



# Hidden Valley Lake Community Services District

## Regular Board Meeting

DATE: September 18, 2012

TIME: 7:00 p.m.

PLACE: Hidden Valley Lake CSD  
Administration Office, Boardroom  
19400 Hartmann Road  
Hidden Valley Lake, CA

*\*Director Lieberman will be participating via teleconference (see page two)*

- 1) CALL TO ORDER
- 2) PLEDGE OF ALLEGIANCE
- 3) ROLL CALL
- 4) APPROVAL OF AGENDA
- 5) CONSENT CALENDAR

(A) MINUTES: Approval of the Minutes of the Board of Directors meeting of August 21, 27 and 29, 2012

(B) WARRANTS: Approval of the August 2012 Warrants, #030183-030275 is recommended

(C) Approval of Revised HVLCSD Organizational Chart to reflect inclusion of "Hidden Valley Lake CSD Rate Payers"

(D) Approval to Submit HVLCSD Application to Join South Lake Fire Safe Council

(E) Approval of Resolution 2012-14 Authorizing Adoption of Anti-Harassment and Discrimination Policy

- 6) BOARD COMMITTEE REPORTS (for information only)

Personnel Committee

Finance committee

Security and Disaster Preparedness Program Committee

- 7) STAFF REPORTS (for information only, no action)

Accountant/Controller's Report

General Manager's Report

- 8) DISCUSSION AND POSSIBLE ACTION: Salary range adjustment to the Administrative Assistant/Secretary to the Board position

- 9) ANNUAL WATER CONSERVATION T-SHIRT CONTEST

- 10) DISCUSSION AND POSSIBLE ACTION: Appointment of HVLCSD representatives to ACWA JPIA Board of Directors

- 11) DISCUSSION AND POSSIBLE ACTION: Development of Strategic Plan

- 12) PUBLIC COMMENT

- 13) BOARD MEMBER COMMENT



# Hidden Valley Lake Community Services District

## Regular Board Meeting

- 14) CLOSED SESSION:
  - a) Government Code Section 54956.9(c) - Conference with Legal Counsel - Anticipated Litigation. Significant exposure to litigation against the District pursuant to subdivision (b) of Section 54956.9: (1 potential case)
  - b) Government Code Section 54957 (e) Public Employee  
Title: General Manager position
- 15) ADJOURNMENT (Next Regular Board Meeting: October 16, 2012)

**Director Lieberman will be participating via teleconference from:**

***Aquarius Casino Resort  
1900 South Casino Drive  
Laughlin, NV  
(7072) 298-5111***

**Members of the public who wish to participate in the September 18, 2012 Hidden Valley Lake CSD Board meeting, from Director Lieberman's location at the Aquarius Casino Resort, should contact the casino's information desk to confirm the location of the room in which Director Lieberman will be teleconferencing from.**

Public records are available upon request. Board Packets are posted on our website at [www.hiddenvalleylakecsd.com](http://www.hiddenvalleylakecsd.com). Click on the "Board Packet" link on the Agenda tab.

In compliance to the Americans with Disabilities Act, if you need special accommodations to participate in or attend the meeting please contact the District Office at 987-9201 at least 48 hours prior to the scheduled meeting.

Public shall be given the opportunity to comment on each agenda item before the Governing Board acts on that item, G.C. 54953.3. All other comments will be taken under Public Comment.



# Hidden Valley Lake Community Services District

## Special Meeting

DATE: August 27, 2012  
TIME: 6:00 p.m.  
PLACE: Hidden Valley Lake CSD  
Administration Office, Boardroom  
19400 Hartmann Road  
Hidden Valley Lake, CA

1) CALL TO ORDER:

Meeting of the Hidden Valley Lake Community Services District Board of Directors called to order on August 27, 2012 at the hour of 6:00 p.m. by President Herndon at 19400 Hartmann Road, Hidden Valley Lake, California.

2) PLEDGE OF ALLEGIANCE:

3) ROLL CALL:

Present – Directors Freeman, Graham, Lieberman, Mirbegian, and Herndon. Also present: Roland Sanford, Interim General Manager; Monica Hans from Downey Brand Attorneys, LLP by telephone.

4) APPROVAL OF AGENDA:

Director Mirbegian moved, Director Lieberman seconded to approve the August 27, 2012 agenda.

Motion approved by unanimous vote.

5) CLOSED SESSION: Government Code Section 54956.9 (c) - conference call with Legal Counsel – Anticipation Litigation. Significant exposure to litigation against the District pursuant to subdivision (b) of Section 54956.9: (1 potential case).

The Board of Directors went into closed session at 6:02 p.m. and came out of closed session at 7:40 p.m. President Herndon announced there was no reportable action taken during closed session.

6) PUBLIC COMMENTS

There were no public comments.

7) ADJOURNMENT:

The meeting was adjourned at 7:50 p.m. on motion by Director Mirbegian, seconded by Director Freeman, and unanimously carried.

\_\_\_\_\_  
Linda Herndon, President of the Board      Date

\_\_\_\_\_  
Tami Ipsen Administrative Assistant/Secretary to the Board      Date



# Hidden Valley Lake Community Services District

## Special Meeting

DATE: August 29, 2012  
TIME: 6:30 p.m.  
PLACE: Hidden Valley Lake CSD  
Administration Office, Boardroom  
19400 Hartmann Road  
Hidden Valley Lake, CA

1) CALL TO ORDER:

Meeting of the Hidden Valley Lake Community Services District Board of Directors called to order on August 29, 2012 at the hour of 6:30 p.m. by President Herndon at 19400 Hartmann Road, Hidden Valley Lake, California.

2) PLEDGE OF ALLEGIANCE:

3) ROLL CALL:

Present – Directors Freeman, Graham, Lieberman, Mirbegian, and Herndon. Also present: Roland Sanford, Interim General Manager; Mike Merrill, District Counsel by telephone.

4) APPROVAL OF AGENDA:

Director Freeman moved, Director Lieberman seconded to approve the August 29, 2012 agenda with the following changes:

To move agenda item 7) CLOSED SESSION ahead of agenda item 5) DISCUSSION AND POSSIBLE ACTION: Elimination of Position – Administrative Assistant/Secretary to the Board.

Motion approved by unanimous vote.

5) CLOSED SESSION:

- a) Government Code Section 54956.9(c) - conference call with Legal Counsel – Anticipated Litigation.
- b) Significant exposure to litigation against the District pursuant to subdivision (b) of Section 54956.9: (1 potential case).

The Board of Directors went into closed session at 6:32 p.m. and came out of closed session at 7:37 p.m. President Herndon announced there was no reportable action taken during closed session.

Director Mirbegian moved, Director Lieberman seconded to table agenda items:

- 6) DISCUSSION AND POSSIBLE ACTION: Elimination of Position - Administrative Assistant/Secretary to the Board
- 7) DISCUSSION AND POSSIBLE ACTION: Creation of New Positions within the District with Direction to the General Manager regarding Job Descriptions and Wage Surveys

8) PUBLIC COMMENTS

Employees asked why the Board was considering eliminating the Administrative Assistant/Secretary to the Board position and complemented the Board for their action in tabling agenda items 5 and 6 until the September 18, 2012 board meeting.

Director Herndon responded they would be creating a position or possibly two positions to better reflect the needs of the District.

9) ADJOURNMENT:

The meeting was adjourned at 7:37 p.m. on motion by Director Mirbegan, seconded by Director Freeman, and unanimously carried.

\_\_\_\_\_  
Linda Herndon, President of the Board      Date

\_\_\_\_\_  
Tami Ipsen Administrative Assistant/Secretary to the Board      Date



# Hidden Valley Lake Community Services District

## Regular Board Meeting Minutes

DATE: August 21, 2012  
TIME: 7:00 p.m.  
PLACE: Hidden Valley Lake CSD  
Administration Office, Boardroom  
19400 Hartmann Road  
Hidden Valley Lake, CA

1) CALL TO ORDER:

Meeting of the Hidden Valley Lake Community Services District Board of Directors called to order on August 21, 2012 at the hour of 7:00 p.m. by President Herndon at 19400 Hartmann Road, Hidden Valley Lake, California.

2) PLEDGE OF ALLEGIANCE:

3) ROLL CALL:

Present – Directors Freeman, Graham, Lieberman, Mirbegian and Herndon. Also present: Roland Sanford, Interim General Manager, and Tami Ipsen, Administrative Assistant/Secretary to the Board.

Absent: Tasha Klewe, Accountant/Controller.

4) APPROVAL OF AGENDA:

Director Mirbegian moved, Director Lieberman seconded to approve the August 21, 2012 Agenda.

Motion approved by unanimous vote.

5) APPROVAL OF CONSENT CALENDAR:

- A. MINUTES: Approval of the July 12, 2012 Special Meeting Minutes and the July 17, 2012 Regular Board Meeting Minutes
- B. WARRANTS: Approved warrant # 030127-030182
- C. Authorize Interim General Manager to execute Master Service Agreement between the HVLCSD and GHD for consulting engineering services.

Director Lieberman moved, Director Freeman seconded to approve the Consent Calendar.

Motion approved by unanimous vote.

6) BOARD COMMITTEE REPORTS:

Personnel Committee – There was no report.

Finance Committee Report – Director Mirbegian reported on the July 26, 2012 Finance Committee meeting.

Security and Disaster Preparedness Program Committee Report – There was no report.

7) STAFF REPORTS:

Accountant/Controller's Finance and Investment Report

There was no report given. Report was included in Board packet.

7) STAFF REPORTS: *Cont'd*

General Manager's Report:

Interim General Manager Roland Sanford updated the Board on the ongoing negotiations regarding the State Water Resources Control Board's Putah Creek Administrative Civil Liability complaint/Cease and Desist order, upcoming Strategic Plan, promoting "Take it to the Tap" at community events, Red Cross emergency relief supply storage, Solar Project ribbon cutting ceremony and announced that Directors Mirbegian and Lieberman received their Special District Governance certificates from CSDA Governance Academy.

8) **ADOPTION OF RESOLUTION** reaffirming the HVLCSD Board of Directors commitment to open government and compliance with the Ralph M. Brown Act

After discussion, Director Freeman moved, Director Graham seconded to approve resolution 2012-12, A Resolution of the Hidden Valley Lake Community Services District Reaffirming the Board of Directors' Commitment to Open Government and Compliance with the Ralph M. Brown Act.

Resolution approved by unanimous vote.

9) **LEVEE TRAIL CONCEPT PLAN PRESENTATION** by HVLA

Bill Chapman, General Manager of HVLA, briefed the Board on HVLA's levee trail concept plan and inquired as to whether or not the HVLCSD Board had any interest in allowing the HVLA to construct and maintain a trail on the District's levee. The Board affirmed that there is interest and directed staff to investigate the issues that would need to be addressed in an agreement between the two organizations for discussion at a subsequent Board meeting.

10) **PUBLIC HEARING** to consider placement of default liens on real property pursuant to government code 61115.

Director Herndon opened the hearing at 7:50 p.m. There was no public comment. The hearing was closed at 7:51 p.m.

11) **DISCUSSION AND POSSIBLE ACTION:** Resolution confirming default balances and directing staff to file liens on real property

After discussion, Director Mirbegian moved, Director Lieberman seconded to approve resolution 2012-13, a Resolution of the Board of Directors of the Hidden Valley Lake Community Services District Confirming the Default Balance Associated with the Defaulting Bill Listed in Exhibit A and Directing Staff to File a Lien on Said Property.

Resolution approved by unanimous vote.

12) **REVISION TO HVLCSD PERSONNEL POLICY MANUAL**  
12A) Discussion and Possible Action: Adoption of Anti-Harassment and Discrimination Policy

Director Mirbegian moved, Director Lieberman seconded to adopt an Anti-Harassment and Discrimination Policy as amended with the following correction:

Page one, Section 2, item f, to read: f) The victim of harassment may not be the person that is the recipient of inappropriate comments, actions, images, etc. Anyone who is affected by offensive conduct may be considered the victim of the harassment.

Motion approved by unanimous vote.

- 13) DISCUSSION AND POSSIBLE ACTION: Referral of Compensation Policy to Personnel Committee and Legal Counsel for refinement and clarification.

After discussion, Director Mirbegian moved, Director Graham seconded to approve the following changes to the Compensation Policy:

Under **Procedure**, to read "The District's Board of Directors will set total compensation, salary ranges and benefits. Salary Ranges of the District's positions will be set at a level not to exceed the median market value of comparable positions in the region."

Motion approved by unanimous vote.

- 14) PUBLIC COMMENTS:

Larry Ray, President of the Upper Putah Creek Stewardship, was introduced. He explained a little about the stewardship and membership. The committee meets the third Wednesday of each month.

- 15) BOARD MEMBER COMMENT:

Director Mirbegian recommended a change in the organizational chart to include the rate payers. Staff will prepare a revised organizational chart for the September board meeting.

Director Mirbegian reported that her and Director Lieberman attended South Lake Fire council meeting on August 4, 2012.

Director Herndon requested the staff not remove items from the Board meeting agendas without first conferring with the Board.

- 16) CLOSED SESSION: Government Code 54957 (b) Personnel Performance Evaluation: Interim General Manager

The Board of Directors went into closed session at 8:37 p.m. and came out of closed session at 9:51 p.m. There was no reportable action.

- 17) ADJOURNMENT: The meeting was adjourned at 9:52 p.m. and was unanimously carried to adjourn by the Board.

\_\_\_\_\_  
Tami Ipsen                      Date  
Secretary to the Board

\_\_\_\_\_  
Linda Herndon                      Date  
President of the Board



**Hidden Valley Lake CSD  
Warrant Summary Report  
August 31, 2012**

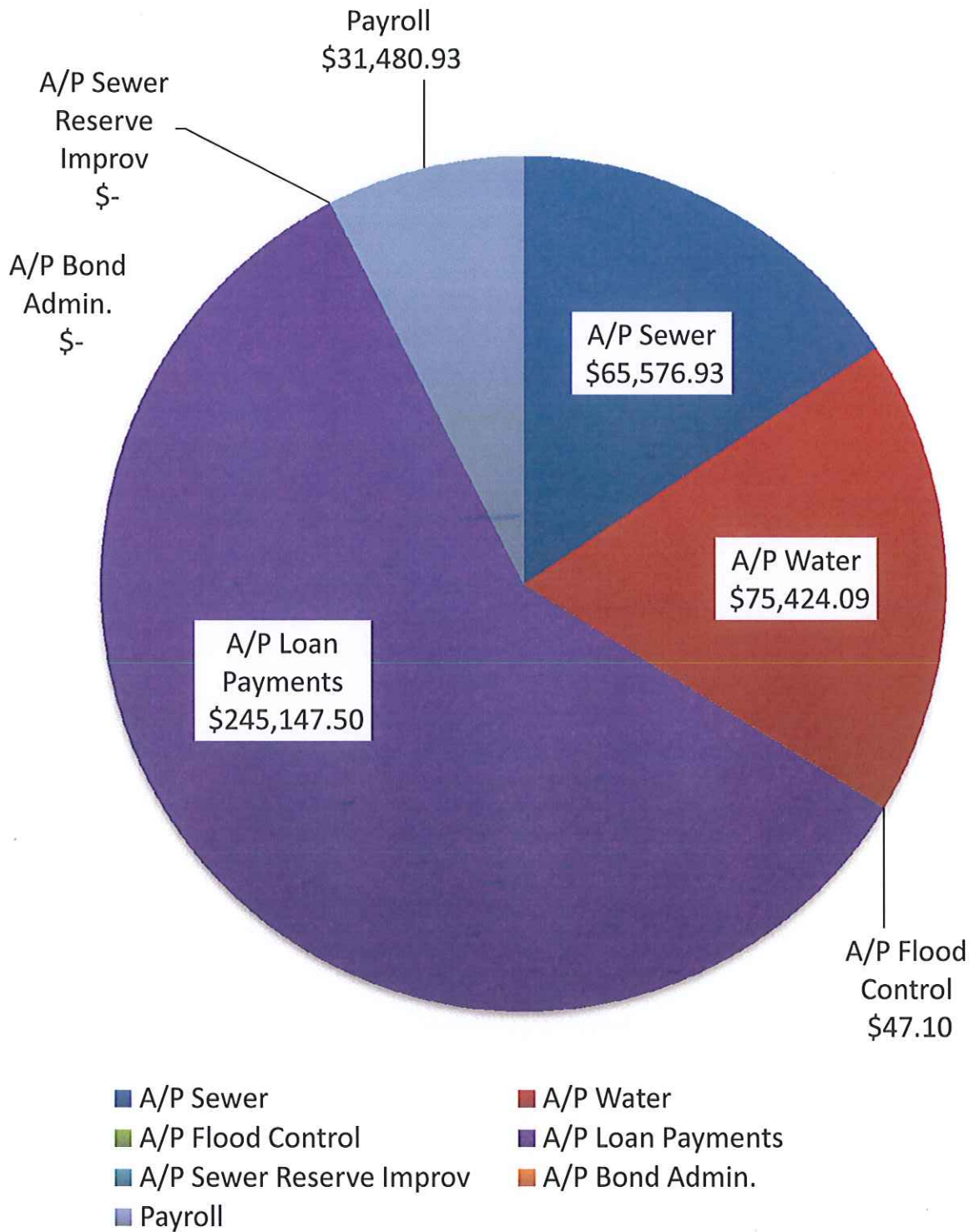
**HVLCSD Deposit Summary**

<b>Cash</b>	<b>\$ 151,478.29</b>
<b>Transfers:</b>	
<b>Money Market</b>	<b>\$ 218,047.50</b>
<b>Total Deposits</b>	<b>\$ 369,525.79</b>

**HVLCSD Expenditure Summary**

<b>Accounts Payable</b>	
<b>120 - Sewer</b>	<b>\$ 65,576.93</b>
<b>130 - Water</b>	<b>\$ 75,424.09</b>
<b>140 - Flood Control</b>	<b>\$ 47.10</b>
<b>175 - FEMA Fund</b>	<b>\$ -</b>
<b>215 - USDA Sewer Bond</b>	<b>\$ 218,047.50</b>
<b>217 - State Loan</b>	<b>\$ -</b>
<b>218 - CIEDB</b>	<b>\$ -</b>
<b>219 - USDA Solar Project</b>	<b>\$ 27,100.00</b>
<b>375 - Sewer Reserve Improvement</b>	<b>\$ -</b>
<b>711 - Bond Administration</b>	<b>\$ -</b>
<b>Total AP</b>	<b>\$ 386,195.62</b>
<b>Payroll</b>	<b>\$ 31,480.93</b>
<b>Total Warrants</b>	<b>\$ 417,676.55</b>

**Hidden Valley Lake CSD  
Warrants  
August 31, 2012  
\$417,677**



COMPANY: 999 - POOLED CASH FUND  
 ACCOUNT: 1010 CASH - POOLED  
 TYPE: ALL  
 STATUS: ALL  
 FOLIO: ALL

CHECK DATE: 8/01/2012 THRU 8/31/2012  
 CLEAR DATE: 0/00/0000 THRU 99/99/9999  
 STATEMENT: 0/00/0000 THRU 99/99/9999  
 VOIDED DATE: 0/00/0000 THRU 99/99/9999  
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1010	8/01/2012	BANK-DRAFT		USDA RURAL DEVELOPMENT HIDDEN	27,100.00CR	POSTED	A	8/01/2012
1010	8/10/2012	BANK-DRAFT		US DEPARTMENT OF THE TREASURY	3,823.93CR	POSTED	A	8/10/2012
1010	8/24/2012	BANK-DRAFT		US DEPARTMENT OF THE TREASURY	26.60CR	POSTED	A	8/24/2012
1010	8/24/2012	BANK-DRAFT	000001	US DEPARTMENT OF THE TREASURY	3,588.61CR	POSTED	A	8/24/2012
<b>CHECK:</b>								
1010	8/03/2012	CHECK	030183	DOWNEY BRAND ATTORNEYS LLP	1,202.50CR	POSTED	A	8/07/2012
1010	8/03/2012	CHECK	030184	GHD	1,099.26CR	POSTED	A	8/09/2012
1010	8/03/2012	CHECK	030185	JIM LIEBERMAN	42.89CR	POSTED	A	8/06/2012
1010	8/03/2012	CHECK	030186	MEDIACOM	75.90CR	POSTED	A	8/09/2012
1010	8/03/2012	CHECK	030187	OFFICE DEPOT	360.05CR	POSTED	A	8/08/2012
1010	8/03/2012	CHECK	030188	TAMI IPSEN	80.23CR	POSTED	A	8/03/2012
1010	8/03/2012	CHECK	030189	AMERICAN EXPRESS	468.13CR	POSTED	A	8/06/2012
1010	8/03/2012	CHECK	030190	ARMED FORCE PEST CONTROL, INC.	180.00CR	POSTED	A	8/08/2012
1010	8/03/2012	CHECK	030191	CUMMINS WEST INC.	9,559.26CR	POSTED	A	8/07/2012
1010	8/03/2012	CHECK	030192	HSBC BUSINESS SOLUTIONS	39.99CR	POSTED	A	8/08/2012
1010	8/03/2012	CHECK	030193	LAKE COUNTY COURIER EXPRESS, L	1,426.15CR	POSTED	A	8/07/2012
1010	8/03/2012	CHECK	030194	MENDO MILL CLEARLAKE	112.86CR	POSTED	A	8/07/2012
1010	8/03/2012	CHECK	030195	NAPA AUTO PARTS	8.31CR	POSTED	A	8/07/2012
1010	8/03/2012	CHECK	030196	PACIFIC GAS & ELECTRIC COMPANY	21,182.33CR	POSTED	A	8/08/2012
1010	8/03/2012	CHECK	030197	RICOH AMERICAS CORPORATION	57.61CR	POSTED	A	8/07/2012
1010	8/10/2012	CHECK	030198	WHITE, DENNIS E	903.66CR	POSTED	P	8/10/2012
1010	8/10/2012	CHECK	030199	ACWA JOINT POWERS INSURANCE AU	658.82CR	POSTED	A	8/15/2012
1010	8/10/2012	CHECK	030200	CHASE CARD SERVICES UNITED MIL	821.25CR	POSTED	A	8/15/2012
1010	8/10/2012	CHECK	030201	ERIN MENZIO	150.00CR	POSTED	A	8/13/2012
1010	8/10/2012	CHECK	030202	GHD	390.00CR	POSTED	A	8/15/2012
1010	8/10/2012	CHECK	030203	GOVERNMENT STAFFING SERVICES,	14,319.70CR	POSTED	A	8/16/2012
1010	8/10/2012	CHECK	030204	SPECIAL DISTRICT RISK MANAGEME	19,941.69CR	POSTED	A	8/15/2012
1010	8/10/2012	CHECK	030205	MIKE PODLECK - AQUATIC ECOLOGI	2,667.50CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030206	ARMED FORCE PEST CONTROL, INC.	180.00CR	POSTED	A	8/23/2012
1010	8/10/2012	CHECK	030207	HARDESTER'S MARKETS & HARDWARE	179.98CR	POSTED	A	8/15/2012
1010	8/10/2012	CHECK	030208	KATHY FOWLER CHRYSLER - JEEP -	19.78CR	POSTED	A	8/13/2012
1010	8/10/2012	CHECK	030209	LAKE COUNTY ELECTRIC SUPPLY	211.39CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030210	LAKE LABS	2,028.00CR	POSTED	A	8/17/2012
1010	8/10/2012	CHECK	030211	MENDO MILL CLEARLAKE	12.85CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030212	NAPA AUTO PARTS	68.95CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030213	NORTHERN SAFETY CO, INC.	221.17CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030214	PACE SUPPLY CORP	4,376.60CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030215	RAINBOW AGRICULTURAL SERVICES	104.63CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030216	USA BLUE BOOK	1,477.97CR	POSTED	A	8/17/2012
1010	8/10/2012	CHECK	030217	WATERSOLVE, LLC	8,118.75CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030218	CALIFORNIA PUBLIC EMPLOYEES RE	5,301.70CR	POSTED	A	8/17/2012
1010	8/10/2012	CHECK	030219	SACRAMENTO DEPT OF CHILD SUPPO	138.46CR	POSTED	A	8/14/2012
1010	8/10/2012	CHECK	030220	STATE OF CALIFORNIA EMPLOYMENT	996.45CR	POSTED	A	8/13/2012

