

TO: BOARD OF DIRECTORS
FROM: BRUCE BUEL *BBB*
DATE: MARCH 6, 2009

**AGENDA ITEM
F
MARCH 11, 2009**

MANAGER'S REPORT

ITEM

Standing report to your Honorable Board --*Period covered by this report Feb 19, 2009 through March 4, 2009.*

DISTRICT BUSINESS

Administrative

Maria Vista Estates has set a total of ten water meters.

Staff submitted the attached Pre-Application for Federal Stimulus Funding for the Waterline Intertie Project on February 26, 2009.

Staff participated in the 2/27/09 Strategic Plan Workshop. Attached is a printout of the preliminary results. Staff will seek Board feedback on the Mission Statement, Vision Statement, Core Values and Strategic Element Objectives at the 3/25/09 Meeting.

Doug Wood is scheduled to produce the Draft FEIR for the Waterline Intertie Project on March 11, 2009. Staff expects that your Honorable Board will hold a hearing on the Final EIR on April 8, 2009 and consider certifying the Final EIR on April 22, 2009.

Staff mailed the RFP for preparation of the Southland WWTF Upgrade Project EIR to eight consultants on February 9, 2009. Staff will present proposals for Board consideration at the 4/8/09 Meeting.

Staff expects to mail an RFP for Southland Construction Management Services to consultants on March 9, 2009. Staff will present proposals for Board consideration at the 5/13/09 Meeting.

Staff is still working on cost quotes for conversion of the Sundale Well from Natural Gas to Electric and expects to present this information at the March 25th Board Meeting.

Safety Program - No injuries or accidents occurred in this period.

Conservation Program Activities - 54 NCSD customers used the high efficiency clothes washer rebate program before it was placed on hold. Staff has completed three gardening workshops with a fourth planned for March 14, 2009.

RECOMMENDATION

Staff seeks direction and input from your Honorable Board.

ATTACHMENTS

- WIP Federal Funding Pre-Application
- Summary from 2/27/09 Strategic Plan Workshop



Quit California Department of Public Health
 Division of Drinking Water and Environmental Management
Pre-Application for Funding

PreApp Summary**Go Back**

To print this page, use your Browser's "Print" command (File > Print)

PreApp Status: Pending

ECONOMIC RECOVERY FUNDING

PART ONE

A. Project Title: NCSO Supplemental Water Project

B. Water System: ID No. 4010026
 Public Entity
 Nipomo Comm Services Dist
 San Luis Obispo County
 3879 Connections 12626 Population Served
 SANTA BARBARA DISTRICT (Regulating Entity)
 Type C Community Water System

C. Applicant Contact
 Bruce Buel, General Manager
 Mailing: 148 South Wilson Street, Nipomo, CA, 93444
 Street: , , CA,
 Phone: 805-929-1133
 Email: bbuel@ncsd.ca.gov

D. Disadvantaged Community: No
 Billing Method: Metered rate
 Public School: No

E. Consolidation / Permanent Intertie
 Consolidation: No
 Intertie: Yes
 Distance to Nearest Public Water System: < 1/2 mile
 Consolidating With: Golden State Water Company - Nipomo Division and Woodlands Mutual Water Company

F. Other Information / ER Specific Information
 Final Plans & Specs Date: June 2009
 Environmental Docs Complete Date: April 2009
 Anticipated Start Date: December 2009
 Previously Submitted PreApp for this Project: Yes
 Project Meets Prop 218 Requirements: Yes
 Aware of Environmental Review, Procurement, & Social Policy Requirements?: Yes

