

Rubidoux Community Services District

Board of Directors

Hank Trueba Jr., President
Diana Leja, Vice President
Bernard Murphy
John Skerbelis
Leslie Altamirano

General Manager

Brian R. Laddusaw



Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

NOTICE AND AGENDA FOR THE RUBIDOUX COMMUNITY SERVICES DISTRICT BOARD MEETING

Thursday, February 20, 2025, at 4:00 PM

During this regular meeting of the Rubidoux Community Services District Board of Directors, members of the public will have the choice to attend and address the Board in person or attend and address the Board via Zoom.

Members of the public wanting to attend and/or address the Board virtually may do so by using the Zoom App or website for free at: <https://zoom.us/>

- Meeting ID is **994 957 9980**
- Passcode is: **rcsd**
- Call into the meeting number 1-669-444-9171

Only one person at a time may speak by telephone or Zoom and only after being recognized by the President of the Board.

Closed Session: At any time during the regular session, the Board may adjourn to a closed executive session to consider matter of litigation, personnel, negotiations, or to deliberate on decisions as allowed and pursuant with the open meetings laws. Discussion of litigation is within the Attorney/Client privilege and may be held in closed session.

Authority: Government code 11126-(a) (d) (q).

ADDITIONS TO THE AGENDA

In accordance with Section 54954.2 of the Government Code (Brown Act), additions to the agenda require a two-thirds vote of the entire Board, or, if fewer than two-thirds of the members are present, a unanimous vote of those members present, making findings that there is a need to take immediate action and that the need for action came to the attention of the District subsequent to the posting of the agenda.

1. **CALL TO ORDER** – Hank Trueba Jr., President
2. **PLEDGE OF ALLEGIANCE** – General Manager
3. **ROLL CALL** – General Manager
4. **PUBLIC COMMENTS**

Members of the public are encouraged to address the Board of Directors. Anyone who wishes to speak on an item not on the published agenda must submit a comment request card to the General Manager or designee. Each speaker should begin by identifying themselves for the record and is allowed up to five minutes.

No one may give their time to a speaker during the public comment period of the meeting. It is requested that all present refrain from any action that might disrupt the orderly course of the meeting. Coarse, crude, profane, or vulgar language, or unsolicited comments from the audience, which disrupts or disturbs the Board meeting, may result in exclusion from the meeting.

The Ralph M. Brown Act, Government Code 54950, et. seq. prohibits members of the Board of Directors from taking formal action or discuss items not on the published agenda. As a result, immediate response to public comment may be limited.

5. **CONSENT CALENDAR**

Consent Calendar items are expected to be routine and non-controversial and are to be acted upon by the Board by one motion, without discussion. If any Board member, staff member, or interested person requests that an item be removed from the Consent Calendar for further discussion, it will be moved to the first item on the Action Agenda.

- A. Approval of Minutes for February 6, 2025, Regular Meeting
- B. Consideration to Approve the February 21, 2025, Salaries, Expenses and Transfers
- C. **DM 2025-08:** Consider Approval of Task Order under the Master Service Agreement with Stellar Technology & Automation for the OT/SCADA Master Plan and Specification
- D. **DM 2025-09:** Receive and File Statement of Cash Asset Schedule Report Ending December 2024
- E. **DM 2025-10:** Consider Adoption of Resolution No. 2025-923, A Resolution of the Board of Directors of the Rubidoux Community Services District Authorizing Signers for Financial Transactions with Designated Financial Institutions

6. **CORRESPONDENCE AND RELATED INFORMATION**

7. REPORTS

- A. Operations Report (Second Meeting Each Month)
- B. Emergency and Incident Report (Second Meeting Each Month)
- C. General Manager and Staff Reports / Updates
- D. Committee Reports

8. ACTION / DISCUSSION ITEMS

- A. **DM 2025-11:** Discussion and Request for Board Input on the Rubidoux Community Services District Strategic Plan Development
- B. **DM 2025-12:** Consider Establishing an Ad Hoc Committee to Review and Recommend Revisions to the Rubidoux Community Services District Board Policies and Procedures Manual

9. DIRECTORS COMMENTS AND REQUESTS

10. NEXT MEETING

Thursday, March 6, 2025, at 4:00 p.m.

11. ADJOURNMENT

Any person with a disability who requires a modification or accommodation in order to participate in this meeting, or any person with limited English proficiency (LEP) who requires language assistance to communicate with the Rubidoux Community Services District Board of Directors during the meeting, should contact the Rubidoux Community Services District Administrative Department, at (951) 684-7580 or admin@rcsd.org, no fewer than two (2) business days prior to this meeting to enable the Rubidoux Community Services District to make reasonable arrangements to assure accessibility or language assistance for this meeting.

DECLARATION OF POSTING

I, Brian Laddusaw, General Manager and Board Secretary to the Rubidoux Community Services District, certify that a copy of this has been posted in the District's main office, 3590

Rubidoux Blvd., Jurupa Valley, and on its website no less than seventy-two (72) hours before the start of the meeting.



Brian Laddusaw
General Manager-Secretary

4. **PUBLIC COMMENTS**

5. CONSENT CALENDAR

A. Approval of Minutes for February 6, 2025, Regular Meeting

**RUBIDOUX COMMUNITY SERVICES DISTRICT
BOARD OF DIRECTORS**

**MINUTES OF REGULAR MEETING
Thursday, February 6, 2025**

DIRECTORS PRESENT: Bernard Murphy
Hank Trueba, Jr.
John Skerbelis
Diana Leja
Leslie Altamirano

STAFF PRESENT: Brian Laddusaw, General Manager
Brandon Thomas, Assistant General Manager
Jaclyn Makarzec, Director of Engineering
Kirk Hamblin, Director of Finance and Administration
Miguel Valdez, Director of Engineering
Martha Perez, Customer Service/Accounts Payable
Manager

VISITORS (SIGNED IN): Ross Leja, RCSD Resident

ITEM 1. CALL TO ORDER

The meeting of the Board of Directors of the Rubidoux Community Services District by President Trueba, at 4:00 PM Thursday, February 6, 2025, in-person and by teleconferencing at the District's Administrative Office, 3590 Rubidoux Boulevard, Jurupa Valley, California.

ITEM 2. PLEDGE OF ALLEGIANCE – General Manager

ITEM 3. ROLL CALL – General Manager

ITEM 4. PUBLIC COMMENTS

No public comments.

ITEM 5. CONSENT CALENDAR

- A. Approval of Minutes for January 16, 2025, Regular Meeting
- B. Consideration to Approve the February 7, 2025, Salaries, Expenses and Transfers

ACTION:

Director Murphy moved, and Director Skerbelis seconded to approve the Consent Calendar.

Roll call:

Ayes – 5 (Murphy, Trueba, Skerbelis, Leja, Altamirano)

Noes – 0

Abstain – 0

Absent – 0

The motion was carried 5-0-0-0.

ITEM 6. CORRESPONDENCE AND RELATED INFORMATION

GM Laddusaw presented the Board of Directors with two articles from enewspaper.pressenterprise.com. The first article, titled "State Allocates SoCal More Water," discusses a modest increase in the allocation of water being released from Northern California, which will make billions of additional gallons available to Southern California water agencies, according to state and local experts. Water managers say the extra amount may serve as drought insurance for the years ahead. The State Department of Water Resources announced on Tuesday that it has raised the allotment of requested supplies delivered by the State Water Project from 15% to 20%. This increase amounts to a total allocation of approximately 526,709 acre-feet for Southern California water agencies in 2025, or just under 172 billion gallons of water. Of that amount, the Metropolitan Water District of Southern California, the largest wholesaler of water in the state, is scheduled to receive 382,300 acre-feet, the most of any agency, according to the Department of Water Resources.

The second article, titled "Agency Gets \$100M for Desalination Plant," discusses the three groundwater desalters at the Eastern Municipal Water District desalination plant, which run around the clock to produce 13 million gallons of potable water per day enough to supply 30,000 households. Desalination is how the district, a public agency serving almost 1 million people in western Riverside and northern San Diego counties, meets 110% of its water demand. The district's efforts will receive a boost from \$100 million in federal funding awarded earlier this month.

ITEM 7. REPORTS

- A. **Operations Report** (Second Meeting Each Month)
- B. **Emergency and Incident Report** (Second Meeting Each Month)
- C. **General Manager and Staff Reports / Updates**

GM Brian Laddusaw shared with the Board the names of District attendees who participated in the Western Regional Roundtable on January 28th. The headshot photographer for the Board of

Directors and Management Team is scheduled for Thursday, February 20th, from 2:30 p.m. to 4:00 p.m. in the Board Room.

The District participated in the IAC meeting on January 31st, and Director Altamirano provided Board members with a copy of the transcript. Following the IAC meeting, District staff and Board members attended the JCSD Parks and Recreation event.

GM Laddusaw also provided the Board with an update on the medical conditions of former Director Muniz and Director Trowbridge, with Director Trueba elaborating on their status.

AGM Thomas is coordinating a site tour for the Board, tentatively scheduled for February 18th. The tour will also include a visit to the JCSD building remodeling project.

He introduced the District's new Director of Engineering, Jaclyn Makarzec, who is a licensed California Professional Engineer. She has several years of experience and has been working on District projects since 2020 through her previous employer, Krieger and Stewart.

D. Committee Reports

The Solid Waste Trash Disposal Committee, which includes Directors Skerbelis and Murphy, met on Wednesday, January 22, 2025, to discuss the current Burrtec contract. Director Murphy requested feedback from the Board of Directors on two topics: street sweeping and hazardous waste pickup. Director Leja commented on street sweeping signage and asked staff to consider placing stickers on the barrels to indicate acceptable content.

ITEM 8. ACTION/DISCUSSION ITEMS.

A. DM 2025-05: Board Governance and Compliance Update: Legislative Changes and Training Requirements for 2025

BACKGROUND:

Rubidoux Community Services District ("District") is governed by a five-member Board of Directors ("Board") elected at-large. The District is a special district and a member of the California Special Districts Association ("CSDA"). Special districts are local governments formed by communities to provide essential services. They are political subdivisions authorized under state law.

CSDA is a nonprofit association established in 1969 to support special districts through governance resources, advocacy, and professional development. Each year, CSDA publishes the *Special District Board Member Handbook* ("Handbook"), included as Attachment 1. The Handbook covers:

- About Special Districts
- Good Governance
- Primary Role and Responsibilities
- Accountability and Transparency
- Legislative Advocacy, Media Outreach, and Public Engagement

The Accountability and Transparency section addresses:

- Website Compliance
- Open and Public Meetings
- Public Records
- Financial Audits
- Online Financial and Compensation Reports
- Ethics Training
- Conflict of Interest Compliance

Open and Public Meetings

Under the Ralph M. Brown Act (“Brown Act”), special district board meetings must be open and accessible to the public. Before the COVID-19 pandemic, teleconferencing was subject to strict requirements, including:

1. Identifying all teleconference locations in the meeting notice and agenda.
2. Ensuring public access to each teleconference location.
3. Maintaining a quorum within the agency’s jurisdiction.

During the pandemic, Governor Newsom’s Executive Orders N-29-20 and N-35-20 temporarily suspended these restrictions through September 30, 2021, allowing local agencies to function under emergency conditions.

Subsequent legislation addressed post-pandemic teleconferencing:

- AB 361 (Effective Sept. 16, 2021 – Jan. 1, 2024)
 - Allowed local agencies to teleconference without full Brown Act compliance under emergency conditions.
- AB 2449 (Effective Jan. 1, 2023 – Dec. 31, 2025)
 - Permits individual board members to teleconference under “just cause” or “emergency circumstances.”
 - Limits remote participation to no more than three consecutive months or 20% of regular meetings per year.

On Sept. 22, 2024, Governor Newsom signed AB 2302, amending Government Code §54953 to further limit remote participation. Given the District’s twice-monthly meeting schedule, a board member may use “just cause” or “emergency circumstances” for remote participation in up to **five (5) meetings per year**. AB 2302 sunsets on Jan. 1, 2026.

Effective Jan. 1, 2025, AB 2715 amends the Brown Act to authorize closed session discussions regarding cybersecurity threats, including risks to public buildings, essential services, or public access.

Trainings and Conflict of Interest Compliance

State law requires all special district board members to complete:

- Ethics Training (every two years, 2-hour course)
- Harassment Prevention Training (every two years, 2-hour course)
- Form 700 (Statements of Economic Interests) (annually)

Form 700 ensures transparency by disclosing financial interests to prevent conflicts of interest.

Each Director must complete their ethics training, harassment prevention training, and submit Form 700 by Thursday, March 6, 2025.

COMMENT(S):

Director Murphy commented on the Board's attendance at the District holiday luncheon and the possible discussions that could have occurred between staff and the Board, such as the half-day off for Christmas Eve. GM Laddusaw clarified that the recommendation was his and that staff did not request the date; therefore, it did not go to the Personnel Committee for discussion but rather to the full Board.

ACTION:

This is an informational item. No action is required. The information provided serves as a reminder for the Board to complete the required training and compliance documents by the stated deadline.

B. DM 2025-06 Board Discussion: Building Project

BACKGROUND:

The Rubidoux Community Services District (“District”) Board of Directors (“Board”) has over the years considered potential options for new building facilities. These include:

- A. A new two-story wavy glass building located on the vacant lot diagonally across from the District’s current location at 3590 Rubidoux Blvd. (2008-2017)
- B. The County Fleet Services Building (5293 Mission Blvd.) either purchasing alone or in partnership with the City of Jurupa Valley. (2018-2021)
- C. The Rubidoux Family Resource Center (5473 Mission Blvd.) for administrative functions and remodeling the District’s current Administrative Building (3590 Rubidoux Blvd.) for field operations. (2021-2024)
- D. Remodel of District current Administrative Building (3590 Rubidoux Blvd.) and construct a new Field Operations Building on the vacant lot diagonally across from the Administrative Building. (2021, 2024 forward)

Option A was the primary District effort from 2008 – 2017 but was deemed too expensive and the architecture was inconsistent with the desired “Mission Village” planning concept. Option B was considered from 2018-2021 but no longer became a viable option as the City of Jurupa Valley purchased the property alone after the Board decided the County Fleet Services Building was not going to be functional for joint use without substantive remodeling and expense. Option C was the preferred Board option in 2021 when the County of Riverside decided to surplus the old Rubidoux Family Resource Center. In August 2022, the District secured a private placement loan for approximately \$3.5 million, with \$1.5 million being allocated to purchasing and remodeling 5473 Mission Blvd. and \$2.0 million being allocated to remodeling 3590 Rubidoux

Blvd. for strictly operations. The loan amount was based on the architects cost estimate of the site work and floor plan. Option D was considered by the Board during the same time as Option C, but once the old Rubidoux Family Resource Option became available, the Board prioritized Option C.

Option C was intended to be executed in phases, with the first phase focusing on 5473 Mission Blvd. and the second phase on 3590 Rubidoux Blvd. In September 2022, the District established an Ad Hoc Building Committee (September 1, 2022 – Item 13 Closed Executive Session) to oversee the building purchase and remodel efforts under Option C. This item is now included as an attachment to this Director’s Memorandum, as many aspects of the discussion have since been settled by the District and become public information (Attachment 1). The District’s Ad Hoc Committees are governed under Section 16 of the Board Policies and Procedures Manual (Attachment 2). In November 2022, the District purchased the 5473 Mission Blvd. property for approximately \$390,000.

In 2023, the District collaborated with its architects, Ruhnau Clarke, along with various landscaping, engineering, and audio/visual subconsultants to finalize the design and bid specifications for 5473 Mission Blvd. The project was put out to bid, and results were received in July 2023. The District received five bids ranging from \$2.6 million to \$4.3 million; however, the lowest apparent bidder withdrew their bid due to an estimating/accounting error, making the next lowest bid \$3.7 million, approximately 3.4 times higher than the original \$1.1 million estimate.

The bid results were presented to the Ad Hoc Building Committee and the full Board in August 2023, at which point all bids were rejected due to their high cost. Following the Board’s direction, staff collaborated with the District’s architects and consulted various contractors to 're-work' the design in an effort to reduce construction costs. The redesign focused on scaling back expansion efforts, minimizing site work, and significantly reducing internal reconfiguration. Additionally, the District engaged a Certified Professional Estimator to provide a detailed cost estimate for the revised scope. Despite these efforts, the revised estimate remained 2.3 times higher than the original projection. Furthermore, the revised design would have reduced the workspace currently utilized by District staff and constrained future growth due to existing space limitations.

In July 2024, the District conducted a thorough evaluation of Option C and determined that it was no longer the preferred path forward. Despite extensive planning and revisions, the project continued to face significant challenges. The costs remained prohibitively high, and the proposed floor plan, while functional, was deemed inadequate for the growing needs of the District. The plan also presented limitations in terms of space for District employees, potentially hindering future growth and efficiency. Moreover, Option C required the permanent separation of staff between the Administrative and Field Operations functions, which would have introduced not only operational inefficiencies but also redundant costs related to maintaining separate facilities. After careful consideration of these factors, it became clear that a more cost-effective and scalable solution was necessary to meet the District’s long-term goals.

During the September 5, 2024, Board meeting, staff provided an update on the Field & Administration Building efforts. With the recent addition of two new Board members, staff has attached the slides from that meeting (Attachment 3). The presentation provided a comprehensive overview of the staff’s efforts over the last seven years. At the conclusion of the presentation, staff expressed their desire to move forward with Option D.

Option D proposes a 'single campus' solution, utilizing the existing structure at 3590 Rubidoux Blvd. and the developed 0.67-acre backyard, which has been a community landmark for over 70 years. This approach also allows the District to develop an additional 2.3 acres of vacant land already owned by the District, offering ample space for an Operations Center, including fleet, material and equipment storage, locker rooms, and offices. The combined nearly 3-acre campus will build upon the District's current 'home,' meeting both current and future needs for a growing community. Having all District staff on a single campus will improve operational efficiency and foster a more collaborative environment.

Initially, due to cost considerations, staff preferred to phase Option D, first focusing on the Administrative facilities at 3590 Rubidoux Blvd., followed by the Operations yard on the 2.3 acres of vacant land in a few years. However, based on feedback from the Board and internal discussions, the preferred approach has shifted to a more holistic strategy, aiming to complete both the Administrative and Operations facilities in succession. This approach requires input from the District's entire management team, which recently underwent changes. In October 2024, the District hired an Assistant General Manager, a position that had been vacant for over four years. Additionally, the District's Director of Engineering and the original project manager retired in December 2024, prompting an immediate recruitment process. The new Director of Engineering joined in late January 2025. With the management team now fully in place, the District is committed to prioritizing the Building Project in 2025.

In addition, the District has been analyzing the feasibility of using a concrete masonry unit (CMU) structure for the Operations Center versus a metal building. Metal buildings are typically more cost-effective in terms of materials and labor, are pre-engineered for efficiency, and can be erected more quickly than CMU structures. Moreover, they require less maintenance, offer better potential for future expansion, and can be designed to be highly durable and weather-resistant with modern coatings.

Staff is currently preparing a Request for Proposal (RFP) to secure architectural design services for the preferred Option D. The District previously engaged Ruhnau Clarke to assist with Option C. The RFP will invite qualified firms to submit professional design solutions that align with the project's scope, budget, and functional needs, ensuring a competitive selection process, promoting cost-effective planning, and establishing clear expectations for design, compliance, and project execution. Once the RFP process is complete, staff will seek authorization from the Board to proceed with an architectural design services firm in a future meeting.

COMMENT(S):

Director Murphy commented that he had requested the information to be provided in order to inform the new Board Directors of the status of the Building Project.

ACTION:

After Board discussion, Director Skerbelis moved, and Director Murphy seconded, to dissolve the Ad Hoc Field/Administration Building Committee.

Roll call:

Ayes – 5 (Murphy, Trueba, Skerbelis, Leja, Altamirano)

Noes – 0

Abstain – 0

Absent – 0

The motion was carried 5-0-0-0.

Director Murphy moved, and Director Trueba seconded to, draft and issue a RFP for architectural design services.

Roll call:

Ayes – 5 (Murphy, Trueba, Skerbelis, Leja, Altamirano)

Noes – 0

Abstain – 0

Absent – 0

The motion was carried 5-0-0-0.

C.DM 2025-07 – CLOSED SESSION: Pursuant to Government Code Section 54956.9: Legal Counsel Status on Litigation Case No. CIVDS 1310520, City of Riverside vs. Rubidoux Community Services District

CLOSED SESSION START: 5:16 PM CLOSE SESSION END: 5:31 PM

COMMENT(S): No reportable action.

ITEM 9. DIRECTOR’S COMMENTS AND REQUESTS

Director Murphy will be requesting an update on the steel plates on Avalon. Director Altamirano thanked GM Laddusaw for the presentations and comments. She also requested legal counsel to provide an update on the City of Riverside's legal status. Director Skerbelis made a formal request to speak with the Mayor of Riverside but has not received a response. No other Directors had any comments or questions.

ITEM 10. NEXT MEETING

Thursday, February 20, 2025, at 4:00 p.m.

ITEM 11. ADJOURNMENT

President Trueba adjourned the meeting at 5:35 P.M.

5. CONSENT CALENDAR (continued)

B. Consideration to Approve the February 21, 2025, Salaries, Expenses and Transfers

RUBIDOUX COMMUNITY SERVICES DISTRICT
 FEBRUARY 20, 2025 (BOARD MEETING)
FUND TRANSFER AUTHORIZATION

NET PAYROLL 2/28/25	93,500.00
ACH TRANSFER: FEDERAL PAYROLL TAXES 3/1/25	35,000.00
ACH TRANSFER: STATE PAYROLL TAXES 3/1/25	8,000.00
ACH TRANSFER: TO CREDIT UNION	6,500.00
ACH TRANSFER: PERS RETIREMENT	27,000.00
ACH TRANSFER: SECTION 125	215.38
ACH TRANSFER: SECTION 457 AND 401(A)	2,350.00

CHECKING ACCOUNT TRANSFERS FOR ACCOUNTS PAYABLE:

2/21/2025 WATER FUND TO GENERAL FUND-Payables	20,581.47
WATER FUND TO GENERAL FUND-Trash	196,605.56
WATER FUND TO SEWER FUND	126,773.20
SEWER FUND TO GENERAL FUND-Payables	166,042.78

INTERFUND TRANSFERS:

2/21/2025 SEWER FUND CHECKING TO LAIF SEWER OP	600.00
SEWER FUND CHECKING TO LAIF SEWER ML	10,400.00
LAIF SEWER OP TO SEWER FUND CHECKING	40,000.00
GENERAL FUND PROP TAX TO GENERAL FUND CHECKING	6,167.98
GENERAL FUND CHECKING TO SEWER FUND CHECKING	10,400.00
LAIF PROPERTY TAX TO GENERAL FUND CHECKING	200,000.00
WATER FUND CHECKING TO LAIF WATER OP	615,000.00

NOTES PAYABLE

<u>DESCRIPTION</u>	<u>BALANCE</u>	<u>PAYMENT</u>	<u>DUE DATE</u>
MN Plant-State Revolving Loan	2,909,628 Prin.	144,699	Jul-25
MN Plant-State Revolving Loan	368,135 Intr.	37,399	Jul-25
2022 Obligations	2,940,803 Prin.	330,126	Jul-25
2022 Obligations	372,912 Intr.	44,847	Jul-25

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Tr. #	Vendor	Inv Date	Paid Out	Immediate	Credit Card Vendor	Due Date	Discount Date	Invoice #
PO Number		Inv Date	Immediate GL Account	Check #	CC Reference #	Due Date	Discount Date	Discount
GL Date		Inv Date	Immediate GL Account	Credit Card	CC Reference #	Due Date	Payment Date	Total Invoice
1	ACORN / ACORN TECHNOLOGY SERVICE							12128
FEB.25"IT SUPT/CYBER		02/01/2025	N	N		04/03/2025	02/01/2025	\$0.00
02/20/2025				N				\$5,355.24
2	AIRGAS / AIRGAS USA, LLC							5514253093
TANK RNTL		01/31/2025	N	N		03/02/2025	01/31/2025	\$0.00
02/20/2025				N				\$120.96
3	AQUA METRIC SALES / AQUA METRIC SALES CO							INV0106421
2" METER		02/05/2025	N	N		03/07/2025	02/05/2025	\$0.00
02/20/2025				N				\$2,146.38
4	AT&T / AT&T							000022995908
PHN CHGRS		02/07/2025	N	N		03/09/2025	02/07/2025	\$0.00
02/20/2025				N				\$594.55
5	BERNELL / BERNELL HYDRAULICS, INC.							0496185-IN
HYD HOSE		02/04/2025	N	N		03/06/2025	02/04/2025	\$0.00
02/20/2025				N				\$209.31
6	BOBKO LAW APC / BOBKO LAW APC							43
CITY RVSD APPEAL		02/02/2025	N	N		03/04/2025	02/02/2025	\$0.00
02/20/2025				N				\$2,776.00
7	BPS B'S POOL SUPPLIES / B.P.S. B's POOL SUPPLIES							129834
SODIUM HYPO		01/27/2025	N	N		02/26/2025	01/27/2025	\$0.00
02/20/2025				N				\$1,773.15
8	BPS B'S POOL SUPPLIES / B.P.S. B's POOL SUPPLIES							129933
SODIUM HYPO		02/07/2025	N	N		03/09/2025	02/07/2025	\$0.00
02/20/2025				N				\$994.75
9	BRINKS / BRINKS INC.							12825161
FEB.25"ARMRD		02/01/2025	N	N		03/03/2025	02/01/2025	\$0.00
02/20/2025				N				\$1,584.32
10	BUSINESS / BUSINESS TELECOMMUNICATION SYSTI							22191
TELEPHONE		02/04/2025	N	N		03/06/2025	02/04/2025	\$0.00
02/20/2025				N				\$673.45
11	CA AIR / CA AIR RESOURCES BD/PERP							P-046940-020525
PORTABLE EQUIP		02/05/2025	N	N		03/07/2025	02/05/2025	\$0.00
02/20/2025				N				\$1,100.00
12	CALIFORNIA UNDERGROUND / CALIF UNDERGROUN							24-252555
DIG SAFE		02/01/2025	N	N		03/03/2025	02/01/2025	\$0.00
02/20/2025				N				\$52.24
13	FERGUSON / FERGUSON ENTERPRISE INC #1350							0874384
WTR PUMP /PVC		02/04/2025	N	N		03/06/2025	02/04/2025	\$0.00
02/20/2025				N				\$587.64
14	GEOTAB / GEOTAB USA, INC							IN418430
JAN.25" TRK TCKER		01/31/2025	N	N		03/02/2025	01/31/2025	\$0.00
02/20/2025				N				\$434.75
15	GRAINGER / GRAINGER							9389931446
V-BELT		01/29/2025	N	N		02/28/2025	01/29/2025	\$0.00
02/20/2025				N				\$83.26
16	GRAINGER / GRAINGER							9399342931
TRAFFIC SIGN		02/06/2025	N	N		03/08/2025	02/06/2025	\$0.00
02/20/2025				N				\$65.05

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Tr. #	Vendor	Inv Date	Paid Out	Immediate	Credit Card Vendor	Due Date	Discount Date	Invoice #
PO Number		Inv Date	Immediate GL Account	Check #		Due Date	Discount Date	Discount
GL Date		Immediate GL Account		Credit Card	CC Reference #	Payment Date		Total Invoice
17	GRAINGER / GRAINGER							9399342949
TRAFFIC SIGN		02/06/2025	N	N		03/08/2025	02/06/2025	\$0.00
02/20/2025				N				\$209.86
18	GRAINGER / GRAINGER							9399342956
GLOVES		02/06/2025	N	N		03/08/2025	02/06/2025	\$0.00
02/20/2025				N				\$36.28
19	HACH CO. / HACH COMPANY							14289323.B
CHEMICALS		12/10/2024	N	N		01/09/2025	12/10/2024	\$0.00
02/20/2025				N				\$327.56
20	HARPER BURNS LLP / HARPER & BURNS LLP							20250201.A
JAN.25" LGL SVC		02/01/2025	N	N		03/03/2025	02/01/2025	\$0.00
02/20/2025				N				\$1,450.00
21	HARPER BURNS LLP / HARPER & BURNS LLP							20250201.B
CITY RVSD APPEAL		02/01/2025	N	N		03/03/2025	02/01/2025	\$0.00
02/20/2025				N				\$800.00
22	HOME DEPOT / HOME DEPOT CREDIT SERVICES							003953/7040315
SUPPLIES		02/03/2025	N	N		03/05/2025	02/03/2025	\$0.00
02/20/2025				N				\$122.47
23	HOME DEPOT / HOME DEPOT CREDIT SERVICES							030757/1045318
SUPPLIES		01/30/2025	N	N		03/01/2025	01/30/2025	\$0.00
02/20/2025				N				\$301.47
24	INFOSEND / INFOSEND, INC							280479.A
JAN.25" BILL PRINT		01/31/2025	N	N		03/02/2025	01/31/2025	\$0.00
02/20/2025				N				\$946.74
25	INFOSEND / INFOSEND, INC							280479.B
JAN.25" POSTAGE		01/31/2025	N	N		03/02/2025	01/31/2025	\$0.00
02/20/2025				N				\$3,007.18
26	JURUPA HILLS APARTMENT,LLC / JURUPA HILLS APA							13006200-05
RFND OVRPYMT		02/06/2025	N	N		03/08/2025	02/06/2025	\$0.00
02/20/2025				N				\$14.75
27	KH METALS / KH METALS & SUPPLY							0691234-IN
SUPPLIES		01/29/2025	N	N		02/28/2025	01/29/2025	\$0.00
02/20/2025				N				\$247.62
28	KH METALS / KH METALS & SUPPLY							0691286-IN
SUPPLIES		01/29/2025	N	N		02/28/2025	01/29/2025	\$0.00
02/20/2025				N				\$169.96
29	KH METALS / KH METALS & SUPPLY							0691397-IN
SUPPLIES		01/30/2025	N	N		03/01/2025	01/30/2025	\$0.00
02/20/2025				N				\$113.99
30	KH METALS / KH METALS & SUPPLY							0691776-IN
PARTS		02/04/2025	N	N		03/06/2025	02/04/2025	\$0.00
02/20/2025				N				\$483.88
31	LAUREN HARWIG / LAUREN HARWIG							12907000-23
RFND OVRPYMT		02/06/2025	N	N		03/08/2025	02/06/2025	\$0.00
02/20/2025				N				\$157.94
32	LILLESTRAND / LILLESTRAND LEADERSHIP CONSUL							8109
CNSLT/VALDEZ, LADDUS		01/31/2025	N	N		03/02/2025	01/31/2025	\$0.00
02/20/2025				N				\$1,281.25

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GL Date		Immediate GL Account		Credit Card	CC Reference #	Payment Date		Total Invoice
33	MASTER'S / MASTER'S SERVICES (GLACIER)							0000001177772
WTR BTL		01/29/2025	N	N		02/28/2025	01/29/2025	\$0.00
02/20/2025					N			\$104.75
34	MERIT OIL / MERIT OIL COMPANY							886076
DIESEL		01/28/2025	N	N		02/12/2025	01/28/2025	\$0.00
02/20/2025					N			\$489.54
35	MERIT OIL / MERIT OIL COMPANY							885943
GASOLINE		01/29/2025	N	N		02/13/2025	01/29/2025	\$0.00
02/20/2025					N			\$1,492.55
36	MERIT OIL / MERIT OIL COMPANY							886614
DIESEL		01/31/2025	N	N		02/15/2025	01/31/2025	\$0.00
02/20/2025					N			\$413.62
37	MERIT OIL / MERIT OIL COMPANY							887120
GASOLINE		02/05/2025	N	N		02/20/2025	02/05/2025	\$0.00
02/20/2025					N			\$1,685.08
38	NORTHSTAR CHEMICALS / NORTHSTAR CHEMICAL							303654
SODIUM HYPO		02/06/2025	N	N		03/08/2025	02/06/2025	\$0.00
02/20/2025					N			\$4,942.33
39	OCCUPATIONAL HLTH CNTRS OF CA / OCCUPATIONA							85750247
PHYSICAL-MORENO		01/29/2025	N	N		02/28/2025	01/29/2025	\$0.00
02/20/2025					N			\$106.00
40	PENHALL CO / PENHALL CO							223127
ASPHLT CUT		01/24/2025	N	N		02/23/2025	01/24/2025	\$0.00
02/20/2025					N			\$924.00
41	RIVERSIDE CITY / RIVERSIDE CITY							00279909.A
DEC.24" SURCH		01/28/2025	N	N		02/27/2025	01/28/2025	\$0.00
02/20/2025					N			\$29,636.11
42	RIVERSIDE CITY / RIVERSIDE CITY							00279909.B
DEC.24" TRTMNT		01/28/2025	N	N		02/27/2025	01/28/2025	\$0.00
02/20/2025					N			\$130,196.00
43	REDWING / REDWING SHOES							314-1-61643
BOOTS/AGUILERA		02/01/2025	N	N		03/03/2025	02/01/2025	\$0.00
02/20/2025					N			\$230.00
44	SCE / SCE							25F600000522796
STRT LIGHTS		02/03/2025	N	N		02/24/2025	02/03/2025	\$0.00
02/20/2025					N			\$12,174.54
45	SCE / SCE							25F700244764992
STRT LIGHTS		02/03/2025	N	N		02/24/2025	02/03/2025	\$0.00
02/20/2025					N			\$152.54
46	SCE / SCE							25F700040982544
MAIN OFC UTILITY		02/04/2025	N	N		02/24/2025	02/04/2025	\$0.00
02/20/2025					N			\$1,171.47
47	SCE / SCE							25F700617778997
FIRE STN UTILITY		02/04/2025	N	N		02/24/2025	02/04/2025	\$0.00
02/20/2025					N			\$1,378.55
48	SCE / SCE							25F700456862263
WTR PMP ENERGY		02/06/2025	N	N		02/26/2025	02/06/2025	\$0.00
02/20/2025					N			\$4,509.09

