BOARD OF DIRECTORS
Becky Campo, President
Reyna Gomez, Vice-President
Ma Traore, Secretary
Sylvia Ramirez, Treasurer
Debbie Antigua, Director
PO Box 187, Patterson, CA 95363
Phone (209) 892-8781 Fax (209) 892-3755

BOARD OF DIRECTORS' MEETING

Monday, Aug 10, 2026 @ 7:00 PM

City Council Chambers, Patterson City Hall, 1 Plaza Circle

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Board and not on the posted agenda may be addressed by the general public at the beginning of the regular agenda. If you wish to speak on an item on the agenda, you are welcome to do so during consideration of the agenda item itself. If you wish to speak on a matter that does not appear on the agenda, you may do so during the Public Comment period; however, California law prohibits the Board from acting on any matter which is not on the posted agenda unless it is determined to be an emergency by the Board of Directors. Persons speaking during the Public Comment will be limited to five minutes. Depending on the number of persons wishing to speak, speaking time may be reduced to allow all public members to address the Board. Public comments must be addressed to the board through the President. Comments to individuals or staff are not permitted.

CONSENT CALENDAR: These matters include routine financial and administrative actions and are identified with an asterisk (*). All items on the consent calendar will be voted on as a single action at the beginning of the meeting under the section titled "Consent Calendar" without discussion. If you wish to discuss an item on the Consent Calendar, please notify the Clerk of the Board prior to the beginning of the meeting or you may speak about the item during Public Comment Period.

REGULAR CALENDAR: These items will be individually discussed and include all items not on the consent calendar, all public hearings, and correspondence.

CLOSED SESSION: Is the portion of the meeting conducted in private without the attendance of the public or press to discuss certain confidential matters specifically permitted by the Brown Act. The public will be provided an opportunity to comment on any matter to be considered in closed session prior to the Board adjourning into closed session.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE BOARD ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the Board President announces the item. In order that interested parties have an opportunity to speak, any person addressing the Board will be limited to a maximum of three minutes unless the President of the Board grants a longer period.

BOARD AGENDAS AND MINUTES: Board agendas and minutes are typically posted on the Internet on Friday afternoons preceding a Monday meeting at the following website: https://dphealth.specialdistrict.org/board-meetings.

Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection in the District office at 875 E Street, Patterson, CA during normal business hours. Such documents are also available online, subject to staff's ability to post the documents before the meeting, at the following website https://dphealth.specialdistrict.org/board- meetings.

NOTICE REGARDING NON-ENGLISH SPEAKERS: Board of Director meetings are conducted in English and translation to other languages is not provided. Please arrange for an interpreter, if necessary.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (209) 892-8781. Notification 72 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

Cell phones must be silent or set in a mode to not disturb District business during the meeting.

Del Puerto Health Care District
BOARD OF DIRECTORS' MEETING
City Council Chambers, Patterson City Hall, 1 Plaza Circle,
Monday, August 10, 2026 @ 7:00 PM

1. **Call to Order & Roll Call**
2. **Pledge of Allegiance**
3. **Reading the Vision, Mission, and Value Statements**
   Vision: "A locally cultivated, healthier community."
   Mission: "To provide, promote, and partner in quality healthcare for all."
   Values: "Compassion – Commitment – Excellence"
4. **Declarations of Conflict** *[Board members disclose any conflicts of interest with agenda items]*
5. **Approval of Agenda** **ACTION**
   *[*Directors may request moving any consent calendar item to the regular calendar or change the order of the agenda items.]*
6. **Public Comment – Items not on the Agenda**
7. **Presentation**
8. **Consent Calendar** – Public Comment is taken prior to Board Action **ACTION**
   A. *Approve Board of Directors Meeting Minutes – June 29, 2026
   B. *Department Written Reports: ADM, HC, HR, PDA
9. **Regular Calendar** – The Board President will open public comment for each item before discussion and/or action.
   A. **Any Consent Calendar items moved to the Regular Calendar* **ACTION**
   B. Amend Policy #2130 Business Travel **ACTION**
   C. Proposal for updated marketing material for Healthcare and Mixed-Use Campus **ACTION**
   D. Consider CEO Evaluation Facilitator – Proposal from CPS-HR Consulting **ACTION**
   E. Set Date for Q3 Board, Staff and Community Governance Training **ACTION**
10. **Board and Department Updates**
    A. Reports on Activities or Topic Requests for Future Meeting
    B. DPHCD Board Zones 1, 2, 3, 4, and 5 Election Update
    C. Healthcare Campus Update
11. **Closed Session** *The Board may recess to closed session for matters permitted by law. Actions taken will be reported in open session. Public comment on closed session items, prior to recess, is limited to three minutes unless extended by the Board President.]*

    A. <u>Conference with Legal Counsel – Existing Litigation § 54956.9(b)</u>
       Building Industry Association of the Greater Valley v. Del Puerto Health Care District, Board of Directors of the Del Puerto Health Care District, Does 1-100 [CV-25-006753].

    B. <u>Conference with Legal Counsel – Existing Litigation § 54956.9(b)</u>
       Victoria Vasquez v. Del Puerto Health Care District, Does 1-100 [CV-26-000599].

    C. <u>Conference with Legal Counsel – Significant Exposure to Litigation § 54956.9(b)</u>
       One Potential Case.

12. **Report from Closed Session**

Del Puerto Health Care District
BOARD OF DIRECTORS' MEETING
City Council Chambers, Patterson City Hall, 1 Plaza Circle,
Monday, August 10, 2026 @ 7:00 PM

13. **Upcoming Regular Board and Standing Committee Meeting Dates**

Board: Mon, Aug 10-7:00 PM, City Hall	Finance: Tues, CANCELED, District Office	Board: Monday Aug 31-6:00 PM, City Hall
Board: Mon, Sep 14-7:00 PM, City Hall	Finance: Tues, TBD, District Office	Board: Mon, Sep 28-6:00 PM, City Hall
Board: Mon, Sep14-7:00 PM, City Hall	Finance: Tues, TBD, District Office	Board: Mon, Oct 26-6:00 PM, City Hall

14. **Adjourn**

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – August 10, 2026

8. Consent Calendar **Page 1 of 1**

Department: Chief Executive Office CEO Concurrence: Yes

Consent Calendar: Yes 4/5 Vote Required: No

SUBJECT: **Consent Calendar**

STAFF REPORT: The following items are presented for the consent calendar:

ATTACHMENT(S):

A. *Approve Board of Directors Meeting Minutes – June 29, 2026
B. *Accept Department Reports
   1. CEO – June 2026
   2. Health Center – June 2026
   3. Human Resources – July 2026
   4. PDA – June 2026

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: NO

RECOMMENDED MOTION: *I move that the Board of Directors adopt the consent calendar with [Items A through __].*
or
I move that the Board of Directors adopt the consent calendar with Items [Items ___ through __, [excluding Item ______].

Motion Made By	*Motion*	*Second*	*Aye*	*No*	*Abstain*	*Absent*
Director Antigua						
Director Campo						
Director Gomez						
Director Traore						
Director Ramirez						

I, the undersigned Clerk of the Board of Directors of the Del Puerto Healthcare District, hereby certify that the foregoing is a full, true and correct copy of an action by the Board at a meeting on the 10th day of August 2026.