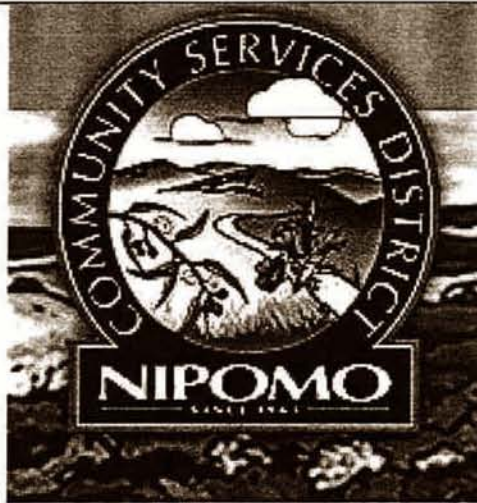
PART TWO

I. Funding
 Total Project Costs: \$21,000,000
 Funds Requested: \$5,000,000

J. Problem Description
 NCSO currently relies 100% on groundwater from the Nipomo Mesa Management Area. Current production from this basin exceeds safe yield and the State Court has issued an order directing NCSO, GSWC and the WMWC to import at least 2,500 acre feet per year of supplemental water to avoid future salt water intrusion. The Court has ordered NCSO to be the lead agency in the development of this new supply. NCSO has negotiated an agreement with the City of Santa Maria to buy up 2,500 acre feet of water from the City.

K. Project Description
 The project involves the construction of approximately 5 miles of new water mains to transport water

from the City of Santa Maria to replace 2,500 acre feet per year of current groundwater pumping by NCSD, GSWC and WMWC as ordered by the State Court to avoid salt water intrusion. The pipeline would range in size from 12" to 24" plus there would be a pump station, a 500 gallon reservoir and turnouts for GSWC and WMWC.

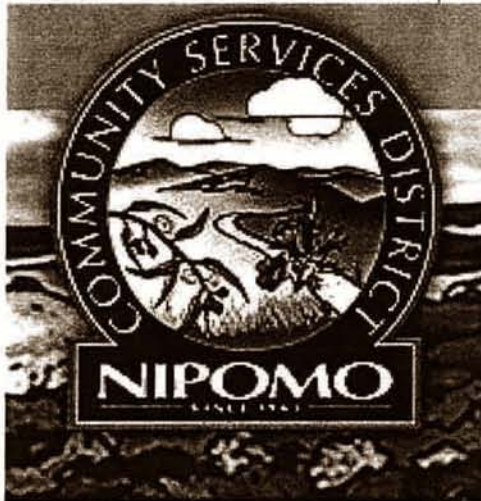


Nipomo Community Services
District
Board of Directors
Strategic Plan Workshop

February 2009



Background

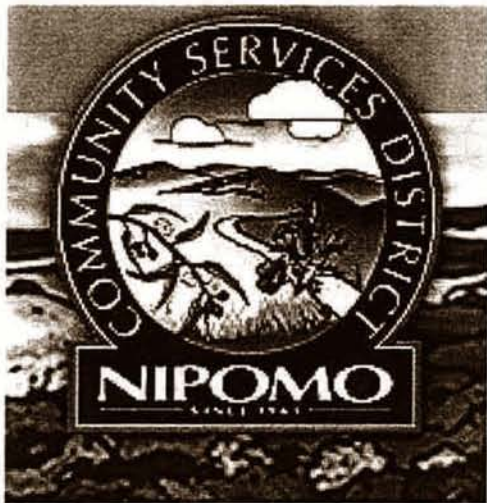


Board decision to embark on creating a 5-year plan
(Strategic Plan)