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GL Date		Immediate GL Account			Credit Card	CC Reference #	Payment Date	Total Invoice
49	SCG / THE GAS COMPANY							25F17882256005
MAIN OFC UTILITY		02/04/2025	N	N			02/25/2025 02/04/2025	\$0.00
02/20/2025					N			\$519.70
50	SCG / THE GAS COMPANY							25F05925730565
FIRE STN UTILITY		02/04/2025	N	N			02/25/2025 02/04/2025	\$0.00
02/20/2025					N			\$513.31
51	SCG / THE GAS COMPANY							25F12013321489
5473 UTILITY		02/04/2025	N	N			02/25/2025 02/04/2025	\$0.00
02/20/2025					N			\$244.43
52	SCG / THE GAS COMPANY							25F01302181001
FLD OFC UTILITY		02/04/2025	N	N			02/25/2025 02/04/2025	\$0.00
02/20/2025					N			\$15.56
53	STARLITE MGMT II LP / STARLITE MGMT II LP							11107010-00
RFND OVRPYMT		01/30/2025	N	N			03/01/2025 01/30/2025	\$0.00
02/20/2025					N			\$85.68
54	STREAMLINE_DIGITAL / STREAMLINE							B89E97D4-0051
FEB.25-MAR 25"WEBSIT		02/01/2025	N	N			03/03/2025 02/01/2025	\$0.00
02/20/2025					N			\$497.00
55	THE PRESS-ENTERPRISE / THE PRESS ENTERPRISE							0000610812
PRET.NOTICE PUBLICAT		01/31/2025	N	N			03/02/2025 01/31/2025	\$0.00
02/20/2025					N			\$314.27
56	THERMAL COOL / THERMAL-COOL, INC.							WO-0024400
R&M HVAC		01/15/2025	N	N			02/14/2025 01/15/2025	\$0.00
02/20/2025					N			\$977.50
57	UNDERGROUND SERVICE ALERT / UNDERGROUND :							120250573
DIG SAFE		02/01/2025	N	N			03/03/2025 02/01/2025	\$0.00
02/20/2025					N			\$163.55
58	UPS / UNITED PARCEL SERVICE							0000F908W2055
POSTAGE		02/02/2025	N	N			03/03/2025 02/02/2025	\$0.00
02/20/2025					N			\$17.41
59	VARNER / VARNER & BRANDT LLP							20250131
JAN.25" LGL CNSLT		01/31/2025	N	N			03/02/2025 01/31/2025	\$0.00
02/20/2025					N			\$984.00
60	WESTERN MUNICIPAL WATER / WESTERN MUNICIPA							RI-5605
FEB.25" BRINE FIXED		02/01/2025	N	N			03/03/2025 02/01/2025	\$0.00
02/20/2025					N			\$6,474.49
61	WESTERN MUNICIPAL WATER / WESTERN MUNICIPA							IN-16268
DEC.24" BRINE		02/05/2025	N	N			03/07/2025 02/05/2025	\$0.00
02/20/2025					N			\$147.83
62	BURRTEC / BURRTEC WASTE INDUSTRIES, INC.							N0820810732
SWR WSTE HAUL		01/31/2025	N	N			03/02/2025 01/31/2025	\$0.00
02/20/2025					N			\$663.20
63	IE ALARM SYSTEMS / IE ALARM SYSTEMS							512310
5473 MISSION RPRS		11/21/2024	N	N			12/21/2024 11/21/2024	\$0.00
02/20/2025					N			\$720.00
64	TRI-CO DISPOSAL INC / TRI-CO DISPOSAL, INC							0128-021125.A
COMM TRSH		02/12/2025	N	N			03/14/2025 02/12/2025	\$0.00
02/20/2025					N			\$51,139.54

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GL Date		Inv Date	Immediate GL Account	Credit Card	CC Reference #	Due Date	Payment Date	Total Invoice	
65	TRI-CO DISPOSAL INC / TRI-CO DISPOSAL, INC							0128-021125.B	
RES TRSH		02/12/2025	N	N		03/14/2025	02/12/2025	\$0.00	
02/20/2025				N				\$145,466.02	
66	TRI-CO DISPOSAL INC / TRI-CO DISPOSAL, INC							0128-021125.C	
RCSD SHR COMM		02/12/2025	N	N		03/14/2025	02/12/2025	\$0.00	
02/20/2025				N				(\$7,159.54)	
67	TRI-CO DISPOSAL INC / TRI-CO DISPOSAL, INC							0128-021125.D	
RCSD SHR RES		02/12/2025	N	N		03/14/2025	02/12/2025	\$0.00	
02/20/2025				N				(\$4,312.39)	
68	VERIZON WIRELESS / VERIZON WIRELESS							6104918256	
CEL PHN CHRGS		02/01/2025	N	N		03/03/2025	02/01/2025	\$0.00	
02/20/2025				N				\$1,774.81	
69	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.A	
GENERAL OFFICE EXPEN		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$893.49	
70	CHASE CARD SERVICES / CHASE CARD SERVICES							24M7704975.B	
OFFICE SUPPLIES GEN		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$3,507.48	
71	CHASE CARD SERVICES / CHASE CARD SERVICES							24M7704975.C	
EMPLOYEE EDUCATION		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$8,392.73	
72	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.D	
UTILITIES		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$422.65	
73	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.E	
R&M VEHICLE		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$23.69	
74	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.F	
R&M HEAVY EQUIP		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$1,268.46	
75	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.G	
R&M WATER SYSTEM		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$2,151.54	
76	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.H	
OPERATING EXPENSE		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$435.00	
77	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.I	
DUES & SUBSCRIPTION		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$110.00	
78	CHASE CARD SERVICES / CHASE CARD SERVICES							25M7704975.J	
GASOLINE EXPENSE		02/17/2025	N	N		03/10/2025	02/17/2025	\$0.00	
02/20/2025				N				\$272.29	
Grand Totals									
								Total Direct Expense:	\$446,023.80
								Total Direct Expense Adj:	(\$11,471.93)
								Total Non-Electronic Transactions:	\$434,551.87

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5. **CONSENT CALENDAR** (continued)

- C. **DM 2025-08**: Consider Approval of Task Order under the Master Service Agreement with Stellar Technology & Automation for the OT/SCADA Master Plan and Specification

Rubidoux Community Services District

Board of Directors

Hank Trueba Jr., President
Diana Leja, Vice President
Bernard Murphy
John Skerbelis
Leslie Altamirano

General Manager

Brian R. Laddusaw



Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

DIRECTORS MEMORANDUM 2025-08

February 20, 2025

To: Rubidoux Community Services District
Board of Directors

Subject: Consider Approval of Task Order under the Master Service Agreement with Stellar Technology & Automation for the OT/SCADA Master Plan and Specification

BACKGROUND:

The Rubidoux Community Services District ("District") relies on its Operational Technology ("OT") and Supervisory Control and Data Acquisition ("SCADA") systems to monitor, control, and optimize water and wastewater operations. The District's current SCADA system, however, is fragmented, outdated, and presents operational challenges, including:

- Obsolete PLC hardware and software that lacks vendor support and limits system functionality.
- Aging communication infrastructure, including Esteem serial-based radios, that does not support modern SCADA networking standards.
- Limited integration across facilities, reducing operational visibility and efficiency.
- Insufficient cybersecurity protections, exposing critical infrastructure to cyber threats.

To address these issues, the District is initiating a comprehensive OT/SCADA Master Plan and Specification (Attachment 1). This plan will provide a roadmap for modernizing the District's automation and control systems, ensuring a standardized, scalable, and secure SCADA environment.

On January 16, 2025, pursuant to Director's Memorandum ("DM") 2025-02, the Board of Directors approved a Master Service Agreement (MSA) with Stellar Technology & Automation ("S-Tekk") to provide SCADA system planning, support, and modernization services (Attachment 2). Under this agreement, the District may issue Task Orders to implement specific SCADA-related initiatives. S-Tekk was selected as the sole-source vendor due to their specialized expertise in SCADA modernization, PLC programming, and industrial

automation for water utilities. Their local presence in Jurupa Valley ensures responsive, hands-on project support.

Task Order Scope

This proposed Task Order authorizes S-Tekk to develop the OT/SCADA Master Plan and Specification as outlined in their proposal dated February 10, 2025. This plan will serve as the foundation for the District's long-term SCADA modernization strategy and will focus on:

1. Comprehensive System Assessment

- Evaluate existing SCADA infrastructure, PLC hardware, software, and communication networks.
- Identify gaps, vulnerabilities, and operational inefficiencies in the current system.
- Conduct risk-based prioritization of system deficiencies.

2. SCADA Standardization & System Design

- Define standardized SCADA hardware and software platforms to ensure compatibility and future scalability.
- Develop a SCADA network architecture plan, including fiber-optic, Ethernet/IP, and secure wireless communication pathways.
- Establish alarm management and data visualization guidelines to improve operational awareness.

3. Cybersecurity & Compliance Strategy

- Implement NIST and AWWA cybersecurity frameworks to protect critical infrastructure.
- Develop secure remote access policies and multi-layered network security protocols.
- Integrate disaster recovery and failover capabilities into the SCADA design.

4. Implementation Roadmap & Budget Planning

- Develop a multi-year phased implementation plan for SCADA system upgrades.
- Provide budgetary estimates for capital improvements required for system-wide modernization.
- Establish vendor selection criteria and procurement strategies to ensure cost-effective implementation.

Budget Considerations & Procurement Compliance

The proposal from S-Tekk is for a not-to-exceed amount of \$92,500, which will be allocated equally between the Water and Sewer Funds, or \$46,250 per Fund.

The FY 2024|2025 Water and Sewer Fund Budgets include the following line items:

- Water Fund Budget: Line 86, "SCADA Replacement – Water Portion (Planning)" – \$100,000
- Sewer Fund Budget: Line 50, "SCADA Samsara Alternative" – \$100,000

Both enterprises have sufficient budgeted funds to cover their pro-rata share of this work, the use of which was authorized by the Board of Directors through DM 2025-02. However, because the proposal exceeds the General Manager's procurement limit of \$75,000 as outlined in the District's Procurement Policy (Policy 1040), Board authorization is required for this expenditure.

RECOMMENDATION:

Staff recommends that the Board of Directors consider the following:

1. Authorize the General Manager to execute a Task Order under the Master Service Agreement with Stellar Technology & Automation for the development of the OT/SCADA Master Plan and Specifications, for a not-to-exceed amount of \$92,500.

Respectfully,



BRIAN R. LADDUSAW, CPA
General Manager

Attachment(s):

1. Proposal for 'OT/SCADA Master Plan and Specification' dtd. February 10, 2025
2. Stellar Technology & Automation Master Service Agreement



**PROPOSAL FOR
OT/SCADA MASTER PLAN AND
SPECIFICATION**

RUBIDOUX COMMUNITY SERVICE DISTRICT

FEBRUARY 10, 2025

INTRODUCTION

To Brandon,

STELLAR TECHNOLOGY & AUTOMATION is pleased to submit to you this proposal for the *OT/SCADA MASTER PLAN AND SPECIFICATION*.

Collaborative planning is key to team alignment, which is the formula for a successful project. At Stellar, we believe that working closely with your staff members will enable us to deliver a best-in-class solution that meets your specific needs. Our proposed system will be designed to be Full-Integrative: Capturing the most crucial data for your operations team to ensure seamless integration across all platforms. Information-Driven: Providing the data you require to make fast, reliable, and safe operating decisions. Our system ensures that you have real-time access to vital information. Sustainable: Engineering a system that is easy to maintain in the long run. This means avoiding one-off, custom, or proprietary solutions and instead using industry-standard best hardware and software.

We are committed to delivering a system that not only meets but exceeds your expectations. By leveraging our expertise and your invaluable input, we aim to create a solution that enhances operational efficiency, safety, and sustainability.

Thank you for considering our proposal. We look forward to the opportunity to work with the RCSD to enhance your operation. Please do not hesitate to reach out if you have any further questions or require additional information.

Chris Hamilton

President, Controls Engineer
Stellar Technology & Automation
📍 Riverside, CA
✉ Chris@S-Tekk.com
☎ (951) 850-9330



Bidder Information:

Company: STELLAR TECHNOLOGY & AUTOMATION CORP
Entity: Nevada Corporation
Year Established: 2022
DIR#: PW-LR-1000961349 / Expires: 06/30/2025
Address: 7940 Bounty Trail, Riverside CA, 92509
Distance from Project: 13 miles / 15 min

Insurance:

General Liability \$2,000,000 / P100.983.642.2
Errors & Omissions \$2,000,000 / P101.924.689.2
Auto Insurance Any Auto, \$2,000,000 / 00813977
Workman's Comp \$1,000,000 / 65221927XWS1Q8

EXECUTIVE SUMMARY

VALUES

We specialize in building fully integrated, information-driven, and sustainable SCADA systems for water. By sharing our expertise and partnering with customers we are uniquely positioned to help, we deliver quality-assured solutions for real-world problems.

Alignment

We set ourselves up for success by reaching a consensus around clear requirements, and then tracking progress by those requirements throughout the project. At the start of each partnership, we invest a thoughtful amount of time understanding our customers' needs, distilling them into an actionable roadmap, and getting a holistic sense of what project success looks like. By aligning on the goals we're working towards, we stay on schedule, keep within scope, and better focus everyone's time and efforts.

Relationship

Delivering a successful project involves building a deep collaborative relationship with our customers – one where everyone feels comfortable sharing ideas and discussing feedback. Our customers always have a direct line to our team, and can depend on us to pick up the phone and lend our undivided attention. The size of our team also allows us to focus our expertise on fewer, deeper, customer relationships.

Teaching

Sharing our past successes to help customers make better future decisions is good business for everyone. Whether you want support implementing a tried-and-true solution, experimenting with a state-of-the-art alternative, or learning about emerging technologies, we love sharing our expertise. By drawing from our case studies, we provide our customers with the insights to help them grow – for the current project and beyond.

Quality

We take pride in the caliber of our work, and have a track record of delivering secure, reliable, and scalable systems to customers. At every phase of development, we view our work through the lens of iteration, improvement, and quality assurance. We validate our work against industry standards, and deliver sustainable solutions that can be easily maintained.

These guiding principles – **Alignment, Relationship, Teaching, and Quality** – drive our daily operations and inform our decisions at every level. They direct our focus to the right areas and clarify our priorities when delivering high-quality systems for our customers.

Chris Hamilton

President, Controls Engineer
Stellar Technology & Automation
& Riverside, CA
✉ Chris@S-Tekk.com
☎ (951) 850-9330

GET IN TOUCH
WITH US

EXPERIENCE

We have extensive knowledge and expertise in designing SCADA systems, integrating Automation, IT, and Security to create reliable and future-proof solutions. As technology evolves, we leverage best practices from Information Technology to enhance Automation systems. Our approach includes VLAN implementation, routing protocols, network segmentation, access control, monitoring and logging, and endpoint security to ensure robust, secure, and high-performance SCADA solutions.

Our capabilities include:

- Comprehensive needs assessment and project planning for SCADA system design.
- Development of customized SCADA solutions tailored to specific operational requirements.
- Seamless integration of industry-standard hardware, software, and communication protocols.
- Ensuring SCADA system reliability, scalability, and ease of maintenance.
- Providing training and ongoing support for efficient system operation.

Our technical expertise includes:

- Advanced data acquisition, real-time monitoring, and control system design.
- Proficiency in leading SCADA software platforms and industrial communication protocols.
- Strong project management skills to ensure on-time, within-budget delivery.
- In-depth knowledge of regulatory and compliance requirements for industrial automation.

Chris Hamilton

Role – Engineering & Design

I am a Controls Engineer with over 14 years of experience in automation and controls. My industry focus includes SCADA, telecommunications, and networking in the manufacturing, water, and power sectors. In the water and wastewater industry, I specialize in designing, implementing, and maintaining SCADA systems. My expertise lies in integrating advanced data acquisition and control technologies to optimize operations, ensure regulatory compliance, and enhance system reliability.



I have successfully managed numerous projects, improving process efficiency and reducing operational costs. My skills encompass PLC programming, HMI development, network configuration, and implementing robust cybersecurity measures tailored to water and wastewater facilities. I have a deep understanding of the unique challenges faced by the water and wastewater sectors and have consistently delivered solutions that improve operational effectiveness and sustainability.

Committed to innovation and sustainability, I continually leverage cutting-edge technologies to deliver reliable and efficient automation solutions. My approach is rooted in adopting industry best practices and tailoring them to meet the specific needs of each project. By focusing on seamless integration and comprehensive system monitoring, I ensure that the solutions I provide are both effective and easy to maintain. Whether working on small-scale upgrades or large-scale implementations, I am dedicated to enhancing the performance and reliability of water and wastewater systems through advanced automation and control technologies.

PROFICIENCIES

PLC Programming
• RS Logix 5, 500, 5000
• Function Block
• Ladder Logic
• Structured Text
• Modicon
• Siemens

HMI / OIT Interface
• Ignition
• Factory Talk View ME / SE
• Redlion
• Wonderware
• ClearSCADA
• Citect SCADA
• Iconics

Programming Languages
• Python
• HTML
• XML
• SQL

Other
• Dream Reports
• Crystal Reports
• Kepware

EDUCATION and PROFESSIONAL CERTIFICATIONS

AS Industrial Electrical Technology
T2, D2 Operator Certification, Department of Drinking Water
EIT-III Certification , Water Environment Association

Mon Gemson

Role – Visualization & HMI Design

With 5 years of experience as an electrical engineer in the manufacturing industry, I bring expertise in automation, controls, and HMI system design. My career has been marked by a strong focus on critical thinking, problem-solving, and organizational skills. I am adept at leveraging my Ignition Core Certification to deliver efficient solutions in SCADA and HMI development.



I have successfully designed the HMI system for one of the United States' inaugural commercial offshore wind farms, Vineyard Wind, using AcSELERator Diagram Builder and configured AcSELERator RTAC settings for SEL devices. Additionally, I contributed to enhancing the SCADA experience for a local electric utility, optimizing system performance through advanced utilization of Ignition components and integrating various devices such as Eaton, S&C, and SEL.

At a local water treatment plant, I played a key role in upgrading the automation system with Ignition Vision, enhancing operational efficiency and database management. My technical proficiency extends to Studio5000 Logix Designer and Emulate, AcSELERator Architect and Quickset, ProView software, Kepware, as well as MySQL, PostgreSQL, and VMWare.

PROFICIENCIES

- HMI System Design
- SCADA System Improvement
- Automation and Controls
- Critical Thinking and Problem-Solving
- Ignition Core Certification
- Studio5000 Logix Designer and Emulate
- AcSELERator Suite
- ProView
- Kepware MySQL
- PostgreSQL
- VMWare

EDUCATION and PROFESSIONAL CERTIFICATIONS

Registered Electrical Engineer October 6, 2016 – March 6, 2025
License No.0062955 - Professional Regulation Commission
Ignition Core 8.1 Certificate - Ignition by Inductive Automation
Hazard Identification, Risk Assessment Training

Frank Vierra

Role – Drafting & Design

With a strong background in engineering support, I have managed comprehensive business operations including accounting, personnel management, procurement, planning, and scheduling. My specialization in AutoCAD for design and drafting enables me to create detailed and precise plant layouts and electrical control designs. I have directed project work under the Vice President of Human Resources, ensuring timely and efficient completion of tasks. As an advisor to the Pittsburg Administration Continuous Improvement Committee and Process Improvement Teams (PIT), I have contributed to significant operational enhancements.



I managed the treatment and pretreatment of 3.0 M.G.D. of wastewater for Poultry Products and Rendering plants, focusing on plant operations, facility expansion, and maintenance. I established and maintained PC-based record-keeping systems for plant records and utility management, improving data accuracy and accessibility. Additionally, I assisted Corporate Engineering in optimizing plant layouts and enhancing operational efficiency. My expertise includes electrical control design, PLC programming, electrical panel construction, plant construction, and operations evaluations, with a strong emphasis on regulatory compliance and continuous improvement initiatives.

PROFICIENCIES

- AutoCAD Design and Drafting
- Project Management
- Electrical Control Design
- PLC Programming
- Maintenance and Operations Evaluation
- Regulatory Compliance
- Continuous Improvement Initiatives

EDUCATION and PROFESSIONAL CERTIFICATIONS

Granada Hills High School - Granada Hills, California
Statistical Process Control (SPC) - Dallas, Texas
U. S. Naval Training Center - San Diego, California
National Radio Institute - Microcomputer and Microprocessor Repair
Environmental Auditing - Environmental Resource Center
Statistical Process Control (SPC) - Dallas, Texas
Toxic Chemical Release Reporting - U.S.E.P.A.

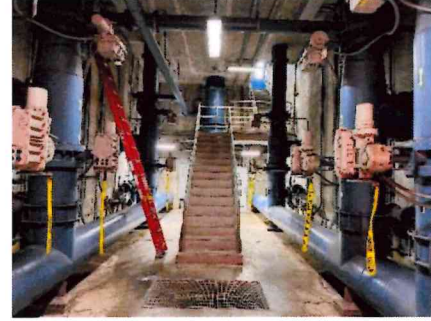
MILITARY SERVICE

U. S. Navy (U.S.S. Chanticleer ASR-7) Dates: 1/64 - 4/67
San Diego, California 92107
Electrician Mate Third Class (E-4)

CITY OF INGLEWOOD

SANFORD ANDERSON TREATMENT PLANT PLC UPGRADE - 2023

The Sanford M. Anderson Water Treatment Plant, with a treatment capacity of 9 mgd, removes iron and manganese from wells across the city's service area. The plant's automation system was installed in 1995, and featured three Allen Bradley PLC5s with token ring communication and used Iconics Genesis 32 for the operator interface terminal (OIT). The PLC5s were far beyond their end of life; during the project, the last PLC5 for the filter area failed due to a power outage. Operations were conducted manually by on-duty staff, with no control over plant processes.



Our scope of work included designing a new, sustainable automation system that would be easy for operations staff to maintain, given the absence of a dedicated SCADA department. We chose Allen Bradley CompactLogix controllers to replace the existing PLC5s for their reliability, widespread industry adoption, and enhanced security. We reverse-engineered all the IO points from the existing treatment facility and integrated them with the CompactLogix system. We were able to cut costs by using the existing control panels in place to house the new automation equipment. The existing control panels were in excellent condition and did not need replacement.

Recognizing that Iconics Genesis 32 was an unsupported platform, we chose to install a new SCADA package alongside the upgraded process automation equipment. Ignition by Inductive Automation was chosen for its proven track record, strong support community, and user-friendly interface. Free training courses offered through the Inductive University Academy provided accessible learning opportunities for city staff interested in expanding their SCADA system knowledge.

To ensure uninterrupted operation, new redundant SCADA servers were installed in the control room, enabling 24/7, 365-day operation. The utilization of VMware ESXi facilitated easy backups, migration, and disaster recovery.

We established a high-speed 1000Gb fiber optic network within the plant, interconnecting all automation systems. A new Cisco head-end switch was installed to manage the updated IP network and ensure security. Secure Wi-Fi access points were strategically deployed across the facility, enabling operators to efficiently execute process adjustments using their new Dell rugged tablets running Ignition.

Additionally, VEGA Level and Hach turbidity and chlorine analyzers were installed alongside the new automation system to provide operators with better insights into the treatment process.

VINEYARD WIND

ONSHORE SUBSTATION – 2022

Vineyard Wind's 220/115-kilovolt (kV) onshore substation is a critical component supporting one of the first large-scale offshore wind projects in the United States. Located in Barnstable, Massachusetts, this state-of-the-art substation was engineered to transmit renewable energy from the offshore wind turbines to the regional power grid. With a capacity of 800 megawatts (MW), the substation plays a crucial role in advancing the nation's transition to sustainable clean wind energy.



Our scope of work included the comprehensive design of the substation automation network and the configuration and programming of the SEL-3350 RTAC (Real-Time Automation Controller) substation controller and SEL-5035 operator interface terminals. The automation network was meticulously designed with redundancy as a critical factor, incorporating dual Ethernet/IP connections to every automation device. These connections were separated by different VLANs to optimize traffic management and enhance security, ensuring robust and secure data communication across the network.

We implemented the DNP3 (Distributed Network Protocol) communication protocol between all devices to ensure reliable and efficient data exchange. DNP3 is well-suited for utility automation, providing robust and reliable communication necessary for the substation's operations.

The SEL-3350 RTAC plays a pivotal role in the substation's operations, responsible for comprehensive data acquisition. It integrates all data points and alarms associated with the two transformers, switches, and protection devices on site. This includes real-time monitoring and control of critical parameters to ensure the substation operates efficiently and safely.

Additionally, our team configured the SEL-5035 operator interface terminals to provide a user-friendly platform for operators to interact with the substation systems. This involved setting up intuitive displays for real-time data visualization, alarm management, and control functionalities, ensuring that operators have all necessary information at their fingertips to make informed decisions.

Overall, our work ensures a reliable, secure, and efficient automation system for the Vineyard Wind substations, contributing to the seamless integration of renewable energy into the regional grid.

JURUPA COMMUNITY SERVICE DISTRICT

RADIO BACKBONE EXTENSION – 2023

JCSD serves the community of Jurupa Valley with essential potable water and sewage services. In the region's scorching summer months, reliable SCADA communication among JCSD's well, pump station, and distribution tank sites is crucial for fire prevention and community safety. As Jurupa Valley has expanded, ensuring seamless communication to these key sites has become increasingly challenging. Recognizing the importance of this issue, JCSD reached out to Stellar for assistance in implementing effective solutions.



Stellar conducted a thorough assessment of the current SCADA communication architecture and identified several critical issues. Firstly, the eastern part of the service area lacked redundancy, posing a potential risk to operations. In contrast, the western portion utilized a 5GHz broadband ring effectively serving as the SCADA backbone. However, a significant concern was the entire SCADA network operating on a flat Layer 2 structure, which is inadequate for high-latency telemetry networks. Operating numerous devices under such conditions can lead to various operational challenges.

To address these issues, Stellar implemented a strategic solution. We extended the existing 5GHz radio backbone to cover the eastern service area using Ubiquiti equipment, deploying a total of 6 radios. This expansion ensured robust connectivity and redundancy across the entire service area, mitigating risks associated with single points of failure.

Furthermore, to optimize network performance and facilitate efficient data routing, we installed Cisco layer 3 managed switches at key sites within the network infrastructure. These switches enhance network segmentation and management capabilities, enabling better traffic control and minimizing latency issues typical of Layer 2 networks.

By integrating these improvements, JCSD's SCADA system now operates with enhanced reliability, scalability, and performance. This comprehensive approach ensures that critical infrastructure remains resilient and responsive, meeting the growing demands of Jurupa Valley's community and safeguarding against potential operational disruptions.

GOLDEN STATE WATER COMPANY

HOLABIRD TREATMENT PLANT – 2022

The Holabird Water Treatment Plant, located in the City of Calipatria, serves as the main water source for the local rural community members as well as the state prison. The project consisted of upgrading the Automation Direct PLC in their tertiary US Filter treatment system to the company standard, the Schneider Modicon M340 controller.



"We collaborated closely with plant staff to develop a comprehensive and cost-effective solution aimed at automating as much of the tertiary water treatment processes as possible. This initiative was driven by several key objectives: firstly, to streamline operations and free up plant personnel to focus on higher-priority tasks; secondly, to enable remote monitoring and control of the tertiary treatment process, thereby improving response times particularly during after-hours and emergencies; and thirdly, to gather detailed operational data essential for assessing filter performance and optimizing maintenance intervals.

The solution implementation began with the installation of a new PLC panel equipped with an OIT touch screen for intuitive local control. Our programming approach mirrored the plant's existing operational procedures, ensuring a smooth transition for staff accustomed to the previous systems. Additionally, we developed new metric calculations within the PLC programming to provide real-time insights into filter efficiency and to schedule timely backwash intervals as needed. To enhance precision in process control, upgraded level, flow, and valve instrumentation was integrated into the system, allowing for more accurate adjustments directly from the PLC interface.

The integration of the filter system to the existing Wonderware SCADA platform further enhanced the system's capabilities by enabling seamless remote monitoring, control, and instant alarm notifications. This integration not only bolstered operational efficiency but also provided plant managers with comprehensive oversight and control over the entire tertiary treatment process from any location.

Ultimately, the automation of these processes yielded significant operational efficiencies, saving both time and resources while restoring confidence in the reliability and performance of the Holabird Water Treatment Plant.

FALLBROOK PUBLIC UTILITY DISTRICT

WASTEWATER PLANT SOLIDS CONVEYOR – 2021



In 2021, Fallbrook Public Utility District (FPUD) faced mounting challenges due to local population growth, straining their capacity to efficiently process solids at their 6 MGD Wastewater Conventional Treatment Facility. The continuous processing of solids is vital for effective waste treatment. However, the existing Solids Drying conveyance system relied on manual controls such as buttons and timing relays, lacking full automation.

Operators were required to intervene regularly and closely monitor the process to prevent costly errors during truck filling operations, underscoring the need for a more reliable solution. This limitation restricted the plant to processing solids only during certain day shift hours when operators were present, rather than operating around the clock.

To address these issues, we implemented a comprehensive solution to fully automate the Solids Drying Conveyance process. This involved installing a new PLC panel and integrating an OIT touch screen for local control, along with seamless integration into the plant's existing ClearSCADA system. In collaboration with plant operators, we meticulously gathered detailed requirements, established a clear control narrative, and devised robust fault handling protocols to preempt potential operational disruptions.

The programming of the new PLC was meticulously crafted to mirror the existing operational processes familiar to the operations team, ensuring a smooth transition and minimizing training requirements. This approach not only enhanced operational efficiency but also bolstered confidence in the system's reliability and performance.

Overall, our initiative enabled FPUD to optimize solids processing, mitigate operational risks, and extend processing capabilities beyond traditional operational hours, thereby meeting the evolving demands of their growing community and effectivly saving the District in staff labor.

CLIENT REFERENCES

Name: Justin Amaro
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Company: City of Inglewood
Position: Water Treatment Plant Supervisor
Project: Sandford Treatment Plant PLC Upgrade
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Email: iperez@cityofinglewood.org

Name: Nick Iliev
Company: Fallbrook Public Utility District
Position: Chief Plant Operator
Project: Wastewater Solids Conveyor
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Name: Richard Pena
Company: Little-John Reuland Corp.
Position: President / Electrical Contractor
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Project: Machine & Conveyor Line Automation
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SCOPE OF WORK

A SCADA assessment (APPENDIX A) was conducted to evaluate the current state of RCSD's automation and control systems. The findings revealed significant gaps in system cohesion, cybersecurity, communication infrastructure, and operational efficiency. As a result, RCSD is initiating a comprehensive planning process to modernize its SCADA architecture and improve overall system reliability.

The detailed design phase of this project establishes the foundation for modernizing RCSD's SCADA and PLC systems by addressing critical gaps in infrastructure, communication, security, and operational efficiency. This phase focuses on developing a structured, standardized, and scalable solution that enhances system reliability and performance.

Key elements of the design phase include:

- **SCADA & PLC Standardization** – Defining a standardized platform for SCADA and PLC hardware and software, ensuring interoperability, ease of maintenance, and long-term vendor support.
- **Communication Infrastructure Planning** – Designing a robust network architecture utilizing fiber optics, Ethernet, and redundant radio links to improve data transmission reliability.
- **System Cohesion & Integration** – Developing a cohesive framework where all sites operate within a unified SCADA environment, eliminating operational silos and enabling centralized monitoring and control.
- **Security & Compliance Measures** – Establishing cybersecurity policies, implementing secure remote access, and integrating threat detection to safeguard critical infrastructure from cyber threats.
- **Data Management & Visualization** – Creating standardized SCADA screens and data reporting tools to enhance real-time monitoring, historical analysis, and regulatory compliance.
- **Risk-Based Implementation Strategy** – Prioritizing system upgrades based on risk assessments, ensuring that high-risk sites receive immediate attention while maintaining a phased deployment strategy.

This design phase serves as the blueprint for implementation, ensuring a strategic, well-coordinated approach to upgrading RCSD's SCADA infrastructure. It lays the groundwork for a future-proof system that enhances operational efficiency, security, and scalability.

Asset Investment <i>(NOT TO EXCEED)</i>	
OT/SCADA MASTER PLAN AND SPECIFICATION:	\$92,500

Chris Hamilton

President, Controls Engineer
Stellar Technology & Automation
Riverside, CA
✉ Chris@S-Tekk.com
☎ (951) 850-9330



The undersigned hereby submits its proposal and, by doing so, agrees to furnish services to RCSD in accordance with this Proposal (RFP), and to be bound by the terms and conditions in this Proposal.

Customer Signature & Title

Date

General Terms and Conditions Stellar Technology & Automation

1. Scope of Work

Stellar Technology & Automation (referred to as "Contractor") agrees to provide electrical and automation contracting services as outlined in the scope of work provided to the customer (referred to as "Client"). Any additional services outside the scope of work will require a separate written agreement.

2. Payment Terms

Down Payment: A non-refundable down payment of 50% of the total project cost is required from the Client before the commencement of any work. This down payment will secure the project start and cover initial labor and planning expenses.

Billing Milestones: Payments will be made according to the billing milestones detailed in the project estimate or agreement. Each milestone will correspond to a specific completion stage of the project line items.

***Net 30: All payments** are due net 30 days from the date of the invoice. If payments are not made within 30 days, late fees may apply at a rate of 1.5% per month or the maximum allowed by law.*

Material Costs: All material costs associated with the project must be paid upfront by the Client to the Contractor prior to the commencement of work. These material costs are separate from and in addition to billing milestones for labor or other services.

3. Changes in Scope

Any changes to the project scope must be mutually agreed upon in writing by both Contractor and Client. Additional costs arising from scope changes will be the responsibility of the Client.

4. Warranty

Contractor warrants that all work performed will be completed in a workmanlike manner and in compliance with industry standards. Contractor offers a warranty on labor for a period of 12 months from project completion.

5. Liability

Contractor shall not be liable for any incidental, consequential, or indirect damages arising out of the project or its execution. The total liability for any claims related to the contract will be limited to the total fees paid to the Contractor.

6. Marketing and Publicity

Client agrees that Contractor may use the Client's logo, company name, and project information as reference material on the Contractor's website and in marketing materials. Contractor may also refer to the project in discussions with prospective clients, partners, and for promotional purposes.

However, any trade secrets or proprietary information of the Client disclosed during the project will be kept confidential and will not be used or shared for any marketing or public relations purposes without prior written consent.

7. Termination

Either party may terminate this agreement with a 30-day written notice. In the event of termination, Client shall pay for all completed work and materials to date, including any non-cancelable commitments.

8. Dispute Resolution

Any disputes arising from or related to this agreement shall be resolved through mediation. If mediation fails, either party may seek resolution through arbitration in Riverside County, California.

9. Governing Law

This agreement shall be governed by and construed in accordance with the laws of the State of California.

APPENDIX A



SCADA SYSTEM ASSESSMENT

RUBIDOUX COMMUNITY SERVICE DISTRICT

JANUARY 06, 2025

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CONCISE OVERVIEW

The SCADA System Assessment conducted by Stellar Technology & Automation on October 29, 2024, for the Rubidoux Community Services District (RCSD) reveals a pressing need for modernization to address operational inefficiencies, system obsolescence, and security vulnerabilities. RCSD, established in 1952, manages water and wastewater services for 35,000 residents in Riverside County, California. This assessment underscores the critical state of RCSD's SCADA, automation, and communication systems, providing a roadmap for transformation.

