



**PALMDALE WATER DISTRICT**  
A CENTURY OF SERVICE

November 19, 2025

**BOARD OF DIRECTORS**

**W. SCOTT KELLERMAN**  
Division 1

**DON WILSON**  
Division 2

**CYNTHIA SANCHEZ**  
Division 3

**KATHY MAC LAREN-GOMEZ**  
Division 4

**DEBBIE DINO**  
Division 5

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**DENNIS D. LaMOREAUX**  
General Manager

**ALESHIRE & WYNDR LLP**  
Attorneys

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**AGENDA FOR REGULAR MEETING  
OF THE BOARD OF DIRECTORS  
OF THE PALMDALE WATER DISTRICT  
TO BE HELD AT 2029 EAST AVENUE Q, PALMDALE**

**MONDAY, NOVEMBER 24, 2025**

**6:00 p.m.**

**NOTES:** To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Danielle Henry at 661-947-4111 x1059 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Additionally, an interpreter will be made available to assist the public in making **comments** under Agenda Item No. 4 and any action items where public input is offered during the meeting if requested at least 48 hours before the meeting. Please call Danielle Henry at 661-947-4111 x1059 with your request. (PWD Rules and Regulations Section 4.03.1 (c))

Adicionalmente, un intérprete estará disponible para ayudar al público a hacer **comentarios** bajo la sección No. 4 en la agenda y cualquier elemento de acción donde se ofrece comentarios al público durante la reunión, siempre y cuando se solicite con 48 horas de anticipación de la junta directiva. Por favor de llamar Danielle Henry al 661-947-4111 x1059 con su solicitud. (PWD reglas y reglamentos sección 4.03.1 (c))

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale or on the District's website at:

<https://www.palmdalewater.org/governance/board-activity/2025-meeting-agendas-minutes/> (Government Code Section 54957.5). Please call Danielle Henry at 661-947-4111 x1059 for public review of materials.

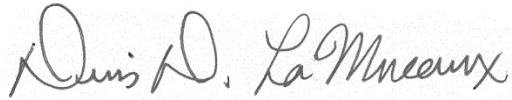
**PUBLIC COMMENT GUIDELINES:** The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to conduct its meeting will not be permitted, and offenders will be requested to leave the meeting. (PWD Rules and Regulations, Appendix DD, Sec. IV.A.)

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

- 1) Pledge of Allegiance/Moment of Silence.
- 2) Roll Call.
- 3) Adoption of Agenda.
- 4) Public Comments for Non-Agenda Items.

- 5) Presentations:
  - 5.1) None at This Time.
- 6) Action Items - Consent Calendar (The public shall have an opportunity to comment on any action item on the Consent Calendar as the Consent Calendar is considered collectively by the Board of Directors prior to action being taken.)
  - 6.1) Approval of Minutes of Regular Board Meeting held November 10, 2025.
  - 6.2) Payment of Bills for November 24, 2025.
  - 6.3) Approval of Job Description Update for Management Analyst-Finance Position. (No Budget Impact – Human Resources Director Garcia)
- 7) Action Items – Action Calendar (The public shall have an opportunity to comment on any action item as each item is considered by the Board of Directors prior to action being taken.)
  - 7.1) Consideration and Possible Action on Approval of Request for Proposals for 2026 Strategic Plan Update. (No Budget Impact – General Manager LaMoreaux)
  - 7.2) Consideration and Possible Action on Approval of Contract with Five Star Bank and Resolution No. 25-10 Assigning Authorized Signers for Bank Transactions with Five Star Bank. (No Budget Impact – Finance Manager Iguaran)
  - 7.3) Consideration and Possible Action on Authorization of the Following Conferences, Seminars, and Training Sessions for Board and Staff Attendance within Amounts Approved in the Budget:
    - a) ACWA Legislative Symposium '26 to be held February 11, 2026 in Sacramento.
    - b) AWWA Water Conference of the West to be held April 6-9, 2026 in San Diego.
- 8) Information Items:
  - 8.1) Reports of Directors:
    - a) Standing Committees; Organization Appointments; Agency Liaisons:
      - 1) Antelope Valley East Kern Water Agency (AVEK) Meeting – November 11. (Director Dino, Board Liaison/President Mac Laren-Gomez, Alt.)
      - 2) Palmdale Fin & Feather Club Meeting – November 15. (Director Wilson/Director Kellerman, Alt.)
      - 3) Palmdale Recycled Water Authority (PRWA) – November 17. (Director Kellerman/Director Wilson/President Mac Laren-Gomez, Alt.)
    - b) General Meetings Reports of Directors.
  - 8.2) Report of General Manager.
    - a) Department Activity Updates:
      - 1) Facilities Department. (Facilities Manager Wall)

- b) November 2025 Written Report of Activities through October 2025.
- 8.3) Report of General Counsel.
- 9) Board Members' Requests for Future Agenda Items.
- 10) Adjournment.

A handwritten signature in dark ink, reading "Dennis D. LaMoreaux". The signature is written in a cursive, flowing style. The first name "Dennis" is written with a large, stylized "D". The last name "LaMoreaux" is written with a large, stylized "L" and "M".

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DENNIS D. LaMOREAUX,  
General Manager

DDL/dh

**MINUTES OF REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE PALMDALE WATER DISTRICT, NOVEMBER 10, 2025:**

*A regular meeting of the Board of Directors of the Palmdale Water District was held Monday, November 10, 2025, at 2029 East Avenue Q, Palmdale, California, in the Board Room of the District Office. President, Kathy Mac Laren-Gomez, called the meeting to order at 6:00 p.m.*

**1) Pledge of Allegiance/Moment of Silence.**

At the request of President Mac Laren-Gomez, Director Sanchez led the Pledge of Allegiance followed by a moment of silence.

**2) Roll Call.**

**Attendance:**

Kathy Mac Laren-Gomez, President  
Scott Kellerman, Vice President  
Don Wilson, Treasurer  
Cynthia Sanchez, Secretary  
Debbie Dino, Assistant Secretary

**Others Present:**

Dennis LaMoreaux, General Manager  
Paul Early, General Counsel  
Viri Iguaran, Finance Manager  
Wendell Wall, Facilities Manager  
Claudia Bolanos, Resource and Analytics Director  
Judy Shay, Public Affairs Director  
Danielle Henry, Executive Assistant  
3 members of the public

**3) Adoption of Agenda.**

It was moved by Director Kellerman, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to adopt the agenda, as written.

**4) Public Comments for Non-Agenda Items.**

There were no public comments for non-agenda items.

**5) Presentations:**

**5.1) None at This Time.**

There were no presentations.



**6) Action Items - Consent Calendar: (The Public Shall Have an Opportunity to Comment on Any Action Item on the Consent Calendar as the Consent Calendar is Considered Collectively by the Board of Directors Prior to Action Being Taken.)**

**6.1) Approval of Minutes of Regular Board Meeting held October 27, 2025.**

**6.2) Payment of Bills for November 10, 2025.**

**6.3) Approval of Absence of President Mac Laren-Gomez from October 27, 2025 Regular Board Meeting due to Scheduled Vacation. (General Counsel Early)**

**6.4) Approval to Cancel Second Regular Board Meeting in December, December 22, 2025, due to the District's Scheduled Holiday Closure. (No Budget Impact – General Manager LaMoreaux)**

**6.5) Approval of Resolution No. 25-9 being a Resolution of the Board of Directors of the Palmdale Water District Approving the Antelope Valley State Water Contractors Association Restricted Funds Budget for the USGS/CASGEM Program for Fiscal Year 2025/2026. (\$4,929.00 – Budgeted – Finance Manager/AVSWCA Controller Iguaran)**

President Mac Laren-Gomez announced the items included in the Consent Calendar after which it was moved by Director Kellerman, seconded by Director Sanchez, and unanimously carried by all members of the Board of Directors present at the meeting to approve those items included in the Consent Calendar.

Resolution No. 25-9 is hereby made a portion of the minutes of this meeting.

**7) Action Items - Action Calendar (The Public Shall Have an Opportunity to Comment on Any Action Item as Each Item is Considered by the Board of Directors Prior to Action Being Taken.)**

**7.1) Consideration and Possible Action to Reschedule the First Regular Board Meeting in December from December 8 to December 15, 2025. (No Budget Impact – General Manager LaMoreaux)**

General Manager LaMoreaux stated that staff recommends rescheduling the first Regular Board Meeting in December to allow adequate time to conduct Board Briefings and the 2026 Budget review following staff and Board attendance at the Association of California Water Agencies (ACWA) Conference after which it was moved by Director Kellerman, seconded by Director Dino, and unanimously carried by all members of the

Board of Directors present at the meeting to reschedule the first Regular Board Meeting in December from December 8 to December 15, 2025.

**7.2) Consideration and Possible Action to Approve and Authorize the General Manager or His Designee to Execute a Contract with Access Limited for the Repainting of Water Levels at Littlerock Dam. (\$35,000.00 – Not-to-Exceed – Non-Budgeted – Project No. 25-289 – Facilities Manager Wall)**

Facilities Manager Wall provided an overview of the scope of work and proposals received to repaint the faded water levels at Littlerock Dam for operational efficiency, including clarification that the District's standard contract will be used for this work, and after a brief discussion of past water level markings and a future budget for this work, it was moved by Director Sanchez, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to approve and authorize the General Manager, or his designee, to execute a contract with Access Limited for the repainting of water levels at Littlerock Dam in the not-to-exceed amount of \$35,000.00.

**7.3) Consideration and Possible Action to Approve and Authorize the General Manager or His Designee to Enter Into an Agreement for Transfer of Water Between Palmdale Water District and San Luis Obispo County Flood Control and Water Conservation District. (No Budget Impact – Resource and Analytics Director Bolanos)**

Resource and Analytics Director Bolanos provided an overview of the proposed agreement, including the terms and the opportunity to bank the transferred water in the Littlerock Creek Recharge Project for future use, and after a brief discussion noting that there are no administrative costs involved, it was moved by Director Kellerman, seconded by Director Wilson, and unanimously carried by all members of the Board of Directors present at the meeting to approve and authorize the General Manager, or his designee, to enter into an Agreement for Transfer of Water between Palmdale Water District and San Luis Obispo County Flood Control and Water Conservation District.

**7.4) Consideration and Possible Action to Approve and Authorize the General Manager or His Designee to Enter Into a Second Agreement Amendment for the Sale and Transfer of Water Supplies from Palmdale Water District to the Westside Districts. (Potential Revenue – Resource and Analytics Director Bolanos)**

Resource and Analytics Director Bolanos provided an overview of the proposed amendment to extend the existing Agreement for Purchase of Water Supplies with the Westside Districts for an additional five years to further support resource management and regional partnerships after which it was moved by Director Kellerman, seconded by Director Sanchez, and unanimously carried by all members of the Board of Directors present at the meeting to approve and authorize the General Manager, or his designee, to enter into a Second Agreement Amendment for the Sale and Transfer of Water Supplies from Palmdale Water District to the Westside Districts.

**7.5) Consideration and Possible Action on Authorization of the Following Conferences, Seminars, and Training Sessions for Board and Staff Attendance within Budget Amounts Previously Approved in the 2025 Budget:**

- a) **None at This Time.**

There were no conferences, seminars, or training sessions to consider.

**8) Information Items:**

**8.1) Reports of Directors:**

- a) **Standing Committees; Organization Appointments; Agency Liaisons:**

**1) Antelope Valley East Kern Water Agency (AVEK) Meeting – October 28. (Director Dino, Board Liaison/President Mac Laren-Gomez, Alt.)**

Director Dino reported that on October 28, she attended the AVEK Board Meeting.

**2) Palmdale Fin & Feather Club Meeting – November 1. (Director Wilson/Director Kellerman, Alt.)**

Directors Wilson and Kellerman had no report on this meeting.

**3) Outreach Committee Meeting – November 3. (Director Dino/Director Sanchez/Director Wilson, Alt.)**

Director Dino reported that on November 3, she attended the Outreach Committee Meeting, which was her first meeting as Chair of the Committee.

**b) General Meeting Reports of Directors.**

Director Kellerman reported that on October 30, he attended an Agenda Review Briefing; that on November 6, he attended a Board Briefing; and that on November 10, he is attending the Palmdale Water District (PWD) Regular Board Meeting.

Director Wilson reported that on November 3, he attended the Outreach Committee Meeting; that on November 5, he attended a Board Briefing; and that on November 6, he attended the AV Edge Fall Forum.

Director Sanchez reported that on October 29, she attended a CSDA Webinar regarding Understanding the Roles and Responsibilities of Public Employees; that on October 30, she attended a CSDA Webinar regarding Tune Up to Stay in Peak Legal Shape; that on November 5, she attended a Board Briefing; and that on November 6, she attended the AV Edge Fall Forum.

Director Mac Laren-Gomez reported that on October 14, she attended the AVEK Board Meeting; that on October 15, she attended an Agenda Review Briefing; that on October 20, she attended a Watermaster Briefing; that on October 22, she attended the Watermaster Board Meeting; that on November 5, she attended a Board Briefing; and that on November 6, she attended the AV Edge Fall Forum.

Director Dino reported that on October 28, she attended the AVEK Board Meeting; that on November 3, she attended the Outreach Committee Meeting; that on November 6, she attended a Board Briefing; that on November 10, she completed Harassment Training; and that on November 10, she is also attending the PWD Regular Board Meeting.