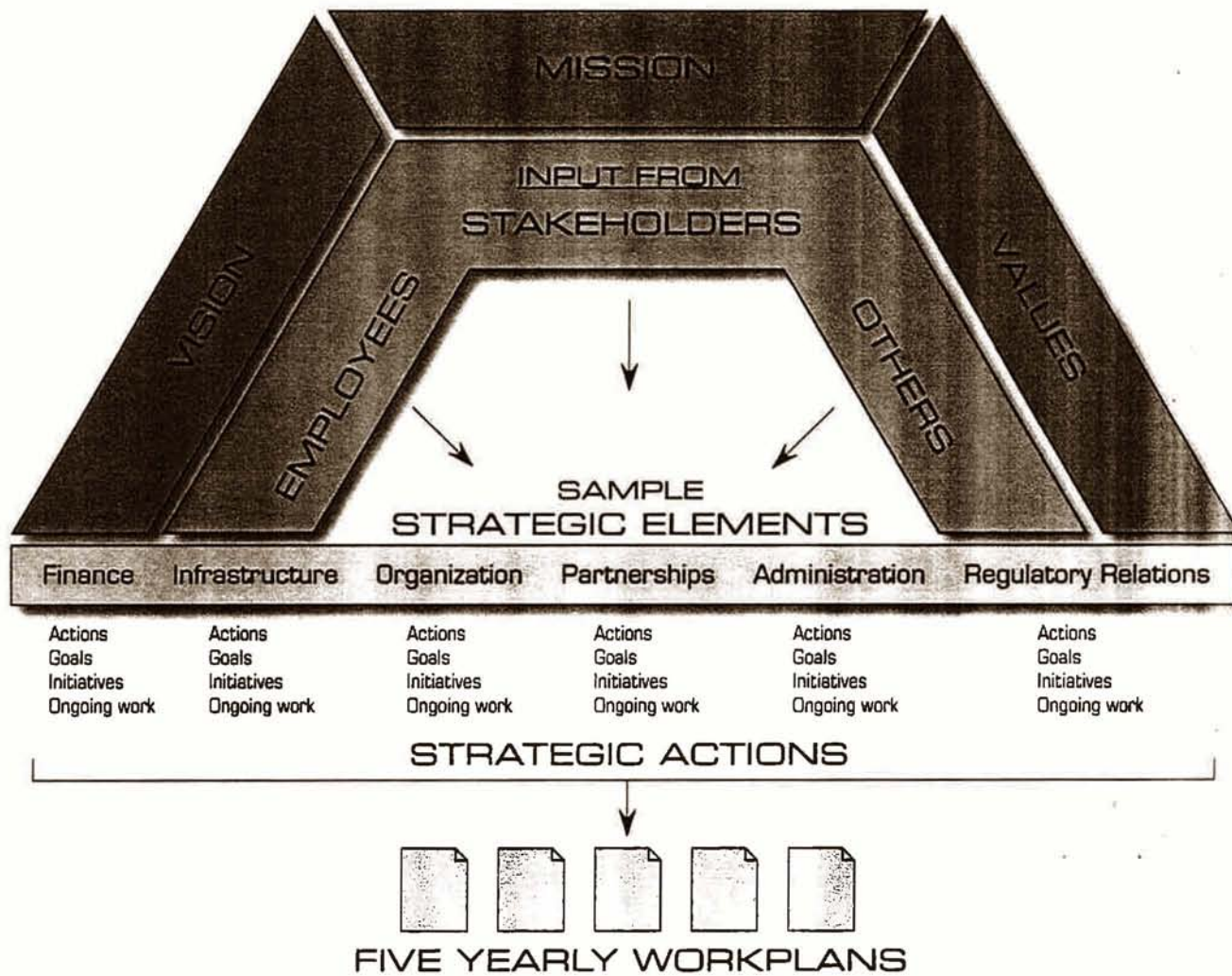
- Includes inputs from employees and questionnaire input from Board members!
- This workshop allows you to *set foundation and direction for strategy*
- After, we'll put "Meat on the Bones" and make into a document
- Then back to you to check-in, then finish the Plan, and back again!



The Process Today



- We'll review input sets
- Get two main guiding information sets from you:
 1. Develop foundational statements and principles:
(MISSION/VISION/CORE VALUES)
 2. Identify the
STRATEGIC ELEMENTS
and develop guidance statements for each