Key Findings:

- **System Architecture:** The existing SCADA system is disjointed, with components from various vendors leading to a lack of unified control and data analysis capabilities. This results in operational inefficiencies, increased maintenance costs, and delayed responses to system issues.
- **Hardware and Software:** Much of the infrastructure, including Programmable Logic Controllers (PLCs) and Human-Machine Interfaces (HMIs), is outdated (e.g., Rockwell MicroLogix 1000, SLC 500), no longer supported by manufacturers, posing significant security risks and complicating maintenance. The current SCADA software, RSVIEW32, lacks modern functionalities for supervisory control.
- **Communication Infrastructure:** The use of old Esteem serial-based radios for communication is inadequate for today's data-intensive requirements. Coupled with poor documentation, this setup hampers effective system management and troubleshooting.
- **Cybersecurity:** The absence of basic cybersecurity measures leaves RCSD exposed to cyber threats. There are no systems for threat detection, remote access policies, or asset management, making the infrastructure highly susceptible to attacks.
- **Operational Challenges:** Operators are limited in remote monitoring and control capabilities, increasing labor costs and response times to system anomalies. The alarm system is unreliable and lacks integration with the SCADA system, further jeopardizing operational responsiveness.

Recommendations:

- **Immediate Actions:**
 - Secure remote access implementation for key facilities to allow for timely response to water quality events.
 - Plan for a modern communication infrastructure with fiber-optics and redundant radio links to enhance data transfer reliability.
 - Begin strategic planning for system standardization and phased hardware/software upgrades, prioritizing high-risk areas.



- **Long-Term Strategy:**

- Overhaul and standardize the entire SCADA and PLC systems to ensure compatibility, support, and future scalability.
- Establish a centralized SCADA architecture for unified system oversight, improving efficiency and decision-making.
- Expand SCADA functionalities to include advanced analytics, security enhancements like CCTV, and smart water management.
- Implement lifecycle management and robust disaster recovery plans to maintain system health and operational continuity.

Financial Implications:

- **Immediate Costs:** Estimated at \$48,500 to \$95,500 for initial planning, setup, and remote access solutions.

- **Long-Term Costs:** Projected between \$1.4 million and \$2.2 million for comprehensive system upgrades, new installations, and ongoing training.

Conclusion: This assessment highlights the urgent need for RCSD to modernize its SCADA system to achieve operational excellence, secure infrastructure, and ensure compliance with evolving regulatory standards. Implementing these recommendations will not only address current gaps but also prepare RCSD for future challenges and opportunities in utility management.

INTRODUCTION

CLIENT BACKGROUND

Established on December 2, 1952, the Rubidoux Community Services District (RCSD) is a public agency based in Riverside County, Southern California. It provides essential services to a local residential population of 35,000. Primarily focused on Water Supply and Distribution, and Wastewater Collection, RCSD also provides trash collection, street lighting, and weed abatement services.

RCSD manages the production and distribution of potable water, serving residential, commercial, and public sectors within its jurisdiction. The district operates wells, reservoirs, and pipelines to deliver reliable water service to the community.

RCSD wastewater collection for its customers. Through the operation of various lift stations throughout the community, as well as the management of an underground piping system, RCSD collects and moves untreated sewage to the City of Riverside's Regional Wastewater Treatment Facility.

As a public utility, Rubidoux Community Services District emphasizes water quality, regulatory compliance, and system reliability to serve its customers effectively. The district faces challenges like many California water utilities, such as water resource management, aging infrastructure, and ensuring safe, continuous operation amid environmental regulations and resource constraints.

PROJECT BACKGROUND

Like many utilities, (RCSD) faces the challenge of delivering essential services with aging infrastructure. Limited visibility and operational control over RCSD's potable water and wastewater systems have hindered staff's ability to efficiently monitor and manage the network. These limitations have led to operational challenges, decreased staff efficiency, and frequent overtime to maintain service levels.

Maintaining the current infrastructure has proven increasingly difficult, particularly as much of the existing SCADA, automation, and communication equipment has become obsolete. This has created challenges in sourcing replacement parts from authorized vendors, forcing RCSD to rely on third-party suppliers and raising security concerns around the integrity of these components.

To address these issues, RCSD engaged Stellar Technology & Automation (S-TEKK), a local controls engineering firm, to conduct a thorough assessment of their SCADA, automation, and communication systems across their potable water and wastewater infrastructure. This comprehensive evaluation aims to provide RCSD with a strategic roadmap for modernizing their systems, improving operational visibility, and aligning with the latest standards in control and communication technology.

S-TEKK will leverage the most current industry standards to bring enhanced security, visibility, and efficiency to RCSD's SCADA and communication systems, ensuring robust and reliable operations for the future.

ASSESSMENT PROCESS

The assessment process for RCSD's SCADA, automation, and communication systems was structured into three distinct phases to ensure a thorough and actionable evaluation. Each phase was designed to gather detailed information, engage key stakeholders, and develop a comprehensive roadmap for modernization.

Phase I: Introductory Phase

The assessment began with an introductory meeting with RCSD operational staff. This phase was crucial for understanding the organizational culture and the staff's relationship with the SCADA system. Discussions centered on the history of maintenance practices, responses to system failures, and the overall operability of existing infrastructure. The meeting also provided insights into the district's vision for future SCADA needs and improvements. Key personnel and vendors involved in the operation and maintenance of RCSD's systems were identified, establishing a foundation for collaboration and data gathering in subsequent phases.

Phase II: Site Visits and Data Collection

Site visits were conducted with RCSD's most senior operator to evaluate each location's SCADA and communication infrastructure. During these visits:

- Reference photos were captured to document the existing hardware, system architecture, and layout.
- System processes were analyzed, and an inventory of hardware and components was created to assess their current condition and operability.

This phase ensured that all relevant physical and operational data were systematically collected to support informed recommendations.

Phase III: Data Analysis and Report Compilation

Collected data were compiled and analyzed to assess system obsolescence and identify gaps in functionality and reliability. A product life cycle analysis was performed, providing a detailed justification for upgrading obsolete systems and prioritizing future hardware procurement. Budget recommendations were developed as Class 5 estimates according to the AACE International Cost Estimate Classification System, which are suitable for preliminary evaluations with an accuracy range of -50% to +100%.

For SCADA and operator interface enhancements, the following standards were referenced:

ISA-18.2: Addressing alarm management through standardization and rationalization to improve usability and reliability.

ISA-101: Guiding the design of high-performance graphics to enhance situational awareness, reduce operator errors, and improve operational efficiency.

SCADA SYSTEM ARCHITECTURE

The Rubidoux Community Services District's (RCSD) SCADA system spans across 2 water treatment plants, 6 potable well sites, 5 reservoirs, 3 booster stations, and 7 sewage lift stations. While this infrastructure serves critical water and wastewater operations, the current SCADA system lacks cohesion and fails to meet the foundational principles of a modern supervisory control and data acquisition (SCADA) system.

The current architecture is fragmented, comprising components from multiple vendors, which creates significant operational and maintenance challenges. The system lacks several key functionalities:

- **Supervisory Control:** Operators are unable to exercise control remotely or centrally across sites, necessitating physical visits for adjustments and interventions.
- **Data Collection and Analysis:** The system does not provide robust data metrics, historical trends, or analytical tools that modern water utilities require for proactive decision-making and operational optimization.
- **Reliable Alarm Integration:** Alarms are managed through third-party systems (Samsara and Sensaphone 800), which have been unreliable and unpredictable. Operators cannot configure or control alarms effectively, compromising responsiveness to critical water quality events.

PLC Infrastructure

Programmable Logic Controllers (PLCs) are the backbone of any automated site within a SCADA system, handling data collection, site functionality, and seamless integration into the broader supervisory framework. However, with the exception of one subsystem at the Leland Water Treatment Facility, all PLCs in RCSD's SCADA system are obsolete.

- **Obsolescence:** The PLC infrastructure includes legacy controllers such as Rockwell MicroLogix 1000, SLC 500 and PLC5, which range from 10 to 20 plus years old. All are no longer supported by their manufacturers, and lack access to spare parts from official channels. This forces RCSD to rely on non-secure third-party vendors, such as eBay, to source replacements. This approach introduces significant cybersecurity risks, as the authenticity and reliability of such components cannot be guaranteed.
- **Operational Impacts:** The outdated PLCs are incapable of supporting modern SCADA functionalities, such as advanced data analytics, environmental monitoring, or energy usage tracking. Without these capabilities, RCSD cannot optimize its operations or meet evolving regulatory requirements.

Operator Interface Software

Currently, RCSD does not have a standardized operational software platform deployed across its facilities. This lack of uniformity significantly hinders operational efficiency and system-wide oversight.

- **Outdated Software:** At the Anita Smith Water Treatment Plant and RCSD Headquarters, the existing software is Rockwell RSView 32, which is both outdated and incapable of providing supervisory control. The software's limitations prevent centralized monitoring or system-wide visualization, making it challenging for operators to manage operations efficiently.

- **Local Operational Interface Terminals (OITs):** Some sites are equipped with local OITs for on-site visualization. These terminals are a mix of Automation Direct and Rockwell PanelView 1000 devices, both of which are obsolete and no longer supported by their respective manufacturers.

- **Lack of Integration:** The existing OITs are not standardized across sites and do not integrate into the broader SCADA architecture. As a result, they fail to contribute to system-wide visualization, centralized data collection, or supervisory control. Operators must rely on limited and localized displays, which do not provide comprehensive insights into system performance or conditions.

- **No Data Visualization:** The current human-machine interfaces (HMIs) lack the ability to present critical operational data or historical trends. This omission limits RCSD's ability to analyze performance metrics, identify inefficiencies, or proactively address potential issues.

Transitioning to a uniform and modern HMI software solution is critical for enabling centralized system visualization, improving operational control, and enhancing decision-making capabilities. A consistent platform would allow operators to monitor and manage the entire SCADA system from a centralized location, fostering greater efficiency, reliability, and responsiveness.

Impact Of Deployment Method

The current deployment approach further exacerbates operational inefficiencies. Without centralized supervisory control, operators must physically visit sites to address issues, increasing overtime costs and delaying responses to critical events. This lack of remote access poses a risk to public health and safety by potentially compromising drinking water quality during emergencies.

Modern SCADA systems enable utilities to remotely monitor and control processes, enhancing efficiency and response times. RCSD's inability to exercise such control places unnecessary strain on resources and increases operational vulnerabilities.

Alarming System Limitations

Alarming is a critical feature of any SCADA system, providing operators with timely warnings about system events and water quality issues. However, RCSD's current alarming approach, which relies on Samsara and Sensaphone 800, is inadequate:

- **Unpredictability:** Alarms often fail to reach the intended operators reliably, creating gaps in system oversight.

- **Limited Control:** Operators lack the ability to customize alarm settings or determine escalation protocols, reducing flexibility in handling events and impacting compliance with regulatory standards.
- **Operational Risk:** The inability to depend on alarms for real-time event notifications increases response times, potentially compromising water quality and system reliability.

A modern alarm system should provide centralized control, customization options, and seamless integration into the SCADA architecture, enabling operators to manage events effectively and maintain compliance.

System Cohesion

The existing SCADA system suffers from a lack of integration and cohesion across sites. Each component operates in isolation, preventing seamless data sharing, system-wide analysis, and centralized control.

- **Vendor Fragmentation:** The use of multiple vendor systems without integration creates silos, where components do not communicate effectively. This not only limits visibility but also complicates maintenance and troubleshooting efforts. The lack of standardization means that technicians must be familiar with multiple, often outdated systems, which increases the difficulty and time required for system repairs.

- **Missed Opportunities for Synergy:** A cohesive SCADA system allows subsystems—such as water treatment, reservoir management, and sewage lift stations—to function as interconnected components of a larger network. RCSD’s current system operates as independent units, preventing operators from leveraging shared data to optimize operations or predict system-wide issues.

- **Impact on Training:** The fragmented nature of the system also complicates personnel training. Operators and technicians must learn to navigate multiple platforms and equipment from different vendors, which leads to inefficiencies and increases the likelihood of human error. A unified system would streamline training, enabling personnel to become proficient more quickly and confidently.

- **Centralized Operations:** A cohesive architecture provides a unified interface for monitoring and control, enabling operators to oversee all sites from a central location. RCSD’s system lacks this capability, resulting in inefficiencies, increased costs, and greater risks during emergencies.

Transitioning to a cohesive SCADA system would enable RCSD to integrate its water and wastewater infrastructure, creating a unified network that enhances operational visibility, efficiency, and reliability. This transition is critical to achieving the full potential of modern SCADA technologies while improving system maintainability and easing the training process for personnel.

COMMUNICATION INFRASTRUCTURE

The current communication infrastructure at RCSD is not well-documented, which poses significant challenges to understanding, maintaining, and upgrading the system. Conversations with operators revealed that they also lack detailed knowledge about how individual sites communicate with each other and the main office. This lack of clarity regarding the communication pathways creates operational blind spots and limits the ability to troubleshoot and optimize the system.

- **Current Radios:** RCSD currently uses Esteem serial-based radios, which were widely deployed across public utilities over 20 years ago. While reliable in their prime, these radios are now outdated and unable to meet the demands of modern SCADA systems. Serial communication, as a physical medium, is obsolete and insufficient for handling the data requirements of advanced SCADA applications.

- **Recommendations for Physical Mediums:** Transitioning to physical Ethernet or fiber optic communication is essential for improving reliability, security, and scalability. These modern communication mediums support advanced, secure protocols such as OPC UA, which enhance data integrity and interoperability across the SCADA environment. Upgrading the communication infrastructure will also enable RCSD to incorporate advanced SCADA functionalities, such as remote site access control, CCTV systems, and predictive analytics.

- **Opportunities for Improvement:** RCSD is well-positioned to modernize its communication infrastructure. The district has access to numerous high points—such as reservoirs and elevated sites—which are ideal for establishing reliable radio or wireless communication networks. Additionally, being located in a city environment provides access to telecommunications mediums such as fiber optic connections from telco providers. Leveraging these resources can significantly improve system-wide connectivity and data transmission capabilities.

- **Benefits of a Modern Communication Infrastructure:** A properly designed communication network is the foundation of a cohesive and reliable SCADA system. By adopting modern communication mediums and leveraging available infrastructure, RCSD can achieve the following:

- **Increased Reliability:** Minimized downtime and reduced risk of communication failures.
- **Enhanced Security:** Support for secure communication protocols that protect against cyber threats.
- **Scalability:** Ability to support future technologies, expansions, and additional SCADA functionalities.
- **Operational Efficiency:** Improved data flow and integration, enabling better decision-making and faster responses to system events.

Upgrading RCSD's communication infrastructure is critical to ensuring a robust, secure, and future-proof SCADA system that meets the operational and regulatory demands of modern utilities.

CYBERSECURITY AND COMPLIANCE

Currently, RCSD's SCADA system lacks any form of cybersecurity measures, leaving the district highly vulnerable to potential cyberattacks. The absence of fundamental protections creates significant risks to the integrity, availability, and security of critical water and wastewater infrastructure.

- **Lack of Threat Detection:** There is no threat detection system in place to monitor or alert operators to potential cyber intrusions or anomalies in the system. This absence means that malicious activity could go undetected until it causes significant operational disruptions or compromises public safety.
- **No Remote Access Policy:** Remote access, a standard feature in modern SCADA systems, is currently non-existent at RCSD. Equally concerning, there is no remote access policy to regulate or secure such connections, should they be implemented in the future. Without a defined policy, any attempts to enable remote access would expose the system to even greater risks, including unauthorized access and data breaches.
- **Asset Discovery and Management:** There is no system or policy in place for asset discovery and management, leaving RCSD blind to the full scope of its connected devices and equipment. This lack of visibility hampers the ability to assess vulnerabilities, ensure proper updates, or respond effectively to security incidents.
- **System Vulnerabilities:** The combination of outdated hardware, obsolete software, and fragmented architecture exacerbates the cybersecurity risks. Without secure protocols, network segmentation, or intrusion prevention measures, the SCADA system is exposed to a range of potential attacks, including ransomware, denial-of-service (DoS) attacks, and unauthorized data manipulation.
- **Compliance Gaps:** RCSD does not currently adhere to any industry-standard cybersecurity frameworks, such as those outlined by the NIST Cybersecurity Framework (CSF) or American Water Works Association (AWWA) Cybersecurity Guidance. Non-compliance not only increases the risk of attacks but may also result in regulatory penalties or loss of public trust in the event of a breach.

Upgrading RCSD's cybersecurity posture is not just a technical necessity but a critical safeguard for public health, operational reliability, and regulatory compliance. In the face of increasing cyber threats, taking proactive measures will significantly reduce vulnerabilities and ensure the resilience of RCSD's future SCADA system.

ANALYSIS OVERVIEW

The gap analysis evaluates RCSD's existing Programmable Logic Controller (PLC) and Supervisory Control and Data Acquisition (SCADA) systems against modern industry standards and best practices. Key focus areas include hardware, software, integration, and functionality. Below is a breakdown of the identified gaps.

1. Hardware Obsolescence

- **Current State:**
 - RCSD's PLCs primarily consist of Rockwell MicroLogix 1000 and SLC 500 controllers, which are over 20 years old. These systems are no longer supported by the manufacturer and have limited availability of spare parts.
 - Operators rely on third-party sources such as eBay to procure components, posing significant risks to security, reliability, and operational continuity.
 - Many sites lack redundant PLC hardware, increasing the risk of system downtime during failures.
- **Gap:**
 - Modern PLC systems (e.g., Allen-Bradley CompactLogix or Siemens S7) offer higher processing power, native support for Ethernet communication, and compatibility with modern SCADA protocols like OPC UA.
 - Lack of vendor support limits access to firmware updates, security patches, and technical assistance.
- **Impact:**
 - Increased maintenance challenges and extended downtime during failures.
 - Potential security vulnerabilities due to reliance on unsupported hardware and unverified third-party components.

2. SCADA Software Deficiencies

- **Current State:**
 - SCADA software at RCSD includes outdated Rockwell RSVIEW32, which lacks supervisory control capabilities.
 - Site-specific Operator Interface Terminals (OITs), such as Automation Direct panels and Rockwell PanelView 1000, are also obsolete and do not integrate with the overall SCADA system.

- No centralized data collection or analysis capabilities exist.
- **Gap:**
 - Modern SCADA systems (e.g., Rockwell FactoryTalk View or Ignition by Inductive Automation) offer high-performance graphics, advanced alarming capabilities, and centralized dashboards for supervisory control.
 - Inability to unify site operations hinders data-driven decision-making and predictive maintenance.
- **Impact:**
 - Reduced situational awareness for operators.
 - Limited ability to track trends or analyze historical data, which is crucial for optimizing operations and ensuring regulatory compliance.

3. Communication Protocol and Integration

- **Current State:**
 - The existing PLCs rely on serial communication, which is a dated and inefficient protocol for modern SCADA systems.
 - Lack of standardization across communication protocols leads to integration challenges.
 - No network segmentation or security measures are in place, exposing the system to potential cyber threats.
- **Gap:**
 - Transition to Ethernet/IP or fiber-optic communication is required for higher bandwidth, scalability, and support for advanced security protocols like OPC UA.
 - Standardization across protocols (e.g., Modbus TCP/IP) would simplify integration and improve system interoperability.
- **Impact:**
 - Increased difficulty in integrating new components or expanding the system.
 - Potential for communication bottlenecks and cybersecurity vulnerabilities.

4. Operational Challenges

- **Current State:**
 - Operators lack the ability to exercise supervisory control remotely, increasing reliance on physical site visits for manual interventions.
 - Many control processes are not optimized, increasing operational costs, and reducing overall reliability and responsiveness to system demands.
 - The absence of a standardized alarm system leaves operators unable to effectively monitor or respond to critical system events.
- **Gap:**
 - Modern SCADA systems enable remote supervisory control and advanced alarming functions that notify operators of issues in real-time via customizable methods (e.g., SMS, email).
 - ISA-18.2-compliant alarming systems would standardize alerts and reduce operator fatigue caused by unnecessary alarms.
- **Impact:**
 - Increased operational inefficiencies and extended response times during critical events.
 - Higher labor costs and reduced system reliability.

Summary of Gaps

Category	Current State	Gap	Impact
Hardware	Obsolete PLCs (MicroLogix 1000, SLC 500)	Upgrade to modern PLCs with Ethernet/IP support	Increased downtime, security risks, and maintenance challenges
Software	Outdated RSView32 and OITs	Implement centralized SCADA software with advanced capabilities	Limited visibility, reduced situational awareness, and inability to perform advanced
Communication	Serial communication	Transition to Ethernet or fiber and standardize protocols	Poor integration, security vulnerabilities, and limited scalability
Operations	No remote control or standardized alarms	Enable remote supervisory control and adopt ISA-compliant alarm systems	Increased labor costs, slower response times, and reduced operational efficiency

RISK SCORE ANALYSIS OVERVIEW

The 2013 Mitch Owens Risk-Based Prioritization Method was used to evaluate each site's SCADA and PLC systems, assigning risk scores from 0 to 100, with 100 indicating the highest risk. Factors such as hardware obsolescence, operational importance, cybersecurity vulnerabilities, and failure consequences were assessed to prioritize necessary upgrades and remediation efforts effectively.

Sites	PLC Supported?	HMI Supported?	OS Upgrade Supported?	Equip. Condition	Failure Conseq.	Risk Score
Treatment						
Leland WTF	NO	NO	NO	3	3	36
Smith WTF	NO	NO	NO	5	5	100
Wells						
Well 1A	NO	NO	NO	5	3	60
Well 2	YES	YES	NO	1	2	4
Well 4	NO	NO	NO	5	5	100
Well 6	NO	NO	NO	5	5	100
Well 8	NO	NO	NO	5	3	60
Well 18	NO	NO	NO	5	3	60
Reservoirs						
Atkinson	NO	NO	NO	5	3	60
Watson	NO	NO	NO	5	3	60
Perone	NO	NO	NO	5	3	60
Hunter 1	NO	NO	NO	5	3	60
Hunter 2	NO	NO	NO	5	3	60
Boosters						
Mission	NO	NO	NO	5	5	100
Gold West	NO	NO	NO	5	5	100
Ridgeline	NO	NO	NO	5	5	100
Lift Stations						
Regional	NO	NO	NO	5	5	100
Juan Diaz	NO	NO	NO	5	5	100
Belltown	NO	NO	NO	5	5	100
Exmoor	NO	NO	NO	5	5	100
Fleetwood	NO	NO	NO	5	5	100
Jurupa	NO	NO	NO	5	5	100
Riverside	NO	NO	NO	5	5	100

NEXT ACTION STEPS

IMMEDIATE RECOMMENDATIONS

To address immediate vulnerabilities and improve operational efficiency, the following short-term actions are recommended:

1. Secure Remote Access Implementation

Establish a secure remote access solution for the Anita Smith Water Treatment Facility (WTF) and the Leland Thompson Water Treatment Facility.

- **Acquiring Internet Connections:** Ensure reliable and secure internet service at both sites.
- **IT Infrastructure Deployment:** Install essential hardware such as network switches and firewalls to safeguard against unauthorized access.
- **Interim Remote Access Solution:** Utilize TeamViewer as a temporary remote access tool to enable operators to respond rapidly to water quality events.
- **Ensure TeamViewer is configured with strong security measures, including two-factor authentication (2FA).**

2. Initiate Planning for Modernized Communication Infrastructure

Begin designing a robust communication system with fiber-optic and redundant radio links. This infrastructure is the backbone of a high-performance SCADA system, enabling secure, fast, and reliable data transfer across all facilities. This step is crucial for laying the foundation for future SCADA improvements.

- **Begin mapping out a new communications system design that includes fiber-optic links for primary connectivity and radio links for redundancy.**
- **Conduct a site survey to identify high points and other optimal locations for radio communication equipment to ensure coverage and reliability.**
- **Develop a phased implementation plan that integrates with your existing SCADA system while minimizing operational disruptions.**

3. Initiate Planning for Full System Overhaul and Standardization

Modernizing the SCADA and PLC systems is essential for enhancing system reliability, operational control, and cybersecurity. This recommendation involves a step-by-step approach to upgrading each site's systems, ensuring compatibility, and addressing immediate and future needs.

- **Work with Operators to Discuss Immediate and Future Needs and Create a Process Diagram:**

- Begin by collaborating with operators to gather input on current system challenges and future requirements, ensuring the upgrade aligns with operational goals.
- After meeting with operators, create a process diagram to visually map out workflows, system interactions, and key operational requirements. This diagram will help guide the design and planning of system upgrades.
- Take IO Count of Each Site:
 - Assess the Input/Output (IO) count at each site to determine the required system capacity and plan for future scalability.
- Develop Vendor Standard:
 - Establish a standardized vendor selection process to ensure compatibility, reliability, and support for all components across the system.
- Develop Control Drawings for Control Panels:
 - Create detailed control panel drawings for each site, standardizing and documenting the required upgrades and ensuring uniformity across locations.
- Develop a Bill of Materials for Each Location:
 - Compile a comprehensive list of required components and equipment for each site, streamlining procurement and ensuring that the necessary materials are available for each upgrade.
- Develop Upgrade Strategy Based on Highest Risk:
 - Prioritize upgrades based on the site-specific risk assessment, addressing the most critical and obsolete systems first to improve overall system reliability and security.

4. Initiate Planning for Centralized SCADA Architecture

A centralized SCADA architecture will enhance operational efficiency by enabling remote monitoring and control from a central location. This upgrade will integrate all sites into a unified platform, improve data visibility, and streamline maintenance, while also supporting standardized user interfaces and operational workflows.

- Define SCADA System Requirements:
 - Collaborate with operators and stakeholders to establish clear requirements for the centralized SCADA system.
- Develop Vendor Standard for SCADA Components:

- Create a standardized vendor selection process to ensure all components of the SCADA system are compatible and supported, reducing the risk of system fragmentation and improving long-term maintainability.
- Develop Control Drawings and Diagrams:
 - Develop detailed control drawings and system architecture diagrams to outline the communication paths, control panels, and integration points across all sites. This ensures a coherent design for centralized operations.
- Develop Mock SCADA Screens with Operator Input:
 - Design and present mock SCADA screens to operators, allowing them to provide feedback on the layout, data visualization, and overall user interface. This ensures the final SCADA system will meet operational needs and improve user experience.
- Develop Standardized Templates for the Look and Feel of SCADA Screens:
 - Create standardized templates for the SCADA interface, ensuring consistency in appearance, data visualization, and operator interactions across all sites. This will help minimize confusion and improve operational efficiency.
- Integrate Each Site into the SCADA System:
 - Gradually integrate each site's automation system into the centralized SCADA system. This will involve ensuring seamless data transfer and system-wide connectivity between all sites, while maintaining secure communication protocols.
- Test and Validate System Integration:
 - Perform rigorous testing to ensure that all sites are properly integrated, data flows accurately, and all systems are functioning as intended. Address any issues identified during the testing phase.
- Train Operators on the New System:
 - Provide comprehensive training for operators on the new centralized SCADA system, ensuring they are familiar with the interface, functionality, and troubleshooting procedures.
- Develop a Long-Term Support and Maintenance Plan:
 - Create a detailed support and maintenance plan, including regular system updates, operator training sessions, and troubleshooting procedures.

LONG-TERM RECOMMENDATIONS

To ensure the sustainability, reliability, and security of RCSD's SCADA and PLC systems, the following long-term actions are recommended.

1. Implementation of Full System Overhaul and Standardization

- **Implement Phased PLC Modernization:** Execute the planned strategy, prioritizing high-risk sites for immediate upgrades.
- **Build Control Panels:** Construct and install standardized control panels at each site as per developed designs.
- **Program PLCs:** Configure and program all PLCs following the approved process diagrams for each facility.
- **Site-by-Site Execution:** Modernize and standardize systems systematically, completing upgrades at one site before moving to the next.

2. Implementation of Centralized SCADA Architecture

- **Deploy high-performance servers** to host the centralized SCADA system, ensuring redundancy and scalability.
- **Build and implement operator interface screens** based off of planning phase, tailored to the processes and controls at each location.
- **Integrate all site screens and data** into a unified, centralized SCADA platform for system-wide monitoring and control.
- **Configure backup systems and implement cybersecurity measures** to protect the centralized SCADA environment.
- **Train staff on the new SCADA system**, ensuring seamless adoption and effective operation.

3. Implementation of Modernized Communication Infrastructure

- **Deploy fiber-optic or Ethernet connections** at critical locations, as determined during the planning phase, to ensure high-speed and secure communication.
- **Set up network switches, routers, and firewalls** at designated sites based on the planned architecture to support modern communication needs.
- **Install radios as either primary or backup communication links**, depending on the site requirements and redundancy strategy outlined in the planning phase.

4. Operator Training and Knowledge Retention

- Develop a standardized training program to ensure all operators are proficient in the new SCADA system and its capabilities.
- Document procedures and maintain a knowledge base to mitigate risks associated with staff turnover.
- Professional and Technological Training for operators and maintenance personnel in the maintenance and troubleshooting of SCADA & PLC systems.

5. Expand SCADA Control Functionality

- Introduce capabilities like site access control, CCTV security integration, and advanced weather monitoring to enhance operational security and situational awareness.
- Explore options for integrating smart water management technologies to improve efficiency and resource utilization.
- Optimize control processes to improve system efficiency, reduce operational costs, and enhance reliability and responsiveness to system demands.

6. Advanced Data Analytics and Reporting

- Implement advanced SCADA tools to collect and analyze data such as energy consumption, operational metrics, and environmental conditions.
- Automate regulatory compliance reporting to streamline submissions and ensure accuracy.

7. Lifecycle Management Program

- Establish a lifecycle management program to plan proactive upgrades and replacements of hardware and software, ensuring system sustainability and reducing the risk of obsolescence.

8. Disaster Recovery and Business Continuity Planning

- Design and implement a disaster recovery plan that includes regular data backups, redundant systems, and failover protocols.
- Test and refine recovery procedures to ensure operational continuity during emergencies.

FINANCIAL IMPACT AND BUDGET

FINANCIAL IMPACT AND BUDGET

This section outlines the anticipated financial impact of implementing the next action steps. Costs are divided into immediate and long-term expenditures, including a breakdown by category, such as hardware, software, labor, and training. Class 5 budgetary estimates (-50% to +100% accuracy) are used, following the AACE International Cost Estimate Classification System.

Immediate Recommendations

1. Secure Remote Access Setup

- Internet setup and hardware for Leland and Smith WTF (firewalls, network switches): **\$10,000–\$20,000**
- Licensing fees for TeamViewer (short-term): **\$500/year**

2. Planning for Modernized Communication Infrastructure

- Initial site surveys, design, and mapping: **\$7,500–\$18,000**

3. Planning for Full System Overhaul and Standardization

- Meetings with operators to gather requirements and define future stem goals. Development of a vendor standard and preliminary process diagrams: **\$12,500–\$20,500**

4. Planning for Centralized SCADA Architecture

- Operator interviews and mock SCADA screen development Standardized SCADA templates and architecture design: **\$18,500–\$32,000**

Total Immediate Costs Estimate: \$48,500–\$95,500

Long-Term Recommendations

1. Implementation of Full System Overhaul and Standardization

- Modernize PLCs based on phased strategy, focusing on high-risk sites first. Build and install control panels for each site. Program and commission PLCs per site based on process diagrams: **\$750k–\$1.1M**

2. Implementation of Centralized SCADA Architecture

- Install new SCADA servers and software. Develop and implement SCADA screens for each site and the centralized system. Perform integration and testing to unify site operations: **\$270k–\$350k**

3. Implementation of Modernized Communication Infrastructure

- Install fiber optic and/or Ethernet connections based on the planning phase. Install network hardware where needed. Deploy radios as either primary or redundant forms of communication: **\$150k–\$250k**

4. Operator Training and Knowledge Retention

- Conduct SCADA and PLC training for operational staff. Implement a knowledge retention system for ongoing use. Operator training (annual): **\$5,000–\$10,000/year**

5. Expand SCADA Control Functionality

- Add features such as site access controls and CCTV integration. Integrate additional system functionality to enhance operational capabilities and optimize processes: **\$150k–\$250k**

6. Advanced Data Analytics and Reporting

- Deploy an advanced analytics platform and software licenses. Configure data collection and reporting capabilities. Develop visualization tools to support real-time and historical analysis: **\$80,000–\$125k**

7. Lifecycle Management Program

- Implement an asset management system for all infrastructure. Develop lifecycle planning tools and resources. Establish ongoing maintenance and monitoring processes: **\$40,000–\$70,000**

8. Disaster Recovery and Business Continuity Planning

- Install backup servers and storage solutions. Develop failover systems for redundancy. Create and train staff on disaster recovery and continuity policies: **\$25,000–\$50,000 Total**

Total Long-Term Costs Estimate: \$1.4M –\$2.2M

CONCLUSION

The comprehensive SCADA assessment and planning initiative undertaken for RCSD highlights the critical need to modernize its aging infrastructure and communication systems. The current state of the SCADA system—characterized by obsolete components, lack of cohesion, and inadequate cybersecurity measures—poses significant risks to operational efficiency, system reliability, and public safety.

Through detailed analysis and a structured approach, a roadmap has been developed to address these challenges with both immediate and long-term recommendations. These steps include securing immediate operational improvements, modernizing communication and control systems, centralizing SCADA architecture, and integrating advanced analytics to optimize performance. The phased implementation strategy ensures a balanced allocation of resources while prioritizing high-risk areas.

By executing this plan, RCSD will transition to a modern, robust, and secure SCADA system that supports efficient operations, regulatory compliance, and future growth. This project not only provides a path to address current deficiencies but also sets the foundation for a sustainable, innovative future that meets the evolving needs of the district and its stakeholders.