____

Ma Traore, Board of Directors Secretary

Del Puerto Health Care District
BOARD OF DIRECTORS' MEETING MINUTES
City Hall, 1 Plaza Circle, City Council Chambers
Monday, June 29, 2026 @ 6:00 PM

BOARD OF DIRECTORS' MEETING

1. **Call to Order & Roll Call**
2. **Pledge of Allegiance**

Directors Present:	President Becky Campo Vice President Reyna Gomez Treasurer Sylvia Ramirez Secretary Ma Traore Member Debbie Antigua
Staff Present:	CEO Karin Freese, Ph.D. Clinical Education Manager Jim Whitworth Human Resources Manager Robert Trefault Health Center Manager Suzie Benitez Financial Accounting Manager, Maria Reyes-Palad
District Legal Council:	Dave Ritchie, Cole Huber, LLP
Members of the Public:	Grant Robbins, Kitchell Contractors, Inc. Irene Espinoza, Healthcare Pathway Advocates Kristi Galapon, Healthcare Pathway Advocates

3. **Reading the Vision, Mission, and Value Statements**
   Vision: "A locally cultivated, healthier community."
   Mission: "To provide, promote, and partner in quality healthcare for all."
   Values: "Compassion – Commitment – Excellence"

4. **Oath of Office by new Board Member** – the Oath of Office was taken by Debbie Antigua following her Stanislaus County Board of Supervisors appointment to Zone 1 of the Del Puerto Health Care District. The seat for Zone 1 will be on the ballot on November 3, 2026 for a term ending December 2028.
5. **Declarations of Conflict -** None
6. **Approval of Agenda**

   Approval of Agenda Motion: To approve the agenda as presented.
   M/S: Traore/Ramirez
   Ayes: Antigua**,** Campo, Gomez**,** Ramirez, Traore
   Nays: None
   Abstain: None
   Absent: None
   Motion: Passed

7. **Public Comment**

   Mr. Grant Robbins introduced himself and expressed his support for the District's proposed healthcare campus. He stated that he has been following the project, reviewed the architectural renderings, and is enthusiastic about the opportunity the new medical facilities will bring to the community. Mr. Robbins also shared his interest in becoming more involved in the project and thanked the Board for the opportunity to attend and provide public comment at his first Board meeting.

8. **Presentations**
   A. Summary of June 6, 2026 Board Feedback on Policy #3417 - CEO Compensation
   Dr. Freese presented a summary of the Board workshop held on June 6, 2026, which was facilitated by District Counsel Dave Ritchie, regarding Policy No. 3417 (CEO Compensation). She explained that the presentation summarized the Board's feedback from the workshop, during which the

District's existing compensation policies (Policies 3401, 3402, 3403, and 3417) were reviewed. No action was requested at this meeting.

She reported that the Board supported maintaining a market-informed compensation philosophy but identified the need to consolidate the currently fragmented policies into a comprehensive CEO compensation policy. Key concepts included establishing a total rewards framework encompassing salary range placement, cost-of-living adjustments (COLA), merit-based adjustments, retention tools, and the Board's discretion to determine when no compensation adjustment is warranted based on performance or the District's financial condition.

The presentation also summarized the Board's preference for a tiered executive peer group for compensation studies, consisting of healthcare districts as the primary comparison group, private healthcare organizations as secondary, and regionally relevant public agencies as tertiary. The proposed framework would clarify the Board's sole authority over CEO compensation decisions, define salary range placement criteria based on qualifications and experience, separate merit adjustments from COLA, eliminate pre-established incentive compensation programs unless approved by a future Board, and require an independent compensation study every three years, with annual internal reviews as needed.

Staff recommended revising Policy No. 3417 into a comprehensive CEO compensation policy that integrates the relevant provisions of Policies 3401, 3402, and 3403, while retaining those policies for general employee compensation and adding appropriate cross-references.

Board members discussed allowing additional time for the newly appointed Board Member to review the existing policies before further consideration. By consensus, the Board agreed to defer further discussion and directed staff to prepare a draft comprehensive CEO compensation policy for consideration at a future meeting after Board members had an opportunity to review the materials.

9. **Consent Calendar** – Public Comment is taken prior to Board Action
   A. *Approve Board of Directors Meeting Minutes – June 8, 2026
   B. *Approve Finance Committee Meeting Minutes – June 3, 2026
   C. *Approve the Financial Report and Warrants – May 2026

Motion: To approve the consent calendar as presented.
M/S: Ramirez/Gomez
Ayes: Campo, Gomez, Ramirez, Traore
Nays: None
Abstain: Antigua
Absent: None
Motion: Passed

10. **Regular Calendar** – The Board President will open public comment for each item before discussion and/or action.
    A. *No Consent Calendar items were moved to the Regular Calendar
    B. Approval of contract renewal with Wulff, Hansen & Co. (municipal financial advisors)
    Dr. Freese presented the proposed 10-year Municipal Advisor Agreement with Wulff & Hansen & Co. for Board consideration. She explained that the firm has served as the District's municipal advisor on prior financing activities, including the land acquisition, and provides expertise in identifying and evaluating public financing options for major capital projects, including the planned healthcare campus.

    District Counsel, Mr. Ritchie, provided an overview of the role of a municipal advisor, explaining that the firm serves as an independent fiduciary to assist the District in evaluating financing strategies, recommending financing structures, coordinating with bond counsel and underwriters, and navigating the municipal bond market. He noted that maintaining the District's existing relationship with Wulff & Hansen & Co. would preserve institutional knowledge throughout the anticipated healthcare campus development.

Mr. Ritchie further explained that the proposed agreement is the firm's standard contract, compensation is contingent upon future financing transactions and paid from the cost of issuance, and the agreement does not guarantee any compensation if no financing occurs. Although the agreement has a 10-year term to align with the anticipated duration of the healthcare campus project, either party may terminate the agreement with 30 days' written notice.

Board members discussed the duration of the agreement, prior contractual history with the firm, and the termination provisions. Staff confirmed that the District has worked with Wulff & Hansen & Co. for approximately five years and that the proposed agreement continues the existing professional relationship.

Motion: To approve the ten-year Municipal Advisor Agreement with Wulff, Hansen & Co. and authorize the Chief Executive Office to execute the Agreement and any non-substantive documents necessary to complete the engagement.
M/S: Ramirez/Gomez
Ayes: Antigua, Campo, Gomez, Ramirez, Traore
Nays: None
Abstain: None
Absent: None
Motion: Passed

C. Adopt Resolution No. 2026-06 November 3, 2026 General Election, Consolidation with the Stanislaus County General Election, and Affirming Candidate Statement Policies.
Ms Freese presented Resolution No. 2026-06 requesting consolidation of the District's Board election with the November 3, 2026 General Election. She noted that all five Board seats will be on the ballot and reviewed the candidate filing process, election timeline, and the District's policy to reimburse candidates for the cost of publishing an optional candidate statement.

Staff recommended amending the resolution to specify that, in the event of a tie vote, the election would be decided by the drawing of lots. The Board concurred with the amendment.

Motion: To adopt Resolution No. 2026-06, a Resolution of the Board of Directors of the Del Puerto Health Care District calling a District General Election to be held on November 3, 2026, requesting consolidation with the Statewide Gubernatorial General Election, requesting election services from the Stanislaus County Registrar of Voters, and adopting regulations for candidates' statements.
M/S: Traore/Gomez
Ayes: Antigua, Campo, Gomez, Ramirez, Traore
Nays: None
Abstain: None
Absent: None
Motion: Passed

D. Approval to be the Presenting Sponsor for 2026 Farm-to-Fork dinner
Dr. Freese presented a request for the District to serve as the Presenting Sponsor of the City of Patterson Parks and Recreation Department's annual Farm to Fork Dinner. She explained that the

Del Puerto Health Care District
BOARD OF DIRECTORS' MEETING MINUTES
City Hall, 1 Plaza Circle, City Council Chambers
Monday, June 29, 2026 @ 6:00 PM

event raises scholarship funds to support youth and senior participation in Parks and Recreation programs and that the District was offered the first opportunity to serve as the presenting sponsor. Staff recommended approval of the $10,000 sponsorship, which is included in the District's community programs budget and provides event recognition and sponsorship benefits.

Motion: To approve Del Puerto Health Care District serving as the Farm to Fork Patterson 2026 Presenting Sponsor at the $10,000 sponsorship level; authorize the Chief Executive Officer to execute any necessary sponsorship documents and issue payment in an amount not to exceed $10,000; and direct that any tickets or event access received be used only for official District purposes or declined/returned consistent with District policy.
M/S: Ramirez/Gomez
Ayes: Antigua, Campo, Gomez, Ramirez, Traore
Nays: None
Abstain: None
Absent: None
Motion: Passed

E. **Review and approval of the FY 2026-27 Strategic Plan Goals**
Dr. Freese presented the proposed Fiscal Year 2026–2027 Strategic Plan Goals, noting that the objectives were developed following the Board's June 6, 2026 workshop and build upon the District's five-year strategic plan. The annual goals are designed as measurable management objectives to guide operations and monitor progress throughout the fiscal year.

