the past behind you and find out how you're going to work together, moving forward. That's just my humble opinion on the situation.

Mark Knudson:

Again, thank you for your time. Thank you for the professionalism that everybody shared tonight. With that, I've achieved what I wanted to achieve, which was now probably twice as many notes as I would typically acquire. I'll boil that down into... I always try to make it a one pager, that becomes a two pager. This is going to be a three or four pager, I think. But to that end, we'll boil it down and then provide some specific recommendations and go from there. That's all I have for you tonight.

Commissioner Magura:

Thank you for your time and professionalism, Mark.

Commissioner Patterson:

Thank you.

Chair Roth:

Yes. Thank you very much, Mark. You did a wonderful job.

Mark Knudson:

Thank you. Thank you. Bye, see you soon.

Chair Roth:

Bye now. Thank you everybody.

Commissioner Howell:

Hey, Chris, do we need to adjourn the meeting?

Chair Roth:

Oh yeah, adjourn the meeting at 6:05 or otherwise it would've gone on forever. We are adjourned.

SPECIAL DISTRICT BOARD PRACTICES ASSESSMENT

Rivergrove Water District
October 28, 2021

Commissioners: Christine Roth, James Johnson, Lawrence Magura, Sherry Patterson, Grant Howell
General Manager: Janine Casey

Note: Commissioner James Johnson did not attend the BPA session

KEY PERFORMANCE AREAS	RATING			ASSESSMENT
	Good	Caution	Danger	
Board Duties and Responsibilities				
Adherence to standards of good stewardship				Board members expressed a range of opinions; they feel they are generally doing a good job and effective stewards of the public's resources but there is a critical issue currently before them regarding potential censure of a board member. This issue is creating significant tension and lack of trust between board members. There was a history of significant issues with previous manager and belief the board should have acted sooner. There is now greater trust and support for the current manager; however, one commissioner expressed significant concerns about perceived "withholding of information" by the current manager, "lack of inquiry" by SDAO's Risk Manager, and the role these issues have in dividing the board. General agreement members need to find ways to work out their differences but they "have a long ways to go."
Demonstration of good governance practices				Current issues have made it hard for Board members to trust each other. Good policies exist but "policies are not consistently followed" and "there

Rivergrove Water District
 Special District Board Practices Assessment
 October 28, 2021- Page 2 of 4

KEY PERFORMANCE AREAS	RATING			ASSESSMENT
	Good	Caution	Danger	
				are strong differences of opinions.” But they are working to continue progress on key issues.
Operational Compliance				
Overall regulatory compliance				The manager is doing a great job – “outstanding over the last 3 years.” The manager is “on top of it.” “Hitting all the marks; fully compliant.”
Timeliness of compliance reporting				Reports are on time.
Potential compliance challenges				Board member noted several areas of concern: EPA monitoring requirement for PFOA/PFAS and potential detection in supply; fire flow requirements; impact of growth resulting from SB2001; and replacement and removal of old A/C pipe. The board is aware of these potential challenges and at least some issues will be considered in the ongoing water master plan.
Budget and Finance				
Consistency in budgeting to meet needs				Board is “doing a reasonable job in setting goals and budgeting consistent with goals.” “Old goal was to keep rates low; have gotten much better at having step (rate) increases.” Concern that future capital needs to address aging infrastructure (e.g., wells and A/C pipe) will be significant.
Soundness of financial practices				The manager is “doing a good job on numbers and keeping tight financials.” They had been fairly “casual” in the past but have been “tightening up”. They consider themselves to be “reasonably conservative.”

Rivergrove Water District
 Special District Board Practices Assessment
 October 28, 2021- Page 3 of 4

KEY PERFORMANCE AREAS	RATING			ASSESSMENT
	Good	Caution	Danger	
Customer Relations				
Management of service problems				Staff is "doing a good job with customer management, (they) provide timely responses." District is now enforcing annual backflow testing requirement, which generated customer concerns, but addressing this with educations and outreach.
Improvements to customer service				They have "made strides" to improve customer information in the last few years including better newsletter and website.
Personnel Administration				
Staff morale and work climate				Board believes the district is "a good place to work; we provide good benefits and competitive pay." Recent improvements in organization and coordination were noted. Noted concern that the manager is significantly "overworked" and "we need to focus on getting her some support."
Management of employee performance				The manager has implemented changes that have improved accountability and performance of staff; she has set clear expectations and provides routine evaluations of staff. Historically the Board hasn't done annual evaluations of the manager; although, she recently requested one.
Alignment of positions and work assignments				Commissioners reported good alignment of operators' work assignments and expectations. One commissioner expressed concern that board should be involved in evaluations and "interaction with engineering firm." Performance expectations for the manager position are very broad; other than operations, she does "everything else."