**8.2) Report of General Manager.**

General Manager LaMoreaux presented the schedule and scope for dismantling and removing the decommissioned wind turbine at the Leslie O. Carter Water Treatment Plant, noting that the turbine has fulfilled its purpose and will be replaced with solar power.

**8.3) Report of General Counsel.**

General Counsel Early reported that SB 827 was recently signed into law, expanding ethics training requirements to include department heads and requiring

biennial fiscal and financial training for local agency officials followed by a brief discussion of the training topics and providers.

9) **Board Members' Requests for Future Agenda Items.**

There were no requests for future agenda items.

10) **Adjournment.**

There being no further business to come before the Board, the meeting was adjourned at 6:29 p.m.

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Secretary



# BOARD MEMORANDUM

**DATE:** November 24, 2025  
**TO:** **BOARD OF DIRECTORS**  
**FROM:** Mrs. Angelica Garcia, Human Resources Director  
**VIA:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***APPROVAL OF JOB DESCRIPTION UPDATE FOR MANAGEMENT ANALYST-FINANCE POSITION. (NO BUDGET IMPACT – HUMAN RESOURCES DIRECTOR GARCIA)***

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## **Recommendation:**

Staff recommends that the Board approve the job description update for the Management Analyst position for the Finance department.

## **Alternative Options:**

There is no alternative.

## **Impact of Taking No Action:**

N/A

## **Background:**

The current Management Analyst-Finance job description places too much emphasis on payroll responsibilities. The proposed changes aim to accurately reflect the broader scope of the role. By generalizing the duties, the updated description will encompass the full range of tasks a Management Analyst in this department may perform. This approach ensures the description is flexible enough to apply to multiple Management Analyst positions within the department.

## **Strategic Plan Initiative/Mission Statement:**

This item is under Strategic Initiative No. 2 – Organizational Excellence.

This item directly relates to the District’s Mission Statement.

## **Budget:**

There is no budget impact.

## **Supporting Documents:**

- Redline version of the Management Analyst-Finance job description

## PALMDALE WATER DISTRICT

### MANAGEMENT ANALYST - FINANCE

FLSA Status: Non-Exempt

#### JOB SUMMARY

To perform technical level administrative and/or financial related duties in assistance to the Finance Department; to research, collect, and analyze data and prepare draft reports; ~~to perform payroll related functions~~; to provide some highly responsible administrative duties in support of the Department heads and supervisors.

#### **Supervision Received and Exercised**

Receives general supervision from Accounting Supervisor, may receive technical and functional supervision from Finance Manager/CFO.

#### **Examples of Essential Duties**

Duties may include, but are not limited to, the following:

- ~~— Oversees and administers Payroll Processing (i.e. CelerTime); performing all payroll functions for the District including bi-weekly payroll processing, deductions, adjustments, levies & garnishments, analytical review, audit and reconciliation; maintaining all necessary back-up documentation for payroll transactions and communicating with local agencies to manage payroll deductions and payments.~~
- ~~— Oversee the payment of all District payroll related tax and other related obligations providing necessary documentation; prepare/process and review all quarter and year end reporting (i.e. Federal and State payroll tax returns, CalPERS, and requested management reporting).~~
- ~~— Oversees, updates, and develops necessary standard operating procedure (SOP) documentation for processes within the department. This will ensure that all regular tasks can be performed in the case of the primary individual not being available.~~
- ~~— Establish and maintain a wide variety of filing and reporting systems as necessary; develop record keeping procedures; provide relevant information to relevant parties; prepare and type correspondence, and compile and type reports.~~
- ~~- Reviews, analyzes, and evaluates complex financial or economic information.~~
- ~~- Prepares financial analyses that conform to generally accepted accounting principles.~~
- ~~- Plans, organizes and participates in financial and compliance audit assignments to ensure compliance and reliability of financial records.~~
- ~~- Assists in various reconciliations, including accounts receivable, accounts payable, and bank reconciliations with reconciliation of banking processes; and maintain and review detailed sub-ledgers such as capital improvement projects, accounts payable, accounts receivable, and customer deposits.~~
- ~~- Assists in the annual audit and preparing financial documents~~
- ~~- Provides backup support to staff in various technical roles~~
- ~~—~~
- ~~— Assists with the general ledger in preparation for year-end financial statement audit and prepare schedules for auditors.~~

6/7/2021

Revised: 6/7/21;10/28/25

- Assists the Accounting Supervisor in the preparation of the District's annual budget performing analysis and calculations necessary for completing all necessary projections and forecasting.
- ~~— Assists with accounts payable functions, as needed.~~
- Assists in performing year-end closing procedures including but not limited to the setup of project maintenance accounts for the new year, entering cost of living adjustments (if applicable), and various other tasks.
- ~~— Provides analytic, administrative support, and leadership to District-wide organizational improvement initiatives and projects; coordinates program activities across District departments.~~
- ~~— Independently respond to letters, electronic mail, and general correspondence based on areas of assignment.~~
- ~~- May perform a wide variety of complex, responsible, secretarial, and administrative duties for executive staff and other management personnel; provide routine analytical support.~~
- Build and maintain positive working relationships with co-workers, other District employees, and the public using principles of good customer service.
- Perform related duties as assigned.

## MINIMUM QUALIFICATIONS

### **Knowledge of:**

~~Principles and practices of administrative and/or technical area to which assigned including, but not limited to, legislation, budget, and personnel.~~

- Advanced financial and accounting principles, practices and methods.
- Principles of budgeting, forecasting, and financial planning.
- ~~— Modern office equipment, procedures computer hardware, and software, including word processing, database, spreadsheet and accounting applications.~~
- ~~— Financial/statistical/comparative analysis techniques and formulas. Basic arithmetic functions including addition, subtraction, multiplication, division and calculation of percentages and fractions.~~
- ~~— Advanced practices and procedures related to accounting for cash receipts and maintenance of revenue accounts.~~
- Techniques and principles of effective written and oral communication.
- Pertinent local, State and Federal laws, codes, ordinances, District functions, policies, rules and regulations.
- English usage, basic mathematical calculations and statistical methods. Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

### **Ability to:**

- Perform technical level administrative and/or program related duties.
- On a continuous basis, know and understand all aspects of the job; intermittently review documents related to department operations; analyze work papers, reports and special projects; identify and interpret technical and numerical information;



observe, identify and problem solve office operations and procedures; understand, interpret and explain policies and procedures; explain operations and problem solve office issues for the public and with staff.

- On a continuous basis, sit at desk for long periods of time; intermittently walk or stand in the field and sit while driving in vehicle or operating equipment; twist and reach office equipment; write and use keyboard to communicate through written means; perform simple grasping and fine manipulation; lift or carry weight up to 20 pounds.
- Operate a personal computer utilizing spreadsheet, word processing and database software at an intermediate to advanced level.
- Perform independent research in carrying out technical administrative and technical duties.
- Collect, compile, analyze and present a variety of data in a meaningful way.
- Review budget submissions and revisions for mathematical and accounting accuracy.
- Understand District policies and practices to objectively analyze situations to determine proper course of action.

- Understand and interpret complex policies, procedures, and regulations of outside agencies as necessary to assume assigned technical responsibilities.
- Analyze situations quickly and objectively to determine proper course of action.
- Compose professional quality correspondence; write highly detailed technical and analytical reports.
- Maintain a high level of confidentiality of a wide range of sensitive information.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Communicate clearly and concisely, both orally and in writing.

## EXPERIENCE AND TRAINING

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

### **Experience**

Five years of responsible administrative support or technical experience preferably in the subject area to which assigned. One year of lead supervisory experience is highly desirable.

### **Education**

- Associate degree from an accredited college with major course work in Public Administration, Business Administration, or a related field based on area of assignment desired or a Bachelor's Degree from an accredited college with a major in Public Administration, Business Administration, or a related field based on area of assignment.

— ~~Additional specialized training in payroll functions and compliance.~~

### **License and Certificate**

- May be required to obtain special certifications, depending on area of assignment.

6/7/2024

Revised: 6/7/21;10/28/25

## PHYSICAL REQUIREMENTS

Intermittently, walk stand, kneel, climb, and bend in the field; sit while studying or preparing reports and driving in vehicle or operating equipment; perform simple and power grasping, pushing, pulling and fine manipulation; intermittently write or use a keyboard to communicate; and lift or carry weight up to 35 pounds. Additionally, the incumbent in this position works outdoors in all weather conditions, including wet, hot and cold with extreme sun exposure. Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

Approved: ~~January 27, 2025~~ November 24, 2025

I have reviewed this job description with my Supervisor and agree with its contents.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

The specific statements shown in each section of this job description are not intended to be all-inclusive. They represent typical elements and criteria necessary to successfully perform the job.



# BOARD MEMORANDUM

**DATE:** November 24, 2025  
**TO:** BOARD OF DIRECTORS  
**FROM:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** *CONSIDERATION AND POSSIBLE ACTION ON APPROVAL OF REQUEST FOR PROPOSALS FOR 2026 STRATEGIC PLAN UPDATE. (NO BUDGET IMPACT – GENERAL MANAGER LaMOREAUX)*

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**Recommendation:**

Staff recommends that the Board approve the Request for Proposals (RFP) for the 2026 Strategic Plan Update.

**Alternative Options:**

The Board could choose not to approve this RFP.

**Impact of Taking No Action:**

The District will not have an updated Strategic Plan, and staff will continue to operate under the Strategic Initiatives of the 2022 Strategic Plan Update.

**Background:**

The Strategic Plan serves as a guide for staff to set goals and projects throughout the year(s) to support the District's mission of providing high quality water to current and future customers at a reasonable cost.

Jennifer Liebermann of Jennifer Liebermann Consulting facilitated a Strategic Plan RFP Special Meeting Workshop on September 29, 2025, with staff and the Board to review and discuss goals for the 2026 Strategic Plan Update. Ms. Liebermann provided a summary of the Workshop results on October 15, 2025. The summary supplies the basis for the RFP.

**Strategic Plan Initiative/Mission Statement:**

This item is under Strategic Initiative No. 5 – Regional Leadership.

This item directly relates to the District's Mission Statement.

**Budget:**

There is no budget impact at this time.

**Supporting Documents:**

- Strategic Planning Workshop Summary by Jennifer Liebermann Consulting
- 2026 Strategic Plan Request for Proposals (Summary and Schedule)

# Strategic Planning Workshop Summary

Jennifer Liebermann Consulting

October 15, 2025



**Jennifer Liebermann Consulting**  
Jennifer@JenniferLiebermann.com

# Workshop Report

October 15, 2025

## Strategic Planning Scoping Workshop

### Executive Summary

On September 29, 2025, Palmdale Water District convened Board Directors and staff to scope the strategic planning process for refreshing the 2022 Strategic Plan. Through collaborative discussion and dot voting, participants unanimously selected **a Two-Phase Comprehensive Strategic Planning** process, to develop **3–5 year strategic goals with 1-year SMART objectives** over an implementation timeframe of **approximately 4 months**.

See Appendix A the detailed Two Phase Planning process.

The selected approach emphasizes significant staff engagement in developing objectives, community participation, and measurement systems with feedback loops. Ideally the planning process will be completed by April 2026 to cascade to staff goals and inform the summer budget cycle.

### Workshop Participants

#### Board of Directors

- Director Debbie Dino
- Director Scott Kellerman
- Board President Kathy MacLaren-Gomez
- Director Cynthia Sanchez
- Director Don Wilson

#### Palmdale Water District Staff

- Shadi Bader, Engineering Manager
- Claudia Bolanos, Resource and Analytics Director
- Angelica Garcia, Human Resources Director
- Danielle Henry, Executive Assistant
- Viri Iguaran, Finance Manager
- Dennis LaMoreaux, General Manager
- Joseph Marcinko, Operations Manager
- Scott Rogers, Assistant General Manager
- Tara Rosati, Customer Care Supervisor
- Judy Shay, Public Affairs Director
- Jim Stanton, IT Manager
- Wendell Wall, Facilities Manager

# Workshop Report

October 15, 2025

## Hopes For the Day

The workshop began with staff and directors sharing their hopes for the workshop.

### Palmdale Water District Staff Comments

- **Wendell Wall, Facilities Manager:** Ensure everyone is working in the same direction, with a clear understanding of each department's roles and projects.
- **Shadi Bader, Engineering Manager:** Develop guidelines and vision for projects over the next several years.
- **Scott Rogers, Assistant General Manager:** Managers and staff need to understand their roles in supporting the strategic plan, recognizing the value of all staff.
- **Judy Shay, Public Affairs Director:** Efficiently bring together ideas to create a Strategic Plan that is representative of the entire District.
- **Viri Iguaran, Finance Manager:** Clarify where the organization's focus, goals, and priorities lie.
- **Joseph Marcinko, Operations Manager:** The strategic plan should be firmly aligned with the organization, with frontline staff working together in unison.
- **Angelica Garcia, Human Resources Director:** During a time of many changes, the plan will serve as a grounding tool and foster better integration with staff.
- **Jim Stanton, IT Manager:** Create a roadmap to achieve the district's long-term vision.
- **Claudia Bolanos, Resource and Analytics Director:** Reference the strategic plan to guide decisions and actions.
- **Tara Rosati, Customer Care Supervisor:** Ensure everyone is informed and aligned, so the team is on the same page.
- **Danielle Henry, Executive Assistant:** Hopes to learn by observing the process from start to finish.
- **Dennis LaMoreaux, General Manager:** Echoes previous appreciation for the team's dedication to planning and values their time and effort.

