

## BIGHORN-DESERT VIEW WATER AGENCY

# BOARD OF DIRECTORS' REGULAR MEETING AGENDA

BOARD MEETING OFFICE 1720 N. CHEROKEE TR. LANDERS, CALIFORNIA

FEBRUARY 26, 2008 TUESDAY 6:00 P.M.

- CALL TO ORDER
- PLEDGE OF ALLEGIANCE
- ROLL CALL
- APPROVAL OF THE AGENDA

**Public Participation-**Public is invited to comment on any item on the agenda during discussion of that item. You may wish to submit your comments in writing to assure that you are able to express yourself adequately. In giving your public comment please state your name and have your information prepared. Due to time constraints a three minute time limit may be imposed. Per Government Code Section 54954.2, any person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in the meeting, please contact the Board Secretary during Agency business hours by calling 760-364-2315.

- 1. PUBLIC PARTICIPATION-Any person may address the Board on any matter within the District's jurisdiction on items not appearing on this agenda.
- 2. CONSENT ITEMS-The following items are expected to be routine and non-controversial and will be acted on by the Board at one time without discussion, unless a member of the Public or member of the Board requests that an item be held for discussion or further action.
  - a) Minutes of the November 6, 2007 Personnel Committee Workshop
  - b) Consumption & Billing Comparison Report January 2008
  - c) Financial Statements January 2008
  - d) Production Report January 2008
  - e) Service Order Report January 2008
- 3. MATTERS REMOVED FROM CONSENT ITEMS
- 4. CLOSED SESSION
  - a) Conference with legal Counsel Anticipated Litigation (Government Code §54956.9(b)(1) (1 case)

### 5) REPORT ON CLOSED SESSION

Report on any action(s) to be taken as a result of discussions during Closed Session

- 6. DISCUSSION AND ACTION ITEMS- The following items will be discussed by the Board of Directors and Staff, and the Board will consider taking action if so inclined.
  - a) Board to consider adopting Resolution No. 08R-01- A Resolution approving a third amendment to Agreement for Construction, Operation and Financing of the Morongo Basin Pipeline Project between Mojave Water Agency and Bighorn-Desert View Water Agency.
  - **b)** Written report from Law Offices of Susan Trager on Ames Basin Agreement (Report to be distributed at meeting)-Board to discuss and provide direction to staff.
  - c) Letter to BLM- Board to direct staff to prepare letter from Agency to the Bureau of Land Management requesting permission to explore underground water supply.
  - d) Board to discuss approval of reimbursement to Ray Ruppel for booking of flight, hotel accommodations, and car rental in the amount of \$2545.79 for trip to Washington D.C.
  - e) Board to perform mid-year review of Budget and Budget requests by staff (Information to be distributed at meeting).
  - f) Board to consider approval of customer Request for Relief of Billing.
  - g) Board to discuss and review 2008 CSDA's Special District Leadership Academy Class schedule.
  - h) Board to discuss approval of Protection One's proposal for additional alarm system on warehouse.
- DISBURSEMENTS JANUARY 2008-Board to approve the check register and non check disbursements, if so inclined.
- 8. INTERIM GENERAL MANAGER'S REPORT (WRITTEN)
- 9. DIRECTORS' REPORTS/COMMENTS
- 10. COMMUNICATION AND INFORMATION ITEMS
- 11. ITEMS FOR NEXT AGENDA
- 12. ADJOURNMENT



### BIGHORN-DESERT VIEW WATER AGENCY

# PERSONNEL COMMITTEE WORKSHOP MINUTES

CUSTOMER OFFICE 622 S. JEMEZ TR YUCCA VALLEY, CALIFORNIA

NOVEMBER 6, 2007 TUESDAY 2:00 P.M.

CALL TO ORDER-

Meeting convened by Director Corl-Lorono at 2:02 P.M.

PLEDGE OF ALLEGIANCE

Led by Director Corl-Lorono

ROLL CALL

Directors Present:

Judy Corl-Lorono, Chairperson

Terry Burkhart, Member

Staff Present:

Don Bartz, General Manager

Kim Heller, Board Secretary

Ray Ruppel, Director of Operations

Public Present:

5 members

**Public Participation-**Public is invited to comment on any item on the agenda during discussion of that item. You may wish to submit your comments in writing to assure that you are able to express yourself adequately. In giving your public comment please state your name and have your information prepared. Due to time constraints a three minute time limit may be imposed. Per Government Code Section 54954.2, any person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in the meeting, please contact the Board Secretary during Agency business hours by calling 760-364-2315.

- 1. **PUBLIC COMMENTS-** Any person may address the Committee on any matter within the Committee's jurisdiction on items not appearing on this agenda.
- 2. ORGANIZATIONAL CHART-Mr. Bartz presented a proposed organizational chart with numerous changes stating the current organizational chart has titles that do not exist at the Agency, such as Assistant Engineer. Other changes Mr. Bartz proposed was to add /Assistant General Manager to Director of Operations title and to have the Administrative

Supervisor report to General Manager or Director of Operations/Assistant General Manager in the General Managers absence and the possibility of adding another employee under Field Supervisor. Mr. Helfand questions the deletion of Production/Treatment Supervisor position. Mr. Bartz explains that would be under the Field Supervisors job description pointing out some of the positions on the current chart would better fit larger agencies and that the employees of BDVWA wear many hats.

- 3. FIELD PERSONNEL-Mr. Ruppel itemizes some of the upcoming projects the field staff will be undertaking (i.e. exercising every valve in the District) that justify hiring additional field representatives. Mr. Bartz adds that there is a lot of maintenance that has, in the past for whatever reason, been neglected and needs to be addressed and additional manpower is needed to do so.
- **4. WORK FORCE DEVELOPMENT PROGRAM-**Mr. Bartz explains that although he is a definite proponent of 'work study programs', he feels that with all the changes the staff is currently experiencing, the timing is not right. He suggests looking at this option again the first quarter of 2008.
- 5. GENERAL MANAGERS CONTRACT-Mr. Bartz states he is interested in continuing with the same terms and conditions, with no increase in salary, as the existing contract. Director Corl-Lorono says she wants the contract changed from six months to one year. Director Burkhart agrees. Mr. Hanley and Mr. Helfand agree they would like some of the wording, as it relates to Mr. Bartz' onsite hours, be changed. Mr. Bartz explains that the wording was intentional. Director Burkhart states the Agency is running well and she sees no need to change the contract. Committee directs Mr. Bartz to authorize the attorney to review the contract.
- **6. DIRECTORS COMMENTS-**Director Burkhart expresses her confidence in Mr. Bartz, Mr Ruppel, and Ms. Heller in regards to how the Agency is being run.
- **7. ADJOUNRMENT-**Meeting adjourned at 2:52 P.M.

DATE:

February 15, 2008

TO:

Don Bartz

FROM:

Jean Barragan

RE:

Consumption & Billing Comparison January, 2008

### Consumption

| Residen     | tial- North | ı- Bighorn   | Residen       | tial- South- D | esert View                            |
|-------------|-------------|--------------|---------------|----------------|---------------------------------------|
|             | Meters      | Jsage (c.f.) |               | Meters         | Usage (c.f.)                          |
| Book 1      | 129         | 126,216      | Book 7        | 137            | 1,172                                 |
| Book 2      | 152         | 128,905      | Book 8        | 1 <b>51</b>    | 1,283                                 |
| Book 3      | 127         | 130,016      | Book 9        | 163            | 962                                   |
| Book 4      | 123         | 102,525      | Book 10       | 157            | 379                                   |
| Book 5      | 97          | 96,052       | Book 11       | 169            | 1,760                                 |
| Book 6      | 100         | 170,215      | Total         | 777            | 5,556                                 |
| Total       | 728         | 753,929      |               |                | · · · · · · · · · · · · · · · · · · · |
|             |             |              |               | nstruction Me  | eters                                 |
| 3ulk -Kicka | apoo, Well  | 4, Cherokei  |               | Meters         | Usage (c.f.)                          |
|             | Meters      | Jsage (c.f.) | Book 40       | 1              | 44,790                                |
| Book 30     | 38          | 14,051       | Total         | 1              | 44,790                                |
| Book 31     | 5           | 356          |               |                | <u> </u>                              |
| Book 32     | 4           | 8,720        | Billed Consu  | mption         | <sup>-</sup> 849,469                  |
| Total       | 47          | 23,127       | Non Billed U  | sage           | 4,764                                 |
|             |             |              | Total Consur  | mption (c.f.)  | 854,233                               |
| В           | ulk - Well  | 10           |               | ,              |                                       |
|             | Meters      | Jsage (c.f.) | Active Resid  | ential Meters  | 1,502                                 |
| Book 33     | 49          | 22,067       | Active Bulk N | <b>Meters</b>  | 97                                    |
| Total       | 49          | 22,067       | Total Active  | Meters         | 1,602                                 |

#### Billing Comparison

| Statistics                              | This Year<br>JAN<br>2008 | Last Year<br>JAN<br>2007 | Difference<br>More<br>(Less) |
|---|--------------------------|--------------------------|------------------------------|
| Total Customer Accounts                 | 30-                      |                          |                              |
|   | 825                      | 807                      | 18                           |
| Usage in Cubic Feel                     | 849,469                  | 1,208,353                | (358,884)                    |
| Percentage Increase/(Decrease)          |                          |                          | -30%                         |
| Revenues                                |                          |                          |                              |
| Water Revenues                          | 26,366.69                | 37,240.33                | (10,873.64)                  |
| Basic Service Charge                    | 30,400.67                | 30,795.99                | (395.32)                     |
| Miscellaneous                           | 114.00                   | 592.35                   | (478.35)                     |
| Delinquent Charges                      | 991.72                   |                          | 991.72                       |
| Total Operating Revenues                | 57,873.08                | 68,628.67                | (10,755.59)                  |
| Debt Service Revenues (pass through)    |                          |                          |                              |
| FMHA **                                 | 66.52                    | 9.30                     | 57.22                        |
| Total Debt Service Revenues             | 66.52                    | 9.30                     | 57.22                        |
| Additional Information Regarding Pass T | hrough Revei             | 2011                     |                              |