The proposed plan focuses on five strategic priorities: (1) advancing the healthcare mixed-use campus project; (2) improving access to healthcare services; (3) strengthening workforce, leadership, and Board development; (4) enhancing financial stewardship and risk management; and (5) increasing community engagement, transparency, and public trust. Karin highlighted several new initiatives, including implementation of a capital project dashboard, development of a district-wide risk register, strengthening grant compliance and ambulance revenue cycle reporting, establishing a Community Health Advisory Council, and publishing the District's first annual Community Trust and Transparency Report.

Board members expressed appreciation for the comprehensive and measurable format of the strategic goals, noting that the plan provides a useful tool for tracking progress and accountability throughout the year.

Motion: To receive the FY 2026-27 SMART Goals and Action-Oriented Objectives Board Report and direct management to finalize department-level workplans, quarterly dashboard reporting, and performance metrics consistent with Board direction.
M/S: Gomez/Traore
Ayes: Antigua, Campo, Gomez, Ramirez, Traore
Nays: None
Abstain: None
Absent: None
Motion: Passed

11. **Department Reports**
    A. Board Members – Reports on Activities or Topic Requests for Future Meeting - **Board Member Introduction**

Del Puerto Health Care District
BOARD OF DIRECTORS' MEETING MINUTES
City Hall, 1 Plaza Circle, City Council Chambers
Monday, June 29, 2026 @ 6:00 PM

The Board welcomed newly appointed Director Antigua, who briefly introduced herself and shared her professional healthcare background. Staff confirmed that no conflict of interest exists related to her Board service. Staff also announced that the July 13, 2026 regular Board meeting would be canceled.

Public Comment (continued due to late arrival of member of the public)
Ms. Irene Espinoza, representing **Healthcare Pathway Advocates**, introduced her organization and expressed support for the District's strategic goals related to workforce development and healthcare access. She described the organization's efforts to develop healthcare career pathways, paid internships, and educational partnerships to strengthen the local healthcare workforce, particularly in rural communities. Ms. Espinoza noted that the organization is funded through philanthropic grants and is interested in collaborating with the District and local educational institutions. She provided informational materials to the Board. Board members thanked Ms. Espinoza for her presentation and inquired about her organization's partnerships and service area.

12. **Closed Session** *Entered at 7:08PM.*

    A. Conference with Legal Counsel – Existing Litigation § 54956.9(b)
    Building Industry Association of the Greater Valley v. Del Puerto Health Care District, Board of Directors of the Del Puerto Health Care District, Does 1-100 [CV-25-006753].

    B. Conference with Legal Counsel – Existing Litigation § 54956.9(b)
    Victoria Vasquez v. Del Puerto Health Care District, Does 1-100 [CV-26-000599].

    C. Conference with Legal Counsel – Existing Litigation § 54956.9(b)
    Rhonda Lopez v. Del Puerto Health Care District, Does 1-100 [CV-26-004695].

    D. Conference with Legal Counsel – Significant Exposure to Litigation § 54956.9(b)
    One Potential Case.

13. **Return to Open Session at 7:31 PM.** Mr. Ritchie reported no reportable action was taken and direction was given to staff.

14. **Upcoming Regular Board and Standing Committee Meeting Dates**

~~Board: Mon, July 13-7:00 PM, City Hall~~ CANCELED	Finance: Tues, Jul 21-6:15 PM, District Office	Board: Monday Jul 27-6:00 PM, City Hall
Board: Mon, Aug 10-7:00 PM, City Hall	Finance: Tues, Aug 25-6:15 PM, District Office	Board: Mon, Aug 31-6:00 PM, City Hall
Board: Mon, Sep 14-7:00 PM, City Hall	Finance: Tues, Sep 22-6:15 PM, District Office	Board: Mon, Sep 28-6:00 PM, City Hall

15. **Meeting Adjourned at 7:32 PM**

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Ma Traore, Board Secretary

____
Date Signed

Del Puerto Health Care District

CEO Monthly Report by Karin Freese
Reporting Period: June 1 through June 30, 2026

Executive Summary

June was a productive month focused on Board governance and strategic direction, adoption of the FY 2026-27 budget, continued advancement of the Healthcare and Mixed-Use Campus, and legislative advocacy to improve access to emergency care on the west side of Stanislaus County.

Major Achievements for June included:

- Board Workshop and strategic planning discussions on June 6.
- FY 2026-27 budget review and adoption on June 8.
- Continued Healthcare Campus planning and environmental review activities, including ongoing Behavioral Health Continuum Infrastructure Program (BHCIP) implementation efforts.
- Advanced AB 2282 to the California Senate and expanded the coalition of support for emergency stabilization services.

Strategic Planning and Governance

The Board held a workshop on June 6 to address strategic priorities, governance matters, and long-term organizational planning. Work continued on the FY 2026-27 Strategic Plan, including six District objectives, department-level SMART goals, responsible departments, performance measures, and a dashboard framework intended to provide the Board with clearer visibility into implementation and results.

The workshop also supported continued development of a structured approach to executive compensation and performance review, with emphasis on transparent Board decision-making, appropriate comparables, and alignment between District priorities, organizational performance, and leadership accountability.

Financial Management and Budget Development

The FY 2026-27 budget was reviewed and adopted on June 8. The budget incorporates the operating needs of the District, Del Puerto Health Center, and Patterson District Ambulance while supporting strategic priorities and continued development of the Healthcare Campus.

Financial planning during June also considered reserves, capital requirements, campus financing assumptions, and the need to balance near-term operating stability with the District's substantial long-term capital program. Staff will continue to monitor revenue, expenses, cash position, and capital commitments throughout the fiscal year.

Healthcare Campus Development

Planning for the Healthcare and Mixed-Use Campus continued throughout June. Work remained focused on the environmental review process, Master Development Plan coordination, infrastructure planning, financing alignment, and refinement of Phase 1 implementation for the Combined Clinic and Ambulance/Administration facilities.

The project continues to require close coordination among the District, City, design team, financial advisors, and other partners as the scope and sequencing are refined. Environmental review and related land-use work remain important drivers of the overall project schedule and future procurement activities.

Behavioral Health Expansion

Implementation activities continued for the District's BHCIP-funded Community Mental Health Clinic, which is planned as an integrated component of the Combined Clinic. June work included continued coordination of the behavioral health program with the broader campus design, financing, environmental review, and project schedule.

The District remains focused on maintaining compliance with BHCIP requirements while ensuring that the behavioral health facility is operationally integrated with the larger campus vision and supports expanded access to outpatient and community-based behavioral health services.

Del Puerto Health Care District

CEO Monthly Report by Karin Freese
Reporting Period: June 1 through June 30, 2026

Legislative Advocacy – AB 2282

AB 2282 continued to advance through the Legislature and moved to the California Senate following Assembly approval. During June, the District prepared for Senate consideration, continued outreach to legislators and stakeholders, and expanded the coalition supporting the Rural Emergency Stabilization Care Unit (RESCU) concept.

Advocacy emphasized the need for a practical emergency stabilization option for communities located significant travel time from a hospital emergency department. The District continued to build support among healthcare, labor, local government, education, business, and community partners and prepared testimony and policy responses for the Senate process.

Human Resources and Workforce Development

Human resources work during June remained focused on workforce planning, recruitment and retention, leave and payroll processes, position and pay-structure review, and implementation of department SMART goals for the new fiscal year. Staff also continued work intended to strengthen consistency in personnel administration and support organizational succession and leadership continuity.

Patterson District Ambulance

Patterson District Ambulance continued planning related to service availability, deployment, mutual-aid demand, and regional EMS coordination. During June, the District advanced its application to provide service in the non-exclusive portion of Zone A and continued evaluating deployment strategies designed to preserve reliable ALS coverage within the District while improving regional response capacity.

Staff also continued review of ambulance reimbursement, rate, and operational issues affecting long-term sustainability of the service.