COMPANY: 999 - POOLED CASH FUND  
 ACCOUNT: 1010 CASH - POOLED  
 TYPE: ALL  
 STATUS: ALL  
 FOLIO: ALL

CHECK DATE: 8/01/2012 THRU 8/31/2012  
 CLEAR DATE: 0/00/0000 THRU 99/99/9999  
 STATEMENT: 0/00/0000 THRU 99/99/9999  
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 AMOUNT: 0.00 THRU 999,999,999.99  
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1010	8/10/2012	CHECK	030222	MURPHY, TODD & TAMAR	73.42CR	POSTED	A	8/15/2012
1010	8/10/2012	CHECK	030223	VARDANEGA, ROBERT	172.88CR	POSTED	A	8/20/2012
1010	8/17/2012	CHECK	030224	CSG SYSTEMS	1,286.43CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030225	Data Flow	169.05CR	POSTED	A	8/24/2012
1010	8/17/2012	CHECK	030226	DEVELOPMENT GROUP	470.60CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030227	HIDDEN VALLEY LAKE COMMUNITY S	74.38CR	POSTED	A	8/17/2012
1010	8/17/2012	CHECK	030228	MERRILL, ARNONE & JONES, LLP	4,097.29CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030229	MICHELLE HAMILTON	860.00CR	POSTED	A	8/23/2012
1010	8/17/2012	CHECK	030230	PETTY CASH REIMBURSEMENT	316.84CR	POSTED	A	8/17/2012
1010	8/17/2012	CHECK	030231	PRIMUS	87.89CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030232	PRIMUS TELECOMMUNICATIONS, INC	15.13CR	POSTED	A	8/22/2012
1010	8/17/2012	CHECK	030233	REDFORD SERVICES	715.00CR	POSTED	A	8/27/2012
1010	8/17/2012	CHECK	030234	SOUTH LAKE REFUSE COMPANY	158.07CR	POSTED	A	8/22/2012
1010	8/17/2012	CHECK	030235	USDA RURAL DEVELOPMENT HIDDEN	218,047.50CR	POSTED	A	8/27/2012
1010	8/17/2012	CHECK	030236	WAGNER & BONSIGNORE	5,594.30CR	CLEARED	A	9/05/2012
1010	8/17/2012	CHECK	030237	AT&T	1,077.83CR	POSTED	A	8/22/2012
1010	8/17/2012	CHECK	030238	CNH CAPITAL	74.95CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030239	DIRECTV	89.99CR	POSTED	A	8/22/2012
1010	8/17/2012	CHECK	030240	FOXCROFT EQUIPMENT & SERVICES	336.89CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030241	GRAINGER	216.06CR	POSTED	A	8/22/2012
1010	8/17/2012	CHECK	030242	JAMES DAY CONSTRUCTION, INC.	292.10CR	POSTED	A	8/24/2012
1010	8/17/2012	CHECK	030243	JIM JONAS INC.	1,567.76CR	POSTED	A	8/22/2012
1010	8/17/2012	CHECK	030244	LAKE COUNTY ELECTRIC SUPPLY	234.83CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030245	NAPA AUTO PARTS	271.96CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030246	NORWOOD, ELLIOTT F	40.22CR	POSTED	A	8/21/2012
1010	8/17/2012	CHECK	030247	DIAZ, GABRIEL P	186.49CR	POSTED	A	8/30/2012
1010	8/17/2012	CHECK	030248	PETERS, CHRISTOPHER	29.24CR	CLEARED	A	9/06/2012
1010	8/24/2012	CHECK	030249	WHITE, DENNIS E	1,005.01CR	POSTED	P	8/24/2012
1010	8/24/2012	CHECK	030250	FOXCROFT EQUIPMENT & SERVICES	322.34CR	POSTED	A	8/29/2012
1010	8/24/2012	CHECK	030251	ROTO-ROOTER OF LAKE COUNTY	175.00CR	POSTED	A	8/29/2012
1010	8/24/2012	CHECK	030252	USA BLUE BOOK	205.77CR	POSTED	A	8/30/2012
1010	8/24/2012	CHECK	030253	VERIZON WIRELESS	648.60CR	POSTED	A	8/30/2012
1010	8/24/2012	CHECK	030254	KAREN JENSEN	46.62CR	CLEARED	A	9/04/2012
1010	8/24/2012	CHECK	030255	OFFICE DEPOT	230.52CR	POSTED	A	8/29/2012
1010	8/24/2012	CHECK	030256	PATRICIA WILKINSON	113.22CR	POSTED	A	8/24/2012
1010	8/24/2012	CHECK	030257	SUSAN DUNSETH	50.00CR	POSTED	A	8/31/2012
1010	8/24/2012	CHECK	030258	CALIFORNIA PUBLIC EMPLOYEES RE	5,650.60CR	POSTED	A	8/29/2012
1010	8/24/2012	CHECK	030259	SACRAMENTO DEPT OF CHILD SUPPO	138.46CR	POSTED	A	8/28/2012
1010	8/24/2012	CHECK	030260	STATE OF CALIFORNIA EMPLOYMENT	980.28CR	POSTED	A	8/27/2012
1010	8/24/2012	CHECK	030261	VARIABLE ANNUITY LIFE INSURANC	150.00CR	POSTED	A	8/28/2012
1010	8/29/2012	CHECK	030262	BARRY SILVA	111.55CR	OUTSTND	A	0/00/0000
1010	8/29/2012	CHECK	030263	MAGIC ON HOLD	105.00CR	CLEARED	A	9/06/2012
1010	8/29/2012	CHECK	030264	MICHAEL H. FRIEL, ATTORNEY AT	145.05CR	CLEARED	A	9/10/2012

COMPANY: 999 - POOLED CASH FUND  
 ACCOUNT: 1010 CASH - POOLED  
 TYPE: ALL  
 STATUS: ALL  
 FOLIO: ALL

CHECK DATE: 8/01/2012 THRU 8/31/2012  
 CLEAR DATE: 0/00/0000 THRU 99/99/9999  
 STATEMENT: 0/00/0000 THRU 99/99/9999  
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 CHECK NUMBER: 000000 THRU 999999

ACCOUNT	--DATE--	--TYPE--	NUMBER	-----DESCRIPTION-----	----AMOUNT----	STATUS	FOLIO	CLEAR DATE
<b>CHECK:</b>								
1010	8/29/2012	CHECK	030265	OFFICE DEPOT	29.21CR	CLEARED	A	9/05/2012
1010	8/29/2012	CHECK	030266	SPECIAL DISTRICT RISK MANAGEME	1,230.05CR	CLEARED	A	9/06/2012
1010	8/29/2012	CHECK	030267	TAMI IPSEN	122.60CR	POSTED	A	8/31/2012
1010	8/29/2012	CHECK	030268	TYLER TECHNOLOGY	121.00CR	CLEARED	A	9/05/2012
1010	8/31/2012	CHECK	030269	GRAINGER	170.59CR	CLEARED	A	9/05/2012
1010	8/31/2012	CHECK	030270	KATHY FOWLER CHRYSLER - JEEP -	896.14CR	CLEARED	A	9/04/2012
1010	8/31/2012	CHECK	030271	SIERRA CHEMICAL CO.	544.42CR	CLEARED	A	9/05/2012
1010	8/31/2012	CHECK	030272	USA BLUE BOOK	1,034.89CR	CLEARED	A	9/07/2012
1010	8/31/2012	CHECK	030273	XYLEM WATER SOLUTIONS U.S.A.,	3,392.49CR	CLEARED	A	9/06/2012
1010	8/31/2012	CHECK	030274	FIELD ASSET SERVICES	7.28CR	CLEARED	A	9/07/2012
1010	8/31/2012	CHECK	030275	CORNELIUS, PETER	68.75CR	CLEARED	A	9/11/2012
<b>DEPOSIT:</b>								
1010	8/01/2012	DEPOSIT		CREDIT CARD 8/01/2012	460.41	POSTED	C	8/06/2012
1010	8/01/2012	DEPOSIT	000001	CREDIT CARD 8/01/2012	1,567.10	POSTED	C	8/06/2012
1010	8/01/2012	DEPOSIT	000002	REGULAR DAILY POST 8/01/2012	6,004.37	POSTED	C	8/02/2012
1010	8/02/2012	DEPOSIT		CREDIT CARD 8/02/2012	79.31	POSTED	C	8/06/2012
1010	8/02/2012	DEPOSIT	000001	CREDIT CARD 8/02/2012	1,200.87	POSTED	C	8/07/2012
1010	8/02/2012	DEPOSIT	000002	REGULAR DAILY POST 8/02/2012	2,764.06	POSTED	C	8/03/2012
1010	8/03/2012	DEPOSIT		CREDIT CARD 8/03/2012	500.52	POSTED	C	8/07/2012
1010	8/03/2012	DEPOSIT	000001	REGULAR DAILY POST 8/03/2012	2,491.72	POSTED	C	8/06/2012
1010	8/06/2012	DEPOSIT		CREDIT CARD 8/06/2012	989.46	POSTED	C	8/07/2012
1010	8/06/2012	DEPOSIT	000001	CREDIT CARD 8/06/2012	1,363.90	POSTED	C	8/09/2012
1010	8/06/2012	DEPOSIT	000002	REGULAR DAILY POST 8/06/2012	5,512.52	POSTED	C	8/07/2012
1010	8/07/2012	DEPOSIT		CREDIT CARD 8/07/2012	148.23	POSTED	C	8/10/2012
1010	8/07/2012	DEPOSIT	000001	CREDIT CARD 8/07/2012	145.46	POSTED	C	8/10/2012
1010	8/07/2012	DEPOSIT	000002	REGULAR DAILY POST 8/07/2012	2,453.93	POSTED	C	8/08/2012
1010	8/08/2012	DEPOSIT		CREDIT CARD 8/08/2012	541.77	POSTED	C	8/10/2012
1010	8/08/2012	DEPOSIT	000001	CREDIT CARD 8/08/2012	186.49	POSTED	C	8/13/2012
1010	8/08/2012	DEPOSIT	000002	CREDIT CARD 8/08/2012	328.16	POSTED	C	8/13/2012
1010	8/08/2012	DEPOSIT	000003	REGULAR DAILY POST 8/08/2012	3,496.17	POSTED	C	8/09/2012
1010	8/09/2012	DEPOSIT		CREDIT CARD 8/09/2012	345.11	POSTED	C	8/14/2012
1010	8/09/2012	DEPOSIT	000001	CREDIT CARD 8/09/2012	372.98	POSTED	C	8/14/2012
1010	8/09/2012	DEPOSIT	000002	REGULAR DAILY POST 8/09/2012	2,372.91	POSTED	C	8/10/2012
1010	8/10/2012	DEPOSIT		CREDIT CARD 8/10/2012	50.00	POSTED	C	8/14/2012
1010	8/10/2012	DEPOSIT	000001	CREDIT CARD 8/10/2012	538.43	POSTED	C	8/14/2012
1010	8/10/2012	DEPOSIT	000002	REGULAR DAILY POST 8/10/2012	5,959.54	POSTED	C	8/13/2012
1010	8/13/2012	DEPOSIT		CREDIT CARD 8/13/2012	480.02	POSTED	C	8/14/2012
1010	8/13/2012	DEPOSIT	000001	CREDIT CARD 8/13/2012	150.82	POSTED	C	8/16/2012
1010	8/13/2012	DEPOSIT	000002	CREDIT CARD 8/13/2012	575.35	POSTED	C	8/16/2012
1010	8/13/2012	DEPOSIT	000003	REGULAR DAILY POST 8/13/2012	3,520.58	POSTED	C	8/14/2012
1010	8/14/2012	DEPOSIT		CREDIT CARD 8/14/2012	531.60	POSTED	C	8/17/2012
1010	8/14/2012	DEPOSIT	000001	CREDIT CARD 8/14/2012	603.70	POSTED	C	8/17/2012
1010	8/14/2012	DEPOSIT	000002	REGULAR DAILY POST 8/14/2012	1,362.33	POSTED	C	8/15/2012

COMPANY: 999 - POOLED CASH FUND  
 ACCOUNT: 1010 CASH - POOLED  
 TYPE: ALL  
 STATUS: ALL  
 FOLIO: ALL

CHECK DATE: 8/01/2012 THRU 8/31/2012  
 CLEAR DATE: 0/00/0000 THRU 99/99/9999  
 STATEMENT: 0/00/0000 THRU 99/99/9999  
 VOIDED DATE: 0/00/0000 THRU 99/99/9999  
 AMOUNT: 0.00 THRU 999,999,999.99  
 CHECK NUMBER: 000000 THRU 999999

ACCOUNT	DATE	TYPE	NUMBER	DESCRIPTION	AMOUNT	STATUS	FOLIO	CLEAR DATE
<b>DEPOSIT:</b>								
1010	8/15/2012	DEPOSIT		CREDIT CARD 8/15/2012	763.47	POSTED	C	8/20/2012
1010	8/15/2012	DEPOSIT	000001	CREDIT CARD 8/15/2012	512.52	POSTED	C	8/20/2012
1010	8/15/2012	DEPOSIT	000002	REGULAR DAILY POST 8/15/2012	1,051.90	POSTED	C	8/16/2012
1010	8/16/2012	DEPOSIT		CREDIT CARD 8/16/2012	79.31	POSTED	C	8/20/2012
1010	8/16/2012	DEPOSIT	000001	CREDIT CARD 8/16/2012	278.70	POSTED	C	8/21/2012
1010	8/16/2012	DEPOSIT	000002	REGULAR DAILY POST 8/16/2012	1,138.28	POSTED	C	8/17/2012
1010	8/17/2012	DEPOSIT		CREDIT CARD 8/17/2012	440.91	POSTED	C	8/21/2012
1010	8/17/2012	DEPOSIT	000001	CREDIT CARD 8/17/2012	186.49	POSTED	C	8/21/2012
1010	8/17/2012	DEPOSIT	000002	CREDIT CARD 8/17/2012	725.38	POSTED	C	8/21/2012
1010	8/17/2012	DEPOSIT	000003	CREDIT CARD 8/17/2012	3,038.38	POSTED	C	8/21/2012
1010	8/17/2012	DEPOSIT	000004	REGULAR DAILY POST 8/17/2012	29,280.38	POSTED	C	8/20/2012
1010	8/20/2012	DEPOSIT		CREDIT CARD 8/20/2012	1,554.53	POSTED	C	8/22/2012
1010	8/20/2012	DEPOSIT	000001	CREDIT CARD 8/20/2012	6,437.73	POSTED	C	8/23/2012
1010	8/20/2012	DEPOSIT	000002	REGULAR DAILY POST 8/20/2012	46,839.90	POSTED	C	8/21/2012
1010	8/21/2012	DEPOSIT		CREDIT CARD 8/21/2012	305.80	POSTED	C	8/23/2012
1010	8/21/2012	DEPOSIT	000001	CREDIT CARD 8/21/2012	3,340.92	POSTED	C	8/24/2012
1010	8/21/2012	DEPOSIT	000002	REGULAR DAILY POST 8/21/2012	2,842.77	POSTED	C	8/22/2012
1010	8/22/2012	DEPOSIT		CREDIT CARD 8/22/2012	158.83	POSTED	C	8/27/2012
1010	8/22/2012	DEPOSIT	000001	REGULAR DAILY POST 8/22/2012	888.62	POSTED	C	8/23/2012
1010	8/23/2012	DEPOSIT		CREDIT CARD 8/23/2012	16.95	POSTED	C	8/27/2012
1010	8/23/2012	DEPOSIT	000001	CREDIT CARD 8/23/2012	261.23	POSTED	C	8/28/2012
1010	8/23/2012	DEPOSIT	000002	REGULAR DAILY POST 8/23/2012	132.58	POSTED	C	8/24/2012
1010	8/23/2012	DEPOSIT	000003	DAILY PAYMENT POSTING - ADJ	188.42CR	POSTED	U	8/23/2012
1010	8/24/2012	DEPOSIT		DAILY PAYMENT POSTING - ADJ	268.78CR	POSTED	U	8/24/2012
1010	8/27/2012	DEPOSIT		CREDIT CARD 8/27/2012	128.40	POSTED	C	8/28/2012
1010	8/27/2012	DEPOSIT	000001	CREDIT CARD 8/27/2012	174.62	POSTED	C	8/30/2012
1010	8/27/2012	DEPOSIT	000002	REGULAR DAILY POST 8/27/2012	1,135.75	POSTED	C	8/28/2012
1010	8/28/2012	DEPOSIT		CREDIT CARD 8/28/2012	302.91	POSTED	C	8/31/2012
1010	8/28/2012	DEPOSIT	000001	REGULAR DAILY POST 8/28/2012	243.53	POSTED	C	8/29/2012
1010	8/29/2012	DEPOSIT		REGULAR DAILY POST 8/29/2012	524.80	POSTED	C	8/30/2012
1010	8/30/2012	DEPOSIT		REGULAR DAILY POST 8/30/2012	1,003.24	POSTED	C	8/31/2012
1010	8/30/2012	DEPOSIT	000001	DAILY PAYMENT POSTING - ADJ	75.00CR	CLEARED	U	9/12/2012
1010	8/30/2012	DEPOSIT	000002	DAILY PAYMENT POSTING	75.00	CLEARED	U	9/12/2012
1010	8/31/2012	DEPOSIT		CREDIT CARD 8/31/2012	203.86	CLEARED	C	9/05/2012
1010	8/31/2012	DEPOSIT	000001	CREDIT CARD 8/31/2012	509.72	CLEARED	C	9/05/2012
1010	8/31/2012	DEPOSIT	000002	REGULAR DAILY POST 8/31/2012	335.26	CLEARED	C	9/04/2012

<b>EFT:</b>								
1010	8/14/2012	EFT		Transfer to Cover Payment	218,047.50	POSTED	G	8/14/2012

<b>MISCELLANEOUS:</b>								
1010	8/01/2012	MISC.		Correct Credit Card	144.20	POSTED	G	8/01/2012
1010	8/01/2012	MISC.	000001	Correct Credit Card	457.27	POSTED	G	8/01/2012
1010	8/10/2012	MISC.		PAYROLL DIRECT DEPOSIT	14,979.82CR	POSTED	P	8/10/2012

COMPANY: 999 - POOLED CASH FUND

CHECK DATE: 8/01/2012 THRU 8/31/2012

ACCOUNT: 1010 CASH - POOLED

CLEAR DATE: 0/00/0000 THRU 99/99/9999

TYPE: ALL

STATEMENT: 0/00/0000 THRU 99/99/9999

STATUS: ALL

VOIDED DATE: 0/00/0000 THRU 99/99/9999

FOLIO: ALL

AMOUNT: 0.00 THRU 999,999,999.99

CHECK NUMBER: 000000 THRU 999999

ACCOUNT	---DATE---	---TYPE---	NUMBER	-----DESCRIPTION-----	---AMOUNT---	STATUS	FOLIO	CLEAR DATE
<b>MISCELLANEOUS:</b>								
1010	8/22/2012	MISC.		PAYROLL DIRECT DEPOSIT	188.70CR	POSTED	P	8/22/2012
1010	8/24/2012	MISC.		PAYROLL DIRECT DEPOSIT	14,403.74CR	POSTED	P	8/24/2012
<b>SERVICE CHARGE:</b>								
1010	8/02/2012	SERV-CHG		July 2012 ETS Fees	281.08CR	POSTED	G	8/02/2012
1010	8/02/2012	SERV-CHG	000001	July 2012 ETS Fees	436.13CR	POSTED	G	8/02/2012
1010	8/02/2012	SERV-CHG	000002	July 2012 ETS Fees	140.82CR	POSTED	G	8/02/2012
1010	8/15/2012	SERV-CHG		July 2012 Analysis Fees	349.21CR	POSTED	G	8/15/2012
<b>TOTALS FOR ACCOUNT 1010</b>				CHECK	TOTAL:	353,587.31CR		
				DEPOSIT	TOTAL:	151,478.29		
				INTEREST	TOTAL:	0.00		
				MISCELLANEOUS	TOTAL:	28,970.79CR		
				SERVICE CHARGE	TOTAL:	1,207.24CR		
				EFT	TOTAL:	218,047.50		
				BANK-DRAFT	TOTAL:	34,539.14CR		
<b>TOTALS FOR POOLED CASH FUND</b>				CHECK	TOTAL:	353,587.31CR		
				DEPOSIT	TOTAL:	151,478.29		
				INTEREST	TOTAL:	0.00		
				MISCELLANEOUS	TOTAL:	28,970.79CR		
				SERVICE CHARGE	TOTAL:	1,207.24CR		
				EFT	TOTAL:	218,047.50		
				BANK-DRAFT	TOTAL:	34,539.14CR		

A C C O U N T S P A Y A B L E  
D I S B U R S E M E N T R E P O R T

VENDOR SET: 01 Hidden Valley Lake  
VENDOR CLASS(ES): ALL CLASSES

SORTED BY CHECK

VENDOR	NAME	CHECK #	TOTAL AMOUNT	1099	G/L ACCT NO#	G/L NAME	G/L AMOUNT
01-1460	USDA RURAL DEVELOPMENT HI	000000	27,100.00	N	219 5-00-5523	INTERST EXPENSE	9,600.00
					219 5-00-5599	PRINCIPAL PMT	17,500.00
01-1722	US DEPARTMENT OF THE TREA	000000	7,439.14	N	120 2091	FIT PAYABLE	2,916.19
					120 2093	SOCIAL SECURITY PAYABL	136.99
					120 2094	MEDICARE PAYABLE	332.46
					120 5-10-5010	SALARIES & WAGES	317.50
					120 5-20-5010	SALARIES & WAGES	47.22
					120 5-30-5010	SALARIES & WAGES	163.11
					120 5-40-5010	DIRECTORS COMPENSATION	6.88
					130 2091	FIT PAYABLE	2,865.83
					130 2093	SOCIAL SECURITY PAYABL	4.62
					130 2094	MEDICARE PAYABLE	320.77
					130 5-10-5010	SALARIES & WAGES	74.84
					130 5-20-5010	SALARIES & WAGES	53.36
					130 5-30-5010	SALARIES & WAGES	190.95
					130 5-40-5010	DIRECTORS COMPENSATION	8.42
01-2798	DOWNEY BRAND ATTORNEYS LL	030183	1,202.50	N	120 5-00-5121	LEGAL SERVICES	601.25
					130 5-00-5121	LEGAL SERVICES	601.25
01-2788	GHD	030184	1,099.26	N	130 5-00-5122	ENGINEERING SERVICES	1,099.26
01-2790	JIM LIEBERMAN	030185	42.89	N	120 5-40-5176	DIRECTOR TRAINING	17.15
					130 5-40-5176	DIRECTOR TRAINING	25.74
01-1392	MEDIACOM	030186	75.90	N	120 5-00-5110	CONTRACTUAL SERVICES	36.44
					130 5-00-5110	CONTRACTUAL SERVICES	39.46
01-2684	OFFICE DEPOT	030187	360.05	N	120 5-10-5090	OFFICE SUPPLIES	180.02
					130 5-10-5090	OFFICE SUPPLIES	180.03
01-1652	TAMI IPSEN	030188	80.23	N	120 5-10-5170	TRAVEL MILEAGE	15.04
					130 5-10-5170	TRAVEL MILEAGE	65.19
01-1946	AMERICAN EXPRESS	030189	468.13	N	120 5-00-5080	MEMBERSHIP & SUBSCRIPT	110.00
					120 5-00-5148	OPERATING SUPPLIES	206.56
					130 5-00-5080	MEMBERSHIP & SUBSCRIPT	110.00
					130 5-00-5148	OPERATING SUPPLIES	41.57
01-2283	ARMED FORCE PEST CONTROL,	030190	180.00	N	120 5-00-5155	MAINT BLDG & GROUNDS	90.00
					130 5-00-5155	MAINT BLDG & GROUNDS	90.00
01-1619	CUMMINS WEST INC.	030191	9,559.26	N	120 1286	FIELD EQUIPMENT	9,559.26
01-2531	BLUETARP FINANCIAL, INC.	030192	39.99	N	120 5-00-5080	MEMBERSHIP & SUBSCRIPT	19.99
					130 5-00-5080	MEMBERSHIP & SUBSCRIPT	20.00
01-2743	LAKE COUNTY COURIER EXPRE	030193	1,426.15	N	120 5-00-5110	CONTRACTUAL SERVICES	1,426.15
01-2541	MENDO MILL CLEARLAKE	030194	112.86	N	130 5-00-5150	REPAIR & REPLACE	112.86
01-2749	NAPA AUTO PARTS	030195	8.31	N	120 5-00-5061	VEHICLE MAINT	4.15
					130 5-00-5061	VEHICLE MAINT	4.16