Additional Information Regarding Pass Through Revenues

<sup>\*\*</sup> FMHA annual debt service of \$41,150 divided over 6 months equals \$6,858 Total Charges (Proof) 57,939.60 68,637.97

#### PERIOD ENDING 01/31/08

GENERAL FUND

| ASSETS |
|--------|
|--------|

01 11130 FA ORGANIZATION 336,271.36 01 11140 FA LAND & BUILDINGS 298,457.41 01 11150 FA YARDS 57,934.48 01 11160 FA FUELS TANKS 16,604.30 01 11170 FA WATER SYSTEM 7,212,770.01 01 11180 FA SHOP EQUIPMENT 99,124.45 01 11181 FA MOBILE EQUIPMENT 424,831.47 01 11190 FA OFFICE EQUIPMENT 139,079.33 01 11400 ACCUMULATED DEPRECIATION ( 4,661,547.31) 01 12000 WORK IN PROGRESS 187.63 01 12001 WORK IN PROGRESS 179.01 01 12004 WORK IN PROGRESS 111.52 01 12005 WORK IN PROGRESS 10,602.41 01 12006 WORK IN PROGRESS 1,947.73 01 12008 WORK IN PROGRESS 10,777.46 01 12011 WORK IN PROGRESS 2,680.22 01 12012 GERIE LANE VALVE REPLACEMENT 618.82 01 13120 CASH UNION BANK OF CA 41,176.81 01 13130 CASH CASH DRAWERS BASE FUND 750.00 01 13303 CASH LAIF 688,185.90 CASH PETTY CASH FUND 01 13400 800.00 01 13600 A/R INTEREST EARNINGS 8,996.77) 01 13710 A/R WATER 67,134.90 01 13712 A/R AVAILABILITY-STANDBY IDB 237.22 01 13801 A/R MISCELLANEOUS 2,301.92 01 14301 INVENTORY-WATER SYSTEM PARTS 115,897.14 01 14302 INVENTORY-DIESEL FUEL 852.84 01 14303 INVENTORY-UNLEADED FUEL 1,299.95 01 14401 PREPAYMENTS WORKERS COMP INSUR 2,710.68 01 14402 PREPAYMENTS PL & PD LIAB INS 19,212.74 01 14403 POSTAGE 1,684.57 01 15400 BOND ISSUE COSTS 6,836.49

TOTAL ASSETS 4,890,714.69

--------

#### LIABILITIES

| 01 21101 | REVENUE BONDS PAYABLE - DV     | 380,977.05 |
|----------|--------------------------------|------------|
| 01 22300 | REVENUE BONDS PAYABLE - BH     | 958,000.00 |
| 01 22400 | CAPITAL LEASE                  | 36,389.94  |
| 01 22550 | CUSTOMER DEPOSITS PENDING      | 1,020.00   |
| 01 22600 | CUSTOMER DEPOSITS              | 57,312.00  |
| 01 22700 | ACCOUNTS PAYABLE               | 1,890.25   |
| 01 22950 | ACCRUED INT PAYABLE DV ID BNDS | 280.00     |
| 01 22951 | ACCRUED BONDS PAYABLE DV ID    | 2,000.00   |

TOTAL LIABILITIES 1,437,869.24

#### BALANCE SHEET PERIOD ENDING 01/31/08

GENERAL FUND

EQUITY

| 01 | 30109 | CONTRIBUTED CAPITAL/HUD         | 321,142.96   |
|----|-------|---------------------------------|--------------|
| 01 | 30111 | FMHA GRANTS                     | 824,236.81   |
| 01 | 31000 | FUND BALANCE                    | 1,946,484.61 |
| 01 | 31001 | FUND BALANCE FEMA & OES         | 445,243.98   |
| 01 | 31111 | CURR YEAR NET REVENUE/EXPENSE ( | 84,262.91)   |

TOTAL EQUITY

3,452,845.45

TOTAL LIABILITIES & EQUITY

4,890,714.69

========

#### PAGE 1

# STATEMENT OF REVENUE AND EXPENSE PERIOD ENDING 01/31/08

GENERAL FUND

|                      |   | BUDGET       | REV OR EXP | REV OR EXP | AVAILABLE  | YTD %OF<br>BUDGET |
|----------------------|---|--------------|------------|------------|------------|-------------------|
| REVENUE              |   |              |            |            |            |                   |
| 01 41000             | SERVICE LINE INSTALLATION FEES              | 21,600.00    | 900.00     | 1,800.00   | 19,800.00  | 8.33%             |
| 01 41001             | BASIC FACILITIES CHARGE                     | 45,600.00    | 1,900.00   | 3,800.00   | 41,800.00  | 8.33%             |
| 01 41100             | INCOME METERED WATER                        | 480,079.00   | 26,151.83  | 308,646.98 | 171,432.02 | 64.29%            |
| 01 41300             | BASIC SERVICE CHARGE                        | 375,360.00   | 30,003.33  | 218,522.66 | 156,837.34 | 58.22%            |
| 01 41600             | INCOME REVENUE BONDS DV FMHA                | 43,915.00    | 2.79       | 21,977.63  | 21,937.37  | 50.05%            |
| 01 41700             | INCOME OTHER (OPERATING)                    | 22,800.00    | 2,359.06   | 14,470.30  | 8,329.70   | 63.47%            |
| 01 49100             | INCOME GEN TAX ID A 1% BH GA02              | 49,107.00    | 4,408.95   | 24,600.35  | 24,506.65  | 50.10%            |
| 01 49101             | INCOME BOND DEBT BH FMHA DA01               | 76,000.00    | 4,637.91   | 48,541.20  | 27,458.80  | 63.87%            |
| 01 49102             | INCOME GENERAL TAX 1% DV GA01               | 49,107.00    | 4,472.59   | 24,860.77  | 24,246.23  | 50.63%            |
| 01 49200             | INTEREST INCOME                             | 24,000.00    | 0.00       | 0.00       | 24,000.00  | 0.00%             |
| 01 49600             | INCOME OTHER (NON OPERATING)                | 1,000.00     | -2.17      | 1,140.94   | -140.94    |                   |
|                      |   | 7            |            |            |            |                   |
| TOTAL REVENUE        |   | 1,188,568.00 | 74,834.29  | 668,360.83 | 520,207.17 | 56.23%            |
| EXPENSE              |   |              |            |            |            |                   |
| 03 54300             |   |              |            |            |            |                   |
| 01 54102             | OPERATIONS COMPENSATION                     | 193,000.00   | 19,095.22  | 108,060.14 | 84,939.86  | 55.99%            |
| 01 54103             | UNIFORMS                                    | 3,000.00     | 734.32     | 2,141.86   | 858.14     | 71.40%            |
| 01 54105             | AUTO CONTROLS                               | 4,500.00     | 703.98     | 2,462.52   | 2,037.48   | 54.72%            |
| 01 54106             | VEHICLE/TRACTOR/EQUIP EXPENSE               | 8,000.00     | 747.34     | 2,073.20   | 5,926.80   | 25.92%            |
| 01 54107             | VEHICLE EXPENSE - FUEL                      | 26,000.00    | 2,057.29   | 12,009.06  | 13,990.94  | 46.19%            |
| 01 54109             | FIELD MATERIALS & SUPPLIES                  | 33,000.00    | 1,161.17   | 22,819.56  | 10,180.44  | 69.15%            |
| 01 54111             | WATER TESTING                               | 10,000.00    | 768.00     | 9,360.81   | 639.19     | 93.61%            |
| 01 54112             | CONTRACTUAL SERV- ENGINEERING               | 5,000.00     | 0.00       | 0.00       | 5,000.00   | 0.00%             |
| 01 54114             | WATER SYSTEM REPAIRS                        | 12,000.00    | 0.00       | 805.93     | 11,194.07  | 6.72%             |
| 01 54115             | BUILDING MAINTENANCE/REPAIR                 | 5,000.00     | 275.49     | 2,466.65   | 2,533.35   | 49.33%            |
| 01 54117             | AMES BASIN MONITORING                       | 3,000.00     | 0.00       | 15.14      | 2,984.86   | 0.50%             |
| 01 54119             | COMMUNICATIONS EXPENSE                      | 2,500.00     | 282.95     | 1,711.91   | 788.09     | 68.48%            |
| 01 54121             | DISINFECTION EXPENSE                        | 4,500.00     | 761.69     | 5,619.85   | -1,119.85  | 124.89%           |
| 01 54125             | POWER WELLS & PUMPS                         | 60,000.00    | 4,081.48   | 30,949.42  | 29,050.58  | 51.58%            |
| 01 54130<br>01 56001 | OTHER OPERATIONS EXPENSES DIRECTOR FEES     | 3,000.00     | 145.82     | 1,478.06   | 1,521.94   | 49.27%            |
| 01 56001             | DIRECTOR FEES DIRECTOR MEETING EXPENSES     | 8,000.00     | 1,200.00   | 7,200.00   | 800.00     | 90.00%            |
| 01 56002             |   | 3,000.00     | 507.04     | 10,886.11  | -7,886.11  |                   |
| 01 56005             | ADMINISTRATIVE COMPENSATION                 | 203,000.00   | 18,457.76  | 114,538.87 | 88,461.13  | 56.42%            |
| 01 56006             | ADMINISTRATIVE MEETING EXPENSE              | 1,000.00     | 18.15      | 734.60     | 265.40     | 73.46%            |
| 01 56007             | CONTRACTUAL SERV-AUDITOR                    | 9,500.00     | 0.00       | 9,346.00   | 154.00     | 98.38%            |
|                      | CONTRACTUAL SERV-LEGAL                      | 25,000.00    | 10,364.90  | 22,524.05  | 2,475.95   | 90.10%            |
| 01 56008<br>01 56009 | PERS CONTRIBUTION                           | 34,000.00    | 1,309.58   | 18,589.71  | 15,410.29  | 54.68%            |
| 01 56011             | PAYROLL TAXES TELEPHONE/FAX/INTERNET/WEB    | 9,000.00     | 2,409.41   | 4,693.52   | 4,306.48   | 52.15%            |
|                      | ,   | 5,000.00     | 708.08     | 3,096.78   | 1,903.22   | 61.94%            |
| 01 56012             | MAILING EXPENSES                            | 7,500.00     | 644.05     | 3,675.00   | 3,825.00   | 49.00%            |
| 01 56014<br>01 56016 | CONTRACTUAL SERV-OTHER                      | 48,500.00    | 8,662.50   | 55,954.79  | -7,454.79  |                   |
|                      | PROPERTY/LIABILITY EXPENSE                  | 45,000.00    | 3,742.54   | 26,197.78  | 18,802.22  | 58.22%            |
| 01 56017<br>01 56018 | WORKERS COMP INSURANCE DUES & SUBSCRIPTIONS | 18,500.00    | 1,355.34   | 12,008.59  | 6,491.41   | 64.91%            |
| 07 30010             | Bobb & Bobbenifiions                        | 11,500.00    | 915.40     | 15,240.53  | -3,740.53  | 132.53%           |