Linkages in Strategic Planning

MISSION STATEMENT →

VISION →

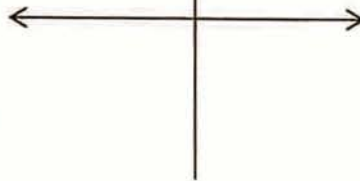
CORE VALUES →

Strategic Elements →

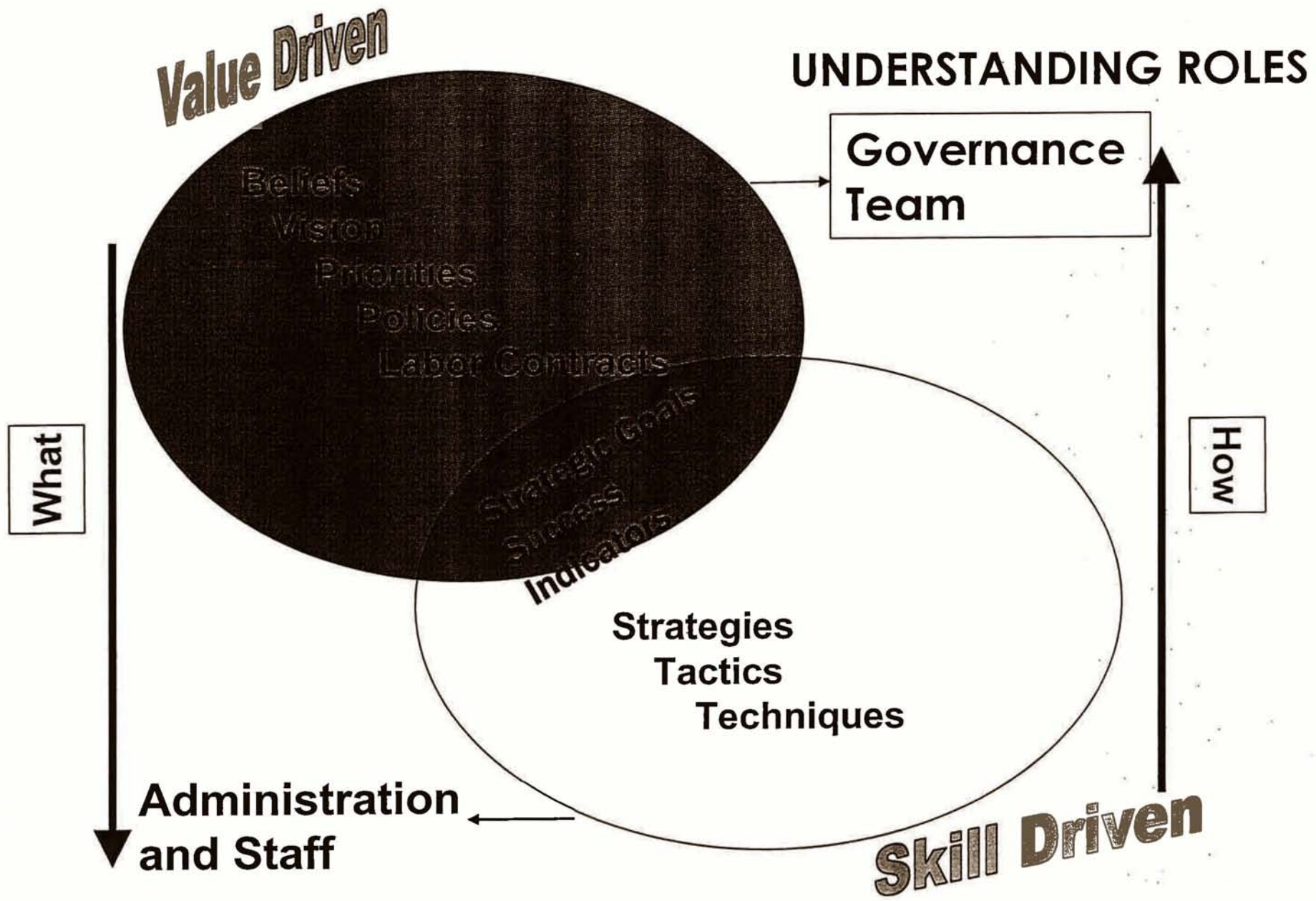
Strategic Implementation →

5-year Workplan

BOARD



STAFF



Strategic Planning

- **Helps bring you all together at the right LEVEL (10,000 ft.) for looking out into the future**
- **Allows you to practice your rightful leadership role**
- **Asserts and confirms your Mission**
- **Assures clarity for staff in the application of your Vision**
- **Keeps Vision and Direction properly separate from implementation**
- **Allows your staff to practice their professions while implementing your Vision**



Mission Statement - what is it?