APPENDICES

SYSTEM INVENTORY

Sites	Control System	Discontinued?	HMI System	Discontinued?
Treatment				
Leland WTF & Sub Systems	ControlLogix 1756-L62	YES	PanelView 6 Plus	YES
PFAS System	CompactLogix 1769-L33ER	NO	Automation Direct EA9-T15CL-R	NO
Chemical System	Rockwell SLC 505	YES	PanelView 6 Plus	YES
Smith WTF	Rockwell PLC 5/20	YES	RSView 32	YES
Wells				
Well 1A	MicroLogix 1100	YES	PanelView 800 2711R-T4T	NO
Well 2	AUTOMATION DIRECT Productivity 1000	NO	Automation Direct EA9-T15CL-R	NO
Well 4	<i>Located at Smith</i>	-----	-----	-----
Well 6	<i>Located at Smith</i>	-----	-----	-----
Well 8	MicroLogix 1500	YES	PanelView Plus 700	YES
Well 18	<i>Located at Thompson</i>	-----	-----	-----
Reservoirs				
Atkinson	MicroLogix 1000	YES	N/A	-----
Watson	MicroLogix 1000	YES	N/A	-----
Perone	MicroLogix 1000	YES	N/A	-----
Hunter 1	MicroLogix 1000	YES	N/A	-----
Hunter 2	MicroLogix 1000	YES	N/A	-----
Boosters				
Mission	MicroLogix 1500	YES	N/A	-----
Gold West	MicroLogix 1500	YES	N/A	-----
Ridgeline	MicroLogix 1500	YES	N/A	-----
Lift Stations				
Regional	Rockwell SLC 505	YES	PanelView 1000	YES
Juan Diaz	Rockwell SLC 505	YES	PanelView 1000	YES
Belltown	MicroLogix 1500	YES	Automation Direct	YES
Exmoor	MicroLogix 1500	YES	Automation Direct	YES
Fleetwood	MicroLogix 1500	YES	Automation Direct	YES
Jurupa	MicroLogix 1500	YES	Automation Direct	YES
Riverside	MicroLogix 1500	YES	Automation Direct	YES

SITE PHOTOS

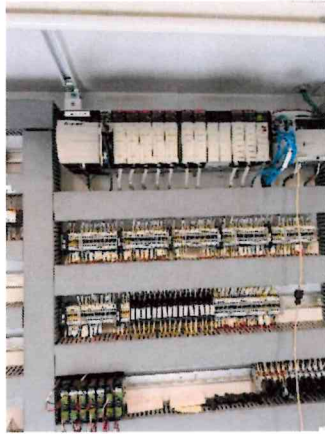


Figure 1 Thompson WTF PLC System 1



Figure 2 Thompson WTF PLC System 2

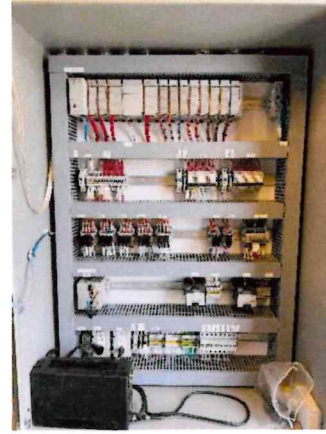


Figure 3 Thompson WTF PLC System 3



Figure 4 Thompson WTF Alarm Callout System

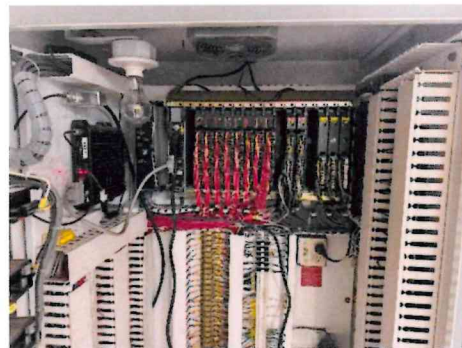


Figure 5 Smith WTF OLD PLC5 System (Installed 1995)

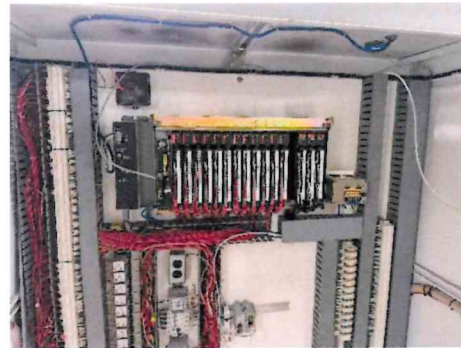


Figure 6 Smith WTF OLD PLC5 Remote IO System (Installed 1995)



Figure 6 Smith WTF Analog Controls (Installed 1995)



Figure 7 Smith WTF Soft Start System for Booster (Installed 1995)



Figure 7 Main Office obsolete Central PLC System



Figure 8 Main Office obsolete Comm Room, No Documentation or labeling

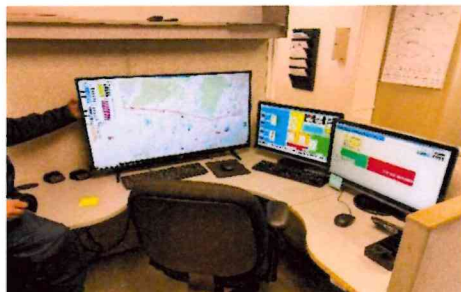


Figure 8 Main Office non-cohesive SCADA system, no operator control allowed

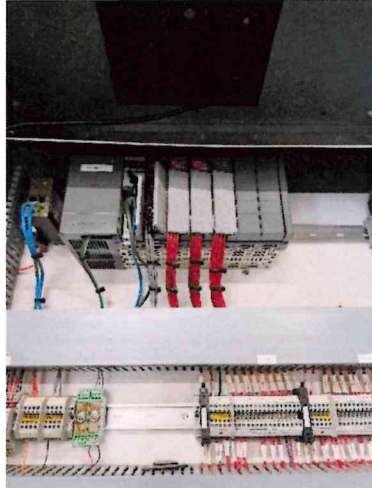


Figure 8 Juan Diaz Lift Station Obsolete SLC 500 PLC System

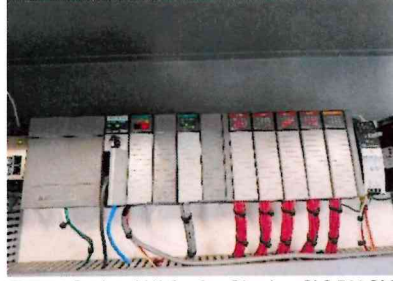


Figure 9 Regional Lift Station Obsolete SLC 500 PLC System



Figure 10 Fleetwood Lift Station Obsolete Micrologix PLC System

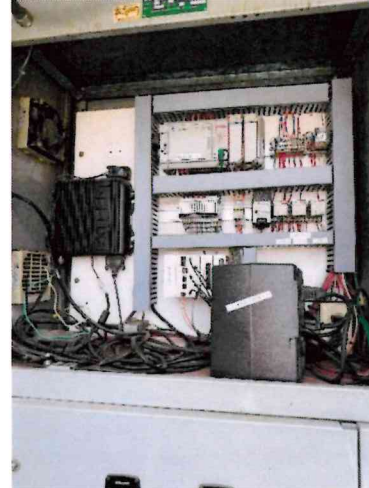


Figure 11 Bell Lift Station Obsolete Micrologix PLC System



Figure 12 Reservoir Obsolete Micrologix PLC System

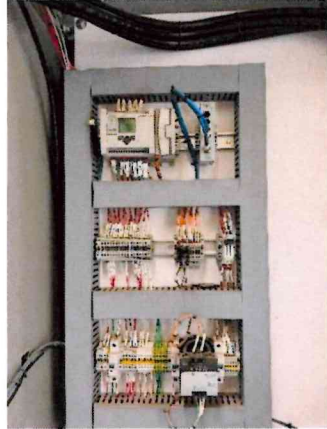


Figure 13 Well 1A Obsolete Micrologix PLC System

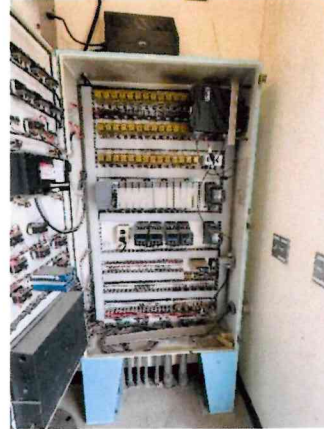


Figure 14 Well 1A Obsolete SLC 500 Unknown Secondary



Figure 15 Well 2 Non Cohesive PLC System



Figure 16 Well 8 Obsolete Micrologix PLC System

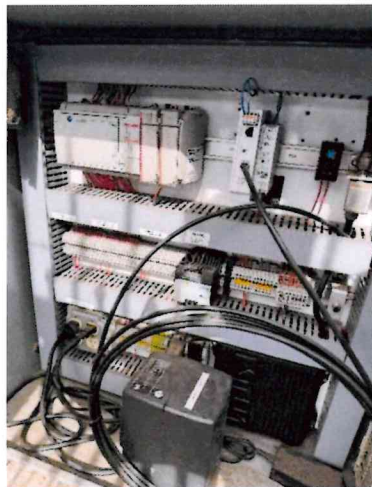


Figure 17 Mission Booster Obsolete Micrologix PLC System

2013 MITCH OWENS RISK-BASED PRIORITIZATION METHOD

Risk factor = $[1+X(HW) + Y(SW) + Z(OS)] * \text{Cond} * \text{Fail}$

Where:

Cond = Equipment conditions (1= New, 5 = Failed)

Fail = Failure consequence (1= None, 5 = Catastrophic)

HW = Hardware is supported (0= Yes, 1= No)

SW = Software is supported (0= Yes, 1= No)

OS = Servers hardware will support OS or HMI version upgrade (0 = Yes, 1 = No)

X, Y and Z are factors that client personnel can assign based on staff abilities, spare parts and concerns.

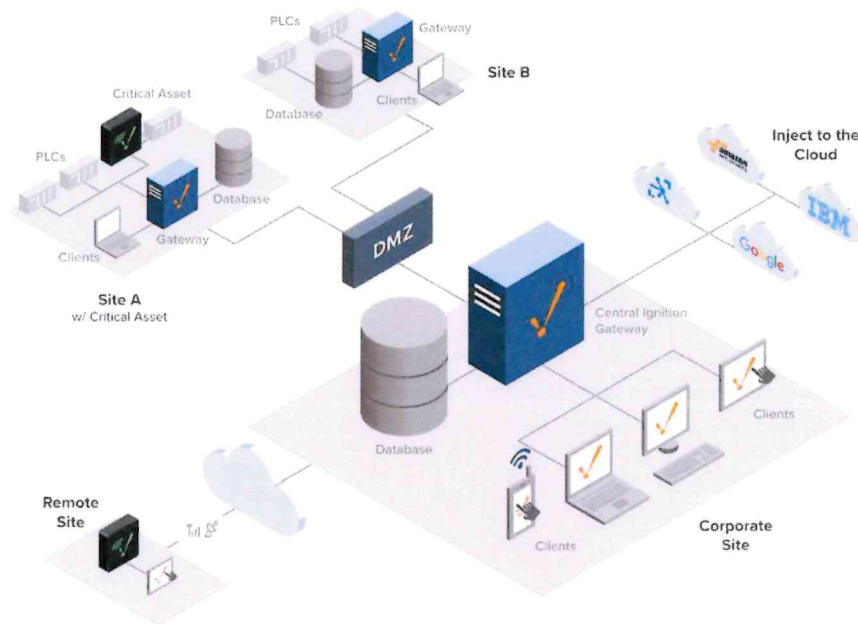
ADDITIONAL RESOURCES

IGNITION SCADA ARCHITECTURES

At STELLAR TECHNOLOGY & AUTOMATION, we standardize all our clients on Ignition by Inductive Automation—a robust and versatile platform that forms the foundation for seamless system integration. Ignition offers an extensive suite of device and database drivers, enabling it to serve as a centralized hub for all plant floor operations, ensuring comprehensive and efficient total system integration.

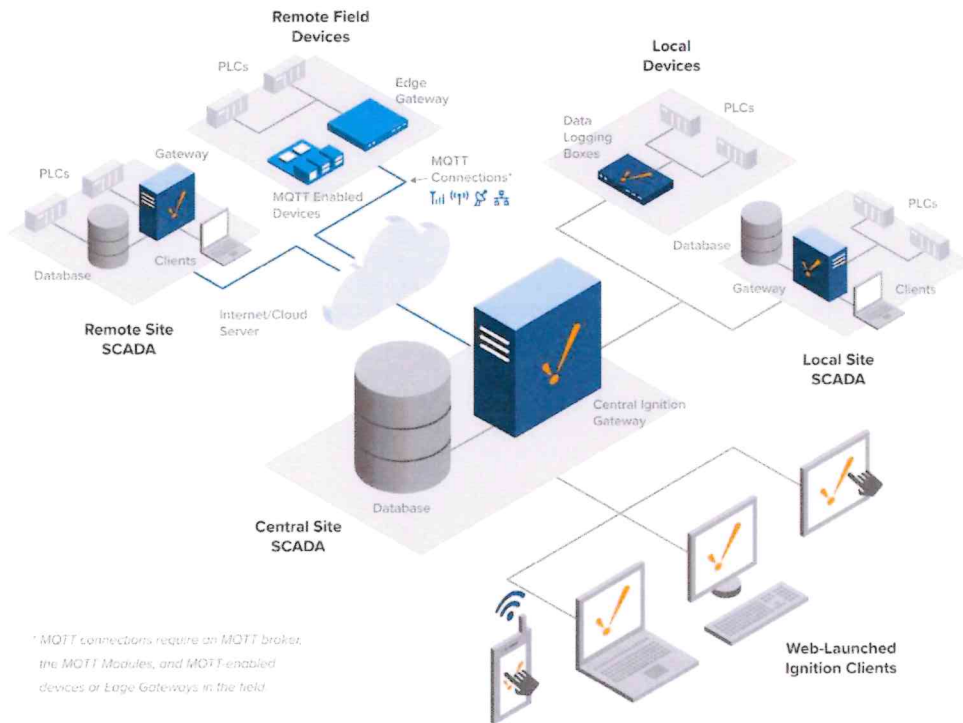
Enterprise Architecture

The Ignition enterprise architecture enables you to create a connected system while also securing data at multiple levels. Connect multiple sites to a central corporate server and use Ignition Edge to ensure data from critical assets is never compromised. Connecting through a DMZ provides an additional layer of security for transferring and accessing data. The Ignition Gateway connects easily to cloud services like Microsoft Azure, AWS, IBM Cloud, and Google Cloud for storage and analytics.



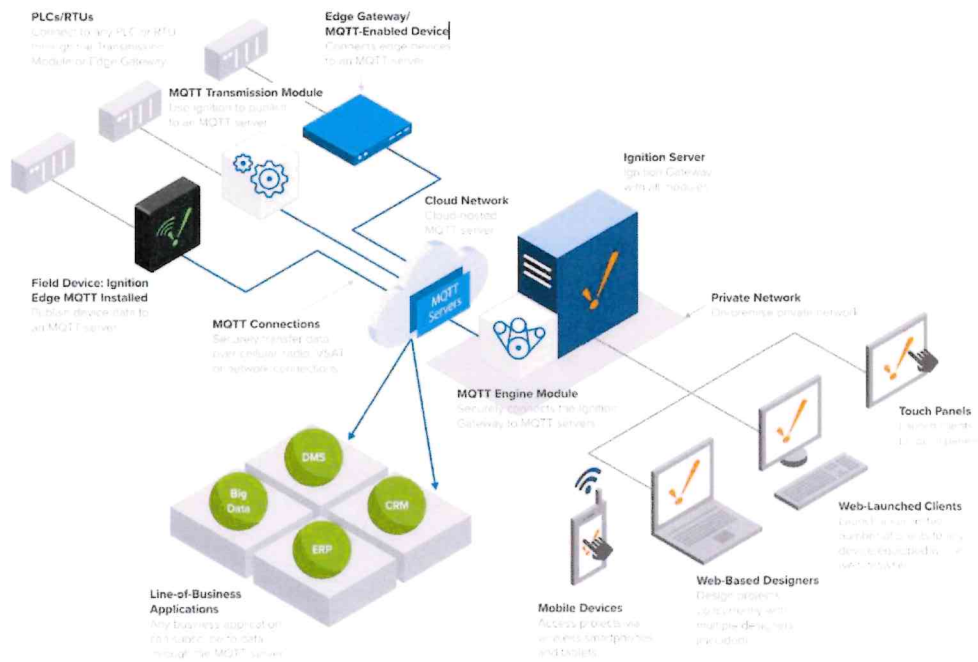
Hub & Spoke Architecture

The hub and spoke architecture consists of two pieces. The hub piece consists of a central Ignition Gateway with Vision, Reporting and Mobile Modules and a database server. The spoke piece consists of a stripped-down Ignition Gateway with OPC UA and SQL Bridge Modules, dedicated for data logging. Each site is fully independent, operating with its own history, alarms, and clients, with the client Gateway being used for coordination and long-term history storage.



Ignition IIoT Architecture

Ignition IIoT collects data from any device at the edge of the network, publishes that data to a central broker, and pushes the data to subscribed industrial and line-of-business applications. Ignition IIoT can connect to PLCs in the field through the use of the MQTT Transmission module, field devices with Ignition Edge MQTT installed, and/or MQTT-enabled edge gateways and field devices that use the Cirrus Link Sparkplug MQTT specification. This data is published to an MQTT broker, this broker can be located on-premise, in the cloud, or a hybrid of the two. The MQTT Engine module located on an Ignition Gateway can subscribe to any data published from the broker, this data can be used in any Ignition application.



OPTO22 GROOV EPIC PLC

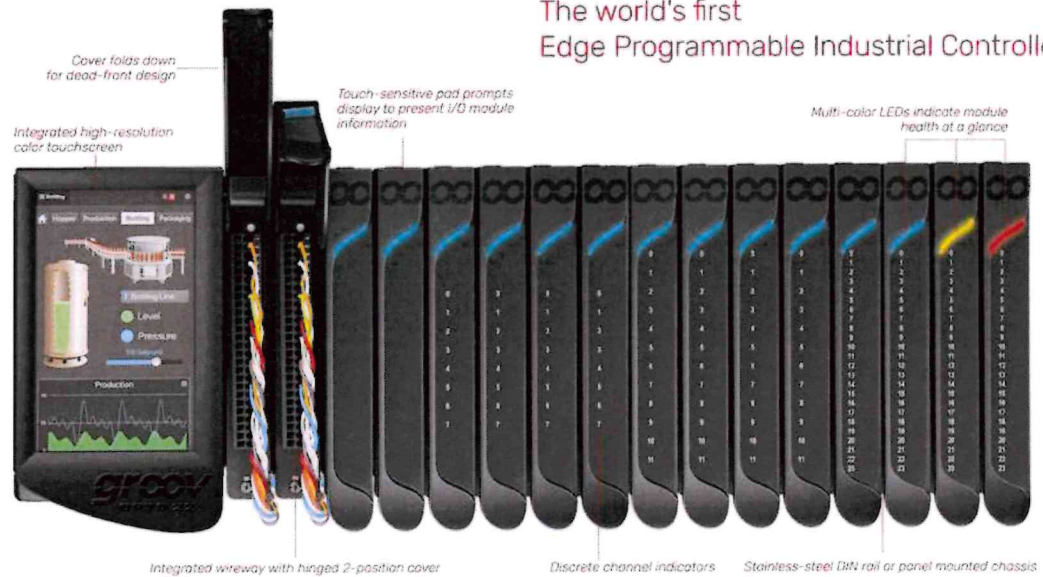
At Stellar Technology & Automation, we standardize our clients on the **Groov EPIC PLC**, a state-of-the-art industrial controller tailored for modern SCADA systems. **Groov EPIC** combines edge computing, data processing, and seamless integration to optimize operations at the network's edge, reducing latency and ensuring data integrity.

With tools like **Ignition Edge**®, **Node-RED**, and **MQTT** protocols, **Groov EPIC** securely connects databases, cloud services, and legacy systems like Allen-Bradley® and Siemens®, enabling efficient data sharing and decision-making. It also offers versatile data visualization through its built-in touchscreen, external monitors, or remote access via web browsers and mobile devices.

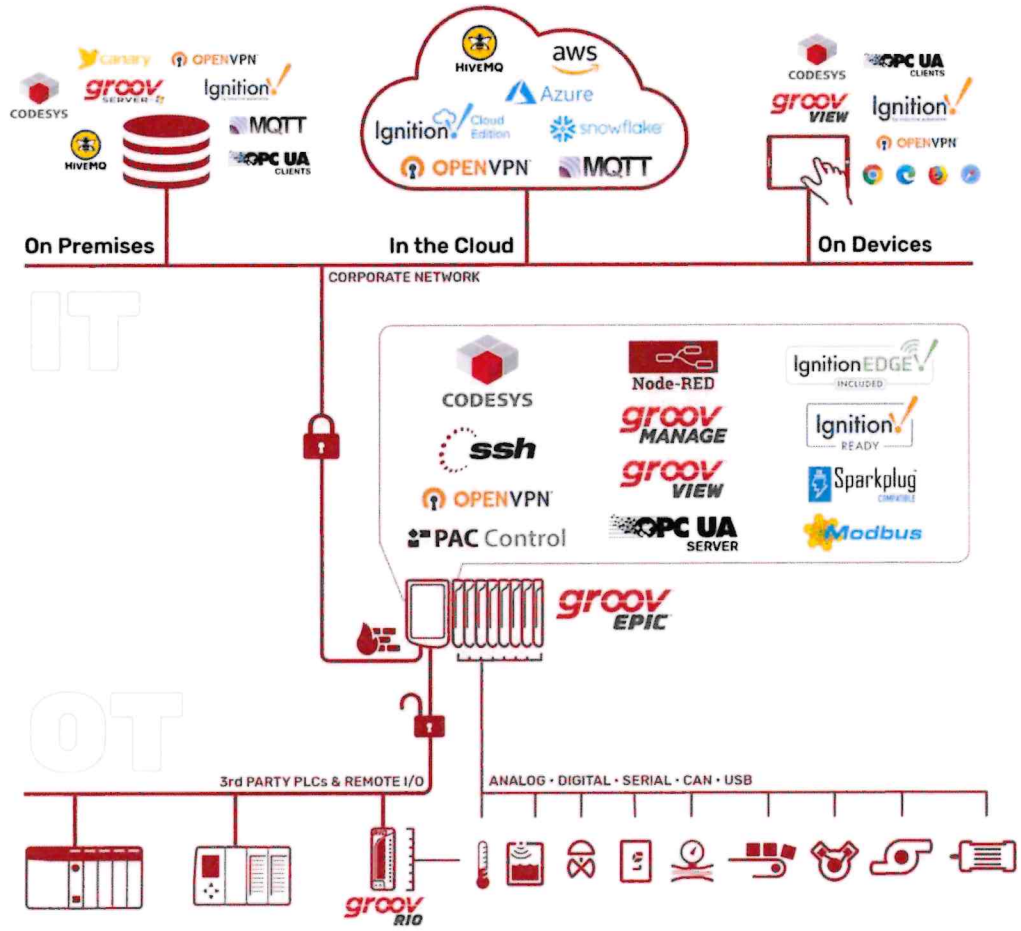
Groov EPIC's robust design and adaptability ensure it meets today's automation needs while providing a scalable, future-proof solution. By adopting **Groov EPIC**, our clients gain a reliable foundation for innovation, efficiency, and growth in industrial control systems.

This is EPIC.

The world's first
Edge Programmable Industrial Controller



GROOV EPIC Software Architecture



CONTRACT NO.: RCSD 2025-01
RUBIDOUX COMMUNITY SERVICES DISTRICT

**MASTER AGREEMENT FOR SCADA SYSTEM SERVICES BY INDEPENDENT CONSULTANT
UTILIZING TASK ORDERS**

THIS AGREEMENT is made the date first approved by and between the “parties” to this contract referred to as “RUBIDOUX” and “CONSULTANT” as follows:

RUBIDOUX

Rubidoux Community Services District
Post Office Box 3098
Riverside, CA 92519-3098
(951) 684-7580

CONSULTANT

Stellar Technology and Automation
7940 Bounty Trl
Jurupa Valley, CA 92509 US
(951) 512-0819

RECITALS

THIS AGREEMENT is entered into on the basis of the following facts, understandings and intentions of the parties to this Agreement:

- A. RUBIDOUX desires to engage the professional services of the CONSULTANT to perform such professional consulting services as may be assigned, from time to time, by RUBIDOUX in writing.
- B. CONSULTANT agrees to provide such services pursuant to, and in accordance with, the terms and conditions of this Agreement, and has represented and warrants to RUBIDOUX that CONSULTANT possesses the necessary licenses, skills, qualifications, personnel and equipment to provide such services.
- C. The services to be performed by CONSULTANT shall be specifically described in one or more written Task Orders issued by RUBIDOUX to CONSULTANT pursuant to this Agreement.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing Recitals and mutual covenants contained herein, RUBIDOUX and CONSULTANT agree as follows:

ARTICLE I

TERM OF AGREEMENT

1.01 **Term of Agreement.** The Agreement shall become effective on the date first approved and shall continue unless terminated as provided for herein.

ARTICLE II
SERVICES TO BE PERFORMED

2.01 Services to be Performed by CONSULTANT. CONSULTANT agrees to provide such professional consulting services as may be assigned, from time to time, in writing by RUBIDOUX. Each such assignment shall be made in the form of a written Task Order. Each such Task Order shall include, but shall not be limited to, a description of the nature and scope of the services to be performed by CONSULTANT, the amount of compensation to be paid, and the expected time of completion.

2.02 CONSULTANT may, at CONSULTANT's sole cost and expense, employ such competent and qualified independent professional associates, subcontractors and consultants as CONSULTANT deems necessary to perform each such assignment; provided, however, that CONSULTANT shall not subcontract any of the work to be performed without the prior written consent of RUBIDOUX, which should not be unreasonably withheld.

ARTICLE III
COMPENSATION

3.01 In consideration for the services to be performed by CONSULTANT, RUBIDOUX agrees to pay CONSULTANT as provided for in each Task Order.

3.02 Each Task Order shall specify a total not-to-exceed sum of money and shall be as set forth on an exhibit to be attached to each Task Order issued to CONSULTANT.

3.03 RUBIDOUX shall reimburse CONSULTANT for reasonable and necessary expenses incurred by CONSULTANT in the performance of services for RUBIDOUX. Reimbursement shall be according to schedules set forth in each Task Order.

3.04 Unless specifically stipulated otherwise in the Task Order or unless specifically approved in advance by RUBIDOUX in writing, CONSULTANT shall not be compensated for any services rendered nor reimbursed for any expenses incurred in excess of those authorized in any Task Order.

3.05 Unless otherwise provided for in any Task Order issued pursuant to this Agreement, payment of compensation earned shall be made in monthly installments within thirty (30) days after receipt of a detailed, corrected, written invoice describing, without limitation, the services performed, the time spent performing such services, the hourly rate charged therefore, and the classification of individuals performing such service for the benefit of RUBIDOUX. Such invoices shall also include a detailed itemization of expenses incurred.

3.06 CONSULTANT fee rates used to calculate Task Order not-to-exceed sums shall be based on the Fee Schedule in said Task Order. No allowance for escalation of fees is allowed during the term of Task order, unless specifically approved by RUBIDOUX.

For Ongoing Consulting Services (non-Task Order work), CONSULTANT fee rates shall be based on the annual fee schedule for the calendar year in which the services are provided. CONSULTANT shall submit annual fee schedules to RUBIDOUX prior to each new year and shall become effective January 1 of each year.

ARTICLE IV OBLIGATIONS OF CONSULTANT

4.01 CONSULTANT agrees to perform all assigned services in accordance with the terms and conditions of this Agreement and those specified in each Task Order.

4.02 Except as otherwise provided for in each Task Order, CONSULTANT will supply all personnel and equipment required to perform the assigned services.

4.03 CONSULTANT hereby agrees to be solely responsible for the health and safety of its employees and agents in performing the services assigned by RUBIDOUX. Therefore, CONSULTANT hereby covenants and agrees to:

- a. Obtain and maintain a comprehensive general liability policy in an amount of not less than \$1,000,000 naming RUBIDOUX as an additional insured;
- b. Obtain and maintain an automobile liability policy in an amount of \$1,000,000 combined single limit per accident for bodily injury and property damage;
- c. Obtain and maintain a policy of malpractice insurance in a minimum amount of \$1,000,000 to cover any negligent acts or omissions committed by CONSULTANT, or its employees in the performance of any service for RUBIDOUX;
- d. Provide worker's compensation insurance for CONSULTANT's employees;
- e. Comply with all local, state and federal laws, rules and regulations.

Evidence of all insurance coverage shall be provided to RUBIDOUX prior to issuance of the first Task Order. CONSULTANT and RUBIDOUX waive all rights against each other and their respective directors, officers, partners, commissioners, officials, agents, subcontractors, consultants, and employees for damages covered by any type of property insurance during and after the completion of the services. A similar provision shall be incorporated into all construction contractual arrangements entered into by RUBIDOUX and shall protect RUBIDOUX and CONSULTANT to the same extent. All project contractors shall be required to include RUBIDOUX and CONSULTANT as additional insured on their General Liability insurance policies and shall be required to indemnify RUBIDOUX and CONSULTANT to the same extent.

4.04 Each party agrees to defend, indemnify, and hold harmless each other, its agents and employees, from and against legal liability for all claims, losses, damages, and expenses to the extent such claims, losses, damages, and expenses are caused by its negligent acts, errors, or omissions. In the event such claims, losses, damages, or expenses are caused by the joint or concurrent negligence of CONSULTANT and RUBIDOUX, such liability shall be borne by each party in proportion to its own negligence.

4.05 In the event that RUBIDOUX requests that specific employees of CONSULTANT supervise or otherwise perform the services specified in each Task Order, CONSULTANT shall use its best efforts to ensure that such individual (or individuals) shall be appointed and assigned the responsibility of performing the services.

4.06 In the event CONSULTANT is required to provide plans, drawings, specifications and/or estimates, the same shall be furnished with a registered civil engineer's number or other professional license as applicable and shall conform to local, state and federal laws, rules and regulations. In the event RUBIDOUX is required to obtain approval or permit from another governmental entity, CONSULTANT shall provide necessary supporting documents to be filed with such entity.

ARTICLE V
OBLIGATIONS OF RUBIDOUX

5.01 RUBIDOUX shall do the following in a manner so as not to unreasonably hinder the performance of services by CONSULTANT:

- a. Provide information and criteria regarding RUBIDOUX's requirements;
- b. Furnish all existing studies, reports and other available data pertinent to each Task Order that are in RUBIDOUX's possession;
- c. Designate a person to act as a liaison between CONSULTANT and RUBIDOUX.

ARTICLE VI
ADDITIONAL SERVICES CHANGES AND DELETIONS

6.01 During the term of this Agreement, RUBIDOUX may with concurrence of CONSULTANT, from time to time, and without affecting the validity of this Agreement or any Task Order issued pursuant thereto, order changes, deletions and additional services by the issuance of written Change Orders or Task Order Amendments

6.02 In the event CONSULTANT performs additional or different services than those described in any Task Order or authorized Change Order without the prior written approval of RUBIDOUX, CONSULTANT shall not be compensated for such services.

6.03 CONSULTANT shall promptly advise RUBIDOUX as soon as reasonably practicable upon gaining knowledge of a condition, event or accumulation of events which may affect the scope and/or cost of services to be provided pursuant to this Agreement. All proposed changes, modifications, deletions and/or requests for additional services shall be reduced to writing for review and approval by RUBIDOUX.

6.04 In the event that RUBIDOUX orders services deleted or reduced, compensation shall likewise be deleted or reduced by a fair and reasonable amount and CONSULTANT shall only be compensated for services actually performed. In the event additional services is properly authorized, payment for the same shall be made as provided in Article III above.

ARTICLE VII

CONSTRUCTION MANAGEMENT/INSPECTION SERVICES

7.01 In the event RUBIDOUX authorizes CONSULTANT to perform construction management/inspection services for RUBIDOUX, CONSULTANT may determine, in the course of providing such services, that a Change Order should be issued to the third party construction contractor, or CONSULTANT may receive a request for a Change Order from the third party construction contractor. CONSULTANT shall, upon receipt of any requested Change Order, or upon gaining knowledge of a condition, event or accumulation of events which may necessitate issuing a Change Order to the third party construction contractor, promptly consult with RUBIDOUX. No Change Order shall be issued or executed without the prior approval of RUBIDOUX.

ARTICLE VIII

TERMINATION AGREEMENT

8.01 In the event the time specified for completion of an assigned Task in the Task Order exceeds the term of this Agreement, for the purpose of that Task only, the term of this Agreement shall be automatically extended for such additional time as is necessary to complete such Task Order, and thereupon this Agreement shall automatically terminate without further notice.

8.02 Notwithstanding any other provision of this Agreement, RUBIDOUX, at its sole option, may terminate either a Task Order or this Agreement at any time by giving fourteen (14) days written notice to CONSULTANT, whether or not a Task Order has been issued to CONSULTANT.

8.03 In the event of termination of either a Task Order or this Agreement, the payment of monies due CONSULTANT for services performed prior to the effective date of such termination shall be paid within thirty (30) days after receipt of an invoice as provided in this Agreement. Upon payment for such services, CONSULTANT agrees to promptly provide to RUBIDOUX all documents, reports, purchased supplies and the like which are in the possession or control of CONSULTANT and pertain to RUBIDOUX, except that CONSULTANT may retain one complete copy to be maintained in CONSULTANT's files.

ARTICLE IX
STATUS OF CONSULTANT

9.01 CONSULTANT shall perform the services assigned by RUBIDOUX in CONSULTANT's own way as an independent contractor, and in pursuit of CONSULTANT's independent calling, and not as an employee or agent of RUBIDOUX. CONSULTANT shall be under the control of RUBIDOUX only as to the result to be accomplished. CONSULTANT shall regularly confer with RUBIDOUX's liaison.

9.02 CONSULTANT hereby specifically represents and warrants to RUBIDOUX that the services to be rendered pursuant to this Agreement shall be performed in accordance with the standards customarily applicable to an experienced and competent professional consulting organization rendering the same or similar services. Further, CONSULTANT represents and warrants that the individual signing this Agreement on behalf of CONSULTANT has the full authority to bind CONSULTANT to this Agreement. No other warranty, expressed or implied, is included in this Agreement or in any drawing, specification, report, or opinion produced pursuant to this Agreement.

ARTICLE X
AUDIT OWNERSHIP OF DOCUMENTS

10.01 All final reports, plans, drawings, specifications, and design calculations prepared or developed by CONSULTANT in connection with the performance of services assigned to it by RUBIDOUX shall become the sole property of RUBIDOUX, and CONSULTANT shall promptly deliver all such deliverable materials to RUBIDOUX.

Other than maps, plans, and drawings, CONSULTANT may retain original documents at its option, and furnish reproductions. RUBIDOUX shall receive the work product together with supporting documentation. CONSULTANT shall retain its rights in its standard drawing details, specifications, databases, computer software, and proprietary property.

10.02 CONSULTANT shall retain and maintain, for a period of not less than four (4) years following termination of this Agreement, all time records, accounting records and vouchers and all other records with respect to all matters concerning services performed, compensation paid and expenses reimbursed. At any time during normal business hours and as often as RUBIDOUX may deem necessary, CONSULTANT shall make available to RUBIDOUX's agents for examination all of such records and will permit RUBIDOUX's agents to audit, examine and reproduce such records. No such records shall be destroyed without their first being offered to RUBIDOUX.