### Board of Directors Comments

- **Director Scott Kellerman:** Frontline staff and leadership should be actively involved. Keep the process simple and straightforward.
- **Board President Kathy MacLaren-Gomez:** Willing to take on what we need – answering the challenging questions ("hot seat").
- **Director Cynthia Sanchez:** This is my first time doing strategic planning and I'm looking for input from everyone.
- **Director Don Wilson:** Look ahead—anticipate community water demand and determine how the district will meet needs in five years.
- **Director Debbie Dino:** Focus on repairs and let the community know. Engage rate payers

# Workshop Report

October 15, 2025

## Strategic Context

Pre-workshop interviews with Board Directors and staff revealed an organization with strong fundamentals facing growth and transition. Board members expressed confidence in the General Manager and district operations, with multiple directors noting positive culture change since the Dr. Mathis era. As one director put it, "It's a better board today than in 2022." Directors appreciate the district's forward-thinking approach and recognize dedicated, knowledgeable staff who are "ahead of us" and "always forward thinking."

However, significant board turnover has created knowledge continuity gaps. The current strategic plan presents opportunities for improvement. "The plan kinda sits there," one department head observed, noting the need for more active engagement and specific measurable targets. Staff haven't been in the habit of using the strategic plan as regularly as they might, and there's an opportunity to break down departmental silos. "Is there a way to use the strategic plan to unite us instead of be in our silos? I feel like I'm responsible for my silo," one staff member reflected. Directors also acknowledged the desire to strengthen discipline around strategic planning: "Since Dr. Mathis passed away - we need to get back to that discipline."

External pressures compound these internal needs. Affordability challenges grow as more residents move to the east side of the valley seeking lower costs. The district faces public perception challenges, particularly around the recycled water project where "toilet to tap" concerns loom. Water supply resiliency options are emerging with available water rights. Financial sustainability requires balancing infrastructure spending with affordable rates, and aging infrastructure demands attention and customer education.

# Workshop Report

October 15, 2025

## Desired Outcomes for the Planning Process

The group discussed the concept of healthy districts having a balanced "three-legged stool": constituents, board, and staff. Ideally, a strategic plan provides **value** to all three legs: it offers **transparency** to constituents about the district's direction and commitments, gives the **board clear policy direction** for setting priorities and allocating resources, and provides **staff with actionable guidance** for execution along with shared goals and objectives that enable collaboration and define performance expectations

Participants identified key elements and design principles for the final strategic plan:

### Core Components:

- Mission, Vision, and Values as foundational statements
- SMART objectives (Specific, Measurable, Actionable, Relevant, Time-bound)
- One page format for conciseness and accessibility
- Visuals could include charts, graphics, or infographics

### Design Principles:

- Simplicity and clarity
- Implementable and measurable, not merely aspirational
- Regular reference tool that guides decisions
- Summary version for the community and Board Directors
- Longer version with detailed SMART objectives for staff so they can see achievement paths

### Time Horizon:

- **3 to 5 year strategic goals** (aspirational and directional)
- **1-year SMART objectives** (allowing for adjustments)

Two participants articulated the preferred structure of 3-5 year goals with 1-year objectives to enable course corrections while maintaining strategic direction.



# Workshop Report

October 15, 2025

## Inputs: Foundation for the Planning Process

The two-phase approach to strategic planning provides a variety of inputs: board and department head interviews, reflection on the 2022 plan's performance, broader environmental scanning, SWOT analysis, and expert input on key themes. The 1.5-day vision session will emphasize strategic visioning with opportunities for staff and board engagement.

The dot voting revealed roles and organizational priorities. Board Directors (green dots) concentrated votes heavily on the Community Engagement section but also highlighted staff engagement as critical to success. Staff members (red dots) focused their comments on how to engage staff effectively. See Appendix B detail on dot voting and comments.

### Community Engagement:

Significant discussion surrounded the desire to have more community engagement in the strategic planning process. Suggested approaches could include involving Academy graduates (community members) in planning discussions and other creative methods. Community engagement should be led by PWD's Public Affairs Director with latitude to effectively design and engage the community.

### Staff Engagement:

Participants wanted frontline staff working in unison, with departments understanding each other's roles. The planning process should unite departments rather than reinforce silos, with staff feeling they create the plan together.

Different perspectives emerged about whether staff participation should be mandatory or optional. The solution likely lies in a blend of both approaches, engaging staff through various means including surveys, drop-in feedback sessions, and other mechanisms that allow for different levels and types of participation. Suggested engagement types include staff idea submission via break room posters or intranet portals, and involving as many employees as possible in meaningful ways.

# Workshop Report

October 15, 2025

## Roles & Responsibilities

The California Special Districts Association (CSDA) framework clarifies how strategic planning fits within organizational governance. The Board of Directors sets big-picture policy direction, guided by strategic goals and priorities. The General Manager translates board policies into programs and operational approaches. Staff execute projects and tasks comprising these programs. Staff research policy options and make recommendations based on technical expertise and frontline experience, but the Board ultimately sets direction.

In this strategic planning process, the Board participates in Phase 1 developing 3-5 year strategic goals that define policy direction. The General Manager bridges both phases, ensuring board vision translates into actionable staff objectives. Department heads and staff engage significantly in Phase 2, developing 1-year SMART objectives that operationalize the strategic goals. Staff co-create objectives within the framework the Board establishes, and the Board reviews and approves these objectives to ensure alignment.

Board Directors recognize that plans succeed when frontline employees embrace them. Staff voiced practical concerns about workload and execution capacity—a healthy tension that ensures ambition meets reality.

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## Measurement & Feedback Loops

The 2022 strategic plan provides a foundation to build upon, and participants identified opportunities to strengthen measurement and accountability systems. Option 3 addresses this through structured feedback loops where objectives follow the SMART framework, creating clarity about expectations and progress. One-year cycles for objectives allow regular check-ins, course corrections, and recognition of achievements. These objectives will connect to department goals and potentially integrate with performance assessments, creating alignment from strategic vision to individual contributions.

---

## Time Horizon & Timeline

The time horizon exercise helped participants understand planning rhythms and validated a 3-5 year horizon. Participants mapped challenges across timeframes, clustering most

# Workshop Report

October 15, 2025

priorities in the 1-5 year range while acknowledging some infrastructure and water supply challenges extend beyond that window. Director Don Wilson captured the reasoning: "Look ahead - demand. How will we meet it in 5 years?" The preferred structure of 3-5 year goals with 1-year objectives balances strategic vision with practical implementation, allowing annual adjustments based on changing conditions.

## Strategic Planning Timeframe

Implementation will take approximately four months.

- Phase 1 requires 1-2 months for preparation, the 1.5-day vision session, and synthesis.
- Phase 2 needs 2-3 months for staff to develop SMART objectives through facilitated processes.
- The Board will then review and finalize the SMART objectives. Completion by April 2026 enables staff appraisals & goal setting and integration with the fall budget process.

## Workshop Evaluation

### What Participants Liked

Having department heads participate topped the list of workshop strengths, creating meaningful dialogue across organizational levels. The high engagement between Board and staff, effective facilitator guidance, and ice breaker activities that made everyone comfortable all received strong support. The interactive methodology—sticky notes, exercises, and visuals—engaged participants actively. Homework and preparation helped people contribute meaningfully. Even small touches like refreshments contributed to the welcoming environment.

### Improvements for Future Sessions

Warm breakfast would enhance morning hospitality. The biggest substantive request was for more time exploring how managers develop goals—deeper dives into goal-setting processes. Participants wanted more specific meeting agendas upfront with clearer structure and expectations. These refinements will strengthen the actual strategic planning sessions ahead.

# Workshop Report

October 15, 2025

## Conclusion

The September 29, 2025 Strategic Planning Scoping Workshop successfully aligned Board and staff on the approach for refreshing PWD's strategic plan. The unanimous selection of Option 3 reflects shared commitment to quality, meaningful engagement, and accountability. The "don't rush" comment captures the balance between an ambitious four-month timeline and the need for adequate time to do the work well.

The dot voting pattern reveals healthy organizational dynamics. Board Directors concentrated green dots on community engagement and making staff contributions visible. Staff placed red dots on objectives, measurements, and effort sections—raising practical concerns about implementation details. This reflects the balanced "three-legged stool" concept of a healthy district, with community, staff, and Board each playing their respective roles.

Multiple themes wove through the workshop: breaking down silos, making staff contributions visible, educating the community, strengthening measurement and accountability, and creating a plan that provides value to all three legs of the stool.

The collaborative foundation established in this workshop—with every organizational level sharing hopes, concerns, and ideas—sets the stage for a strategic plan that will truly guide the organization.

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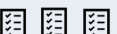

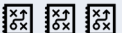
*Report prepared based on workshop flipchart documentation, sticky note feedback, dot voting results, and participant input from September 29, 2025 Strategic Planning Scoping Workshop.*

# Workshop Report

October 15, 2025

## Appendix A

### Option 3: Two Phases

		Option 3: Two Phases
Description		Phase 1: Conduct 1.5 Day vision session to develop 3-year goals with the board Phase 2: Develop 1-year SMART <sup>2</sup> objectives with staff. Board reviews/approves objectives.
Inputs & Activities		1.5-day option plus <ul style="list-style-type: none"> <li>Work with staff to develop 1-year SMART objectives</li> <li>Board approves smart objectives that support 3-year goals</li> </ul>
Staff Engagement		<ul style="list-style-type: none"> <li>Significant staff engagement in developing objectives</li> </ul>
Community Engagement		<ul style="list-style-type: none"> <li>Novel community engagement and participation</li> </ul>
Goals		<ul style="list-style-type: none"> <li>3-year goals</li> </ul>
Objectives & Measurements		<ul style="list-style-type: none"> <li>Clear direction for staff with 1-year SMART objectives and feedback loops to the Board</li> <li>Build feedback loops with measurement and reporting</li> <li>Connect 1-year objectives into department goals (possibly performance assessments)</li> </ul>
Staff Effort		<ul style="list-style-type: none"> <li>Department heads and other key staff participate (rather than lead) developing objectives and measures.</li> </ul>
Output		<ul style="list-style-type: none"> <li>Refreshed and visionary strategic plan, possibly with prioritized objectives</li> <li>1-year SMART objectives to guide staff work</li> <li>Feedback loops to measure progress to board</li> </ul>

**Comprehensive  
Strategic Plan**

<sup>1</sup>SWOT – Strengths, Weaknesses, Opportunities and Threats  
<sup>2</sup>SMART – Strategic, Measurable, Actionable, Relevant, Timely and

# Workshop Report

October 15, 2025

## Appendix B

### Option 3: Two Phases

Description	Amount / 1 - 3	Option 3: Two Phases
Description		Phase 1: Conduct 1.5 Day vision session to develop 3-year goals with the board Phase 2: Develop 1-year SMART <sup>®</sup> objectives with staff. Board reviews/approves objectives.
Inputs & Activities		1.5-day option plus • Work with staff to develop 1-year SMART objectives • Board approves smart objectives that support 3-year goals
Engagement		• Significant staff engagement in developing objectives • Value in staff seeing each other
Goals		• Clear direction for staff with 1-year SMART objectives • Build feedback loops with measurement • Connect 1-year objectives into department goals (possibly performance assessments)
Objectives & Measurements		• Department heads and other key staff participate (rather than lead) developing objectives and measures.
Staff Effort		• Refreshed and visionary strategic plan, possibly with prioritized objectives • 1-year SMART objectives to guide staff work • Feedback loops to measure progress to board
Output		

**Comprehensive Strategic Plan**

**4 months**

**SMART - Strengths, Weaknesses, Opportunities and Threats**  
**SMART - Strategic, Measurable, Attainable, Relevant, Timely**

## REQUEST FOR PROPOSAL (RFP)

### 2026 STRATEGIC PLAN



## **PALMDALE WATER DISTRICT**

A CENTURY OF SERVICE

Palmdale Water District  
2029 E Avenue Q  
Palmdale, CA 93550

<https://www.palmdalewater.org/>

RELEASE DATE: December 1, 2025

DEADLINE FOR QUESTIONS: December 15, 2025

RESPONSE DEADLINE: December 30, 2025, 6:00 pm

RESPONSES MUST BE SUBMITTED ELECTRONICALLY TO:

<https://secure.procurenw.com/portal/palmdalewater>

Palmdale Water District  
REQUEST FOR PROPOSAL (RFP)  
2026 Strategic Plan

I.	Introduction .....
II.	Instruction to Vendors .....
III.	Scope of Work .....
IV.	Proposal Format and Content .....
V.	Evaluation and Selection .....
VI.	Evaluation Criteria .....
VII.	Services of Consultant .....
VIII.	Compensation and Method of Payment.....
IX.	Performance Schedule .....
X.	Coordination of Work.....
XI.	Insurance and Indemnification .....
XII.	Records, Reports, and Release of Information .....
XIII.	Enforcement of Agreement and Termination .....
XIV.	District Officers & Employees: Non-Discrimination .....
XV.	Miscellaneous Provisions .....
XVI.	Vendor Questionnaire.....

Attachments:

A - Professional Services Contract

B - 2022-Strategic-Plan



# I. Introduction

## I.A Summary

The Palmdale Water District (District) is accepting proposals from qualified professionals to work with its Board of Directors, District staff, and stakeholders to develop the 2026 Strategic Plan. It will be an update of the 2022 Strategic Plan Update approved by the Board of Directors in October 2022.