- A true mission statement:
 - a succinct statement of why an organization exists, ... it's Purpose/Charter
- You have provided input via questionnaires
- We gathered input from the employees as well
- We'll look at some examples as well



Mission Statement - The District Mission Statement??

*The Nipomo Community Services District's mission is to
provide its customers with reliable, quality,
and cost-effective services now and in the future.*



EASTERN MUNICIPAL WATER DISTRICT

“The mission of Eastern Municipal Water District is to provide safe and reliable water and wastewater services to our community in an economical, efficient and responsible manner, now and in the future.”

TULOUMNE UTILITIES DISTRICT

“To responsibly manage District resources in order to provide our community with reliable, high quality water, wastewater and other utility services.”



WESTERN MUNICIPAL WATER DISCRICT

“It is the Mission of the Western Municipal Water District to provide water supply, wastewater and water resource management to the public in a safe, reliable, environmentally sensitive and financially responsible manner.”

DUBLIN SAN RAMON SERVICES DISTRICT

“It is our Mission to provide value to our community by delivering high quality wastewater and water services at a competitive price and in an environmentally responsible manner.”



NCSD Mission Statement

Common phrases used from input received:

<u>Employees</u>	<u>Board</u>
<ul style="list-style-type: none">• In some areas we may be straying from the existing core Mission• The Mission suffers from lack of adequate staffing• Reliable – safe• Maintaining infrastructure• Socially and environmentally responsible*	<ul style="list-style-type: none">• Best possible service• Competitively priced• NCSD boundaries• Abundant, reliable, dependable, lowest cost water• Meet buildout needs• Wastewater services in prohibition zone• Excellent services• Mission statement adequate.

NCSD Mission (2/27 draft)

- *The Nipomo Community Services District's mission is to provide its customers with reliable, quality and cost-effective services now and in the future.*



Vision Statement

(Where we'd like to be in the future)

- Describes the future;
 - Where are we going, or
 - How we would like to describe ourselves in five years, or
 - What we'd like to say in a “State of the District” address in the year 2014
 - Where do we want to go or what do we need to do that we are not doing currently?
- The Vision drives the Mission forward
- The Vision demands strategy and action!



Vision Opportunities

The following areas have emerged as having potential for your 5-year Vision

- **fiscally**, stable
- **maintenance focus** for water and wastewater assets
- something regarding your **new** plants/infrastructure/upgrades
- a statement on the District as a fair and equitable **employer**
- something on your **quality of life**
- a statement regarding your **balance** of size, plants, infrastructure and your organizational size
- District **image** in your community (PR)
- Demonstrating **conservation, beneficial usage, water reuse and recycling** services
- **Using appropriate technologies** in the services we provide



Vision Statement - EXAMPLE

- **District of Columbia** -- vision for the Department of Parks and Recreation is to be the national leader in urban recreation and parks administration and to be District residents' primary source for leisure activity

Auburn R&P Dist: *The vision for the ARD is to be the recognized local leader in recreation and parks and to be the District residents' primary source for leisure activity. We will focus our resources on improving the services, programs, facilities and prudent acquisitions, and the health and happiness of our community.*



Vision Statement - EXAMPLE

- **Dublin San Ramon Services District**

The District will:

- **Refine our financial policies and practices to reflect better the complexities of our service area and ensure our long-term financial stability;**
- **Enhance the efficiency, reliability, and security of District infrastructure;**
- **Sustain potable and recycled water treatment, storage, and distribution systems to meet the current and future needs of the communities we serve and to respond to emerging regulations;**
- **Sustain wastewater collection, treatment, and disposal systems to meet the current and future needs of the communities we serve and to respond to emerging regulations;**
- **Design, operate, and maintain our systems and develop programs to do our part in protecting the environment;**
- **Maximize available water supplies for our customers by expanding recycled water and water conservation programs;**
- **Secure sufficient and reliable additional water supplies to meet current and future needs;**
- **Sustain a high performing, highly qualified, flexible, motivated, innovative, and responsive workforce to assure an adaptable organization; and,**
- **Enhance our public information and outreach methods to connect better with the communities we serve.**