Del Puerto Health Center

Del Puerto Health Center continued to focus on access, provider capacity, productivity, and workforce development while preparing for future growth associated with the Combined Clinic. Management also continued evaluating longer-term options for the District's primary-care delivery model and strategies to preserve access to care as the campus project advances.

Community and Stakeholder Engagement

District engagement during June included continued coordination with the City of Patterson and project partners on campus planning, infrastructure, environmental review, and land-use matters. Outreach also supported AB 2282 advocacy and coalition development, as well as broader discussions with healthcare and community partners regarding the District's future service model and campus vision.

Looking Ahead

Key priorities moving into July include Senate consideration of AB 2282, continued environmental and Master Development Plan work for the Healthcare Campus, BHCIP implementation, execution of the FY 2026-27 Strategic Plan and budget, and continued planning for campus financing and procurement. Staff will also continue ambulance service-area coordination and workforce initiatives across the organization.

Closing

June marked an important transition from planning to implementation for the new fiscal year. The Board's strategic and budget actions provide a clear framework for the year ahead, while continued progress on the Healthcare Campus, behavioral health expansion, ambulance planning, and AB 2282 advances the District's mission to provide, promote, and partner in quality healthcare for all.

RURAL HEALTH CAMPUS

Del Puerto Health Care District Mixed-Use Campus Master Plan

Patterson, Calif.

SUBMITTED BY: HDR (SAN FRANCISCO)

PROJECT CATEGORY:
Unbuilt/conceptual design

CHIEF ADMINISTRATOR:
Dr. Karin Freese, CEO, Del Puerto Health Care District

FIRM:
HDR, hdrinc.com

DESIGN TEAM:
HDR (architecture, master planning, urban design and landscape architecture, clinical planning); J.B. Anderson Land Use Planning (land use, entitlements and application submittals); NorthStar Engineering Group Inc. (civil engineering); City of Patterson, Planning Division (master plan review, town hall facilitation, public meeting facilitation)

RENDERINGS:
Courtesy of HDR

TOTAL BUILDING AREA:
38.5 acres

CONSTRUCTION COST:
$29.6 million per acre

TOTAL CONSTRUCTION COST (EXCLUDING LAND):
$1.14 billion

COMPLETION:
2035

In Patterson, Calif., a growing community is redefining what healthcare access can look like through a master plan introducing a model for restoring care, strengthening resilience, and anchoring long-term community well-being. Guided by community input and supported by locally elected leadership, the Del Puerto Health Care District Mixed-Use Campus Master Plan is envisioned as a lasting civic anchor that establishes care close to home for generations.

The plan introduces a phased, infrastructure-first framework that responds directly to the realities of rural healthcare—provider shortages, long travel distances, and underserved behavioral health needs—through an integrated approach to placemaking on 38.5 acres at the heart of Patterson's growth corridor.

Rejecting the traditional model of isolated medical campuses, a central paseo and open space network organize healthcare, housing, and community into a cohesive, walkable district with intuitive circulation. Architecturally, the campus draws from Patterson's Spanish Revival heritage and Mediterranean climate. Arcades, courtyards, shading systems and filtered light define a "kit of parts" that is both culturally resonant and environmentally responsive. These elements create healthcare environments that feel familiar, human-scaled, and restorative.

Defining the campus gateway, a revived apricot grove along Las Palmas Avenue honors Patterson's legacy as the "Apricot Capital of the World," creating a welcoming threshold that reconnects the community to its agricultural roots. Strategically located between Patterson's historic downtown and emerging growth corridors, the campus reinforces healthcare as essential civic infrastructure: connected, accessible, and embedded in daily life.

Del Puerto Health Center

Monthly Board Report – June 2026

During the month of June, the health center continued to focus on strengthening our workforce, enhancing quality initiatives, expanding patient access, and supporting employee engagement.

Leadership Development

- Conducted in-house interviews for newly established lead positions to strengthen departmental leadership and support operational excellence across the health center.
- We are excited to announce the appointment of our new Health Center Leaders: **Maryanne Barajas, Yesenia Sanchez, Yaneth Casillas, and Susi Perez**. These individuals were selected to strengthen our daily operations and provide additional support to our staff, providers, and patients.
- Our new leaders will play an important role in improving patient flow, coordinating staff, supporting providers, and ensuring efficient clinic operations. As part of their responsibilities, they will assist with workflow management, make operational decisions within their assigned departments, delegate responsibilities as needed, and provide guidance and problem-solving support throughout the day. This leadership structure is designed to promote teamwork, improve communication, and enhance the overall patient experience.

Provider Onboarding

- Successfully onboarded our new pediatrician, who began a soft start in June. This phased onboarding allowed the provider to become familiar with clinic workflows, staff, and patient care processes while gradually building a patient panel to ensure a smooth transition into full practice.

Quality Improvement

- Held our monthly meeting with our Medi-Cal Health Plans to review performance metrics and collaborate on strategies to improve HEDIS measures and overall quality of patient care.

Community Outreach

- Hosted the **La Familia Mobile Mental Health Van**, providing community members with increased access to behavioral health services and supporting our ongoing commitment to improving mental health care within our service area.

Employee Engagement

- Hosted a staff appreciation event at the local bowling alley, providing an opportunity for team building, recognition, and employee engagement. The event was well attended and served as a successful way to thank staff for their continued dedication and hard work.

Summary

Overall, June was a productive month marked by continued investments in leadership development, the successful onboarding of a new pediatric provider, ongoing quality improvement efforts, expanded community partnerships, and initiatives that foster employee engagement and teamwork. These efforts continue to support our mission of providing high-quality, patient-centered care to the communities we serve.

Health Center Report June 2026/ Suzie Benitez

Encounter June 2026

Primary Care Vacation/Sick/CME time off

Provider	**Encounters**
Rodriguez	483
Barragan	67 (LOA)
Mercado	315 (PTO)
Padam	198 (First Month)
Primary Total	**1,158**
Mental Health Encounters	
Herrera	95
HC Total Encounters	**1,253** **3% decrease from last year due to PTO and LOA**

Urgent Care Clinic Encounters (Tuesday and Thursday)

Date	**Time**	**Encounters**
April 2025	5:00pm-8:00pm	75
May 2025	5:00pm-8:00pm	94
June 2025	5:00pm-8:00pm	73
July 2025	5:00pm-8:00pm	64
August 2025	5:00pm-8:00pm	69
September 2025	5:00pm-8:00pm	69
October 2025	5:00pm-8:00pm	54
November 2025	5:00pm-8:00pm	69
December 2025	5:00pm-8:00pm	83
January 2026	5:00pm-8:00pm	122
February 2026	5:00pm-8:00pm	96
March 2026	5:00pm-8:00pm	168
April 2026	5:00pm-8:00pm	117
May 2026	5:00pm-8:00pm	81
June 2026	5:00pm-8:00pm	74

- Monthly Health Plan Meeting with Health Net and Health Plan of San Joaquin (HEDIS MEASURES SUPPORT).
- Monthly staff and provider meeting.
- Hosted La Familia Mental Health Van on June 3rd, 5th, 10th, 12th, 17th, 24th.

Human Resources Status Report July 2026

By Robert Trefault, Human Resources Manager

The Del Puerto Health Care District's Human Resources Department continues to focus on district growth, employee engagement, recruitment and retention.

We have made great progress in the credentialing of Dr. Padam, and are just about completed with Carina Gozalez, our newest PA. C. Both have been busy building strong working relationships with staff, and overall integration into the team is progressing well.

The Health Center is working on its expansion to meet the needs of the new providers and community growth. Although we enjoyed being at almost 95% FTE, knowing our community would be growing and the new providers would need assistance Suzie and her team opted to go big and recruit for all the vacant and new Patient Service Representatives and Medical Assistants positions we have, five of each. In addition, we are currently hosting two interns from Patterson High School who are interested in pursuing careers in the medical field. These students are participating through a program focused on career readiness and post-graduation pathways.

We also were able to help strengthen the Health Center leadership team by developing, recruiting, and selecting four internal staff to be Official team leads. One for the PSRs and three for the MAs to help with structure and organization at the clinic. All four were graduates of our inaugural Leadership Development Program.