#### STATEMENT OF REVENUE AND EXPENSE PERIOD ENDING 01/31/08

GENERAL FUND

|                  |                               |              | REV OR EXP | REV OR EXP   |             | YTD %OF |
|------------------|-------------------------------|--------------|------------|--------------|-------------|---------|
|                  |                               | BUDGET       | THIS MONTH | YEAR TO DATE | AVAILABLE   | BUDGET  |
|                  |                               |              |            |              |             |         |
|                  |                               |              |            |              |             |         |
| 01 56020         | POWER OFFICES & YARDS         | 6,500.00     | 550.24     | 4,098.80     | 2,401.20    | 63.06%  |
| 01 56022         | BAD DEBT EXPENSE              | 5,000.00     | 0.00       | 97.19        | 4,902.81    | 1.94%   |
| 01 56025         | PROPANE                       | 2,000.00     | 795.98     | 795.9B       | 1,204.02    | 39.80%  |
| 01 56030         | OFFICE SUPPLIES               | 6,000.00     | 295.73     | 6,081.58     | -81.58      | 101.36% |
| 01 56100         | EMPLOYEE BENEFITS INSURANCE   | 69,000.00    | 6,180.26   | 46,898.14    | 22,101.86   | 67.97%  |
| 01 56110         | EMPLOYEE EDUCATION            | 3,000.00     | 563.88     | 3,497.80     | -497.80     | 116.59% |
| 01 56200         | OFFICE EQUIPMENT EXPENSE      | 6,000.00     | 483.00     | 1,379.00     | 4,621.00    | 22.98%  |
| 01 56300         | CUSTOMER RELATIONS            | 1,000.00     | 71.43      | 71.43        | 928.57      | 7.14%   |
| 01 56400         | OTHER ADMINISTRATIVE EXPENSES | 4,000.00     | 784.13     | 2,154.25     | 1,845.75    | 53.86%  |
| 01 57000         | INTEREST EXPENSE - BH BONDS   | 47,900.00    | 0.00       | 19,729.16    | 28,170.84   | 41.19%  |
| 01 57100         | DEPRECIATION EXPENSE          | 0.00         | 18,318.70  | 128,679.71   | -128,679.71 | 0.00%   |
| 01 57350         | MWA PIPELINE DEBT             | 72,000.00    | 0.00       | 0.00         | 72,000.00   | 800.0   |
| 01 57360         | MWA PIPELINE FIXED OMP & R    | 39,000.00    | 0.00       | 0.00         | 39,000.00   | 0.00%   |
| 01 58100         | ELECTION COSTS                | 20,000.00    | 0.00       | 20,489.96    | -489.96     | 102.45% |
| 01 59100         | INTEREST EXPENSE - DV BONDS   | 20,300.00    | 0.00       | 4,449.42     | 15,850.58   | 21.92%  |
| 01 59400         | GAIN (LOSS) ASSET DISPOSAL    | 0.00         | 0.00       | 7,540.88     | -7,540.88   | 0.00%   |
|                  |                               |              |            |              |             |         |
| TOTAL EXPENSE    |                               | 1,102,700.00 | 109,152.85 | 752,623.74   | 350,076.26  | 68.25%  |
|                  |                               |              |            |              |             |         |
|                  |                               |              |            |              |             |         |
| NET REV/EXP GENE | RAL FUND                      | 85,868.00    | -34,318.56 | -84,262.91   | 170,130.91  | -98.13% |
|                  |                               |              |            |              |             |         |

Prepared By Glowles

Date 213 08

Reviewed By Helles

# GENERAL ACCOUNT (UNION BANK) Jan-08

#### **SOURCES OF FUNDS:**

| SERVICE LINE INSTALLATION FEES | 900.00    |
|--------------------------------|-----------|
| BASIC FACILITIES CHARGE        | 1,900.00  |
| A/R - WATER                    | 72,163.11 |
| MISCELLANEOUS REVENUE          | 985.54    |
| 1% GENERAL TAX                 | 8,881.54  |
| BIGHORN ADVALOREM TAX          | 4,637.91  |
| TRANSFER FROM LAIF             | 0.00      |
| CUSTOMER DEPOSITS              | 1,500.00  |

TOTAL 90,968.10

#### **USE OF FUNDS:**

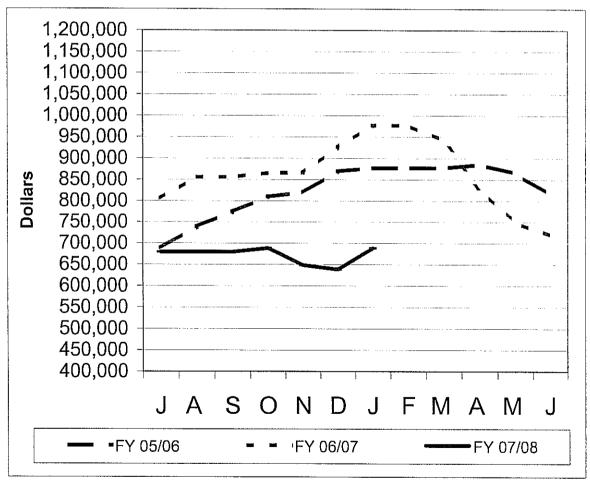
| DEBT SERVICE                      | 0.00      |            |
|-----------------------------------|-----------|------------|
| CAPITAL PURCHASES                 | 1,322.11  |            |
| CAPITAL LEASE                     | 1,173.89  |            |
| INVENTORY PURCHASES               | 3,425.65  |            |
| PREPAYMENTS - INSURANCE & POSTAGE | 500.00    |            |
| PAYMENTS FOR SALARIES & WAGES     | 29,642.77 |            |
| ADMINISTRATIVE EXPENSE            | 38,982.40 |            |
| OPERATIONS EXPENSES               | 9,043.19  |            |
| TRANSFERS TO INCREASE LAIF        | 50,000.00 |            |
| MISCELLANEOUS & CUSTOMER REFUNDS  | 2.17      |            |
|                                   | <u>_</u>  |            |
| TOTAL                             |           | 134,092.18 |

Prepared By Would Date 213/08
Reviewed By A. Veller

T:\A-Month End Reports\Sources & Uses of Funds.xls

### Local Agency Investment Fund Balance Timeline Balance as of January 31, 2008

|           | FY 05/06 | FY 06/07 | FY 07/08 |
|-----------|----------|----------|----------|
|           |          |          |          |
| July      | 688,699  | 805,315  | 679,189  |
| August    | 738,669  | 855,315  | 679,189  |
| September | 773,669  | 855,315  | 679,189  |
| October   | 809,489  | 865,621  | 688,186  |
| November  | 819,489  | 865,621  | 648,186  |
| December  | 869,489  | 925,621  | 638,186  |
| January   | 876,919  | 976,800  | 688,186  |
| February  | 876,919  | 976,800  |          |
| March     | 876,919  | 941,800  |          |
| April     | 885,633  | 829,004  |          |
| May       | 865,633  | 749,004  |          |
| June      | 815,633  | 719,004  |          |



Prepared By Marie Date 2/3/08
Reviewed By Aveller



DATE:

2/1/2008

TO:

**Board of Directors** 

FROM:

Ray Ruppel

RE:

January Production-Wells & Boosters

| •               | Cubic Feet | Total Gallons | Average | Total KWH | Total        | Average |
|-----------------|------------|---------------|---------|-----------|--------------|---------|
|                 | Pumped     | Pumped        | GPM     | Used      | Running Time | G/KWH   |
| Well 2          | 183,000    | 1,368,840     | 378     | 3724      | 60.4         | 368     |
| Well 3          | 11,440     | 85,571        | 396     | 568       | 3.6          | 151     |
| Well 4          | 316,100    | 2,364,428     | 380     | 5759      | 103.6        | 411     |
| Well 6          | 463,270    | 3,465,260     | 475     | 6813      | 121.5        | 509     |
| Well 7          | 464,060    | 3,471,169     | 435     | 8142      | 133.1        | 426     |
| Well 8          | 15,800     | 118,184       | 1,094   | 280       | 1.8          | 422     |
| $M_{\rm C}$     | 0          | (194)         | #DIV/0! | 0         | 0            | #DIV/0! |
| Well 10         | 21,360     | 159,773       | 72      | 1134      | 36.8         | 141     |
| Total<br>Teligb | 1,475,030  | 11,033,224    |         |           |              |         |
|                 |            |               |         |           |              |         |

| A Boosters | 77,540  | 579,999   | 134 | 458  | 72.4  | 1,266 |
|------------|---------|-----------|-----|------|-------|-------|
| C Boosters | 404,600 | 3,026,408 | 338 | 4035 | 149.4 | 750   |
| Total      | 482,140 | 3,606,407 |     |      |       |       |