A C C O U N T S P A Y A B L E  
D I S B U R S E M E N T R E P O R T

VENDOR SET: 01 Hidden Valley Lake  
VENDOR CLASS(ES): ALL CLASSES

SORTED BY CHECK

VENDOR	NAME	CHECK #	TOTAL AMOUNT	1099	G/L ACCT NO#	G/L NAME	G/L AMOUNT
01-9	PACIFIC GAS & ELECTRIC CO	030196	21,182.33	N	120 5-00-5192	ELECTRICITY	1,666.91
					130 5-00-5192	ELECTRICITY	19,486.66
					140 5-00-5192	ELECTRICITY	28.76
01-2638	RICOH AMERICAS CORPORATIO	030197	57.61	N	120 5-30-5090	OFFICE SUPPLIES	28.81
					130 5-30-5090	OFFICE SUPPLIES	28.80
01-1961	ACWA JOINT POWERS INSURAN	030199	658.82	N	120 5-00-5020	EMPLOYEE BENEFITS	278.31
					130 5-00-5020	EMPLOYEE BENEFITS	380.51
01-2197	CHASE CARD SERVICES UNITE	030200	821.25	N	120 5-00-5020	EMPLOYEE BENEFITS	412.18
					120 5-00-5080	MEMBERSHIP & SUBSCRIPT	4.77
					120 5-00-5090	OFFICE SUPPLIES	22.79
					120 5-00-5312	TOOLS - FIELD	45.36
					120 5-30-5090	OFFICE SUPPLIES	17.68
					120 5-30-5175	EDUCATION / SEMINARS	117.50
					130 5-00-5080	MEMBERSHIP & SUBSCRIPT	42.98
					130 5-00-5090	OFFICE SUPPLIES	22.79
					130 5-30-5090	OFFICE SUPPLIES	17.70
					130 5-30-5175	EDUCATION / SEMINARS	117.50
01-1	MISCELLANEOUS VENDOR	030201	150.00	N	130 5-00-5505	WATER CONSERVATION	150.00
01-2788	GHD	030202	390.00	N	130 5-00-5122	ENGINEERING SERVICES	390.00
01-2797	GOVERNMENT STAFFING SERVI	030203	14,319.70	N	120 5-00-5123	OTHER PROFESSIONAL SER	7,159.86
					130 5-00-5123	OTHER PROFESSIONAL SER	7,159.84
01-1705	SPECIAL DISTRICT RISK MAN	030204	19,941.69	N	120 5-00-5025	RETIREE HEALTH BENEFIT	1,113.90
					120 5-10-5020	EMPLOYEE BENEFITS	747.78
					120 5-20-5020	EMPLOYEE BENEFITS	1,322.99
					120 5-30-5020	EMPLOYEE BENEFITS	2,933.58
					120 5-40-5020	EMPLOYEE BENEFITS	2,789.60
					130 5-00-5025	RETIREE HEALTH BENEFIT	1,113.89
					130 5-10-5020	EMPLOYEE BENEFITS	1,063.10
					130 5-20-5020	EMPLOYEE BENEFITS	1,880.87
					130 5-30-5020	EMPLOYEE BENEFITS	4,170.60
					130 5-40-5020	EMPLOYEE BENEFITS	2,789.60
					140 5-10-5020	EMPLOYEE BENEFITS	2.36
					140 5-20-5020	EMPLOYEE BENEFITS	4.17
					140 5-30-5020	EMPLOYEE BENEFITS	9.25
01-2732	MIKE PODLECK - AQUATIC EC	030205	2,667.50	Y	130 5-00-5123	OTHER PROFESSIONAL SER	2,667.50
01-2283	ARMED FORCE PEST CONTROL,	030206	180.00	N	120 5-00-5155	MAINT BLDG & GROUNDS	90.00
					130 5-00-5155	MAINT BLDG & GROUNDS	90.00
01-2538	HARDESTER'S MARKETS & HAR	030207	179.98	N	120 5-00-5148	OPERATING SUPPLIES	65.42
					130 5-00-5148	OPERATING SUPPLIES	29.30
					130 5-00-5585	FLOOD CONTROL EXPENSE	85.26
01-2678	KATHY FOWLER CHRYSLER - J	030208	19.78	N	120 5-00-5061	VEHICLE MAINT	9.89
					130 5-00-5061	VEHICLE MAINT	9.89

ACCOUNTS PAYABLE  
DISBURSEMENT REPORT

VENDOR SET: 01 Hidden Valley Lake  
VENDOR CLASS(ES): ALL CLASSES

SORTED BY CHECK

VENDOR	NAME	CHECK #	TOTAL AMOUNT	1099	G/L ACCT NO#	G/L NAME	G/L AMOUNT
01-1630	LAKE COUNTY ELECTRIC SUPP	030209	211.39	N	130 5-00-5150	REPAIR & REPLACE	211.39
01-129	LAKE LABS	030210	2,028.00	Y	120 5-00-5195 130 5-00-5195	ENV/MONITORING ENV/MONITORING	1,260.00 768.00
01-2541	MENDO MILL CLEARLAKE	030211	12.85	N	130 5-00-5150	REPAIR & REPLACE	12.85
01-2749	NAPA AUTO PARTS	030212	68.95	N	120 5-00-5312 130 5-00-5312	TOOLS - FIELD TOOLS - FIELD	34.47 34.48
01-2624	NORTHERN SAFETY CO, INC.	030213	221.17	N	120 5-00-5150 130 5-00-5150	REPAIR & REPLACE REPAIR & REPLACE	110.59 110.58
01-2702	PACE SUPPLY CORP	030214	4,376.60	N	120 5-00-5150 130 5-00-5150	REPAIR & REPLACE REPAIR & REPLACE	55.46 4,321.14
01-1046	RAINBOW AGRICULTURAL SERV	030215	104.63	N	120 5-00-5155 130 5-00-5155	MAINT BLDG & GROUNDS MAINT BLDG & GROUNDS	52.32 52.31
01-1751	USA BLUE BOOK	030216	1,477.97	N	120 5-00-5148 120 5-00-5312	OPERATING SUPPLIES TOOLS - FIELD	927.85 550.12
01-2740	WATERSOLVE, LLC	030217	8,118.75	N	120 5-00-5160	SLUDGE DISPOSAL	8,118.75
01-21	CALIFORNIA PUBLIC EMPLOYE	030218	5,301.70	N	120 2088 120 2090 120 5-10-5021 120 5-20-5021 120 5-30-5021 130 2088 130 2090 130 5-10-5021 130 5-20-5021 130 5-30-5021	SURVIVOR BENEFITS - PE PERS PAYABLE RETIREMENT EXPENSES RETIREMENT EXPENSES RETIREMENT EXPENSES SURVIVOR BENEFITS - PE PERS PAYABLE RETIREMENT EXPENSES RETIREMENT EXPENSES RETIREMENT EXPENSES	4.52 846.46 453.87 273.23 964.82 4.78 912.23 453.87 333.95 1,053.97
01-2618	SACRAMENTO DEPT OF CHILD	030219	138.46	N	130 2089	WAGE ASSIGNMENTS	138.46
01-11	STATE OF CALIFORNIA EMPLO	030220	996.45	N	120 2092 120 2095 130 2092 130 2095	CIT PAYBLE S D I PAYABLE CIT PAYABLE S D I PAYABLE	388.35 119.86 381.76 106.48
01-1530	VARIABLE ANNUITY LIFE INS	030221	150.00	N	120 2099 130 2099	DEFERRED COMP - PLAN 4 DEFERRED COMP - PLAN 4	76.98 73.02
01-1	MISCELLANEOUS VENDOR	030222	73.42		130 1052	ACCTS REC WATER USE	73.42
01-1	MISCELLANEOUS VENDOR	030223	172.88		130 1052	ACCTS REC WATER USE	172.88
01-2111	CSG SYSTEMS	030224	1,286.43	N	120 5-00-5110 130 5-00-5110	CONTRACTUAL SERVICES CONTRACTUAL SERVICES	617.48 668.95
01-2570	Data Flow	030225	169.05	N	120 5-00-5090 130 5-00-5090	OFFICE SUPPLIES OFFICE SUPPLIES	84.52 84.53

A C C O U N T S   P A Y A B L E  
D I S B U R S E M E N T   R E P O R T

VENDOR SET: 01 Hidden Valley Lake  
VENDOR CLASS(ES): ALL CLASSES

SORTED BY CHECK

VENDOR	NAME	CHECK #	TOTAL		G/L	G/L	G/L
			AMOUNT	1099			
01-2773	DEVELOPMENT GROUP	030226	470.60	N	120 5-00-5110	CONTRACTUAL SERVICES	225.88
					130 5-00-5110	CONTRACTUAL SERVICES	244.72
01-989	HIDDEN VALLEY LAKE COMMUN	030227	74.38	N	120 4300	MISC INCOME	74.38
01-2754	MERRILL, ARNONE & JONES,	030228	4,097.29	Y	120 5-00-5123	OTHER PROFESSIONAL SER	2,048.64
					130 5-00-5123	OTHER PROFESSIONAL SER	2,048.65
01-2699	MICHELLE HAMILTON	030229	860.00	Y	120 5-00-5110	CONTRACTUAL SERVICES	412.80
					130 5-00-5110	CONTRACTUAL SERVICES	447.20
01-1002	PETTY CASH REIMBURSEMENT	030230	316.84	N	120 5-00-5092	POSTAGE & SHIPPING	8.41
					120 5-00-5155	MAINT BLDG & GROUNDS	30.00
					120 5-00-5179	ADM MISC EXPENSE	16.00
					120 5-00-5545	RECORDING FEES	101.00
					120 5-10-5090	OFFICE SUPPLIES	3.00
					130 5-00-5092	POSTAGE & SHIPPING	8.43
					130 5-00-5155	MAINT BLDG & GROUNDS	30.00
					130 5-00-5179	ADM MISC EXPENSE	16.00
					130 5-00-5545	RECORDING FEES	101.00
					130 5-10-5090	OFFICE SUPPLIES	3.00
01-1982	PRIMUS	030231	87.89	N	120 5-00-5191	TELEPHONE	43.94
					130 5-00-5191	TELEPHONE	43.95
01-2543	PRIMUS TELECOMMUNICATIONS	030232	15.13	N	120 5-00-5191	TELEPHONE	7.56
					130 5-00-5191	TELEPHONE	7.57
01-2700	REDFORD SERVICES	030233	715.00	Y	120 5-00-5110	CONTRACTUAL SERVICES	343.20
					130 5-00-5110	CONTRACTUAL SERVICES	371.80
01-1579	SOUTH LAKE REFUSE COMPANY	030234	158.07	Y	120 5-00-5155	MAINT BLDG & GROUNDS	78.56
					130 5-00-5155	MAINT BLDG & GROUNDS	78.56
					140 5-00-5155	MAINT BLDG & GROUNDS	0.95
01-1460	USDA RURAL DEVELOPMENT HI	030235	218,047.50	N	215 5-00-5522	INTEREST ON LONG-TERM	218,047.50
01-1659	WAGNER & BONSIGNORE	030236	5,594.30	N	130 5-00-5123	OTHER PROFESSIONAL SER	5,594.30
01-8	AT&T	030237	1,077.83	N	120 5-00-5191	TELEPHONE	538.91
					130 5-00-5191	TELEPHONE	538.92
01-2431	CNH CAPITAL	030238	74.95	N	120 5-00-5061	VEHICLE MAINT	37.48
					130 5-00-5061	VEHICLE MAINT	37.47
01-2692	DIRECTV	030239	89.99	N	120 5-00-5110	CONTRACTUAL SERVICES	43.20
					130 5-00-5110	CONTRACTUAL SERVICES	46.79
01-2706	FOXCROFT EQUIPMENT & SERV	030240	336.89	N	120 5-00-5150	REPAIR & REPLACE	336.89
01-1999	GRAINGER	030241	216.06	N	120 5-00-5060	GASOLINE, OIL & FUEL	216.06
01-111	JAMES DAY CONSTRUCTION, I	030242	292.10	N	120 5-00-5150	REPAIR & REPLACE	87.80
					130 5-00-5150	REPAIR & REPLACE	204.30

A C C O U N T S P A Y A B L E  
D I S B U R S E M E N T R E P O R T

SORTED BY CHECK

VENDOR	NAME	CHECK #	TOTAL AMOUNT	G/L 1099	ACCT NO#	G/L NAME	G/L AMOUNT
01-112	EEL RIVER FUELS, INC.	030243	1,567.76	N	120 5-00-5060	GASOLINE, OIL & FUEL	783.89
					130 5-00-5060	GASOLINE, OIL & FUEL	783.87
01-1630	LAKE COUNTY ELECTRIC SUPP	030244	234.83	N	130 5-00-5150	REPAIR & REPLACE	234.83
01-2749	NAPA AUTO PARTS	030245	271.96	N	120 5-00-5061	VEHICLE MAINT	135.98
					130 5-00-5061	VEHICLE MAINT	135.98
01-1	MISCELLANEOUS VENDOR	030246	40.22		130 1052	ACCTS REC WATER USE	40.22
01-1	MISCELLANEOUS VENDOR	030247	186.49		130 1052	ACCTS REC WATER USE	186.49
01-1	MISCELLANEOUS VENDOR	030248	29.24		130 1052	ACCTS REC WATER USE	29.24
01-2706	FOXCROFT EQUIPMENT & SERV	030250	322.34	N	120 5-00-5150	REPAIR & REPLACE	322.34
01-2559	ROTO-ROOTER OF LAKE COUNT	030251	175.00	N	120 5-00-5150	REPAIR & REPLACE	175.00
01-1751	USA BLUE BOOK	030252	205.77	N	120 5-00-5148	OPERATING SUPPLIES	170.79
					130 5-00-5148	OPERATING SUPPLIES	34.98
01-2598	VERIZON WIRELESS	030253	648.60	N	120 5-00-5191	TELEPHONE	324.30
					130 5-00-5191	TELEPHONE	324.30
01-2302	KAREN JENSEN	030254	46.62	N	120 5-20-5170	TRAVEL MILEAGE	8.74
					130 5-20-5170	TRAVEL MILEAGE	37.88
01-2684	OFFICE DEPOT	030255	230.52	N	120 5-10-5090	OFFICE SUPPLIES	115.26
					130 5-10-5090	OFFICE SUPPLIES	115.26
01-2607	PATRICIA WILKINSON	030256	113.22	N	120 5-20-5170	TRAVEL MILEAGE	21.23
					130 5-20-5170	TRAVEL MILEAGE	91.99
01-1	MISCELLANEOUS VENDOR	030257	50.00	N	130 5-00-5505	WATER CONSERVATION	50.00
01-21	CALIFORNIA PUBLIC EMPLOYE	030258	5,650.60	N	120 2088	SURVIVOR BENEFITS - PE	4.65
					120 2090	PERS PAYABLE	925.11
					120 5-10-5021	RETIREMENT EXPENSES	470.68
					120 5-20-5021	RETIREMENT EXPENSES	318.00
					120 5-30-5021	RETIREMENT EXPENSES	869.01
					130 2088	SURVIVOR BENEFITS - PE	5.58
					130 2090	PERS PAYABLE	1,084.37
					130 5-10-5021	RETIREMENT EXPENSES	470.68
					130 5-20-5021	RETIREMENT EXPENSES	333.94
					130 5-30-5021	RETIREMENT EXPENSES	1,168.58
01-2618	SACRAMENTO DEPT OF CHILD	030259	138.46	N	130 2089	WAGE ASSIGNMENTS	138.46
01-11	STATE OF CALIFORNIA EMPLO	030260	980.28	N	120 2092	CIT PAYBLE	350.18
					120 2095	S D I PAYABLE	108.49
					130 2092	CIT PAYABLE	407.97
					130 2095	S D I PAYABLE	113.64

ACCOUNTS PAYABLE  
DISBURSEMENT REPORT

SORTED BY CHECK

VENDOR	NAME	CHECK #	TOTAL AMOUNT	1099	G/L ACCT NO#	G/L NAME	G/L AMOUNT
01-1530	VARIABLE ANNUITY LIFE INS	030261	150.00	N	120 2099	DEFERRED COMP - PLAN 4	47.29
					130 2099	DEFERRED COMP - PLAN 4	102.71
01-2680	BARRY SILVA	030262	111.55	N	120 5-30-5175	EDUCATION / SEMINARS	20.07
					130 5-30-5175	EDUCATION / SEMINARS	91.48
01-2292	MAGIC ON HOLD	030263	105.00	N	120 5-00-5110	CONTRACTUAL SERVICES	50.40
					130 5-00-5110	CONTRACTUAL SERVICES	54.60
01-2803	MICHAEL H. FRIEL, ATTORNE	030264	145.05	N	120 5-00-5121	LEGAL SERVICES	72.52
					130 5-00-5121	LEGAL SERVICES	72.53
01-2684	OFFICE DEPOT	030265	29.21	N	120 5-10-5090	OFFICE SUPPLIES	2.63
					120 5-30-5090	OFFICE SUPPLIES	11.97
					130 5-10-5090	OFFICE SUPPLIES	2.63
					130 5-30-5090	OFFICE SUPPLIES	11.98
01-1705	SPECIAL DISTRICT RISK MAN	030266	1,230.05	N	120 5-00-5020	EMPLOYEE BENEFITS	507.27
					130 5-00-5020	EMPLOYEE BENEFITS	721.17
					140 5-00-5020	EMPLOYEE BENEFITS	1.61
01-1652	TAMI IPSEN	030267	122.60	N	120 5-10-5170	TRAVEL MILEAGE	22.98
					130 5-10-5170	TRAVEL MILEAGE	99.62
01-2585	TYLER TECHNOLOGY	030268	121.00	N	120 5-00-5110	CONTRACTUAL SERVICES	58.08
					130 5-00-5110	CONTRACTUAL SERVICES	62.92
01-1999	GRAINGER	030269	170.59	N	120 5-00-5150	REPAIR & REPLACE	170.59
01-2678	KATHY FOWLER CHRYSLER - J	030270	896.14	N	120 5-00-5061	VEHICLE MAINT	448.07
					130 5-00-5061	VEHICLE MAINT	448.07
01-2736	SIERRA CHEMICAL CO.	030271	544.42	N	120 5-00-5148	OPERATING SUPPLIES	544.42
01-1751	USA BLUE BOOK	030272	1,034.89	N	120 5-00-5148	OPERATING SUPPLIES	517.45
					130 5-00-5148	OPERATING SUPPLIES	517.44
01-2802	XYLEM WATER SOLUTIONS U.S	030273	3,392.49	N	120 5-00-5150	REPAIR & REPLACE	3,392.49
01-1	MISCELLANEOUS VENDOR	030274	7.28		130 1052	ACCTS REC WATER USE	7.28
01-1	MISCELLANEOUS VENDOR	030275	68.75		130 1052	ACCTS REC WATER USE	68.75
	1099 ELIGIBLE	6	10,525.86				
	1099 EXEMPT	87	<u>375,691.92</u>				
***	REPORT TOTALS ***	93	386,217.78				

\*G / L EXPENSE DISTRIBUTION\*

ACCOUNT NUMBER      ACCOUNT NAME      AMOUNT

VENDOR SET: 01 Hidden Valley Lake

BANK: ALL

VENDOR CLASS(ES): ALL CLASSES

SORTED BY CHECK

## \*G/L EXPENSE DISTRIBUTION\*

ACCOUNT NUMBER	ACCOUNT NAME	AMOUNT
120 1286	FIELD EQUIPMENT	9,559.26
120 2088	SURVIVOR BENEFITS - PERS 4TH L	9.17
120 2090	PERS PAYABLE	1,771.57
120 2091	FIT PAYABLE	2,916.19
120 2092	CIT PAYBLE	738.53
120 2093	SOCIAL SECURITY PAYABLE	136.99
120 2094	MEDICARE PAYABLE	332.46
120 2095	S D I PAYABLE	228.35
120 2099	DEFERRED COMP - PLAN 457 PAY	124.27
120 4300	MISC INCOME	74.38
120 5-00-5020	EMPLOYEE BENEFITS	1,197.76
120 5-00-5025	RETIREE HEALTH BENEFITS	1,113.90
120 5-00-5060	GASOLINE, OIL & FUEL	999.95
120 5-00-5061	VEHICLE MAINT	635.57
120 5-00-5080	MEMBERSHIP & SUBSCRIPTIONS	134.76
120 5-00-5090	OFFICE SUPPLIES	107.31
120 5-00-5092	POSTAGE & SHIPPING	8.41
120 5-00-5110	CONTRACTUAL SERVICES	3,213.63
120 5-00-5121	LEGAL SERVICES	673.77
120 5-00-5123	OTHER PROFESSIONAL SERVICES	9,208.50
120 5-00-5148	OPERATING SUPPLIES	2,432.49
120 5-00-5150	REPAIR & REPLACE	4,651.16
120 5-00-5155	MAINT BLDG & GROUNDS	340.88
120 5-00-5160	SLUDGE DISPOSAL	8,118.75
120 5-00-5179	ADM MISC EXPENSE	16.00
120 5-00-5191	TELEPHONE	914.71
120 5-00-5192	ELECTRICITY	1,666.91
120 5-00-5195	ENV/MONITORING	1,260.00
120 5-00-5312	TOOLS - FIELD	629.95
120 5-00-5545	RECORDING FEES	101.00
120 5-10-5010	SALARIES & WAGES	317.50
120 5-10-5020	EMPLOYEE BENEFITS	747.78
120 5-10-5021	RETIREMENT EXPENSES	924.55
120 5-10-5090	OFFICE SUPPLIES	300.91
120 5-10-5170	TRAVEL MILEAGE	38.02
120 5-20-5010	SALARIES & WAGES	47.22
120 5-20-5020	EMPLOYEE BENEFITS	1,322.99
120 5-20-5021	RETIREMENT EXPENSES	591.23
120 5-20-5170	TRAVEL MILEAGE	29.97
120 5-30-5010	SALARIES & WAGES	163.11
120 5-30-5020	EMPLOYEE BENEFITS	2,933.58
120 5-30-5021	RETIREMENT EXPENSES	1,833.83
120 5-30-5090	OFFICE SUPPLIES	58.46
120 5-30-5175	EDUCATION / SEMINARS	137.57
120 5-40-5010	DIRECTORS COMPENSATION	6.88
120 5-40-5020	EMPLOYEE BENEFITS	2,789.60
120 5-40-5176	DIRECTOR TRAINING	17.15