We have also continued to support the Ambulance Division by assisting with recruitment and onboarding efforts, helping them maintain adequate staffing levels. The team is also looking at the future and has opened several vacancies to include being proactive in finding replacements ahead of time for known losses to Fire. We are currently working five vacancies for the Ambulance team, who work fast to get folks on board.

Additionally, Human Resources remains actively engaged in reviewing, updating, and implementing policies to ensure staff and leadership are well-informed and we can align our actions with established procedures. We conducted a Summer Get Away at Ten-Pin Bowling so the District could let loose and have some fun last month. It was great to see so many, to include a few Board Members. We also pushed out our awards and recognition program, "Terry Berry" to all staff. So far those who have used it have had great things to say about the program.

Ambulance Report
June 2026

Patterson had 294 responses in June resulting in 218 transports, a busy month for sure. PDA had 255 responses in our response area, and 39 mutual aid responses. PDA responded to the Westside District 26 times which resulted in 23 transports. PDA had 13 responses in AMR response area with 10 transports.

The 272 total responses in the Patterson District Ambulance response area resulted in 200 transports. PDA units responded to 255 of 272 (93.75%) EMS calls in our district and transported 185 of 200 (92.50%) of all patients transported from our district. AMR responded into our district 5 times resulting in 4 transports. Westside had 12 responses in our response area resulting in 11 transports.

I was on vacation from May 26th thru June 10th, but crews were hard at work in my absence. Patterson District Ambulance and health center staff managed first-aid and EMS coverage for the Apricot Fiesta, May 29-31 this year, as we have done for many years. Fiesta weekend is a busy time. PDA had 4 ALS paramedic ambulances on-duty along with Jim Whitworth as the field supervisor.

I participated in the onboarding process for new Zoll billing software. The software is great and so is Marivel Farias our new billing expert anchoring our new ambulance billing department.

On Monday, June 22nd, I attended the 2nd Annual UC Davis EMS Symposium in Sacramento. These events are an all-star lineup of UCD doctors discussing evolving prehospital care and future innovative care on the horizon.

Karin and I had a great meeting with Oak Valley Hospital District staff to see what's new on the east side of the county.

And on Tuesday, June 30th wearing my IT hat, I was able to work with AMR's technical folks to configure a new version of mobile CAD. The current version is approaching end of life so we need to start our transition to the latest version.

DEL PUERTO HEALTH CARE DISTRICT

Board of Directors Meeting – August 10, 2026

Amendments to Business Travel Policy No. 2130 **Page 1 of 1**

Department: Chief Executive Office CEO Concurrence: Yes
Consent Calendar: No 4/5 Vote Required: No

SUBJECT: **Approval of Amendments to Business Travel Policy No. 2130**

STAFF REPORT: Policy No. 2130 was last revised July 26, 2021. The proposed revision clarifies approval, reimbursement, travel-time, and administrative requirements. Key amendments:

- **Meals/lodging:** replaces the $64 daily meal allowance with destination-specific GSA M&IE, including 75% on first/last travel days and deductions for provided meals; lodging is limited to the conference-approved rate.
- **Air/personal vehicle:** uses the lowest logical total-cost airfare; allows one checked bag and limited extra-legroom/Wi-Fi; excludes personal optional charges; caps personal-vehicle reimbursement at the lesser of mileage costs or a comparable air itinerary.
- **Paid time/overnight travel:** clarifies non-exempt and exempt travel-time rules; changes the early-meeting overnight threshold from over 120 to over 90 miles and the same-day return threshold from under 500 to under 200 miles when safe and reasonable.
- **Administration/review:** adds rules for personal extensions and companions, directs interrupted travel to Administration, and requires review at least every three years.

STRATEGIC ALIGNMENT: Supports fiscal stewardship, consistent administration, and responsible use of District resources.

FISCAL IMPACT: No material fiscal impact is anticipated. Actual travel costs will vary; the revisions standardize reimbursement and cost-control practices.

STAFFING IMPACT: None

CONTACT PERSON: Karin Freese, Chief Executive Officer

ATTACHMENT(S): 09B1. Policy No. 2130 Business Travel – Amended; prior Policy No. 2130 – reference copy.

RECOMMENDED ACTION: Approve the revised Business Travel Policy No. 2130.

ROLL CALL REQUIRED: **NO**

RECOMMENDED MOTION: *I move that the Board of Directors approve the revised Business Travel Policy No. 2130 as presented.*

Motion Made By	*Motion*	*Second*	*Aye*	*No*	*Abstain*	*Absent*
Director Antigua						
Director Campo						
Director Gomez						
Director Ramirez						
Director Traore						

I, the undersigned Secretary of the Board of Directors of the Del Puerto Healthcare District, hereby certify that the foregoing is a full, true and correct copy of an action duly adopted by the Board at a meeting thereof on the 10th day of August, 2026, by the above vote of the members:

____

Ma Traore, Board Secretary

TRAVEL POLICY	EFFECTIVE DATE
	September 5, 2019

REVIEW DATE: August 10, 2029	LAST REVISION DATE: August 10, 2026
POLICY SOURCE: California Special Districts Association Best Practices	

Purpose: To explain District policy on travel expenditures, clarify what is the District's responsibility, and provide guidelines to its employees and board members.

Scope: This policy applies to all personnel and any person being sponsored by the District.

Policy: Del Puerto Health Care District recognizes the necessity for its board members and employees to travel to conduct business, training, or attend meetings. The District reimburses only necessary, reasonable, documented business expenses.

Procedure:

1. **Travel Approval:**
   A. Approval of travel or travel-related expenses shall be requested as follows::
      1) Employee: Department Manager and CEO/designee
      2) CEO: Board President or Board-authorized designee
      3) Board member: Board President or CEO
      4) Non-budgeted travel: CEO/designee, except CEO travel

   B. The request shall be made on the Travel Request Form, dated, and signed by the parties making such a request.

   C. Under normal conditions, travel expenses shall be budgeted in the applicable department..

   D. After travel, the pre-approval request form should be updated with itemized expenses and receipts and submitted within 15 days after return.

2. **Travel Request and Allowable Costs:**
   A. Requests should include cost of transportation, meeting registration, hotel, per diem, vehicle rental or transportation to and from the airport, and hotel parking.

   B. Lodging will be approved at the conference approved rate.

   C. Per diem for meals and incidental expenses shall be paid at the current GSA M&IE rate for the destination. The first and last travel days shall be paid at 75% of that rate. Per diem shall be reduced by the applicable GSA meal component for meals included in registration, lodging, or a hosted event..

3. **Method of Travel:**
   A. If the distance travel is greater than 700 miles round trip, it is expected that the employee will travel by air.

   B. However, if the employee wants to use her/his own vehicle they can with the approval of the Department Manager.

   C. Reimbursement for traveling by personal vehicle will be at the then current IRS mileage rate.

   D. When an employee elects to use a personal vehicle instead of air travel, total reimbursement shall not exceed the lesser of:
      1) The applicable IRS mileage reimbursement, plus necessary parking and tolls; or
      2) The lowest logical total cost of air travel, including standard airfare, one allowable checked bag, ground transportation, and airport parking.

4. **Air Travel:**
   A. The District shall pay for the lowest logical total-cost airfare that reasonably meets the business need, including a standard seat selection..

TRAVEL POLICY	EFFECTIVE DATE
	September 5, 2019

B. The District will reimburse one standard checked bag in each direction when reasonably necessary for the length or purpose of approved travel, or when District materials or equipment require it.

C. Extra legroom seat fares are not routinely reimbursable. They may be approved in advance when:

1) Required as a reasonable accommodation approved through the District's applicable accommodation process.
2) The flight segment is greater than 3 hours.
3) The total cost is equal to or less than the standard seat fare plus baggage charges.

D. A traveler may personally pay the additional cost of an unapproved upgrade.

E. The District may reimburse in-flight Wi-Fi when it is necessary for documented District business and approved in advance.