The District's desired outcomes for this process are to be transparent to constituents about the District's direction and commitments; have clear policy direction for the Board when setting priorities and allocating resources; and provide staff with actionable guidance for execution, along with shared goals and objectives that enable collaboration and define performance expectations.

The District conducted a workshop with the Board of Directors and staff to develop this RFP. Based on the workshop, the following were identified as key elements and design principles for the 2026 Strategic Plan:

### 1. Core Components:

- Mission, Vision, and Values as foundational statements
- SMART objectives (Specific, Measurable, Actionable, Relevant, Time-bound)
- One-page format for conciseness and accessibility
- Visuals could include charts, graphics, or infographics

### 2. Design Principles:

- Simplicity and clarity
- Implementable and measurable, not merely aspirational
- Regular reference tool that guides decisions
- Summary version for the community and Board Directors
- Full version with detailed SMART objectives for staff to reference/track achievement paths

### 3. Time Horizon:

- 3-to 5-year strategic goals
- 1-year SMART objectives

### Tentative Process and timeline:

Two workshops are envisioned for the completion of the 2026 Strategic Plan. The first would be a 1-to 1.5-day workshop for the Board of Directors to develop the 3-to 5-year strategic goals. Staff recommendations on these goals will then be collected to help develop the 1-year SMART objectives. These will be the subject of a second Board of Directors workshop to discuss and adopt. The process is estimated to take 3-4 months as described below:

- Phase 1 requires 1-2 months for preparation, the 1.5-day vision session, and synthesis.
- Phase 2 needs 2-3 months for staff to develop SMART objectives through facilitated processes.
- The Board will then review and finalize the SMART objectives. Completion by April 2026 will enable staff appraisals and goal setting, and integration with the budget process for the next calendar year's budget.

Community involvement in the process and the resulting materials will be coordinated with PWD's Public Affairs Director. The proposal should also outline creative ideas and methods to ensure staff involvement and input in the process.

## **I.B    Background**

The Palmdale Water (Irrigation) District was formed in 1918 under the provisions of Division 11 of the Water Code of the State of California to supply irrigation water to the approximately 4,500 acres of agricultural land within its boundaries. Under this Division, the District's primary functions were, and continue to be, to acquire, control, conserve, store, and distribute water for the beneficial use of inhabitants and water users within the District.

The Palmdale Water District (District) is an independent special district governed by a five-member Board of Directors who serve the public by division. Special districts provide accountability and a means to vote selectively and provide customers the opportunity to express their preferences more precisely. The most basic virtue of a special district is to allow citizens to customize government to suit their needs.

## **I.C    Contact Information**

**Dennis LaMoreaux**

General Manager

2029 East Avenue Q

Palmdale, CA 93550

Email: [dlamoreaux@palmdalewater.org](mailto:dlamoreaux@palmdalewater.org)

Phone: [\(661\) 456-1017](tel:(661)456-1017)

**Department:**

Administration

## **I.D    Timeline**

<b>Release Project Date</b>	December 1, 2025
-----------------------------	------------------

Question Submission Deadline	December 15, 2025, 6:00pm
Question Response Deadline	December 18, 2025, 6:00pm
Proposal Submission Deadline	December 30, 2025, 6:00pm
Contractor Selection Date	January 12, 2026



# BOARD MEMORANDUM

**DATE:** November 24, 2025  
**TO:** BOARD OF DIRECTORS  
**FROM:** Mrs. Viri Iguaran, Finance Manager/CFO  
**VIA:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***CONSIDERATION AND POSSIBLE ACTION ON APPROVAL OF CONTRACT WITH FIVE STAR BANK AND RESOLUTION NO. 25-10 ASSIGNING AUTHORIZED SIGNERS FOR BANK TRANSACTIONS WITH FIVE STAR BANK. (FINANCE MANAGER IGUARAN)***

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## **Recommendation:**

Staff recommends that the Board approve a contract with Five Star Bank and Resolution No. 25-10 assigning the General Manager or his designee to execute the Contract and related transactions with Five Star Bank.

## **Alternative Options:**

The Board can choose not to approve this Contract and Resolution.

## **Impact of Taking No Action:**

If the District takes no action, the Board Treasurer will need to sign and approve all bank transactions.

## **Background:**

Palmdale Water District (PWD) is required to obtain a permit from the California Department of Fish and Wildlife (CDFW) for the Palmdale Ditch Conversion Project (Permit No. 2081-2024-073-05). The Project consists of converting and partially realigning approximately 4.2 miles of open ditch into an underground pipeline. The Project area covers approximately 49.96 acres and includes the existing ditch alignment, access roads, staging areas, paved roads, and a variable-width buffer ranging from 50 to 275 feet.

As a condition of the permit, PWD must comply with several CDFW regulations, including providing security in the amount of **\$876,390.00**, plus applicable fees, in the form of an irrevocable Letter of Credit. This security will be released upon CDFW's on-site inspection and verification that all permit standards have been satisfactorily met.

Five Star Bank, an FDIC-insured depository institution, was selected by PWD due to its experience providing Letters of Credit previously accepted by CDFW. To satisfy the permit requirements, PWD intends to contract with Five Star Bank to (1) open a money market account in the District's name and (2) issue the required Letter of Credit for the Project.

November 24, 2025

After establishing the account, the Board is to Approve authorized signers to issue bank transactions.

**Strategic Plan Initiative/Mission Statement:**

This item is under Strategic Initiative No. 4 – Financial Health and Stability.

This item directly relates to the District’s Mission Statement.

**Supporting Documents:**

- Five Star Bank Contract for Deposit of Monies
- Resolution No. 25-10 Assigning Authorized Signers for Bank Transactions with Five Star Bank



## Contract for Deposit of Monies

THIS CONTRACT, relating to the deposit of monies, as of November 5, 2025, between Dennis D. LaMoreaux, (hereafter designated "Treasurer" acting in his or her official capacity as CEO/General Manager (Treasurer, Finance Director, etc.) of Palmdale Water District (hereinafter designated "Depositor"), and Five Star Bank (hereinafter designated "Depository"), having a shareholder's equity of Three Hundred and Ninety Six Million, Six Hundred Twenty Four Thousand Dollars (\$396,624,000) as of December 31, 2024.

### WITNESSETH

WHEREAS, the Treasurer proposes to deposit in the Depository from time to time, commencing on November 5, 2025, monies in his/her custody in an aggregate amount on deposit at any one time not to exceed the total shareholder's equity of the Depository, and said monies will be deposited subject to Title 5, Division 2, Part 1, Chapter 4, Article 2 (commencing with Section 53630) of the Government Code of the State of California; and

WHEREAS, said provisions of the Government Code requires the Treasurer to enter into a contract with the Depository, setting forth the conditions upon which said monies are deposited; and

WHEREAS, in the judgment of the Treasurer, this contract is to the public advantage;

NOW, THEREFORE, it is agreed between the parties hereto as follows:

1. This contract cancels and supersedes any previous contracts between the Treasurer and the Depository relating to the method of handling and collateralization of deposits of monies.
2. This contract, but not the deposits then held hereunder, shall be subject to termination by the Treasurer or the Depository at any time upon 30 days written notice. Deposits may be withdrawn in accordance with the agreement of the parties and applicable federal and state statutes, rules and regulations. This contract is subject to modification or termination upon enactment of any statute, rule or regulation, state or federal, which, in the opinion of the Administrator of the Local Agency Security, is inconsistent herewith, including any changes relative to the payment of interest upon monies so deposited by the Treasurer. Upon notification from the Administrator, the Treasurer may withdraw deposits in the event the Depository fails to pay assessments, fines, or penalties assessed by the Administrator.
3. Interest shall accrue on any monies so deposited as permitted by any act of the Congress of the United States or by any rule or regulation of any department or agency of the Federal Government adopted pursuant thereto. If interest may be legally paid, all monies deposited in accordance with this contract shall bear interest at a rate agreed upon by the Treasurer and the Depository.
4. The Depository shall issue to the Treasurer at the time of each inactive deposit, a receipt on a form agreed to by the Depository and the Treasurer, stating the interest to be paid, if any, the duration of the deposit, the frequency of the interest payments, and the terms of withdrawal. Each such deposit receipt is by reference made a part of this contract.
5. As security for said deposit, the Depository shall at all times maintain with the Agent of Depository named herein, commencing forthwith, eligible securities having a market value in excess of the actual total amount of local agency monies on deposit with the depository as per Government Code 53652. If the eligible security is determined by the Administrator of the Local Agency Security of the State of California in accordance with Government Code Section 53661 to be not qualified to secure public deposits, additional security shall be substituted immediately by the depository, as necessary, to comply with the requirements of this Paragraph.



6. Eligible securities are those listed in Government Code Section 53651, which may include the use of letters of credit issued by the Federal Home Loan Bank of San Francisco pursuant to Government Code 53651(p).
7. The Agent of Depository, authorized by the Treasurer and the Depository to hold the eligible securities posted as collateral under this contract is U.S. Bank (See Section 8 below). Said Agent of Depository has filed with the Administrator of Local Agency Security of the State of California an agreement to comply in all respects with the provisions of Title 5, Division 2, Part 1, Chapter 4, Article 2 (commencing with Section 53630) of the Government Code.
8. Authority for placement of securities for safekeeping in accordance with Government Code Section 53659 is hereby granted to the Agent of Depository, including placement with any Federal Reserve Banks or branch thereof, pursuant to Government Code Section 53657, or the Federal Home Loan Bank of San Francisco.
9. If the Depository fails to pay all or part of any deposits of the Treasurer which are subject to this contract when ordered to do so in accordance with the terms of withdrawal set forth on the deposit receipt (which is by reference made a part hereof), the Treasurer will immediately notify, in writing, the Administrator of the Local Agency Security. Action of the Administrator in converting the collateral required by Paragraph 5 above for the benefit of the Treasurer is governed by Government Code Section 53665.
10. The Depository may add, substitute, or withdrawal eligible securities being used as security for deposits made hereunder in accordance with Government Code Section 53654, provided the requirements of Paragraph 5 above are met.
11. The Depository shall have and hereby reserves the right to collect the interest on the securities, except in cases where the securities are liable to sale or are sold or converted in accordance with the provisions of Government Code Section 53665.
12. The Depository shall bear and pay the expense of transportation of eligible securities to and from the designated Agent of Depository.
13. This contract, the parties hereto, and all deposits governed by this contract shall be subject in all respects to Title 5, Division 2, Part 1, Chapter 4, Article 2 (commencing with Section 53630) of the Government Code, and of all other state and federal laws, statutes, rules and regulations applicable to such deposits, whether now in force or hereafter enacted or promulgated, all of which are by this reference made a part hereof.
14. The Treasurer named herein waives the right to collateral based on insurance provided by the Federal Deposit Insurance Corporation not to exceed the maximum amount insured pursuant to federal law, in accordance with Government Code Section 53653.

IN WITNESS WHEREOF, the Treasurer, in his/her official capacity has signed this contract in duplicate and the Depository has caused this contract to be executed in like number by its duly authorized officers.

PUBLIC ENTITY NAME

FIVE STAR BANK

Palmdale Water District

NAME OF AUTHORIZED PERSON

NAME OF AUTHORIZED PERSON

Dennis D. LaMoreaux, CEO/General Manager

Heather Luck, EVP, Chief Financial Officer

SIGNATURE OF AUTHORIZED PERSON

SIGNATURE OF AUTHORIZED PERSON

\_\_\_\_\_

\_\_\_\_\_

**RESOLUTION NO. 25-10**

**RESOLUTION OF THE BOARD OF DIRECTORS  
OF THE PALMDALE WATER DISTRICT  
ASSIGNING AUTHORIZED SIGNERS FOR BANK TRANSACTIONS  
WITH FIVE STAR BANK**

WHEREAS, certain State of California local public agencies and Joint Power Authorities require that a person (or persons) be designated to be the authorized representative(s) and signatory(ies) to certain documents on behalf of the Board of Directors of the Palmdale Water District.

ALSO, WHEREAS, the Palmdale Water District is entering into a transaction with Five Star Bank which requires the District to provide Five Star Bank with a formal signing authorization for the person or persons that will be executing the Five Star Bank transaction documents on behalf of the District.

NOW BE IT RESOLVED that the Board of Directors of the Palmdale Water District does hereby appoint the “General Manager,” Dennis LaMoreaux and/or his designee a signatory on behalf of the Board of Directors for Five Star Bank transaction documents.

BE IT FURTHER RESOLVED that Five Star Bank may rely on this signing authority for any other future transactions with the District until such time the District delivers a written Notice of Cancellation of Signing Authority (the “Cancellation”) to Five Star Bank.

Be IT FURTHER RESOLVED that Five Star Bank may consider any document, contract, note, etc. signed by the authorized signatory(ies) of the District to be in full force and effect, and backed by the full authority of the Palmdale Water District, provided that said signatures were collected by Five Star Bank prior to receipt of said Cancellation.

**I certify that this is a true copy of Resolution No. 25-10 as passed by the Board of Directors of the Palmdale Water District at its meeting held November 24, 2025 in Palmdale, California.**

Date: November 24, 2025

---

Kathy Mac Laren-Gomez, President,  
Board of Directors

ATTEST:

---

Cynthia Sanchez, Secretary, Board of Directors

APPROVED AS TO FORM:

BY: \_\_\_\_\_  
Aleshire & Wynder, LLP, General Counsel





# Conference/Training Request

**Event Name/Date(s):**

ACWA Legislative Symposium '26/ February 11, 2026 / Sacramento

**REQUESTED BY:**

First Name

Last Name

Date

**ACCOMMODATION INFORMATION (If applicable)**

*Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.*

Arrival Date

Departure Date

No. of  
Guests

Room Type

Dietary Restrictions?