A C C O U N T S   P A Y A B L E  
D I S B U R S E M E N T   R E P O R T

SORTED BY CHECK

\*\* FUND TOTAL \*\* 65,576.93

130 1052	ACCTS REC WATER USE	578.28
130 2088	SURVIVOR BENEFITS - PERS 4TH L	10.36
130 2089	WAGE ASSIGNMENTS	276.92
130 2090	PERS PAYABLE	1,996.60
130 2091	FIT PAYABLE	2,865.83
130 2092	CIT PAYABLE	789.73
130 2093	SOCIAL SECURITY PAYABLE	4.62
130 2094	MEDICARE PAYABLE	320.77
130 2095	S D I PAYABLE	220.12
130 2099	DEFERRED COMP - PLAN 457 PAYAB	175.73
130 5-00-5020	EMPLOYEE BENEFITS	1,101.68
130 5-00-5025	RETIREE HEALTH BENEFITS	1,113.89
130 5-00-5060	GASOLINE, OIL & FUEL	783.87
130 5-00-5061	VEHICLE MAINT	635.57
130 5-00-5080	MEMBERSHIP & SUBSCRIPTIONS	172.98
130 5-00-5090	OFFICE SUPPLIES	107.32
130 5-00-5092	POSTAGE & SHIPPING	8.43
130 5-00-5110	CONTRACTUAL SERVICES	1,936.44
130 5-00-5121	LEGAL SERVICES	673.78
130 5-00-5122	ENGINEERING SERVICES	1,489.26
130 5-00-5123	OTHER PROFESSIONAL SERVICES	17,470.29
130 5-00-5148	OPERATING SUPPLIES	623.29
130 5-00-5150	REPAIR & REPLACE	5,207.95
130 5-00-5155	MAINT BLDG & GROUNDS	340.87
130 5-00-5179	ADM MISC EXPENSE	16.00
130 5-00-5191	TELEPHONE	914.74
130 5-00-5192	ELECTRICITY	19,486.66
130 5-00-5195	ENV/MONITORING	768.00
130 5-00-5312	TOOLS - FIELD	34.48
130 5-00-5505	WATER CONSERVATION	200.00
130 5-00-5545	RECORDING FEES	101.00
130 5-00-5585	FLOOD CONTROL EXPENSE	85.26
130 5-10-5010	SALARIES & WAGES	74.84
130 5-10-5020	EMPLOYEE BENEFITS	1,063.10
130 5-10-5021	RETIREMENT EXPENSES	924.55
130 5-10-5090	OFFICE SUPPLIES	300.92
130 5-10-5170	TRAVEL MILEAGE	164.81
130 5-20-5010	SALARIES & WAGES	53.36
130 5-20-5020	EMPLOYEE BENEFITS	1,880.87
130 5-20-5021	RETIREMENT EXPENSES	667.89
130 5-20-5170	TRAVEL MILEAGE	129.87
130 5-30-5010	SALARIES & WAGES	190.95
130 5-30-5020	EMPLOYEE BENEFITS	4,170.60
130 5-30-5021	RETIREMENT EXPENSES	2,222.55
130 5-30-5090	OFFICE SUPPLIES	58.48

ACCOUNTS PAYABLE  
DISBURSEMENT REPORT

SORTED BY CHECK

\*G/L EXPENSE DISTRIBUTION\*

ACCOUNT NUMBER	ACCOUNT NAME	AMOUNT
130 5-30-5175	EDUCATION / SEMINARS	208.98
130 5-40-5010	DIRECTORS COMPENSATION	8.42
130 5-40-5020	EMPLOYEE BENEFITS	2,789.60
130 5-40-5176	DIRECTOR TRAINING	25.74
	** FUND TOTAL **	75,446.25
140 5-00-5020	EMPLOYEE BENEFITS	1.61
140 5-00-5155	MAINT BLDG & GROUNDS	0.95
140 5-00-5192	ELECTRICITY	28.76
140 5-10-5020	EMPLOYEE BENEFITS	2.36
140 5-20-5020	EMPLOYEE BENEFITS	4.17
140 5-30-5020	EMPLOYEE BENEFITS	9.25
	** FUND TOTAL **	47.10
215 5-00-5522	INTEREST ON LONG-TERM DEBT	218,047.50
	** FUND TOTAL **	218,047.50
219 5-00-5523	INTERST EXPENSE	9,600.00
219 5-00-5599	PRINCIPAL PMT	17,500.00
	** FUND TOTAL **	27,100.00
-----		
	** TOTAL **	386,217.78

NO ERRORS



SELECTION CRITERIA

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VENDOR SET: 01 Hidden Valley Lake  
VENDOR: ALL  
BANK: ALL  
VENDOR CLASS(ES): ALL CLASSES

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TRANSACTION SELECTION

REPORTING: PAID ITEMS ,G/L DIST

	=====PAYMENT DATES=====	=====ITEM DATES=====	=====POSTING DATES=====
PAID ITEMS DATES	: 8/01/2012 THRU 8/31/2012	0/00/0000 THRU 99/99/9999	0/00/0000 THRU 99/99/9999

---

PRINT OPTIONS

REPORT SEQUENCE: CHECK  
G/L EXPENSE DISTRIBUTION: YES  
CHECK RANGE: 000000 THRU 999999

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**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** Approval of Revised HVLCSD Organizational Chart to reflect inclusion of "Hidden Valley Lake CSD Rate Payers"

---

**STAFF RECOMMENDATION:**

Revise current HVLCSD Organization Chart to reflect the fact that the HVLCSD staff and Board of Directors are ultimately accountable to the Hidden Valley Lake CSD rate payers.

**FINANCIAL IMPACT:**

None

**BACKGROUND:**

At the May 22, 2012 HVLCSD Board of Directors meeting the Board adopted an organizational chart (copy attached) to reflect the current organizational status of the District. Pursuant to Board direction, a revised organizational chart (copy attached) has been prepared that articulates the fact that the HVLCSD staff and Board of Directors are ultimately accountable to the Hidden Valley lake CSD rate payers.

---

APPROVED  
AS RECOMMENDED

OTHER  
(SEE BELOW)

---

Modification to recommendation and/or other actions:

---

I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

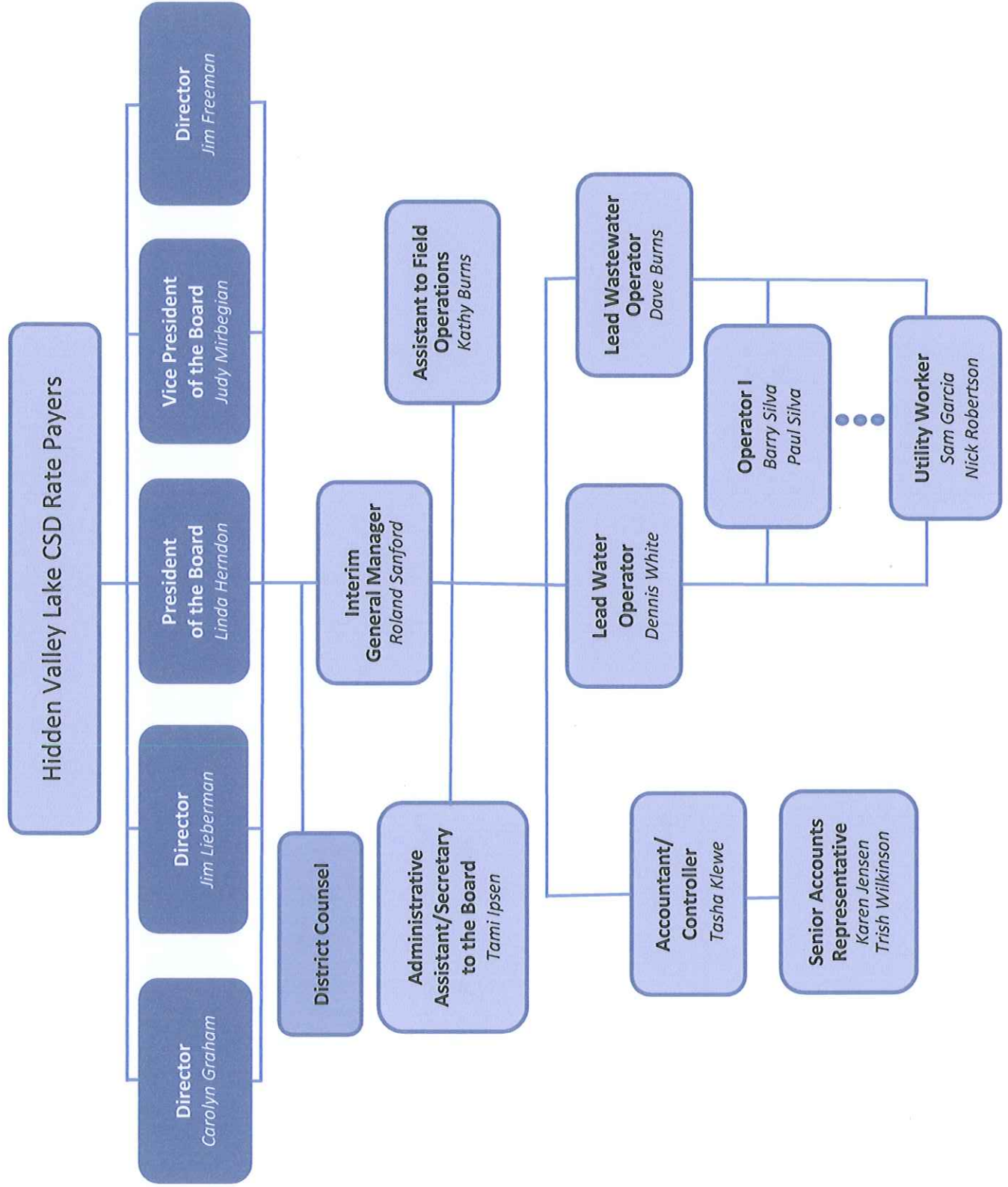
Abstain:

Absent:

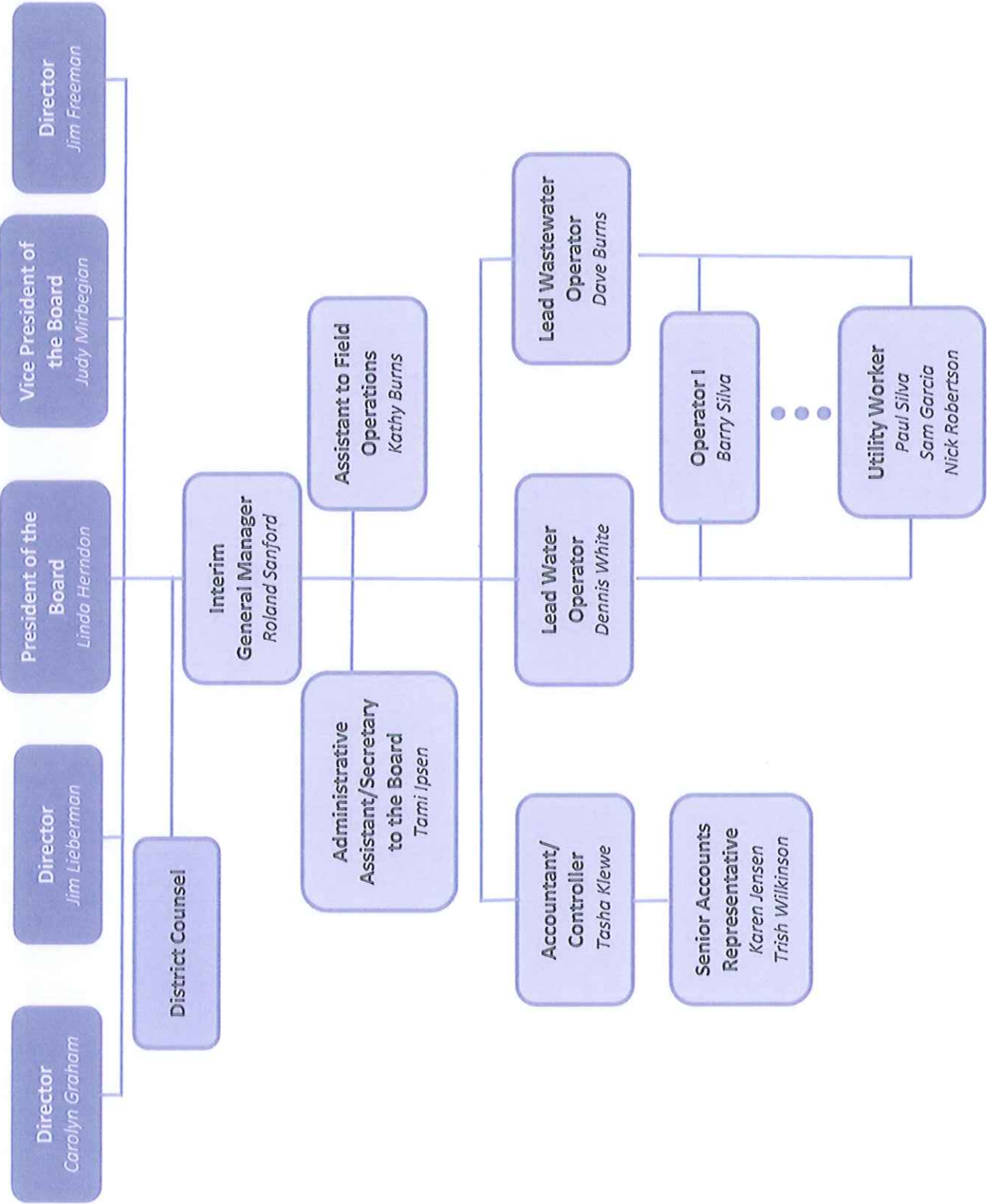
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Secretary to the Board

# HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT ORGANIZATIONAL CHART 2012



# HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT ORGANIZATIONAL CHART 2012



**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** Approval of Submit HVLCSD Application to Join South Lake Fire Safe Council

---

**STAFF RECOMMENDATION:**

Authorize staff to submit application to join South Lake Fire Safe Council.

**FINANCIAL IMPACT:**

Application fee of \$25

**BACKGROUND:**

The mission of the South Lake Fire Safe Council (Council), which was formed in 2002, is to "...analyze, plan, coordinate, and manage available resources to reduce fire hazards and improve public safety through a combination of education, dissemination of information, and community projects in South Lake County, California." Among other things, the Council sponsors educational workshops, assists with the development of community fire plans, and provides a low cost wood chipping service to Council members.

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Although fire prevention/suppression is not one of the designated services provided by the HVLCSD, the District is at least indirectly involved with fire prevention/suppression vis-à-vis the District's rights to the Hidden Valley Lake water supply, which is available for fire suppression. The District also maintains a levee that can serve as a fire break, and a flood retention basin which periodically requires the removal of woody vegetation and associated wood chipping services. Given the District's related fire prevention/suppression interests, staff believes it is appropriate for the District to join, support, and as appropriate, coordinate District activities with those of the Council. Additional information about the South Lake Fire Safe Council can be found at:  
[www.southlakefiresafecouncil.org](http://www.southlakefiresafecouncil.org).

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APPROVED  
AS RECOMMENDED

OTHER  
(SEE BELOW)

---

Modification to recommendation and/or other actions:

---

I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

Abstain:

Absent:

---

Secretary to the Board

**South Lake Fire Safe Council**  
**Support Membership Application Form**  
**2012**

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

Lake County Physical Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_

Email (we will send you our annual newsletter):

\_\_\_\_\_

Please make a donation of \$25.00 (or more) to become a member of the South Lake Fire Safe Council for 2012. In doing so, you are supporting the South Lake Fire Safe Council in its ongoing efforts to reduce fire hazards and improve public safety in the South Lake County area. Your annual membership entitles you to 1/2 hour of chipping. We thank you for your donation, which is tax-deductible.

(CA Non-Profit Tax ID #68-0481417)

Date of donation : \_\_\_\_\_

Total donation amount: \_\_\_\_\_

Check #: \_\_\_\_\_

**Make Checks Payable to: South Lake Fire Safe Council**  
**Send Form and Donation to: SLFSC**  
**PO Box 1773**  
**Middletown, CA 95461**

Membership # _____
Membership Source: _____
(for SLFSC Use Only)

**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** Approval of Resolution 2012-14 Authorizing Adoption of Anti-Harassment and Discrimination Policy

---

**STAFF RECOMMENDATION:**

Complete formal adoption of Anti-Harassment and Discrimination Policy by approving resolution authorizing adoption of said policy.

**FINANCIAL IMPACT:**

None

**BACKGROUND:**

At the August 21, 2012 Board of Directors meeting the Board approved the proposed language for the District's Anti-Harassment and Discrimination Policy (copy attached), but did not adopt a resolution formally approving the Anti-Harassment and Discrimination Policy. Because the Anti-Harassment and Discrimination Policy is the successor to two former District policies; the Sexual Harassment Policy and the Harassment Policy, there is some question as to whether or not adoption of a resolution approving the Anti-Harassment and Discrimination Policy is even necessary (initially it was not assumed to be necessary). In order to remove any doubt as to the legitimacy of the Anti-Harassment and Discrimination Policy, staff recommends that the Board adopt the attach resolution authorizing approval of the Anti-Harassment and Discrimination Policy presented and approved by the Board on August 21, 2012.

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APPROVED  
AS RECOMMENDED

OTHER  
(SEE BELOW)

---

Modification to recommendation and/or other actions:

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I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

Abstain:

Absent:

---

Secretary to the Board

Resolution 2012-14

A RESOLUTION AUTHORIZING ADOPTION OF  
ANTI-HARASSMENT AND DISCRIMINATION POLICY

WHEREAS, the Hidden Valley Lake Community Services District (District) Board of Directors periodically establishes and revises District policies, and

WHEREAS, the Hidden Valley Lake Community Services District is dedicated to providing a work environment for its employees that is free of harassment and discrimination, and

WHEREAS, the Hidden Valley Lake Community Services District prohibits harassment and discrimination because of race, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, genetic information or any other basis protected by federal, state or local law, ordinance or regulation.

NOW THEREFORE, BE IT RESOLVED that the Hidden Valley Lake Community Services District Board of Directors shall adopt an "Anti-Harassment and Discrimination Policy" that supersedes the District's "Sexual Harassment Policy", and the District's "Harassment Policy", and prohibits unlawful harassment or discrimination of or by any employee of the District.

**PASSED AND ADOPTED** on September 18, 2012 by the following vote:

**AYES:**

**NOES:**

**ABSTAIN:**

**ABSENT:**

\_\_\_\_\_  
President of the Board of Directors  
Hidden Valley Lake Community Services District

**ATTEST:**

\_\_\_\_\_  
Secretary to the Board of Directors  
Hidden Valley Lake Community Services District



# Hidden Valley Lake Community Services District

## Finance Committee Report

DATE: August 23, 2012  
TIME: 12:00 p.m.  
PLACE: Hidden Valley Lake CSD  
Administration Office, Boardroom  
19400 Hartmann Road  
Hidden Valley Lake, CA

1) CALL TO ORDER:

Meeting of the Hidden Valley Lake Community Services District Finance Committee called to order on August 23, 2012 at the hour of 12:05 p.m. by Director Mirbegian at 19400 Hartmann Road, Hidden Valley Lake, California.

2) PLEDGE OF ALLEGIANCE:

3) ROLL CALL:

Present – Directors Freeman and Director Mirbegian. Also present: Roland Sanford, Interim General Manager.

4) APPROVAL OF AGENDA:

Director Freeman moved, Director Mirbegian seconded to approve the August 23, 2012 agenda.

Motion approved by unanimous vote.

5) REVIEW OF THE FY 2012-2013 INVESTMENT POLICY

Mr. Sanford is to complete a final draft Investment Policy, which will then be reviewed by at least one individual with experience implementing an Investment Policy for public sector organizations.

6) FY 2012-2013 BUDGET ASSUMPTIONS

Mr. Sanford provided a summary sheet of key budget assumptions.

7) OPPORTUNITIES TO REFINANCE DISTRICT DEBT

The committee discussed opportunities and received preliminary refinancing scenarios developed by Dan Askenazi of Municipal Capital Markets Group, Inc.

8) PUBLIC COMMENTS:

There was none.

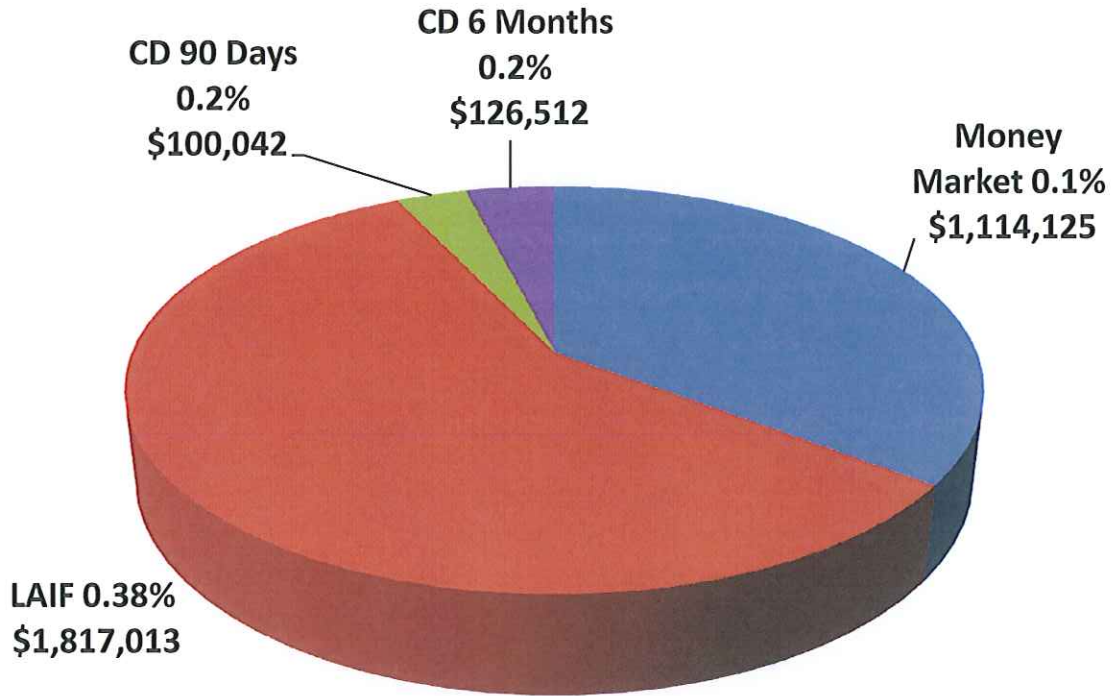
9) ADJOURNMENT:

The meeting was adjourned at 1:20 p.m. on motion by Director Freeman, seconded by Director Mirbegian, and unanimously carried.

**Hidden Valley Lake CSD  
Pooled Cash  
August 31, 2012**

<b>Beginning Balance</b>	<b>\$ 228,610.16</b>
<b>Deposits</b>	
Cash	\$ 151,478.29
Transfers	\$ 218,047.50
<b>Total Deposits</b>	<b>\$ 369,525.79</b>
<b>Expenditures</b>	
Accounts Payable	\$ 386,195.62
Payroll	\$ 31,480.93
Bank Fees	\$ 605.77
<b>Total Expenditures</b>	<b>\$ 418,304.48</b>
<b>Ending Balance</b>	<b>\$ 179,831.47</b>

**HIDDEN VALLEY LAKE CSD  
INVESTMENT REPORT  
August 31, 2012  
\$3,157,691**



Investment	Interest Rate	Interest Earned this Period		Funds Invested
Money Market	0.10%	\$	101.78	\$ 1,114,125
LAIF	0.38%		-	\$ 1,817,013
90 Day CD	0.20%		4.92	\$ 100,042
6 Month CD	0.20%		5.00	\$ 126,512
<b>Total Funds Invested</b>				<b>\$ 3,157,691</b>

This report is in compliance with the investment policy set forth by the board of the Hidden Valley Lake Community Services District.