F. The District will not reimburse premium drinks, priority boarding, or other personal optional charges.

5. Paid Time:

A. Non-Exempt/Hourly employees

1) Required travel time and attendance time are recorded as hours worked and count toward overtime as required by law and any applicable labor agreement.
2) When an employee elects to use a personal vehicle instead of approved air travel, compensable travel time may be limited to the equivalent approved air-travel itinerary, including four hours of total ground and airport time, unless otherwise required by law, an applicable labor agreement, or advance approval.

B. Exempt employees are expected to work the number of hours each week necessary to meet their job requirements including attending and travel for meetings with no additional compensation subject to applicable law and labor agreements.

6. **Overnight Accommodations:**

A. The District will allow the employee to travel the night before for:

1) Meetings that start before 9:00 AM and the distance is greater than 90 miles;
2) If the meeting is in an area where on-time arrival in commute traffic would make departure unreasonably early (before 5:00 AM).

B. If the meeting or conference ends prior to 6:00 PM and the distance is less than 200-miles, the employee is expected to return on that day when safe and reasonable.

7. Travel Administration and Restrictions:

A. All travel and lodging arrangements **shall** be made through the Administration Office, unless Administration authorizes the employee to book directly.

B. If there are any questions about what is covered, get approval prior to incurring the expense.

C. For personal extensions: the employee pays incremental airfare, lodging, meals, parking, and other costs; the District pays no more than the business-only itinerary.

D. Companion/spouse expenses are not authorized under the policy and personal entertainment is not reimbursable.

E. In the event of any unforeseen circumstances or interrupted travel, the Administration must be contacted as soon as practicable.

Review & Updates:

This policy shall be reviewed at least every three years, or sooner if needed to reflect changes in District operations, travel market conditions, law, or Board policy.

TRAVEL POLICY	EFFECTIVE DATE SEPT 5, 2019

REVIEW DATE: JULY 26, 2021	REVISION DATE: JULY 26, 2021
POLICY SOURCE: California Special Districts Association Best Practice	

Purpose:
To explain District policy on travel expenditures

Scope:
This Policy applies to all personnel and any person being sponsored by the District.

Policy:
Del Puerto Health Care District recognizes the necessity for its board members and employees to travel to conduct business, training, or attend meetings. This document is intended to clarify what is the District's responsibility and to provide guidelines to its employees and board members.

Procedure:

1. The Department Manager and Administrative Director / CEO shall pre-approve any traveling or expense related to traveling whenever possible.
2. The request should be made in writing, dated, and signed by the parties making such a request.
3. Under normal conditions those expenses should be budgeted in that program.
4. For non-budgeted travel the Administrative Director / CEO or their designee shall have the authority to approve or deny any request made.
5. Request should include cost of transportation, hotel, meals, vehicle rental, parking, and incidentals.
6. If the person wants to travel by his/her personal vehicle they must receive pre-approval by the Department Manager.
7. If the distance travel is greater than 700 miles round trip, it is expected that the employee will travel by air. However, if the employee wants to use her/his own vehicle they can with the approval of the Department Manager. Unless other arrangements are made the employee will only receive payment for expenses equal to the lesser cost for traveling.
8. Hourly employees who qualify for overtime will be paid for the actual hours while in attendance of the class or meeting.
9. On days for traveling employees will be paid for actual travel time outside of their normal work hours. This will include 1 and ½ hours on either side of their flight time for a total of 3 hours.
10. The exception for this is if the employee decides to use his or her own vehicle instead of using air travel the time will be compensated for the equivalent of air travel time plus 3 hours.

TRAVEL POLICY	EFFECTIVE DATE
	SEPT 5, 2019

11. On meetings that start before 9 am the District will allow the employee to travel the night before if the distance is greater than 120 miles or the meeting is a municipal area where on-time arrival in commute traffic would make departure for unreasonably early (before 5:00 AM).
12. If the reason for travel ends prior to 6 pm and the travel distance is less than 500-miles it is expected that the employee will return on that day. In the event of any unforeseen circumstances, the Division Chief must be contacted.
13. If there are any questions about what is covered make sure to ask and get approval prior to incurring the expense.
14. Reimbursement for traveling by personal vehicle will be at the standard IRS mileage rate.
15. Per Diem - $64.00 per day for meals for one-day travel or more. For less than one day travel, meal expense compensation shall be $8.00 for breakfast $12.00 lunch, $ 20.00 for dinner and $6.00 incidentals. This per diem shall not include the purchase of alcoholic beverages.
16. Employees will be paid per diem after the conference and only for meals not included in the conference package .
17. All travel and lodging arrangements should be made through the administration office.
18. The Finance Committee shall review travel expenses annually.

DEL PUERTO HEALTH CARE DISTRICT

Board of Directors Meeting – August 10, 2026

09C. Proposal for Updated Marketing Material for Healthcare and Mixed-Use Campus **Page 1 of 1**

Department:	Chief Executive Office	CEO Concurrence:	Yes
Consent Calendar:	No	4/5 Vote Required:	No

SUBJECT:	**Proposal for Updated Marketing Material for Healthcare and Mixed-Use Campus**
STAFF REPORT:	As the Healthcare and Mixed-Use Campus grows and is refined, the District should use presentation materials that communicate a cohesive and sophisticated understanding of the project to community members and prospective development, funding, and service partners. Materials should clearly convey the overall vision, individual campus components, and opportunities for participation. Staff requested that HDR Architecture prepare resource options for enhanced campus development and marketing materials. HDR will present proposed deliverables and budget options at the August 10, 2026 meeting for Board review, direction, and authorization.
STRATEGIC ALIGNMENT:	Advances Healthcare and Mixed-Use Campus development and supports community and partner engagement.
FISCAL IMPACT:	To be determined from the HDR proposal; any expenditure is subject to Board approval.
STAFFING IMPACT:	Staff time will be required to coordinate with HDR.
CONTACT PERSON:	Karin Freese, Chief Executive Officer
ATTACHMENT(S):	HDR Architecture proposal and budget options to be presented at the meeting

---

RECOMMENDED ACTION:	Receive HDR Architecture's proposal, select a preferred resource and budget option, and authorize staff to proceed.
ROLL CALL REQUIRED:	Yes
RECOMMENDED MOTION:	*I move that the Board of Directors authorize the Chief Executive Officer to engage HDR Architecture for enhanced Healthcare and Mixed-Use Campus marketing and presentation materials consistent with Option _____, in an amount not to exceed $__________.*

Motion Made By	***Motion***	***Second***	***Aye***	***No***	***Abstain***	***Absent***
Director Antigua						
Director Campo						
Director Gomez						
Director Ramirez						
Director Traore						

I, the undersigned Secretary of the Board of Directors of the Del Puerto Healthcare District, hereby certify that the foregoing is a full, true and correct copy of an action duly adopted by the Board at a meeting thereof on the 10th day of August, 2026, by the above vote of the members:

____

Ma Traore, Board Secretary

DEL PUERTO HEALTH CARE DISTRICT
Board of Directors Meeting – August 10, 2026

Proposal for CEO Evaluation Policy Review and Facilitation **Page 1 of 1**

Department: Board of Directors **CEO Concurrence:** N/A
Consent Calendar: No **4/5 Vote Required:** No

SUBJECT: **Consideration of a proposal to engage a third-party consultant to review the CEO evaluation policy, recommend improvements, and facilitate the annual CEO performance evaluation.**

STAFF REPORT: The Board is responsible for evaluating the CEO. The attached best-practices material recommends a fair, consistent process with clear expectations, observable performance measures, alignment with strategic priorities, a written evaluation instrument, an in-person discussion, and consistency from year to year. It also recommends use of a third-party facilitator specializing in executive evaluations. Consistent with these practices, the proposed consultant would first review the District's existing CEO evaluation policy and instrument and provide recommendations to improve clarity, objectivity, consistency, strategic alignment, and the distinction between governance and management. Following Board direction on any policy or process changes, the consultant would coordinate the evaluation timeline, collect Board assessments, compile results, facilitate the Board-CEO evaluation discussion, and assist with the final written evaluation. The Board retains all policy and evaluation decision-making authority.

STRATEGIC ALIGNMENT: Supports strong governance, accountability, Board-CEO communication, and alignment with District strategic priorities.