ARTICLE XI
MISCELLANEOUS PROVISIONS

11.01 This Agreement supersedes any and all previous conflicting agreements, either oral or written, between the parties hereto with respect to the rendering of services by CONSULTANT for RUBIDOUX and contains all of the covenants and agreements between the parties with respect to the rendering of such services in any manner whatsoever. Any modification of this Agreement will be effective only if it is in writing and signed by both parties.

11.02 CONSULTANT shall not assign or otherwise transfer any rights or interest in this Agreement without the prior written consent of RUBIDOUX. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement.

11.03 Time is of the essence in the performance of services required hereunder. Work shall begin immediately upon receipt of written authorization of RUBIDOUX to proceed. Progress meetings will be conducted periodically in order to review the work accomplished and to obtain staff input and concurrence with the work completed to date. Extensions of time within which to perform work may be granted by RUBIDOUX if requested by CONSULTANT and agreed to in writing by RUBIDOUX. All such requests must be documented and substantiated and will only be granted as the result of unforeseeable and unavoidable delays not caused by the lack of foresight on the part of CONSULTANT. CONSULTANT shall not be responsible for delays beyond its reasonable control.

11.04 CONSULTANT shall comply with all local, state and federal laws, rules and regulations regarding nondiscrimination and the payment of prevailing wages.

11.05 If required by law, CONSULTANT shall file Conflict of Interest Statements with RUBIDOUX.

11.06 Nothing in this Agreement shall be construed to give any rights or benefits to anyone other than RUBIDOUX and CONSULTANT.

IN WITNESS WHEREOF, the parties hereby have made and executed this Agreement as of the day and year first approved herein.

RUBIDOUX COMMUNITY SERVICES DISTRICT

STELLAR TECHNOLOGY & AUTOMATION

BY: _____

Brian Laddusaw, CPA
General Manger

BY: _____

Chris Hamilton
Controls Engineer, Founder

DATE: _____

11/21/25

DATE: _____

2/4/25

REVIEWED:

BY:  _____
Kirk Hamblin
Director of Finance & Administration

DATE: 1/21/25 _____

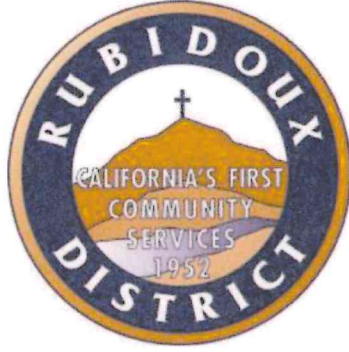
5. **CONSENT CALENDAR** (continued)

D. **DM 2025-09: Receive and File Statement of Cash Asset Schedule
Report Ending December 2024**

Rubidoux Community Services District

Board of Directors

Hank Trueba Jr., President
Diana Leja, Vice-President
Bernard Murphy
John Skerbelis
Leslie Altamirano



General Manager

Brian R. Laddusaw

Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

DIRECTORS MEMORANDUM 2025-09

February 20, 2024

To: Rubidoux Community Services District
 Board of Directors

Subject: Receive and File Statement of Cash Asset Schedule Report Ending December 2024

BACKGROUND:

Attached for the Board of Directors' consideration is the December 2024 Statement of Cash Assets Schedule Report for all District Fund Accounts. Year to date ("YTD") interest is \$771,743.59 for District controlled accounts. With respect to District "Funds in Trust," \$18,877.41 has been earned and posted. The District has a combined YTD interest earned total of \$790,621.00 as of December 31, 2024.

The District's Operating Funds (Excluding Restricted Funds and Operating Reserves) show a balance of \$10,974,748.22 ending December 31, 2024. This is **\$4,072,735.19 LESS** than July 1, 2024, beginning balance of \$15,047,483.41.

Further, the District's Field/Admin Fund current fund balance is \$805,093.44.

Submitted for the Board of Directors consideration is the ***December 2024 Statement of Cash Assets Schedule Report*** for review and acceptance.

RECOMMENDATION:

Staff recommends the Board of Directors “**Receive and File**” the December 2024 Statement of Cash Assets Schedule Report.

Respectfully,



BRIAN R. LADDUSAW, CPA
General Manager

Attachment(s): December 2024, Cash Assets Schedule Report

RUBIDOUX COMMUNITY SERVICES DISTRICT

INVESTMENT SUMMARY - DECEMBER 31, 2024
CASH BASIS

	Beg. Balance 7/1/2024	YTD Int.	Other Activity YTD	Balance 12/31/2024	YTD Avg. Int. Rate
Operating Accounts	\$ 15,047,483.41	\$ 274,293.89	\$ (4,347,029.08)	\$ 10,974,748.22	2.50%
Water Operating Reserve	4,350,030.08	99,649.43	167,746.30	4,617,425.81	2.16%
Wastewater Operating Reserve	594,121.20	15,531.58	22,478.17	632,130.95	2.46%
Water Replacement Reserve	925,390.63	6,081.97	(931,472.60)	-	0.66%
Fire Mitigation Reserve	3,509,799.71	70,201.08	162,886.27	3,742,887.06	1.88%
Wastewater Reserve	2,546,413.30	68,738.25	320,086.07	2,935,237.62	2.34%
Wastewater Replacement Res.	555,486.59	15,153.87	31,017.55	601,658.01	2.52%
Water Reserve	2,833,192.90	66,523.47	91,947.01	2,991,663.38	2.22%
COP Restricted	1,677,828.24	16,884.76	(1,694,713.00)	-	0.00%
Field/Admin Reserve	756,762.79	19,781.30	28,549.35	805,093.44	2.46%
Project Admin Building	1,111,853.50	29,066.20	42,066.20	1,182,985.90	2.46%
Project Ops Building	2,023,136.18	52,889.05	76,543.95	2,152,569.18	2.46%
Short-Term and Long-Term Strategic Investment Portfolio	-	33,390.14	4,970,462.64	5,003,852.78	0.67%
CalPERS - Section 115 Trust (CEPPT)	-	3,558.60	299,702.20	303,260.80	1.17%
Funds in Trust	1,109,503.24	18,877.41	(685,737.17)	442,643.48	4.26%
Total Investments	\$ 37,041,001.77	\$ 790,621.00	\$ (1,445,466.14)	\$ 36,386,156.63	2.17%

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
CASH BASIS

FIRE MITIGATION									
<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>PURCHASE / REDEEM</u>	<u>INT. RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	Premier Bank	CD		Beg. Bal.				170,424.60	
	Premier Bank			Interest	604.76	4.88%	-	170,424.60	
	Premier Bank			Redeem	-			170,424.60	
12/31/2024	Premier Bank	CD	10/3/2024	Purchase	-			170,424.60	
12/1/2024	Premier Bank	Checking Fire Mitigation		Beg. Bal.				8,835.50	
	Premier Bank			Activity	-	0.00	-	8,835.50	
12/31/2024	Premier Bank			End Bal.	-			8,835.50	
12/1/2024	LAIF	Fire Mitigation		Beg. Bal.				1,519,289.21	
	LAIF			Interest		4.30%	-	1,519,289.21	
12/31/2024	LAIF			Activity	7,009.00			1,526,298.21	
12/1/2024		US BANK - TVI		Beg. Bal				1,999,087.07	
	U.S. Bank			Deposits	-	4.560%	7,244.80	2,006,331.87	
12/31/2024				Disbursements	-			2,006,331.87	
12/1/2024	Premier Bank	Safekeeping		Beg. Bal				30,392.12	
				Activity	-	-	604.76	30,996.88	
12/31/2024	Premier Bank			End Bal.				30,996.88	\$ 3,742,887.06

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

WASTEWATER CIP FUNDS

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>PURCHASE / REDEEM</u>	<u>INT. RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	LAIF	Sewer Mainline		Beg. Bal.				2,818,064.92	
	LAIF			Interest		4.30%	-	2,818,064.92	
12/31/2024	LAIF			Activity	44,720.00			2,862,784.92	
12/1/2024	CBB	Safekeeping		Beg. Bal				72,443.57	
	CBB			Activity	-	0.05%	9.13	72,452.70	
12/31/2024	CBB			End Bal.				72,452.70	\$ 2,935,237.62

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

WATER CIP FUNDS

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>PURCHASE / REDEEM</u>	<u>INTEREST RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	LAIF	Water Mainline		Beg. Bal.				2,699,265.56	
	LAIF			Interest		4.30%	-	2,699,265.56	
12/31/2024	LAIF			Activity		40,088.24		2,739,353.80	
12/1/2024	Premier Bank	Safekeeping		Beg. Bal.				1,670.97	
	Premier Bank			Activity	-	-	-	1,670.97	
12/31/2024	Premier Bank			End Bal.				1,670.97	
12/1/2024	CBB	Safekeeping		Beg. Bal.				250,607.03	
	CBB			Activity	-	0.05%	31.58	250,638.61	
12/31/2024	CBB			End Bal.				250,638.61	\$ 2,991,663.38

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

OPERATING FUNDS

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>DEPOSIT/ WITHDRAW</u>	<u>INTEREST RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	Premier Bank	Checking-Gen.		Beg. Bal.				181,875.41	
	Premier Bank			Deposits	2,626,569.12	0.00	-	2,808,444.53	
12/31/2024	Premier Bank			Disbursements	(2,583,978.46)			224,466.07	
12/1/2024	Premier Bank	Checking Property Tax		Beg. Bal.				4,500.00	
	Premier Bank			Deposits	-	0.00	-	4,500.00	
12/31/2024	Premier Bank			Disbursements	7,440.58			11,940.58	
12/1/2024	Premier Bank	Checking-Sewer		Beg. Bal.				4,008.69	
	Premier Bank			Deposits	337,701.76	0.00	-	341,710.45	
12/31/2024	Premier Bank			Disbursements	(337,638.60)			4,071.85	
12/1/2024	Premier Bank	Checking-Water		Beg. Bal.				642,570.17	
	Premier Bank			Deposits	1,640,910.14	0.00	-	2,283,480.31	
12/31/2024	Premier Bank			Disbursements	(1,058,051.23)			1,225,429.08	
12/1/2024	Bank of America	Paymode		Beg. Bal.				3,900.04	
	Bank of America			Deposits	-	0.00	0.85	3,900.89	
12/31/2024	Bank of America			Disbursements	-			3,900.89	

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

OPERATING FUNDS

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>DEPOSIT/ WITHDRAW</u>	<u>INTEREST RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	Premier Bank	Operations		Beg. Bal				276,342.99	
	Premier Bank	Safekeeping		Deposits	-	-	-	276,342.99	
12/31/2024	Premier Bank			Disbursements				276,342.99	
12/1/2024	LAIF	Gen. Fund-Prop Tax		Beg. Bal.				4,846,420.74	
	LAIF	Qtrly. Interest		Interest		4.30%	-	4,846,420.74	
12/31/2024	LAIF			Activity	72,991.00			4,919,411.74	
12/1/2024	LAIF	Water Op.		Beg. Bal.				2,850,891.79	
	LAIF	Qtrly. Interest		Interest		4.30%	-	2,850,891.79	
12/31/2024	LAIF			Activity	(527,088.24)			2,323,803.55	
12/1/2024	LAIF	Sewer Op.		Beg. Bal.				1,838,101.47	
	LAIF	Qtrly. Interest		Interest		4.30%	-	1,838,101.47	
12/31/2024	LAIF			Activity	147,280.00			1,985,381.47	\$10,974,748.22

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

RESERVED FUNDS

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>DEPOSIT/ WITHDRAW</u>	<u>INTEREST RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	LAIF	Water Op. Reserve		Beg. Bal.				3,614,259.87	
	LAIF	Qtrly. Interest		Interest	-	4.30%	-	3,614,259.87	
12/31/2024	LAIF			Activity	-			3,614,259.87	
12/1/2024		US BANK - TVI		Beg. Bal.				999,543.54	
	U.S. Bank			Deposits	-	4.560%	3,622.40	1,003,165.94	
12/31/2024				Disbursements	-			1,003,165.94	
12/1/2024	LAIF	Water Replacement		Beg. Bal.				-	
	LAIF	Qtrly. Interest		Interest	-	4.30%	-	-	
12/31/2024	LAIF			Activity	-			-	
12/1/2024	LAIF	Wastewater Replacement		Beg. Bal.				601,658.01	
	LAIF	Qtrly. Interest		Interest	-	4.30%	-	601,658.01	
12/31/2024	LAIF			Activity	-			601,658.01	
12/1/2024	LAIF	Field/Admin Bldg.		Beg. Bal.				805,093.44	
	LAIF	Qtrly Interest		Interest	-	4.30%	-	805,093.44	
12/31/2024	LAIF			Activity	-			805,093.44	
12/1/2024	LAIF	Wastewater Op. Reserve		Beg. Bal.				632,130.95	
	LAIF	Qtrly. Interest		Interest	-	4.30%	-	632,130.95	
12/31/2024	LAIF			Activity	-			632,130.95	
12/1/2024	LAIF	Project Admin Bldg		Beg. Bal.				1,182,985.90	
	LAIF	Qtrly. Interest		Interest	-	4.30%	-	1,182,985.90	
12/31/2024	LAIF			Activity	-			1,182,985.90	
12/1/2024	LAIF	Project Ops Bldg		Beg. Bal.				2,152,569.18	
	LAIF	Qtrly. Interest		Interest	-	4.30%	-	2,152,569.18	
12/31/2024	LAIF			Activity	-			2,152,569.18	\$ 9,991,863.29

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

SHORT-TERM AND LONG-TERM STRATEGIC INVESTMENT PORTFOLIO

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>PURCHASE / REDEEM</u>	<u>INTEREST RATE</u>	<u>INTEREST / CHANGE IN FMV</u>	<u>MV/ BALANCE</u>	<u>TOTAL</u>
12/1/2024		US BANK - TVI		Beg. Bal				4,985,787.06	
	U.S. Bank			Deposits	-	4.560%	18,065.72	5,003,852.78	
12/31/2024				Disbursements	-			5,003,852.78	\$ 5,003,852.78

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

CALPERS - SECTION 115 TRUST (CEPPT)

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>PURCHASE / REDEEM</u>	<u>INTEREST RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024		Section 115 Trust (CEPPT)		Beg. Bal				313,386.00	
	CalPERS	Strategy 2		Deposits	-	6.860%	(9,947.40)	303,438.60	
12/31/2024				Disbursements	(177.80)			303,260.80	\$ 303,260.80

RUBIDOUX COMMUNITY SERVICES DISTRICT
CASH ASSET SCHEDULE
INVESTMENT ACTIVITY
 FOR PERIOD JULY 1, 2024 THRU DECEMBER 31, 2024
 CASH BASIS

FUNDS IN TRUST

<u>DATE</u>	<u>INSTITUTION</u>	<u>INSTRUMENT</u>	<u>MATURITY</u>	<u>STATUS</u>	<u>PURCHASE / REDEEM</u>	<u>INTEREST RATE</u>	<u>INTEREST</u>	<u>PAR/ BALANCE</u>	<u>TOTAL</u>
12/1/2024	U.S. Bank	COP's Refunding-Series 1998						781,373.63	
		Install Sale		-	-	4.79%	-	781,373.63	
		Reserve-LAIF (From US Bank)		74,708.29		(707,595.00)	4.79%	929.66	74,708.29
12/31/2024								74,708.29	
12/1/2024	Premier Bank	Fiscal Agent-SRL MN Plant		Beg. Bal				367,888.45	
		Deposits			-	0.073%	46.74	367,935.19	
		Disbursements			-			367,935.19	\$ 442,643.48
12/31/2024									
					TOTAL CASH FUNDS				\$36,386,156.63

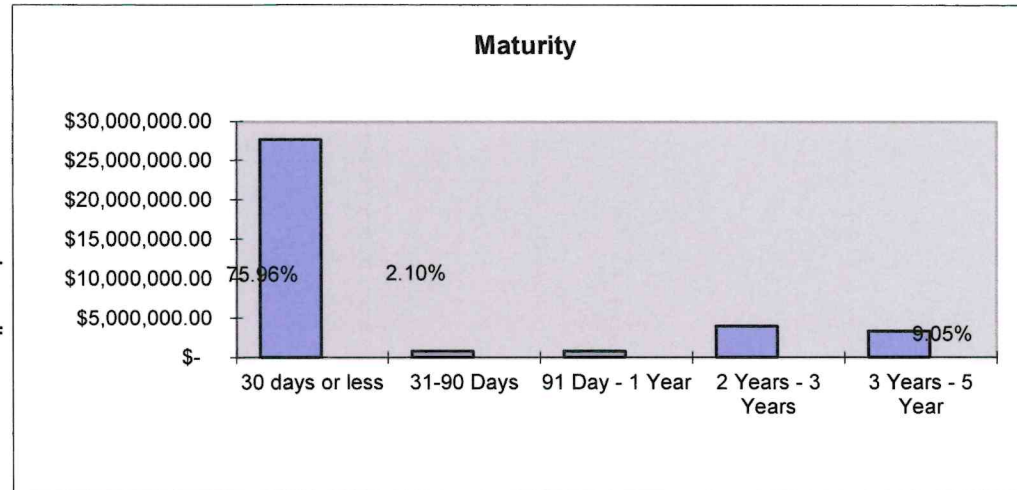
RCSD PORTFOLIO HOLDINGS REPORT
DECEMBER 31, 2024

<u>Issuer</u>	<u>Maturity</u>	<u>Acquisition Cost</u>	<u>Current Market</u>	<u>Gain/Loss</u>	<u>Yld Mat</u>
AGENCY		3,739,688.00	3,703,312.50	(36,375.50)	-
U.S. TREASURIES		1,251,724.29	1,265,006.70	13,282.41	-
COMMERCIAL PAPER		-	-	-	-
CALPERS - SECTION 115 TRUST (CEPPT)		\$ 300,000.00	\$ 303,260.80	3,260.80	-
FUNDS IN TRUST		\$ 442,643.48	\$ 442,643.48	-	
COLLATERALIZED TIME DEPOSITS					
Premier	4/3/2025	\$ 170,424.60	\$ 170,424.60		4.88%
US Bank	Various	2,956,000.00	2,965,813.72		Various
Subtotals		\$ 3,126,424.60	\$ 3,136,238.32	9,813.72	
CASH EQUIVALENT & MONEY MARKET					
LOCAL AGENCY INVESTMENT FUND (LAIF)		\$ 25,345,731.04	\$ 25,345,731.04	-	4.30%
US BANK CASH AND MONEY MARKET		\$ 79,217.67	\$ 79,217.67	-	0.00%
DEPOSITS HELD WITH FINANCIAL INSTITUTIONS		\$ 2,110,746.12	\$ 2,110,746.12	-	-
Subtotals		\$ 27,535,694.83	\$ 27,535,694.83	-	
GRAND TOTALS		<u>\$ 36,396,175.20</u>	<u>\$ 36,386,156.63</u>	<u>9,813.72</u>	

**RCSD INVESTMENT PORTFOLIO
DECEMBER 31, 2024**

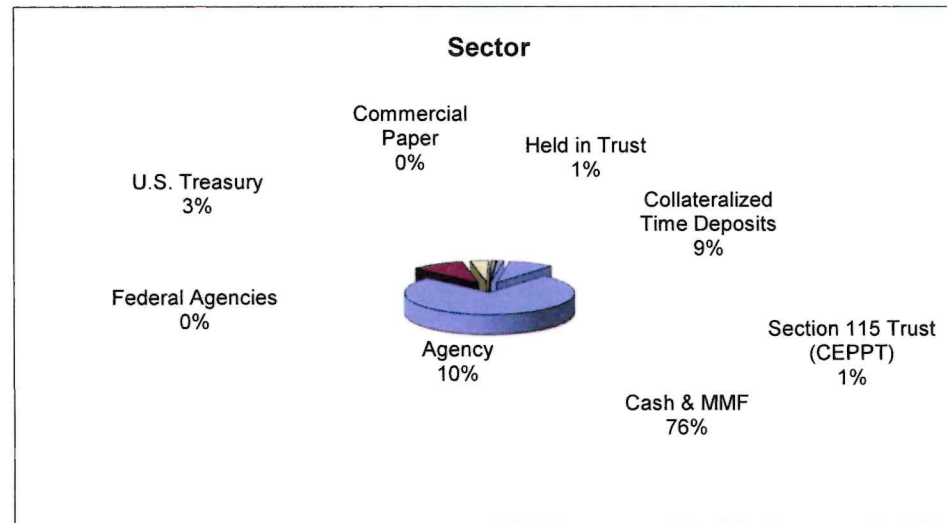
Maturity

	<u>Assets</u>
30 days or less	\$ 27,637,352.26
31-90 Days	764,386.70
91 Day - 1 Year	751,612.50
2 Years - 3 Years	3,939,812.46
3 Years - 5 Year	3,292,992.71
Total	<u><u>\$ 36,386,156.63</u></u>



Sector

Cash & MMF	\$ 27,535,694.83
Agency	\$ 3,703,312.50
U.S. Treasury	1,265,006.70
Federal Agencies	-
Commercial Paper	-
Section 115 Trust (CEPPT)	303,260.80
Held in Trust	442,643.48
Collateralized Time Deposits	3,136,238.32
Total	<u><u>\$ 36,386,156.63</u></u>



5. CONSENT CALENDAR (continued)

- E. **DM 2025-10:** Consider Adoption of Resolution No. 2025-923, A Resolution of the Board of Directors of the Rubidoux Community Services District Authorizing Signers for Financial Transactions with Designated Financial Institutions

Rubidoux Community Services District

Board of Directors

Hank Trueba Jr., President
Diana Leja, Vice-President
Bernard Murphy
John Skerbelis
Leslie Altamirano

General Manager

Brian R. Laddusaw



Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

DIRECTORS MEMORANDUM 2025-10

February 20, 2025

To: Rubidoux Community Services District
Board of Directors

Subject: Consider Adoption of Resolution No. 2025-923, A Resolution of the Board of Directors of the Rubidoux Community Services District Authorizing Signers for Financial Transactions with Designated Financial Institutions

BACKGROUND:

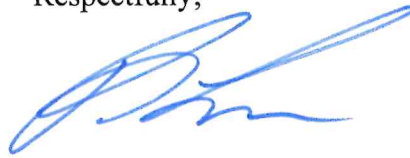
The Rubidoux Community Services District (“District”) Board of Directors (“Board”) must update its listing of authorized bank signers to allow newly elected and appointed Directors to have the ability to sign District checks.

Notably, this includes transactions with Pacific Premier Bank for the signing of District checks which are charged to the Districts general checking account only.

RECOMMENDATION:

This item is presented to the Board of Directors as an administrative item for the smooth transition of its newly elected and appointed Directors and financial operation of the District. Consequently, staff recommends adoption of Resolution No. 2025-923.

Respectfully,



BRIAN R. LADDUSAW, CPA
General Manager

Attachment(s):

1. Resolution No. 2025-923

RESOLUTION NO. 2025-923

**A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE RUBIDOUX COMMUNITY SERVICES DISTRICT
AUTHORIZING SIGNERS FOR FINANCIAL TRANSACTIONS
WITH DESIGNATED FINANCIAL INSTITUTIONS**

WHEREAS, the Rubidoux Community Services District (the "District") maintains accounts with designated financial institutions for the purpose of managing its financial affairs; and

WHEREAS, the Board of Directors (the "Board") of the District recognizes the necessity of authorizing specific individuals to execute financial transactions to ensure efficient, effective, and secure financial operations; and

WHEREAS, it is in the best interest of the District to designate authorized signers for its accounts and financial transactions;

NOW, THEREFORE, BE IT RESOLVED that the following individuals are hereby authorized to sign checks, authorize wire transfers, and conduct other necessary financial transactions on behalf of the District, in accordance with applicable District policies and procedures:

Hank Trueba Jr., Director
Diana Leja, Director
Bernard Murphy, Director
John Skerbelis, Director
Leslie Altamirano, Director

BE IT FURTHER RESOLVED that the financial institutions designated for these transactions shall be those approved by the District in accordance with applicable policies and agreements;

BE IT FURTHER RESOLVED that this resolution shall become effective immediately upon adoption and shall supersede any prior resolutions related to financial signatories.

PASSED AND ADOPTED by the Board of Directors of the Rubidoux Community Services District at a regular meeting held on February 20, 2025, by the following vote:

AYES:

AWAY:

NOES:

ABSENT:

ABSTENTIONS:

Hank Trueba Jr., President

Diana Leja, Vice-President

Bernard Murphy, Director

John Skerbelis, Director

Leslie Altamirano, Director

(Seal)

ATTEST:

Brian R. Laddusaw, General Manager

APPROVED AS TO FORM AND CONTENT:

John R. Harper, District Counsel

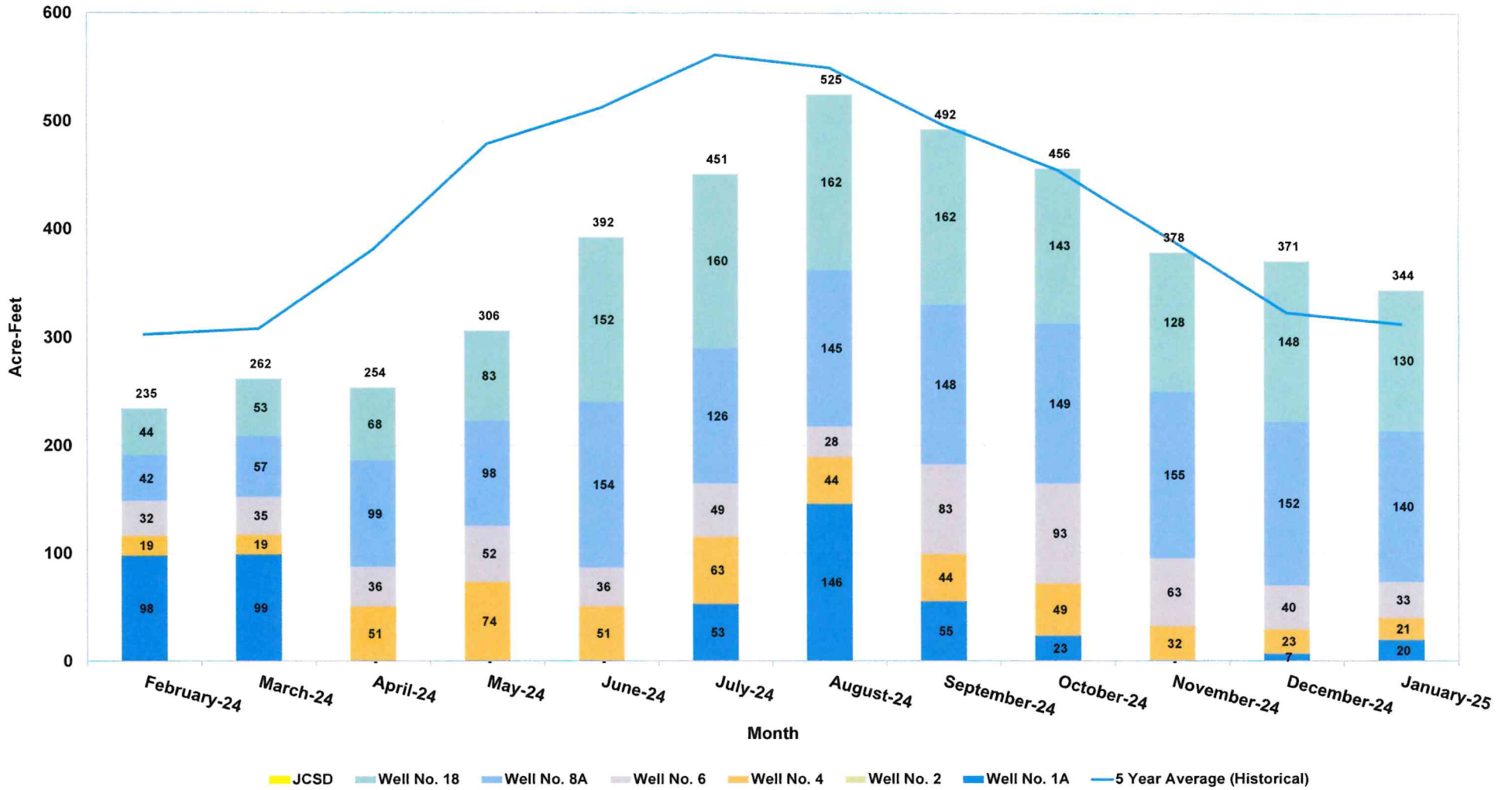
6. CORRESPONDENCE AND RELATED INFORMATION

7. **REPORTS**

A. Operations Report (Second Meeting Each Month)

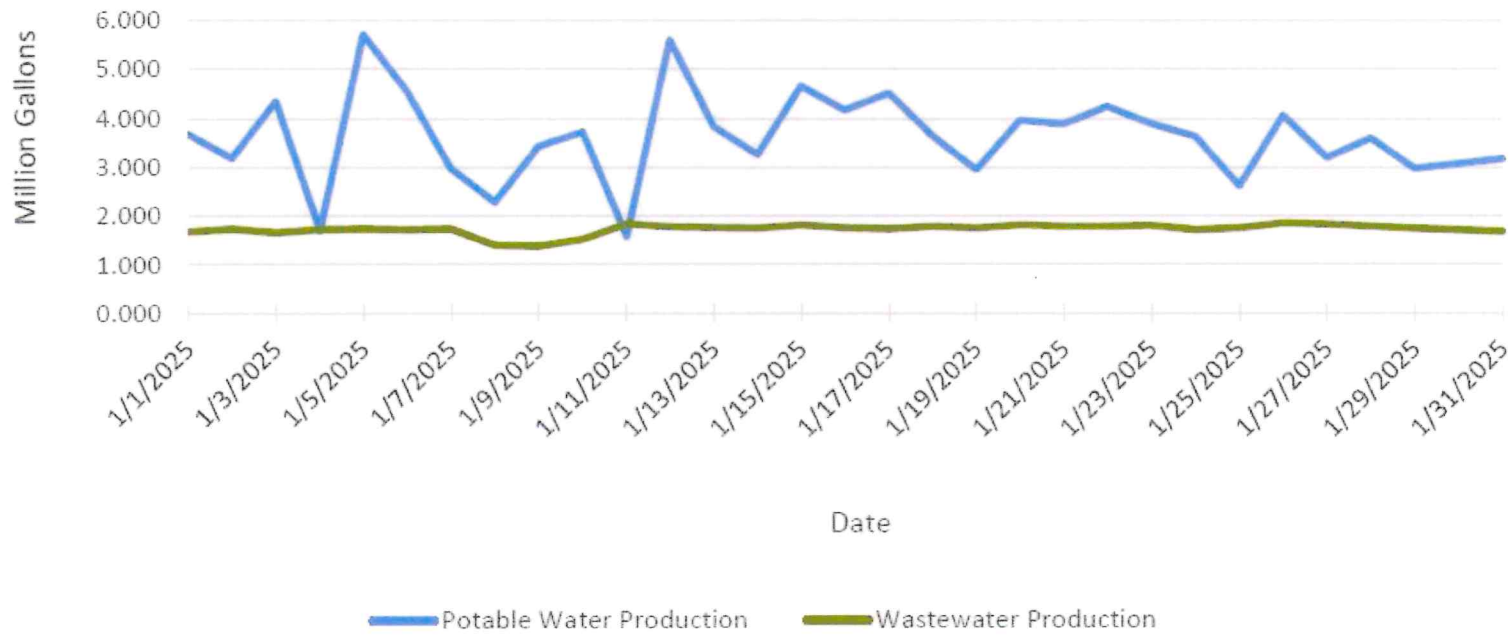
POTABLE WATER PRODUCTION REPORT (ACRE-FEET)

2024/2025 Calendar Years





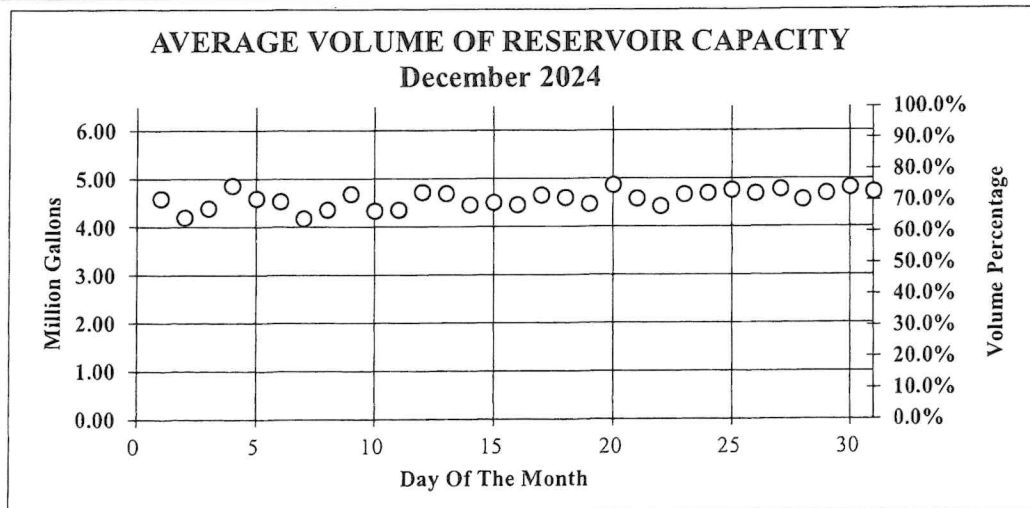
Potable Water & Wastewater Comparison January 2025



RUBIDOUX COMMUNITY SERVICES DISTRICT

Reservoir Capacity Report

CAPACITY	ATKINSON SYSTEM		HUNTER SYSTEM		WATER AVAILABLE (Gallons)*	PERCENTAGE OF TOTAL CAPACITY
	2,000,000	3,000,000	425,000	1,000,000		
DATE	ATKINSON	WATSON	HUNTER 1	PERRONE		
12/1/2024	75.7	68.0	74.3	72.0	4,590,854	71.5%
12/2/2024	66.2	62.9	71.4	69.5	4,207,244	65.5%
12/3/2024	70.4	65.1	72.9	72.4	4,394,907	68.4%
12/4/2024	80.5	74.2	73.9	71.5	4,864,168	75.7%
12/5/2024	74.8	69.4	73.4	70.2	4,593,539	71.5%
12/6/2024	75.3	67.7	72.8	69.3	4,539,805	70.7%
12/7/2024	67.6	61.6	70.4	68.2	4,181,200	65.1%
12/8/2024	71.1	64.6	71.5	69.6	4,358,252	67.8%
12/9/2024	77.8	70.3	73.1	71.0	4,683,569	72.9%
12/10/2024	69.2	64.2	75.0	70.9	4,337,464	67.5%
12/11/2024	69.2	64.9	75.1	70.6	4,356,623	67.8%
12/12/2024	74.7	69.3	81.9	80.3	4,722,419	73.5%
12/13/2024	75.7	67.9	81.1	80.0	4,695,109	73.1%
12/14/2024	70.3	63.9	81.5	79.0	4,459,232	69.4%
12/15/2024	70.8	65.0	81.3	79.9	4,510,979	70.2%
12/16/2024	69.7	64.5	77.9	79.4	4,455,503	69.3%
12/17/2024	74.4	67.0	80.6	81.6	4,657,021	72.5%
12/18/2024	71.9	66.7	81.9	81.8	4,604,993	71.7%
12/19/2024	70.6	65.1	78.3	77.9	4,479,000	69.7%
12/20/2024	78.7	70.8	82.6	81.8	4,866,961	75.8%
12/21/2024	73.1	65.8	81.3	80.4	4,583,872	71.3%
12/22/2024	69.5	63.6	79.8	78.7	4,426,078	68.9%
12/23/2024	73.8	68.0	80.3	81.3	4,669,494	72.7%
12/24/2024	73.9	68.3	81.4	82.3	4,695,133	73.1%
12/25/2024	77.9	69.2	79.3	78.9	4,760,542	74.1%
12/26/2024	74.5	68.1	81.8	80.7	4,687,061	73.0%
12/27/2024	76.8	69.4	82.5	80.7	4,776,764	74.3%
12/28/2024	72.2	65.3	83.2	81.3	4,569,117	71.1%
12/29/2024	74.8	67.9	82.2	81.3	4,694,065	73.1%
12/30/2024	79.6	70.6	77.9	77.7	4,817,648	75.0%
12/31/2024	75.9	68.4	80.6	81.0	4,723,453	73.5%

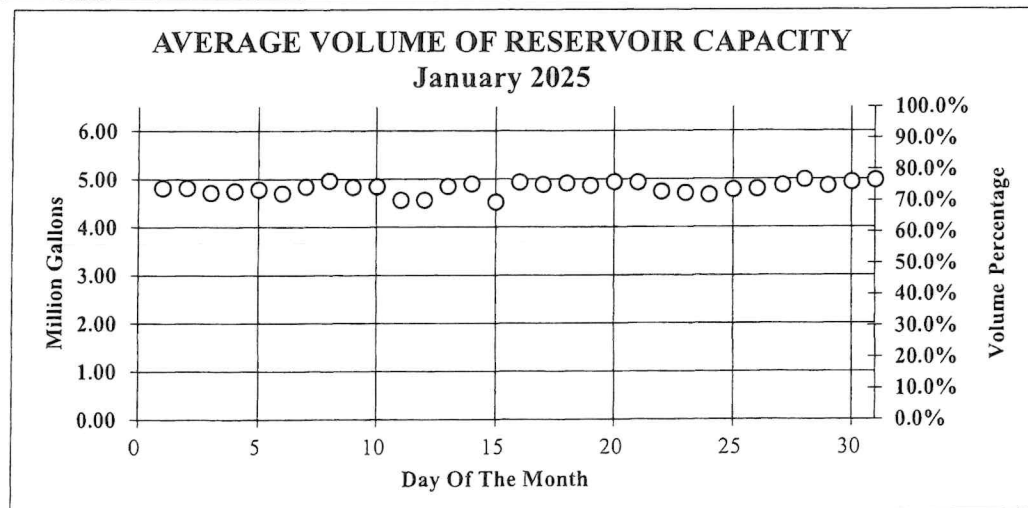


* The total capacity of all District reservoirs is 6,425,000 gallons.