**Hidden Valley Lake CSD  
Revenue & Expense Report  
Year to Date August 31, 2012**

	Revenue Budget	Revenue YTD Actual	% To Date	Budget s/lb 1 Cycles*	YTD Over (Under) Budget	Remaining Budget YTD
Sewer Fund 120	\$ 910,100	\$ 192,273	21.13%	16.67%	4.46%	\$ 717,827
Water Fund 130	\$ 1,194,300	\$ 262,398	21.97%	16.67%	5.30%	\$ 931,902
<b>Total YTD Operating Revenue</b>	<b>\$ 2,104,400</b>	<b>\$ 454,671</b>	<b>21.61%</b>	<b>16.67%</b>	<b>4.94%</b>	<b>\$ 1,649,729</b>

\*Revenue collected bi-monthly, 6 cycles per year

	Expense Budget	Expense YTD Actual	% To Date	Budget s/lb 2 mo	YTD Over (Under) Budget	Remaining Budget YTD
Sewer Fund 120	\$ 910,100	\$ 122,840	13.50%	16.67%	-3.17%	\$ 787,260
Water Fund 130	\$ 1,194,300	\$ 147,355	12.34%	16.67%	-4.33%	\$ 1,046,945
<b>Total YTD Operating Expenditures</b>	<b>\$ 2,104,400</b>	<b>\$ 270,195</b>	<b>12.84%</b>	<b>16.67%</b>	<b>-3.83%</b>	<b>\$ 1,834,205</b>

HIDDEN VALLEY LAKE CSD  
REVENUE & EXPENSE REPORT (UNAUDITED)  
YEAR TO DATE AUGUST 31, 2012

**120-SEWER ENTERPRISE FUND**  
REVENUE

	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	BUDGET BALANCE	% OF BUDGET
120-4020 PERMIT & INSPECTION FEES	0.00	0.00	0.00	0.00	0.00%
120-4036 DEVELOPER SEWER FEES	0.00	0.00	0.00	0.00	0.00%
120-4045 AVAILABILITY FEES	6,000.00	910.60	0.00	6,000.00	0.00%
120-4050 SALES OF RECLAIMED WATER	78,100.00	20,059.64	41,223.71	36,876.29	52.78%
120-4111 COMM SEWER USE	20,500.00	0.00	0.00	20,500.00	0.00%
120-4112 GOVT SEWER USE	0.00	1,703.61	3,407.22	(3,407.22)	0.00%
120-4116 SEWER USE CHARGES	849,000.00	144,537.74	144,967.45	704,032.55	17.08%
120-4210 LATE FEE 10%	15,400.00	2,639.96	2,658.21	12,741.79	17.26%
120-4300 MISC INCOME	700.00	(65.26)	(60.44)	760.44	-8.63%
120-4310 OTHER INCOME	0.00	0.00	0.00	0.00	0.00%
120-4505 LEASE INCOME	8,400.00	17.57	77.27	8,322.73	0.92%
120-4550 INTEREST	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL REVENUES</b>	<b>978,100.00</b>	<b>169,803.86</b>	<b>192,273.42</b>	<b>785,826.58</b>	<b>19.66%</b>

HIDDEN VALLEY LAKE CSD  
REVENUE & EXPENSE REPORT (UNAUDITED)  
YEAR TO DATE AUGUST 31, 2012

**120-SEWER ENTERPRISE FUND**  
EXPENDITURES - ALL DEPTS

	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	BUDGET BALANCE	% OF BUDGET
120-5010 SALARY & WAGES	391,300.00	30,500.75	55,739.28	335,560.72	14.24%
120-5020 EMPLOYEE BENEFITS	130,100.00	9,268.64	17,525.52	112,574.48	13.47%
120-5021 RETIREMENT BENEFITS	68,400.00	3,349.61	7,215.07	61,184.93	10.55%
120-5025 RETIREE HEALTH BENEFITS	6,700.00	556.95	1,113.90	5,586.10	16.63%
120-5040 ELECTION EXPENSE	0.00	0.00	0.00	0.00	0.00%
120-5060 GASOLINE, OIL & FUEL	11,800.00	999.95	1,455.23	10,344.77	12.33%
120-5061 VEHICLE MAINT	8,000.00	635.57	790.39	7,209.61	9.88%
120-5062 TAXES & LIC	1,000.00	0.00	0.00	1,000.00	0.00%
120-5074 INSURANCE	17,700.00	0.00	0.00	17,700.00	0.00%
120-5075 BANK FEES	4,800.00	2.15	765.62	4,034.38	15.95%
120-5080 MEMBERSHIP & SUBSCRIPTIONS	3,600.00	134.76	158.31	3,441.69	4.40%
120-5090 OFFICE SUPPLIES	5,400.00	466.68	704.43	4,695.57	13.05%
120-5092 POSTAGE & SHIPPING	2,200.00	8.41	8.41	2,191.59	0.38%
120-5110 CONTRACTUAL SERVICES	29,000.00	3,213.63	4,903.59	24,096.41	16.91%
120-5121 LEGAL SERVICES	5,700.00	673.77	673.77	5,026.23	11.82%
120-5122 ENGINEERING SERVICES	0.00	0.00	0.00	0.00	0.00%
120-5123 OTHER PROFESSIONAL SERVICE	6,800.00	9,208.50	9,208.50	(2,408.50)	135.42%
120-5125 STRATEGIC PLANNING	1,000.00	0.00	0.00	1,000.00	0.00%
120-5126 RECRUITMENT	10,000.00	0.00	0.00	10,000.00	0.00%
120-5130 PRINTING & PUBLICATION	600.00	0.00	0.00	600.00	0.00%
120-5135 NEWSLETTER	700.00	0.00	0.00	700.00	0.00%
120-5140 RENTS & LEASES	0.00	0.00	0.00	0.00	0.00%
120-5145 EQUIPMENT RENTAL	0.00	0.00	0.00	0.00	0.00%
120-5148 OPERATING SUPPLIES	8,800.00	2,432.49	2,451.35	6,348.65	27.86%
120-5150 REPAIR & REPLACE	72,500.00	4,651.16	4,651.16	67,848.84	6.42%
120-5155 MAINT BLDG & GROUNDS	5,700.00	340.88	937.04	4,762.96	16.44%
120-5160 SLUDGE DISPOSAL	22,600.00	8,118.75	8,118.75	14,481.25	35.92%
120-5170 TRAVEL & MEETINGS	2,500.00	67.99	86.72	2,413.28	3.47%
120-5175 EDUCATION / SEMINARS	11,900.00	137.57	137.57	11,762.43	1.16%
120-5176 DIRECTOR TRAINING	5,000.00	2.89	28.89	4,971.11	0.58%
120-5179 ADM MISC EXPENSE	0.00	16.00	16.00	(16.00)	0.00%
120-5191 TELEPHONE	9,500.00	914.71	1,981.57	7,518.43	20.86%
120-5192 ELECTRICITY	40,000.00	1,666.91	1,666.91	38,333.09	4.17%
120-5195 ENV/MONITORING	35,400.00	1,260.00	1,260.00	34,140.00	3.56%
120-5198 ANNUAL OPERATING FEES	3,200.00	0.00	0.00	3,200.00	0.00%
120-5310 EQUIPMENT - FIELD	2,300.00	0.00	0.00	2,300.00	0.00%
120-5311 EQUIPMENT - OFFICE	3,400.00	0.00	0.00	3,400.00	0.00%
120-5312 TOOLS - FIELD	1,800.00	629.95	1,140.77	659.23	63.38%
120-5315 SAFETY EQUIPMENT	900.00	0.00	0.00	900.00	0.00%
120-5545 RECORDING FEES	200.00	101.00	101.00	99.00	50.50%
120-5580 TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00%
120-5585 FLOOD CONTROL EXPENSE	0.00	0.00	0.00	0.00	0.00%
120-5590 NON-OPERATING OTHER	30,100.00	0.00	0.00	30,100.00	0.00%
120-5591 EXP APPLICABLE TO PRIOR YR	0.00	0.00	0.00	0.00	0.00%
120-5605 OPERATING CONTINGENCY	17,500.00	0.00	0.00	17,500.00	0.00%
<b>TOTAL COMBINED EXPENDITURES</b>	<b>978,100.00</b>	<b>79,359.67</b>	<b>122,839.75</b>	<b>855,260.25</b>	<b>12.56%</b>



HIDDEN VALLEY LAKE CSD  
REVENUE & EXPENSE REPORT (UNAUDITED)  
YEAR TO DATE AUGUST 31, 2012

**130-WATER ENTERPRISE FUND  
REVENUES**

	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	BUDGET BALANCE	% OF BUDGET
130-4035 RECONNECT FEES	13,000.00	1,520.00	1,850.00	11,150.00	14.23%
130-4038 COMM WATER METER INSTALL	0.00	0.00	0.00	0.00	0.00%
130-4039 WATER METER INST	0.00	100.00	100.00	(100.00)	0.00%
130-4040 RECORDING FEES INCOME	300.00	40.00	80.00	220.00	26.67%
130-4045 AVAILABILITY FEES	23,500.00	3,709.40	0.00	23,500.00	0.00%
130-4110 COMM WATER USE	13,800.00	1,151.03	2,302.06	11,497.94	16.68%
130-4112 GOV'T WATER USE	800.00	74.26	148.52	651.48	18.57%
130-4115 WATER USE CHARGES	1,024,800.00	172,189.54	172,855.85	851,944.15	16.87%
130-4117 WATER OVERAGE USE FEE	161,200.00	75,054.27	75,049.68	86,150.32	46.56%
130-4118 WATER OVERAGE COMM	7,400.00	2,069.04	4,610.69	2,789.31	62.31%
130-4119 WATER OVERAGE GOV	0.00	0.00	0.00	0.00	0.00%
130-4210 LATE FEE 10%	21,800.00	3,769.68	3,788.87	18,011.13	17.38%
130-4215 RETURNED CHECK CHARGE	800.00	50.00	50.00	750.00	6.25%
130-4300 MISC INCOME	200.00	9.13	13.96	186.04	6.98%
130-4310 OTHER INCOME	0.00	0.00	0.00	0.00	0.00%
130-4505 LEASE INCOME	0.00	951.67	1,538.13	(1,538.13)	0.00%
130-4550 INTEREST	100.00	10.17	10.17	89.83	10.17%
130-4580 TRANSFER IN	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL REVENUES</b>	<b>1,267,700.00</b>	<b>260,698.19</b>	<b>262,397.93</b>	<b>1,005,302.07</b>	<b>20.70%</b>

HIDDEN VALLEY LAKE CSD  
REVENUE & EXPENSE REPORT (UNAUDITED)  
YEAR TO DATE AUGUST 31, 2012

**130-WATER ENTERPRISE FUND**  
**EXPENDITURES - ALL DEPTS**

	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	BUDGET BALANCE	% OF BUDGET
130-5010 SALARY & WAGES	427,600.00	29,712.18	55,955.56	371,644.44	13.09%
130-5020 EMPLOYEE BENEFITS	165,400.00	11,005.85	21,290.53	144,109.47	12.87%
130-5021 RETIREMENT BENEFITS	74,400.00	3,814.99	8,126.36	66,273.64	10.92%
130-5025 RETIREE HEALTH BENEFITS	6,700.00	556.94	1,113.89	5,586.11	16.63%
130-5040 ELECTION EXPENSE	0.00	0.00	0.00	0.00	0.00%
130-5050 DEPRECIATION	0.00	0.00	0.00	0.00	0.00%
130-5060 GASOLINE, OIL & FUEL	11,800.00	783.87	783.87	11,016.13	6.64%
130-5061 VEHICLE MAINT	8,000.00	635.57	1,245.65	6,754.35	15.57%
130-5062 TAXES & LIC	1,000.00	0.00	0.00	1,000.00	0.00%
130-5074 INSURANCE	15,500.00	0.00	0.00	15,500.00	0.00%
130-5075 BANK FEES	4,800.00	603.62	765.62	4,034.38	15.95%
130-5090 OFFICE SUPPLIES	5,400.00	466.72	627.28	4,772.72	11.62%
130-5092 POSTAGE & SHIPPING	2,200.00	8.43	8.43	2,191.57	0.38%
130-5110 CONTRACTUAL SERVICES	37,800.00	1,936.44	4,912.03	32,887.97	12.99%
130-5121 LEGAL SERVICES	5,700.00	673.78	673.78	5,026.22	11.82%
130-5122 ENGINEERING SERVICES	26,300.00	1,489.26	1,489.26	24,810.74	5.66%
130-5123 OTHER PROFESSIONAL SERVICE	15,800.00	13,968.56	13,968.56	1,831.44	88.41%
130-5124 WATER RIGHTS	14,700.00	0.00	0.00	14,700.00	0.00%
130-5125 STRATEGIC PLANNING	1,000.00	0.00	0.00	1,000.00	0.00%
130-5126 RECRUITMENT	10,000.00	0.00	0.00	10,000.00	0.00%
130-5130 PRINTING & PUBLICATION	600.00	0.00	0.00	600.00	0.00%
130-5135 NEWSLETTER	700.00	0.00	0.00	700.00	0.00%
130-5140 RENT & LEASES	0.00	0.00	0.00	0.00	0.00%
130-5145 EQUIPMENT RENTAL	0.00	0.00	0.00	0.00	0.00%
130-5148 OPERATING SUPPLIES	1,000.00	623.29	1,122.68	(122.68)	112.27%
130-5150 REPAIR & REPLACE	60,000.00	5,207.95	9,132.00	50,868.00	15.22%
130-5155 MAINT BLDG & GROUNDS	2,500.00	340.87	340.87	2,159.13	13.63%
130-5170 MILEAGE	4,000.00	294.68	375.85	3,624.15	9.40%
130-5175 EDUC / SEMINARS	14,400.00	208.98	208.98	14,191.02	1.45%
130-5176 DIRECTOR TRAINING	5,000.00	25.74	64.74	4,935.26	1.29%
130-5179 ADM MISC EXPENSE	0.00	16.00	16.00	(16.00)	0.00%
130-5191 TELEPHONE	9,500.00	914.74	1,981.58	7,518.42	20.86%
130-5192 ELECTRICITY	108,500.00	19,486.66	19,486.66	89,013.34	17.96%
130-5195 ENV/MONITORING	6,200.00	768.00	768.00	5,432.00	12.39%
130-5198 ANNUAL OPERATING FEES	13,100.00	(2,258.34)	1,129.16	11,970.84	8.62%
130-5310 EQUIPMENT - FIELD	1,400.00	0.00	0.00	1,400.00	0.00%
130-5311 EQUIPMENT - OFFICE	3,400.00	0.00	0.00	3,400.00	0.00%
130-5312 TOOLS - FIELD	2,100.00	34.48	39.86	2,060.14	1.90%
130-5315 SAFETY EQUIPMENT	900.00	0.00	0.00	900.00	0.00%
130-5505 WATER CONSERVATION	10,000.00	200.00	350.00	9,650.00	3.50%
130-5545 RECORDING FEES	400.00	101.00	101.00	299.00	25.25%
130-5580 TRANSFERS OUT (CIEDB)	173,300.00	0.00	0.00	173,300.00	0.00%
130-5585 FLOOD CONTROL	0.00	85.26	85.26	(85.26)	0.00%
130-5590 NON-OPERATING OTHER	0.00	0.00	0.00	0.00	0.00%
130-5591 EXP APPLICABLE TO PRIOR YEAR	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL EXPENDITURES</b>	<b>1,267,700.00</b>	<b>91,878.50</b>	<b>147,355.39</b>	<b>1,120,344.61</b>	<b>11.62%</b>

**Hidden Valley Lake CSD  
Foreclosure Totals**

	<u>As of June 8, 2012</u>	<u>As of July 10, 2012</u>	<u>As of Aug 14, 2012</u>	<u>As of Sept 11, 2012</u>				
<b>Total Foreclosures</b>	<b>134</b>	<b>\$5,180.99</b>	<b>131</b>	<b>\$9,906.90</b>	<b>132</b>	<b>\$4,286.12</b>	<b>133</b>	<b>\$8,595.01</b>
<b># With Meter Locked</b>	<b>16</b>	<b>\$1,990.93</b>	<b>18</b>	<b>\$2,786.76</b>	<b>15</b>	<b>\$1,481.28</b>	<b>17</b>	<b>\$1,873.28</b>
<b># On Active Status</b>	<b>27</b>	<b>\$3,190.06</b>	<b>52</b>	<b>\$7,120.14</b>	<b>27</b>	<b>\$2,804.84</b>	<b>46</b>	<b>\$6,721.73</b>
<b># With \$0.00 Balance</b>	<b>39</b>	<b>\$0.00</b>	<b>8</b>	<b>\$0.00</b>	<b>37</b>	<b>\$0.00</b>	<b>17</b>	<b>\$0.00</b>
<b># Property No Meter</b>	<b>52</b>	<b>\$0.00</b>	<b>53</b>	<b>\$0.00</b>	<b>53</b>	<b>\$0.00</b>	<b>53</b>	<b>\$0.00</b>

Board of Directors

JIM FREEMAN

CAROLYN GRAHAM

LINDA HERNDON

JIM LIEBERMAN

JUDY MIRBEGIAN



Interim General Manager  
ROLAND SANFORD

Administrative Assistant  
TAMI IPSEN

Accountant/Controller  
TASHA KLEWE

*Hidden Valley Lake  
Community Services District*

## Memo

To: HVLCSD Board of Directors

From: Roland Sanford, Interim General Manager

Date: September 14, 2012

RE: General Manager's Monthly Report

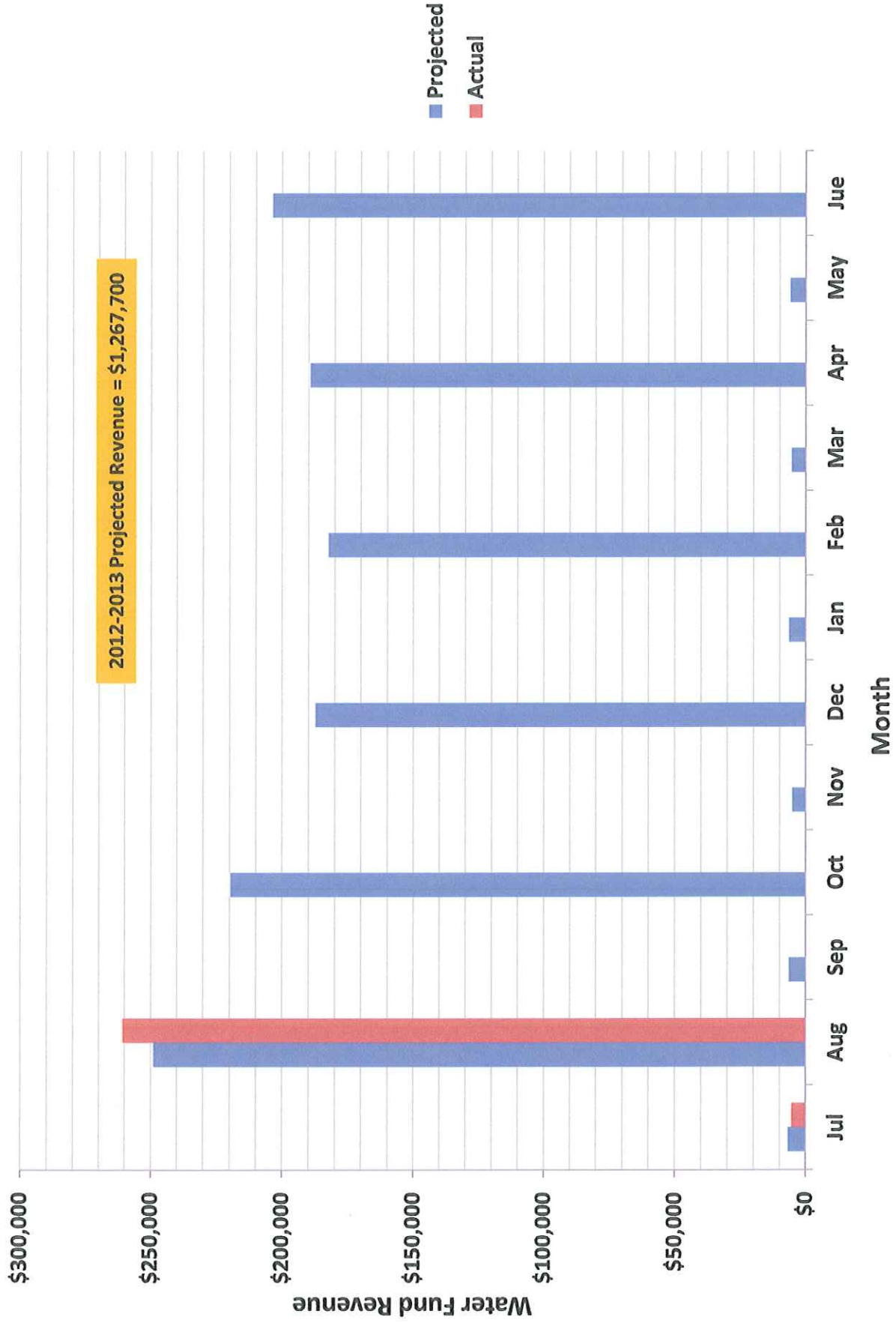
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The seasonally warm weather has elevated water demands, water usage and in turn Water Fund revenues are currently tending slightly above forecasted levels. A bar chart depicting actual versus projected monthly Water Fund revenues is attached. The warm weather has also necessitated the near continuous release of supplemental stream flows to Putah Creek – as required by the State Water Resources Control Board. Staff has elected to err on the side of caution vis-à-vis stream flow releases, in order to avoid any possibility of violating the terms of the District's water rights.

At the September 18, 2012 Board of Directors meeting the Board and staff will be discussing strategic plans, with the intent of defining the Board's expectations with respect to a strategic plan and more specifically, to refine the probable scope of work. Example strategic plans are included in the Board packet.

There continues to be no significant activity with respect to the Crazy Creek Developer Agreement/LAFCO MSR. However, I am happy to report that the issue regarding the District's failure to provide adequate supplemental stream flow releases to Putah Creek in 2010, pursuant to the District's water rights (SWRCB ACL/CDO), is near final resolution. I will provide a verbal update at the Board meeting, along with a status report on the Petition for Change – Water Right Permit Project.

# Actual vs. Projected 2012-2013 Monthly Water Fund Revenue





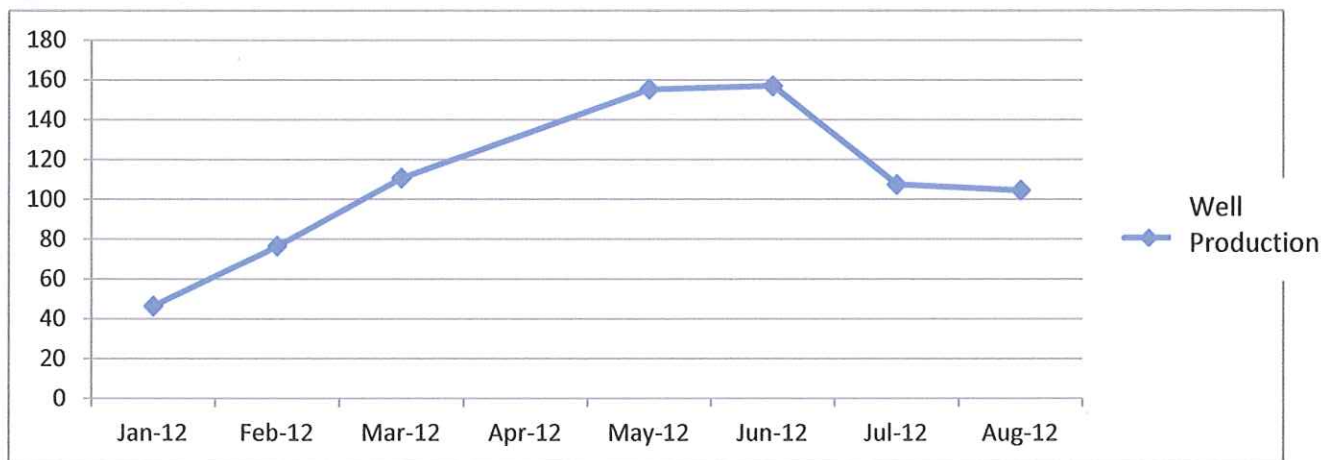
Hidden Valley Lake  
Community Services District

## MONTHLY FIELD REPORT August-12

<u>LABOR</u>	<u>HOURS</u>	<u>OVERTIME</u>	<u>MONTHLY RAINFALL</u>	0.1
WATER			<u>SEASON RAINFALL</u>	28.05
WASTEWATER				
FLOOD CONTROL	0	0		

<u>WATER CONNECTIONS</u>		<u>WASTEWATER CONNECTIONS</u>	
RESIDENTIAL METERS	2410	RESIDENTIAL	1430
COMMERCIAL & GOVERNMENT METERS	34	COMMERCIAL & GOVERNMENT	33
TOTAL METERS	2444	TOTAL	1464

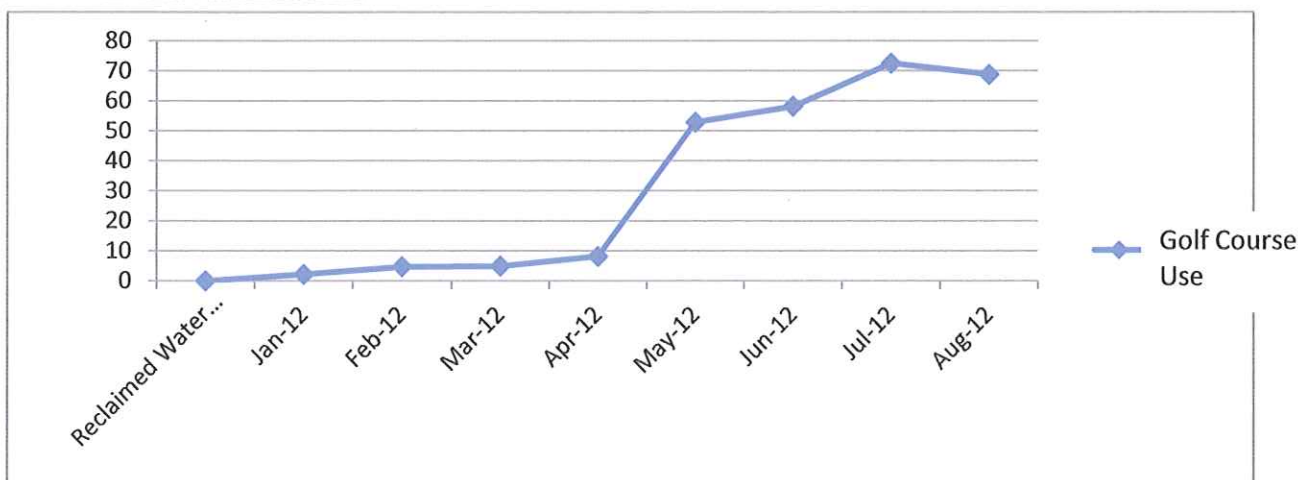
### WELL PRODUCTION (ACRE FEET)



### RECLAIMED WATER

MONTHLY WASTEWATER INFLUENT	5.47
YEAR TO DATE WASTEWATER INFLUENT	155.09
EFFLUENT POND LEVEL	10.18

### RECLAIMED WATER (ACRE FEET)



**FIELD OPERATIONS**

SAFETY MEETING -

SAFETY MEETING -

**LEAD WASTEWATER OPERATOR REPORT**



Installed a diversion drain for the solar panel area for rain run-off to be diverted around the sludge beds.



