

TO: BOARD OF DIRECTORS  
FROM: MICHAEL LEBRUN *msl*  
INTERIM GENERAL MANAGER

**AGENDA ITEM**  
**E-5**  
**FEBRUARY 23, 2011**

DATE: FEBRUARY 17, 2011

## **STRATEGIC PLAN UPDATE**

### **ITEM**

Review District Strategic Plan [RECOMMEND REVIEW STRATEGIC PLAN DRAFT CHANGES AND APPROVE OR DIRECT STAFF]

### **BACKGROUND**

In July 2009, your Board adopted the District's 2010 – 2014 Strategic Plan. On February 26, 2010, BHI Consulting conducted a workshop with District management staff. On April 14, 2011, BHI Consulting conducted a workshop with your Board and your Board subsequently adopted the District's current Strategic Plan.

Staff have reviewed the 2010 Update of Strategic Plan (Adopted by Resolution 2010-1187 on May 12, 2010) which is attached with proposed changes highlighted.

### **FISCAL IMPACT**

Development of this Plan used previously budgeted staff time. Implementation of the Plan will be dependent on subsequent adoption of budgets and approval of specific projects Budgeted staff time was used to prepare this report.

### **RECOMMENDATION**

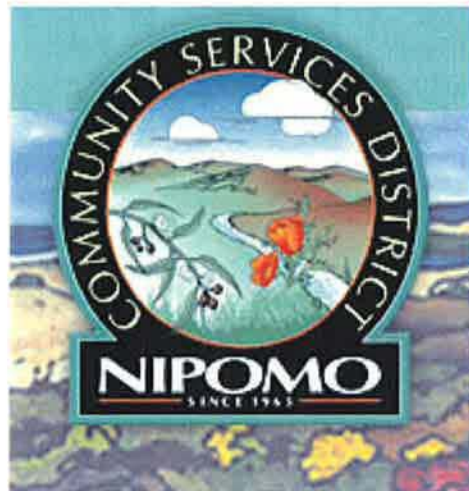
Staff recommends your Board review recommended changes and direct staff to prepare a final report for adoption at a future meeting.

### **ATTACHMENTS**

April 14, 2011 Strategic Plan with Draft changes

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*Nipomo  
Community  
Services  
District  
Strategic Plan  
20110 Update  
Draft*



*April 14XXXX, 20110*

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## Introduction

A Strategic Plan is a top-level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This planning process began with an environmental scan of the District's business environment including an objective assessment of the District's strengths, weaknesses, opportunities and threats. Input from various stakeholders was gathered and analyzed. Starting with that information the District's Mission, Vision, Core Values and the overall structure of this Strategic Plan were developed by the Board in workshop settings. Within the framework of that structure and the business environment, strategies and goals were developed to sustain and where appropriate improve the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, and planning efforts that are currently underway and which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort has focused on several or all of the following areas:

- Ensuring the District's long term financial health and stability;
- Cost efficiencies;
- Maintaining infrastructure;
- Stewardship of the environment;
- Sustaining a high performing, motivated and adaptable workforce;
- Fostering professional relationships when needed to better achieve our Mission; and
- Assuring clear, proactive and meaningful communications with the community we serve and the regulatory and land use agencies that impact District services.

## Strategic Planning Definitions

Mission Statement: A declaration of the District's purpose which succinctly describes why the District exists. All activities of the District will be in support of the Mission Statement. The Mission Statement is adopted by the Board of Directors. The Mission Statement will be reviewed annually but is intended to be constant over the long term.

Vision Statement: A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Vision Statement is adopted by the Board of Directors. The Vision Statement will be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction the Board wants to take the District over the five-year time horizon of the Strategic Plan.

Core Values: A guidepost to the things that the District values when faced with options and alternatives. These are used every time decisions are made as a District. The Core Values are adopted by the Board of Directors. The Core Values are reviewed annually but are intended to be relatively constant over the long term.

Strategic Elements: The broad and primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals. These essentially serve as the outline and organization of the Strategic Plan. The Strategic Elements are adopted by the Board of Directors. The Strategic Elements are reviewed annually but are intended, absent major new issues to be faced, to be relatively constant over the life of the five year Strategic Plan.

• Strategic Element Objective: A concise statement associated with each Strategic Element that describes the objective of that element. It explains why that element is important to the District's overall strategy.

• Strategic Element Strategy: A concise statement associated with each Strategic Element that describes how the Objective for that Element will be achieved.

• Measurement of Strategic Element: A concise statement associated with each Strategic Element that describes in simple high-level terms how an observer will know if the Objective for the Element is achieved.

Strategic Goals: Short statements of desired success. The goal statement is supported by a narrative that more fully explains the nature of the goal and the issues that the goal intends to address. The Strategic Goals are prepared by management and accepted by the Board. The Strategic Goals will change from year-to-year when the annual assessment is made of the progress on each Strategic Element. The Strategic goals straddle the line between policy (Board responsibility) and implementation (management responsibility) and as such are a collaborative effort of both the Board and management.

Strategic Work Plan: An objective-by-objective prioritized and year-by-year summary of the activities that management anticipates undertaking to achieve the Strategic Goals. The Work Plan is a tool and a road map to prioritize the broad approach to the Strategic Goals. The work plan is not a task or "to-do" list. It is presented at a higher level of milestones that are intended to be accomplished each year to move the District towards success on the broad Strategic Goals. The Strategic Work Plan is prepared by management. To the extent that it prioritizes the undertaking of efforts to implement the Strategic Elements policy direction from the Board is sought by management.

Business Plans: Detailed and shorter to mid-term implementation plans that will be prepared by each operating Division in the District at the time of budget preparation and separately from this over-arching Strategic Plan. The Business Plans identify specifically what each division intends to accomplish, what resources they require to do so and the detailed steps, milestones and metrics that will be used to assess their performance. Business Plans are prepared annually by mid-level management and are to be in alignment with the Strategic Work Plan.

## Strategic Plan Development

In FY2008-09, the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five-year Strategic Plan. BHI first gathered input from the District employees in a number of meetings so as to allow direct and "ground level" input to Board during their deliberations on the Strategic Plan. To prepare for the Board workshop the Consultant circulated questionnaires to the District Board members on the matters they thought were most relevant to future strategy for the District. The following topics were discussed at all of the input gathering meetings:

- Mission
- Vision
- Core Values
- Current and future issues
- Important future projects

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. A full-day Board workshop was conducted. At the workshop the Board reviewed all input, revisited and refined the existing Mission Statement of the District, created a Vision Statement and developed Core Values for the District. The Board also identified the seven strategic elements providing balanced implementation actions across District operations that will support the Mission and achieve success of the Vision.



A steering committee, consisting of Senior Management and staff, worked with BHI to develop the Strategic Goals that support each Strategic Element. The Strategic Work Plan was developed in a collaborative fashion by Senior Management. District staff was regularly briefed in General Employee and in Division-level meetings about the process and content of the Strategic Plan as it was being developed. Using this process along with both external and internal input the Strategic Plan was assembled in a way that best articulates the Board's Vision and Strategy for the District over the next five years.

### Continuation Process of the Plan

A key part of the Strategic Planning process is to conduct an annual review and update of the Plan. This draft represents the ~~first~~second update and was accomplished in ~~April~~April ~~xxxx~~ of 201~~10~~. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and needs of the District. The reviews will be documented, and followed up with by either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects and initiatives.

The General Manager shall prepare a written quarterly update (Jan/Apr/July/Oct) on the District's progress and report his findings to the Board of Directors at a regular Board Meeting.

### **DISTRICT MISSION**

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

### **DISTRICT CORE VALUES**

- ***Is it open, transparent and responsive to our customers?***
- ***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?***
- ***Does it support the welfare of our employees?***
- ***Does it protect the rural character of our community?***

## **DISTRICT VISION**

### **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 a growing understanding of available resources and conveys that information to customers.**
- **has substantially upgraded and continues to upgrade 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.**
- **achieves a high level of public support through public outreach.**
- **is utilizing proven and cost-effective 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.**

## Strategic Elements

Strategic Elements represent the vital areas of the District's operation and management. They assure that the implementation of work to be performed in support of the Mission and Vision are comprehensive in nature and properly cover the District in all areas. Strategic elements are derived from the foundational Mission and Vision statements of the District. They are linked to action and results through the Strategic Goals written in each area and the Strategic Work Plan, Business Plans and Employee Goals. Within the five-year period covered by this Strategic Plan, these Elements assure that all aspects of District operations are well supported and are moving forward in a way that reflects Board priorities and creates balanced implementation. They are not ordered in any particular order but meant to be equally important to the long-term balanced future of the District.

The Strategic Work Plan which contains the supportive actions and initiatives organized and prioritized by year within the planning period, is presented along with each Strategic Goal and is also consolidated in tabular form in Table 1 - Strategic Plan "At-a-Glance" (pg. 20). These too are not prioritized within each section of the Plan but by how they are implemented throughout the five-year term of the Plan. Business Plans and Employee Goals are not a part of the Strategic Plan; these are developed on a one to two year timeframe with tasks, and are handled within the management structure of the District.