Vision Statement - EXAMPLE

- **Tuolumne Utilities District**

The District will:

- *maximize available water supplies and secure additional supplies to meet current and future needs,*
- *invest in our workforce and in infrastructure to provide high quality and efficient services,*
- *practice environmental stewardship for multiple benefits and protect our resources,*
- *recognize the importance of local cultural and historic resources in our planning efforts,*
- *manage long term costs to protect future affordability,*
- *enhance our customer service, public education and information methods to maintain the public trust, and*
- *cooperate with strategic partners to protect regional water resources for the people we serve.*



NCS D Vision Statement

Employees

- Be financially solvent
- Enough personnel to do the Core Mission
- Concentrate on infrastructure maintenance
- Parks, landscaping, schools, etc. using reclaimed water

Board

- Diverse, dependable water *
- Sewer plant upgraded and modern* and reclaimed water being used for appropriate irrigation
- Beneficial use of our solid waste
- Keep the needs of our customers in mind
- Improved public relations
- NCES using alternative energy
- Implemented emergency plans
- More dependence on staff and mgmt.
- Self-sufficient supply of water, little uncertainty
- Reliable core services
- Demands outside of current boundaries paid for by development
- Costs of services dictated locally, not outside District
- Comparable rates
- Salary structure is fair and competitive with employment market area
- Operate parks
- Solid project funding

- A broad range of services provided that protect the rural quality of life here. (air, space, transportation, etc.)



Vision Statement

The District:

- *has sufficient water supplies to meet current needs and is actively planning for and funding future needs*
- *has investments in our infrastructure to maintain reliable and efficient services,*
- *is practicing environmental stewardship to protect our resources,*
- *has substantially upgraded water and wastewater systems to accommodate new water supplies and meet growth and regulatory requirements*
- *is sustaining a qualified, long-term and productive workforce to assure an effective organization*
- *continues conservative, well managed finances reaching incremental targeted reserve goals*
- *customer service, public outreach and information methods have resulted in a high level of public support*
- *is utilizing proven technologies to enhance the performance of our Mission*
- *has improved relationships with local agencies, regulators and providers*
- *has constructed and is operating at least one neighborhood park*

Core Values

- CORE VALUES:

- *Those things to which the District is fiercely dedicated*
- *“Who we are as an organization”*
- *“Reflected in policy”*
- *“We Embrace”-“We Believe”-“We Value”- “We Use”*
- *Use as decision filters, as in the question, “WILL IT...”*



NCSD Values

Employees

- Great customer service*
- Safe clean drinking water
- Reliability (*system, service, employees, ...*)
- High quality services*

Board

- Infrastructure Maintenance (41)
- Facility Maintenance (40)
- Process Transparency and Openness (39)
- Customer service AND High quality services (38)
- Public Education 36)
- Immediate response to needs (35)
- Progressive methods AND Public involvement (34)
- Employee welfare AND Operational efficiency (31)
- Quality (30)
- Reasonable rates (28)
- Providing for growth (23)
- Lowest rates (10)



Core Values

- **CORE VALUES:**

- Based on what we have heard from the inputs we have received please look to the following proposed set of values as a starter set.

- Form can be any type you'd like. These are posed in the form of decision questions.



Core Values/Decision Filters

- *IS IT SENSITIVE TO RATES AND COST EFFICIENT?*
- *DOES IT SUPPORT OUR COMMITMENT TO MAINTENANCE OF OUR FACILITIES AND INFRASTRUCTURE?*
- *DOES IT SUPPORT OUR ABILITY TO PROVIDE RELIABILITY IN THE SERVICES WE PROVIDE?*
- *IS IT OPEN, TRANSPARENT AND RESPONSIVE TO OUR CUSTOMERS?*
- *DOES IT SUPPORT THE WELFARE OF OUR EMPLOYEES?*
- *DOES IT PROTECT THE RURAL CHARACTER OF OUR COMMUNITY?*

(IN NO SPECIAL ORDER)