Today's Date: February 15, 2008

For Month: January/ 08

TO:

Don Bartz

FROM:

Jean Barragan

SUBJECT:

Service Order Report Year to Date Fiscal 07/08

| Months:                      | 7   | <u>A</u> | <u>s</u> | <u>o</u> | <u>N</u> | D   | ī   | <u>F</u> | M | <u>A</u> | M | <u>J</u> | YTD  |
|------------------------------|-----|----------|----------|----------|----------|-----|-----|----------|---|----------|---|----------|------|
| Mainline Leaks:              | 1   | 0        | 0        | 2        | 0        | 0   | 3   |          |   |          |   |          | 6    |
| Service Line Repairs:        | 1   | 1        | 1        | 2        | 1        | 2   | 5   |          |   |          |   |          | 13   |
| Service Line Replacements:   | 7   | 9        | 4        | 1        | 4        | 4   | 2   |          |   |          |   |          | 31   |
| Service Line Installations:  | 1   | 1        | 0        | 1        | 0        | 0   | 1   |          |   |          |   |          | 4    |
| Water Quality Complaints*:   | 3   | 3        | 1        | 0        | 0        | 2   | 0   |          |   |          |   |          | 9    |
| 48 Hour Tags for NSF Checks: | 0   | 2        | 4        | 3        | 2        | 2   | 5   |          |   |          |   |          | 18   |
| Lock Offs for Non-Payment:   | 15  | 7        | 10       | 16       | 12       | 18  | 20  |          |   |          |   |          | 98   |
| Unlocks After Payment Made:  | 10  | 7        | 9        | 12       | 9        | 5   | 16  |          |   |          |   |          | 68   |
| All Other Miscellaneous:     | 140 | 122      | 96       | 126      | 116      | 151 | 104 |          |   |          |   |          | 855  |
| Totals                       | 178 | 152      | 125      | 163      | 144      | 184 | 156 | 0        | O | n        | 0 | n        | 1102 |

#### RESOLUTION NO. 08R-01

RESOLUTION OF THE BOARD OF DIRECTORS OF THE BIGHORN-DESERT VIEW WATER AGENCY, STATE OF CALIFORNIA, APPROVING A THIRD AMENDMENT TO AGREEMENT FOR CONSTRUCTION, OPERATION AND FINANCING OF THE MORONGO BASIN PIPELINE PROJECT BETWEEN MOJAVE WATER AGENCY AND SAID BIGHORN-DESERT VIEW WATER AGENCY

WHEREAS, the Bighorn-Desert View Water Agency (the "Project Participant") entered into an Agreement for Construction, Operation and Financing of the Morongo Basin Pipeline Project, as amended from time to time (the "Project Agreement") with the Mojave Water Agency (the "Agency"), to provide for the construction, operation and financing of the Morongo Basin Pipeline Project (the "Project"); and

WHEREAS, the Project Agreement provides revenues to the Agency from the Project Participant used to pay a portion of the debt service on outstanding bonds of the Agency with respect to the Project, and the Project Participant and the Agency wish to enter into the Third Amendment to the Project Agreement for construction, operation and financing of the Project (the "Third Amendment") to modify the provisions thereof relating to (i) the payments for water purchased from the Agency, (ii) the charges for operation and maintenance and (iii) the funds currently held in the capital replacement fund; and

WHEREAS, the Project Participant is a public agency within the meaning of the Joint Exercise of Powers Act ("Joint Exercise of Powers Act"), commencing with California Government Code Section 6500 and the Joint Exercise of Powers Act authorizes two or more public agencies to exercise any power common to them; and

WHEREAS, there has been submitted to this Board the form of the Third Amendment;

### NOW THEREFORE, THE BOARD OF DIRECTORS OF THE BIGHORN-DESERT VIEW WATER AGENCY HEREBYRESOLVES AS FOLLOWS:

SECTION 1. This Board hereby finds and determines that the foregoing recitals are true.

SECTION 2. The proposed form of the Third Amendment, by and between the

Agency and the Project Participant, in substantially the form presented to this meeting and made

a part hereof as though set forth in full herein, is hereby approved. The President of this Board

and the Secretary, are hereby authorized and directed, for and in the name of and on behalf of the

Project Participant, to execute and deliver the Third Amendment, in substantially the form

presented to this meeting, with such changes, insertions and omissions as the officers executing

the Third Amendment may require or approve, said execution being conclusive evidence of such

approval.

SECTION 3. The President of this Board and the General Manager are hereby

authorized, each acting independently, to execute and deliver any and all documents and

instruments and to do and cause to be done any and all acts and things necessary or proper for

carrying out the transactions contemplated by the Third Amendment and by this resolution.

SECTION 4. This resolution shall take effect immediately upon its adoption.

PASSED, APPROVED AND ADOPTED by the Board of Directors of the

Bighorn-Desert View Water Agency, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

| STATE OF CALIFORNIA )  |
|--|
| ) ss.<br>COUNTY OF SAN BERNARDINO )  |
| I, Kim Heller, Secretary of the Board of Directors of the Bighorn-Desert View Water Agency, State of California, hereby certify the foregoing to be a full, true and correct copy of Resolution No.08R-01, as adopted by the Board of Directors at its regular meeting of February 26, 2008, of which meeting all of the members of said Board had due notice and at which a majority thereof was present; and that at said meeting said Resolution was adopted by the following vote: |
| AYES:  |
| NOES:  |
| ABSENT:  |
| ABSTAIN:   |
| I further certify that I have carefully compared the same with the original minutes of said meeting on file and of record in my office, that the foregoing Resolution has not been amended, modified or rescinded since the date of its adoption, and the same is now in full force and effect.  |
| By   |
| Kim Heller, Board Secretary Bighorn-Desert View Water Agency   |
| ByPhil Johnson, Board President  |
| Bighorn-Desert View Water Agency   |

# THIRD AMENDMENT TO AGREEMENT FOR CONSTRUCTION, OPERATION AND FINANCING OF THE MORONGO BASIN PIPELINE PROJECT

This Agreement is dated as of February 1, 2008 (the "Third Amendment to Project Agreement"), by and between the Mojave Water Agency (the "Agency"), a body politic and corporate created pursuant to the Mojave Water Agency Law, California Water Code Appendix Section 97-1 *et seq.*, and Bighorn Desert View Water Agency (the "Project Participant"), a body politic and corporate created pursuant to Act 9099d of the Water Uncodified Acts, Water Code Appendix Section 112-1 and following as modified by the Desert View Water District-Bighorn Mountains Water Agency Consolidation Law, Water Code Section 33300 and following.

#### WITNESSETH:

WHEREAS, pursuant to Section 25 of the Agreement for Construction, Operation and Financing of the Morongo Basin Pipeline Project (the "Original Project Agreement"), the Agency and the Project Participant are authorized to adopt a Supplemental Project Agreement to the Original Project Agreement without the consent of the owners of the Bonds then Outstanding, to make any modification or change to the provisions of the Project Agreement which does not materially adversely affect the interests of the owners of any Bonds; and

WHEREAS, the Agency and the Project Participant desire to amend the Project Agreement to modify the provisions thereof relating to (i) the payments for water purchased from the Agency, (ii) the charges for operation and maintenance and (iii) the funds currently held in the capital replacement fund;

NOW, THEREFORE, the parties hereto do agree as follows:

Section 1. <u>Authority for Third Amendment to Project Agreement</u>. This Third Amendment to Project Agreement is adopted pursuant to the provisions of Section 25(e) of the Project Agreement.

Section 2. <u>Definitions</u>. Except as provided by the Third Amendment to Project Agreement, all terms which are defined in Section 1 of the Original Project Agreement, as amended by Section 2 of the First Amendment to Project Agreement, dated as of November 1, 2004, by and between the Agency and the Project Participant and by Section 2 of the Second Amendment to Project Agreement, dated as of March 1, 2006, by and between the Agency and the Project Participant (collectively, the Original Project Agreement as so amended by the First Amendment to Project Agreement, the "Project Agreement to Project Agreement and the Third Amendment to Project Agreement, the "Project Agreement") shall have the same meanings in the Third Amendment to Project Agreement as such terms are given in said Section 1 of the Original Project Agreement, as amended by Section 2 of the First Amendment to Project Agreement and Section 2 of the Second Amendment to Project Agreement.

Section 3. Amendment of the Original Project Agreement. The Original Project

Agreement is hereby amended by each of the parties hereto as follows:

- A. Commencing with Fiscal Year 2007-08, when the Project Participant purchases water from the Agency, the Project Participant shall pay the rate for the water as established by the Agency from time to time. Such payment shall be due at such times and in such manner as established by the Agency.
- В. In addition to the payments required under Paragraph A above, regardless of whether the Project Participant purchases any water, the Project Participant shall pay annual charges for Debt Service as established by the Agency in accordance with Section 3 of the Second Amendment to Project Agreement. Section 3 amended Section 5(b) of the Original Project Agreement to provide that "commencing with Fiscal Year 2005-06, and each fiscal year thereafter, the Agency may levy property taxes in the amount per \$100 of assessed value as established by the Agency Board of Directors for payment of Debt Service on the Bonds and each Project Participant shall pay on the preceding June 1 (commencing June 1, 2005) its Project Allotment Percentage of estimated Fixed Project Costs, including an amount sufficient to pay the balance of Debt Service on the Bonds, after taking into account (i) property taxes collected for Debt Service on the Bonds and (ii) any reserves from prior years' property tax collections which the Agency shall allocate to Debt Service." Other costs constituting components of Fixed Project Costs, Fixed O&M Costs and Variable O&M Costs shall be paid by the Agency from lawfully available moneys, including, but not limited to, moneys derived from water charges (whether paid by the Project Participant pursuant to Paragraph A above or by others) and to the extent inconsistent with this Third Amendment to the Project Agreement, the Project Agreement references to such terms shall have no force or effect. The Project Participant shall not otherwise be obligated to pay such costs which had constituted components of Fixed Project Costs (other than the Debt Service component described above), Fixed O&M Costs and Variable O&M Costs after implementation of this Third Amendment to Project Agreement.
- C. Accumulated funds currently held in the capital replacement fund will continue to be held by the Agency and said funds will be expended by the Agency as needed for capital replacement or improvements related to the Project. The Agency shall manage the long-term repair and replacement of the Project and shall utilize lawfully available funds for such purposes, including the funds held in the capital replacement fund. If funds are withdrawn by the Agency from the capital replacement fund for capital replacement or improvements to the Project, the Agency may either (i) replenish the capital replacement fund with such amounts as the Agency shall determine to be deposited therein from lawfully available funds of the Agency for such purposes or (ii) utilize other funds held by it and available for capital replacement costs for such purposes. The current charges to the Project Participant for the capital replacement fund shall terminate with the amounts paid with respect to Fiscal Year 2006-07, and any moneys paid by the Project Participant to the Agency with respect to Fiscal Year 2007-08 shall be repaid to the Project Participant, without interest.