The Strategic Elements are:

- 1.0 Water
- 2.0 Wastewater
- 3.0 Partnerships/Regulatory Relations
- 4.0 Personnel/Organization
- 5.0 Administrative Management
- 6.0 Finances
- 7.0 Other Services

## 1.0 Water

**Objective:** The objective is reliability; to ensure that water supplies of high-sufficient 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-or quality of the water supplies available to the District.

### 1.1 Protect, Enhance, and Assess Available Water Supplies

Continuous assessment of available groundwater in storage, quality trends of groundwater, threats to water supplies, and the ability to serve existing and future customers is necessary to maintain adequate service levels. District production wells will be monitored and analyzed to insure operational reliability and water quality. Production parameters and quality will be tracked. District wells will also be monitored in support of District and NMMA Technical Group efforts to understand basin production and health. The District will increase understanding of stormwater and return flow inputs to the local-groundwater basin in order to inform efforts to maximize quantity and quality of these supply elements. Customers and users of the basin will be informed as to the 'semi-closed loop' nature of the basin and their role in protecting the basin.the need to protect the basin-at home. The District is in the process of converting monthly well level depth measurement to continuous readings and monthly evaluation of District well level depths. Similarly, the practice of semi-annual (Spring and Fall) basin-wide storage calculation based on the County's reading of water well levels, will be augmented to include continuous monitoring of the coastal sentinel wells and the "key" inland wells and the periodic water quality measurements set forth in the 2008 NMMA Annual Report.

In addition to this high- priority, continuous reporting conversion, the The District will support and advance NMMA Technical Group efforts to monitor and evaluate area

groundwater resources. The NMMA Technical Group has identified six longer term management recommendations including the development of a third Coastal Monitoring Well at Oso Flaco. Implementation of these additional management recommendations will improve the understanding of the groundwater basin and provide information critical to management of the basin. The District will participate in the identification and implementation of Technical Group Annual Report recommendations.

Over the past three years, the District has reported the volume of groundwater in storage as an indicator of basin health; however, this measurement metric has been criticized for not accurately representing the basin's geo-hydrology. With the publication of the 2008 NMMA Annual Report, there is now a new metric available, namely the Key Well Index, that is supported by the technical experts serving on the Technical Group (TG). The District will coordinate with the NMMA TG to periodically assess the basin status and to implement appropriate response plans when the TG or the Court determines that the basin is in a Severe or Potentially- Severe Water Shortage situation.

The District's Urban Water Management Plan (UWMP) provides the basis for the District's Water Supply Program and it must be kept current so the District can understand current water resource demands and plan to meet future needs. The State requires updates of the UWMP every five years to be eligible to receive state grant funding. The District completed an assessment of per capita water use and an estimate of future demands and supply, among numerous other metrics during the course of the 2010 update of the District's UWMP. The 2010 UWMP update is scheduled to be adopted by the Board in April 2011. will track existing customer demand, commitments to future development, and plans for future development as it actively revises the UWMP in 2010.

## 1.2 Secure New Supplies to Meet Demands

WATERLINE INTERTIE PROJECT - As detailed in the 2009 NMMA Annual Report, the average annual consumptive use of groundwater exceeds the average annual recharge. This situation is not healthy-sustainable and must be corrected to prevent future saltwater-intrusion/long-term damage to the aquifer. The District is proceeding with implementation of the "Business Plan" for development of the implementing a \$25 Million Dollar Waterline Intertie Project (WIP) to augment supply on the Nipomo Mesa and enable better Mesa-wide groundwater management, including environmental review, design, permits, funding, property acquisition, construction, start up, testing and operations. Once the project is fully operational, the District will reduce its groundwater pumping and provide new water for development infill within District boundaries, but no new water will be available for annexations. Once the project is completed, at least one new operator position will be required to manage the new facilities and treatment processes. [ESTIMATED COMPLETION DATE = FY1~~2-13~~14-15].

FUTURE WATER SUPPLY AUGMENTATION Additional water, beyond the WIP initial capacity, will be necessary to support development of the lands within the District's Sphere of Influence. The District will need to develop at least one additional supplemental water project to support development, in accordance with the County General Plan, within the Sphere of Influence. The District Board has ordered staff to implement a work program for development of a desalination project. This work program will be re-written/evolve as a business plan is developed. The initial phase of research will be conducted, potential partnerships will be negotiated and an initial project proposal will be developed within the five-year term of this Strategic Plan [ESTIMATED COMPLETION DATE = FY14-15].

### 1.3 Upgrade and Maintain Water Storage and Distribution Works

WATER AND SEWER MASTER PLAN - The District is proceeding with the phased implementation of its Water and Sewer Master Plan. Every year as the budget is adopted, technical staff recommends, and the Board selects projects to upgrade the storage and distribution works. In FY09-10 NCSD ~~has~~ funded the first phase of the Willow Road waterline extension and a new pressure reducing station for the Blacklake pressure zone. In FY10-11 the District ~~will consider funding~~ funded the second phase of the Willow Road waterline Eextension as well as the preliminary site layout for expanding the Dana Foothill Water Storage Tank Site. In addition, projects to replace and rehabilitate existing water storage and distribution works are funded each year including tank rehabilitation, hydrant replacement, valve replacement and well refurbishment [ESTIMATED COMPLETION DATE = ~~FY14-15~~ ongoing].

PREVENTIVE MAINTENANCE - ~~Historically, the District has not developed a written preventive maintenance plan and consequently has spent considerable funds to repair problems as they occur on an expensive case-by-case basis rather than efficiently planning for upgrades.~~ The Board has approved development of an overall Management and Operations Plan that ~~calls for the development of~~ includes a formalized preventive maintenance program. The District will purchase the program software and fully implement the program by the end of FY10-11 ~~1-12 for both water and sewer facilities~~ [ESTIMATED COMPLETION DATE = FY ~~11-12~~ 10-11].

SCADA (REMOTE ELECTRONIC MONITORING OF WATER AND SEWER FACILITIES) – The District currently uses a proprietary Supervisory Control and Data Acquisition System (SCADA) that has limited capabilities to monitor, control, and document water and sewer facility performance. These limitations reduce the District's ability to control and manage its water and sewer systems. The District will upgrade its SCADA system to improve the efficiency of operation and to enhance



both the evaluation and control of facilities [ESTIMATED COMPLETION DATE = FY~~10-11~~11-12] .

GIS - The District currently uses a Geographic Information System (GIS) system that is not accessible to field personnel and is very cumbersome to update. These limitations reduce the ability of staff to get information on water and sewer facilities and to keep information current. The District will upgrade and regularly update this system so that it can be accessed by all field personnel and other relevant agencies. The GIS system will also be~~and~~ integrated into the Operations and Management Plan [ESTIMATED COMPLETION DATE = FY~~10-11~~ONGOING] .

WATER QUALITY ANALYSIS - The District currently contracts out all laboratory analysis of water quality with both a primary contractor and a control contractor to ensure accuracy. Although the vendors have performed well, reliance on vendors limits the District's ability to timely evaluate the performance of NCS D's water and sewer facilities and to respond to emergencies. ~~Over the next three years, the~~The District ~~will~~is in the process of setting~~set~~ up an in-house water quality laboratory to provide for internal control and for emergency response. Once completed, one new Utility Operator/Water Quality position will be required to assist with laboratory analyses. [ESTIMATED COMPLETION DATE = FY12-13].

#### 1.4 Consistently Reduce Average Demand per Customer

The District has adopted a comprehensive Water Conservation Program, which includes twelve major conservation efforts. The goal of the Plan is to reduce average demand per customer so that less new water is required to return the basin to a long-term sustainable status. ~~As detailed in the 2005 Urban Water Management Plan,~~ water saved through conservation is much ~~cheaper~~less expensive per unit than water developed through new water supply projects. Staff has been implementing the Water Conservation Program with ~~a full-time position~~program dedicated staffing and ~~budgeted~~identified funding. The District is ~~implementing software to track the~~

~~effectiveness of each effort and to evaluate the actual reduction in tracking water demand per connection as a basis for measuring reduction levels.~~ customer. The District reduced production per connection by 16% over the last 5 years and ~~will continue~~ is continuing efforts to reduce average annual use per connection over the long-term. ————— The largest factors that affect the demand per ~~connection/~~ customer are outdoor irrigation and water rates. Implementation of the District's 2008 Water Conservation Plan will be prioritized to focus on reduction of irrigation use. ~~The District's successful Water Conservation Workshops will be expanded with more workshops offered in 2010-11.~~ The Board has agreed ~~to evaluate 2010-2013 Water Rates in 2010 to determine if alternative~~ a four-tiered water-rate structures can reduce water usage. The Board has also agreed to evaluate 2012-2015 watersewer rates in 2011. [On-going]

#### 1.5 Comply with State and Federal regulations and mandates

The District must comply with both State and Federal Water Regulations and submit the required water quality reports as well as prepare the annual Consumer Confidence Report. An additional major component of this compliance is tracking changes to the District water system and new regulations, ~~and~~ implementing regulations as they become applicable and/or effective. This tracking includes an evaluation of each new regulation to determine the cost to implement, documenting the changes necessary in facilities and operations, commenting to the regulatory body regarding impacts to the District and then implementing the final regulation after it is adopted [On-going].