Cut open the geotubes and incorporated sludge into sludge bed maintenance.

Degreased Lift Station 1, 2 and 3. Added degreaser to Lift Stations 1 and 2.

Replaced stop float at Lift Station 1. Xyleme performed inspection and maintenance on pumps at Lift Stations 1, 4 and 5. At Lift Station 1, pump 2 was taken back to the shop to repair upper and lower seals.

**LEAD WATER OPERATOR REPORT**

The field staff also was able to perform quite a few push troughs, air vac and the start of Tank 4 roof replacement, along with general maintenance.



**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** DISCUSSION AND POSSIBLE ACTION: Salary range adjustment to the Administrative Assistant/Secretary to the Board position

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**BOARD MEMBER RECOMMENDATION:**

Effective September 28, 2012, adjust salary range for the Administrative Assistant/Secretary to the Board position from:

(Current)					
Level	A	B	C	D	E
<i>Hourly</i>	\$37.92	\$39.82	\$41.81	\$43.90	\$46.09
<i>Annual</i>	\$78,873.60	\$82,825.60	\$86,964.80	\$91,312.00	\$95,867.20

to:

(Proposed)					
Level	A	B	C	D	E
<i>Hourly</i>	\$25.65	\$27.00	\$28.42	\$29.92	\$31.50
<i>Annual</i>	\$53,352.00	\$56,160.00	\$59,114.00	\$62,234.00	\$65,520.00

**FINANCIAL IMPACT:**

Annual salary savings of up to \$30,347.20 (at level E) plus benefits (approximately \$10,000).

**BACKGROUND:**

In a report dated June 30, 2011 the 2010-2011 Lake County Civil Grand Jury concluded that the salaries for some of the District's personnel were excessive in relation to the duties performed, and recommended that the Board periodically conduct salary reviews and consider adjusting employee compensation as appropriate. The Board subsequently commissioned a base salary study, the results of which were summarized in a report by CPS HR Consulting, dated May 30, 2012. The CPS HR Consulting report concluded that the base salary of the District's Administrative Assistant/Secretary is currently 25.7 percent above the market median for the surrounding region.

On May 22, 2012 the Board adopted a Compensation Policy, which was amended on August 21, 2012. Pursuant to the Compensation Policy, it is the Board's intent to maintain employee base salaries at or below the market median. The proposed salary adjustment – which would reduce the current base salary by approximately 32 percent - is intended to bring the Administrative Assistant/Secretary to the Board position's base salary into conformance with the Compensation Policy, satisfy the Board's commitment to the 2010-2011 Grand Jury, and to fulfill the Board's fiduciary responsibility to the District rate payers. The proposed salary reduction would result in a base salary that is approximately

---



6 percent below the market median, which would allow for future near-term cost of living increases without exceeding the base salary market median.

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APPROVED  
AS RECOMMENDED

OTHER  
(SEE BELOW)

---

Modification to recommendation and/or other actions:

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I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

Abstain:

Absent:

---

Secretary to the Board

## Complaint 11-18

# Hidden Valley Lake Community Services District

### Summary:

A complaint detailing numerous concerns, including excessive salaries and benefits, against the Hidden Valley Lake Community Services District (HVLCS D) was filed by a group of concerned citizens.

The Grand Jury has discovered what appears to be a misuse of public funds due to extravagant salaries. Other than review of salaries, no immediate action needs to be taken.

The HVLCS D is hindered by lack of consistent public participation in regular meetings and the public's willingness to run for Director positions.

In general, the Grand Jury was impressed with the operation of the District and the pleasant and prompt cooperation of the staff during the course of the investigation.

### Background:

The HVLCS D provides water and sanitation services. The Planning and Public Works Committee was given a formal complaint with a petition attached questioning actions of the HVLCS D. The Committee was asked to review extravagant fiscal practices, closed political environment, false justification of a rate increase, and lack of general overall accountability to district citizens.

The extravagant fiscal practices questioned were the salary of the HVLCS D General Manager, the health benefit package for the members of the HVLCS D Board of Directors, and the purchase of a plasma television and sound system.

The complaint stated there is a closed political environment because no notice is posted when a vacancy occurs on the Board of Directors, allowing the current board members with the General Manager to handpick a replacement director. The complaint also referenced the lack of elections.

The petition included with the complaint expressed a fear of retaliation and mentioned others would not sign the complaint because of this fear.

### Procedure:

The committee reviewed the complaint and researched the California Constitution and California Government Codes that empower Special Districts. Information was obtained from the Lake County Registrar of Voters on how Special Districts conduct elections, including uncontested elections. The committee

9. HVLCSD's water quality ranks 3.0 on a scale of 1 – 10 as shown in Table 2 obtained from the website [www.homefacts.com](http://www.homefacts.com) (See attached table).
10. A new state-of-the art maintenance facility built in 2007 includes a conference room with technology capable of conducting Skype and other online conferences and interviews.
11. Groundbreaking is planned for a solar array designed to power the district and stabilize energy costs for the next 30 years. The solar array is tentatively scheduled to be operational by the end of 2011.
12. There has not been an election to fill a vacancy on the Board of Directors since November 2003.
13. In March of 2009, the HVLCSD approved a formal Director Appointment Policy. The Director Appointment Policy provides for Notices of Vacancy to be posted on three community bulletin boards, in two local newspapers, and in the rate-payer newsletters which are sent out with water bills.
14. California Elections Code 10515 and Government Code Section 1780, define the rules for the election of directors. HVLCSD is required to post vacancies when a director resigns. The Lake County Registrar of Voters is responsible for conducting the HVLCSD elections.
15. HVLCSD received 255 letters about the projected rate increase for 2010. However, Proposition 218 requires at least 50% (1,130) of rate payers (2,260) protest in writing in order to defeat a rate increase.
16. Review of the Board of Directors' minutes show numerous examples of public participation at the meetings.
17. A standing Security and Disaster Preparedness Program Committee exists to address security and disaster issues.
18. A vulnerability assessment was done and the risk to the water wells was determined to be minimal with the exception of the well on Grange Road. Fences at the Grange Road site were repaired and new gates installed.

### Findings:

- F 1. HVLCSD had not verified that their compensation detail was received and published by the State Controller's Office.
- F 2. It appears that since 2004, the HVLCSD Board of Directors has consistently abrogated its fiduciary responsibility by paying excessive salaries to the General Manager and administrative support staff.
- F 3. In 2009, the General Manager was paid four times what manager positions in comparable districts in Lake County were paid. Subsequently, the HVLCSD Board of Directors negotiated a reduction of salary and reduction of hours for the General Manager. Administrative salaries are also excessive.

interviewed the President of the HVLCSD Board of Directors and toured HVLCSD facilities.

The committee reviewed two years of Board of Director's minutes, five years' of fiscal audits, two years' of detailed budgets, the General Manager's last two contracts, and related district policies.

Additional information and clarifications were obtained from the HVLCSD as the investigation proceeded. The committee gathered information on comparable districts (size and salaries).

### **Discussion and Facts:**

1. In 2009, the General Manager's compensation was \$243,918 for fulltime employment, including pension, vacation, sick leave, holidays, and health benefits. In 2009, the General Manager was paid an additional \$600 per month for car allowance.
2. The contract renegotiated in 2010 reduced the General Manager's compensation to \$128,208 per annum for no more than 960 hours per year. Benefits eliminated from the General Manager's contract were pension, vacation, sick leave, and holidays. The General Manager is now paid \$750 per month for car allowance.
3. Based on the California State Controller's Office website <http://lqcr.sco.ca.gov> , Table 1 lists the salaries for comparable water districts' General Managers in Lake County. The average annual salary for comparable districts is \$69,000 (See attached table).
4. According to the State Controller's Office, the HVLCSD filed "non-compliant salary and compensation reports" in 2011. When questioned by the Grand Jury, HVLCSD contacted the State Controller and the error was corrected.
5. Based on information from the State Controllers web site, the HVLCSD Administrative Assistant made \$95,201 in 2009, while in the other comparable districts the maximum was under \$40,000 and averaged \$31,000. The HVLCSD Accountant / Controller made \$86,698 in 2009, while in the other comparable districts the position did not exist or was paid under \$40,000.
6. The HVLCSD Board members and their spouses receive health insurance as part of their remuneration. The rest is \$100 per meeting and mileage per state law.
7. The General Manager has obtained grants and low interest loans for the district.
8. HVLCSD received an award from the California Rural Water Association for the best tasting rural water in the state in 2009.

- F 4. Providing health insurance for directors and spouses of Special Districts is common in Lake County.
- F 5. The facilities for HVLCSD are appropriate for the current and projected size of the district.
- F 6. The absence of elections due to the lack of multiple candidates possibly contributed to ratepayers' lack of understanding that the board was elected for four-year terms of office and that citizens can apply to be elected to the board.
- F 7. HVLCSD follows all relevant codes and regulations pertaining to elections and appointments of directors.
- F 8. The numerous examples of public participation indicate lack of intimidation.

**Recommendations:**

- R1. HVLCSD ensure that the reports filed with the State Controller's Office are received and published. (F1)
- R2. HVLCSD Board of Directors conduct a periodic review of salaries paid and compare these salaries to those in other local water districts, and consider adjusting compensation as appropriate. (F2, F3)
- R3. Publish the results of the comparison of salaries and actions taken in the HVLCSD newsletter. (F2, F3)

**Request for Responses:**

Pursuant to Penal Code 933.05 the Grand Jury requests responses as follows:

- Hidden Valley Lake Community Services District Board of Directors (90 Days)

**Table 1 – Special District General Manager Salaries**

<u>Special District</u>	<u>Customers</u>	<u>Employees</u>	<u>2009 GM Salary*</u>
Hidden Valley Lake Comm. Services Dist.	2260	12	\$186,000
Clearlake Oaks County Water District	2458	19	\$97,000
County Water District No. 1.		11	\$82,000
Callayomi County Water District	1200	9	\$75,000
Konocti County Water District	4986	13	\$69,000
Cobb Area Water District	2500	13	\$64,000
Buckingham Water District	580	10	\$51,000
Upper Lake County Water District	989	7	\$47,000

\* Source: California State Controller's Office web site. Data is Salary only, does not include pension, benefits, vacation, sick or holidays.

**Table 2- Water Quality**

<u>Special District - Water</u>	<u>Water quality**</u>
Cobb Area Water District	8.7
Lake County CSA21 Lakeport	5.1
Upper Lake County Water District	4.6
Nice Mutual Water District	4.5
Konocti County Water District	4.2
Buckingham Water District	3.9
Lucerne Water Co.	3.2
Hidden Valley Comm. Services District	3.0
Clear Lake	2.0

\*\*Source: Environmental Working Group (EWG) a 501(c)(3) non-profit organization which created a National Water Quality Data base of almost 20 million records obtained from state water officials.

*Board of Directors*

BOB BARTON  
FRANCES BUNCE  
LINDA HERNDON  
JUDY MIRBEGIAN  
LYLE LAFAVER



*General Manager*  
MEL AUST

*Administrative Assistant*  
TAMI IPSEN

*Accountant/Controller*  
TASHA KLEWE

*Hidden Valley Lake  
Community Services District*

RESPONSE  
2010/2011 GRAND JURY FINAL REPORT  
COMPLAINT 11-18  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT

This is the formal response of the Hidden Valley Lake Community Services District Board of Directors to the 2010/2011 Grand Jury Final Report, Complaint 11-18.

**OVERVIEW**

The HVLCSD Board of Directors has responded to each of the findings and has implemented each of the recommendations of this Grand Jury Final Report.

It is important to note that we are in agreement with the majority of the findings listed in the report. The key area of disagreement is embodied in the results of the comparison of the HVLCSD with "comparable" agencies in Lake County. The conclusion of the HVLCSD is that these comparisons support our approach to setting District Salary ranges at levels equal to the largest and most highly regarded water agencies in the state. The education, experience, professionalism and performance of the personnel who earn these salaries are a net benefit to the ratepayer rather than a liability to be labeled "excessive" or "extravagant". In every instance our ratepayers get a higher return on their rate dollars than in any other independent special district in Lake County. Not only do our ratepayers receive the highest quality and most reliable service, but they pay the lowest water rates in the county by a significant margin. (See Table F3.1) It is the performance of our staff that has brought us high praises and "model agency" status nationally from the US Environmental Protection Agency, the American Water Works Association and the National Rural Water Association. In short the ratepayers receive superior service and the lowest water rates in the county through the efforts of a highly qualified and highly paid staff.

## RESPONSE TO FINDINGS

*F1. HVLCSD had not verified that their compensation detail was received and published by the State Controller's Office.*

The HVLCSD disagrees partially with this finding. The February 9, 2011, receipt of the HVLCSD compliant compensation detail was verified by Ken Press of the State Controller's Office at the time of submittal; however, the District did not further verify that the information actually appeared on the website until it was pointed out by the Planning and Public Works Committee of the Grand Jury. Due to an error on the part of the State Controller's Office in downloading the information to their website, the State Controller's website carried erroneous information regarding HVLCSD reporting. The error was corrected by the State Controller's Office personnel. Correspondence from Ken Press of the State Controller's Office verifying these facts was provided to the Grand Jury during its investigation.

*F2. It appears that since 2004, the HVLCSD Board of Directors has consistently abrogated its fiduciary responsibility by paying excessive salaries to the General Manager and administrative support staff.*

The HVLCSD Board of Directors disagrees with this finding. The HVLCSD Board of Directors views its fiduciary duty as an obligation to act in the best interest of the ratepayer. In the District that means high quality, reliable service at the lowest cost to the ratepayer. The Directors must exercise all of the skill, care and diligence at their disposal when acting on behalf of the ratepayer. In that framework the HVLCSD Board of Directors has embraced the philosophy of hiring the most qualified high-level management staff in order to deliver the best, most reliable service at a reasonable cost to the ratepayer. The success of this approach is validated by the reliable delivery of service at the lowest water rates in Lake County. (See Table F3.1). The District Board of Directors is convinced that this approach best serves the ratepayers of the District. To further reinforce our budget position while maintaining the highest quality management, the Board renegotiated the GM contract in 2010 reducing the expense to the District by half with no reduction in service. The HVLCSD Board of Directors feels it has fully met its fiduciary responsibility.



*F3. In 2009 the General Manager was paid four times what managers' positions in comparable districts in Lake County were paid. Subsequently the HVLCSD Board of Directors negotiated a reduction of salary and hours for the General Manager. Administrative salaries are also excessive.*

The HVLCSD Board of Directors partially disagrees with this finding.

The salary of the General Manager is fully in line with the results he delivers to the district. Under his leadership the District has been brought from a fractious dysfunctional district to the model agency it is today – recognized nationally as a model rural agency by the EPA, AWWA and NRWA. The GM has brought over \$25 million to the District in federal grants and low interest loans during his tenure. This has brought high quality, reliable service at low cost to the ratepayer.

Salary ranges of the Accountant/Controller and Administrative Assistant have no viable comparison positions (by job duty and responsibility) in independent special districts in this county. When we did a salary range comparison *by job function* with the City of Yuba and City of Santa Rosa, the salary ranges were similar.

The HVLCSD Board of Directors did indeed negotiate a reduction in salary and hours with the General Manager in 2010 which resulted in a 50% reduction in cost to the district.

*F4. Providing health insurance for directors and spouses of Special Districts is common in Lake County.*

The HVLCSD Board of Directors agrees with this finding.

*F5. The facilities for HVLCSD are appropriate for the current and projected size of the district.*

The HVLCSD Board of Directors agrees with this finding.

*F6. The absence of elections due to the lack of multiple candidates possibly contributed to rate payers' lack of understanding that the board was elected for four-year terms of office and that citizens can apply to be elected to the board.*

The HVLCSD Board of Directors agrees with this finding.

*F7. HVLCSD follows all relevant codes and regulations pertaining to elections and appointments of directors.*

The HVLCSD Board of Directors agrees with this finding.

*F8. The numerous examples of public participation indicate lack of intimidation.*

The HVLCSD Board of Directors agrees with this finding.

## **RECOMMENDATIONS**

*R1. HVLCSD ensure that the reports filed with the State Controller's Office are received and published. (F1)*

The implementation of this recommendation is consistent with current and ongoing practice. To ensure the accuracy and timeliness of the HVLCSD salary data published on the State Controller's website the District Board of Directors has amended its Personnel Committee Policy to ensure that changes to the data published are verified. (See attachment R1.1) (See response to F1)

*R2. HVLCSD Board of Directors conduct a periodic review of salaries paid and compares these salaries to those in other local water districts and considers adjusting compensation as appropriate. (F2, F3)*

The implementation of this recommendation has been in effect for some time. The HVLCSD Board of Directors has conducted salary reviews on a periodic basis for at least the past ten years. This salary range review process has been refined over time and in 2009 the Board of Directors formalized the review by making it part of the Personnel Policy mandating salary reviews on all position salary ranges every third year. Further, to implement this recommendation the Board of Directors has ordered an independent salary range review for the Accountant/Controller position and the Administrative Assistant position. Any adjustment in compensation will be considered upon recommendation of the Independent salary review agency.

*R3. Publish the results of the comparison of salaries and actions taken in the HVLCSD newsletter. (F2, F3)*

The recommendation has been implemented. The District Board of Directors has amended its Personnel Committee Policy to include this action. (See attachment R1.1)

## **CONCLUSION**

The HVLCSD Board of Directors wishes to thank the Planning and Public Works committee of the 2010/2011 Grand Jury for its courtesy and objective approach in this investigation.

**Attachments: Table R3.1  
Attachment R1.1**

*The Hidden Valley Lake Community Services District Board of Directors unanimously approved this response document at a special meeting August 3, 2011.*



*Linda Herndon, Board President  
Hidden Valley Lake Community Services District*



*Date*

Table F3.1

Independent Special District Water	Population	Connections	Emp	'09 GM Salary	Monthly Water Fees @ base usage	Base usage (cu ft)	Overage Rate (cu ft)	1500 cu ft total rate
HVLCSD*	6757	2326	12	\$186,000	\$36.05	1500	.0233	36.05
Clearlake Oaks County Water District*	2458	1956	13	\$97,000	\$27.36	200	.0283	64.15
County Water District No. 1	2025	840	6	\$82,000	\$56.03	400	.015	66.53
Callayomi County Water District	1200	315	4	\$75,000	\$35.00	802	.0337	58.49
Konocti County Water District	3931	1770	8	\$69,000	\$46.70	10	.0178	73.17
Cobb Area Water District	1600	670	7	\$64,000	Not available			
Buckingham Water District	580	450	5	\$51,000	\$65.00	-	.0027	69.00
Upper Lake County Water District	1100	405	2	\$47,000	Not available			

\*agency also provides sewer services

**HIDDEN VALLEY LAKE  
COMMUNITY SERVICES DISTRICT**

**PERSONNEL COMMITTEE POLICY**

**PURPOSE**

The purpose of the Personnel Committee is to oversee District personnel policy and related issues and make recommendations to the Board of Directors for appropriate action.

**POLICY**

The Personnel Committee will carry out the preliminary District Personnel Policy review and oversight on behalf of the Board of Directors making recommendations to the Board for potential adoption. The Committee is comprised of two directors appointed by the President of the Board, the General Manager and the Secretary to the Board.

**PROCEDURE**

The committee will meet at the beginning of each calendar year to produce a plan for accomplishing necessary tasks. These tasks include but are not limited to:

- Consider Cost of Living Adjustments (COLA) for District employees with sensitivity to budget timing
- Review and update the District Personnel Policy Manual annually
- Review all policies in the manual for compliance with local, state and federal law
- Assess the need for new policies
- Review position descriptions and update with changes in job duties
- Review position salary ranges at least every three years and publish in the District newsletter a comparison of District Salary ranges to like agencies in the region and any action resulting from the comparison.
- Ensure that annual salary information has been reported accurately and on time to the State controller and verify that the changes appear on the State Controllers website.
- Submit Personnel Policy Manual to the Attorneys for the District for review
- Recommend all potential policy changes and additions to the Board of Directors for adoption
- Report current activities to the Board at its regular monthly meeting

*Approved 11/09/2010*

*Amendment Approved 7/19/2011*

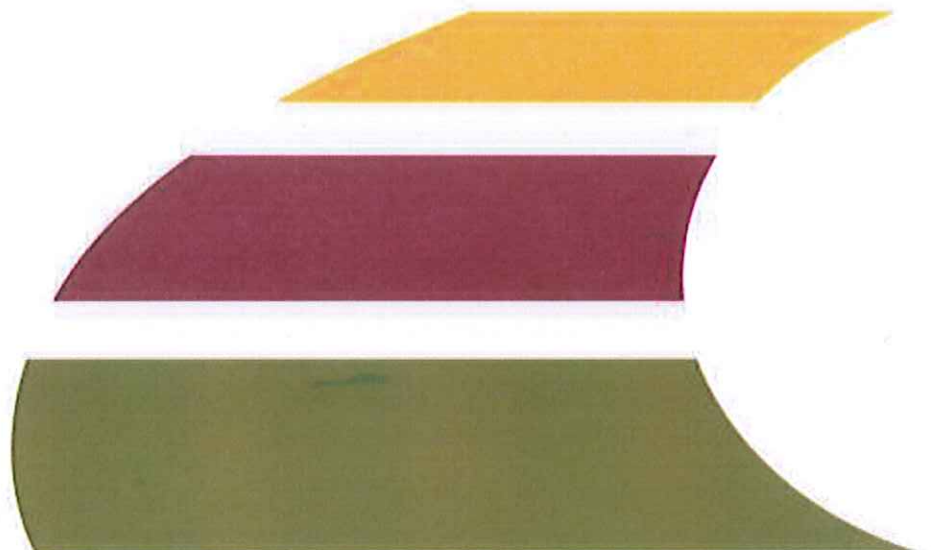
May 30, 2012

# Hidden Valley Lake Community Services District

## Final Report Base Salary Study

SUBMITTED BY:  
DEBBIE OWEN  
Project Manager

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III. Compensation Study Parameters ..... 2

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Appendix A – Labor Market Data Sheets

## I. Introduction

CPS HR Consulting [“CPS HR”] was retained by the Hidden Valley Lake Community Services District [the “District”] to conduct a base salary survey for two of its classifications, the Accountant/Controller and the Administrative Assistant/Secretary to the Board. The objective of this study was to determine how competitive the District is in its labor market by collecting and analyzing maximum monthly base salary for these two classifications. This Final Report outlines the project scope and work plan, the methodologies utilized in data collection and analysis, and an overview of the results of the base salary study.