Agency may adopt, approve and/or implement such rates, fees and charges as it may impose or charge in accordance with current or future State laws. By way of example, and without limiting the foregoing, (i) the Agency may exercise any power or authority the Agency may have under current or future law to levy or impose a fee, condition, exaction or other requirement (including *ad valorem* taxes for general obligation bonds or special taxes) within the boundaries of the Agency, within the boundaries of the Project Participant, or otherwise; and (ii) the Agency may require, request or cooperate with the County of San Bernardino, any city or any other governmental entity to exercise any power or authority the Agency may have under current or future law whether within the boundaries of the Agency, within the boundaries of the Project Participant or otherwise, to impose a fee, condition, exaction or other requirement (including *ad valorem* taxes for general obligation bonds or special taxes) for the Agency's benefit.

Section 5. <u>Project Agreement to Remain in Effect</u>. Except as amended and supplemented by this Third Amendment to Project Agreement, the Original Project Agreement, as amended by the First Amendment to Project Agreement and the Second Amendment to Project Agreement, shall remain in full force and effect.

Section 6. <u>Interpretation of Ambiguities</u>. This Third Amendment has been negotiated at arm's length and between persons sophisticated and knowledgeable in the matters dealt with in this Third Amendment. In addition, each party has been represented by experienced and knowledgeable legal counsel. Accordingly, any rule of law (including Civil Code Section 1654) or legal decision that would require interpretation of any ambiguities in this Third Amendment against the party that has drafted it is not applicable and is waived. The provisions of this Third Amendment shall be interpreted in a reasonable manner to effect the purposes of the parties and this Third Amendment. The captions and headings in this Third Amendment are for convenience only and shall not be referred to for purposes of construing the provisions hereof.

Section 7. Execution in Counterparts. This Third Amendment to Project Agreement may be executed in several counterparts, all or any of which shall be regarded for all purposes as one original and shall constitute and be but one and the same instrument.

IN WITNESS WHEREOF, the Project Participant has executed this Third Amendment with the approval of its governing body, and caused its official seal to be affixed and the Agency has executed this Third Amendment in accordance with the authorization of its Board of Directors.

| MOJA | (VE | WATER | AGE | NCY |
|------|-----|-------|-----|-----|
|      |     |       |     |     |

| Ву: _ |                    |  |  |
|-------|--------------------|--|--|
|       | Authorized Officer |  |  |

### BIGHORN-DESERT VIEW WATER AGENCY

|               |               | By:                           |  |
|---------------|---------------|-------------------------------|--|
|               |               | Phil Johnson, Board President |  |
| Attest:       |               |                               |  |
|               |               |                               |  |
| By:           |               |                               |  |
| Kim Heller Bo | ard Secretary |                               |  |



D.C.



Funds

#### Booked items

ThankYou® account number: 8910 2383 1195 3457 Use a different number

You will earn 2548 ThankYou Points for this trip.

Mana You 関節

Your points will be credited to your account 4-6 weeks after travel is completed.

Expedia itinerary number: 122725906824

Airline ticket number(s): Check back in 24 hours
US Airways confirmation code: GGKYS7

Car confirmation number: T0684856

Main contact: Raymond P. Ruppel E-mail: bdvwa5@mindspring.com Home phone: (760) 366-9043 Work phone: (760) 364-2315

Traveler and cost summary

Raymond Ruppel

Adult

Fruit Platter

\$2,235.47

Add Frequent Flyer number(s)

Phillip Johnson

Adult

Fruit Platter
Add Frequent Flyer number(s)

Flight taxes/fees, Hotel taxes \$310.32

Total amount charged

\$2,545.79

Note: The flight portion of your trip is charged directly by the airline. This will result in you receiving a separate credit card charge for the flight, but the total charges on your credit card will be equal to the trip price. Car taxes and fees not included.

View payment history.

Elight summer,



Please be sure to re-confirm your flight at least 24 hours prior to scheduled departure (72 hours prior for flights to Hawaii and international destinations). You may check your flight status and departure gate online, or contact the airline directly. Seat assignments and meal preferences must be confirmed with the airline; we cannot guarantee that they will be honored.

Mon 3-Mar-08

Ontario (ONT) Depart 10:00 am to Phoenix (PHX)
Arrive 12:16 pm

326 mi (525 km) **■I**IS ATRWAYS

Terminal 4

Terminal 4

Duration: 1hr 16mn

Flight: 230

Economy/Coach Class ( 20D, 20C ), Airbus A319, 90% on time

Phoenix (PHX)
Depart 1:13 pm

to Baltimore (BWI)

1,995 mi (3,211 km)

**US ATRWAYS** 

Terminal 4

Arrive 7:35 pm

Duration: 4hr 22mn

Flight: 83

Economy/Coach Class (24C, 24D), Food For Purchase, Airbus A320, 90% on time

Total distance: 2,321 mi (3,735 km)

Total duration: 5hr 38mn (6hr 35mn with connections)

Fri 7-Mar-08

Baltimore (BWI) Depart 5:05 pm to Phoenix (PHX)

Arrive 8:19 pm

1,995 mi (3,211 km)

Flight: 678

Terminal 4

Duration: 5hr 14mn

Economy/Coach Class ( 20C, 20D ), Food For Purchase, Airbus A319, 50% on time

Phoenix (PHX) Depart 8:54 pm to Ontario (ONT) Arrive 9:11 pm 326 mi (525 km) **US AIRWAYS** 

Terminal 4

Terminal 4

Duration: 1hr 17mn

Fliaht: 639

Economy/Coach Class ( 20C, 20D ), Airbus A319, 80% on time

Total distance: 2,321 mi (3,735 km)

Total duration: 6hr 31mn (7hr 6mn with connections)

Mon Mar-3-2008 (4 nights)

Virginian Suites

1500 Arlington Blvd Arlington, VA 22209 USA

Check in: Mon Mar-3-2008 Check out: Fri Mar-7-2008

Reservation questions: +1 (800) EXPEDIA

For other information contact the hotel: Tel: 1 (703) 522-9600 Fax: 1 (703) 525-4462

Hotel class: 🗐 🔄

More lodging info

Raymond Ruppel

Phillip Johnson

Room description: Studio suite

Room 1

Contact:

1 adult / senior

Room 2

Contact:

1 adult / senior

Unless specified otherwise, rates are quoted in US dollars.

The price you selected DOES NOT include any applicable service fees, charges for optional incidentals (such as minibar snacks or telephone calls) or regulatory surcharges. The lodging facility will assess these fees, charges and surcharges upon check-out.

Dar robist bullings on

(227)

dΞh

Mon Mar-3-2008

Dollar Rent A Car Full Size Car: Air conditioning, automatic transmission, unlimited mileage.



Pick up:

Drop off:

Mon Mar-3-2008 8:00 PM

Fri Mar-7-2008 5:00 PM

Location: counter in terminal, shuttle to car, Baltimore, MD (BWI) Hours of operation: 3/3/2008: Open 24 Hours, 3/7/2008: Open 24 Hours

Car confirmation number: T0684856

Note: If you are under 25 or over 65 you may not be able to rent this car. More rental info

Activities & Services summan



IMPORTANT: Be sure to bring all vouchers with you on your trip. We cannot guarantee access to your booked Activities & Services without your voucher(s). View and print all vouchers.

Description

Date

Quantity

Uncovered Off-Airport Parking with Park 'N Fly near Ontario Intl. (ONT): 5-Day Details

Mon 3-Mar-08 — Fri 7-Mar-08

1 Car

(4) View and print all vouchers. Then bring them with you when you go.

FEB 2 C 2008 BOARD OF DIRECTORS
BIGHORN-DESERT VIEW WATER AGENCY

Hello, my NAME IS BRAD LACEY. I live at 58562 Applegate Wy. in Landers. On 1-15-08 a BDUWA employee stopped by my house to notify me that your company would be installing a new value in the area on the 17th and that my water would be off the time that my water would be off the time. that day. Later that day after the water had been restored I noticed that my water pressure was about a of normal. I was leaving the AREA that day for about 1/2 weeks, otherwise I would have investigated the problem sooner. I had also assumed that it might have something to do with the New value which was installed. Unfortunately the water ran unchecked for about 9 days in my absence. I only realized the water line had seperated upon my returning. My water line did break a few years ago while I was on vacation. At that time the line had trozen and shattered. When I returned home the bill was around \$1,500.00.

Your office allowed me to make payments and also reduced the bill quite a bit which was very much appreciated. I have been one of your customers in good standing for about 11/2 years. The current balance owed you due to the recent break in my water line is \$2,108.71. Although I do not wish to place any blame where it is not due I have to mention the fact that my water line had been fine untill the day of the recent value installation. I am self employed and work has been very slow for me these past few months and I am struggling to get by as it is. If there is any way you can help me with this matter I would greatly appreciate it.