## 2.0 Wastewater

**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.

### 2.1 Efficiently operate collection, treatment and disposal works

PREVENTIVE MAINTENANCE - The Board has approved development of an overall Management and Operations Plan that includes a formalized preventive maintenance program. The District will purchase the program software and fully implement the program by the end of FY11-12[ESTIMATED COMPLETION DATE = FY11-12]. ~~Historically, the District has not developed a written preventive maintenance plan and consequently has spent considerable funds to repair problems as they occur on an expensive case-by-case basis rather than efficiently planning for upgrades. The Board has approved an overall Management and Operations Plan that calls for the development of a formalized preventive maintenance program. The District expects to purchase the program software and fully implement the program by the end of FY10-11 for both water and sewer facilities [ESTIMATED COMPLETION DATE = FY10-11].~~

SCADA (REMOTE ELECTRONIC MONITORING OF WATER AND SEWER FACILITIES) –The District currently uses a proprietary Supervisory Control And Data Acquisition (SCADA) system that has limited capabilities to monitor, control, and document water and sewer facility performance. These limitations reduce the District’s ability to control and manage its water and sewer systems creating costs inefficiencies. The District will upgrade its SCADA system to improve the efficiency of operation and to enhance both the evaluation and control of facilities [ESTIMATED COMPLETION DATE = FY~~10-11~~11-12].

GIS - The District currently uses a Geographic Information System (GIS) system that is not accessible to field personnel and is very cumbersome to update. These limitations reduce the ability of staff to get information on water and sewer facilities and to keep information current increasing trip miles and increasing "time to project completion". The District will upgrade and regularly update this system so that it can be accessed by all field personnel and other relevant agencies. The GIS will also be and integrated into the Operations and Management Plan [ESTIMATED COMPLETION DATE = ~~FY10-11~~ ONGOING].

WASTEWATER QUALITY ANALYSIS - The District currently contracts out all laboratory analysis of wastewater quality with both a primary contractor and a control contractor to ensure accuracy. Although the vendors have performed well, reliance on vendors limits the District's ability to operate the new Biolac® Treatment System, to timely evaluate the performance of NCSD's water and sewer facilities and to respond to emergencies. The District will continue to expand an in-house water quality laboratory to provide for internal control & for emergency response [ESTIMATED COMPLETION DATE = FY12-13].

## 2.2 Upgrade and maintain collection and treatment works

SOUTHLAND WASTEWATER TREATMENT FACILITY - The District is ~~proceeding with implementation of~~ implementing the "Business Plan" for development of the Southland WWTF Upgrade Project (SoWWTF) including environmental review, design, permits, funding, construction, start up, testing and operations. The Project is planned in three phases. The Phase I of the Project project will result in improved effluent quality and, improved bio-solids management. Phase I is upgrade is scheduled to begin in the fall of 2011 and complete one year later in the fall of 2012, and increased capacity. The Project is planned in three phases. The first Phase is being aggressively pursued. Subsequent Phases will be timed on plant flow and community growth rates. Once this project is completed, two new operator positions

will be required to manage the new operation. [ESTIMATED COMPLETION DATE = FY12-13].

WATER AND SEWER MASTER PLANS - The District is proceeding with the phased implementation of its 2007 Water and Sewer Master Plan. Every year as the budget is adopted, the Board endorses projects to upgrade the collection, treatment and disposal works. In FY~~11-12-10-11~~ the District expects to fund the replacement of the South Frontage Collector. In addition, projects to replace and rehabilitate existing collection and treatment works are funded each year including lift station rehabilitation, manhole rehabilitation and Closed Circuit Television (CCTV) pipe condition assessment [ESTIMATED COMPLETION DATE = ON-GOING] .

EFFLUENT WATER QUALITY IMPROVEMENT - Separate from the SoWWTF upgrade, the District will pursue improvement of effluent water quality through the following source control efforts:

- The District will develop a Salts Management Program for both the Town Sewer Service Area and for the Blacklake Sewer Service Area. The program will include both a regulatory component prohibiting the installation of new self-regenerative water softeners and an education and rebate component to encourage existing customers who have self-regenerative water softeners to either abandon the use of water softeners or to convert to canister style systems.
- The District will continue implementation of a Fats Oils and Grease reduction program and expand the program to include development of information to residential customers.
- The District will develop education and outreach information about other customer source threats to effluent water quality (medical wastes, grease, oils, fats) and septic tank management. The effort will be integrated with supply water quality education efforts (1.1). [ESTIMATED COMPLETION DATE = FY11-12 and Ongoing].

### 2.3 Select disposal solution for Southland Effluent and implement

The District currently discharges the treated wastewater from the Southland WWTF into the adjacent ~~percolation-disposal~~ ponds. ~~This practice results in a, however, this wastewater hits an earthquake fault that runs along Orchard Road and a subsurface mound, has resulted.~~ The estimated capacity of this disposal method is .57 million gallons per day which is the approximate average plant flow rate currently. As effluent volume increases, this ~~This~~ mound will grow closer to the surface and may ultimately create health problems unless additional disposal solutions can be implemented. The Board has directed staff to implement a work program to evaluate the feasibility of alternative disposal sites and to compare the most promising disposal sites in the Southland WWTF EIR. In the meantime, the District will maximize available disposal area at the Southland WWTF in order to mitigate mounding and maximize the time for resolving disposal capacity limitations. The District will then propose a subsequent project and develop a business plan for implementation of the selected disposal option [ESTIMATED COMPLETION DATE = FY12-13].

### 2.4 Select disposal solutions for ~~Southland~~ Bio-Solids and implement

In addition to creating treated wastewater, both wastewater treatment facilities also produce bio-solids. Historically, the District has stockpiled ~~its~~ bio-solids and contracted with a hauler as needed to remove the material for off-site disposal/use. ; however, the available storage space has been exhausted and it is now necessary to either recycle/reuse these bio-solids or dispose of them. The District will develop a Bio-solids Management Program for both the Town Sewer Service Area and for the Blacklake Sewer Service Area. The program will include the investigation of long-term cost-effective bio-solids reuse options and implementation of a strategy [ESTIMATED COMPLETION DATE = FY12-13].

## 2.5 Comply with State and Federal regulations and mandates

The District must comply with both State and Federal Water Regulations and submit the required water quality reports as well as continue the electronic reporting of sewer system overflows and complete development of a Sewer System Management Plan. Another major component of this compliance is tracking changes to the District treatment and collection system and new regulations and implementing regulations as they become effective and/or applicable. This tracking includes an evaluation of each new regulation to determine the cost to implement, documenting the changes necessary in facilities and operations, commenting to the regulatory body regarding impacts to NCSD and then implementing the final regulation after it is adopted. [On going]

### 3.0 Partnerships/Regulatory Relations

**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.

#### 3.1 Strengthen strategic ties with neighboring purveyors and Technical Group

The District shares the Nipomo Mesa Management Area groundwater resources with ~~three~~ two other major purveyors (Golden State Water Company, Woodlands Mutual Water Company and the Rural Water Company), the ~~Woodlands Mutual Water Company~~, Mesa Dunes Water Company, ~~13~~ thirteen other smaller private water companies, and thousands of private land/well owners including golf course and agricultural users. The District is also a participant in the Nipomo Mesa Management Area Technical Group along with ConocoPhillips, the Woodlands, Golden State Water Company, Rural Water Company, and the agricultural landowners. To achieve viable management of the groundwater basin and to develop equitable funding for the importation of supplemental water, the District will negotiate agreements with the individual purveyors and fully participate in the Technical Group process. In addition, NCSD will monitor the growth in groundwater production and number of NMMA mutual water companies and to seek mechanisms to integrate mutual water company activities into the management of the basin. [On going]

#### 3.2 Strengthen strategic ties with County of SLO, APCD, County Environmental Health and WRAC

All land use decision-making for the Nipomo Mesa Water Conservation Area (NMWCA) is vested in the County of San Luis Obispo. The County needs feedback from the District on the availability of water and sewer capacity in regards to the development of policies and the consideration of private development projects. The District will closely monitor both policies and projects under consideration and



communicate on each such policy and project so that the County understands the relevant constraints. Where policies conflict, the District will take the additional action necessary to prevent overuse of the resources. [\[On going\]](#)

### 3.3 **Work closely with RWQCB, SWRCB, and- State DPH**

As stated above in Goals 1.5 and 2.5, the District is subject to new regulations and once those regulations are promulgated, the District must implement. Prior to adoption, the District will provide feedback to the Regional Board, the State Board, and the Public Health Officer.. Pending regulations include the septic management systems (SWRCB and RWQCB), Basin Plan Amendments (RWQCB and State DPH), and recharge regulations (State DPH). [\[On going\]](#)

### 3.4 **Develop a deliberate legislative Agenda**

The District is subject to the dictates of new state and federal legislation and the requirements of initiatives. The District can also secure funding through the legislative process. The District will monitor proposed bills and initiatives and comment on those bills and initiatives and provide information to the community where appropriate. The District also will lobby for state and federal funding for its major infrastructure projects with the help of professional lobbyists and provision of information to our respective state and federal representatives. [\[On going\]](#)