KEY PERFORMANCE AREAS	RATING			ASSESSMENT
	Good	Caution	Danger	
Policies and Procedures				
Soundness of administrative policies				There was general agreement by all board members that they are "headed in the right direction" and "doing a great job." They have administrative policies for the board, but "Board policies haven't been updated for a long time."
Consistency between work practices and policies				Commissioners expressed support for the manager in achieving alignment of practices and policies by district staff. Concern expressed that the board "need(s) to follow board policies and commitments." There was an expressed desire to "look at assignment of (board) responsibilities" and training opportunities (AWWA and SDAO) for Board members.
Efficiency of staff and work systems				There is a general sense they "have done a good job of keeping up" with evolving needs and technology. They are "taking baby steps." It was suggested they may need additional time together or additional meetings (e.g., work sessions) for interaction between board members to deal with ongoing concerns.

MEMORANDUM

DATE: November 1, 2021

TO: Christine Roth, Rivergrove Water District Commission Chair

SUBJECT: Consultant's Impressions and Recommendations

FROM: Mark Knudson, Sr. Consultant
SDAO Consulting Services

It was a pleasure to meet with you and the District Board of Commissioners and conduct a board practices assessment (BPA) on October 28, 2021. Accompanying this memo is your BPA Assessment Summary. I trust you will find it accurately reflects what was discussed during the BPA session and that it paves the way for continued discussions and follow-up actions by the Board.

Your **Consultant's Impressions and Recommendations** are outlined below. As discussed during the meeting, it is important the Board review these documents, consider the recommendations at your next Board meeting, and develop an "action plan" to follow-up on these findings. SDAO will conduct a 60-day follow-up to check progress and offer additional consulting support.

Impressions

The Rivergrove Water District Commissioners bring a valuable mix of business, community, and District involvement, a long history with the District, and leadership experience to their positions. The Board generally has a good understanding of the District's operations.

The Board is currently addressing a critical issue regarding concerns about one of its members and is currently considering a possible censure of the member. This issue has resulted in significant challenges including stress, tension, and a general lack of trust between some Board members. This issue also reflects a difference of opinion between Board members regarding the District Manager's performance related to sharing of information with Board members. This has also created an uncomfortable work environment for the District Manager and has taken time and attention away from the ongoing business of the District. This is an extremely serious situation that has the potential to adversely affect the performance of the Board, staff, and District as a whole.

Despite this critical concern, the Board continues to strive to make progress on key issues and has implemented notable improvements during the past two to three years. The District has also initiated a water system master plan to identify future requirements and capital investments the District anticipates. The Board also generally expressed strong support and appreciation for the performance of the District Manager and operating staff.

Recommendations

- I. The Board must find a path forward to resolve the existing disagreement between its members. The BPA session may have been a “good start” since it highlighted that there are many issues the members agree upon, there is a genuine desire to do the right thing for the community, and past actions were presumably based on good intentions. The additional recommendations outlined below may help the Board improve its shared expectations for Board members and staff and, in doing so, may help to diffuse the current situation.

- II. To establish a common understanding of the duties, responsibilities, and authority of individual Commissioners, I suggest the District request SDAO conduct a district-specific Board training workshop, with emphasis on the authority, roles, and responsibilities of the District’s Commissioners. This would not be a typical “Board Training Workshop” but rather a chance to review typical norms and expectations for Board Members, followed by the Board’s discussion of expectations of the role of individual Commissioners. This would culminate in a “partnering agreement” or “shared commitment” on how Commissioners will conduct themselves in the future.

- III. As was acknowledged during the BPA, the District has not completed a formal evaluation of the District Manager. The District needs to immediately address this issue, including:
 - a. Establish Board-approved performance expectations for the District Manager,
 - b. Reach agreement on the process and participants to conduct the evaluation, and
 - c. Provide meaningful feedback to the District Manager on her overall performance (i.e., what she is doing well, areas for improvement, and performance goals for the coming year).To achieve these objectives, it is suggested that the District Board Chair work with SDAO to review the District’s existing policies, develop performance expectations for the position, and establish a procedure to complete annual reviews of the District Manager. This process should also identify additional resources the District Manager may need, since the Board acknowledged that she is currently “overworked.”

- IV. The Board expressed significant insight on future challenges facing the District, including water quality, fire flow, growth, replacement of A/C pipe, and capital requirements associated with aging infrastructure. It is recommended the District Manager review this list with the District’s engineering consultant for the water system master plan and request a possible revision to the current scope of work to reflect additional work as may be needed to address these concerns.

I applaud the work the Board is doing and its dedication to the District and your community. Your efforts to address the immediate concerns outlined above and your continued commitment to improving the organization will undoubtedly yield significant additional benefits to the District and the community.

Again, please extend to the Board my sincere thanks for the opportunity to participate in your Board Practices Assessment. Please feel free to contact me if you have questions regarding this report or if I can be of additional assistance.