RUBIDOUX COMMUNITY SERVICES DISTRICT

Reservoir Capacity Report

CAPACITY	ATKINSON SYSTEM		HUNTER SYSTEM		WATER AVAILABLE (Gallons)*	PERCENTAGE OF TOTAL CAPACITY
	2,000,000	3,000,000	425,000	1,000,000		
DATE	ATKINSON	WATSON	HUNTER I	PERRONE		
1/1/2025	78.6	70.4	81.0	79.1	4,818,894	75.0%
1/2/2025	78.2	70.5	81.2	79.9	4,822,784	75.1%
1/3/2025	75.6	68.1	82.7	81.1	4,718,888	73.4%
1/4/2025	76.9	69.3	80.9	79.1	4,752,450	74.0%
1/5/2025	77.1	69.4	82.2	81.2	4,786,304	74.5%
1/6/2025	75.7	68.4	79.7	79.7	4,702,167	73.2%
1/7/2025	77.6	71.3	81.4	80.4	4,841,899	75.4%
1/8/2025	81.5	73.4	82.1	78.6	4,965,454	77.3%
1/9/2025	78.7	70.4	83.2	80.2	4,839,768	75.3%
1/10/2025	77.6	71.8	82.4	79.4	4,851,291	75.5%
1/11/2025	73.8	64.2	81.9	81.5	4,564,884	71.0%
1/12/2025	73.8	64.2	81.9	81.5	4,565,075	71.1%
1/13/2025	79.9	69.9	82.6	80.5	4,850,432	75.5%
1/14/2025	80.2	71.7	81.9	79.9	4,901,171	76.3%
1/15/2025	72.6	65.7	77.7	77.1	4,523,200	70.4%
1/16/2025	80.0	74.6	77.4	77.4	4,939,505	76.9%
1/17/2025	78.9	71.3	82.9	81.7	4,886,254	76.1%
1/18/2025	79.3	72.9	80.7	79.8	4,912,742	76.5%
1/19/2025	79.7	71.1	80.7	79.1	4,862,236	75.7%
1/20/2025	79.8	72.5	83.0	81.5	4,938,454	76.9%
1/21/2025	79.4	72.0	83.7	82.9	4,931,530	76.8%
1/22/2025	77.4	69.3	79.5	77.7	4,741,810	73.8%
1/23/2025	74.7	68.6	82.3	80.8	4,709,816	73.3%
1/24/2025	76.5	66.7	80.6	80.1	4,675,496	72.8%
1/25/2025	78.8	68.9	81.5	79.8	4,786,805	74.5%
1/26/2025	78.1	69.0	83.5	81.0	4,797,071	74.7%
1/27/2025	81.1	70.3	82.3	79.6	4,876,268	75.9%
1/28/2025	83.1	73.2	80.8	79.1	4,992,574	77.7%
1/29/2025	80.4	70.2	82.5	79.9	4,862,356	75.7%
1/30/2025	82.0	71.7	82.1	79.9	4,938,455	76.9%
1/31/2025	83.0	72.0	83.1	80.2	4,977,175	77.5%



* The total capacity of all District reservoirs is 6,425,000 gallons.



Chemical Deliveries January 2025

- Sodium Bisulfite 25%
 - Delivered to: Thompson Plant
 - Quantity: 3,036 gallons
- Morton NSF Certified White Crystal Salt
 - Delivered to: Smith Plant
 - Quantity: No Delivery
- Sodium Hypochlorite 12.5% (Liquid Chlorine)
 - Delivered to: Thompson Plant, Smith Plant, & Well 8
 - Quantity: 3,000 gallons



SCE Public Safety Power Shutoffs Affected Sites

Location	Start Time	End Time	Duration
Ridgeline Booster	1/20/25, 2:00 pm	1/20/25, 8:30 pm	6.5 hours
Well 8	1/20/25, 2:00 pm	1/21/25, 8:30 am	18.5 hours
Goldenwest Booster	1/20/25, 2:00 pm	1/21/25, 8:30 am	18.5 hours
Exmoor Lift Station	1/20/25, 2:00 pm	1/21/25, 8:30 am	18.5 hours
Regional Lift Station	1/20/25, 2:00 pm	1/21/25, 8:30 am	18.5 hours
Juan Diaz Lift Station	1/20/25, 2:00 pm	1/21/25, 8:30 am	18.5 hours
Jurupa Hills Lift Station	1/20/25, 2:00 pm	1/21/25, 8:30 am	18.5 hours

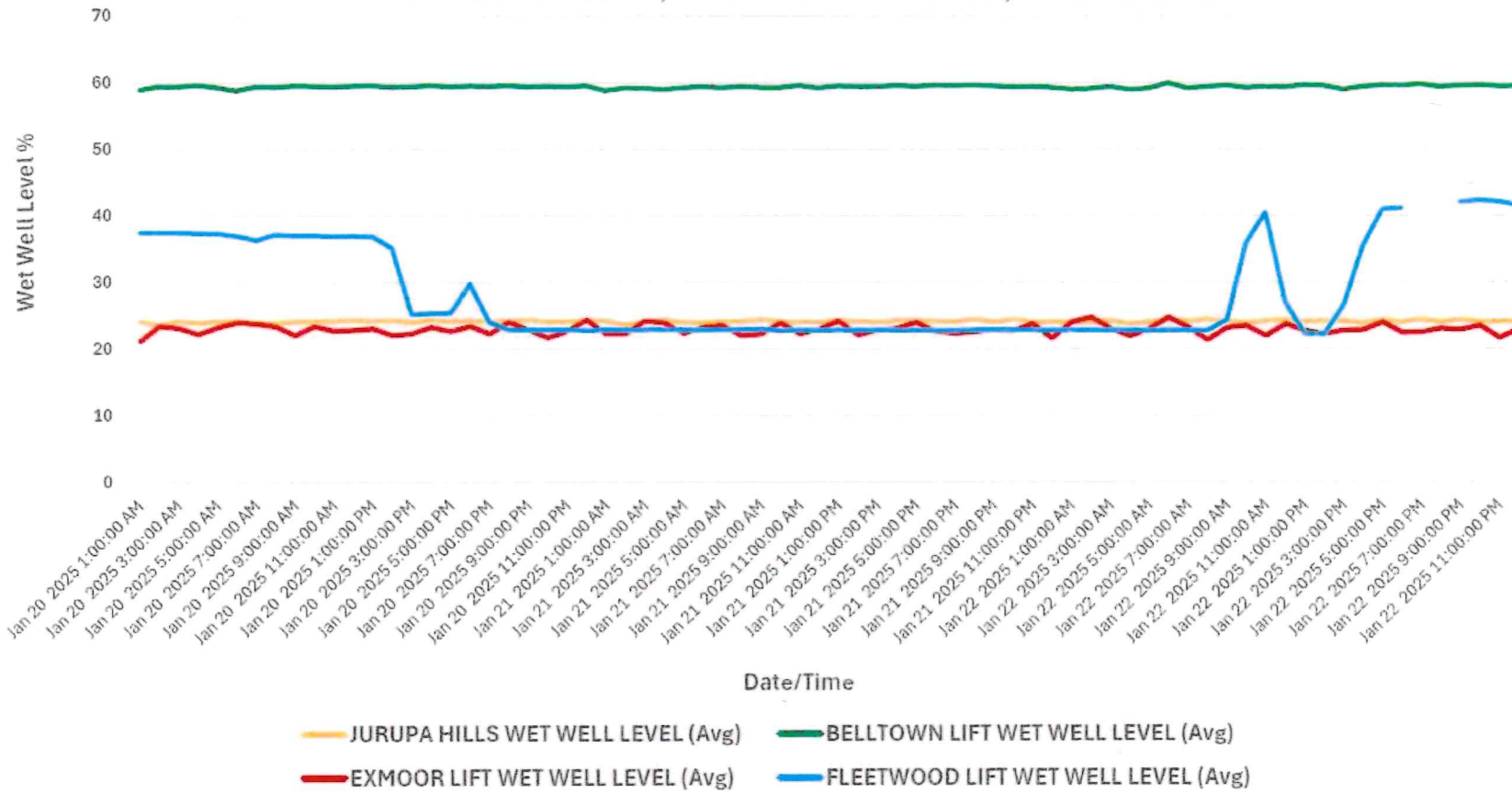


SCE Public Safety Power Shutoffs Affected Sites

Location	Start Time	End Time	Duration
Thompson Plant	1/22/25, 12:30 pm	1/22/25, 3:30 pm	3 hours
Smith Plant	1/22/25, 12:30 pm	1/22/25, 3:30 pm	3 hours
Well 8	1/22/25, 12:30 pm	1/22/25, 3:30 pm	3 hours
Fleetwood Lift Station	1/22/25, 12:30 pm	1/22/25, 3:30 pm	3 hours
Belltown Lift Station	1/22/25, 12:30 pm	1/22/25, 3:30 pm	3 hours



Jurupa Hills, Belltown, Fleetwood, and Exmoor Sewer Lift Station Levels PSPS Event on Jan 20, 2025 12:00 AM - Jan 22, 2025 11:59 PM



7. **REPORTS** (continued)

B. Emergency and Incident Report (Second Meeting Each Month)



Riverside County Fire Department
 Office of the Fire Marshal
 Rubidoux Community Services District
 3590 Rubidoux Blvd
 Rubidoux, CA 92509
 Bus (951) 684-7580



Monthly Activity Report December 2024

<i>Activity</i>	<i>Total</i>
Total Number of Plan Reviews Completed	0
Plan Review Turnaround Time <i>(Goal is 15 Days)</i>	0
Total Number of Construction Inspections Conducted	0
Inspection Turnaround Time <i>(Goal is within 3 Days of Contact)</i>	0
Total Number of Annual Fire Inspections Conducted <i>(Including Reinspections)</i>	11
Number of Weed Abatement Inspections Performed	0
Planning & Development Meetings Attended	0
Planning & Development Cases Reviewed	0
Special Event Meetings	0
Special Event Inspections	0
Complaints	0
850 Inspections	2
School Inspections	0

CAL FIRE/Riverside County Fire Department
Emergency Incident Statistics



Bill Weiser

Fire Chief

1/2/2025

Report Provided By: Riverside County Fire Department

Communications and Technology Division

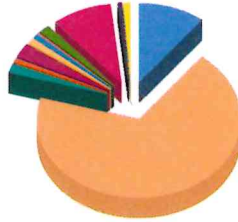
GIS Section

Please refer to Map and Incident by Battalion, Station, Jurisdiction

Incidents Reported for the month of December 2024 and Special District Rubidoux CSD And Both (Code 2, Alpha, Omega, Code 3, Charlie, Delta, Bravo, Echo)
*Incidents are shown based on the primary response area for the incident location. This does not represent total response times for all units only the first unit in.

Response Activity

Incidents Reported for the month of December 2024 and Special District Rubidoux CSD And Both (Code 2, Alpha, Omega, Code 3, Charlie, Delta, Bravo, Echo)



False Alarm	31	10.5%
Medical	204	68.9%
Other Fire	6	2.0%
Other Misc	2	0.7%
Public Service Assist	9	3.0%
Res Fire	3	1.0%
Rescue	2	0.7%
Ringling Alarm	1	0.3%
Standby	5	1.7%
Traffic Collision	28	9.5%
Vehicle Fire	2	0.7%
Wildland Fire	3	1.0%
Total:	296	100.0%

False Alarm	31
Medical	204
Other Fire	6
Other Misc	2
Public Service Assist	9
Res Fire	3
Rescue	2
Ringling Alarm	1
Standby	5
Traffic Collision	28
Vehicle Fire	2
Wildland Fire	3
Incident Total:	296

Average Enroute to Onscene Time*

Enroute Time = When a unit has been acknowledged as responding. Onscene Time = When a unit has been acknowledge as being on scene. For any other statistic outside Enroute to Onscene please contact the IT Help Desk at 951-940-6900

<5 Minutes	+5 Minutes	+10 Minutes	+20 Minutes	Average	% 0 to 5 min
207	63	21	4	4.6	69.9%

*CODE 3 and CODE 2 incidents are included in the total count of incidents and the average Enroute to Onscene Time.

*Incidents are shown based on the primary response area for the incident location. This does not represent total response times for all units only the first unit in.

Incidents by Battalion, Station and Jurisdiction

			False Alarm	Medical	Other Fire	Other Misc	Public Service Assist	Res Fire	Rescue	Ringing Alarm	Standby	Traffic Collision	Vehicle Fire	Wildland Fire	Total
Battalion 14	Station 16	City of Jurupa Valley	0	3	0	0	0	0	0	0	0	0	0	0	3
	Pedley														
	Station Total		0	3	0	0	0	0	0	0	0	0	0	0	3
	Station 18	City of Jurupa Valley	2	10	0	0	0	0	0	0	0	4	0	0	16
	West														
	Station Total		2	10	0	0	0	0	0	0	0	4	0	0	16
	Station 38	City of Jurupa Valley	29	191	6	2	9	3	2	1	5	24	2	3	277
	Rubidoux														
	Station Total		29	191	6	2	9	3	2	1	5	24	2	3	277
	Battalion Total		31	204	6	2	9	3	2	1	5	28	2	3	296
	Grand Total		31	204	6	2	9	3	2	1	5	28	2	3	296

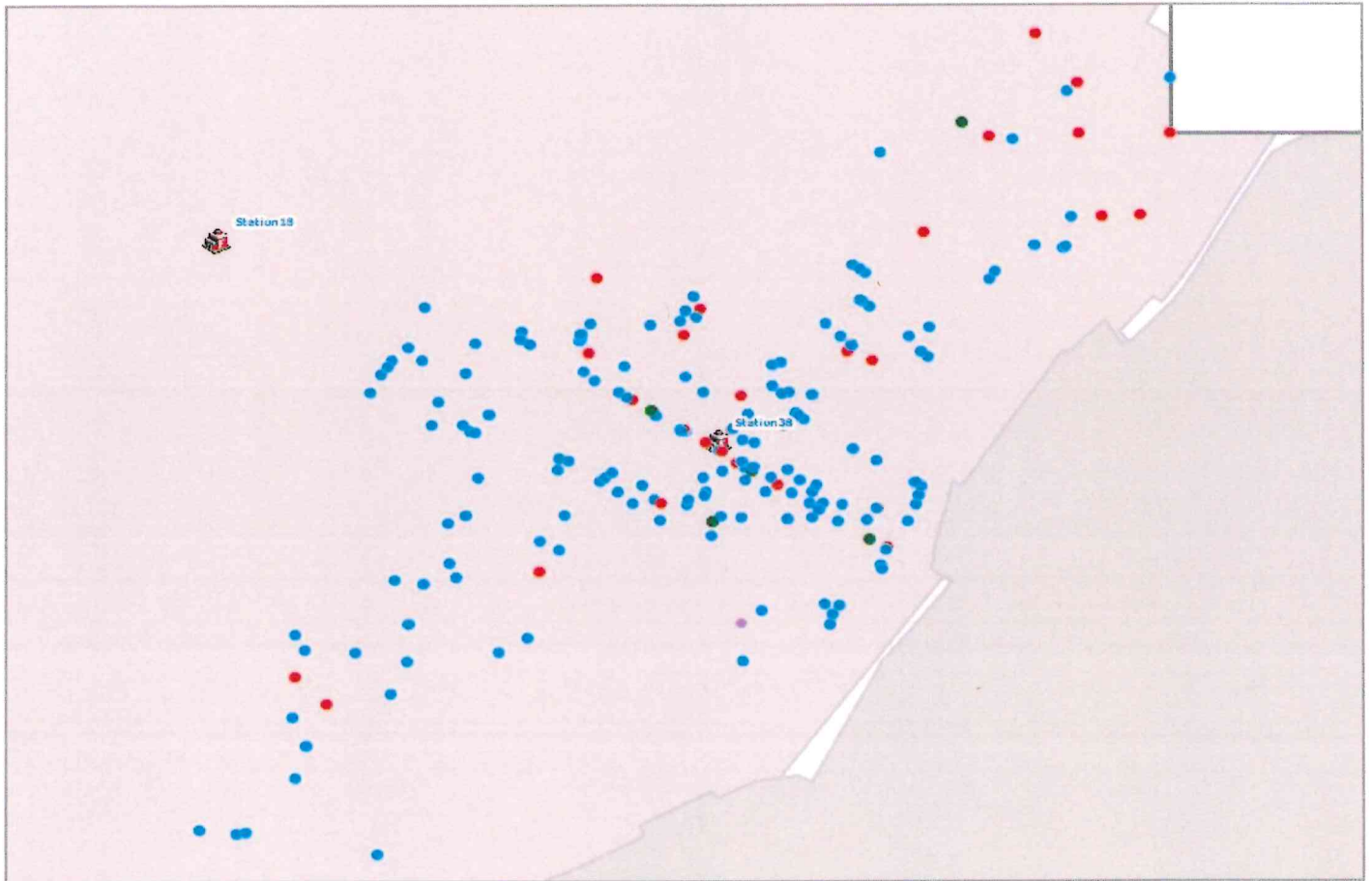
Incidents by Jurisdiction

	False Alarm	Medical	Other Fire	Other Misc	Public Service	Res Fire	Rescue	Ringin Alarm	Standby	Traffic Collision	Vehicle Fire	Wildland Fire	Total
City of Jurupa Valley	31	204	6	2	9	3	2	1	5	28	2	3	296
Grand Total	31	204	6	2	9	3	2	1	5	28	2	3	296

Incidents by Supervisorial District - Summary

	DISTRICT 2 KAREN SPIEGEL	Grand Total
False Alarm	31	31
Medical	204	204
Other Fire	6	6
Other Misc	2	2
Public Service Assist	9	9
Res Fire	3	3
Rescue	2	2
Ringin Alarm	1	1
Standby	5	5
Traffic Collision	28	28
Vehicle Fire	2	2
Wildland Fire	3	3
Total	296	296

MONTH = 12 and YEAR = 2024 and SPECIAL= 'Rubidoux CSD'



Legend

- | | | | |
|---------|------------|------------------|--------------|
| Fire | Medical | Riverside County | Fire Station |
| Hazard | Other Misc | Reservations | Casinos |
| Haz Mat | PSA | | |



Riverside County Fire GIS

Last Updated 1/2/2025 2:0

*Incidents are shown based on the primary response area for the incident location. This does not represent total response times for all units only the first unit in.



Riverside County Fire Department
 Office of the Fire Marshal
 Rubidoux Community Services District
 3590 Rubidoux Blvd
 Rubidoux, CA 92509
 Bus (951) 684-7580



Monthly Activity Report January 2025

<i>Activity</i>	<i>Total</i>
Total Number of Plan Reviews Completed	0
Plan Review Turnaround Time <i>(Goal is 15 Days)</i>	0
Total Number of Construction Inspections Conducted	0
Inspection Turnaround Time <i>(Goal is within 3 Days of Contact)</i>	0
Total Number of Annual Fire Inspections Conducted <i>(Including Reinspections)</i>	6
Number of Weed Abatement Inspections Performed	0
Planning & Development Meetings Attended	0
Planning & Development Cases Reviewed	0
Special Event Meetings	1
Special Event Inspections	0
Complaints	0
850 Inspections	0
School Inspections	0
Training	1

CAL FIRE/Riverside County Fire Department

Emergency Incident Statistics



Bill Weiser

Fire Chief

2/3/2025

Report Provided By: Riverside County Fire Department

Communications and Technology Division

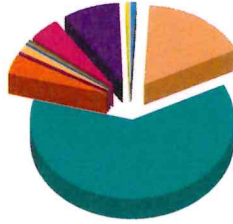
GIS Section

Please refer to Map and Incident by Battalion, Station, Jurisdiction

Incidents Reported for the month of January 2025 and Special District Rubidoux CSD And Both (Code 2, Alpha, Omega, Code 3, Charlie, Delta, Bravo, Echo)
*Incidents are shown based on the primary response area for the incident location. This does not represent total response times for all units only the first unit in.

Response Activity

Incidents Reported for the month of January 2025 and Special District Rubidoux CSD And Both (Code 2, Alpha, Omega, Code 3, Charlie, Delta, Bravo, Echo)



Com Fire	3	1.0%
False Alarm	53	16.9%
Medical	193	61.5%
Other Fire	12	3.8%
Other Misc	1	0.3%
Public Service Assist	4	1.3%
Res Fire	1	0.3%
Rescue	1	0.3%
Ringing Alarm	1	0.3%
Standby	15	4.8%
Traffic Collision	28	8.9%
Wildland Fire	2	0.6%
Total	314	100.0%

Com Fire	3
False Alarm	53
Medical	193
Other Fire	12
Other Misc	1
Public Service Assist	4
Res Fire	1
Rescue	1
Ringing Alarm	1
Standby	15
Traffic Collision	28
Wildland Fire	2
Incident Total:	314

Average Enroute to Onscene Time*

Enroute Time = When a unit has been acknowledged as responding. Onscene Time = When a unit has been acknowledge as being on scene. For any other statistic outside Enroute to Onscene please contact the IT Help Desk at 951-940-6900

<5 Minutes	+5 Minutes	+10 Minutes	+20 Minutes	Average	% 0 to 5 min
209	79	25	0	4.6	66.6%

*CODE 3 and CODE 2 incidents are included in the total count of incidents and the average Enroute to Onscene Time.

Incidents by Battalion, Station and Jurisdiction

			Com Fire	False Alarm	Medical	Other Fire	Other Misc	Public Service Assist	Res Fire	Rescue	Ringling Alarm	Standby	Traffic Collision	Wildland Fire	Total
Special District	Station Out of Jurisdiction	Out of Jurisdiction	0	0	0	1	0	0	0	0	0	0	1	0	2
	Call	Call	0	0	0	1	0	0	0	0	0	0	1	0	2
	Station Total		0	0	0	1	0	0	0	0	0	0	1	0	2
Battalion Total			0	0	0	1	0	0	0	0	0	0	1	0	2
Battalion 14	Station 16 Pedley	City of Jurupa Valley	0	1	4	0	0	0	0	0	0	0	0	0	5
	Station Total		0	1	4	0	0	0	0	0	0	0	0	0	5
	Station 18 West	City of Jurupa Valley	0	2	8	0	0	0	0	0	0	0	4	0	14
	Station Total		0	2	8	0	0	0	0	0	0	0	4	0	14
	Station 38 Rubidoux	City of Jurupa Valley	3	50	181	11	1	4	1	1	1	15	23	2	293
	Station Total		3	50	181	11	1	4	1	1	1	15	23	2	293
Battalion Total			3	53	193	11	1	4	1	1	15	27	2	312	
Grand Total			3	53	193	12	1	4	1	1	1	15	28	2	314

Incidents by Jurisdiction

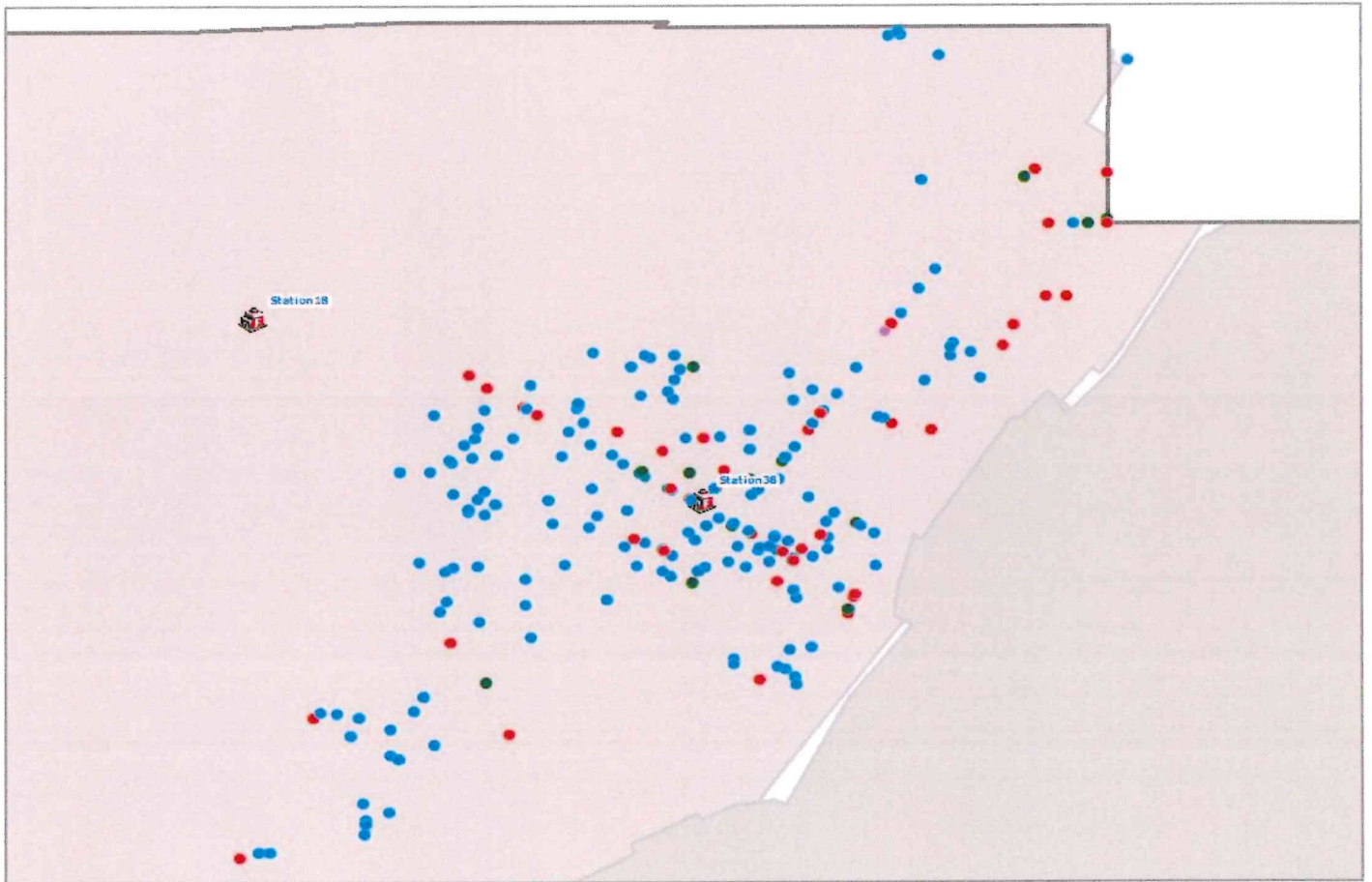
	Com Fire	False Alarm	Medical	Other Fire	Other Misc	Public Service	Res Fire	Rescue	Ringing Alarm	Standby	Traffic Collision	Wildland Fire	Total
City of Jurupa Valley	3	53	193	11	1	4	1	1	1	15	27	2	312
Out of Jurisdiction Call	0	0	0	1	0	0	0	0	0	0	1	0	2
Grand Total	3	53	193	12	1	4	1	1	1	15	28	2	314

Incidents by Supervisorial District - Summary

	DISTRICT 1 JOSE MEDINA	DISTRICT 2 KAREN SPIEGEL	NOT TIED TO DISTRICT	Grand Total
Com Fire	0	3	0	3
False Alarm	26	27	0	53
Medical	109	84	0	193
Other Fire	7	4	1	12
Other Misc	0	1	0	1
Public Service Assist	2	2	0	4
Res Fire	0	1	0	1
Rescue	0	1	0	1
Ringin Alarm	0	1	0	1
Standby	4	11	0	16
Traffic Collision	18	9	1	28
Wildland Fire	1	1	0	2
Total	167	145	2	314

*Incidents are shown based on the primary response area for the incident location. This does not represent total response times for all units only the first unit in.

MONTH = 1 and YEAR = 2025 and SPECIAL= 'Rubidoux CSD'



Legend

- | | | | |
|---------|------------|------------------|--------------|
| Fire | Medical | Riverside County | Fire Station |
| Hazard | Other Misc | Reservations | Casinos |
| Haz Mat | PSA | | |



Riverside County Fire GIS

Last Updated 2/3/2025 2:3

*Incidents are shown based on the primary response area for the incident location. This does not represent total response times for all units only the first unit in.

7. **REPORTS** (continued)

C. General Manager and Staff Reports / Updates

7. **REPORTS** (continued)

D. Committee Reports

8. ACTION / DISCUSSION ITEMS

- A. **DM 2025-11**: Discussion and Request for Board Input on the Rubidoux Community Services District Strategic Plan Development

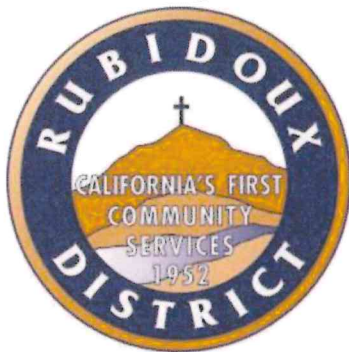
Rubidoux Community Services District

Board of Directors

Hank Trueba Jr., President
Diana Leja, Vice President
Bernard Murphy
John Skerbelis
Leslie Altamirano

General Manager

Brian R. Laddusaw



Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

DIRECTORS MEMORANDUM 2025-11

February 20, 2025

To: Rubidoux Community Services District
Board of Directors

Subject: Discussion and Request for Board Input on the Rubidoux Community Services District Strategic Plan Development

BACKGROUND:

On August 15, 2024, pursuant to Director's Memorandum ("DM") 2024-64, the Rubidoux Community Services District ("District") Board of Directors ("Board") accepted a proposal from Lillestrand Leadership Consulting to develop a 5-Year Strategic Plan ("Strategic Plan") (Attachment 1). While the District has effectively managed its day-to-day operations, it has never had a formalized long-term strategic plan to guide its growth, address emerging challenges, and align with future needs.

The Strategic Plan will serve as a roadmap for the District, ensuring its mission, vision, and objectives align with community expectations, regulatory requirements, and economic and environmental conditions. Additionally, the plan will help the District prioritize projects, allocate resources effectively, and establish measurable goals to track progress.

Strategic Plan Development Process

Staff began work on the Strategic Plan in November 2024, meeting three times with the District's consultant. Throughout this process, staff has focused on the following key areas:

- Mission Statement
- Core Values
- Vision
- Organizational Needs Assessment
- Strategic Initiatives
- Major Objectives

Board Engagement & Input Request

To ensure the Strategic Plan reflects the District's long-term vision and priorities, staff is seeking Board input through a series of targeted questions (Attachment 2). The feedback gathered will help refine the mission, values, strategic initiatives, and major objectives. While all responses will be carefully considered, staff will exercise discretion in determining which input is incorporated into the final Strategic Plan.

The first question focuses on the District's Mission Statement, which should clearly define the purpose of the District, i.e., "Why are we in business?" The origin of the current Mission Statement is unknown, and discussions with a former 30+ year General Manager indicate it was likely drafted by staff without Board collaboration. Given the importance of the Strategic Plan, staff is seeking to modernize the Mission Statement with Board feedback.