If yes, please provide specifics in additional info. box

☐ Yes ☒ No

Smoking Room?

☐ Yes ☒ No**Flight Needed?**If yes, please provide DL# and  
D.O.B. in additional info. box☐ Yes ☐ No

Flight Numbers

Departure/Return  
Times**ADDITIONAL INFORMATION/  
REQUESTS**Supervisor Approval  
(If applicable)

Processed By:



# ACWA 2026 LEGISLATIVE SYMPOSIUM

SACRAMENTO, CA

## WHEN

February 11

1:00 pm

 [Add to Calendar](#)

## COST

**\$385**

Member Pre-Registration Fee

**\$580**

Non-Member Pre-Registration Fee

## DEADLINE

Register online by 2/6/26

## GET INFORMED. GET CONNECTED.

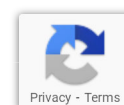
ACWA's Legislative Symposium has been an annual event engaging water district directors, general managers, attorneys, and staff from across California with up-to-date information on critical water policy issues.

ACWA's 2026 Legislative Symposium will take place February 11, 2026 at the Sheraton Grand Sacramento Hotel. Sponsorship opportunities available!

The program will start at 1:00 p.m. to 5:00 p.m. followed by a networking reception from 5:00 p.m. to 7:00 p.m. Please check back for updates.

**Questions?** Contact ACWA Events Team at [events@acwa.com](mailto:events@acwa.com)

© 2025 Association of California Water Agencies





# Conference/Training Request

## Event Name/Date(s):

CA-NV AWWA Water Conference of the West 2026 / April 6-9, 2026 / San Diego

## REQUESTED BY:

First Name

Last Name

Date

## ACCOMMODATION INFORMATION (If applicable)

*Rooms and rates are subject to availability. Complete and submit this form as soon as possible as reservation blocks at host hotels book quickly. In the event that the host hotel is full, every effort will be made to secure a room at the nearest hotel within comparable rates.*

Arrival Date

Departure Date

No. of  
Guests

Room Type

Single/King Bed

Dietary Restrictions?

If yes, please provide specifics in additional info. box

☐ Yes ☒ No

Smoking Room?

☐ Yes ☒ No

## Flight Needed?

If yes, please provide DL# and  
D.O.B. in additional info. box

☐ Yes ☐ No

Flight Numbers

Departure/Return  
Times

## ADDITIONAL INFORMATION/ REQUESTS

Supervisor Approval  
(If applicable)

Processed By:



Registration Form

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Attendee Name: \_\_\_\_\_

Title: \_\_\_\_\_ Company: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Cell: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_ CA-NV-AWWA Member #: \_\_\_\_\_

Type of Membership (please check one):   ☐ Individual   ☐ Organization   ☐ Operator/Admin.   ☐ Utility

Full Registration
Includes all tech sessions, opening session, lunches, receptions & Thursday's Conference Workshop
<b>CA-NV-AWWA Member Pricing</b>
<b>Early</b> On/Before 12/18/25.....\$595
<b>Pre</b> On/Before 3/2/26.....\$650
<b>Onsite</b> On/After 3/3/26.....\$705
<b>Non-Member Pricing</b>
<b>Early</b> On/Before 12/18/25.....\$650
<b>Pre</b> On/Before 3/2/26.....\$710
<b>Onsite</b> On/After 3/3/26.....\$770
<b>One Day Registration</b>
Includes tech sessions & lunch. <input type="checkbox"/> Tues <input type="checkbox"/> Weds <input type="checkbox"/> Thurs
<b>CA-NV-AWWA Member Pricing</b>
<b>Early</b> On/Before 12/18/25.....\$335
<b>Pre</b> On/Before 3/2/26.....\$390
<b>Onsite</b> On/After 3/3/26.....\$445
<b>Non-Member Pricing</b>
<b>Early</b> On/Before 12/18/25.....\$390
<b>Pre</b> On/Before 3/2/26.....\$450
<b>Onsite</b> On/After 3/3/26.....\$510

Subtotal: \_\_\_\_\_

Full Speaker Registration
Includes all tech sessions, opening session, lunches, receptions & Thursday's Conference Workshop
<b>CA-NV-AWWA Member Pricing</b>
<b>Pre</b> On/Before 3/2/26.....\$355
<b>Onsite</b> On/After 3/3/26.....\$405
<b>Non-Member Pricing</b>
<b>Pre</b> On/Before 3/2/26.....\$405
<b>Onsite</b> On/After 3/3/26.....\$455
<b>One Day Speaker Registration</b>
Includes tech sessions & lunch. <input type="checkbox"/> Tues <input type="checkbox"/> Weds <input type="checkbox"/> Thurs
<b>CA-NV-AWWA Member Pricing</b>
<b>Pre</b> On/Before 3/2/26.....\$225
<b>Onsite</b> On/After 3/3/26.....\$240
<b>Non-Member Pricing</b>
<b>Pre</b> On/Before 3/2/26.....\$240
<b>Onsite</b> On/After 3/3/26.....\$280
Request ONE DAY COMPLIMENTARY SPEAKER REGISTRATION <input type="checkbox"/> Tues <input type="checkbox"/> Weds <input type="checkbox"/> Thurs (contingent upon approval)  <input type="checkbox"/> Attending only for the day of scheduled presentation for the <b>express purpose of giving the talk.</b>  <input type="checkbox"/> Traveling from a location outside of California or Nevada.

Subtotal: \_\_\_\_\_

Student/Retiree Registration
Includes all tech sessions, opening session, lunches, receptions & Thursday's Conference Workshop
<b>CA-NV-AWWA Student/Retiree Pricing</b>
No Meals.....\$10
With all Meals.....\$105
<input type="checkbox"/> STUDENT REGISTRATION - Must be: Full time Student/CA-NV-AWWA Student Member
<input type="checkbox"/> RETIREE REGISTRATION - Must be:
1) Retired from all gainful employment.
2) A member of AWWA for at least 15 years.
3) At least 60 years of age.

Subtotal: \_\_\_\_\_

Additional Conference Items
Tuesday Lunch.....\$50/Onsite \$55
Wednesday Lunch.....\$25
Thursday Lunch.....\$50/Onsite \$55
Conference Workshop.....TBD <input type="checkbox"/> Thurs
Technical Tour.....\$65 <input type="checkbox"/> Mon <input type="checkbox"/> Tues <input type="checkbox"/> Weds

Subtotal: \_\_\_\_\_

CONTACT HOURS (REQUIRED)
Earn up to 12 contact hours at this event. <input type="checkbox"/> <b>FREE</b> (I am an individual, operator or administrative CA-NV AWWA member)
<input type="checkbox"/> <b>\$25</b> (My utility/organization is an CA-NV AWWA member OR I am not an CA-NV AWWA member)
<input type="checkbox"/> <b>DOES NOT APPLY</b> (I will not be requesting contact hours)

Subtotal: \_\_\_\_\_

PAYMENT METHOD
Check # _____ Payable to CA-NV Section AWWA (U.S. Funds)
PO# _____
Credit Card: <input type="checkbox"/> Visa <input type="checkbox"/> MC <input type="checkbox"/> AMEX
Card No.: _____
Exp. Date: _____ CVV: _____
Name on Card: _____
Authorized Signature: _____
Billing Zip Code: _____ <i>Must be Zip Code in which your credit card statement is mailed</i>
Email (to receive a receipt): _____

PAYMENT INFORMATION
Registration Total: _____
Additional Conference Items: _____
Contact Hours: _____
Total Amount Due: _____

Return this completed form with your payment or purchase order to  
CA-NV AWWA • 10435 Ashford Street  
Rancho Cucamonga, CA 91730  
or submit by fax to (909) 291-2107 or by email to  
schickarmane@ca-nv-awwa.org

Refund requests must be submitted in writing to the Section office by March 9 , 2026. A 25% administrative fee will be deducted from all refunds. **No Refunds Granted after March 9,2026.** By submitting this form, you are consenting to having your photo/video taken at the event which may be used for future Section promotions. To opt-out email info@ca-nv-awwa.org.



# BOARD MEMORANDUM

**DATE:** November 24, 2025  
**TO:** BOARD OF DIRECTORS  
**FROM:** Dennis D. LaMoreaux, General Manager  
**RE:** *REPORT OF GENERAL MANAGER.*

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The following is the November 2025 report to the Board of activities through October 2025. It is organized to follow the District's 2022 Strategic Plan approved in October 2022 and composed of six strategic initiatives. The initiatives follow for reference. It is intended to provide a general framework to update the month's activities.

## PWD 2022 STRATEGIC PLAN SUMMARY



### **Water Resource Reliability:** *Resilience, Development, Partnership*

Support and participate with local agencies in the development of projects and policies that improve water reliability

Maximize state and federal funding opportunities for Pure Water AV

Support projects and initiatives that increase the resilience of the State Water Project

Develop water storage options for State Water Project supplies and improve groundwater capture capabilities

Strengthen stakeholder relationships and implement Littlerock Dam and Reservoir Sediment Removal Project



### **Organizational Excellence:** *Train, Perform, Reward*

Offer competitive compensation and benefits package for employee recruitment and retention

Focus Succession Planning Program on ensuring an overlap of training for key positions

Continue providing transparency to our ratepayers through training for the ongoing achievement of the Districts of Distinction certification

Encourage cohesiveness, transparency, and integrity within the staff through Codes of Conduct and increased accountability

Ensure employees are trained on the Strategic Plan and the District's Values of Diversity, Integrity, Teamwork, and Passion

Improve safety for Directors, employees, and customers

Develop career paths at the District for interns and pursue state and federal funding for intern programs

Cultivate a positive culture and increase employee engagement



**Systems Efficiency:** *Independence, Technology, Research*

- Explore energy independence and evaluate the feasibility of energy options, including wind and solar
- Incorporate more energy efficient technologies into the District's infrastructure
- Research state-of-the-art treatment techniques to enhance systems efficiency
- Re-evaluate Lake Palmdale by-pass pipeline and pursue funding options
- Improve Palmdale Ditch to reduce water loss



**Financial Health and Stability:** *Strength, Consistency, Balance*

- Pursue grant funding for District projects and operations
- Maintain the five-year financial plan adopted as part of the 2019 Water Rate Study, including the five-year Capital Improvement Plan
- Conduct and adopt a 2024 five-year Water Rate Plan
- Build adequate reserve levels and achieve high-level bond rating
- Seek potential revenue sources from vacant District properties
- Monitor finances, operations, and projects affected by emergencies
- Digitize and document departmental workflows



**Regional Leadership:** *Engage, Lead, Progress*

- Continue to provide opportunities and information for local businesses and agencies to contract with the District
- Continue to collaborate with neighboring water agencies and move to include more agencies throughout and outside of the Antelope Valley through Greater Antelope Valley Mutual Response Agreements and emergency response exercises
- Develop working relationships and mutually beneficial projects with other water agencies in the District's region
- Develop strategies, alliances, and funding to make Littlerock Dam and Reservoir recreational again
- Continue Memorandum of Understanding with United Water Conservation District to combine political forces to obtain grant funding and research other joint cooperative regional efforts
- Continue representation on larger regional organizations such as the California Special Districts Association (CSDA) and the Association of California Water Agencies (ACWA) and assist with the growth and influence of the Special Districts Association of North Los Angeles County, a CSDA local chapter



### **Customer Care, Advocacy and Outreach:** *Promote, Educate, Support*

Enhance customers' experience through communication and feedback

Expand and market additional payment options

Continue to increase public awareness of current programs and services through traditional and new media platforms

Engage elected officials and the public on the importance of local and state water reliability issues

Complete conversion to an Advanced Metering Infrastructure (AMI) to increase customers' knowledge of water use and promote customer self-help portal

Continue to increase public awareness of the on-going drought and the importance of conservation efforts

Publicize, engage, and educate the community about Pure Water AV

## **Overview**

This report also includes charts that show the effects of the District's efforts in several areas. They are organized within each strategic initiative and include status of the State Water Resources Control Board's (SWRCB) current and former long-term conservation orders, the District's total per capita water use trends, State Water Project resources status, 2025 actual water production and customer use graph, mainline leaks, and the water loss trends for both 12- and 24-month running averages.