Respectfully,

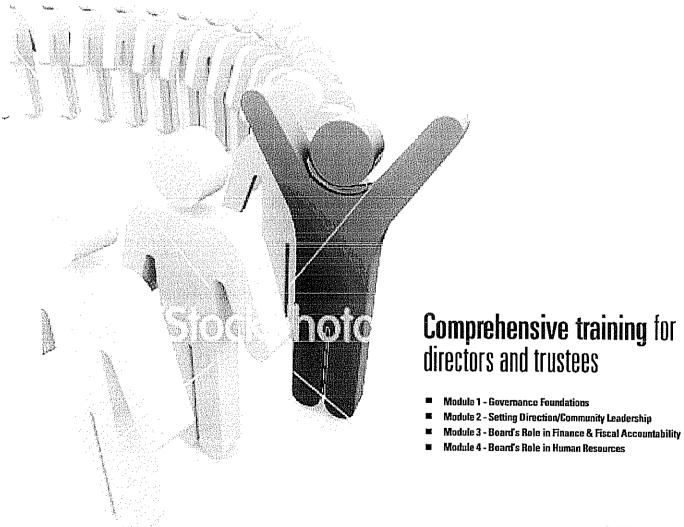
Brad larey

ACC\* 06-1730-1



# CSDA's Special District Leadership Academy



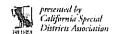








# **CSDA's Special District Leadership Academy**



Citizen governance is the backbone of American democracy. The basic assumption of our governance system is that ordinary citizens who are elected or appointed to public boards reflect the beliefs, values and needs of the community. Equally important is that they bring those values to the board table and together, as a unified board, they will set a direction that is responsive to the needs and values of the community.

CSDA's Special District Leadership Academy is a groundbreaking and curriculum-based continuing education program that recognizes the necessity for the board and general manager to work closely toward a common goal. If you are a special district professional, you must include this training in your schedule. It is important. It is your responsibility. Completion of the Leadership Academy training program marks a hallmark in your special districts career. This program of training is the signature of professionalism for special district leadership and special district governance.

#### Program participants attend four six hour modules:

Module 1 - Governance Foundations

Module 2 - Setting Direction and Community Leadership

Module 3 - Board's Role in Finance & Fiscal Accountability

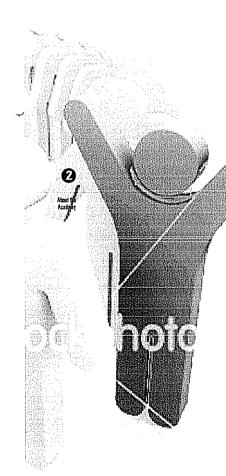
Module 4 - Board's Role in Human Resources

General managers are encouraged to enroll in the program as a member of the leadership and team.

- •The Leadership Academy in its entirety consists of 24 hours of instruction and participation.
- Invorder to receive the best value from this education, we recommend you complete the sentire Academy.
- Individual module registrations are allowed; however, we strongly recommend taking the Governance Foundations (Module 1) as the prerequisite to the other three modules.
- Program participants who complete the entire program receive a certificate of completion award.
- Completion of all four modules may be used toward the Special District Administrator certification.
- When each member of the board of directors in your district completes all four modules of the Leadership Academy, your district is on its way to qualifying for the CSDA District of Distinction recognition.

#### Would you like to bring the academy to your area?

With a minimum enrollment of 25 people, CSDA will be happy to bring the Academy to you. This will allow CSDA to provide the classes based on your schedule, at your location and at the participants' pace. This is an excellent opportunity to team up with other districts in your area or even your local chapter of CSDA, to customize your own schedule for completing the Academy. For more information, contact Darcel Harris, education director, at 877.924.CSDA or darcelh@csda.net.



### (V/19)D(U)LE () Governance Foundations

#### March 21, 2008 Sacramento

California Rural Water Association 4125 Northgate Blvd Sacramento, CA 95834-1218 For more information, call CSDA at 877.924.CSDA (2732)

#### April 25, 2008 Southern California

San Diego County Location TBD For more information, call CSDA at 877.924.CSDA (2732)

### September 24, 2008 Irvine

(CSDA Annual Conference workshop) Irvine Hyatt Regency 17900 Jamboree Road Irvine, CA 92614-6211

This workshop requires payment separate from Annual Conference Registration.

#### MIOIDIUNUE 2

Setting Direction/ Community Leadership

#### April 18, 2008 Sacramento

California Rural Water Association 4125 Northgate Blvd Sacramento, CA 95834-1218 For more information, call CSDA at 877.924.CSDA (2732)

#### May 9, 2008 Camarillo

Camarillo Health Care District 3639 Las Posas Road Ste 117 Camarillo, CA 93010-1429 For more information, call CSDA at 877.924.CSDA (2732

#### MODULE 3

**(0)** 

Board's Role in Finance & Fiscal Ageountability

#### May 16, 2008 Sacramento

California Rural Water Association 4125 Northgate Blvd Sacramento, CA 95834-1218 For more information, call CSDA at 877.924.CSDA (2732)

#### August 8, 200 Ontario

West Valley Mosquito and Vector Control District Facility 1295 E Locust Street Ontario, CA 91761-4566 For more information, call CSDA at 877.924.CSDA (2732)

#### MODULE 4

ennel Anchaluma Elemen

#### August 22, 2008 Sacramento

California Rural Water Association 4125 Northgate Blvd Sacramento, CA 95834-1218 For more information, call CSDA at 877.924.CSDA (2732)

#### October 24, 2008 Thousand Oaks

Conejo Recreation and Park District 403 W Hillcrest Drive Thousand Oaks, CA 91360-4223 For more information, call CSDA at 877.924.CSDA (2732)



7007 Dates use

0

"This was one of the best presentations I have attended in the seven years I have been a trustee"

- Academy attendee



As the core of CSDA's Special District Leadership Academy, this module serves as the "foundation" for the series on the effective governance of special districts.

This course focuses on the three critical dimensions of governance:

- Special District Trustees as Policy Leaders
- The Effective Special District Board
- The Board's Responsibilities and Roles in Special Districts

The focus of this course, the Effective Special District Board, is on the four essential steps leading to effective governance for special districts. Directors/trustees will learn how to:

- Develop a unity of purpose on their board
- Understand and work within the board's role in the district
- Build a strong, positive operational culture on the board
- · Organize the formal structure of the board



**(** 

The second module in the Academy focuses on two critical aspects of governance: the board's role in setting the long-term direction for the special district and the board's role in educating the public on the importance of the agency's agenda.

The Setting Direction portion of this class will provide a step-by-step discussion of the board and senior management's roles in establishing the vision, mission, and strategic goals and success indicators for the district. The Community Leadership portion of the class will address the importance of the board providing leadership and information to the public on the essential services provided by the special district in their community.

The **Setting Direction** element of this course will teach participants to:

- Discuss why the process of setting direction is important and the benefits of the process for your district
- · Learn to think strategically
- · Value the importance of being future-oriented
- Learn to make the transition from individual board member to a member of a governance team
- Understand the sequence of steps in developing a setting-direction process

The Community Leadership element of this course will teach participants:

- Why it is important to be engaged with the community
- To interact with the person who approaches you in public on district business
- To set protocols for the public's involvement in board meetings
- To develop a board communications plan

0

Matrie I Generatur Terralitaria

Madale 7 Soliting Disputsion/ Learningly Examining

> Mareh 2) = Saramunio April 23 = Esomitibo September 24 = Uring riversa, successione de septem

-April 18 - Sacramento - May 9 - Camarillo





The third module in the series looks at how the special district board carries out its fiduciary responsibility to the district. The budget is arguably the most significant policy document in a special district. It reflects the short and long-term goals of the district. Boards do more than just adopt budgets. They also monitor budgets, receive audit reports and understand the principles of facility development.

In this time of financial crisis, this course becomes even more important. It is essential that special district boards understand and carry out their fiscal oversight duties in a responsible manner.

Participants will learn how to:

- Develop a method for approving the district's annual budget
- Communicate budget information to the public
- Establish financial goals
- · Review district finances
- Develop a process for capital improvement plans and developing a reserves guideline
- Link district finance to:
  - District belief
  - Values
  - Mission
  - Strategic goals

## MODULE 4 Board's Role in Human Resources

**(0)** 

The fourth and final module in the series focuses on what might be the most difficult area for most special district boards: personnel. The main employee hired by the governing board is the general manager. This module will address the board's ongoing relationship with the manager, the senior staff and other staff in the district. It will address general manager evaluation, the board's role in the evaluation of other staff members, and what to do and not do in human resources.

Participants will learn how to:

- Develop guidelines when assessing the performance of the general manager
- · Determine a protocol for approving personnel policies
- Create a process for approving job descriptions and organizational structure
- Understand confidentiality and legal liabilities of a district board member

#### Agenda

Each module follows the same format: 8:30 a.m. to 9 a.m. — Registration 9 a.m. to 4 p.m. — Instruction 12:00 p.m. to 1:00 p.m. — Lunch

Lunch included in registration fees.