### 3.5 **Participate in LAFCO, , IWMA, CSDA, CSDA Chapter, AWWA, CRWA, CWEA**

The District is subject to LAFCO's decisions regarding the District's Sphere of Influence, latent powers and annexation and will track any review of municipal services being conducted by LAFCO. Likewise, the District will participate fully in the Integrated Waste Management Authority regarding solid waste regulations and funding. The District will also take advantage of the information and resources available through CSDA, the SLO County Chapter of CSDA, AWWA, CRWA, and CWEA. [\[On going\]](#)

## 4.0 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.

### 4.1 Retain long-term employees & attract new employees by providing industry-competitive salary/benefits

Although the District has a good track record in terms of keeping long-term employees, it is becoming very difficult to recruit new employees especially where certifications are required. To continue to retain existing employees and to be competitive in regards to new recruitments, the District will need to offer competitive salaries and benefits. The concern of the Board of Directors is that employees will be recognized for the level and scope of work described in their job description and that they are paid on a fair and regionally competitive basis that allows the District to recruit and retain a high-quality staff. NCS D will update the Total Compensation Study in 2011 every five years. The District most recently conducted this study in 2006). [2011-2012, On-going]

### 4.2 Provide appropriate training and education for all employees

r-A formal program for training staff to improve work knowledge and performance is in development. Staff is enrolled in training as a part of an overall strategy. A formal staff development program will include using in-house training programs, webinars and other available resources and integrate training goals into the performance management system. [On-going]

### 4.3 Continue commitment to a safe workplace environment

Each week the District management team meets, discusses, and addresses any safety issues, accidents or injuries. The District's Utility Superintendent conducts bi-

weekly safety tailgate meetings and the District's Engineer and Safety Officer conducts safety tailgate meetings with the Utility crew on a monthly basis. In addition, the entire Staff participates in a quarterly safety meeting. At these meetings, various safety topics are addressed. Staff is encouraged to participate and suggestions are encouraged. The District's Safety Officer presents written policies, collectively the 'Safety Policy' on safety-related topics to the Board of Directors for approval. The Safety Officer updates the Safety Policy on an annual basis and as required by changes in operations or regulations. A formal review of the Policy by the Board of Directors is conducted every 5-years or when policy level changes to the Program are required. The Safety Policy (~~call to attention~~) is included in the Employee Safety Manual. These programs will continue with an emphasis on finding ways to improve workplace safety. [On-going]

#### 4.4 **Develop and maintain efficient disaster response capability**

The District is committed to continuing hands-on training and education and purchasing the necessary equipment for District personnel to respond to an emergency. District staff received the initial emergency response training during FY08-09 and FY 09-10. The District has established an Emergency Operations Center, updated the Emergency Response Plan, conducted additional emergency response training and will regularly test the District's plan with tabletop exercises. The District has joined and participates in CALWARN, the statewide water sector mutual aid agreement and will integrate CALWARN protocols including resource typing into the District's Emergency Response Plan. The District also coordinates with other CSD's in the area to share resources in an emergency. [On-going]

#### 4.5 **Integrate technology into operations to maximize productivity & communications**

BILLING AND ACCOUNTING SYSTEM - The District's current utility billing and accounting system was implemented in 2000. It is a DOS-based system and sometimes does not provide Staff with flexibility in data retrieval, manipulation and

reporting. The District will investigate other utility billing and accounting software and determine if newer technology would be beneficial to staff and its customers. Staff will report their findings to the Board of Directors. [ESTIMATED COMPLETION DATE = FY 11-12].

GIS/SCADA - Additionally, the field crew currently has limited access to either the GIS database or the SCADA system when they are in the field. The District will purchase and implement a computer-based maintenance management system. [ESTIMATED COMPLETION DATE = FY ~~10-11~~11-12].

## 5.0 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.

### 5.1 Maintain clear and functional policies and procedures

The District is committed to providing clear and functional policies and procedures for its employees, Board of Directors and customers. The District maintains a Safety Manual and Policy Manual and each employee and Board Member have a copy. These documents are available to the public. District staff monitors these policies and procedures and is committed to keeping them current and up-to-date. The District will train staff on implementation of all new policies and provide refresher information on established policy. [\[On-going\]](#)

### 5.2 Complete conversion to electronically archived District records

As with most organizations the volume of historic records has increased to levels that defy manual inspection of paper copies. The District ~~is currently in the process of~~ has completing-completed the conversion of its customer utility billing accounts data to electronic format for storage and retrieval. ~~so that this information can be organized and accessed~~. In addition, District Staff has scanned and electronically-stored Ordinances, Resolutions, Board Minutes and recorded documents. The District utilizes an automated off-site electronic backup system to protect electronic records. The District will prepare a plan to scan and electronically store all District documents ~~as time and staffing permits, including project files and provide for redundant back-ups.~~ [\[On-going\]](#)

### 5.3 Provide for excellent Customer Service

The District is committed to provide excellent customer service. Staff prides itself on being friendly, knowledgeable and helpful. Staff is committed to continuing to have a "real person" answer the phone during business hours.

~~In the coming years District staff will continue to track and analyze electronic and web based payment methods to facilitate customer service and administrative efficiency. A review of industry standards and trends in this area will be undertaken by staff in 2010-2011 and a report will be made to the Board of Directors. District staff is currently investigating the implementation of accepting credit card payments for payment of customer utility bills. This includes both over-the counter payments, over-the-phone payments and web-based payments. . [FY 2010-11 and On-going]~~

## 6.0 Finances

***Objective:*** Recognizing that finances are critical to the ability of the District to effectively carry out the Mission the District must ensure the short-term 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.

### 6.1 Operate all enterprise funds to be financially sound.

The District is committed to operating all enterprise funds to be balanced and financially sound with reserves that cover both unforeseen emergencies and projected cash flow variations. In order to accomplish this, the rates and charges must reflect the cost of providing the services including the cost of replacing and/or rehabilitating aging facilities. Rates and charges will be reviewed at least every three years by a professional rate consultant. [\[On-going\]](#)

### 6.2 Achieve and maintain targeted operating reserves

The targeted operating reserve for the Water Fund is 50% of the [annual](#) Operations and Maintenance Budget less Funded Replacement. The targeted operating reserve for the Sewer Funds is 25% of the [annual](#) Operations and Maintenance Budget less Funded Replacement. In the adopted budget for FY20~~09-10~~[10-11](#), the targeted operating reserves have been met. The targeted operating reserves will be included in the review of rates and charges ~~at least every three years by a professional rate consultant.~~ [\[On-going\]](#)

### 6.3 Ensure that decisions consider short-term and long-term fiscal impacts

Every decision made may have a short-term and long-term fiscal impact on the District. Requests to expend funds that are not approved in the adopted annual

budget will consider both the short-term and long-term fiscal impacts of the decision and be approved by the Board of Directors. [\[On-going\]](#)

#### 6.4 **Minimize commitment of discretionary resources to long-term projects**

The District has one major source of discretionary funds -- property tax revenues. [Past, Historic](#) property tax revenues are not a guaranteed [of future tax](#) revenue stream. The State of California ERAF (Educational Revenue Augmentation Fund) has "raided" the District's property taxes every year since 1992, totaling more than \$3.7M. The District will minimize commitment of property taxes to long-term projects and instead use property tax reserves to pay for large one-time projects that benefit a cross section of the community. If property taxes are committed to a long-term project, the District will have a contingency plan in place to provide funding for that project if property taxes cease. [\[On-going\]](#)

#### 6.5 **Protect Reserves with Sound Investment Policy and Investments**

The District's Investment Policy and investment portfolio are structured to protect the available reserves instead of maximizing interest yield. The District will review its Investment Policy at least annually and adjust to changes in market conditions. [\[On-going\]](#)

#### 6.6 **Review Other Post-Employment Benefits (OPEB) for future employees**

The District currently provides one OPEB to its fully vested CalPERS employees. This OPEB is health insurance. The District joined California Employee Benefit Retirement Trust (CEBRT) in 2008 and began funding this obligation as required by GASB 45. This is a substantial financial obligation of the District and the Board of Directors would like to review the options of providing OPEB to future employees. [\[2011-2012 and Ongoing\]](#)



## 7.0 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:**

- In the area of Solid Waste we will do this by continually looking for ways to improve the service through judicious contracting, recycling, diversion and assessing alternative methods while being sensitive to rates.
- In the area of Street Lighting we will do this by seeking ways to provide reliable street lighting in appropriate areas.
- In the area of Drainage we will do this by assuring that the drainage systems are efficient, protect the community from storm related flooding and meet State drainage requirements.
- In the area of Parks we will do this by constructing a community park and seek ways to provide increased parks and Open Space for the community.
- In the area of Street Landscaping we will do this by continually assessing the type and health of the existing landscaping within our landscape maintenance zone and making appropriate upgrades and performing needed and appropriate maintenance.