## II. Project Scope and Work Plan

In order to complete the study, the following tasks were completed for each phase:

- The review and finalization of the project scope including the determination of survey classes and the labor market agencies to be surveyed [completed]
- Interviews with the incumbents of the classifications to ensure a complete understanding of the work they perform [completed]
- The collection of base salary data from the identified labor market agencies. [completed]
- Preparation of a Draft Report for Board of Director review and comments [completed]
- Review and resolution of issues arising from Board review of the draft report
- Preparation of the Final Base Salary Study Report

## III. Compensation Study Parameters

The first step in conducting a compensation survey is to determine the basic parameters for the survey. These parameters include:

- Labor market agencies
- Labor market position
- Survey classifications
- Scope of data collection



**Labor Market Agencies**

The determination of an appropriate labor market involves the application of the selection criteria outlined below.

- Agency size – Agencies with similar numbers of employees may also share common economic factors such as budget size, etc. – given that agencies are organized differently, and may not be the same size, the typical goal for this criteria is to select a range of larger and smaller agencies, to minimize the impact that exclusive use of either would have. However, given the District’s geographic location, and the lack of agencies of a similar size, it was necessary to select agencies larger than the District in order to obtain sufficient benchmark data.
- Geographic proximity – The location of potential agencies is important since they may be competitors in the recruitment market for most of the District’s employees. Given the specialized nature of the services provided by the District, the recommended labor market includes some agencies within other counties to ensure sufficient data for the specialized services provided by the District.
- Industry – Agencies that provide the same types of services as the District are likely to have similar types of job classifications and may also be recruiting from the same applicant pool. While the District provides specialized water and wastewater utility services, it also has business and administrative functions which can be measured in other types of government agencies such as cities and counties; hence, the search for the labor market included agencies with similar operational, business and administrative functions.

Based upon the selection criteria outlined above, CPS HR recommended the use of the agencies in the table below for the classifications under review:

TABLE 1 HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT BASE SALARY STUDY LABOR MARKET AGENCIES			
Agency	Location/ Distance	No. of Employees in Water or Wastewater	Services/Connections/ Customers
Hidden Valley Lake Community Services District	n/a	12	Water/Wastewater 7,000

<b>TABLE 1</b>			
<b>HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT</b>			
<b>BASE SALARY STUDY</b>			
<b>LABOR MARKET AGENCIES</b>			
<b>Agency</b>	<b>Location/ Distance</b>	<b>No. of Employees in Water or Wastewater</b>	<b>Services/Connections/ Customers</b>
Clearlake Oaks County Water District	22 miles	6	Water/Wastewater 2,000
North Marin Water District	67 miles	50	Water/Wastewater 21,464
City of Santa Rosa – Utilities Dept.	38 miles	244.5	Water/Wastewater 50,000
City of Sonoma Water Utility	58 miles	38	39,000
Valley of the Moon Water District	50 miles	13	Water 6,800
City of Napa	48 miles	54	Water 3,000
City of Calistoga	22 miles	<18	Water/Wastewater 1,380
City of Healdsburg	43 miles	10-16	Water/Wastewater 4,600
Town of Windsor	43 miles	17	Water/Wastewater 10,000
City of Lakeport	33 miles	3	Water/Wastewater 2,000
Lake County	33 miles	40	Water/Wastewater 38,000

For cities and counties, the reported number of employees is for those within the specialized water and/or wastewater services division or function. However, because it is likely that the cities and counties will not have some of the study classifications within the specialized water/wastewater section or division, we looked into the entire organization for job matches, while at the same time ensuring we are not over-matching or under-matching comparable classifications.

## **Labor Market Position**

The decision on what percentile within the market employees should be compensated is an important policy decision for the District and some key considerations for the District when making this decision are:

- What is the most defensible and fiscally prudent course of action for the District to take in terms of compensating employees fairly, while also meeting its obligations to their rate payers?
- What can the District afford to do?

A commonly used market position is the labor market median. The median is that point within the market wherein half of the data is above the District's range maximum for the survey classification, and half of the data is below the District's range maximum for the survey classification. The mean of the market is the average of all reported range maximum data points. In both cases, the District's salary range maximum is not included within the data array since it is the point to which the market median or mean is being compared. In general terms, the differences between the median and mean of the market is that the median of the market is less influenced by data variances of higher and lower paying agencies than the mean, which is an average of all data points. In effect, when utilizing the median, you could eliminate both the highest amount and the lowest amount reported in a data set with no impact on the median amount. For purpose of the initial analysis, CPS HR will conduct analyses relative to the median of the market.

## **Survey Classifications**

Based on our review of the job descriptions contained within the District's Personnel Policy Manual and interviews with the two incumbents, we outline below our understanding of the work they perform:

- Accountant/Controller - The position description for this classification's Position Purpose states "To supervise and oversee the accounting and financial reporting for the District and the implementation and monitoring of internal controls. Manage front office activities and front-office personnel". The tasks described in the position description include professional accounting, financial reporting, budget development and administration, and bond administration areas. Because there are differences in the nature and level of work between an Accountant and a Controller [although the duties sometimes may look the same], the interview was used to determine whether the position had management oversight of this functional area, in addition to performing the professional work. It was our assessment that the position assumes management responsibilities for general accounting, financial reporting, budget development, and bond coordination, although there is a segregation of authority with respect to signatory authority, and oversight/direction from the General Manager as needed. In addition to managing the work of the front office staff, this position has oversight of day to day

administrative operations in the absence of the General Manager. The incumbent has also assumed project management responsibility for administrative control of the solar panel project, as well as the financial oversight responsibilities which are required for grant funding. The minimum qualifications for this classification are a Bachelor's degree in Accounting and/or Business Administration.

- CPS HR determined that in order to measure the market, we would collect data for the following classifications:
  - Accountant [market check] – market data for a professional journey level accountant
  - Controller – market data for a manager over accounting and finance
- Administrative Assistant/Secretary to the Board -The position description for this classification's Position Purpose states "To assist the General Manager in the evaluation, interpretation and implementation of District policies and procedures, to perform duties pertinent to office administration and operation, and carry out complex special projects for the District. This position also provides administrative support to the Board of Directors." The tasks described in the position description are diverse; major duties are General Manager and Board Secretary related secretarial and administrative tasks, maintaining calendars and appointments, administering the employee relations, insurance and workers compensation, public information and education programs, and maintaining District insurance records. In seeking clarity on the level of work performed for human resources and insurance program support, it was our assessment that these duties are performed at the technical level. The incumbent provides secretarial and project related support to the General Manager including researching and compiling information for reports, and preparing general correspondence, and serving on committees as assigned by the District. During the interview, the incumbent confirmed these major duties and also added some of her responsibilities which were not included in the job description, such as working with the company who provides specialized technical support for the District's network system, and serving as the District's first level troubleshooter on any computer or network related problems, as well as assuming responsibility for the administration and outreach duties for the District's Water Conservation Program. The incumbent's assessment of the percentage of time spent in each different area of responsibility are:
  - Assistant to the General Manager 30%
  - Human Resources 20%
  - Water Conservation 20%
  - Information Technology 20%
  - Secretary 10%

- The minimum qualifications for this classification are High School or equivalency.
  - CPS HR determined that in order to measure the market, we would collect data for the following classifications:
    - Specialized board related administrative support to the executive responsible for Board or Council services, or to the General Manager [or equivalent local government executive]
    - Administrative Secretary – market data for a department level secretary [market check]
    - Information Technology Technician – market data for a journey level performing technical support for computer and network systems [market check]
    - Conservation Program Coordinator – market data for a position performing community outreach and program support for the agency’s conservation initiatives [market check]. Note that there were no matched classifications from other agencies for the Conservation Program Coordinator and no data has been presented.

The term “**Market Check**” indicates that while the data from this survey classification may be helpful in setting salary levels, we do not consider the classification to be directly comparable to the District’s classification.

### **Scope of Data Collection**

Since this is a base salary study only, the minimum and maximum salary range for each matched classification was collected and reported.

## **IV. Survey Results**

As indicated in the previous section, the survey involved the collection of base salary from each of the selected labor market agencies. These results are presented in the labor market data sheets in Appendix A. To facilitate data collection, CPS HR reviewed each agency’s salary schedules, classification specifications, position description documents [where available] and other documentation from the labor market agencies to compile the survey data, and then asked clarifying questions of the agencies to ensure the most appropriate matching.

If a review of the duties and responsibilities assigned to the market agency’s classification indicated that it was not comparable, the designation of “No Comparable Class” was utilized. In some instances you will see a designation of “Unable to Participate” for two agencies who were

unable to provide us with the documentation necessary to conduct the study, [the Clearlake Oaks Community Water District and the City of Lakeport]. If a matched classification in the data sheet is italicized, this means that we obtained information that this was the appropriate classification, but have not received a confirmatory classification specification.

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced. The use of the labor market median as the market comparison point further minimizes the possibility of data being skewed by higher or lower paying agencies.

For this study, CPS HR did match jobs broadly to ensure sufficient labor market data in acknowledgement of the varied duties incumbents within each of the study classifications performed. In particular:

- Controller – For this classification, for the larger agencies such as Lake County and the City of Santa Rosa, we did not match the Director of Finance and instead matched a division level manager over the finance function. In some agencies, the matched classification may have oversight of additional administrative functions – but if our review indicated the primary accountability was for the financial function, the match was included.
- Administrative Assistant/Secretary to the Board – For this classification, we captured data for the position which either provides administrative/secretarial support to the highest level executive with responsibility for Board or Council services, to reflect the specialized knowledge required to perform these services, or administrative/secretarial support to the highest level executive within the agency. We considered this combination of matches best reflected the predominant and dual duties and responsibilities assigned to the District’s classification. However, classifications which called for a level of education such as Bachelor’s Degree were not included in the data.

In order to provide the District with a summary of study results, Table 2 displays the following information:

- The title of the District’s survey classification.
- The current the District maximum monthly salary for the survey classification.
- The number of comparable classifications identified within the analysis.

- The labor market median monthly maximum salary – this calculation is based upon the maximum monthly salary for each of the comparable classifications; the middle of that range of data is then computed to provide the median amount.
- The percentage the District’s maximum monthly salary for the survey classification is above or below the median of the labor market; this number indicates what percentage of the District’s salary is required to move it up or down to the market median.

<b>TABLE 2 HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT BASE SALARY SURVEY RESULTS</b>				
Classification	District Maximum Base Salary	# of matches	Labor Market Median	% the District Above or Below Labor Market Median
Accountant	Market Check	6	\$6,421	N/A
Administrative Secretary	Market Check	7	\$4,713	N/A
Administrative Assistant/ Secretary to the Board	\$7,989	6	\$5,936	+25.70%
Controller	\$7,989	7	\$8,676	-8.60%
Information Technology Technician	Market Check	4	\$5,939	N/A

While the “market check data” is helpful for setting context on the value of elements of work assigned to the two classifications, when viewing the predominant duties assigned to each, it is our assessment that the market data for the Administrative Assistant/Secretary to the Board and the Controller are the most directly comparable to the work performed within the District.

## **V. Summary**

The above sections of this report provide detailed information concerning the scope of the project, the methodology used to complete the base salary study, as well as the results of the study, which show where the District stands in comparison to the labor market. Should you require any further information on the contents of this Final Report, please contact Ms. Debbie Owen on [916] 471-3122.

**Appendix A  
Data Sheets**



## Accountant

Survey Agency	Classification Title	Monthly Min.	Monthly Max.
<i>Hidden Valley Lake Community Services District</i>	<i>Market Check</i>		
City of Calistoga	No Comparable Class		
Clearlake Oaks County Water District	Unable to Participate		
City of Healdsburg	No Comparable Class		
Lake County	Accountant II	\$3,280	\$3,987
City of Lakeport	Unable to Participate		
City of Napa	Accountant	\$5,482	\$6,623
North Marin Water District	Senior Accountant	\$5,796	\$7,044
City of Santa Rosa	Accountant	\$5,853	\$7,121
City of Sonoma	Accountant	\$4,810	\$5,847
Valley of the Moon Water District	Office Supervisor	\$5,116	\$6,218
Town of Windsor	No Comparable Class		

<i>Base Salary Median</i> <b>\$6,421</b>
--

## Administrative Secretary

Survey Agency	Classification Title	Monthly Min.	Monthly Max.
<i>Hidden Valley Lake Community Services District</i>	<i>Market Check</i>		
City of Calistoga	Administrative Secretary	\$3,696	\$4,495
Clearlake Oaks County Water District	Unable to Participate		
City of Healdsburg	No Comparable Class		
Lake County	Secretary II	\$2,388	\$2,902
City of Lakeport	Unable to Participate		
City of Napa	Administrative Secretary	\$4,743	\$5,728
North Marin Water District	Administrative Assistant	\$4,181	\$5,083
City of Santa Rosa	Administrative Secretary	\$4,587	\$4,811
<i>City of Sonoma</i>	<i>Administrative Assistant</i>	<i>\$3,844</i>	<i>\$4,672</i>
Valley of the Moon Water District	No Comparable Class		
Town of Windsor	Administrative Assistant	\$3,774	\$4,713

<b><i>Base Salary Median</i></b> <b><i>\$4,713</i></b>
--

## Administrative Assistant/Secretary to the Board

Survey Agency	Classification Title	Monthly Min.	Monthly Max.
<i>Hidden Valley Lake Community Services District</i>	<i>Administrative Assistant/Secretary to the Board</i>	<i>\$6,573</i>	<i>\$7,989</i>
City of Calistoga	Administrative Assistant/Deputy City Clerk	\$4,369	\$5,311
Clearlake Oaks County Water District	Unable to Participate		
City of Healdsburg	Department Secretary	\$4,209	\$5,135
Lake County	Assistant Clerk to the Board	\$2,832	\$3,442
City of Lakeport	Unable to Participate		
City of Napa	Deputy City Clerk	\$,5505	\$6,651
North Marin Water District	District/Administrative Secretary	\$5,861	\$7,124
City of Santa Rosa	Executive Assistant to City Manager	\$5,390	\$6,560
City of Sonoma	No Comparable Class		
Valley of the Moon Water District	No Comparable Class		
Town of Windsor	No Comparable Class		

<i>Base Salary Median</i>	<i>\$5,936</i>
<i>% Above or Below Median</i>	<i>25.70%</i>

## Controller

Survey Agency	Classification Title	Monthly Min.	Monthly Max.
<i>Hidden Valley Lake Community Services District</i>	<i>Controller</i>	<i>\$6,573</i>	<i>\$7,989</i>
City of Calistoga	Administrative Services Director	\$7,117	\$8,652
Clearlake Oaks County Water District	Unable to Participate		
City of Healdsburg	Accounting Manager	\$6,718	\$8,197
Lake County	Assistant Auditor/Controller	\$5,088	\$6,184
City of Lakeport	Unable to Participate		
City of Napa	Finance Manager	\$8,617	\$10,409
North Marin Water District	Auditor/Controller	\$9,140	\$11,110
City of Santa Rosa	Financial Reporting Manager	\$7,375	\$9,445
City of Sonoma	No Comparable Class		
Valley of the Moon Water District	No Comparable Class		
Town of Windsor	Finance Manager	\$6,947	\$8,676

<i>Base Salary Median</i>	<i>\$8,676</i>
<i>% Above or Below Median</i>	<i>-8.60%</i>

## Information Technology Technician

Survey Agency	Classification Title	Monthly Min.	Monthly Max.
<i>Hidden Valley Lake Community Services District</i>	<i>Market Check</i>		
City of Calistoga	No Comparable Class		
Clearlake Oaks County Water District	Unable to Participate		
City of Healdsburg	Information Systems Network Technician	\$4,886	\$5,962
Lake County	Information Technology Technician II	\$3,704	\$4,503
City of Lakeport	Unable to Participate		
City of Napa	Management Information Systems Technician	\$4,897	\$5,915
North Marin Water District	No Comparable Class		
City of Santa Rosa	Information Technology Technician	\$5,145	\$6,252
City of Sonoma	No Comparable Class		
Valley of the Moon Water District	No Comparable Class		
Town of Windsor	No Comparable Class		

<i>Base Salary Median</i>	<b>\$5,939</b>
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**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** Annual Water Conservation T-Shirt Contest

---

**STAFF RECOMMENDATION:** Hear General Manager’s report and provide direction to staff.

**FINANCIAL IMPACT:**

No prize money will be given. The top three entries will receive a certificate and ribbon.

**BACKGROUND:**

As a part of the District’s water conservation outreach program, the District is sponsoring a water conservation t-shirt contest for the students of Coyote Valley Elementary School. The school’s Parent Teacher Organization (PTO) will select the top three t-shirt designs from the entries submitted (several hundred entries are anticipated), and the HVLCSB Board of Directors will then identify the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> place winners from among the top three entries identified by the PTO. The winning t-shirt design will be featured on the t-shirts worn by the students during the school’s “Jog a Thon” fundraiser, which is scheduled for October 19, 2012.

The final submission date for entries is October 1, 2012. Staff will e-mail photos of the top three entries to each Board member, and it is requested that each Board member e-mail their 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> place choices to the General Manager by noon on October 8, 2012. The top three contestants and their families will be invited to the October 16, 2012 Board meeting for a brief awards ceremony – presentation of certificates and ribbons – and photos with the Board.

---



APPROVED  
AS RECOMMENDED

OTHER  
(SEE BELOW)

---

Modification to recommendation and/or other actions:

---

I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

Abstain:

Absent:

---

Secretary to the Board

**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** Discussion and Possible Action: Appointment of HVLCSD representatives to ACWA JPIA Board of Directors

---

**STAFF RECOMMENDATION:**

Appoint two individuals to represent the District on ACWA's JPIA Board of Directors (JPIA Director Representative, JPIA Alternate Representative).

**FINANCIAL IMPACT:**

None

**BACKGROUND:**

See attached memo from Walter Sells, dated July 13, 2012 (Welcome to the JPIA).

---

APPROVED  
AS RECOMMENDED

OTHER  
(SEE BELOW)

---

Modification to recommendation and/or other actions:

---

I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

Abstain:

Absent:

---

Secretary to the Board



To: General Managers  
From: Walter "Andy" Sells, Chief Executive Officer  
Date: July 13, 2012  
Subject: Welcome to the JPIA

On July 1, 2012, the ACWA Health Benefits Authority transitioned its Employee Benefits programs to the JPIA. The programs and coverages you enjoyed through the HBA are still the same now that they are part of the JPIA. You are also now members of the JPIA. The JPIA was formed in 1979 as a means to consistently and cost effectively providing the broadest possible insurance coverages to its member agencies.

While Members of the JPIA may participate in one, two, three, or all four of its Programs, they all have the same thing in common. They all have a representative (JPIA Director) on the JPIA's Board of Directors.

Article 7 of the JPIA's Agreement addresses the JPIA's Board of Directors. In part, it states that the Authority (ACWA/JPIA) shall be governed by the Board of Directors which is composed of one representative from each Member, who shall be a **member director selected by the governing board of that Member**. Each Member, in addition to appointing its member of the Board, shall appoint at least one Alternate who shall be an officer, member of the governing board, or employee of that Member. The Directors and Alternates serve until a successor is appointed and at the pleasure of the Member by which he or she has been appointed. Each Director representing a Member, or his or her Alternate, shall have one vote.

The JPIA Board of Directors' meetings are held twice a year, during the spring and fall ACWA Conferences. While the Directors and/or their Alternates are encouraged to attend these Board meetings, the JPIA understands that it is not always possible. Expenses, per diem, and fees incurred by the Directors and Alternates to attend the Board meetings and the ACWA conferences are the responsibility of their respective districts.

**At your earliest convenience, please complete and return the attached form with the Director's and Alternate's names, titles, mailing addresses, and email addresses so that we may update our data base.**

The JPIA's Bylaws, Agreement, and Directors' Manual can be found on our website (an updated version of the manual will be available within the next few weeks). On the "Committees" tab, select "Board of Directors"

from the drop down menu. On that page, you will find resource information for the Board of Directors ([www.acwajpia.com/CmBOD.aspx](http://www.acwajpia.com/CmBOD.aspx)).

Within 30 days of being appointed, the JPIA Directors must file the Fair Political Practices Commission (FPPC) Statement of Economic Interest Assuming Office Statement and send the original signed form to the JPIA. The Alternates are not required to complete the form. The form and other Statement of Economic Interest resources can also be found on the Board of Directors web page. For questions about filing this form, contact Bobbette Wells at the JPIA at (800) 535-7899, ext. 3161.

If you have any questions, please feel free to send an email to Bobbette Wells at [bwells@acwajpia.com](mailto:bwells@acwajpia.com) or give her a call at the number listed above.

# JPIA Board of Directors - Member/Alternate

An excerpt from the JPIA Agreement:

## "Article 7 - Board of Directors"

- (a) The Authority shall be governed by the Board of Directors which is hereby established and which shall be composed of one representative from each Member, who shall be a Member director selected by the governing board of that Member. Each Member, in addition to appointing its member of the Board, shall appoint at least one alternate who shall be an officer, member of the governing board, or employee of that Member. The alternate appointed by a Member shall have the authority to attend and participate in any meeting of the Board when the regular member for whom he or she is an alternate is absent from said meeting.
- (b) Each Director or alternate of the Board shall serve until a successor is appointed. Each Director or alternate shall serve at the pleasure of the Member by which he or she has been appointed.
- (c) Each Director representing a Member, or his or her alternate, shall have one vote.

Please have you agency's Board of Directors designate a JPIA Director Representative and Alternate Representative.

Member Agency: \_\_\_\_\_

**JPIA Director Representative:** \_\_\_\_\_

Must be a member of the agency's board of directors.

Preferred mailing address: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Phone number: \_\_\_\_\_

**JPIA Alternate Representative:** \_\_\_\_\_

Preferred mailing address: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Phone number: \_\_\_\_\_

---

Please mail form to: Attn: Bobbette Wells, ACWA/JPIA, PO Box 619082, Roseville, CA 95661-9082

or FAX to: (916) 774-7040

**ACTION OF  
HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT**

**DATE:** September 18, 2012

**AGENDA ITEM:** Discussion and possible action: Development of Strategic Plan

---

**STAFF RECOMMENDATION:**

Hear and discuss General Manager’s report and provide direction to staff.

**FINANCIAL IMPACT:**

None

**BACKGROUND:**

A strategic plan is typically characterized as a planning document that defines what an organization intends to accomplish over a specific time frame and often, at least in a general sense, how an organization intends to accomplish certain goals, objectives or tasks. In addition to serving as a “road map” for future actions, a strategic plan may also be used as a vehicle for communicating an organization’s goals and objectives to its constituents, or a metric for evaluating employee performance. Three example strategic plans; Bear Valley Community Services District Strategic Plan, Tuolumne Utilities District Strategic Plan, and the Jurupa Community Services District Strategic Plan are attached.

The Board has expressed an interest in preparing a strategic plan for the District. As a first step, and in order to define the level of effort needed to complete this task, staff recommends that the Board discuss and consider the following questions:

- 1) What do we hope to achieve through strategic planning and what will the strategic plan document be used for?
- 2) What is an appropriate level of detail for our strategic plan?
- 3) Should we prepare the strategic plan in house or with consultant assistance?