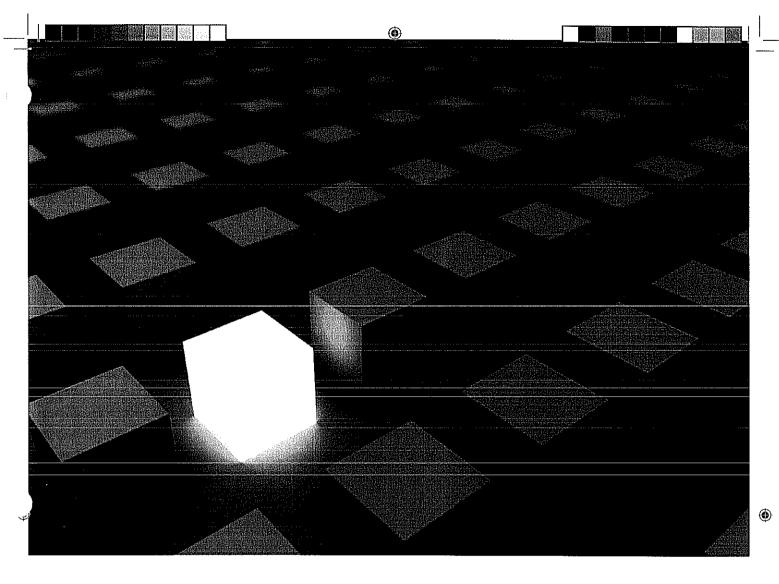
0

Poor in Res Teacher Res to Ferent and Ferent

> Hankfe 4 Coant's Kok in Hanson Passantes

May 16 – Sacramento August 8 – Ontario August 3 — Berkeley November 9 — Ontario





## **SDLF Recognition Program**

CSDA's Special District Leadership Academy becomes platform of SDLF Recognition Program

CSDA's Special District Leadership Academy certificate of completion is the first step to realizing the *Recognition in Special District Governance* developed by the Special District Leadership Foundation (SDLF). In addition to the Academy, a candidate must also complete 10 hours of elective coursework by one of the Foundation's sponsoring organizations;

- Association of California Water Agencies (ACWA)
- California Association of Public Cemeteries (CAPC)
- California Association of Recreation and Park Districts (CARPD)
- California Association of Sanitation Agencies (CASA)
- California Rural Water Association (CRWA)
- California Special Districts Association (CSDA)
- Fire Districts Association of California (FDAC)
- Mosquito and Vector Control Association of California (MVCAC).

The recognition is designed so that the Academy covers the essentials of good governance, and the electives cover service-specific knowledge. **Districts that are members of one of the sponsoring organizations will receive a significant discount on the price of the Academy.** For further information on SDLF, please contact SDLF Administrator Darcel Harris at 916.442,7887 or darcelh@csda.net.









# Registration

Registration must include payment in order to be processed.

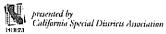
| YES! I WOULD LIKE TO SIGN UP FOR THE FULL ACA  ☐ CSDA Member: \$820   ☐ SDLF Sponsoring @                 |  |
|---|--|
|   | The indicate of the indicate o |
| INDIVIDUAL MODULES Registration fee includes lunc<br>☐ CSDA Member: \$225 per course                      | h.<br>ponsoring Organization Member: \$250 per course  |
| Module 1: Governance Foundations  | Module 3: Board's Role in Finance Fiscal Responsibility  |
| March 21, 2008 – Sacramento April 25, 2008 – Escondido September 24, 2008 – Irvine                        | ☐ May 16, 2008 – Sacramento<br>☐ August 8, 2008 – Ontario  |
| Module 2: Setting Direction/Community Leadership  April 18, 2008 – Sacramento  May 9, 2008 – Camarillo    | Module 4: Board's Role in Human Resources August 22, 2008 – Sacramento October 24, 2008 – Thousand Oaks  |
| CSDA, 1112 1 Street, Suite 200, Sacramento, CA 95814<br>Toll-free: 877.924.CSDA (2732)   Fax 916.442.7889 | CANCELLATION POLICY  Cancellations MUST be made IN WRITING no later than three days prior to the event. All cancellations made within the speci- fied time will be refunded, less a \$25 processing fee.   |
| Name/Title:   |  |
| District:   |  |
| Address:  |  |
| City: Sta   | te: Zip:   |
| Phone: Fax  | :  |
| Email:  | •  |
| Payment Method:   | eck  |
| Acet. Name: Acet. Numb  | icr:   |
| Billing Address:  |  |
| City: State: Zip  | »:   |
| Exp. Date: Authorized S   | Signature  |







# CSDA's Special District Leadership Academy



**Comprehensive training** for directors and trustees

**(** 



**(b)** 

PRSRT STD U.S. Postage **PAID** Permit No. 2472 Sacramento, CA

California Special Districts Association 1112 I Street, Sulle 200 Sacramento, CA 95814





Proposal

DEGEIVE

FEB 1 9 2008

By\_\_\_\_\_

February 19, 2008

#### Site Information

**Customer:** 

Bighorn Desert View Water Agency

Address:

Warehouse 622 Jemez Trail Yucca Valley, CA 92284-1440

Contact:

Ray Ruppel

Bus. Phone:

(760)364-2315

#### Billing Information

Bighorn Desert View Water Agency

622 Jemez Trail

Yucca Valley, CA 92284-1440

Ray Ruppel (760)364-2315

#### **Equipment List**

1

Protection One Alpha Keypad

1

Over Head Door Contact

2

Motion Detector, Vplex, PIR with Lookdown Zone

1

Kit, 320P1, Hardwire. Includes: 320P1, WAVE2, IS2535, 620/621, battery, and video.

(kit consists of; 1 - Control Panel, 1 - Motion, 1 - Siren, 2 - Door Contacts)

#### **Total Installation Cost:**

\$497.00

Recurring Services:

\$39.00-MONTHly change

### UNION BANK OF CALIFORNIA DISBURSEMENTS JANUARY 2008

| Datastream Check Register     | 53,674.13 |           |            |
|-------------------------------|-----------|-----------|------------|
|                               | -         | 53,674.13 |            |
| EFT for Vendor Services       |           |           |            |
| Payroll Processing Fee        | 210.97    |           |            |
| Bank Fees                     | 173.69    |           |            |
| Credit Card Fees              | 300.72    |           |            |
| Internet Access Fee           | 89.90     |           |            |
| Total EFT for Vendor Services |           | 775.28    |            |
| Wages for Paydate 01/10/08    |           |           |            |
| Wages EFT                     | 5,003.02  |           |            |
| Employee Tax Witholdings      | 2,073.88  |           |            |
| Employer Tax Expenses         | 1,151.64  |           |            |
| Wages check #1665-1667        | 5,942.63  |           |            |
|                               |           | 14,171.17 |            |
| Wages for Paydate 01/24/08    |           |           |            |
| Wages EFT                     | 5,241.26  |           |            |
| Employee Tax Witholdings      | 2,178.71  |           |            |
| Employer Tax Expenses         | 1,257.77  |           |            |
| Wages Check #1668-1674        | 6,793.86  |           |            |
|                               |           | 15,471.60 |            |
|                               |           |           |            |
| Transfers to LAIF             | 50,000.00 |           |            |
|                               |           | 50,000.00 |            |
| Total Disbursements           |           |           | 134,092.18 |
|                               |           |           |            |

Prepared By Mobile Date 21308
Reviewed By Koloss

### BIGHORN-DESERT VIEW WTR AGENCY CHECK REGISTER JANUARY 31, 2008

| CHECK# | DATE     | PAYEE & DESCRIPTION  | T/UOMA   |
|--------|----------|--|----------|
| 8155   | 01/11/08 | BARR LUMBER CO INC SUPPLIES & DISINFECTION EXP SUPPLIES      |          |
| 8156   | 01/11/08 | INVENTORY & SUPPLIES BUCKNAM & ASSOCIATES, INC.              | 119.15   |
| 8157   | 01/11/08 | GRANT CONSULTING FEES<br>BURRTEC WASTE & RECYLING SVCS       | 580.55   |
| 8158   | 01/11/08 | TRASH FEES, JAN<br>CA DEPT OF PUBLIC HEALTH-OCP              | 70.37    |
| 8159   | 01/11/08 | TI EXAM, BOYD, REWAL & RUPPEL                                | 165.00   |
| 8160   | 01/11/08 | D1&2 CERT REVIEW, CARUSO<br>CALIFORNIA PUBLIC EMPLOYEE'S     | 175.00   |
| 8161   | 01/11/08 | PER CONTRIBUTION PPE 1/04/08                                 | 3,044.58 |
| 0101   | 01/11/08 | UNIFORM SVC 1/02/08  |          |
| 8162   | 01/11/08 | UNIFORM SVC 1/02/08<br>CLINICAL LABORATORY OF                | 256.22   |
|        |          | BAC-T<br>BAC-T   |          |
| ٦163   | 01/11/08 | BAC-T, PLATE COUNT<br>CNH CAPITAL AMERICA LLC                | 52.00    |
| 8164   |          | NEW HOLLAND BACKHOE LEASE PYMT COMPUTER MAINTENANCE&CONCEPTS | 1,173.89 |
| 8165   | 01/11/08 | THUMB DRIVE, 4 GIG   | 54.31    |
|        |          | CLEANING SVC, NOV  | 127.50   |
| 8166   |          | DISCOUNT TIRE CENTERS #154<br>05 F/F250 TIRE SVC, WHEEL BAL1 | 415.21   |
| 8167   | 01/11/08 | FERRELLGAS<br>PROPANE, SHOP                                  |          |
| 8168   | 01/11/08 | PROPANE, OFFICE<br>FLAMINGO HEIGHTS COMMUNITY                | 795.98   |
| 8169   | 01/11/08 | NEWSLETTER ADVERTISEMENT                                     | 60.00    |
|        |          | HI-DESERT STAR<br>CLASSIFIED EMP AD, BALANCE                 | 28.20    |
| 8170   | 01/11/08 | MALLANTS CORPORATION TEMP SVC W/E 12/30/07                   |          |
| 8171   | 01/11/08 | TEMP SVC W/E 1/06/08<br>SDRMA                                | 3,849.42 |
| 8172   | 01/11/08 | PROPERTY DAMAGE DEDUCTIBLE STEVE'S OFFICE SUPPLY             | 500.00   |
| 8173   | 01/11/08 | OFFICE SUPPLIES UNDERGROUND SERVICE ALERT                    | 18.83    |
|        |          | DIG ALERTS, 20 TICKETS                                       | 32.00    |
| 8174   | 01/11/08 | VERIZON CALIFORNIA<br>OFFICE PHONES & AUTO SUPPLIES          | 655.75   |
| 175    | 01/18/08 | ACWA-HBA SERVICES CORP. (ASC)<br>ACWA/HEALTH BENEFITS        | 6,950.83 |
| 8176   | 01/18/08 | AT&T MOBILITY COMMUNICATIONS EXPENSE                         | 282.95   |
|        |          |  | 202.33   |