The remaining questions aim to gather insights on key elements of the Strategic Plan, including:

- Establishing priorities by ranking the top five areas the District should focus on.
- Identifying key challenges that may impact operations and service delivery.
- Defining a vision for community outreach and education efforts.
- Shaping public perception, including how the District should be viewed and the appearance of its facilities.
- Anticipating external factors that could influence the success of the Strategic Plan.

Next Steps & Timeline

Staff requests that Board members provide thoughtful responses to the engagement questions by Tuesday, March 4, 2025, to allow for incorporation and discussion at the next regularly scheduled Board meeting on March 6, 2025. Once responses are received, staff will review and consider the feedback in finalizing the Strategic Plan. However, not all comments may be incorporated into the final version.

Upon completion, the Strategic Plan will be agendized for formal Board adoption, with final approval anticipated in Spring 2025.

RECOMMENDATION:

No action is required at this time. Staff requests that the Board review the questions in Attachment 2 and provide responses to staff no later than Tuesday, March 4, 2025, ahead of the next regularly scheduled Board meeting on March 6, 2025. These responses will be considered in the development of the Strategic Plan.

Respectfully,



BRIAN R. LADDUSAW, CPA
General Manager

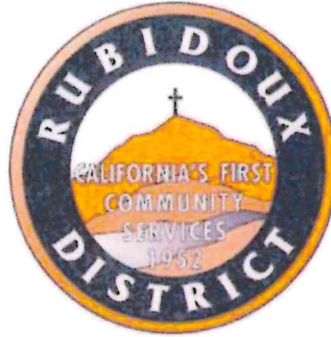
Attachment(s):

1. DM 2024-64 'Consider Proposal from Lillestrand Leadership Consulting to Develop a 5-Year Strategic Plan for Rubidoux Community Services District'
2. Rubidoux Community Services District Strategic Plan – Questions for the Board

Rubidoux Community Services District

Board of Directors

John Skerbelis, President
Hank Trueba Jr., Vice-President
Bernard Murphy
Armando Muniz
F. Forest Trowbridge



General Manager

Brian R. Laddusaw

Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

DIRECTORS MEMORANDUM 2024-64

August 15, 2024

To: Rubidoux Community Services District
Board of Directors

Subject: Consider Proposal from Lillestrand Leadership Consulting to Develop a 5-Year Strategic Plan for Rubidoux Community Services District

BACKGROUND:

The Board of Directors (“Board”) of Rubidoux Community Services District (“District”) is elected by customers to set policies and direction consistent with the mission of the District which is – “To provide high quality water services, sewer disposal, trash, and fire mitigation services at the best value for our customers.” Day to day implementation of the mission is accomplished through District staff which is led by the General Manger and leadership team. The current leadership team is comprised of the following positions – General Manager, Assistant General Manager (September 2024), Director of Engineering, Director of Finance and Administration, and Director of Operations. District staff are provided leadership by this team.

All organizations have a responsibility to plan for the successful transition and succession of organizational leadership. In 2020, the District’s management structure was going through a transition. The District’s long-term General Manager and Assistant General Manager retired in 2019 and 2020, respectively. Further, the District’s Director of Finance and Administration and Director of Engineering were hired in 2019 and 2020, respectively, from external sources. Lastly, the District’s Director of Operations, who had been with the District for 16 years, transitioned to their first management role in 2019.

In November 2020, to assist with growth of the new leadership team, the District engaged Loren Lillestrand of Lillestrand Leadership Consulting (“Lillestrand”) to provide leadership coaching assistance. Loren Lillestrand is skilled at personal coaching of staff to help their leadership development. For almost four years, the District’s leadership team have routinely met with Loren, fostering a culture of continuous improvement, collaboration, and strategic thinking. These sessions have been invaluable, providing the leadership team with the tools and insights needed to enhance decision-making, strengthen communication, and navigate complex challenges. The coaching has not only empowered individual leaders to grow but has also unified the team around shared goals,

ensuring that the District operates with greater efficiency and vision. This ongoing professional development has laid a strong foundation for the District, making the creation of a long-term strategic plan the next logical step in the District's commitment to excellence and community service.

While the District has successfully managed its day-to-day operations, there has never been a formalized long-term strategic plan to address the District's growth, emerging needs, and challenges over the coming years. A strategic plan will serve as a roadmap for the District, aligning its mission, vision, and objectives with the expectations of the community, regulatory requirements, and future economic and environmental conditions. The plan will also enable the District to prioritize projects, allocate resources more effectively, and measure progress toward achieving its goals.

Given the success of the District's nearly four-year partnership with Lillestrand Leadership Consulting, there is significant value in leveraging this relationship for the strategic planning process. Their familiarity with the District and proven expertise will ensure a seamless, tailored approach that aligns with the District's goals and community needs. Lillestrand's proposal totals \$29,350, which includes comprehensive stakeholder engagement, data analysis, and the development of actionable strategies. This investment will ensure the District's strategic plan is both visionary and practical.

Budget Considerations

Authorizing this proposal provides a unique opportunity to guide the District's future growth, service enhancements, and resource management while fulfilling the goal set out in 2020 when the Board first engaged Lillestrand Leadership Consulting. Unfortunately, this effort was not considered in the Fiscal Year ("FY") 2024|2025 ("24|25") General Fund Budget and requires a budget amendment to proceed forward.

Staff recommends the Board amend the FY 24|25 General Fund Budget by creating a new budgeted line item called 'Consulting Fee: District Strategic Plan' and funding the budget \$30,000, which is sufficient to cover the cost of the proposal plus an additional contingency. This effort would be funded by the District's Unrestricted Property Tax Operating Reserve, which as of August 12, 2024, has a balance of \$4.25 million, more than sufficient to cover the cost of this work.

RECOMMENDATION:

Staff recommends the Board of Directors consider the following:

1. Accept the proposal from Lillestrand Leadership Consulting and issue a Task Order to the consultant in the amount of \$29,350 to assist the District in developing its strategic plan.
2. Amend the District's Fiscal Year 2024|2025 General Fund Budget by creating a new line item called 'Consulting Fee: District Strategic Plan' and funding the budget in the amount of \$30,000 from the District's Unrestricted Property Tax Operating Reserve.

Respectfully,



BRIAN R. LADDUSAW, CPA
General Manager

Attachment(s):

1. Proposal dtd. July 31, 2024 – Lillestrand Leadership Consulting – District Strategic Plan



July 31, 2024

Mr. Brian Laddusaw
General Manager
Rubidoux Community Services District
3590 Rubidoux Boulevard
Jurupa Valley, CA 92509

Via E-mail to bladdusaw@rcsd.org

REGARDING: PROPOSAL TO
THE RUBIDOUX COMMUNITY SERVICES DISTRICT
FOR STRATEGIC PLANNING
From Lillestrand Leadership Consulting
Richard L. Durant, Senior Consultant

Dear Brian,

It was great to meet with you again earlier today to discuss strategic planning for Rubidoux Community Services District. I would really enjoy serving you and the board and staff members of the District in facilitating a strategic planning process and drafting the relevant documents.

The purpose of this document is to provide you with a proposal for strategic planning for you to present to the Board of Rubidoux Community Services District in their meeting scheduled for August 15, 2024. If you or the board members have any questions or need to discuss anything with me, I would be happy to do so.

Please note that there is flexibility in the planning process. Adjustments can be made as needed. This proposal is meant to provide a general picture for the flow of the process. The strategic planning process for the Rubidoux Community Services District can be tailored as necessary to fit your needs, desires, preferences, and budget.

The goals for the strategic planning process and the plan documents include the following:

1. Setting the overall direction for the District for the next five years. In particular, the plan would be District-oriented and less dependent upon the particular leadership for the District.
2. Enabling the District to communicate more effectively with the various constituencies.
3. The process would be useful for helping with team dynamics, internal communication, board/staff relations, etc.

Lillestrand Leadership Consulting
Richard L. (Dick) Durant, Senior Consultant
Office: (909) 798-5596 * Cell: (951) 203-6894 * E-mail: dickdurant@verizon.net
Web: <http://www.lillestrand.com/> * 301 9th Street, Suite 104, Redlands, CA 92374

Included in this proposal are the following:

- Qualifications for facilitation of strategic planning of Richard L. (Dick) Durant, lead consultant for this project, and Lillestrand Leadership Consulting;
- Overview of approach to facilitation of strategic planning;
- Associated costs for services.

It is my understanding that you would like to have the agreement for doing the strategic planning in place in August. However, you want to make sure that you have your all five of your management team staff members in place to participate in the process. So, at this point, the most likely scenario for starting the process will be about mid-September. My schedule is flexible enough so that I can accommodate what you want and what fits the needs of the District.

I enjoy and prefer in-person meetings, especially since we are so close. That said, I have found that on-line video meetings using something like Zoom have worked in meetings like these. So, I am flexible in regard to how the meetings would be conducted.

Again, I would consider it a privilege to serve the Rubidoux Community Services District by helping facilitate a strategic planning process.

Please contact me if you have any questions. My contact information is included.

Sincerely,

Richard L. Durant

Richard L. (Dick) Durant
Senior Consultant and Lead Consultant for Project
Lillestrand Leadership Consulting

Proposal follows this cover letter.

CC Loren Lillestrand, President, Lillestrand Leadership Consulting
Sylvia Nash, Senior Consultant and Client Communications Coordinator, Lillestrand
Leadership Consulting

PROPOSAL TO THE

**RUBIDOUX COMMUNITY SERVICES
DISTRICT**

FOR

STRATEGIC PLANNING

FROM



July 31, 2024

Contact Person for Lillestrand Leadership Consulting
Richard L. (Dick) Durant, Senior Consultant and Lead Consultant for Project
Office: (909) 798-5596 * Cell: (951) 203-6894
E-mail: dickdurant@verizon.net * Web: <http://www.lillestrand.com/>
See full contact information on page 4 of this proposal.

Contact Information



Lillestrand Leadership Consulting
<http://www.lillestrand.com/>
2729 Brookside Drive
Chino Hills, CA 91709-5934
Telephone: (951) 805-9192

Loren Lillestrand
Founder/President
2729 Brookside Drive
Chino Hills, CA 91709-5934
Cellular: (909) 496-9060
E-mail: Loren@Lillestrand.com

Sylvia Nash
Senior Consultant and Client Communications
Coordinator
2729 Brookside Drive
Chino Hills, CA 91709-5934
Cellular: (951) 805-9192
E-mail: Sylvia@Lillestrand.com

Richard L. (Dick) Durant
Senior Consultant and Lead Consultant for Project
301 9th Street, Suite 104
Redlands, CA 92374
Office: (909) 798-5596
Cellular: (951) 203-6894
E-Mail: dickdurant@verizon.net

Executive Summary

Richard L. (Dick) Durant, Senior Consultant with Lillestrand Leadership Consulting and lead consultant for this project, would consider it a privilege to assist the Rubidoux Community Services District with strategic planning. This section of the proposal is to provide you with a quick and “big picture” overview of this proposal.

Outcomes

1. Facilitation of strategic planning meetings involving the Board, the management team, and other selected participants for the Rubidoux Community Services District.
2. Production of strategic planning documents that include all of the necessary elements including mission, vision, values, analysis of needs and organization, strategic focus areas, major objectives including timelines, and whatever else is necessary for documenting the plan.

Availability and Time Frame

I am available to begin the process when you are ready to start. I can work my schedule to accommodate your and the District’s schedule. After discussion, we can agree on a date to begin the process and a target date for completing it.

Summary of Process

1. Step 1. 0.25 days. Consultant meets with General Manager and selected management team members for discussion of process; decision on elements to include in discussions; and other matters related to making sure that strategic planning meeting is optimized. (This meeting could be by in person (preferably) or by telephone ahead of time or, if need be, on same day as planning meeting prior to that meeting.)
2. Step 2. 2.75 days. Consultant facilitates strategic planning meetings to possibly include the following:
 - a. Overview of the process and elements of the strategic plan;
 - b. Discussion related to review of District’s mission;
 - c. Discussion related to District’s vision and values;
 - d. Discussion related to identification of constituencies and their needs; strengths and weaknesses of the organization; opportunities to pursue and threats to avoid in the "marketplace;" and problems that must be solved in the near-term;
 - e. Discussion related to areas of strategic focus, major objectives, and longer-range goals;
 - f. Discussion related to intermediate goals with timelines and responsible people, along with performance measurement and monitoring.
3. Step 3. 0.50 days. Consultant meets with General Manager and selected management team members for follow-up of meeting.
4. Step 4. 1.50 days. Consultant drafts plan document(s).
5. Step 5. 2.00 days. Consultant available as needed for edits, additional meetings, etc.

Estimated Number of Billable Days for Consultant **7.00**

Estimated amount for The Rubidoux Community Services District (for billable days and reimbursable expenses) for the process described above: **\$29,350**

Special Notes:

1. There is flexibility in the amount of time allocated for each activity and the specific topics to include in the planning sessions. This “Summary of Process” is meant to provide general picture for the flow of the process.
2. Other scenarios and options are possible, and the strategic planning process for the Rubidoux Community Services District can be tailored as necessary to fit your needs, desires, preferences, and budget. The scenario presented in the proposal can be modified as needed.
3. I am committed to facilitating the process and drafting the documents as efficiently as possible. Thus, if a particular step noted above takes less than what is estimated, the actual lower amount for fees and expenses will be invoiced.
4. If modifications to the process are deemed necessary that cause a particular step to take more time, I am committed to getting your approval before proceeding.
5. If RCSD needs a proposal that with “an amount not to exceed” a certain dollar amount, I can make that part of the proposal. In that case, actual fees and expenses would be invoiced, but the total cost to the Rubidoux Community Services District would be no greater than the “amount not to exceed” noted above for fees and expenses.

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**Proposal for Strategic Planning for the Rubidoux Community Services
District
From Lillestrand Leadership Consulting
July 31, 2024**

Introduction

Thank you for this opportunity to provide this proposal to the Rubidoux Community Services District to facilitate a strategic planning process and draft the related documents.

In this proposal, I have included the following sections:

- Qualifications for facilitation of strategic planning of Richard L. (Dick) Durant, lead consultant for this project, and Lillestrand Leadership Consulting;
- Overview of Approach to facilitation of strategic planning;
- Associated costs for services.

If given the opportunity to serve you, my commitment is to serve you well, fulfilling your expectations and facilitating a planning process that yields the results necessary in order to prepare Strategic Plan document(s) that are easy to understand, use, and allow for ease in tracking progress by all those involved from the Rubidoux Community Services District.

The strategic plan for the Rubidoux Community Services District belongs to the District, not the consultant. Thus, the consultant's role is to serve the District in developing that plan – not to tell the District what to do! For over 30 years, Lillestrand Leadership Consulting has been effectively helping organizational leaders and their teams in developing and implementing strategic plans.

In summary, the consultant's role is to enable the District's objectives for the strategic planning process and documents to be met with excellence, within the anticipated time frame, within budget, and in ways that make the process as easy as possible for the Rubidoux Community Services District.

Qualifications for Facilitation of Strategic Planning of Richard L. (Dick) Durant, Lead Consultant for This Project, and Lillestrand Leadership Consulting

For more information, please see <http://www.lillestrand.com/>.

History and Background of Lillestrand Leadership Consulting

Since our founding in 1989, Lillestrand Leadership Consulting has been privileged to serve more than 200 different organizations including nonprofits, businesses, and governmental agencies. We were founded by Loren Lillestrand out of his experience as a corporate executive. While directing the U.S. operations of a large multinational corporation, he spent over a million dollars in consultant fees. A large part of his executive life has been spent perfecting the effective use of consulting services. Being responsible for leading and serving 2600+ full-time employees in over sixteen divisions in this broad multifaceted environment, the applications of consulting services were widely varied in both scope and nature.

A few years later, the tables were turned. Loren was unexpectedly drawn into the consulting business when a Disney executive called. The fact that he had used consulting services long before he had ever provided them, proved to be a unique benefit, not only for Disney, but for all of our subsequent clients. This experience gives Lillestrand Leadership Consulting a "leader's point of view." We know what is helpful – what works and what does not work. This unique "client's-eye-view" has revolutionized our approach to consulting. We have made an ironclad commitment to design every aspect of our values and services from a client's perspective – that is, from YOUR perspective."

Summary of Personnel Working on This Project

Richard L. (Dick) Durant will be the lead project consultant. Please see below for information about Richard L. (Dick) Durant. (Note that Loren Lillestrand and Sylvia Nash will provide support for Dick Durant as needed. Lillestrand Leadership Consulting does not anticipate utilizing any other personnel for this project.)

General Background Information about Richard L. (Dick) Durant, Senior Consultant, Lillestrand Leadership Consulting and Lead Consultant for This Project

Richard L. (Dick) Durant serves as a leadership and organizational consultant, seeking to help the leaders of businesses and non-profit organizations to clarify and achieve their vision.

Dick has been involved in leadership and management for businesses and non-profits for more than forty-five years. Born in Birmingham, Alabama, Dick grew up there as well as Houston, Texas and Atlanta, Georgia. Dick attended the Georgia Institute of Technology as a National Merit Scholar, graduating with a Bachelor of Science in Physics in 1974. While there, he was a Dean's List student and a member of the Phi Eta Sigma Honor Society.

After completing college in 1974, Dick joined the staff of a large international non-profit organization. He served for 14 years in a number of field, administrative, and leadership positions. He performed such duties as training field administrators, managing the schedule and office for the U.S. Director, coordinating the fund raising activities for the 16 U.S. divisions, developing fund raising tools and training, and giving leadership to major donor and direct marketing programs.

In 1988, Dick began his service as a consultant dedicated to strengthening leaders of businesses and nonprofit organizations. In this role, Dick has provided counsel to over 100 different organizational leaders, helping in areas such as organizational assessment, strategic planning, financial controls and reporting, marketing, human resources, leadership development, and fund raising.

Dick has served and/or continues to serve in contracted positions as Director of Finance or Chief Financial Officer for a number of organizations, overseeing such issues as strategic integration, budgeting, controls, audit preparation, and development of financial staff members.

In 1990, Dick completed a two-year Master of Business Administration from the prestigious Executive program at UCLA, finishing at the top of the program. Dick completed this program while working.

For additional information, please see http://www.lillestrand.com/dick_durant.

Strategic Planning Background of Richard L. (Dick) Durant

Dick has been involved with strategic planning for more than thirty-five years. He had significant experience as an organizational manager with strategic planning. While completing his Masters in Business Administration in the Executive MBA program at the Anderson School at UCLA (in which he finished number one in his class), Dick studied under some of the leading experts in strategic management including William Ouchi (author of Theory Z and former chief of staff for Los Angeles Mayor Richard Riordan), Eric Flamholtz (author of Growing Pains), José de la Torre, and Richard Rumelt.

The final project for this MBA program was for the class to help Suntory, a large privately-held Japanese conglomerate whose original and largest business was that of being Japan's largest distiller of spirits. The project was to help Suntory develop a strategy for expanding into food and non-alcoholic beverages in North America and Europe. The team Dick was on was assigned the non-alcoholic beverages segment for North America. Dick did the majority of the writing for a strategy where Suntory could meet their objectives and minimize their risks by taking the existing bottled water companies they owned in the United States and expand this business.

As a management consultant for over thirty years, Dick has helped more than thirty different organizations with strategic plans. In addition, Dick has taught on this subject on numerous occasions.

For several years, the Fieldstone Foundation of Orange County provided grant funding for Dick to help develop strategic plans for some of the organizations that received their grants including the San Diego Rescue Mission, Prevent Child Abuse Orange County, National Center for Missing and Exploited Children (Southern California branch), Royal Family Kids Camps, Pacific Youth Correctional Ministries, and Florence Crittenton Services of Orange County.

Strategic planning projects also include Bright Media Foundation, Global Recordings Network, BeMobile (Verizon retailer with multiple locations in the upper Midwest), the Community Redevelopment Agency for the City of Los Angeles, Orangewood Children's Foundation, National Association of Bicycle Dealers, VA Desert Pacific Federal Credit Union, Arrowhead Conferences and Events, Schools Federal Credit Union, and LA Financial Credit Union.

The Philosophy of Consulting Practiced by Lillestrand Leadership Consulting

The Lillestrand Leadership Consulting team operates with three core values. We know from first-hand experience that all leaders carry a significant weight of responsibility. At the heart of any consulting relationship with Lillestrand Leadership Consulting, you will consistently detect our consuming desire to help our clients achieve their objective while making our clients' lives easier. So, our three core values/guiding principles mirror this commitment.

1. YOUR AGENDA RULES

We will address the issues you see as primary; we get on our client's agenda and we stay there. No "consultant-knows-best" types telling you how to run your life.

2. WE ROLL UP OUR SLEEVES

You already have more to do than time to do it. You have more ideas to implement than time to implement them. Whenever possible, the question, "Who should do this?" is answered, "Consider it done." At the very least, we can do the preliminary draft. In many cases, we can "turn-key" a project for you.

3. RISK REVERSAL

You do not take the risk – we do. If, at the completion of any consulting day you do not feel the services merit the fee, just tell us at the end of that day, and you will not be invoiced. Our thinking goes something like this: if the consultant listens carefully to your needs, and thoroughly knows his or her capabilities, doesn't it make sense that the consultant is in the best position to know whether there is a match, and therefore, in the best position to shoulder the risk?

For additional information, please see http://www.lillestrand.com/core_values.

Overview of Approach to Facilitation of Strategic Planning

Introduction

Helping organizations develop strategic planning is a key core competency both for Lillestrand Leadership Consulting as an organization and Richard L. (Dick) Durant as the lead consultant.

For over 30 years, the Lillestrand Leadership Consulting team of consultants has been effectively helping organizational leaders and their teams in clarifying their dreams and desires, helping them develop a clear vision for their future. Lillestrand Leadership Consulting is a powerful servant in transforming vision into reality. Our unique vision achievement process is designed with the future you desire in mind.

Our strategic planning process is very flexible. We can tailor-make the process so that it fits your needs and budget. Our exceptional "user friendly" strategic planning model has you and your team doing the talking while Lillestrand Leadership Consulting does the listening, summarizing, writing, editing, and production. This approach was birthed from our desire to relieve our clients of the laborious planning processes our founder experienced in his corporate management career.

Inspired by a comment by Peter Drucker that the old overly analytical, excessively tactical, projection-based, strategic planning models were no longer effective in our rapidly changing world, we developed a new methodology. The documents produced from this process can vary depending upon the need of the client.

Please see our website, <http://www.lillestrand.com/strategic-direction> for more information.

Background Factors for the Format to Be Utilized for Facilitating the Strategic Planning Process

The approach and methodology that would be used for facilitating the strategic planning process for the Rubidoux Community Services District flows from the "user friendly" strategic planning model noted above.

Several factors enter into the development of the format for the development of the strategic plan for the Rubidoux Community Services District.

1. The Rubidoux Community Services District, begun in 1952, is the first community services district established in California. Thus, the District has a long history of effectively serving constituencies.
2. The District has never developed a strategic plan. There are a number of changes occurring in the community, including potential new housing developments, which necessitate the development of a strategic plan.
3. The intention for the plan is to provide overall direction for the District for the next five years. In particular, the plan would be District-oriented and less dependent upon the particular leadership for the District.

4. The plan will also enable the District to communicate more effectively with the various constituencies.

Process for Facilitating the Strategic Planning Process

1. Step 1. 0.25 days. Consultant meets with General Manager and selected management team members for discussion of process; decision on elements to include in discussions; and other matters related to making sure that strategic planning meeting is optimized. (This meeting could be by in person (preferably) or by telephone ahead of time or, if need be, on same day as planning meeting prior to that meeting.)
2. Step 2. 2.75 days. Consultant facilitates strategic planning meetings to possibly include the following:
 - a. Overview of the process and elements of the strategic plan;
 - b. Discussion related to review of District's mission;
 - c. Discussion related to District's vision and values;
 - d. Discussion related to identification of constituencies and their needs; strengths and weaknesses of the organization; opportunities to pursue and threats to avoid in the "marketplace;" and problems that must be solved in the near-term;
 - e. Discussion related to areas of strategic focus, major objectives, and longer-range goals;
 - f. Discussion related to intermediate goals with timelines and responsible people, along with performance measurement and monitoring.
3. Step 3. 0.50 days. Consultant meets with General Manager and selected management team members for follow-up of meeting.
4. Step 4. 1.50 days. Consultant drafts plan document(s).
5. Step 5. 2.00 days (eight (8) hours). Consultant available as needed for edits, additional meetings, etc.

Estimated Number of Billable Days for Consultant **7.00**

Special Notes:

1. There is flexibility in the amount of time allocated for each activity and the specific topics to include in the planning sessions. This "Summary of Process" is meant to provide general picture for the flow of the process.
2. Other scenarios and options are possible, and the strategic planning process for the Rubidoux Community Services District can be tailored as necessary to fit your needs, desires, preferences, and budget. The scenario presented in the proposal can be modified as needed.

Associated Costs for Services

Project Pricing Summary

Estimated Number of Billable Days for Consultant **7.00**

Estimated amount for The Rubidoux Community Services District (for billable days and reimbursable expenses) for the process described above: **\$29,350**

1. I am committed to facilitating the process and drafting the documents as efficiently as possible. Thus, if a particular step noted above takes less than what is estimated, the actual lower amount for fees and expenses will be invoiced.
2. If modifications to the process are deemed necessary that cause a particular step to take more time, I am committed to getting your approval before proceeding.
3. If RCSD needs a proposal that with “an amount not to exceed” a certain dollar amount, I can make that part of the proposal. In that case, actual fees and expenses would be invoiced, but the total cost to the Rubidoux Community Services District would be no greater than the “amount not to exceed” noted above for fees and expenses.

Overview

The desire of Lillestrand Leadership Consulting is to facilitate the development of the Strategic Plan for the Rubidoux Community Services District in such a way that meets the objectives within the cost parameters of the District. Please note that, as we are local, travel costs will be minimal.

“Project Pricing Details” (below) is based upon the “Process for the Format to Be Utilized for Facilitating the Strategic Planning Process” section above. Billable time and expense reimbursement amounts are noted in the “Billing Rate Schedule” shown below.

Project Pricing Details

Step No.	Step	Consulting Days	Consulting Fees	Supplies Charge	Miles	Mileage	Miscellaneous (Only as needed, used for estimate only.)	Total
1.	Consultant meets with General Manager to plan meetings	0.25	\$ 1,025.00	\$ 5.00	0.0	\$ -	\$ 12.50	\$ 1,042.50
2.	Consultant facilitates strategic planning meetings	2.75	\$ 11,275.00	\$ 55.00	133.6	\$ 89.51	\$ 137.50	\$ 11,557.01
3.	Consultant meets with General Manager for follow-up of meeting.	0.50	\$ 2,050.00	\$ 10.00	33.4	\$ 22.38	\$ 25.00	\$ 2,107.38
4.	Consultant drafts plan document(s)	1.50	\$ 6,150.00	\$ 30.00	0.0	\$ -	\$ 75.00	\$ 6,255.00
5.	Consultant available as needed for edits, additional meetings, etc.	2.00	\$ 8,200.00	\$ 40.00	66.8	\$ 44.76	\$ 100.00	\$ 8,384.76
	Total	7.00	\$ 28,700.00	\$ 140.00		\$ 156.65	\$ 350.00	\$ 29,346.65

Billing Rate Schedule

The billing rate schedule below provides the rates used for calculations for the "Project Pricing Details" shown above. Billing rate for Lillestrand Leadership Consulting consultants including Richard L. Durant serving as lead consultant for the project is as follows:

Item	Rate	Per	Notes
Consulting Fee (per day)	\$4,100.00	Day	Billing is typically done in quarter-day increments.
Supplies and phone charge	\$20.00	Day	In lieu of reimbursements for telephone, fax, copies, and supplies.
Mileage	\$0.670	Mile	For round trips for consultant to the Rubidoux Community Services District offices and sites as needed. Standard IRS rate effective as of January 1, 2024.
Other expenses – travel and other		As needed	Exact costs as needed.

Lillestrand Leadership Consulting will provide a statement twice per month to the Rubidoux Community Services District. The statement shall be itemized to show the services provided by date, increments of days, and description of services. Expenses shall be itemized showing the date, the nature of the expense, and the amount. Copies of receipts for expenses shall be attached.

Conclusion

Again, it would be a privilege to serve the Rubidoux Community Services District in facilitating a strategic planning process and drafting related documents.

**Rubidoux Community Services District
Strategic Plan
Questions for the Board
February 20, 2025**

Director: _____

1. The mission statement expresses the reason for the existence of the Rubidoux Community Services District (RCSD), i.e., why we are in business. (A mission statement is usually short and should rarely need to be changed.)

Below is the Mission Statement that is currently on the RCSD website.

Our Mission: To provide high quality water service, sewer disposal, trash, and fire mitigation services at the best value for our customers.

Below is the updated Mission Statement for RCSD as drafted by the executive team.

The mission of Rubidoux Community Services District (RCSD) is to deliver reliable water service, sewer management, waste disposal, fire and other essential services with a commitment to quality, safety, and affordability, ensuring the highest value for our community.

What comments and questions do you have about this statement?

2. In your opinion, what are the top 5 priorities that RCSD should be focusing on over the next 5 years? (Please rank in priority order.)

3. What are the 3 biggest problems and challenges you think RCSD will be facing over the next 5 years?

4. What is your vision for RCSD's community outreach and education for the next 5 years?

5. What is the image and public perception that you want the community to have of RCSD over the next 5 years? (Please include areas related both to RCSD as an organization and the physical appearance of RCSD's facilities.)

6. What other issues do you believe will impact RCSD's five-year plan?

8. **ACTION / DISCUSSION ITEMS** (Continued)

- B. **DM 2025-12:** Consider Establishing an Ad Hoc Committee to Review and Recommend Revisions to the Rubidoux Community Services District Board Policies and Procedures Manual

Rubidoux Community Services District



Board of Directors

Hank Trueba Jr., President
Diana Leja, Vice President
Bernard Murphy
John Skerbelis
Leslie Altamirano

General Manager

Brian R. Laddusaw

Water Resource Management Refuse Collection Street Lights Fire / Emergency Services Weed Abatement

DIRECTORS MEMORANDUM 2025-12

February 20, 2025

To: Rubidoux Community Services District
Board of Directors

Subject: Consider Establishing an Ad Hoc Committee to Review and Recommend Revisions to the Rubidoux Community Services District Board Policies and Procedures Manual

BACKGROUND:

The Rubidoux Community Services District (“District”) Board of Directors (“Board”) operates under a Board Policies and Procedures Manual (“Manual”), which serves as the guiding document for governance and decision-making processes. To ensure continued compliance with legal requirements, alignment with best practices, and clarity in Board operations, periodic reviews of the Manual are essential. The current Manual has not undergone a comprehensive review since April 2017, making it an appropriate time to evaluate and, if necessary, update its provisions.

One effective way to facilitate this review is by establishing an Ad Hoc Committee. This focused group will allow for an efficient and thorough examination of the Manual. As outlined in Section 16 of the Manual, the duties of the Ad Hoc Committee shall be specified at the time of its appointment, and the Committee will be dissolved upon the completion of its task and submission of its final report.

If the Board chooses to proceed with the establishment of an Ad Hoc Committee, staff suggests the following primary objectives for the Committee:

- Identify sections of the Manual that require updates due to legal, regulatory, or operational changes.
- Ensure consistency and clarity in governance policies.
- Recommend modifications that enhance transparency, accountability, and Board efficiency.
- Present proposed revisions to the full Board for consideration and approval.

It is suggested that the Ad Hoc Committee consist of two Board members to maintain a focused and efficient review process. Should the Committee be formed, it will collaborate with District staff and legal counsel, as

needed, to ensure that the revised Manual reflects both current best practices and statutory requirements. The Ad Hoc Committee will dissolve upon completion of its assignment and acceptance of its recommendations by the full Board.

Budget Considerations

Minimal fiscal impact is anticipated, as the review process will primarily involve Board members and existing staff resources. Board members assigned to the Ad Hoc Committee will receive a per-meeting stipend of \$73.87. Any necessary review by legal counsel may incur minor costs, which will be covered within the existing budget.

RECOMMENDATION:

This is a policy decision for the Board. Staff does not make a recommendation. The Board should determine whether a review of the current Board Policies and Procedures Manual is necessary. If so, the Board should discuss the most appropriate method to facilitate the review, such as the establishment of an Ad Hoc Committee consisting of two Board members.

Respectfully,



BRIAN R. LADDUSAW, CPA
General Manager

Attachment(s):

1. Rubidoux Community Services District Board Policies and Procedures Manual dtd. April 20, 2017

**RUBIDOUX COMMUNITY
SERVICES DISTRICT**

**BOARD POLICIES AND
PROCEDURES**

APPROVED BY THE BOARD OF DIRECTORS 4/20/17

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Section 1. Purpose of Board Policies

It is the intent of the Board of Directors of the Rubidoux Community Services District (District) to maintain a Manual of Policies. Contained therein shall be a comprehensive listing of the Board's current policies, being the rules and regulations enacted by the Board from time to time. The Manual of Policies will serve as a resource for Directors, staff and members of the public in determining the manner in which matters of District business are to be conducted.

If any policy or portion of a policy contained within the Manual of Policies is in conflict with rules, regulations or legislation having authority over the District, said rules, regulations or legislation shall prevail.

Section 2. Role of the Board of Directors

- The Board employs the General Manager of the District (*Government Code Section 61050*).
- The Board appoints the Secretary of the District (*Government Code Section 61060*).
- The Board defines the responsibilities of the General Manager and delegates authority. The Board monitors progress and redirects the General Manager, if necessary (*Government Code Section 61051*).
- The Board provides the General Manager the resources and staff needed to carry out the policies and programs of the Board.
- The Board adopts the District's budget (*Government Code Section 61110*).
- The Board approves the District's organizational structure and employment positions (*Government Code Section 61060*).
- The Board hires the District's legal counsel and auditor (*Government Code Section 61060*).
- The Board approves the check register and are authorized signers on the District's operational accounts.
- The Board approves acquisition and/or purchase of real property (*Government Code Section 61060*).

Section 3. Adoption/Amendment of Policies

Consideration by the Board of Directors to adopt a new policy or to amend an existing policy may be initiated by any Director, or by the General Manager. The proposed adoption or amendment is initiated by submitting a written draft of the proposed adoption or amendment to each Director and the General Manager through the District office, and requesting that the item be included for consideration on the agenda of the appropriate regular meeting of the Board of Directors.

Adoption of a new policy or amendment of an existing policy shall be accomplished at a regular meeting of the Board of Directors and shall require a majority vote of the entire Board of Directors.

Before considering adopting or amending any policy, Directors shall have the opportunity to review the proposed adoption or amendment at the regular Board meeting prior to the meeting at which consideration for adoption or amendment is to be given. Copies of the proposed policy adoption or amendment shall be included in the agenda information packet for any meeting consideration. The agenda information packets with said copies shall be made available to each Director for review at least three (3) days prior to any meeting at which the policy(ies) are to be considered.