### 7A. Solid Waste

#### 7.A.1 Promote recycling to ensure reduction target compliance

State law requires SLO County to divert at least 50% of the historic base period refuse into recycling and/or green waste. This goal is being met throughout the County. The District will promote recycling and provide maximum education to the Community regarding recycling solutions. The District will practice recycling throughout the organization. [On-going]

#### 7.A.2 Provide Additional Solid Waste Services

The Franchise Fee paid by the Solid Waste Vendor is available to pay for solid waste services that would otherwise go unmet. The District will promote South County Sanitation's~~the~~ two semi-annual clean up events, the annual Creek Clean Up and the Annual Chipping event and consider other initiatives that achieve solid waste goals. [On-going]

### 7.A.3 Communicate with Customers

One component of promoting beneficial diversion of waste involves provision of information to customers regarding options to recycle and to minimize solid waste through its newsletter and its outreach program. [On-going]

## 7B. Street Lighting

### 7.B.1. Monitor Maintenance of Facilities and Respond to Observed Problems

The District is responsible for maintenance of the streetlights in the Fairways Village at Blacklake. The District will ~~respond to complaints and~~routinely inspect these facilities to determine their need for maintenance. Where maintenance is warranted, the District will budget for the work needed and perform that work. [On-going]

### 7.B.2 Communicate with Customers

The District relies on feedback from the customers within the Fairways to identify problems and will respond promptly where such reports are rendered. [On-going]

## 7C. Drainage

### 7.C.1. Monitor Maintenance of Facilities and Respond to Observed Problems

The District is responsible for management of the Folkert Oaks Drainage Basin ~~off of~~ Juniper Road. The District ~~responds to complaints and~~ inspects the drainage basin on an annual basis to determine if maintenance is required and responds to complaints. Where maintenance is required, the District will implement. [On-going]

### 7.C.2 Communicate with Customers

The District relies on feedback from the customers within the Folkert Oaks Mobile Home Park to identify problems and respond promptly where such reports are rendered. [On-going]

## 7D. Parks

### 7.D.1 Develop Miller Park

The Community Survey commissioned in 2007 shows a desire for additional park facilities in general and neighborhood parks in specific. The District has a Business Plan for development of Miller Park which includes negotiation of a MOU with SLO County, adoption of a financial plan, application to LAFCO to activate Parks Latent Authority, formation of a zone of benefit regarding assessing properties near the park to pay for a portion of operations cost, completing the environmental review, refining the design, conducting the assessment election, securing LAFCO approval, transferring the property, funding the initial core improvements, constructing the core improvements, funding the secondary improvements, constructing the secondary improvements and operating the park. In December 2009 an assessment vote to fund a portion of Miller Park annual operations costs failed. The District will identify secure long-term funding sources to support park planning, construction and operation.

Investigation-of contamination at the County owned proposed Park site, is ongoing.

The District will continue ~~with the project~~ to support the project as staff resources allow. Funding may be established and a final design completed by FY 12-13.

Construction may commence by FY 13-14. [FY 13-14]

**7.D.2 Communicate with Constituents**

The District will communicate with all of its constituents regarding the progress in development of Miller Park and the consideration of other parks priorities. [On-going]

**7.D.3 Plan for Other Parks & Open Space**

Once Miller Park is under construction, the District will survey other park or open space development options, identify long-term funding sources, develop a draft Parks Master Plan, secure community feedback on the Draft Plan, agree on the priorities for development of additional facilities and then proceed with the development of the next high priority facility. [FY 2014-2015]

**7E. Street Landscaping****7.E.1 Monitor landscape maintenance and respond to problems**

The District is responsible for maintenance of some of the street landscaping in the Vista Verde subdivision and contracts with a landscape maintenance firm to perform the actual maintenance. The District will review the work of the then incumbent firm and provide guidance to that firm. Periodically, the District will use an open competition to select the contractor to do the maintenance. [On-going]

**7.E.2 Communicate with Customers**

The District relies on feedback from the residents within Vista Verde to identify problems and respond promptly where such reports are rendered. [On-going]

Table 1 –The Strategic Plan “At a Glance”

STRATEGIC ELEMENTS	STRATEGIC GOALS	Estimated Completion Date (FY)
<b>1.0 WATER</b>	1.1 Protect, Enhance and Assess available Water Supplies	On-going
	1.2 Secure New supplies	FY11-15
	1.3 Upgrade and maintain available storage and distribution works	FY10-15 <u>On-going</u>
	1.4 Consistently reduce average demand per customer	<u>Ongoing</u> -
	1.5 Comply with State and Fed. regulations	On-going
<b>2.0 WASTEWATER</b>	2.1 Efficiently operate collection, treatment and disposal works	FY10-13
	2.2 <del>Improve treatment works</del> Upgrade and Maintain Collection and Treatment Works	FY12-13 On-going
	2.3 Select disposal solution for Southland	FY12-13
	2.4 Provide for Disposal of Biosolids	FY12-13
	2.5 Comply with State and Federal regulations and mandates	On-going
<b>3.0 PARTNERSHIP/ REGULATORY RELATIONS</b>	3.1 Strengthen ties with neighboring agencies and technical groups	On-going
	3.2 Strengthen ties with County of SLO, APCD, County Environmental Health and WRAC	On-going
	3.3 Work closely with RWQCB and State DPH	On-going
	3.4 Develop deliberate legislative agenda	On-going
	3.5 Participate in LAFCO, , IWMA, CSDA, CSDA Chapter, AWWA and CWEF	On-going
<b>4.0 PERSONNEL/ ORGANIZATION</b>	4.1 Retain and attract new employees	On-going
	4.2 Provide appropriate training and education for employees	On-going
	4.3 Continue commitment to a safe workplace environment	On-going
	4.4 Develop and maintain efficient disaster response capability	On-going

	4.5 Integrate operational technology	FY11-12
<b>5.0 ADMINISTRATIVE MANAGEMENT</b>	5.1 Maintain clear and functional policies and procedures	On-going
	5.2 Complete conversion to electronic records	FY 11-12 <u>On going</u>
	5.3 Provide excellent customer service	<u>FY 10-11</u> On-going
<b>6.0 FINANCES</b>	6.1 Operate all enterprise funds to be financially sound	On-going
	6.2 Achieve targeted operating and non-operating reserves	On-going
	6.3 Ensure that decisions consider short and long term fiscal impacts	On-going
	6.4 Minimize commitment of discretionary resource long-term projects	Ongoing
	6.5 Protect reserves with sound investment policy aAnd investments	On-going
	6.6 Review Other Post- Employment Benefits (OPEB)	FY 11-12
<b>7.0 OTHER SERVICES</b>	7.A.1 Promote recycling	On-going
	7.A.2 Provide additional solid waste services	On-going
	7.A.3 Communicate with customers	On-going
	7.B.1 Monitor maintenance of facilities	On-going
	7.B.2 Communicate with customers	On-going
	7.C.1 Monitor maintenance of facilities	On-going
	7.C.2 Communicate with customers	On-going
	7.D.1 Develop Miller Park	FY13-14
	7.D.2 Communicate with constituents	On-going
	7.D.3 Plan for parks and open space	On-going
	7.E.1 Monitor landscape maintenance	On-going
	7.E.2 Communicate with residents	On-going

**Acronyms**

AWWA – American Water Works Association  
CCTV – Closed Circuit Television  
CERBT – California Employee Retirement Benefit Trust  
CRWA – California Rural Water Association  
CSDA – California Special Districts Association  
CWEA – California Water Education Association  
EIR – Environmental Impact Report  
GIS – Geographic Information System  
IWMA – Integrated Waste Management Authority  
LAFCO – Local Agency Formation Commission  
NMMA – Nipomo Mesa Management Area  
NMMA TG – NMMA Technical Group  
NMWCA – Nipomo Mesa Water Conservation Area  
OPEB – Other Post-Employment Benefits  
RWQCB – Regional Water Quality Control Board  
SCADA – Supervisory Control and Data Acquisition  
SoWWTF – Southland Wastewater Treatment Facility  
STATE DPH – State Department of Public Health  
SWRCB – State Water Resources Control Board  
UWMP – Urban Water Management Plan  
WIP – Waterline Intertie Project  
WRAC – Water Resources Advisory Committee

TO: BOARD OF DIRECTORS  
FROM: MICHAEL LEBRUN  
INTERIM GENERAL MANAGER  
DATE: FEBRUARY 18, 2011



## GENERAL MANAGER'S REPORT

### ITEM

Standing report to your Honorable Board -- *Period covered by this report is February 4, 2011 through February 18, 2011.*