### **Water Resource Reliability** *Resilience, Development, Partnership*

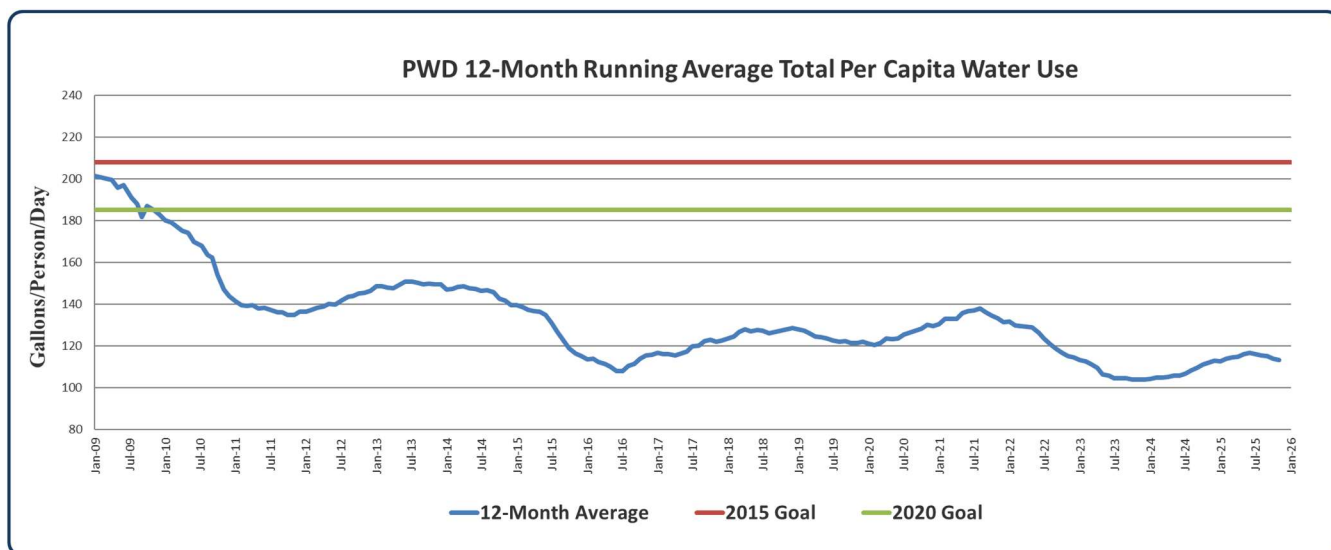
This initiative includes conservation efforts, water supply projects, and water planning. Recent highlights are as follows:

#### **Overall Water Use Goals and Compliance**

The 2020 Urban Water Management Plan was adopted by the District in June 2021. This report still uses the 20 x 2020 requirements. The "Making Conservation a Way of Life" regulations that sets agency water budgets were approved on July 3, 2024. The District's use of a water budget-based rate structure is helpful in complying with the new regulations. The first report was submitted earlier this year under the new regulations. It shows the District is approximately **5.5%** below the water budget determined by these

regulations for the period of July 2023 through June 2024. This is good news even though the regulations are not enforceable until 2027.

The District's compliance with the former 20 x 2020 law is evident from the chart titled "PWD 12-Month Running Average Total Per Capita Water Use:"



The District's customers have cut their water use by **51.1%** from the baseline number of 231 re-established in the 2020 Urban Water Management Plan and met all 20 x 2020 Goals by early 2010. The current Metered-GPCD, gallons per capita per day, is now 113 showing our customers continued reduced usage.

### Water Supply Information

- The following is a review of the water production plan for 2025. It began with a full Littlerock Dam and Reservoir and an initial SWP allocation of 10%. The SWP was finalized at 50%. These surface water resources, including approved transfers, total 16,800 AF. This is more surface water than is needed to meet the anticipated 2025 production. Some SWP water to be carried over for 2026, some will be banked in the Littlerock Wash Recharge Pilot Project, and some will be exchanged with the Westside Water Agencies west of Bakersfield in the Central Valley.

The availability of surface water has allowed the District to provide 71% of the customers' water demand from the Leslie O. Carter Water Treatment Plant. The District's wells have pumped less than prior years and groundwater levels have stayed constant or risen.



Status of Local Water Supplies

The AV Adjudication is now in its ninth year. The District's 2025 groundwater production right was more than needed to meet our customers' demands and is detailed below.

Groundwater Production Rights

The District's 2025 groundwater production rights, in AF, are as follows:

Native:	2,769.73
Unused Federal Rights:	1,414.49
Imported Water Return Flows:	2,733.73
Carry Over from Previous Years:	<u>12,596.83</u>
Total Production Rights Available:	19,514.68

This amount of groundwater production rights helps the District with supplying water to meet our customers' demands in future drought years when surface water could be limited. Additionally, the District has banked over 10,000 AF of imported water using the Littlerock Creek Recharge and the Upper Amargosa Recharge Projects.

The Adjudication allows Carry Over groundwater production rights to be converted to storage agreements for rights that are ten (10) years old. The first rights for all producers will reach that milestone in January 2027. The details of how this will work are now being discussed by the Antelope Valley Watermaster Board (AVWB). The District's current Carry Over production right, in AF, by year is as follows:

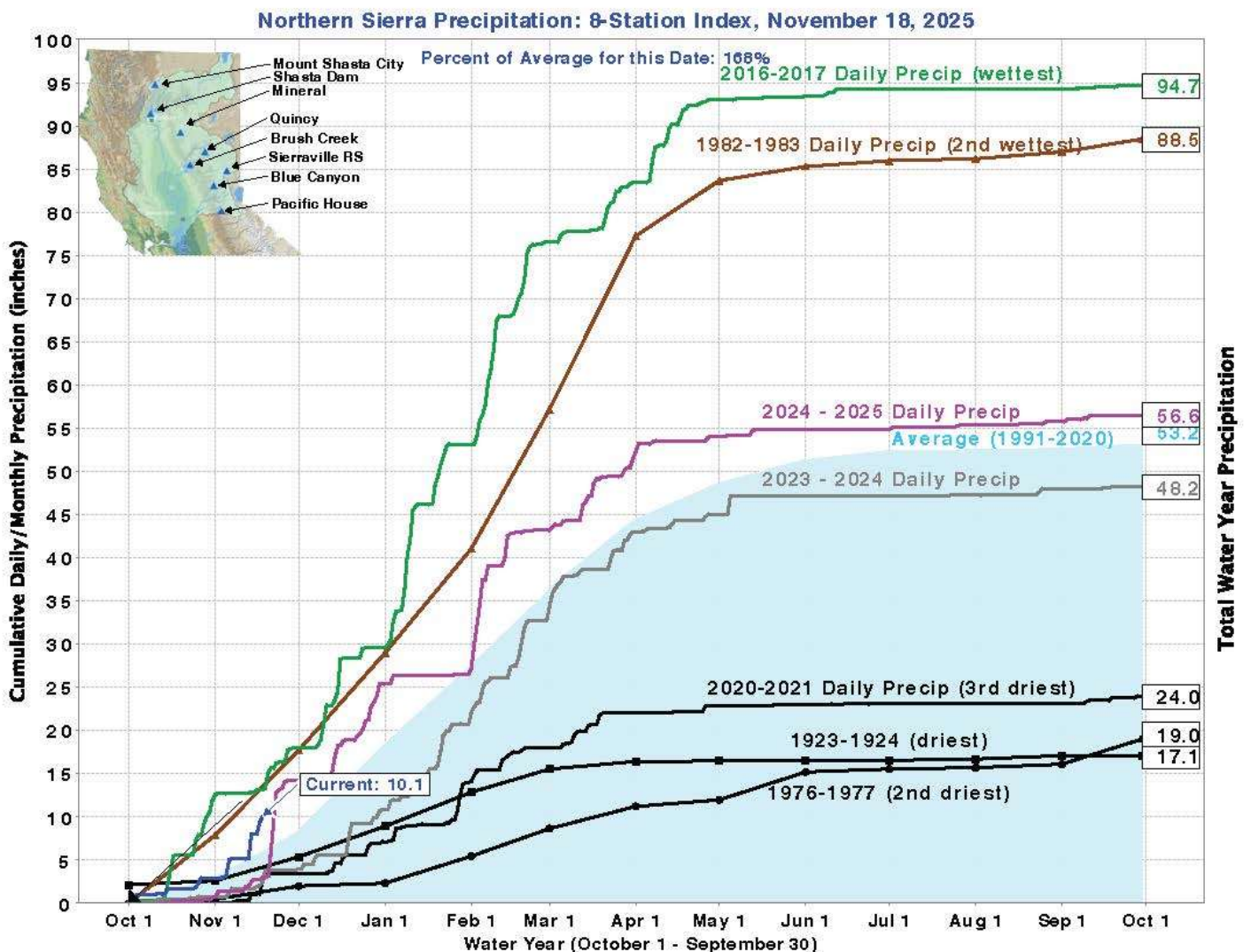
2017:	1,384.87
2018:	1,992.25
2019:	3,561.64
2020:	686.14
2021:	0.00
2022:	0.00
2023:	3,026.20
2024:	1,945.76

### State Supply Status

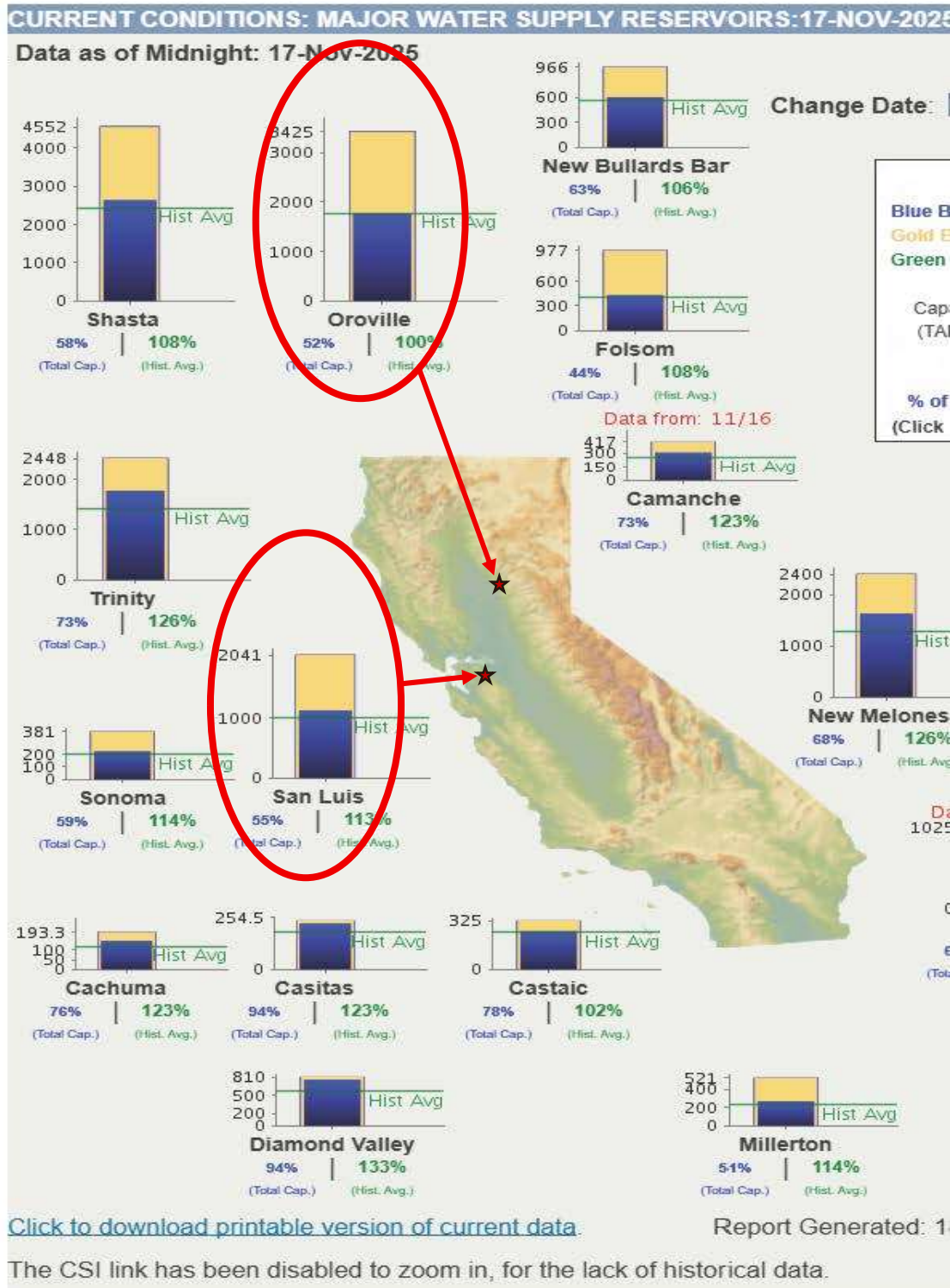
Precipitation in the area that contributes to the State Water Project for the 2025-2026 Water Year (October through September) is currently 168% of the average for this date and 19% of the full-year average.

The next few charts show the status of California's precipitation, reservoir water storage, and drought status.

The November 18, 2025 Northern Sierra precipitation is as follows:



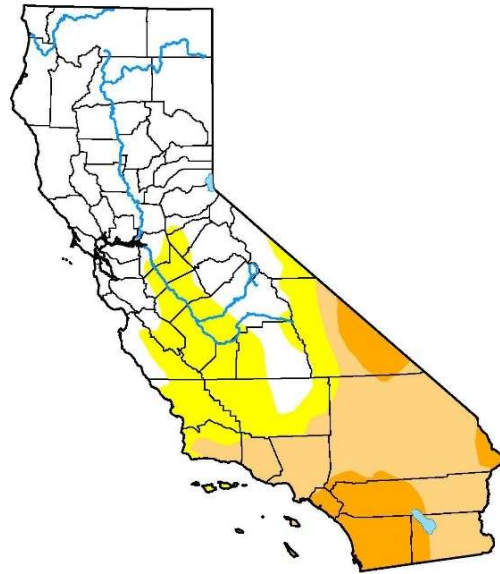
The November 18, 2025 reservoir summary is as follows. The two most important reservoirs to the District are Oroville and San Luis. Oroville stores SWP supplies north of the Delta and San Luis stores them south of the Delta.