FISCAL IMPACT: Cost as stated in the attached proposal; no additional fiscal impact is anticipated beyond the approved professional-services fee.

STAFFING IMPACT: Limited administrative coordination; the consultant would manage the policy and instrument review, evaluation collection and compilation, and facilitation.

CONTACT PERSON: Board President / Chief Executive Office

ATTACHMENT(S): 1. Proposal for CEO Evaluation Policy Review and Facilitation; 2. Best Practices for Effective General Manager Evaluations (reference).

RECOMMENDED ACTION: Approve the consultant proposal and authorize the Board President to engage the consultant to review the CEO evaluation policy and instrument, present recommended revisions for Board consideration, and facilitate the annual CEO evaluation consistent with Board-approved policy and the CEO employment agreement.

ROLL CALL REQUIRED: Yes

RECOMMENDED MOTION: *I move that the Board of Directors approve the proposal for third-party CEO evaluation policy review and facilitation and authorize the Board President to engage the consultant to review the CEO evaluation policy and instrument, present recommended revisions for Board consideration, and facilitate the annual CEO evaluation process.*

Motion Made By	*Motion*	*Second*	*Aye*	*No*	*Abstain*	*Absent*
Director Avila						
Director Campo						
Director Gomez						
Director Ramirez						
Director Traore						

I, the undersigned Secretary of the Board of Directors of the Del Puerto Healthcare District, hereby certify that the foregoing is a full, true and correct copy of an action duly adopted by the Board at a meeting thereof on the 10th day of August, 2026, by the above vote of the members:

____
Ma Traore, Board Secretary

California Special Districts Association

CSDA

Districts Stronger Together

SDLA Conference - San Rafael

Returning Track Session

Getting It Right: Best Practices for Effective General Manager Evaluations

Hilary Straus, Citrus Heights Water District

Monday, July 20, 2026

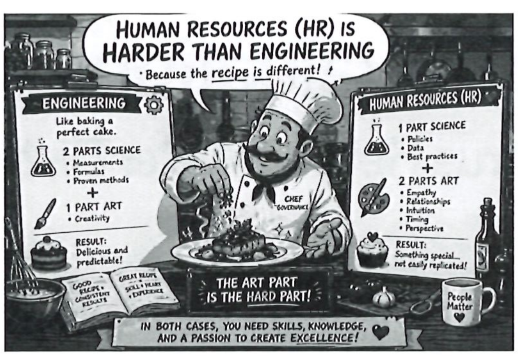
1:45 - 3:00 pm

Best Practices for General Manager (GM) Evaluations

CSDA's
Special District
Leadership Academy Conference

1

What Dad, the Math Teacher by Day & Musician by Night, Used to Say …



CSDA's
Special District
Leadership Academy Conference

2

Goals of Today's Session

- Clarify best practices for evaluating the GM
- Strengthen Board–GM alignment and communication
- Improve fairness, consistency, and defensibility
- Link performance to organizational success

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3

Why This Matters

- One of the Board's **most important responsibilities**
- The GM is typically one of only two direct reports to the Board
- GM Evaluations have a direct impact on:
  - Organizational performance
  - Staff culture and morale
  - Public trust and accountability

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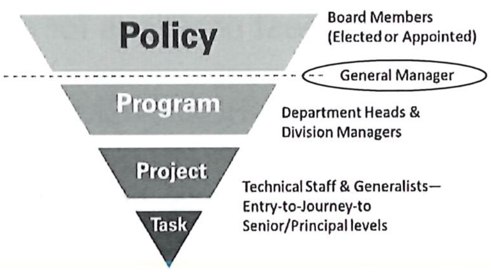
4

The Role of the General Manager

- Researches policy options and often makes policy recommendations/serves as primary advisor to the Board
- Implements Board policy and direction
- Leads the organization and staff
- Manages operations, capital, finance and risk (broadly)



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5

Policy setting vs. Policy Research & Recommendations

Connecting a GM Evaluation to its Governance Foundation

- Board sets **policy** and direction
- GM executes and manages **operations**
- Evaluations must reflect this distinction

👉 Misalignment here leads to poor evaluations

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6

How Roles Impact Evaluations

- Clear roles = **fair and objective evaluation**
- Blurred roles = **subjective and inconsistent feedback**
- Evaluation should focus on:
  - Outcomes
  - Leadership
  - Execution—not Board micromanagement

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7

Strategic Plan over and above normal operations

Why Evaluate the GM?

- Improves performance and clarity
- Provides structured feedback
- Strengthens Communication among Board Members and Board–GM communication
- Supports professional growth
- Informs compensation decisions

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8

Principles of a Strong Evaluation Process

- Fair and consistent
- Transparent expectations
- Based on **observable performance & other data** (e.g., operational metrics; market research data if available)
- Should balance a retrospective review with forward-looking communication of expectations
- Tied to **strategic priorities &** other **key operational/capital priorities**; and importantly, **how is the team performing** under the GM's leadership

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9

Key Guiding Concept

Measure observable approaches and progress toward goals

Avoid:

- Personality-based feedback
- Anecdotal or one-off issues
- Political influence
- Using the General Counsel or other HR Director—These individuals are not independent parties
- 360-degree evaluations—Can hobble the GM

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10

Style-flex

General Manager Evaluation Criteria

Use a structured framework that measures performance in the areas of:

- Communication (internal & external to the organization)
- Community/Customer Engagement
- Financial Management (short and long-term outlook)
- Intergovernmental Issues
- Human Resources Management (e.g., high functioning team/staff effectiveness; reduced workers compensation and employment practices liability)
- Policy Facilitation
- Policy Implementation
- Service Delivery
- Strategic Leadership

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11

Types of material to share with Board

- List of Accomplishments by Team via Operational Areas; denote if the item is a Strategic Planning Item

CITRUS HEIGHTS WATER DISTRICT

MEMORANDUM

Date: September 22, 2025

To: Board of Directors

From: Hilary Straus, General Manager

RE: 2024-25 CHWD Team Accomplishments

The following is a list of accomplishments for Board consideration during the 2024-25 General Manager performance evaluation period. Many of these accomplishments are shared with the Board of Directors, to whom I have the privilege of serving, and with a staff team, to whom I have the privilege of leading.

Overall, this past year's progress can be described as: 1) Continued progress on Board-established policy direction through its Strategic Plan and Three Main Work Program Pillars; 2) Continued Capacity-Building with regard to organizational development; 3) Advancement on wholesaler issues.

These accomplishments are in addition to responsive customer service, effective daily operations and maintenance, and a continued focus on capital projects.

Special Focus—CHWD's Three Main Work Program Pillars

The CHWD team has made significant progress this past year on the District's three main work program pillars, *Project 2030—Water Main Replacement Program*, *Groundwater Expansion and Reinvestment*, and *Cooperative Purchasing and Asset Management*. Highlights are provided below.

Project 2030—Water Main Replacement Program

Progress continues within many of Project 2030—Water Main Replacement Program's nine concurrent workflows as is noted in the detail section below. These workflows include: 1) Annual Water Main Replacements; 2) Water System Master Plan; 3) Pipeline Condition

Memo to Board of Directors
2024-25 CHWD Team Accomplishments
September 22, 2025
Page 8

Engineering	Strategic Plan Item? (Y)
As part of the District-wide Easement Project prioritized list, completed easement acquisition on 19 properties, and began easement acquisition outreach on two (2) properties	Y
Completed the design and construction of the Minnesota Ave Water Main Project. (Project 2030 – Water Main Replacement)	Y
Completed the design and construction of the Fair Oaks Blvd to Leafcrest Water Main Project. (Project 2030 – Water Main Replacement)	Y
Began the design of the Donnawood Water Main Project. Design at 50% complete. (Project 2030 – Water Main Replacement)	Y
Completed the design of the Sayonara Water Main Project. Receiving construction bids for the Project. (Project 2030 – Water Main Replacement)	Y
Began the design of the Greenback Lane Water Main Project (from Birdcage to Burich). Design at 90% complete. (Project 2030 – Water	Y

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12

Types of material to share with Board

- Share the evaluation form

CITRUS HEIGHTS WATER DISTRICT
GENERAL MANAGER PERFORMANCE EVALUATION

Employee Name	Hilary Straus	Department	General Manager's Office
Title	General Manager	Hire Date	*Hire Date Here*
Date of Evaluation		Purpose	Annual Evaluation
Review Period	*Start Date - End Date*		
Name of Evaluator	Board of Directors		

Rating Scale	
E - Exceptional	Employee far exceeds expectations, even on most complex duties. Job performance is exemplary and distinguished.
C+ - Commendable	
C - Commendable	Job performance consistently meets and frequently exceeds expectations. Job performance is above average.
ME+ - Meets Expectations	
ME - Meets Expectations	Job performance generally meets all requirements and/or responsibilities and is within expectations.
NI - Needs Improvement	Job performance is below expectations and improvement is needed.
U - Unsatisfactory	Employee does not meet job requirements and/or responsibilities.