### DISTRICT BUSINESS

#### Administrative

- SeaLand container used for long-term storage moved from office to field
- 30-day Notice to Adopt UWMP update circulated/posted.
- Fourteen (14) High Efficiency Washer rebates issued since January 1, 2011 (\$1,125 in rebate issued)
- Employee compensation review – Finance committee meeting to discuss PERS actuarial is set for March 1, 2011. Recommendation to full Board is tentatively scheduled for March 9, 2011. Staff continue to stay informed of local and statewide efforts to revise employee benefits – see January 19, 2011, news release from City of Santa Maria and February 14, 2011 CSDA e-News (Attached).
- Operations staffing quota is 10.5 positions. Current operation staffing level is seven full-time persons with vacancies in Water Quality Technician (1), Utility Operator (1), Maintenance Worker (1), and Office Assistant (1/2). Staff is working with a contract employment agency to fill the Office Assistant position. We expect to have that position filled in two to three weeks. Recruitment for Utility Operator has been initiated. Staff expects the recruitment process to take three months. Staff is exploring the availability and use of contract operators to support operations until full-staffing levels are met.
- On February 11, 2011, Management Staff received four hours of training on use of Microsoft Office software products and operating system.
- On February 15, 2011, District staff including the General Manager, Assistant General Manager, and District Engineer met with staff from the City of Santa Maria regarding WIP cost and financing issues.
- SLO CSDA Director Training (2/26/2011), all Directors and General Manager scheduled to attend – discuss logistics.
- Draft Minute preparation; facilitating a more efficient process. Recording Regular Board meetings, drafting and finalizing Minutes, takes on average sixteen (16) staff hours. The most difficult aspect of the task is accurately documenting 'Director's Announcements of District and Community Interest' and 'Directors' Request to Staff and Supplemental Reports'. Staff suggests Directors provide written copy of information when subjects are more detailed or extensive.
- Groundwater litigation accounting; Since 1999 the District has expended **\$2.9 million** in legal and engineering fees associated with the ongoing Santa Maria Valley Groundwater adjudication. The District has collected approximately \$180,000 through the 'Litigation Charge' portion of water bills established in 2003.
- Senate Bill 263 (Attached), introduced February 10, 2011, would make groundwater well drilling logs and other associated records public.
- CA Special District Association Legislative Days information(Attached)



**Operations**

- See Operations Superintendent monthly summary (Agenda Item C-1)
- Reserved Capacity; The District has 243 outstanding Water Capacity commitments and 193 outstanding Sewer Capacity commitments. (see Attached summary)

**Meetings**

Significant meetings scheduled:

- February 22, Meeting with Blacklake Golf Resort General Manger Mike Brabanac
- February 22, Conference call with Outreach Consultant – development of materials/strategy
- February 24, Weekly Cabinet Meeting, Monthly Capital Improvements/Operations meeting
- February 25, Meeting with newly assigned Regional Water Quality Control board staffer to discuss and inspect District wastewater treatment facilities.
- February 28, Coordination Meeting with Board President
- February 28, GM, Assistant GM, and District Engineer will meet with Assessment Engineer to discuss draft Assessment Maps.
- March 1, Finance Committee Meeting: Employee Benefits, Credit Card Payments, FY 2011-2012 Budget development schedule
- March 1, Outreach Ad-Hoc meeting with management staff and consultant; development of materials and strategy.
- March 4, Nipomo Mesa Management Technical Group. Alternate Director attendee?

**Safety Program**

- No incidents, accidents, or injuries to report.

**RECOMMENDATION**

Staff seeks direction and input from your Honorable Board.

**ATTACHMENT**

- January 19, 2011 City of Santa Maria News Release
- February 14, 2011, CSDA e-News
- Senate Bill 263
- CSDA Announcement
- Reserve Capacity Summary



**NEWS RELEASE**  
**January 19, 2011**  
**TWO PAGES**

### **Santa Maria First City in Bi-Counties to Adopt Two-Tier Pension Reform**

Santa Maria on January 18<sup>th</sup> became the first City in the bi-county area (Santa Barbara and San Luis Obispo Counties) to adopt a two-tier pension system for its employees.

Plagued with escalating pension-related costs, the City Council took action to reduce the defined benefit plan to a lower level, two-tier benefit, and shift some of those skyrocketing costs to future employees.

The reforms have two components. First, while current City employees will retain their existing pension plans, effective July 1<sup>st</sup> all new non-safety employees and police employees will be enrolled in the lower-tier pension plans. Second, newly hired employees will pay their share into the pension fund, rather than the City paying the employees' share, which is a change from current practice. The City will continue to pay the employer's share.

The reforms are as follows:

Currently, all non-safety employees participate in the CalPERS 2.7% at 55 single highest year retirement plan, with the City paying the entire 8 percent members' contribution. The new lower level retirement plan for new hires as of July 1<sup>st</sup> will be based on the CalPERS 2% at 55 three-year average retirement formula, with the employees (and not the City) paying the entire members' contribution.

Regarding sworn police employees, currently they participate in the CalPERS 3% at age 50 single highest year retirement plan, with the City paying the entire nine percent members' contribution. The new lower level retirement plan calls for all new hires as of July 1<sup>st</sup> to be in the CalPERS 3% at 55 three-year average retirement formula, with newly hired employees (and not the City) paying the entire members' contribution.

The City is currently negotiating with the Santa Maria Firefighters Local 2020, which represents all sworn fire employees, for a similar two-tier system.

Without these pension reforms, City Manager Tim Ness said, the City's eroding finances would require wide-ranging cuts in services and entire programs. Numerous municipalities, counties and state agencies are experiencing similar soaring pension costs and are studying options to reduce expenses.

### MORE





Page 2 of 2

The City's General Fund will pay \$7.3 million this year on pension-related costs, and those costs will increase by an additional \$1.4 million for the 2011-12 fiscal year because of recalculations done by CalPERS.

In most public pensions, the government employer often contributes much more than the employee. The City participates in the pension system operated through the California Public Employee Retirement System (CalPERS). Participants in CalPERS are required to contribute 8 percent (or 9 percent for safety employees) of their annual covered salary toward the CalPERS pension plan. Currently, the City makes the entire contributions required for full-time employees with the exception of 2 percent for non-sworn police employees and 1 percent for part-time employees. In addition, the City is required to make annual contributions at an actuarially determined rate. The contribution requirements of plan members and the City are established and may be amended by CalPERS.

Questions may be directed to the City Manager's Office/Division, 925-0951 ext. 372.

<b>Department:</b>	<b>City Manager's Office</b>
<b>Contact Person:</b>	<b>Mark van de Kamp, Management Analyst II</b>
<b>Telephone Number:</b>	<b>(805) 925-0951 ext. 372</b>
<b>Email Address:</b>	<b><a href="mailto:mvandekamp@ci.santa-maria.ca.us">mvandekamp@ci.santa-maria.ca.us</a></b>





## Pension Update

The Legislative Analyst's Office (LAO) recently released a 15-minute webcast in which LAO State Finance Director Jason Sisney describes why public employee retirement costs have risen substantially in recent years for California governments. He also describes the Legislature's options for creating new types of retirement benefits for future state and local employees.

Specifically, the LAO recommends two new pension models for future hires that shifts some risk to workers and lowers government debt. A "cost-sharing" model would increase contributions from both employees and employers when a pension fund needs more money due to investment shortfalls, and a "hybrid" model that would combine a pension system that provides lower benefits with a 401(k)-style individual investment plan. Watch the full webcast [here](#).

[California Special Districts Association](#) | 1112 I Street | Suite 200 | Sacramento, CA 95814 | 877.924.CSDA (2732)

A Proud California Special Districts Alliance Partner

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Introduced by Senator Pavley

February 10, 2011

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An act to amend Section 13752 of the Water Code, relating to water.

LEGISLATIVE COUNSEL'S DIGEST

SB 263, as introduced, Pavley. Wells: reports: public availability.

Existing law requires a person who digs, bores, or drills a water well, cathodic protection well, or a monitoring well, or abandons or destroys a well, or deepens or re-perforates a well, to file a report of completion with the Department of Water Resources. Existing law prohibits those reports from being made available to the public, except under certain circumstances.

This bill would instead make a report relating to a well constructed, altered, abandoned, or destroyed on or after January 1, 2012, available to the public. The bill, commencing July 1, 2013, would also make available to the public reports relating to a well constructed, altered, abandoned, or destroyed before January 1, 2012, unless the department receives notification by the well owner that the well owner desires to keep the report confidential.

Vote: majority. Appropriation: no. Fiscal committee: yes.  
State-mandated local program: no.

*The people of the State of California do enact as follows:*

- 1 SECTION 1. Section 13752 of the Water Code is amended to  
2 read:  
3 13752. ~~Reports~~—(a) (1) *Except as otherwise provided in*  
4 *paragraph (2), a report made in accordance with paragraph (1) of*  
5 *subdivision (b) of Section 13751 for well construction, alteration,*

1 *abandonment, or destruction completed before January 1, 2012,*  
2 *shall not be made available for inspection by the public, but shall*  
3 *be made available to governmental agencies for use in making*  
4 *studies, or to any person who obtains a written authorization from*  
5 *the owner of the well. However, a report associated with a well*  
6 *located within two miles of an area affected or potentially affected*  
7 *by a known unauthorized release of a contaminant shall be made*  
8 *available pursuant to this paragraph to any person performing an*  
9 *environmental cleanup study associated with the unauthorized*  
10 *release, if the study is conducted under the order of a regulatory*  
11 *agency. A report released pursuant to this paragraph to a person*  
12 *conducting an environmental cleanup study shall not be used for*  
13 *any purpose other than for the purpose of conducting the study.*

14 *(2) Commencing July 1, 2013, the department shall make*  
15 *available to the public a report described in paragraph (1), unless*  
16 *the department receives notification by the well owner that the*  
17 *well owner desires to keep the report confidential.*

18 *(b) Commencing January 1, 2012, the department shall make*  
19 *available to the public a report made in accordance with*  
20 *paragraph (1) of subdivision (b) of Section 13751 for well*  
21 *construction, alteration, abandonment, or destruction completed*  
22 *on or after January 1, 2012.*

O

Michael LeBrun

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**From:** Neil McCormick [neilm@csga.net]  
**Sent:** Wednesday, February 09, 2011 5:14 PM  
**To:** Michael LeBrun  
**Subject:** CSGA Legislative Alert: CSGA Announces Legislative Days Theme

If you are on a mobile device or want to view this as a web page, please [click here](#).  
To ensure receipt of our email, [please add 'CSGA@Informz.net'](#) to your address book.