November 24, 2025

The state is in a new water year and rainy season. There is a slight drought. The drought decreased from October as shown on the following U.S. Drought Monitor illustrations dated November 11, 2025 and October 14, 2025:

### U.S. Drought Monitor California



**November 11, 2025**  
(Released Thursday, Nov. 13, 2025)  
Valid 7 a.m. EST

	Drought Conditions (Percent Area)					
	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	49.04	50.96	31.86	9.58	0.00	0.00
Last Week 11-04-2025	49.05	50.95	31.83	9.58	0.00	0.00
3 Months Ago 09-12-2025	23.98	76.02	39.56	23.01	5.90	0.10
Start of Calendar Year 01-01-2025	39.11	60.89	35.93	10.43	1.06	0.00
Start of Water Year 09-30-2025	26.78	73.22	38.52	18.61	1.25	0.00
One Year Ago 11-12-2024	25.51	74.49	17.00	5.50	0.95	0.00

**Intensity:**

None	D2 Severe Drought
D0 Abnormally Dry	D3 Extreme Drought
D1 Moderate Drought	D4 Exceptional Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. For more information on the Drought Monitor, go to <https://droughtmonitor.unl.edu/About.aspx>

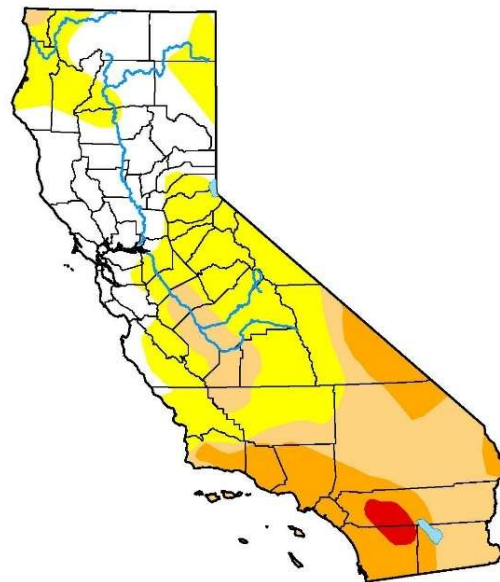
**Author:**

Curtis Riganti  
National Drought Mitigation Center



[droughtmonitor.unl.edu](https://droughtmonitor.unl.edu)

### U.S. Drought Monitor California



**October 14, 2025**  
(Released Thursday, Oct. 16, 2025)  
Valid 8 a.m. EDT

	Drought Conditions (Percent Area)					
	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	27.30	72.70	38.52	15.64	1.25	0.00
Last Week 10-07-2025	27.20	72.80	38.52	15.64	1.25	0.00
3 Months Ago 07-15-2025	23.98	76.02	39.56	23.01	5.90	0.10
Start of Calendar Year 01-01-2025	39.11	60.89	35.93	10.43	1.06	0.00
Start of Water Year 10-01-2024	28.40	71.60	10.67	0.08	0.00	0.00
One Year Ago 10-15-2024	24.68	75.32	14.05	4.30	0.00	0.00

**Intensity:**

None	D2 Severe Drought
D0 Abnormally Dry	D3 Extreme Drought
D1 Moderate Drought	D4 Exceptional Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. For more information on the Drought Monitor, go to <https://droughtmonitor.unl.edu/About.aspx>

**Author:**

Richard Tinker  
CPC/NOAA/NWS/NCEP

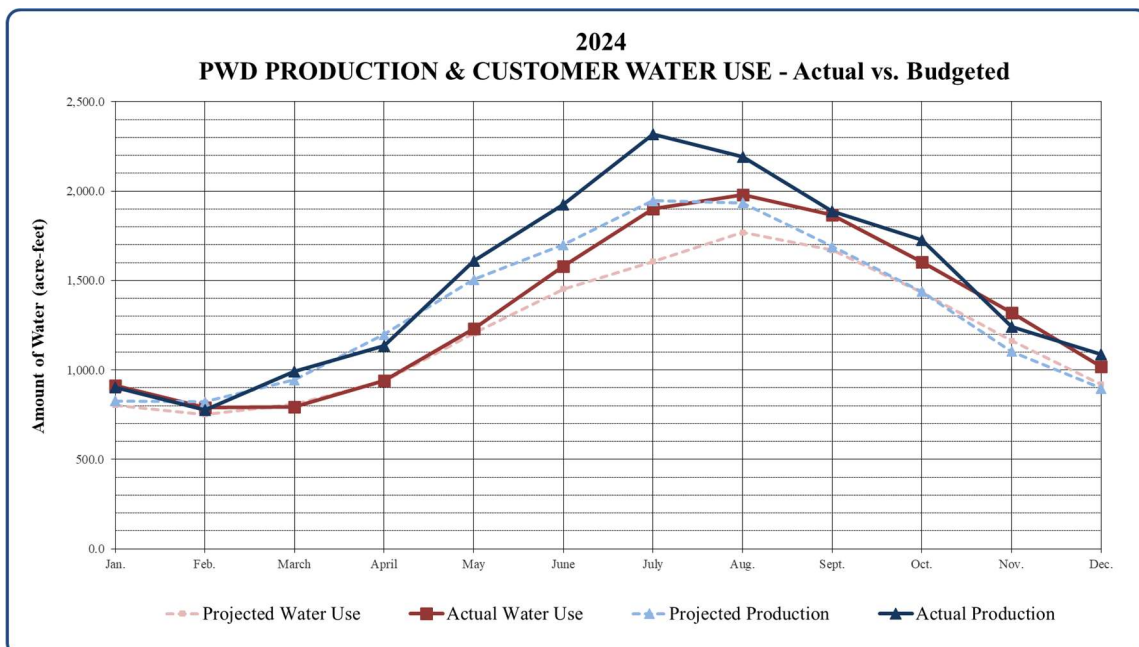
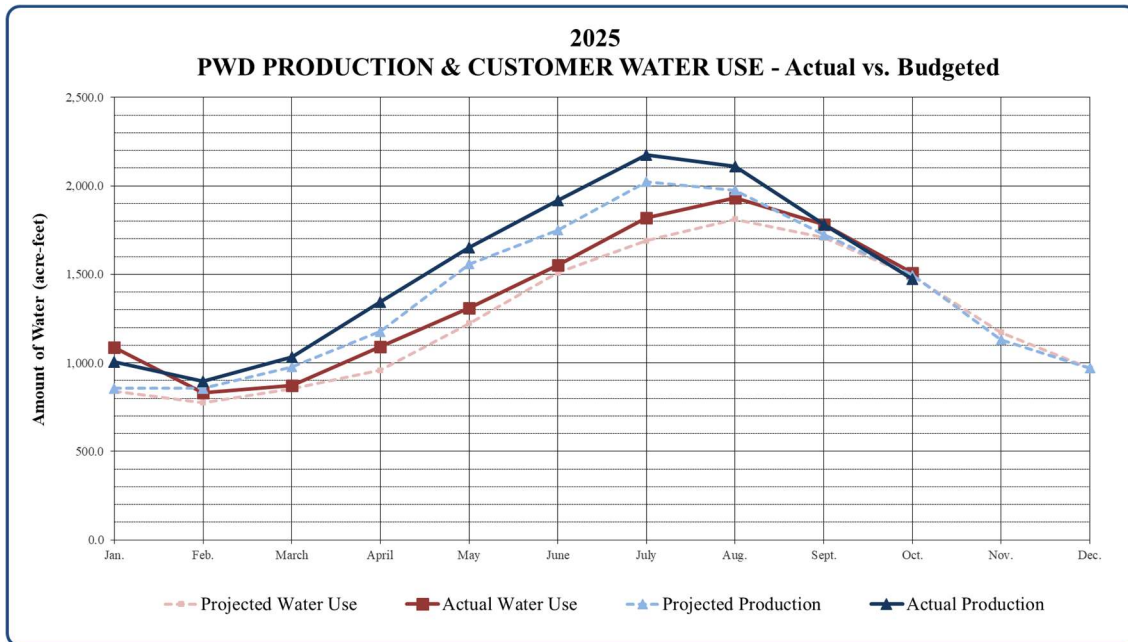


[droughtmonitor.unl.edu](https://droughtmonitor.unl.edu)



### 2025 and Historical Water Use Information

- The following graph is the actual and projected monthly water consumption and production for 2025 and 2024. The shape of the projected amounts are based on an average of the prior five years of actual monthly information. The projected total consumption is based on the 2025 Budget amount of 15,000 AF. Customers have used 7.2% more water than anticipated through October.



Other Items

▪ **2023 Strategic Water Resources Plan Update**

The Update looks at the water demands and supplies through 2050, identifies packages of projects to provide additional water supplies, looks at how they will be financed, and will ultimately be used to determine “Water Supply” fees within the Capital Improvement Fees paid by new water service connections. The Final E.I.R. and Strategic Water Resources Plan were adopted at a special meeting on December 16, 2024. Staff has completed the work of updating the Water Supply portion of the Capital Improvement Fees (CIF). The CIF update was approved by the Board on March 24, 2025.

▪ **Littlerock Creek Recharge Pilot Project**

AVEK, LCID, and the District had an agreement with DWR and the AV Watermaster Engineer for a pilot project to use Littlerock Wash to recharge available Article 21, beyond the District’s Table “A”, SWP water in 2023. Due to the availability of Article 21 water until July 2023, a total of 8,055 AF was recharged through this program. 2,000 AF was banked this way in 2024, and another 3,000 AF is planned for this year. The draft environmental work is complete and being reviewed by DWR to allow this as an ongoing recharge project. A final agreement between the AVSWCA members and storage agreement with the AV Watermaster will then be drafted.

▪ **Littlerock Sediment Removal Project**

The Project consists of three phases. The Grade Control Structure is Phase 1 and was completed in January 2020. Phase II is the removal of 1.2 million cubic yards (CY) of sediment from the reservoir. Approximately 58,000 cubic yards of sediment were removed in 2022 using a single year California Fish and Wildlife permit. Staff continues to work with Aspen Environmental to secure all the necessary permits for multi-year sediment removal. No sediment was removed since then due to having a full reservoir through the end of the year. Approximately 25,000 cubic yards of sediment are planned to be used from the reservoir later this year and next year for the bedding of the Palmdale Ditch Conversion Project.

Other planned maintenance includes removing debris on the upstream side of the Dam, repainting the elevations levels on the face of the Dam, and clearing vegetation from the outlet pond downstream of the Dam.

▪ **Palmdale Ditch Conversion Project**

Palmdale Ditch was originally built in the 1880’s by our predecessor water company. It moves water from Littlerock Reservoir to Lake Palmdale by gravity and is about eight

miles long. Most of the Ditch is earthen and a substantial amount of water, approximately 20 to 30 percent, is lost between Littlerock Reservoir and Lake Palmdale. The District applied for and obtained a \$17.6 million grant from the Department of Water Resources and a \$5 million grant from the Bureau of Reclamation to convert the Ditch to a pipeline. This will allow the District to move more water and significantly reduce losses. The work must be completed in 2026 to comply with grant requirements.

The Board approved the contract for constructing the first section of the project. Approximately \$11M is available for construction after completing the design, environmental studies, and mitigation measures. This will complete the diversion structure at Lake Palmdale and the Ditch from the railroad to about 2,400' short of crossing the California Aqueduct. Another grant application was approved by the Board that could extend the construction to near 40<sup>th</sup> Street East and Barrel Springs Road.

- **Pure Water AV Project**

The District's goal of using recycled water for a reliable potable water supply is advanced water treatment and groundwater augmentation. The project is called Pure Water AV. The program management firm assisting the District with the Project is Stantec. Current activities include management of the construction contract with W. M. Lyles for the Demonstration Facility, refining the funding strategy for the full-sized Project, and working on potential grants.

Staff is working with the Sanitation Districts of Los Angeles County, District 20 (LASD), and, potentially, the City of Palmdale as collaborators or partners in the Project. Pure Water AV will put the already highly treated tertiary recycled water to a higher beneficial use and satisfies LACSD's goals for use of the water. The City may be interested in the Project for the potential benefits to the area's parks and landscaping during droughts without having to expand the current purple pipe distribution system.

- **Upper Amargosa Creek Recharge Project**

The Project's construction is complete. The Project partners, City of Palmdale, LA County Waterworks, and AVEK, are working toward finalizing the operation and maintenance agreement. The recharge yield in 2023 was very disappointing and will also be discussed to improve it in the future.

Additionally, the City of Palmdale also notified the Project partners about the mitigation requirements and costs in 2021. Preliminary costs were stated at that time. There has not been any further action on the mitigation activities or finalizing the

operation and maintenance agreement in recent years. However, the City has begun scheduling meetings to work on this issue.

▪ **Delta Conveyance Project**

The Delta Conveyance Project (DCP) Final EIR for the Project was completed in December 2023. DWR then certified the document and issued a Notice of Determination naming the Bethany Alternative as the project moving forward. Work has begun to obtain the necessary permits for the project.

The Board of Directors was briefed by DWR and the DCA on the status of the Project and the updated cost estimate and benefit/cost analysis on June 24, 2024. The current cost estimate is \$20.12 billion with a benefit/cost ratio of 2.20. Continued participation in funding the District's share on planning and engineering in 2026 and 2027 was approved by the Board at the November 12, 2024 Board meeting.

The Governor recently proposed a set of legislation that would streamline, but not sidestep, the Project's State permitting process. The set is part of the budget trailer bill. However, the legislature did not act on it this session. It will be brought back for the 2026 session.