**BREAK!!
20 MINUTES**

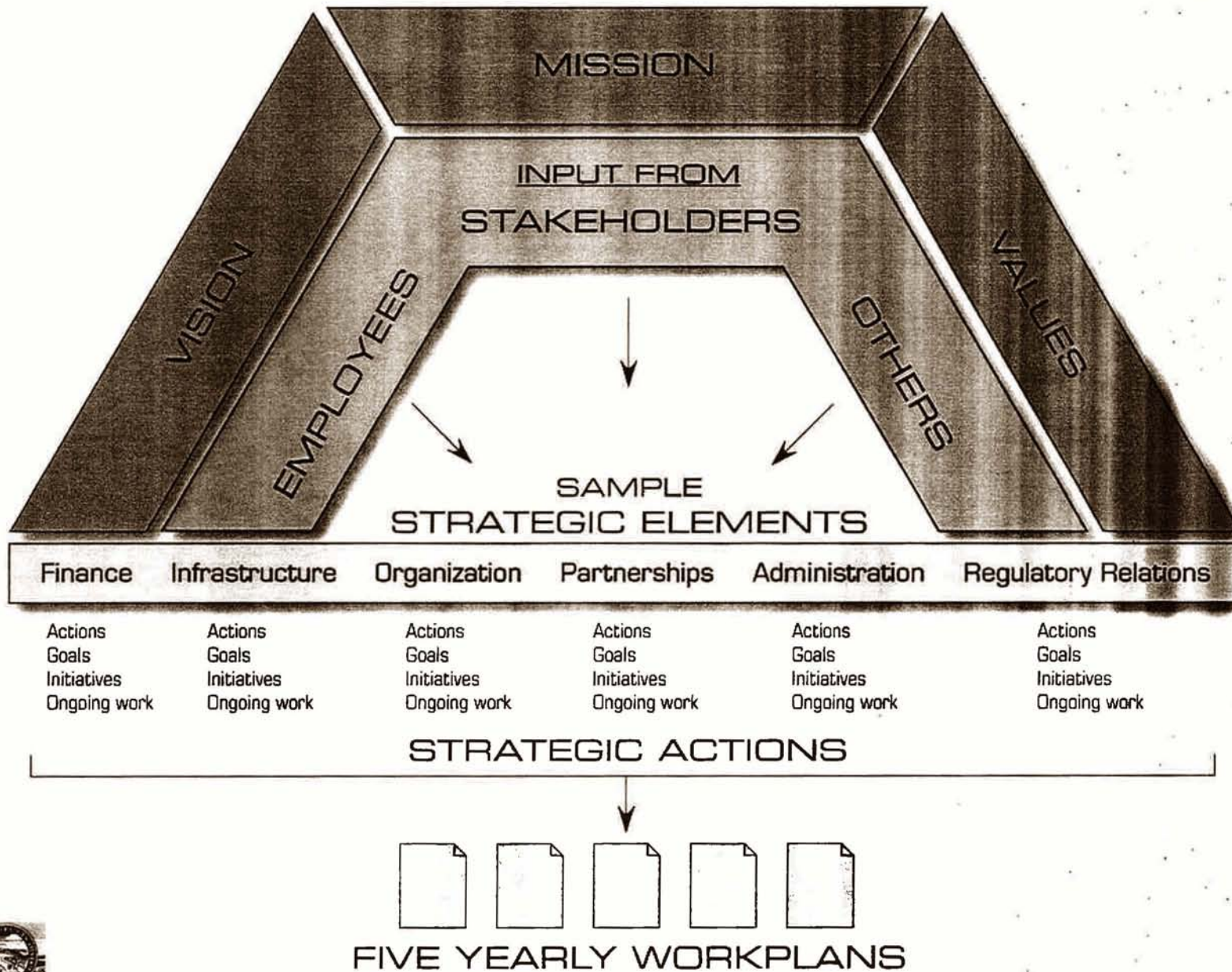
Strategic Elements

These are the basis of **balanced strategy**. Areas that the District must consider to assure coverage.