## CSGA Announces Legislative Days Theme

The theme for this year's Special Districts Legislative Days (SDLG) will be "Local Accountability: Transparency and Realignment," and will feature speakers that will discuss this year's budget challenges and proposals aimed at increased governmental accountability. The event will be held at the Sacramento Convention Center on May 3-4, 2011, and is designed to be a forum for discussion of important issues to special districts.

SDLG is a dynamic two-day legislative conference where special district representatives can exchange ideas with one another, as well as legislators and Capitol staff.

With the governor and State Legislature taking on major new reform proposals that could have significant impacts on local services, this spring's SDLG will be more important than ever. This year's theme reflects the immense interest in the Capitol and in town halls around the State concerning government openness and effectiveness.

Participants in SDLG will engage in the very latest issues affecting the way special districts receive funding, how they are regulated, and their overall role in delivering vital services. Each year numerous special district leaders and staffers travel to Sacramento to educate themselves on the key policy issues confronting special districts. **If you would like to attend SDLG, registration for the event can be completed on the [CSGA website](#).**

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

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## NIPOMO COMMUNITY SERVICES DISTRICT RESERVED CAPACITY

A/C #		ADDRESS	APN	TRACT #	WATER CAPACITY	SEWER CAPACITY
10210		E CHESTNUT	090-078-022	1747	1	1
10211		E CHESTNUT	090-078-023	1747	1	1
10212	125	E CHESTNUT LOT 112		1747	1	1
10213		E CHESTNUT	090-078-025	1747	1	1
10214		E CHESTNUT	090-078-026	1747	1	1
10215		E CHESTNUT	090-078-027	1747	1	1
10216		AVACADO COURT	090-078-028	1747	1	1
10217		AVACADO COURT	090-078-029	1747	1	1
10218		AVACADO COURT	090-078-030	1747	1	1
10219		AVACADO COURT	090-078-031	1747	1	1
10220		AVACADO COURT	090-078-032	1747	1	1
10221		AVACADO COURT	090-078-033	1747	1	1
10222		AVACADO COURT	090-078-034	1747	1	1
10223		AVACADO COURT	090-078-035	1747	1	1
10224		AVACADO COURT	090-078-036	1747	1	1
10225		AVACADO COURT	090-078-037	1747	1	1
10226		AVACADO COURT	090-078-038	1747	1	1
10227		AVACADO COURT	090-078-039	1747	1	1
10228		AVACADO COURT	090-078-040	1747	1	1
10229		AVACADO COURT	090-078-041	1747	1	1
10230		AVACADO COURT	090-078-042	1747	1	1
10231		E CHESTNUT	090-078-043	1747	1	1
10232		E CHESTNUT	090-078-044	1747	1	1
10233		ASH AVENUE	090-078-045	1747	1	1
10235		ASH AVENUE	090-078-047	1747	1	1
10236		ASH AVENUE	090-078-048	1747	1	1
10237		ASH AVENUE	090-078-049	1747	1	1
10238		ASH AVENUE	090-078-050	1747	1	1
10239		ASH AVENUE	090-078-051	1747	1	1
10240		ASH AVENUE	090-078-052	1747	1	1
10241		ASH AVENUE	090-078-053	1747	1	1
10242		ASH AVENUE	090-078-054	1747	1	1
10243		ASH AVENUE	090-078-055	1747	1	1
10244		ASH AVENUE	090-078-056	1747	1	1
10245		ASH AVENUE	090-078-057	1747	1	1
10246		ASH AVENUE	090-078-058	1747	1	1
13001		VISTA DEL RIO	090-305-001	1802	0	0
13002	640	VISTA DEL RIO	090-301-061	1802	1	1
13003	660	VISTA DEL RIO	090-301-061	1802	1	1
13004	680	VISTA DEL RIO	090-301-061	1802	1	1
13005	710	VISTA DEL RIO	090-305-001	1802	1	1
13007	730	VISTA DEL RIO	090-305-003	1802	1	1
13008	740	VISTA DEL RIO	090-305-004	1802	1	1
13009	750	VISTA DEL RIO	090-305-005	1802	1	1
13010	760	VISTA DEL RIO	090-305-006	1802	1	1
13011	770	VISTA DEL RIO	090-305-007	1802	1	1
13012	780	VISTA DEL RIO	090-305-008	1802	1	1
13014	820	VISTA DEL RIO	090-305-010	1802	1	1
13015	840	VISTA DEL RIO	090-305-011	1802	1	1



## NIPOMO COMMUNITY SERVICES DISTRICT RESERVED CAPACITY

A/C #		ADDRESS	APN	TRACT #	WATER CAPACITY	SEWER CAPACITY
13016	860	VISTA DEL RIO	090-305-021	1802	1	1
13017	880	VISTA DEL RIO	090-305-022	1802	1	1
13018	875	VISTA DEL RIO	090-305-023	1802	1	1
13019	1812	VISTA DEL PUEBLO	090-305-012	1802	1	1
13020	1824	VISTA DEL PUEBLO	090-305-024	1802	1	1
13021	1836	VISTA DEL PUEBLO	090-305-025	1802	1	1
13022	1848	VISTA DEL PUEBLO	090-305-026	1802	1	1
13023	1860	VISTA DEL PUEBLO	090-305-027	1802	1	1
13024	1872	VISTA DEL PUEBLO	090-305-028	1802	1	1
13025	1884	VISTA DEL PUEBLO	090-305-029	1802	1	1
13026	1916	VISTA DEL PUEBLO	090-305-030	1802	1	1
13027	1932	VISTA DEL PUEBLO	090-305-031	1802	1	1
13028	1948	VISTA DEL PUEBLO	090-305-032	1802	1	1
13029	1964	VISTA DEL PUEBLO	090-305-033	1802	1	1
13030	1980	VISTA DEL PUEBLO	090-307-001	1802	0	0
13031	2020	VISTA DEL PUEBLO	090-307-002	1802	1	1
13032		VISTA DEL PUEBLO	090-307-007	1802	0	0
13033	2060	VISTA DEL PUEBLO	090-307-003	1802	1	1
13034	2080	VISTA DEL PUEBLO	090-307-004	1802	1	1
13035	2075	VISTA DEL PUEBLO	090-307-005	1802	1	1
13036		VISTA DEL PUEBLO	090-307-006	1802	0	0
13037		VISTA DEL SOL	090-306-016	1856	1	1
13038		VISTA DEL SOL	090-306-002	1856	0	0
13039		VISTA DEL SOL	090-301-060	1856	1	1
13040		VISTA DEL SOL	090-301-060	1856	1	1
13041		VISTA DEL SOL	090-301-060	1856	1	1
13042		VISTA DEL SOL	090-301-060	1856	1	1
13043		VISTA DEL SOL	090-304-013	1856	1	1
13044		VISTA DEL SOL	090-301-060	1856	1	1
13045		VISTA DEL SOL	090-301-060	1856	1	1
13046		VISTA DEL SOL	090-301-060	1856	1	1
13047		VISTA DEL SOL	090-301-060	1856	1	1
13048		VISTA DEL SOL	090-301-060	1856	1	1
13049		VISTA DEL SOL	090-301-060	1856	1	1
13050		VISTA DEL SOL	090-306-004	1856	1	1
13052		VISTA DEL SOL	090-306-003	1856	1	1
13053		VISTA DEL SOL	090-306-002	1856	0	0
13054		VISTA DEL SOL	090-301-060	1856	0	0
13055		VISTA DEL SOL	090-306-008	1856	1	1
13056		VISTA DEL SOL	090-306-007	1856	1	1
13057		VISTA DEL SOL	090-306-006	1856	1	1
13058		VISTA DEL SOL	090-306-005	1856	1	1
13059		VISTA DEL SOL	090-306-010	1856	1	1
13060		VISTA DEL SOL	090-306-011	1856	1	1
13061		VISTA DEL SOL	090-306-012	1856	1	1
13062		VISTA DEL SOL	090-306-013	1856	1	1
13063		VISTA DEL SOL	090-306-014	1856	1	1
13064		VISTA DEL SOL	090-306-015	1856	1	1
13065		VISTA DEL PUEBLO	090-301-059	1802	0	0