DWR has begun the permitting processes through the State Water Resources Control Board for a change in point of diversion and the Delta Stewardship Council for consistency with the Delta Plan.



**Organizational Excellence**    *Train, Perform, Reward*

This initiative includes efforts to restructure staff duties and activities to more efficiently provide service to our customers. The recent highlights are as follows:

- Nearly 80 percent of the District's staff is required to have certifications or licenses issued by the State of California. Many of these have continuing educational requirements which must be met by technical training. The District provides an education reimbursement that can be used by staff for these requirements.
- The District has continued to find ways for internships and training opportunities for college and high school students who are interested in the water industry.



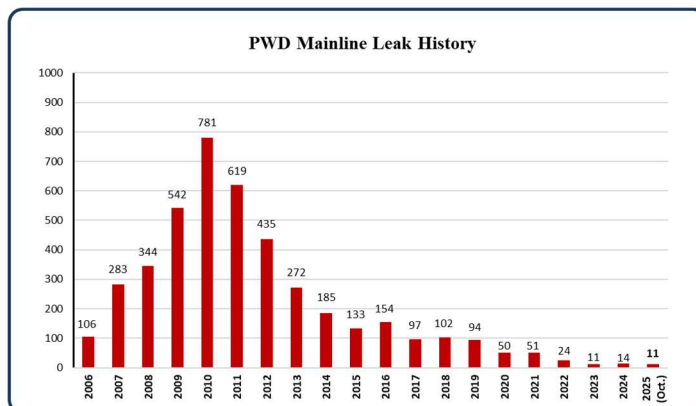
- An Employee Engagement survey was conducted in November 2023. Information from the survey was compiled, presented to the Personnel Committee and staff, and meetings by staff were held to develop action plans addressing areas identified for improvement in the survey are now completed. The staff Engagement Committee also met to determine an action plan to address the District's overall results. That action plan and all the department plans have been distributed to staff for implementation.
- Work is nearly complete to review and make any necessary updates to the certification and education requirements of all job descriptions.
- A salary survey is being finalized to ensure the District remains competitive with other water agencies.
- The District's Risk and Resiliency Plan developed and approved in 2020 is required to be updated under Federal law. The update was completed and self-certified on March 31, 2025. Similarly, an update of the District's Emergency Response Plan is required. The PWAG Emergency Coordinator will assist the District with the update. It was due on September 30, 2025. The District met the deadline.



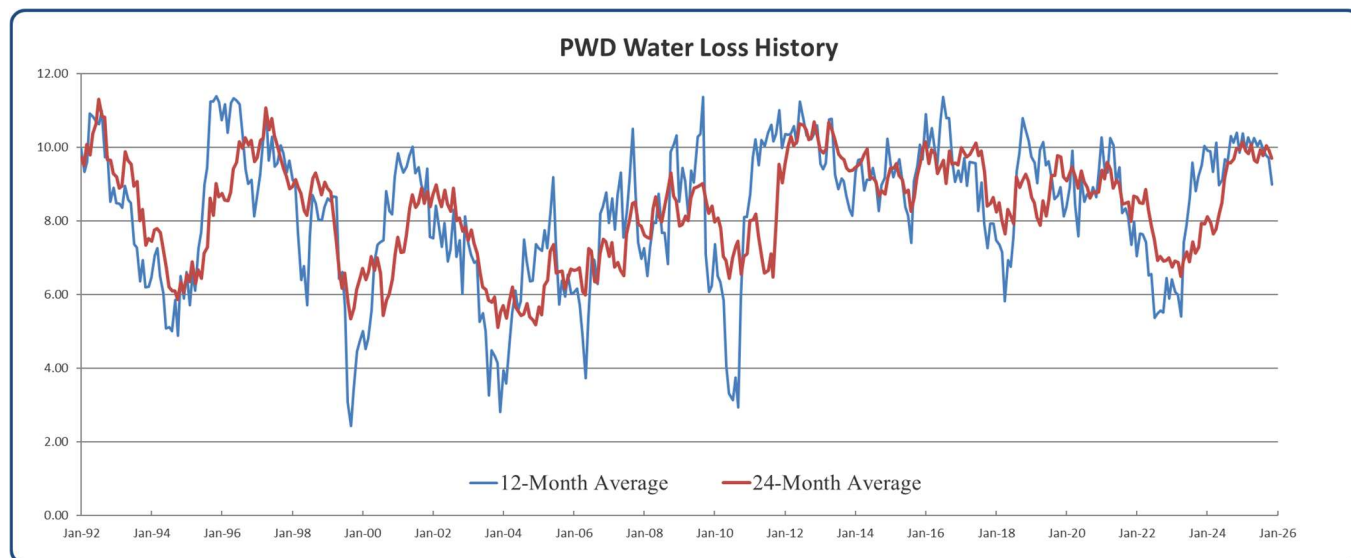
### **Systems Efficiency**    *Independence, Technology, Research*

This initiative largely focuses on the state of the District's infrastructure. The recent highlights are as follows:

- The effects of the District's past efforts in replacing failing water mains can be seen in the reduced number of mainline leaks. This is illustrated in the following chart titled "PWD Mainline Leak History." 2024 ended with 14 mainline leaks. 2025 has also started well. There are eleven (11) mainline leaks and 61 service line leaks through the end of October.



- The positive effect of both water main and water meter replacement programs is also shown on the chart titled “PWD Water Loss History.” The 24-month running average for water loss has been 10% or less over the last ten years. This is an indication of a healthy water distribution system



- The District approved two solar PV projects to provide energy for wells, the Clearwell booster, and the Leslie O. Carter Water Treatment Plant in December 2022. One will be located north of the maintenance yard and will provide power for a set of wells. The other will be located between Avenue S and Avenue R-8 on the west side of the railroad tracks. It will provide power for the Clearwell booster and Leslie O. Carter Water Treatment Plant. Both of these facilities are currently under construction with a deadline of April 2026 to meet SCE contract requirements.
- The Resources and Facilities Committee and Board approved contracts in 2023 to address improvements needed for the 6 Million Gallon (6M) tank used as the Clearwell for treated water from the Leslie O. Carter Water Treatment Plant. Tank Industry Consultants (TIC) was hired by the District a few years ago to inspect the District’s tanks, including the 6M. The executive summary of their 2022 report was distributed to the Board on April 12, 2023 and is the basis of the awarded work.

Staff has completed some of TIC’s recommendations. Other recommendations will be addressed when possible until the 6M can be taken out of service. This will be possible after the new 2950’ booster station at the 3M tank is completed and the 3M can be used as the Clearwell. Meanwhile, staff is ensuring the 6M is operating safely.

This includes removing the baffle curtain in 2023 due to finding pieces of it in transmission mains.



### **Financial Health and Stability**    *Strength, Consistency, Balance*

- Staff has implemented the approved 2024 Water Rate Study.
- Work on the 2026 Budget is progressing. A draft budget is scheduled to be presented to the Finance Committee on November 25, 2025 and the full Board on December 15, 2025.
- The District is working on two software implementations. One is upgrading MS Great Plains to MS Business Center. The other is moving to Paylocity for payroll and HR purposes. There is a concern about how well these software packages can serve the District's needs. Alternates will be reviewed, and these implementations may be canceled.
- The District is seeking assistance from the State's SAFER Program to provide water service to the Alpine Springs Mobile Home Park on Sierra Highway. It has stopped using its well due to poor water quality, has several health violations, and now relies on hauled water. This will be considered a consolidation as the Alpine Springs MHP is currently a separate public water system.

Maria Kennedy, Kennedy Communications, is experienced with these programs and is contracted with the District to help accomplish this. A grant agreement is now in place to fund water hauling until the connection to the District is approved by the State, constructed, and operational. An extension of this agreement through the end of 2026 has been approved by the State. A grant application to fund the construction of the water system improvements needed to serve the mobile home park was submitted and has been approved by the State. The environmental work is nearly complete, and design work is at 30%.

- The District is also beginning to work with Joshua Acres Mutual Water Company (Joshua). Joshua has requested to be served by the District. A legal review of the process has been done and a draft plan with estimates of the cost to bring the Joshua water system up to the District's standards has been prepared and shared with Joshua. An assessment district will likely be needed to fund the improvements. We are awaiting more input from the residents.



**Regional Leadership**

*Engage, Lead, Progress*

This initiative includes efforts to involve the community, be involved in regional activities, and be a resource for other agencies in the area. The recent highlights are as follows:

- Activities of the Palmdale Recycled Water Authority (PRWA), AV Integrated Regional Water Management Plan (IRWMP), and Antelope Valley State Water Contractors Association (AVSWCA) have continued. The District has leadership positions in these organizations. District staff is active in the local chambers, AV EDGE, regional human resources, and public information organizations. This includes the AV EDGE's efforts to help coordinate agencies and utilities to help developments in Palmdale and Lancaster move forward.
- The PRWA Board consists of two Palmdale City Councilmembers, two PWD Board Members, and a new public director, Joe Pallon. Construction of new purple pipes with PRWA is on hold as the District works on the Pure Water AV Project. However, PRWA approved partial funding of the Avenue Q purple pipe project for construction water access and urban irrigation.
- The District and other members of the Public Water Agencies Group (PWAG) share the services of an Emergency Preparedness Coordinator. This approach also helped the District successfully comply with the America's Water Infrastructure Act (AWIA) of 2018 and respond to the COVID-19 event. It has also been critical in developing mutual aid agreements, universal mobile generator connections, and updating the Emergency Response Plan.
- Staff has taken a lead role in developing and implementing a valley-wide mutual aid agreement for agencies and mutual water companies.

- **United Water Conservation District Memorandum of Understanding**

The District and United Water Conservation District (United) approved a memorandum of understanding (MOU) to work cooperatively on projects where our interests overlap. These include internships and cooperation with community colleges, combined recreational funding for Piru and Littlerock Reservoir recreational improvements, and assistance and funding of advanced treatment of recycled or brackish water for potable use projects.

There have been several meetings between District staff and United Human Resources staff to discuss apprenticeship programs, intern programs, and work with

three community college districts to support water-related curriculum. The first action item from these meetings was the funding of PWD interns for 2022. Participation in interview panels and the development of a mutual aid agreement are also being done.

Recreation staff from United met with District staff and visited the Littlerock Recreation Area in March 2022. They provided good advice and input on a rough plan for helping the Area open at some point. Staff worked with the Angeles National Forest (ANF) as the first step in clearing the prior recreational concessionaire's property in the recreational area. All the property now belongs to the ANF. A hazardous material survey was also funded by the District's existing deposit to begin the process of clearing the site.

Several other meetings have been held regarding the use of available State Water Project (SWP) supplies. District and United staff are working with other East Branch SWP contractors on ways to recategorize water and avoid having water go unused. This is expected to make additional water available for United and the District. Staff also collaborated with United on legislative issues and completed a 2,000 AF SWP exchange agreement in 2023.

Additional coordination will also be focused on both agencies' advanced water treatment projects. The United project will treat brackish groundwater for potable use by the military. The PWD project, Pure Water AV, will treat tertiary water for potable use by our customers. Once Pure Water AV is more established, joint meetings with state and federal representatives will be held to obtain funding assistance.

The District also recently supported United's concerns and comments on potential changes to the designation of Piru Creek by the Angeles National Forest. These changes could affect the delivery of State Water Project Water to United, including exchanges with the District. A United facility tour was held on July 29, 2024 to assist newer directors for both agencies in understanding each district's operations.

- **Littlerock Reservoir Recreation Area (Area)**

The San Gabriel Mountains National Monument in the Angeles National Forest started a process in March 2025 by issuing a Request for Economic Interest (RFEI) for rehabilitating and operating the Area. The District did not receive a copy of this request until summer. The City of Palmdale and a private company submitted proposals. Discussions with the City about working together on this project have lasted over eighteen months. However, the District was not included in the City's proposal. Discussions are ongoing with the City to see if there is still an opportunity to work together on this.

The District prepared and submitted a response to the RFEI to clean up and operate the Area. The Response allows for partnership(s) with other entities to successfully open and run the Area.



**Customer Care, Advocacy, and Outreach**    *Promote, Educate, Support*

This initiative includes efforts to better serve our customers. The recent highlights are as follows:

- Applications for 2025 were accepted beginning in November 2024. The Rate Assistance Program typically reaches its capacity of 700 accounts in February. Staff continually monitors the Program for openings. Two major cell tower leases now have significant extensions. These will fund the program into the future. Applications for 2026 were accepted beginning at the beginning of this month. Nearly 200 applications are approved to date.
- Customer Care is now managing the District's water meter replacement program with the assistance of the Facilities, Finance, and IT Departments.
- Staff successfully conducted virtual coffee meetings with Directors and their constituents, online "Let's Talk H2O" meetings, issued regular internal and public newsletters, coordinated drive-through giveaways for customers, an in-person customer appreciation day, monitored and maintained the District's social media, and assisted with information for the current drought. In-person workshops have also been held.
- The District held a "Customer Appreciation Day" on July 22<sup>nd</sup> again this year on our anniversary. It provided information on the District's activities, projects, and light refreshments for customers visiting our lobby.
- The "PWD Water Ambassador Academy" (WAA) was successfully held in April 2025.
- The annual Junior Water Ambassadors Academy was successfully held November 6, 2025 at the Leslie O. Carter Treatment Plant (WTP). This one-day class included presentations on District functions and water careers, hands-on demonstrations, and a tour of the WTP.