SECTION 1: JOB KNOWLEDGE
Extent to which employee demonstrates job knowledge and is aware of current developments in his/her field.

	Evaluation Rating
OVERALL BODY OF KNOWLEDGE – Extent to which the employee perceives clearly and fully the nature and functioning of his/her job in the organizational setting and assignment.	
UNDERSTANDS AND COMMUNICATES KEY ISSUES AFFECTING THE DISTRICT – Extent to which the General Manager understands and communicates current social, political and economic trends and operating problems of water agencies	

COMMENTS: Section 2 (See Attachment A to Performance Evaluation)

SECTION 3: LEADERSHIP AND MANAGEMENT
Extent to which the employee exhibits effective leadership and management skills to accomplish the District's mission.

	Evaluation Rating
LEADERSHIP – The ability of the General Manager to lead the way to an inspiring future with a shared vision based upon the Board directed organizational goals, policies and priorities.	
OPERATIONAL MANAGEMENT – Extent to which the General Manager ensures that the organizational structure supports the Board's vision and empowers departments to take actions that strive towards achieving that vision.	
STRATEGIC ABILITY – Demonstrates the ability to plan and implement strategic change through long term planning and ensures effective management in the completion of strategic plan objectives.	
BUDGET PREPARATION – Extent to which the General Manager manages the preparation of a budget, and manages the budget preparation process.	
FINANCIAL STEWARDSHIP – Extent to which the General Manager manages the established budget and utilizes financial resources efficiently.	
CHANNELS OF PUBLIC COMMUNICATION AND ENGAGEMENT – Extent to which the General Manager manages channels of communication to effectively inform customers and receive public input (e.g. newsletter/direct mail, social media, neighborhood meetings, web site, bill stuffers, telephone calls).	
SECTION 3: LEADERSHIP AND MANAGEMENT RATING	

COMMENTS: SECTION 3 (See Attachment A to Performance Evaluation)

SECTION 4: BOARD MEMBER'S COMMENTS AND IDENTIFIED GOALS FOR THE NEXT RATING PERIOD
(See Attachment A to Performance Evaluation)

SECTION 5: GENERAL MANAGER'S COMMENTS
(See Attachment B to Performance Evaluation)

OVERALL RATING	#REF!

Verification of Receipt (initial box

I have read and understand this evaluation of my work performance.	
Employee refused or was not available to sign.	

*The General Manager's signature indicates only that the evaluation has been reviewed by the General Manager. It does not indicate the General Manager's agreement with the ratings and comments contained in the evaluation. The final evaluation will be included in General Manager's [illegible] personnel file.

General Manager's Signature Date

Board Member's Signature S

Board Member's Signature Date

Board Member's Signature Date

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13

Types of material to share with Board

- Share a proposed pay adjustment tied to a definable performance level rating scale that is used throughout the organization

CITRUS HEIGHTS WATER DISTRICT
PAY FOR PERFORMANCE SYSTEM
2025 Evaluation Period –effective pay date 1/29/2026

Performance Rating	U Unsatisfactory	NI Needs Improvement	ME Meets Expectations	ME+ Meets Expectations Plus	C Commendable	C+ Commendable Plus	E Exceptional
Performance Rating Definition	Employee does not meet job requirements and/or responsibilities.	Job performance is below expectations and improvement is needed.	Job performance generally meets all requirements and/or responsibilities and is within expectations.		Job performance consistently meets and frequently exceeds expectations. Job performance is above average.		Employee far exceeds expectations, even on most complex duties. Job performance is exemplary and distinguished.
Merit Adjustment	0%	0%	0%	3%	3.45%	3.75%	4%
One-time Rewards and Recognition Amount	$0	$0	$0	$500	$2275	$2500	$3000

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14

Tailoring Criteria to Your District

- Align with **strategic plan goals**
- Reflect district-specific priorities
- Avoid overly complex scoring systems
- Focus on what truly matters

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15

Types of Evaluation Approaches

- Quantitative/Rating Scales (e.g., 1-5)
- Qualitative/Narrative Style Forms
- Hybrid (Rating Scales & Narrative Sections)

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Using the Rating Instrument

- Board members complete individually
- Compile results into a summary
- Focus discussion on:
  - Patterns
  - Gaps
  - Alignment

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17

Evaluation Process Best Practices

- Use a third-party facilitator who specializes in Chief Operating Officer Evaluations
- Conduct annually (at minimum)
- Use a **written document**
- Hold an **in-person discussion**
- Maintain consistency year to year

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18

Benefits/Perspective of using a Third-Party Facilitator

- It is a strategic investment for a Board to use a third-party facilitator who specializes in chief operating officer evaluations and compensation issues
- Ensures that all Board Members have an equitable voice in the process; ensures the evaluation is a team-strengthening event
- Eases the process as the facilitator works with the Board to capture individual Board feedback/input and convert it to meaningful Board-wide feedback/input

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19

Benefits/Perspective of using a Third-Party Facilitator

- Reduces awkwardness/potentially relationship-damaging discussions surrounding areas needing improvement/change and/or compensation Consultant shares feedback w/ CEO followed by mtg w/ entire Board
- Works with Board Members, who are not acquainted with public sector human resource considerations, to follow HR-related best practices; reduces employment practices liability during the evaluation process

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20

GM Employment Agreement Considerations

The agreement should specify:

- Evaluation will be **documented in writing**
- Board and GM will meet **in person; recommending including use of third-party facilitator**
- Timing and process are clearly defined

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21

Importance of a Closed Session

Benefits of executive session:

- Encourages candid discussion
- Protects confidentiality
- Reduces employment practices liability
- Reduces politicization
- Supports respectful personnel management
- Strengthens Board–GM communication

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22

Ongoing Communication Practices

The evaluation should NOT be the only feedback/2-way communication point.

Best practices/options:

- Regular 1:1 meetings
- Weekly or bi-weekly updates
- Monthly FYI/Operational detail reports to "level the playing field"
- Quarterly strategic plan updates

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Linking Evaluation to Compensation

Evaluation supports:

- Fair and equitable compensation
- Recognition of performance
- Alignment with Board-directed priorities

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Compensation Best Practices

- Use **total compensation data**
- Benchmark periodically
- Consider:
  - o Performance
  - o Market conditions
  - o Internal equity (avoid compaction)

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25

Considerations to Compensation

No one-size-fits-all approach however:

- Consider an approach that aligns with how department heads/AGMs/Leadership staff group are treated
  - o Aligns with/promotes a "flat organizational culture"
  - o Improves organizational morale
  - o Reduces risk associated with reportable salary to CalPERS/reduces risk of "pension spiking"/be treated as part of an employee group/"safety in numbers"

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Common Pitfalls to Avoid

- Vague or unclear expectations
- Overly complex evaluation tools
- Lack of documentation
- Letting issues "build up" all year
- Evaluating personality instead of performance

27

Final Thought

"Human Resources is harder than engineering."

- Evaluations are about people, relationships, and trust
- Done well, they strengthen the entire organization

28

Key Takeaways

- Be clear, consistent, and objective
- Focus on goals and observable performance
- Use evaluation as a **communication tool**
- Connect performance to compensation thoughtfully

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29

Now it's your turn—Ask me Anything (AMA)!

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30