## NIPOMO COMMUNITY SERVICES DISTRICT RESERVED CAPACITY

A/C #		ADDRESS	APN	TRACT #	WATER CAPACITY	SEWER CAPACITY
13066		VISTA DEL PUEBLO	090-301-059	1802	0	0
13067		VISTA DEL PUEBLO	090-306-028	1802	0	0
13068		VISTA DEL PUEBLO	090-305-034	1802	1	1
13069		SANTA MARIA VISTA	090-305-035	1802	1	1
13070		SANTA MARIA VISTA	090-305-018	1802	1	1
13071		SANTA MARIA VISTA	090-305-019	1802	1	1
13072		SANTA MARIA VISTA	090-304-004	1802	1	1
13073		SANTA MARIA VISTA	090-304-005	1802	1	1
13074		SANTA MARIA VISTA	090-304-006	1802	1	1
13075		SANTA MARIA VISTA	090-304-007	1802	1	1
13076		SANTA MARIA VISTA	090-304-008	1802	1	1
13077		SANTA MARIA VISTA	090-305-013	1802	1	1
13078		SANTA MARIA VISTA	090-305-014	1802	1	1
13079		SANTA MARIA VISTA	090-305-015	1802	1	1
13080		SANTA MARIA VISTA	090-305-020	1802	0	0
13081		SANTA MARIA VISTA	090-305-016	1802	1	1
13082		SANTA MARIA VISTA	090-305-017	1802	1	1
13083		SANTA MARIA VISTA	090-305-036	1802	1	1
13084		SANTA MARIA VISTA	090-305-037	1802	1	1
13085		VISTA DEL PUEBLO	090-305-038	1802	1	1
13086		VISTA DEL PUEBLO	090-305-039	1802	1	1
13087		VISTA DEL PUEBLO	090-305-040	1802	1	1
13088		VISTA DEL PUEBLO	090-305-041	1802	1	1
13089		VISTA DEL RIO	090-301-059	1802	0	0
13090		VISTA DEL RIO	090-301-059	1802	0	0
20124	423	N THOMPSON	090-361-020		1	0
20213	108	W BRANCH	090-095-016		1	1
20214	120	S THOMPSON	090-122-014		1	0
20221	166	W DANA	090-132-006		1	0
20225	179	W DANA	090-133-003		1	0
20405	472	AMADO	092-272-008		1	0
20421		MADS PLACE	090-161-006	2516	1	1
20422		MADS PLACE	090-161-006	2516	1	1
20423		MADS PLACE	090-161-006	2516	1	0
20425		MADS PLACE	090-161-006	2516	1	1
20426		MADS PLACE	090-161-006	2516	1	1
20427		MADS PLACE	090-161-006	2516	1	1
20428		MADS PLACE	092-161-006	2516	1	1
20539	362	N BURTON	090-363-017		1	1
20631	240	W PRICE ST #3	090-136-007		1	1
20642		BRANCH	090-095-017		1	1
20643		BRANCH	090-095-018		1	1
20644		BRANCH	090-095-019		1	1
20652	128	W TEFFT	090-121-005		2	2
28064	230	S OAKGLEN	092-261-003		1	0
30233	166	N THOMPSON	090-384-013		1	0
30303	271	E TEFFT	090-371-058		1	0
40062		WILLOW	091-301-043		1	0
40063		WILLOW	091-301-043		1	0

## NIPOMO COMMUNITY SERVICES DISTRICT RESERVED CAPACITY

A/C #		ADDRESS	APN	TRACT #	WATER CAPACITY	SEWER CAPACITY
40064		WILLOW	091-301-043		1	0
40228	925	NINE OAKS LN	091-442-020		1	0
40236	725	WHIMBREL	091-442-081	1458	1	0
40354		VIA CONCHA	WELL SITE		1	0
40356		VIA CONCHA	WELL SITE		1	0
40357		VIA CONCHA	WELL SITE		1	0
40358	760	VIA CONCHA	091-201-073		1	0
40359		VIA CONCHA	WELL SITE		1	0
40360		VIA CONCHA	WELL SITE		1	0
40361	796	VIA CONCHA	091-201-074		1	0
40363		WILLOW	091-301-043		1	0
40364		WILLOW	091-301-043		1	0
40366		GUADALUP/WILLOW	WELL SITE		1	0
40367		WILLOW	091-301-043		1	0
40444	556	CHARRO	091-313-005	2304	1	0
40520		CALIMEX	091-322-045		1	0
40527	969	SWEET GUM	091-294-013	2387	1	0
40529	964	SWEET GUM	091-294-013	2387	1	0
40536	975	RED GUM	091-294-013	2387	1	0
40537	1030	CHEYENNE	091-283-060	2219	1	0
40540	1035	CHEYENNE	091-283-061	2219	1	0
40541	1030	MANDI	091-283-062	2219	1	0
40542	1070	MANDI	091-283-066	2219	1	0
40543	1075	MANDI	091-283-067	2219	1	0
40544	1035	MANDI	091-283-063	2219	1	0
40546	875	HANA LANE	091-292-054	2439	1	0
40547	855	HANA LANE	091-292-054	2439	1	0
40548	835	HANA LANE	091-292-054	2439	1	0
40549	735	GLENHAVEN	091-292-054	2439	1	0
40705	844	CALIMEX	091-322-046		1	0
40706		EASY LANE	091-311-016		1	0
40707	1140	EASY LANE	091-311-016		1	0
50063		SANDYDALE	091-325-044	CO 88-172	1	0
50064		SANDYDALE	091-325-045	CO 88-172	1	0
50100	665	JUNIPER	091-572-014		1	0
50229		838 PRIMROSE	092-136-009	1491	1	1
50256		JUNIPER	096-136-028	CO-88-185	1	1
50298		PRIMROSE	092-136-059	1792	1	1
50299		PRIMROSE	092-136-060	1792	1	1
50300		BRACKEN	092-136-061	1792	1	1
50304		BRACKEN	092-136-065	1792	1	1
50580	W	TEFFT	092-572-034	CO 02-0251	1	8
50581	W	TEFFT	092-572-034	CO 02-0251	1	1
50582	W	TEFFT	092-572-034	CO 02-0251	1	1
50606		SANDYDALE	091-325-015	CO 01-0400	1	0
50610		PRIMROSE	092-136-076	CO 01-512	1	1
50611		PRIMROSE	092-136-076	CO 01-512	1	1
50687		JUNIPER	092-136-068	2346	1	1
50688		JUNIPER	092-136-069	2346	1	1

## NIPOMO COMMUNITY SERVICES DISTRICT RESERVED CAPACITY

A/C #		ADDRESS	APN	TRACT #	WATER CAPACITY	SEWER CAPACITY
50689		JUNIPER	092-136-070	2346	1	1
50690		JUNIPER	092-136-071	2346	1	1
60011		W TEFFT	092-130-077	CO 97-0134	1	1
60012		W TEFFT	092-130-078	CO 97-0134	1	1
60013		W TEFFT	092-130-079	CO 97-0134	1	1
60103	647	HILL	092-130-050		1	0
60301	869	CHATA	092-570-041	2375	1	1
60302	867	CHATA	092-570-042	2375	1	1
60303	880	GRANDE	092-570-043	2375	1	1
60405	DB	S TEJAS	092-123-009	2398	1	0
60939	660	QUITO	092-551-017	CO 04-0606	1	1
60964	670	QUITO	092-551-016	CO 04-0606	1	1
61203	335	AVE DE AMIGOS	092-142-036	CO 00-0156	1	20
61204		AVE DE AMIGOS	092-142-036	CO 00-0156	1	0
70182	710	S FRONTAGE	092-158-011	2210	1	1
70183	720	S FRONTAGE	092-158-012	2210	1	1
70553	581	STORY	092-153-050	CO 99-0293	1	1
70602		S FRONTAGE	092-158-019	2412	1	0
78032	764	ASHLAND	092-361-033		1	1
90002		POMEROY	091-071-045	A/D 93-1	1	0
90014	1462	DALE	091-053-028	A/D 93-1	1	0
90015	181	TREE	091-053-031	A/D 93-1	1	0
90016	1442	DALE	091-053-032	A/D 93-1	1	0
90017	1364	DALE	091-053-033	A/D 93-1	1	0
90021	1560	EWING	091-054-014	A/D 93-1	1	0
90023	1541	DALE	091-054-003	A/D 93-1	1	0
90026	1539	DALE	091-054-007	A/D 93-1	1	0
90028	1538	EWING	091-054-026	A/D 93-1	1	0
90030	1529	DALE	091-054-005	A/D 93-1	1	0
90031	1535	DALE	091-054-006	A/D 93-1	1	0
90035	211	WAGON WHEEL	091-054-009	A/D 93-1	1	0
90044	1659	POMEROY	091-071-071	A/D 93-1	1	0
90048		POMEROY	091-071-005	A/D 93-1	1	0
90050	383	APPLEGATE	091-071-022	A/D 93-1	1	0
90051	326	HELROY	091-071-076	A/D 93-1	1	0
90059	1446	POMEROY	091-121-015	A/D 93-1	1	0
90068	1382	POMEROY	091-121-014	A/D 93-1	1	0
90072	362	APACHE TRAIL	091-121-044	A/D 93-1	1	0
90076	1334	HETRICK	091-121-011	A/D 93-1	1	0
90079	1485	POMEROY	091-121-071	A/D 93-1	1	0
90086	1276	POMEROY	091-131-001	A/D 93-1	1	0
90101	301	SUMMIT STATION	091-131-051	A/D 93-1	1	0
90124		SUMMIT STATION	091-081-010	A/D 93-1	1	0
90145	1466	HETRICK	091-081-033	A/D 93-1	1	0
		W TEFFT	092-572-029	2558	15	15

243	193
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