Section 4. Conflict of Interest

The Political Reform Act, Government Code 81000, et seq., requires state and local government agencies to adopt and promulgate conflict-of-interest codes. The Fair Political Practices Commission has adopted a regulation, 2 Cal. Code of Regs. 18730, which contains the terms of a standard conflict of interest code. It can be incorporated by reference and may be amended by the Fair Political Practices Commission after public notice and hearings to conform to amendments in the Political Reform Act. Therefore, the terms of 2 Cal. Code of Regs, 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference.

Designated employees shall file statements of economic interests with the Clerk of the County of Riverside.

Section 5. Public Complaints

The Board of Directors desires that public complaints be resolved at the lowest possible administrative level, and the method for resolution of complaints be logical and systematic.

A public complaint is an allegation by a member of the public of a violation or misinterpretation of a District policy, state, or federal statute of which the individual has been adversely affected.

The method of resolving complaints shall be as follows:

- The individual with a complaint shall first discuss the matter with the General Manager with the objective of resolving the matter informally.
- Within a reasonable time, the General Manager shall meet with the person filing the complaint to resolve the matter. At the option of the General Manager, he/she may conduct conferences and take testimony or written documentation in the resolution of the complaint. The individual filing the complaint may request a written decision from the General Manager.
- If the individual filing the complaint is not satisfied with the disposition of the matter by the General Manager, a written appeal may be filed with the Board of Directors within fifteen (15) calendar days of receiving the General Manager's

decision. The Board may consider the matter at the next regular meeting, or call a special meeting. The Board will expeditiously resolve the matter. In making the final decision, the Board may conduct conferences, hear testimony, as well as utilize the transcripts of written documentation. The individual filing the complaint may request a written decision from the Board.

This policy is not intended to prohibit or deter a member of the community or staff member from appearing before the Board to verbally present a testimony, complaint, or statement in regard to actions of the Board, District programs and services, or implementing considerations of the Board.

Section 6. *Claims Against the District*

The purpose of this policy is to provide direction to District staff for processing and resolving (if possible) account adjustment requests and property damage claims against the District. Inherent in this policy is the recognition that every adjustment request or claim will be unique, and that guidelines cannot be written to accommodate every case. Therefore, staff must use discretion and good sense in handling each claim.

Property (Land and Improvements) Damage Claims

In the course of District's operations, damage to land and improvements thereon occasionally occur due to the proximity of the District's facilities to the private property. When District employees are aware that property has been damaged in the course of their work, restorative measures are to be taken to return the property as close to its original condition as possible.

When a property owner informs a District employee of damage to their property (by telephone, email or in person), the employee receiving the claim will document in writing the time and date, and a description of the stated circumstances and allegations. Employees should respond to questions, be cordial and respectful, but refrain from commenting on liability questions.

As soon as possible after information about the damage has been received, it shall be given to the General Manager. The General Manager or his/her designee shall investigate the property owner's allegations. If the owner of damaged property informs a member of the Board of Directors, the information will be given to the General Manager. Directors should not independently investigate claims, but may go with staff to observe.

Claims in excess of the District's insurance deductible shall be forwarded to the District's insurance company, and the claimant shall be advised of this action.

Claims for personal injury/wrongful death shall not be investigated by District staff or Directors but shall be immediately forwarded to the District's insurance company and appropriate public agencies.

Property (Vehicles and Unsecured Property) Damage Claims

All claims of damage to vehicles or other unsecured property shall be submitted to the General Manager. He/she shall review the damage claim and the requested restitution. If he/she determines that the damage is the District's responsibility, he/she may authorize repairs or reimbursement of expenses to an amount not to exceed \$500.

Claims in excess of \$500 shall be forwarded to the insurance company.

Property Damage Claims on District Form

All damage claims must be submitted in writing. A District claim form is available. This will ensure that a claim is valid and protect important rights of the District.

If an individual does not wish to file a claim on the District form, he/she may present the claim by letter if it conforms to Section 910 and Section 910.2, California Government Code. Section 910 specifies that a claim needs to show all of the following:

- The name and post office address of the claimant.
- The post office address to which the person presenting the claim desires notices to be sent.
- The date, place, and other circumstances of the occurrence or transaction which gave rise to the claim asserted.
- A general description of the indebtedness, obligation, injury, damage or loss incurred so far as it may be known as the time of presentation of the claim.
- The name or names of the public employee or employees causing the injury, damage, or loss, if known.
- The amount claimed as of the date of presentation of the claim, including the estimated amount of any prospective injury, damage, or loss, insofar as it may be known at the time of presentation of the claim, together with the basis of computation of the amount claimed.

Section 910.2 of the California Government Code specifies the following: "the claim shall be signed by the claimant or by some person on his behalf. Claims against local public entities for supplies, materials, equipment or services need not be signed by the claimant or on his behalf if presented on a billhead or invoice regularly used in the conduct of the business of the claimant."

If the filed letter/claim does not meet the requirements of the California Government Code 910 and 910.2, then a letter shall be sent to the claimant informing him of this fact.

District staff shall provide no assistance to the claimant in filling out the claim form. Claimant must fill out the claim form in its entirety and submit it via mail, email, FAX, or personal delivery to the District office. Upon receipt, office staff shall date-stamp the document.

Section 7. Code of Ethics

The Board of Directors of the Rubidoux Community Services District is committed to providing excellence in legislative leadership that results in the provision of the highest quality of services to its constituents. In order to assist in the government of the behavior between and among members of the Board of Directors, the following rules shall be observed:

- The dignity, style, values and opinions of each Director shall be respected.
- Responsiveness and attentive listening in communication is encouraged.

- The Directors priority is to economically provide products and services to our constituents and the general public that meet or exceed current health and safety standards.
- The primary responsibility of the Board of Directors is the formulation and evaluation of policy. Routine matters concerning the operational aspects of the District are to be delegated to professional staff members of the District.
- Directors should commit themselves to emphasizing the positive, avoiding double talk, hidden agendas, gossip, backbiting, and other negative forms of interaction.
- Directors should commit themselves to focusing on issues and not personalities. The presentation of the opinions of others should be encouraged. Cliques and voting blocks based on personalities rather than issues should be avoided.
- Differing viewpoints are healthy in the decision-making process. Individuals have the right to disagree with ideas and opinions, but without being disagreeable. Once the Board of Directors takes action, Directors should commit to supporting said action and not to create barriers to the implementation of said action.

Directors should practice the following procedures:

- In seeking clarification on informational items, Directors may directly approach professional staff members to obtain information needed to supplement, upgrade, or enhance their knowledge to improve legislative decision-making.
- In handling complaints from residents and property owners of the District, said complaints should be referred directly to the General Manager.
- In handling items related to safety, concerns for safety or hazards should be reported to the General Manager or to the District office. Emergency situations should be dealt with immediately by seeking appropriate assistance.
- In seeking clarification for policy-related concerns, especially those involving personnel, legal action, land acquisition and development, finances, and programming, said concerns should be referred directly to the General Manager.
- When approached by District personnel concerning specific District policy, Directors should direct inquiries to the General Manager. The chain of command should be followed.

The work of the District is a team effort. All individuals should work together in the collaborative process, assisting each other in conducting the affairs of the District.

When responding to constituent requests and concerns, Directors should be courteous, responding to individuals in a positive manner and routing their questions through appropriate channels and to responsible management personnel.

Directors should develop a working relationship with the General Manager wherein current issues, concerns and District projects can be discussed comfortably and openly.

Directors should function as a part of the whole. Issues should be brought to the attention of the Board as a whole, rather than to individual members selectively.

Directors are responsible for monitoring the District's progress in attaining its goals and objectives, while pursuing its mission.

Section 8. Board Meetings

Regular Meetings of the Board of Directors shall be held on the first and third Thursday of each calendar month at 4:00 p.m. in the Board Room at 3590 Rubidoux Blvd, Jurupa Valley, CA.

Special Meetings (non-emergency) of the Board of Directors may be called by the Board President or General Manager.

All Directors, the General Manager, and District Counsel shall be notified of the special Board meeting and the purpose or purposes for which it is called. Said notification shall be in writing, delivered to them at least 72 hours prior to the meeting.

Newspapers of general circulation in the District, radio stations and television stations, organizations, and property owners who have requested notice of special meetings in accordance with the Ralph M. Brown Act shall be notified by at least 72 hours prior to the meeting.

An agenda shall be prepared and shall be delivered to those specified above.

Special Meetings (emergency). In the event of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board of Directors may hold an emergency special meeting without complying with the 72-hour notice required, above. An emergency situation means a crippling disaster which severely impairs public health, safety, or both, as determined by the General Manager, Board President or Vice President in the President's absence.

Newspapers of general circulation in the District, radio stations and television stations which have requested notice of special meetings in accordance with the Ralph M. Brown Act shall be notified by at least one hour prior to the emergency special meeting. In the event that telephone services are not functioning, the notice requirement of one hour is waived, but the General Manager, or his/her designee, shall notify such newspapers, radio stations, or television stations of the fact of the holding of the emergency special meeting, and of any action taken by the Board, as soon after the meeting as possible. No closed session may be held during an emergency special meeting, and all other rules governing special meetings shall be observed with the exception of the 72-hour notice. The minutes of the emergency special meeting, a list of persons the General Manager or designee notified or attempted to notify, a copy of the roll call vote(s), and any actions taken at such meeting shall be posted for a minimum of ten days in the District office as soon after the meeting as possible.

Adjourned Meetings. A majority vote by the Board of Directors may terminate any Board meeting at any place in the agenda to any time and place specified in the order of adjournment, except that if no Directors are present at any regular or adjourned regular meeting, the General Manager may declare the meeting adjourned to a stated time and

place, and he/she shall cause a written notice of adjournment to be given to those specified above.

Annual Organizational Meeting. The Board of Directors shall hold an annual organizational meeting at its regular meeting in December. At this meeting the Board will elect a President and Vice President from among its members to serve during this coming calendar year. At this meeting the new President may also appoint members to the Standing Committees (see Section 16).

Section 9. Use of Confidential Information and Closed Sessions

A Board Member is not authorized to disclose information that qualifies as confidential information under applicable provisions of law to a person not authorized to receive it, that (1) has been received for, or during, a closed session meeting of the Board, (2) is protected from disclosure under the attorney/client or other evidentiary privilege, (3) is not required to be disclosed under California Public Record Act or (4) approved for disclosure by the Board as an appropriate response under the circumstances of a particular case (*Government Code Section 54963*).

This section does not prohibit any of the following: (1) making a confidential inquiry or complaint to a district attorney or grand jury concerning a perceived violation of law, including disclosing facts to a district attorney or grand jury that are necessary to establish the alleged illegality of an action taken by the District, an elected official or employee, (2) expressing an opinion concerning the propriety or legality of actions taken by the Board in closed session, including disclosure of the nature and extent of the allegedly illegal action, or (3) disclosing information acquired by being present in a closed session that is not confidential information.

A Board Member who intends to disclose confidential information from closed session may be subject to a court injunction to prevent such disclosure, and a willful disclosure of such information without Board approval may be referred to the Riverside County Grand Jury (*Government Code Section 54963*).

Furthermore, a Board Member who willfully and knowingly discloses for pecuniary gain confidential information received by him or her in the course of his or her official duties may be guilty of a misdemeanor (*Government Code Section 1098*).

Section 10. Attendance at Meetings

Members of the Board of Directors shall attend all regular and special meetings of the Board unless there is good cause for absence.

A vacancy shall occur if any Board Member ceases to discharge the duty of his/her office for the period of three consecutive months, except as authorized by the Board of Directors.

Section 11. Board President

The President of the Board of Directors shall serve as President at all Board meetings. He/she shall have the same rights as the other members of the Board in voting,

introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions.

In the absence of the President, the Vice President of the Board of Directors shall serve as President over all meetings of the Board. If the President and Vice President of the Board are both absent, the remaining members present shall select one of themselves to act as President of the meeting.

Section 12. Members of the Board of Directors

Directors shall thoroughly prepare themselves to discuss agenda items at meetings of the Board of Directors. Supplementary information may be requested from staff by Directors before meetings in accordance with the Ralph M. Brown Act.

Supplementary information provided by staff shall be distributed through the General Manager to all Directors and added to the meeting packets provided to the public in accordance with the Ralph M. Brown Act.

Directors shall at all times conduct themselves with courtesy to each other, to staff, and to members of the audience present at Board meetings.

Directors shall defer to the President for conduct of meetings of the Board, but shall be free to question and discuss items on the agenda. All comments should be brief and confined to the matter being discussed by the Board.

Directors may request for inclusion into minutes brief comments pertinent to an agenda item only at the meeting that item is discussed (including, if desired, a position on abstention or dissenting vote).

Directors shall abstain from participating in consideration on any item involving a personal or financial conflict of interest. Unless such a conflict of interest exists, however, Directors should not abstain from the Board's decision-making responsibilities.

Directors shall refrain from having unprofessional, unkind, attacking, or accusatory communications with Directors, vendors, contractors, community members in his or her board email communication. Email communications should be kept brief and to the point.

Section 13. Board Meeting Conduct

Meetings of the Board of Directors shall be conducted by the President in a manner consistent with the policies of the District. Section 15 "Rules of Order for Board and Committee Meetings", shall be used as a general guideline for meeting protocol. All Board meetings shall commence at the time stated on the agenda and shall be guided by same.

The conduct of meetings shall, to the fullest possible extent, enable Directors to:

- Consider problems to be solved, weigh evidence related thereto, and make wise decisions intended to solve the problems; and

- Receive, consider and take any needed action with respect to reports of accomplishment of District operations.

Provisions for permitting any individual or group to address the Board concerning any item on the agenda of a special meeting, or to address the Board at a regular meeting on any subject that lies within the jurisdiction of the Board of Directors, shall be as follows;

- Five minutes may be allotted to each speaker.
- No boisterous conduct shall be permitted at any Board meeting. Persistence in boisterous conduct shall be grounds for summary termination, by the President, of that person's right to address.
- No oral presentation shall include charges or complaints against any named employee or by another other reference which tends to identify. All charges or complaints against employees shall be submitted to the Board of Directors.

Willful disruption of any of the meetings of the Board of Directors shall not be permitted. If the President finds that there is in fact willful disruption of any meeting of the Board, he/she may order the room cleared and subsequently conduct the Board's business without the audience present.

- In such an event, only matters appearing on the agenda may be considered in such a session.
- After clearing the room, the President may permit those persons who, in his/her opinion, were not responsible for the willful disruption to re-enter the meeting room.
- Duly accredited representatives of the news media, whom the President finds not to have participated in the disruption, shall be admitted to the remainder of the meeting.
- The Board of Directors will not allow the posted Fire capacity of a meeting room to be exceeded. In the event that more persons wish to attend a Board meeting than the room has capacity, the Board shall recess the meeting for no more than fifteen minutes. When the meeting reconvenes, the Board may select a different onsite space or table items to be considered during a regular meeting held at an alternative venue in accordance with the Ralph M. Brown Act.

Section 14. Board Actions and Decisions

Actions by the Board of Directors include but are not limited to the following:

- Adoption or rejection of regulations or policies.
- Adoption or rejection of a resolution.
- Adoption or rejection of an ordinance.

- Approval or rejection of expenses, transfers and salaries.
- Approval or rejection of any contract or expenditure.
- Approval or rejection of any proposal which commits District funds or facilities.

Action can only be taken by the vote of the majority of the Board of Directors. Three (3) Directors represent a quorum for the conduct of business. Actions taken at a meeting where only a quorum is present, therefore, require all three votes to be effective.

A member abstaining in a vote is considered as absent for that vote.

- Example: if three of five Directors are present at a meeting, a quorum exists and business can be conducted. However, if one Director abstains on a particular action and the other two cast “aye” votes, no action is taken because a “majority of the Board” did not vote in favor of the action.
- Example: if an action is proposed requiring a two-thirds vote and two Directors abstain, the proposed action cannot be approved because four of the five Directors would have to vote in favor of the action.
- Example: If a vacancy exists on the Board and a vote is taken to appoint an individual to fill said vacancy, three Directors must vote in favor of the appointment for it to be approved. If two of the four Directors present abstain, the appointment is not approved.

The Board may give directions that are not formal action. Such directions do not require formal procedural process. Such directions include the Board's directives and instructions to the General Manager.

The President shall determine by consensus a Board directive and shall state it for clarification. Should any two Directors challenge the statement of the President, a voice vote may be requested.

A formal motion may be made to place a disputed directive on a future agenda for Board consideration, or to take some other action (such as refer the matter to the General Manager for review and recommendation, etc.).

Informal action by the Board is still Board action and shall only occur regarding matters that appear on the agenda for the Board meeting during which said informal action is taken.

Section 15. Rules of Order for Board and Committee Meetings

General

Action items shall be brought before and considered by the Board by motion in accordance with this policy. These rules of order are intended to be informal and applied flexibly.

If a Director believes order is not being maintained or procedures are not adequate, then he/she should raise a point of order – not requiring a second – to the President. If the

ruling of the President is not satisfactory to the Director, then it may be appealed to the Board. A majority of the Board will govern and determine the point of order.

Obtaining the Floor

Any Director desiring to speak should address the President and, upon recognition by the President, may address the subject under discussion.

Motions

Any Director, including the President, may make or second a motion. A motion shall be brought and considered as follows:

- A Director makes a motion; another Director seconds the motion; and the President states the motion.

Once the motion has been stated by the President, it is open to discussion and debate. After the matter has been fully debated, and after the public in attendance has had an opportunity to comment, the President will call for the vote.

If the public in attendance has had an opportunity to comment on the proposed action, any Director may move to immediately bring the question being debated to a vote, suspending any further debate. The motion must be made, seconded, and approved by a majority vote of the Board.

Secondary Motions

Ordinarily, only one motion can be considered at a time and a motion must be disposed of before any other motions or business is considered. There are a few exceptions to this general rule, though, where a secondary motion concerning the main motion may be made and considered before voting on the main motion.

Motion to Amend

A main motion may be amended before it is voted on, either by the consent of the Directors who moved and seconded, or by a new motion and second.

Motion to Table

A main motion may be indefinitely tabled before it is voted on by motion made to table, which is then seconded and approved by a majority vote of the Board.

Motion to Postpone

A main motion may be postponed to a certain time by a motion to postpone, which is then seconded and approved by a majority vote of the Board.

Motion to Refer to Committee

A main motion may be referred to a Board Committee for further study and recommendation by a motion to refer to committee, which is then seconded and approved by a majority vote of the Board.

Motion to Close Debate and Vote Immediately

As provided above, any Director may move to close debate and immediately vote on a main motion.

Motion to Adjourn

A meeting may be adjourned by motion made, seconded, and approved by a majority vote of the Board before voting on a main motion.

Decorum

The President shall take whatever actions are necessary and appropriate to preserve order and decorum during Board meetings, including public hearings. The President may reject any person or persons making personal, impertinent or slanderous remarks, refusing to abide by a request from the President, or otherwise disrupting the meeting and hearing.

The President may also declare a short recess during any meeting.

Amendment of Rules of Order

By motion made, seconded and approved by a majority vote, the Board may, at its discretion and at any meeting; a) temporarily suspend these rules in whole or in part; b) amend these rules in whole or in part; or, c) both.

Section 16. Committees of the Board of Directors

The President shall appoint such ad hoc committees as may be deemed necessary or advisable by the Board. The duties of the ad hoc committees shall be outlined at the time of appointment, and the committee shall be considered dissolved when its final report has been made.

The following shall be standing committees of the Board:

- Finance/Budget Committee
- Personnel
- Regional Advisory Board Elected Representative
- Street Lighting
- Trash Disposal
- Wastewater
- Water
- Weed Abatement

The President shall appoint and list the members of the standing committee for the ensuing year no later than the Board's regular meeting in January.

Generally, standing committee meetings are called on an "as needed basis" by the General Manager or President of the Board.

The Board's standing committees may be assigned to review District functions, activities, and/or operations pertaining to their designated concerns, as specified below. Said assignment may be made by the Board President, a majority vote of the Board, or on their own initiative. Any recommendations resulting from said review should be submitted to the Board via a written or oral report.

All meetings of standing committees shall conform to all open meeting laws (e.g., "Brown Act") that pertain to regular meetings of the Board of Directors.

The Board's standing Finance/Budget Committee shall be concerned with the financial management of the District, including preparation of an annual budget and major expenditures.

The Board's standing Personnel Committee shall be concerned with the functions, activities, operations, compensation, evaluations and welfare of District staff.

The Board's standing Regional Advisory Board Elected Representative shall be concerned with the functions, activities, and operations, of the Regional Advisory Committee.

The Board's standing Street Lighting Committee shall be concerned with the management of the street lights and the issues/concerns with the City of Jurupa Valley.

The Board's standing Trash Disposal Committee shall be concerned with the management of the trash collection and issues/concerns with the contracting agency's (Burrtec Waste Industries) agreement and charges.

The Board's standing Wastewater Committee shall be concerned with management of the collection system and issues/concerns with the City of Riverside agreement and charges.

The Board's standing Water Committee shall be concerned with management of the water facilities, water system, charges and issues/concerns with the City of Jurupa Valley.

The Board's standing Weed Abatement Committee shall be concerned with management of the weed abatement properties, vendor contracts and issues/concerns with the County of Riverside.

Section 17. Board Meeting Agenda

The General Manager shall prepare an agenda for each regular and special meeting of the Board of Directors. Any Director may contact the General Manager and request any item to be placed on the agenda at least five days prior to the date of the meeting.

Any member of the public may request that a matter directly related to District business be placed on the agenda of a regularly scheduled meeting of the Board of Directors, subject to the following conditions:

- The request must be in writing and be submitted to the General Manager together with supporting documents and information, if any, at least five business days prior to the date of the meeting.
- The General Manager shall be the sole judge of whether the public request is or is not a "matter directly related to District business."
- No matter which is legally a proper subject for consideration by the Board in closed session will be accepted under this policy.

- The Board of Directors may place limitations on the total time to be devoted to a public request issue at any meeting, and may limit the time allowed for any one person to speak on the issue at the meeting.

This policy does not prevent the Board from taking testimony at regular and special meetings of the Board on matters which are not on the agenda which a member of the public may wish to bring before the Board. However, the Board shall not discuss or take action on such matters at that meeting.

At least 72 hours prior to the time of all regular meetings, an agenda, which includes but is not limited to all matters on which there may be discussion and/or action by the Board, shall be posted conspicuously for public review at the District office.

The agenda for a special meeting shall be posted at least 72 hours before the meeting in the same location.

Section 18. Minutes of the Board Meetings

The Secretary to the Board of Directors shall keep minutes of all regular and special meetings of the Board.

Copies of a meeting's minutes shall be distributed to Directors as a part of the information packet for the next regular meeting of the Board, at which time the Board will consider approving the minutes as presented or with modifications. Once approved by the Board, the official minutes shall be kept in a secure container located on the District office premises.

Unless directed otherwise, an audio tape recording of regular and special meetings of the Board of Directors will be made. The device upon which the recording is stored shall be kept in a locked drawer until the Board has approved corresponding minutes. Upon approval, staff shall erase the tapes for reuse after 30 days pursuant to the Ralph M. Brown Act. Members of the public may inspect recordings of Board meetings without charge on a playback machine that will be made available by the District.

Motions, resolutions or ordinances shall be recorded in the minutes as having passed or failed and individual votes will be recorded unless the action was unanimous. All resolutions and ordinances adopted by the Board shall be numbered consecutively, starting new at the beginning of each year. In addition to other information that the Board may deem to be of importance, the following information (if relevant) shall be included in each meeting's minutes:

- Date, place and type of each meeting.
- Directors present and absent by name.
- Administrative staff present by name.
- Call to Order.
- Time and name of late arriving Directors.
- Time and name of early departing Directors.
- Names of Directors absent during any agenda item upon which action was taken.
- Summarial record of staff reports.
- Summarial record of public comments regarding matters not on the agenda, including names of commentators.
- Approval of minutes or modified minutes of preceding meetings.

- Record by number of all warrants approved for payment.
- Complete information as to each subject of the Board's deliberation.
- Resolutions and ordinances described as to their substantive content and sequential numbering.
- Record of all contracts and agreements, and their amendment, approved by the Board.
- Approval of the annual budget and mid year budget adjustments.
- Approval of all policies, rules and/or regulations.
- Approval of all dispositions of District assets.
- Approval of all purchases of District assets.
- Time of meeting adjournment.

Section 19. Basis of Authority

The Board of Directors is the unit of authority within the District. Apart from his/her normal function as a part of this unit, Directors have no individual authority. As individuals, Directors may not commit the District to any policy, act, or expenditure.

Directors do not represent any fractional segment of the community, but are, rather, a part of the body that represents and acts for the community as a whole.

Section 20. Membership in Associations

The Board of Directors shall ordinarily hold membership in and attend meetings of such national, state, and local associations as may exist which have applicability to the functions of the District, and shall look upon such membership as an opportunity for in-service training.

The Board of Directors shall maintain membership in the California Special Districts Association and shall insure that annual dues are paid when due.

Section 21. Incompatible Offices

A Board Member shall not hold a public office, the duties of which may require action contradictory or inconsistent with his or her duties as a Board Member, as determined under applicable law (*Government Code Section 1099*).

Section 22. Board Stipend, Travel Expenses, Ethics Training

Purpose

It is recognized that the District's Directors are required to attend meetings and render various services in connection with the performance of their duties as Board members. Government Code Section 61047 of the Community Services District Law (the "CSD Law") provides that, unless an increase is authorized pursuant to Section 20200 et seq. of the Water Code, the compensation for Directors shall not exceed \$100.00 for each day of service, not to exceed six (6) days of service in a month. This Article sets forth the compensation and expense policies of the District relative to such services. No compensation or expenses for meetings or services shall be paid without the express authorization of the Board, except as provided below. The Board may deviate from these policies on a case-by-case basis to address specific circumstances as may be

determined by the Board, subject to the limitations of the CSD Law and other applicable provisions of law.

Board and Committee Meetings

Board Members shall adhere to the District's Resolution No. 2014-813 or successor resolution(s) regarding Board Member Stipends.

Expenses

The District shall pay expenses incident to any meeting or other services for which (i) compensation is payable to the Director, as provided above, or (ii) compensation is not payable to the Director, but the payment of expenses has been approved by express authorization of the Board. The payment of expenses shall not be limited to the number of meetings attended in a calendar month.

Travel Expenses – Purpose

It shall be the policy of the District to reimburse Directors for travel expenses that are necessary, reasonable, ordinary, legitimate, permissible, and actually incurred when traveling on authorized District business, provided the expenses are authorized pursuant to above, are fully documented by receipts or other records, and are itemized on an approved Expense Reimbursement Report. It shall be the responsibility of each Director, within two (2) weeks after travel is completed, to submit a properly completed Expense Reimbursement Report together with supporting documentation in accordance with this Article. All documents related to reimbursable expenditures are public records subject to disclosure under the California Public Records Act.

Conferences/Seminars/Workshops

Members of the Board of Directors are encouraged to attend educational training, conferences and seminars, and serve as a representative of the District at professional meetings that clearly benefit the District and are directly related to improving the operation of the District. Subject to budgetary constraints and prior board authorization, there is no limit as to the number of Director's attending a particular conference or seminar when it is apparent that their attendance is beneficial to the District.

Report to Board

Any and all Board members who attend a conference/seminar/etc. for which the District has expended funds shall briefly report orally or in writing at the following District governing body regular meeting. If multiple officials attended, a joint report may be made.

Registration

Registration fees for approved conferences, seminars, workshops and meetings shall be a District expense and shall be paid in advance directly by the District.

Transportation

Transportation costs for approved travel shall be a District expense. If travel is to be completed by use of a personal vehicle, the vehicle owner shall submit to the District proof of adequate insurance prior to travel. When a personal vehicle is used, the owner will be compensated for mileage at the rates provided in Internal Revenue Service Publication 463 or any successor publication. When available, Directors shall use government and group rates offered by transportation providers. In the case of air

travel, under no circumstances will the reimbursement for airfare exceed the cost of the lowest available round trip airfare from Ontario to the meeting site.

Lodging

Lodging costs for approved travel shall be an expense of the District. Where an overnight stay is required, Directors may arrange to have the District billed in advance for lodging expenses. If advance payment by the District is not possible, the Director may advance the payment for lodging costs. If lodging is in connection with a conference or organized educational activity, lodging costs shall not exceed the maximum group rate published by the conference or activity sponsor, provided that lodging at the group rate is available at the time of booking. If the group rate is not available, Directors shall use government rates, if available, or shall use comparable lodging that is consistent with the requirements of this policy. Under no circumstances will the reimbursement for lodging exceed the cost of the lowest available single occupancy rate, plus tax. In addition, no reimbursement will be made for extra services or entertainment purchased by a Director.

Meals

Meal costs while on approved travel shall be an expense of the District. The maximum amount authorized for meal expenses for each day a Director is traveling to or from and/or is in attendance at a meeting, conference, or other activity authorized by the District shall be the current per diem amount for meals as provided in Internal Revenue Service Publication 463 or any successor publication. Under no circumstances will the District pay for or reimburse any expenses for consumption of alcoholic beverages.

Method of Payment for Travel Expenses

Payment for travel and other expenses incurred in connection with authorized District related business is to be made in accordance with the following procedure:

(a) Advance Payments

Where travel has been authorized by the Board, the District may pay per diem meal expenses to a Director in advance and may prepay the costs of transportation, lodging and registration directly to the vendor. Requests for prepayment should be made to the District's General Manager.

(b) Use of District Credit Cards

The District's credit cards shall not be used, directly or indirectly, by Directors.

(c) Cash Reimbursement

The District shall reimburse Directors for expenses incurred in connection with travel previously authorized by the Board, provided the expenses are fully documented by receipts or other records, and are itemized on an approved Expense Reimbursement Report. The Expense Reimbursement Report and related documentation shall show detailed information regarding the date, nature and amount of the expense for all travel items except for per diem expenses. Lodging statements and other

receipts pertinent to travel expenses shall be attached to the Expense Reimbursement Report so that any personal expenses can be identified and charged to the Director. A properly completed Expense Reimbursement Report together with supporting documentation shall be submitted to the General Manager within two (2) weeks following the completion of the authorized travel.

Reports

Directors shall provide brief reports on meetings attended at the expense of the District at the next regular board meeting.

Limitations

All expenses that do not fall within the travel reimbursement policies of this Article or within the reimbursable rates provided in Internal Revenue Service Publication 463, if applicable, shall be approved by the Board, in a public meeting before the expense is incurred. Expenses associated with spouses, relatives, guests, friends, and/or any person other than the Director, shall not be paid by the District, nor shall such expenses be passed through the District's accounting system.

Ethics Training – Purpose

The purpose of this Article is to set forth the ethics training requirements of the District, which are adopted in accordance with Assembly Bill 1234 (Government Code Section 53234 et seq.).

Designated Officials

The provisions pertaining to ethics training shall apply to all "Designated Officials" of the District, which term is defined to include: (i) all Directors of the District, and (ii) the District's General Manager, who are hereby designated by the Board to receive the training specified under this Article. All designated officials shall receive training in ethics pursuant to this Article.

Definition of Ethics Laws

The term "Ethics Laws" includes, but is not limited to, the following:

- (a) Laws relating to personal financial gain by public servants, including, but not limited to, laws prohibiting bribery and conflict-of-interest laws.
- (b) Laws relating to claiming prerequisites of office, including, but not limited to, gift and travel restrictions, prohibitions against the use of public resources for personal or political purposes, prohibitions against gifts of public funds, mass mailing restrictions, and prohibitions against acceptance of free or discounted transportation by transportation companies.
- (c) Government transparency laws, including, but not limited to, financial interest disclosure requirements and open government laws.
- (d) Laws relating to fair processes, including, but not limited to, common law bias prohibitions, due process requirements, incompatible offices, competitive bidding requirements for public contracts, and disqualification from participating in decisions affecting family members.

Training Requirements

Each designated official shall receive at least two (2) hours of training in general ethics principles and ethics laws relevant to his or her public service at least once every two years. Each designated official who commences service with the District on or after January 1, 2006, shall receive the training required by subdivision of this Article no later than one (1) year from the first day of service with the District.

District Obligations

The District may provide information on training available to meet the requirements of this Article to its designated officials at least once annually. The District shall also maintain records indicating (i) the dates that designated officials satisfied the requirements of this Article, and (ii) the entity that provided the training. Said records shall be maintained for at least five (5) years after a designated official receives the training and are public records subject to disclose under the California Public Records Act.

Section 23. *Internet, Email and Electronics Communication Conduct*

Board Member access to and use of District email, internet, and other electronic communications resources is a benefit to the District and its constituents.

Board Members shall not use the internet or District email in an inappropriate manner. Inappropriate use of the internet and email includes, but is not limited to:

- Accessing internet sites that contain pornography, exploits children, or sites that would generally be regarded in the community as offensive, or for which there is no official business purpose to access.
- Participating in any profane, defamatory, harassing, illegal, discriminatory, or offensive activity or any activity that is inconsistent in any way with the District's policies.
- Exploiting security weaknesses of the District's computing resources and/or other networks or computers outside the District.
- Internet access is to be used for District purposes only. Board Members do not have any right to privacy in any District computer resources, including email messages produced, sent or received by District computers or transmitted via the District's servers and network. The District may monitor the contents of all email messages to promote the administration of the District, its business, and policies.
- Email, once transmitted, can be printed, forwarded, and disclosed by the receiving party without the consent of the sender. Use caution in addressing messages to ensure that messages are not inadvertently sent to the wrong person.
- Board Members should take the necessary steps to prevent unauthorized disclosure of confidential or privileged information.
- Board Members should be advised, communication via email is considered a public document subject to California Public Records Act (CPRA) disclosures.

Any local, State or Federal laws or statute that may be in conflict with this policy shall be deemed invalid.

Section 24. *Violation of this Policy*

A perceived violation of this policy should be referred to the President of the Board or to the full board for investigation, as appropriate. If the conduct is found to be a violation of the District's policy by a vote of the Board at a Board meeting, the violation may be addressed by the use of such remedies as are available by law to the District, including but not limited to (a) adoption of a resolution expressing disapproval of the conduct of the Board Member who has violated this policy, (b) injunctive relief, (c) referral of the violation to the District Attorney and/or the Grand Jury, or (d) in any other manner provided by law.

The Board is to review annually and approve this policy.

9. **DIRECTORS COMMENTS AND REQUESTS**

10. NEXT MEETING

Thursday, March 6, 2025, at 4:00 p.m.

11. ADJOURNMENT