Example Set:

- Water (Infrastructure, Plant, Sources, etc.)
- Wastewater (Infrastructure, Plant, Recycle, etc.)
- Partnerships/Regulatory Relations
- Administrative Management
- Personnel/Organization
- Finances
- Other Services





“Objective and Strategy” Statements

- Each Strategic Element will have a clear, concise statement covering the District objective and strategy
- One or two sentences each



EXAMPLE

Strategic Element Directional Statement *Personnel/Organization Management*

Element Objective and Strategy: The objective is to employ and retain a high quality, motivated workforce. Our strategy is to offer competitive compensation and benefits, train best management practices, provide advancement opportunities and insist on a safe workplace.



Water

(Infrastructure, plants, sources, quality, conservation)

Objective: The objective is to ensure water supplies of high quality and quantity are available for existing and future customers.

Strategy: We will do this by aggressively managing water resources under the District's control, developing a diversified water supply portfolio, and by partnering with and/or influencing agencies that have an impact on the quantity and quality of the water supplies available to the District.



Wastewater

(Infrastructure, plant, recycle, biosolids, etc.)

- **Objective:** Collect, treat and beneficially dispose of wastewater and its by-products to meet the needs of existing and future customers.

Strategy: We will do this by the careful management of effluent and biosolids, using prudent planning and maintenance, with financial strategies to maintain sufficient capacity and respond to changing regulatory demands.



Partnerships/Regulatory Relationships

Objective: To foster beneficial relationships to accomplish the goals of the District.

Strategy: We will do this by embracing strategic ties with other organizations, working closely with regulators, developing a deliberate legislative agenda and participating in professional associations.



Personnel/Organization

Objective: To employ and retain a high quality, motivated workforce.

Strategy: We will do this by utilizing sound policies and personnel practices, offering competitive compensation and benefits, providing opportunities for training, development and professional growth, while ensuring a safe and secure workplace.



Administrative Management

Objective: To create, maintain and implement policies and procedures to ensure sound management of the District.

Strategy: We will conduct periodic review, refine and implement policies and procedures, and assure that the General Manager has the direction and tools necessary for successful operations throughout the District.



EXAMPLE:

Finances

Objective: To ensure the short and long-term fiscal health of the District.

Strategy: The District will forecast and plan income and expenditures and provide financial resources to fund current and planned obligations.



Other Services

Objective: To provide solid waste service and neighborhood parks throughout the District, and street lighting, drainage and street landscape maintenance in designated areas of the District.

Strategy: To meet goals with adequate resources, implement those goals ~~and measure our effectiveness.~~

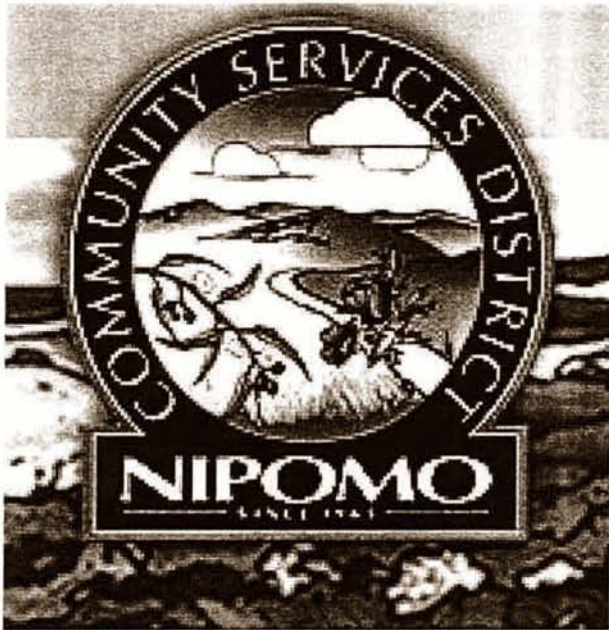


Plan Maintenance

- Strategic plan will include recommendations for annual maintenance of the goals and elements.
 - Annual review
 - Review results of the current year
 - Look at years 2-4
 - Forecast new year 5



Path Forward



Path Forward

- Work with Steering Comm. to develop draft
- Conduct Board “Tone Check” meeting
- Finalize draft - circulate to Board for final comments and approval
- Publish final report