

**MINUTES OF A SPECIAL MEETING  
OF THE BOARD OF DIRECTORS OF THE KINNELOA IRRIGATION DISTRICT  
NOVEMBER 9, 2017**

**MEMBERS PRESENT:** Directors Tim Eldridge, Frank Griffith, Gordon Johnson, Gerrie Kilburn, Bill Opel

**STAFF PRESENT:** General Manager Melvin Matthews, Facilities Supervisor Chris Burt, Office Manager/Secretary to the Board Bernadette Allen

**1. CALL TO ORDER:** The meeting was called to order by the Chair, Gerrie Kilburn, at 7:31 P.M. A quorum of Board Members was present. The Agenda was reviewed, and no changes were requested.

**2. PUBLIC COMMENTS:** No members of the public were present.

**3. REVIEW OF ORGANIZATIONAL STRUCTURE AND PERSONNEL:**

Before starting the discussion on the organizational structure and personnel, the Chair requested that the Secretary to the Board give a report on the CSDA Board Secretary Conference. The Secretary stated that the 2-day conference she attended was also a Certificate Program covering several compliance issues, including the Brown Act, Public Records Act, Director training and Form 700s, as well as meetings, agendas and minutes. She stated that the conference emphasized the value of having policies in place to make everyone's job clearer and easier. A policy example is the Board's current undertaking of establishing an organizational chart and job descriptions. She added that the CSDA holds leadership training for Directors and she will provide the 2018 dates to the Board when they are published.

The chair stated that handouts for the meeting included: Appendix A: Current Organizational Chart (green), Appendix B: Proposed Organizational Chart (blue), and Foothill Water Agencies Comparison. She stated that the focus of the meeting was for the Board to determine how the organization should be structured.

Director Griffith asked, regarding the Proposed Chart, if the General Manager is out of town, who's in charge. Director Johnson said the General Manager would have to delegate authority. Director Eldridge commented that in an incident command structure, the first person on site is in charge. Director Johnson stated that it would be good to have a protocol in place if the General Manager is not available.

Board discussion ensued on the following topics: past response to emergencies; current emergency procedures; hierarchical structures; communication and coordination systems; backup, coverage and efficiency; differentiation of skills (field/office); cross training; personnel development.

Director Opel stated that he would leave the hierarchy in place and address the communication system.

**MINUTES OF A SPECIAL MEETING  
OF THE BOARD OF DIRECTORS OF THE KINNELOA IRRIGATION DISTRICT  
NOVEMBER 9, 2017**

**Page 2**

Director Johnson agreed that teamwork and communication are very important. But, one of the objectives of the Personnel Committee is to start at the beginning, and determine the following:

What is the organization?

What authority is delegated from the Board to the General Manager? From the General Manager down?

What are the reporting relationships and responsibilities?

What does the General Manager perform and what is the General Manager permitted to delegate?

Goals? Expectations? Performance Evaluations?

For an agency this size, what are the broad range of duties the Board expects from the General Manager and are those duties enough for one person to handle?

For agencies the same size as the District, it appears that the General Manager handles the day to day direction of all the employees. For example, Las Flores has this structure.

Issues of communication and collaboration are related, but separate from the organizational chart.

Board discussion ensued on the following topics: metrics to evaluate success; the purpose of the District to provide quality water; the goal of District efficiency, cost efficiency, and project coordination.

Director Opel stated that he thought that the Board is not considering a long-term ideal plan, but endorsing the General Manager's short-term proposed plan. The General Manager stated that the staff management plan and proposed organizational chart were developed for what he considered best for the future of the District, matching what is in the District's Rules and Regulations and is more typical of other water agencies' structure.

Board discussion ensued on comparing the Foothill Water Agencies peer organizations, current organizational chart and proposed organizational charts.

Director Eldridge asked once an organizational chart is accepted, what the next step would be? Director Johnson replied once an organizational chart is adopted, then there is delegation of authority, with formal expectations of the General Manager. Director Eldridge pointed out that the General Manager presented a proposed plan, and if the Board adopts the plan, he would like for a follow-up review and evaluation with the ability to change the structure if the adopted plan does not work. Director Johnson agreed, that a follow-up evaluation made sense, that being involved with the nuts and bolts of the organization is not the Board's role, but the next step would be job descriptions. The Board is responsible for writing the General Manager's description and sets the tone, and the General Manager is responsible for writing the job descriptions of the direct reports.

**MINUTES OF A SPECIAL MEETING  
OF THE BOARD OF DIRECTORS OF THE KINNELOA IRRIGATION DISTRICT  
NOVEMBER 9, 2017**

**Page 3**

Director Eldridge asked the General Manager if he could move forward without the new organizational chart. The General Manager replied that the Rules and Regulations and the current job description state that the General Manager manages all field operations, but it is difficult to manage without clear authority. Director Johnson agreed that there has not been clear direction from the Board. The General Manager concluded that the Staff Management Plan was proposed so that there was consistency.

After further discussion, no decisions were made. The Board directed the Personnel Committee to meet with staff personnel and report back to the Board.

**4. CALENDAR:** The next regular meeting will be on Tuesday, November 21, 2017, at 7:30 P.M.

**Possible Items for the Next Regular Meeting Agenda:**

1. Maintenance job list

**5. ADJOURNMENT:**

The meeting was adjourned at 8:53 P.M.

Respectfully submitted by,



Bernadette C. Allen  
Secretary to the Board