#### BIGHORN-DESERT VIEW WTR AGENCY CHECK REGISTER JANUARY 31, 2008

| CHECK# | DATE     | PAYEE & DESCRIPTION   | TUUOMA          |
|--------|----------|---|-----------------|
| 8177   | 01/18/08 | BARR LUMBER CO INC  |                 |
| 8178   | 01/18/08 | DISINFECTION EXPENSE<br>TERRY BURKHART  | 33.62           |
| 8179   | 01/18/08 | SPECIAL MEETING 1/10/08 CINTAS CORPORATION #150                                   | 100.00          |
|        | , ,      | UNIFORM SVC 1/08/08 UNIFORM SVC 1/09/08   |                 |
| 8180   | 01/18/08 | UNIFORM SVC 1/16/08<br>CLINICAL LABORATORY OF                                     | 176.00          |
| 8181   | 01/18/08 | BAC-T, GEN PHY COMPUTER MAINTENANCE&CONCEPTS                                      | 124.00          |
| 8182   | 01/18/08 | NETWORK REPAIR JUDY CORL-LORONO   | 127.50          |
| 8183   | 01/18/08 | SPECIAL MEETING 1/10/08 GOODSPEED DISTRIBUTING INC                                | 100.00          |
| 8184   | 01/18/08 | UNLEADED FUEL THE HOME DEPOT #6971  | 1,982.33        |
| 8185   | 01/18/08 | FIELD MATERIALS & SUPPLIES RON JENSEN   | 151.13          |
| 8186   | 01/18/08 | ACCOUNTING SERVICES PHILLIP JOHNSON   | 810.00          |
| 8187   | 01/18/08 | SPECIAL MEETING 1/10/08 LAW OFFICES OF SUSAN M. TRAGER                            | 100.00          |
| 8188   | 01/18/08 | LEGAL FEES, AUG<br>DUANE LISIEWSKI<br>SPECIAL MEETING 1/10/08                     | 6,828.75        |
| 8189   | 01/18/08 | MALLANTS CORPORATION TEMP SVC W/E 1/13/08   | 100.00          |
| 8190   | 01/18/08 | MICHAEL MCBRIDE SPECIAL MEETING 1/10/08   | 760.41          |
| 8191   | 01/18/08 | POWERS ELECTRIC PRODUCTS CO. BRASS ELECTRODE FOR AMES BASIN                       | 100.00          |
| 8192   | 01/18/08 | UNDERGROUND SERVICE ALERT<br>DIG ALERTS, 18 TICKETS                               |                 |
| 8193   | 01/18/08 | DIG ALERTS, 36 TICKETS VALLEY INDEPENDENT PRINTING GM NAMEPLATE, MCBRIDE          | 86.40           |
| 8194   | 01/18/08 | WATERLINE TECHNOLOGIES HYPOCHLORITE SOLUTIONS                                     | 14.28           |
| 8195   | 01/25/08 | AMERICAN WATER WORKS ASSN. WEBCAST, RAY & JAMES                                   | 670.90<br>75.00 |
| 8196   | 01/25/08 | TERRY BURKHART ACWA CONFERENCE 11/26-11/29  |                 |
| 8197   | 01/25/08 | REG MEETING 1/22/08 CALIFORNIA PUBLIC EMPLOYEE'S                                  | 532.04          |
| 8198   | 01/25/08 | PERS CONTRIBUTION PPE 1/18/08<br>MICHAEL CARUSO<br>REIM FOR D1 STATE EXAM, CARUSO | 3,375.78        |
| 8199   | 01/25/08 | CLINICAL LABORATORY OF BAC-T, PLATE COUNT   | 51.63           |
| 8200   | 01/25/08 | JUDY CORL-LORONO REG MEETING 1/22/08  | 122.00          |
| 8201   | 01/25/08 | DESERT ARC CLEANING SVC, DEC  | 100.00          |
|        |          | CHEMITING DAC' DEC  | 67.50           |

PAGE 2

#### BIGHORN-DESERT VIEW WTR AGENCY CHECK REGISTER

|        |            | JANUARY 31, 2008                                  |                           |
|--------|------------|---|---------------------------|
| CHECK# | DATE       | PAYEE & DESCRIPTION                               | AMOUNT                    |
|        |            |   |                           |
| 8202   | 01/25/08   | **  | 220 12                    |
| 8203   | 01/25/08   | 04 F/RANGER BRAKE PADS & ROTOR<br>FEDEX           | 332.13                    |
| 0203   | 01/25/00   | MAILING EXPENSES                                  | 48.18                     |
| 8204   | 01/25/08   | INLAND WATER WORKS                                | 40.10                     |
|        |            | INVENTORY   | 1,443.32                  |
| 8205   | 01/25/08   | RON JENSEN  |                           |
| 0005   | 05 /05 /05 | ACCOUNTING SERVICES                               | 640.00                    |
| 8206   | 01/25/08   | PHILLIP JOHNSON                                   |                           |
|        |            | STANDING CMTE MEETING 1/17/08 REG MEETING 1/22/08 | 150.00                    |
| 8207   | 01/25/08   | DUANE LISIEWSKI                                   | 150.00                    |
| 020,   | 02/20/00   | STANDING CMTE MEETING 1/17/08                     |                           |
|        |            | REG MEETING 1/22/08                               | 150.00                    |
| 8208   | 01/25/08   | MALLANTS CORPORATION                              |                           |
|        |            | TEMP SVC W/E 1/20/08                              | 780.29                    |
| 8209   | 01/25/08   | MICHAEL MCBRIDE                                   |                           |
| 0010   | 01/25/08   | REG MEETING 1/22/08                               | 100.00                    |
| 8210   | 01/25/08   | RELIABLE OFFICE SUPPLIES OFFICE SUPPLIES          | 153.40                    |
| 8211   | 01/25/08   |   | 155.40                    |
| 0211   | 01,23,00   | CMC REGISTRATION FEE                              | 61.00                     |
| 8212   | 01/25/08   |   | 51.00                     |
|        |            | POWER EXPENSE                                     | 4,631.72                  |
| 3213   | 01/25/08   | STEVE'S OFFICE SUPPLY                             |                           |
| 0014   | 07/07/00   | NAME TAG, MCBRIDE                                 | 11.80                     |
| 8214   | 01/25/08   |   | 201 40                    |
| 8215   | 01/25/08   | VOLTAGE HOUR METER VALLEY INDEPENDENT PRINTING    | 201.49                    |
| 0213   | 01/23/00   | BUSINESS CARDS, MCBRIDE                           | 63.18                     |
| 8216   | 01/25/08   |   | 03.10                     |
|        |            | COMPRESSOR ACCESSORIES                            | 122.74                    |
| 8217   | 01/31/08   | AMERICAN WATER WORKS ASSN.                        |                           |
|        | ( (        | ANNUAL DUES 5/01/08-4/30/09                       | 322.00                    |
| 8218   | 01/31/08   | BARR LUMBER CO INC                                |                           |
|        |            | INVENTORY & SUPPLIES DISINFECTION EXPENSE         | 22 50                     |
| 8219   | 01/31/08   | TERRY BURKHART                                    | 23.58                     |
| 0215   | 01/31/00   | STANDING COMMITTEE 1/30/08                        | 50.00                     |
| 8220   | 01/31/08   | CA RURAL WATER ASSN                               |                           |
|        |            | 2008 MEMBERSHIP DUES                              | 475.00                    |
| 8221   | 01/31/08   | CINTAS CORPORATION #150                           |                           |
|        |            | UNIFORM SVC 12308 & MISC ITEMS                    |                           |
| 0000   | 01/21/00   | UNIFORM SVC 1/23/08                               | 302.10                    |
| 8222   | 01/31/08   | CLINICAL LABORATORY OF<br>BAC-T, URANIUM          | 470.00                    |
| 8223   | 01/31/08   | JUDY CORL-LORONO                                  | 470.00                    |
| 0223   | 01, 31, 00 | STANDING COMMITTEE 1/30/08                        | 50.00                     |
| 8224   | 01/31/08   | KIM HELLER  | <del>-</del> <del>-</del> |
|        |            | MILEAGE REIM 1/09/08-1/22/08                      | 55.29                     |
| 3225   | 01/31/08   | INLAND WATER WORKS                                |                           |
| 0000   | 03/03/00   | GERIE LANE VALVE REPLACEMENT                      | 618.82                    |
| 8226   | 01/31/08   | RON JENSEN  | 640.00                    |

PAGE 3

640.00

ACCOUNTING SERVICES

#### BIGHORN-DESERT VIEW WTR AGENCY CHECK REGISTER JANUARY 31, 2008

| CHECK#       | DATE     | PAYEE & DESCRIPTION   | AMOUNT   |
|--------------|----------|---|----------|
| 3227         | 01/31/08 | LAW OFFICES OF SUSAN M. TRAGER                              |          |
| 8228         | 01/31/08 | LEGAL FEES, BBK/DEC MALLANTS CORPORATION                    | 3,536.15 |
| <del>_</del> | • •      | TEMP SVC 1/27/08  | 497.00   |
| 8229         | 01/31/08 | PETTY CASH<br>MISC PETTY CASH                               | 592.16   |
| 8230         | 01/31/08 | PITNEY BOWES GLOBAL FINANCIAL QUARTLY LEASE 2/10/08-5/10/08 | 232.74   |
| 8231         | 01/31/08 | RUPPEL, RAYMOND P.  |          |
| 8232         | 01/31/08 | BOOKS<br>STEVE'S OFFICE SUPPLY                              | 111.25   |
|              |          | MAPS<br>MAP COPIES & UPS SERVICE                            | 41.43    |
| 8233         | 01/31/08 | VERIZON CALIFORNIA  |          |
|              |          | OFFICE PHONES & AUTO CONTROLS                               | 666.41   |

TOTAL

53,674.13

Prepared By Molecular Date 2/13/08
Reviewed By Welles