---

<input style="width: 50px; height: 30px;" type="checkbox"/>	APPROVED AS RECOMMENDED	<input style="width: 50px; height: 30px;" type="checkbox"/>	OTHER (SEE BELOW)
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Modification to recommendation and/or other actions:

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I, \_\_\_\_\_, Secretary to the Board, do hereby certify that the foregoing action was regularly introduced, passed, and adopted by said Board of Directors at a regular board meeting thereof held on (DATE) by the following vote:

Ayes:

Noes:

Abstain:

Absent:

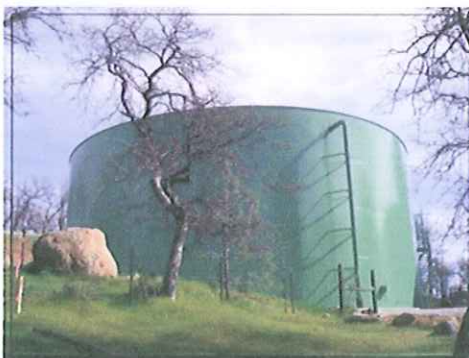
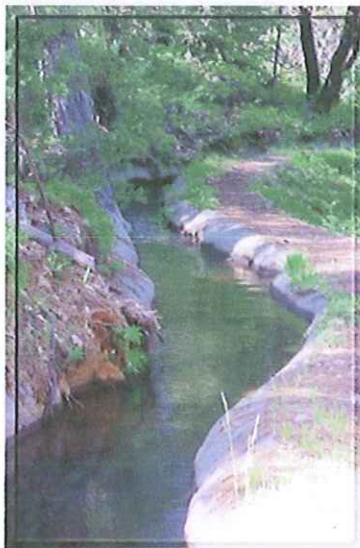
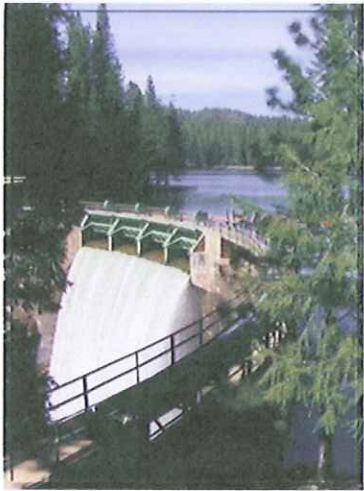
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Secretary to the Board



**Tuolumne Utilities District**

# **Strategic Plan 2008**



**Tuolumne Utilities District  
18885 Nugget Blvd  
Sonora, CA 95370  
(209) 532-5536  
[tudwater.com](http://tudwater.com)**

### **Governing Board of Directors**

Dr. Ralph Retherford, President

Delbert Rotelli, Vice President

Barbara Balen, Director

Dr. Joe Day, Director

Jim Costello, Director

### **District Staff**

Pete Kampa, General Manager

Tom Scesa, District Engineer

John Barnhart, Finance Director

Leonard Mauro, Operations Manager

Sheri Barnett, Human Resources Director

Casey Prunchak, District Secretary

### **Consultants**

Brent H. Ives, Project Manager

Jim Raymond, Associate





Tuolumne Utilities District  
Strategic Plan  
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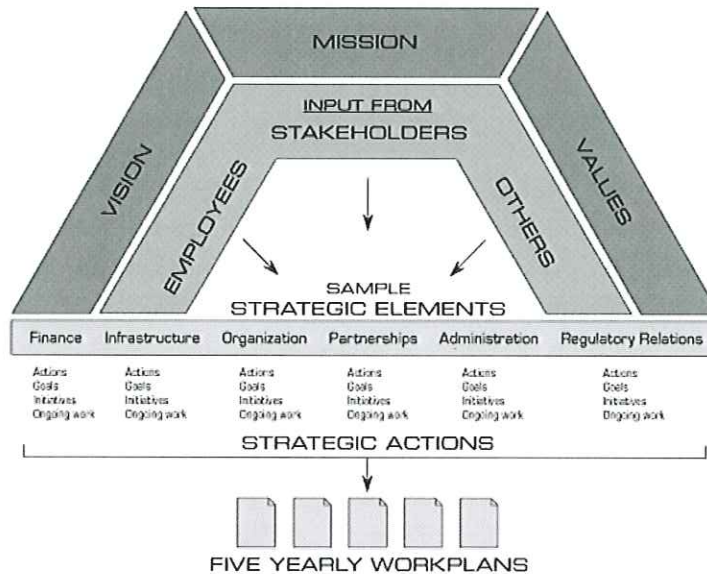
## **Introduction**

A strategic plan (Plan) is a top level planning document for an organization to set clear direction over all operational aspects of its overall mission. It serves as a framework for public agency decision making over an extended period wherein all other planning efforts and actions/initiatives are subservient in a hierarchical sense. The Plan is a disciplined effort to produce fundamental decisions that shape what an agency plans to accomplish by selecting a rational and deliberate course. This Plan seeks to accomplish that for the Tuolumne Utilities District (District) by incorporating an assessment of the present state of District operations, gathering and analyzing information, making clear decisions for the future and charting clear implementation through strategic actions and initiatives over a five-year period. Time and effort has been spent to gather input from various sources to add to the veracity of the plans herein. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

In this Plan one will find a District Mission Statement, Vision Statement and the Core Value of the District. These serve as the basis for the broad strategic direction from the Board of Directors. This direction is organized in an operational sense through Strategic Elements which assure that all areas of District operations are covered. Implementing strategic actions (planning efforts, projects, initiatives, etc.) supports each element to assure that the Vision is accomplished. Strategic actions are included in this document because they support the overall strategic direction in each of those respective strategic elements. The graphic below depicts the linkage and organization of the Plan.

For the purposes of this top-level document and strategic direction, each strategic action is not detailed to the tactical level, but is introduced with a brief descriptive write-up. Further detail and the tactical level description for each action will be detailed when the action is presented for Board action after full

development and analysis. This will occur according to the schedule included in the “five-year at a glance table” included later in this document.



The strategic planning effort has focused on the following task areas:

- Careful management of valuable resources with which the District is entrusted
- Collaboration with partner agencies
- The need to address the challenges of providing a balance of water and wastewater infrastructure and facilities that are needed with the very real constraints that exist now and in the future
- Environmental and regulatory changes that can significantly affect District operations
- The critical role that workplace health plays in meeting the District’s level of service objectives



## **Definitions**

Mission Statement: A declaration of an organization's purpose; why the organization exists, its charter, its purpose. All work, initiatives and operation's activities of an organization should be in support of the Mission Statement.

Vision Statement: A statement that articulates where the organization would like to be at the end of the term of the Plan. It should outline important aspects of the organization that will play an important role in meeting the vision. The Vision should stimulate strategy and tactics in order to be met.

Core Values: Guides that are philosophical beliefs that we value when faced with options and alternatives for our future. We use these every time we make decisions as a District. Core Values herein are those of the Board of Directors and can be used as decision filters for Board.

Strategic Elements: These are the broad, primary areas of District operations, planning, and management that need to be addressed and supported by Strategic Goals to ensure optimum progress; representing the organized approach to planning and implementing work.

Strategic Actions: Strategic actions and initiatives are specific and planned activities or targets that address the vision and strategy for each element. Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the objective and strategy for each element are accomplished.



## **Plan Development and Continuation Process**

In 2007, the Board of Directors retained BHI Management Consulting to facilitate and coordinate the development of their Strategic Plan. BHI first gathered input from all employees at TUD. The Board also directed BHI to hold public meetings and meetings with other public agencies to gather further perspective on the future of the District. District Board members were also interviewed to prepare them for the extensive planning activity. The following items were discussed at all meetings;

- the District Mission Statement, Core Values, and Vision
- District strengths, weaknesses, opportunities and threats
- current and future issues and important future projects.

The Board supported this process as a way to ensure broad participation in the initiation of the five-year strategy. An all-day workshop with Board, public and key staff was conducted to review the Mission Statement, create a Vision Statement, develop Core Values, write strategic elements and objective and strategy statements for each strategic element, along with generate a listing of initial strategic actions.

A steering committee, consisting of the key District staff, worked with BHI to complete the list of strategic actions in support of the Vision and refine the Plan prior to presentations to the full Board for initial review and final approval.

A key part of the strategic planning process is to conduct an annual review and update of the Plan. These reviews allow for maintenance of the plan and are crucial to assure that the Plan reflects the actual progress and needs of the District. The reviews will be documented and followed-up by either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained.



## Mission Statement, Vision Statement, Core Values

### **MISSION OF THE TUOLUMNE UTILITIES DISTRICT**

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

### **DISTRICT VISION**

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.

### **DISTRICT CORE VALUES**

We value:

- Public Health
- Our Rate Payers and the Public Trust
- Acknowledgement of our Employees as a Critical Asset of Our District
- Stewardship of the Environment and our Heritage
- Long Term Water Sources
- Sustainable Infrastructure
- Our Ability to Govern as a Board with Honesty, Openness, and Respect
- A Commitment to the Promotion of Creativity and Innovation, Excellence and CQI
- Beneficial Reuse of Our Process By-Products



## **Strategic Elements and Goals**

Strategic Elements and Strategic Actions represent the vital areas of the District's operation, planning, and management. Strategic Elements are derived from the foundational Mission and Vision statements of the District. For each Element, high-level Strategic Actions are then developed to represent the highest priority initiatives which need to be completed in a five-year period to systematically accomplish the Strategic Element. These Actions serve to assure that all-important areas of the District are well supported and moved forward per Board direction. Strategic Elements and supportive Strategic Actions, along with their corresponding scheduled start dates within the planning period, are presented in tabular form in Table 1.

The Strategic Elements are:

- 1.0 Personnel/Organization
- 2.0 Infrastructure
- 3.0 Fiscal Management
- 4.0 Administrative Management
- 5.0 Partnerships
- 6.0 Regulator Relations

## 1.0 Personnel/Organization

**Element Objective and Strategy:** *The objective is to employ and retain a high quality, motivated workforce. We will do this by offering competitive compensation and benefits, insisting on a safe workplace, providing opportunities for training and advancement and utilizing sound management practices and policies.*

### ***What is the problem, situation or condition we are trying to address?***

A team of knowledgeable and competent staff is required to provide exceptional water and wastewater services. State and federal regulations, statewide resource planning efforts, water bonds and legislation which affect every aspect of our business are being developed and adopted at a record pace in recent years. TUD's ability to influence these governmental actions and efficiently implement the strategies detailed in this plan requires a connected, knowledgeable and dedicated management team. In addition, advanced state certifications are required for most employees. Because of these requirements, it can take employees several years to achieve the competency required to efficiently plan for and manage a system of underground infrastructure, complex pumping and treatment processes and be responsive to and proactive with regulatory requirements. Over 60% of TUD's workforce is eligible to retire within ten years, many with over 25 years' experience with the District. If TUD cannot fill these vacancies with highly skilled employees, we risk being fined for failure to comply with regulations and our efficiency will suffer. Our level of service – and public health – could be jeopardized.

### ***What do our vision and values tell us relative to this element?***

The TUD Board of Directors acknowledges its staff as a critical asset of the District and intends to invest in its workforce to provide high-quality and efficient services. TUD is committed to managing long-term costs to protect the future affordability of



services and to enhance customer service. We must attract and retain a creative and innovative team of highly efficient employees.

***What is our approach to establishing Strategic Actions and setting priorities in this area?***

TUD management staff reviewed the projected number of upcoming employee retirements at TUD and in the region/state, performed research on the potential employee recruitment market and the associated salary trends, and evaluated the history of staffing and job function changes within TUD. We have determined that we must focus quickly on a comprehensive personnel-planning effort, or we could experience staffing shortages and the high cost of the employee training/turnover trend in the near future. We have determined that we must continuously review the staffing needs of the organization to ensure that we are adequately staffed to stay proactive with regulations, infrastructure, customer service and governmental affairs. It was also determined that salary and benefit trends are changing rapidly in the public sector within the region, especially with professional staff such as engineering and certified operators. To protect our ratepayers, we must evaluate attractive non-monetary benefits as well as establish a personnel system which ensures that we are adequately compensating employees.

- 1.1 Perform a workforce succession analysis for critical positions within the District.** TUD is facing a mass retirement of experienced staff within the next five years. The average tenure of retiring staff is over 15 years, which will result in a significant loss of institutional memory. Industry statistics predict a shortage of thousands of certified operators over the next decade, with very few entering the trade. The District will not be alone in facing the challenge of capturing the knowledge of a retiring workforce, filling key leadership positions, developing skills within the organization that lead to promotional opportunities, recruiting qualified staff and retaining valuable employees.





To meet these goals, succession planning becomes a priority. The succession analysis will direct a plan to assess all positions within the District and identify critical positions, prepare for upcoming retirements and minimize staffing gaps. By analyzing the known attrition schedule and how it relates to future staffing needs, we can propose methods to ensure appropriate organizational depth in critical functional areas, determine if specialized information is held by singular employees and explore methods to share and transfer that knowledge and information.

Additionally, TUD must improve its administrative cross training/training programs to provide for improved efficiencies, seamless transitions during absences and emergencies, and to provide our customers with the highest level of service possible.

We will also develop standard operating procedures for all critical functions. Staff will review job descriptions for key functions to ensure logical and efficient distribution of tasks and responsibilities. Written standard operating procedures (SOP) will be developed for all mission critical functions they perform. All SOPs will be compiled into an office manual. SOPs will be updated each time processes change.

- 1.2 Perform periodic evaluations of the organization chart.** The District staff has increased by 20%, from 65 to 80 in the past decade. Reasons for the increasing staff size includes acquisition of water systems, an aging infrastructure, increasing state and federal regulatory requirements and the Districts realization that many infrastructure projects can be designed and constructed most cost effectively by using district staff versus contract labor. In addition, as technology emerges into utility processes and the District continues to grow, the staffing functions and



responsibilities continue to change. In the past, many of these staffing additions have occurred without regard to the optimal employee to supervisor ratio or due consideration given to the assignment of responsibilities to the appropriate employee – we were in many cases filling staffing gaps in a crisis management mode. In order to ensure optimal efficiencies going forward, the organizational structure may need to be adjusted with these changing economies and trends. A periodic review of the organization will be conducted with the assistance of a committee comprised of key staff, a Board sub-committee and possibly an outside organizational consultant to assure that the organization is structured for efficient operations and proper organizational flow and function. The evaluation will be presented to the Board of Directors for their review.

- 1.3 Prepare a staff development plan.** Currently, other than trade specific training for certified operators, a formal program for training staff to improve work knowledge and performance is non-existent within the District. Staff is enrolled in training only when requested by a supervisor rather than as part of a well thought out strategy. Integral to an effective succession plan is a staff development plan. A formal staff development program will be designed, using a manual consisting of updated job descriptions, in-house training programs, training modules and other developmental tools. Staff will have clarity on expectations of positions, as well as the tools necessary to perform at expected levels. A system of performance benchmarks will be developed and regularly compared to assist in performance evaluation, focusing staff investments and training where needed. This performance management will provide employees with a clear understanding of job expectations through updated job descriptions, regular feedback about performance, steps for improving performance, and opportunities for advancement. Policy statements will



be developed for Board adoption to promote and support continuous learning while providing clarity with regard to the scope and intent of the staff development program. This investment in our workforce will contribute to high quality and efficient services.

**1.4 Perform regular compensation and benefits reviews.** TUD and many other utilities in the region, state and nation are currently anticipating a majority of staff retiring within 10 years and are seeing a declining working aged workforce in the region from which to draw. TUD must remain competitive in its salary and benefits package to ensure that it can attract qualified, efficient and competent employees and not get caught in the expensive staff training/turnover mode. A compensation and benefit review will be conducted to ensure that the District staffing and productivity goals are met, as well as to protect the District ratepayers by keeping such costs in line with competitor agencies within the region. Policy statements will be collaboratively developed, with input from staff, for Board adoption to clearly identify the economic indicators, information, criteria for comparable agencies, target level within the salary ranges identified and appropriate salary review schedule. Compensation and benefits will be reviewed at minimum on a bi-annual basis or more often as needed.

**1.5 Establish a recruitment plan.** The District has experienced low turnover in the past. However, with the projected wave of upcoming retirees throughout the industry and a shortage of qualified applicants, it is necessary to update our recruitment strategies. A recruitment plan will identify the most effective internal and external recruitment sources (employee referrals, media, internet, educational institutions, agencies, job fairs) and utilize additional tools, such as a formal applicant testing programs. In order to encourage the best potential candidates to apply for



jobs, we want to develop a positive and compelling image of the District. We will develop strategies to brand and market the District to potential applicants. Internally, we will identify logical, internal, promotional opportunities by developing a job bidding and skills tracking system, and encourage growth and advancement from current employees. It is important to continually evaluate recruitment methods and sources for effectiveness.

- 1.6 Promote a commitment to safety.** The utility industry is relatively high hazard with many injury risks similar to the construction trades, in addition to those risks associated with handling process wastes, sewage and chemicals. Every job function at TUD is critically important and when an employee is injured, the expenses mount quickly with lost productivity and overtime for other employees. Employee safety is a top priority at TUD. Considering this, it is essential that the District's safety program commit fully to promoting safety throughout the organization. A commitment to safety is based on the understanding that: all injuries can be prevented, management is ultimately responsible for preventing injuries, supervisors must be held accountable for the safety of their employees, and every employee is responsible and accountable for performing their job in a safe manner. The improvement in the District's safety culture will be lead by the Safety Compliance Coordinator, with Board and management support. Staff, with the assistance of our insurance provider and industry consultants, will update our Injury and Illness Prevention Program, evaluate safety incentives, develop facility and process inspection checklists and hazard remedial programs, as well as propose policies to reduce liability.

## 2.0 Infrastructure

**Element Objective and Strategy:** *Our objective is to plan, build and maintain safe and reliable utility infrastructure for current and future customers. We will make knowledge-based decisions, compare alternatives, use quality materials, employ progressive methods, and continue preventive maintenance programs.*

***What is the problem, situation or condition we are trying to address?***

When the District was formed in 1992, it acquired the water and wastewater systems previously owned and operated by the predecessor agencies. The conditions of the acquired systems varied widely, with the Regional Sewer System in good condition while the other sewer collection and water distribution system serving the customers varied from good to poor condition. One of the stated purposes of the formation of TUD was to serve as a receiving agency of privately owned water and sewer systems who were either determined by the regulatory agencies or the system's customers to be better served by the District.

Between 1992 and 2007, over 15 systems were acquired by TUD; most of which were in a state of disrepair, regulatory non-compliance and/or severely financially challenged. Although Improvement Districts were formed to fund many of the needed improvements in the acquired systems, time has revealed that the amount of the surcharge did not always cover the cost of improvements, and other factors such as the cost of operating and managing multiple remote and deteriorating systems were not factored into the cost projections. In addition, during this same time period, many of the systems experienced customer growth with significant changes in State water quality regulations. The end result is a situation where many of the of the water treatment plants serving these areas are currently near or at production capacity; with little land area for needed expansion to meet capacity needs or the increasing State and Federal regulations. Many of the water



distribution systems within existing developments are also at capacity and do not have standard fire hydrants or meet current fire flow requirements.

The level of scrutiny by the Board and public of District actions and projects is increasing, requiring clearly articulated project goals and objectives, comprehensively developed financial planning and meticulous environmental review. In the past eight years, three large water bonds have been passed by the state's voters and the District has been successful in receiving funds from the first two. With the passage of Proposition 84 in 2006 and statewide bonds currently being developed in the legislature covering a broad spectrum of water and wastewater projects, the trend is toward awarding funding for projects and programs that have been collaboratively planned by stakeholders in the region. TUD currently lacks the fundamental water and wastewater master planning documents, which assist in determining the improvements/investments which should be made first, and which are required to facilitate regional collaboration and potential bond funding of important projects.

Of immediate concern are the many variables and actions which could affect TUD's future ability to receive additional water under its agreement with PG&E or to secure independent water rights. For example, the San Francisco Public Utilities Commission has proposed a Water Supply Improvement Project for the City and County of San Francisco which could result in export of an additional 50 million gallons of water per day from the Tuolumne River. Although TUD holds no water rights on the Tuolumne, the continued export of available supplies to other regions of the state will eventually leave Tuolumne County, the County of [the water's] Origin, without water supply to serve future growth. Exacerbating the water situation is the Governor's proposal to require 20% mandatory water conservation, the crisis in the Bay Delta which may result in the mandatory increase in Area of Origin flows to the Delta, as well as the PG&E Spring Gap 401 Water Quality Certification being considered by the State Board. TUD has no independent water



rights through the South Fork Stanislaus or the water rights/contracts needed to draw water from New Melones Reservoir.

***What do our vision and values tell us relative to this element?***

The District's Board of Directors is committed to providing the community with reliable and high quality water and wastewater services. The Board expects that TUD will maximize its available water supplies and seek additional supplies to serve current and future customers. The Board recognizes that in order to ensure efficiencies and spread the cost of infrastructure evenly across the generations, it must invest in our infrastructure, on a long-term basis, to protect the affordability of the services. All actions and decision of the District are expected to be extremely transparent; engaging and educating our customers at every opportunity.

***What is our approach to establishing Strategic Actions and setting priorities in this area?***

Actions and priorities were designed to provide District staff the background, analysis, data and tools necessary to make the most efficient, long term infrastructure decisions in accordance with our Vision and Core Values. Priorities were also established based on our understanding of immediate needs, regulatory requirements, industry trends, as well as current and future (Bond – loan/grant) funding opportunities. The main focus of the priorities in this infrastructure section is to provide the information necessary for the Board to establish long term investing and funding strategies to insure reliable and sustainable infrastructure over a longer term planning horizon, while providing the most cost efficient and highest quality services possible.

- 2.1 Commission a Ditch Sustainability Project** The Tuolumne Ditch System serves as the primary water conveyance from the District's water reservoirs to its water treatment plants, agricultural and irrigation customers. The ditches are subject to increasing encroachments by land



development projects resulting in increased liability to the District, increased surface runoff and water contamination. There are public and regulatory agency pressures to abandon the ditch system in favor of a closed pipe system. There also exists local public sentiment to preserve the ditch system and its historic, recreation and ecologic system values. The current level of District investment in maintenance and improvements is not adequate to ensure the system's long-term viability or address the high water loss and the increasing maintenance costs.

A long term plan is needed to provide sustainable water service to untreated and treated water customers while ensuring the long term sustainability and efficiency of the ditch system within the District. A comprehensive, programmatic operation, maintenance and improvement plan is needed to ensure balance between the value of the ditch system as both a water delivery system and a community historic, recreational and biological resource. The development of the plan will build on the existing public input, technical information and studies conducted for the Ditch Optimization Plan. This will minimize duplication of data from those efforts while expanding past efforts to incorporate new technology and further engage strategic project partners. Additionally, it will develop outreach/education programs to assist with the creation of innovative methods to increase efficiency and offset costs. The plan will evaluate the possibilities and opportunities to expand the use of the ditch system and financial support of the ditch system beyond the existing District water customer base. It will investigate various constraints and opportunities for the expansion of the ditch system. Three main products of this project will be a comprehensive resource management plan, which would include an operation and maintenance element, a Geographic Information System (GIS) to evaluate and manage decisions related to the ditches, and a capital improvement program. This project is currently partially funded by





a grant from the Sierra Nevada Conservancy; with an expected project begin date of June 1, 2008 with completion required by June 2010. Outside firm(s) will be engaged to perform the study with staff involvement and oversight.

- 2.2 Create a Water Master Plan** Water agencies develop Water Master Plans to provide a comprehensive, long term (20 to 30 year) strategy for the replacement and upgrade of its expensive infrastructure. Well prepared Master Plans ensure that infrastructure investments are made at the most optimal time and location to ensure the longest life possible, reduce operating costs to the maximum extent and provide facilities for new development, while equitably distributing the associated cost between the generations and new development projects. TUD lacks a Master Plan and currently makes infrastructure improvement decisions based on immediate regulatory requirements and short term operational needs. Given today's regulatory environment, community needs and interests, and the current condition of our infrastructure, we must begin to plan long term and thoroughly analyze the relationships of today's improvements to tomorrow's regulations and community needs and interests. The District last prepared a Water Master Plan in the mid 1990's, however the plan was never adopted by the Board or fully implemented by staff. Currently, a Water Master Plan is needed to facilitate long term, knowledge based and priority driven decision-making in order to provide high quality water services to the community. The Plan will establish a foundation that will allow the District to evaluate and prioritize future infrastructure improvements while sustaining its existing infrastructure.

The Plan will have two major sections; the water supply element will focus on water rights, maximizing existing water supplies and investigating all possible additional supplies to meet current and future demands. This



section will explore the impacts of the State permitting process that could undermine the District's legal access to water, the effect of continued water exports out of the county, identify future sources of water for both domestic and agricultural uses, review PG&E contract and water right options and prepare a strategy for maintaining existing supply and securing additional supplies. Outside services for legal consultations and other professional services will be needed.

The infrastructure section of the plan will build on past studies, staff knowledge and evaluate potential improvements to existing and possible future treatment plant, storage and distribution infrastructure. Technical, environmental and financial evaluations will be utilized to determine and prioritize which improvements best match the District's customer's needs through a capital improvement plan. The capital improvement plan will also address possible funding sources including grants, rates and loans. This portion of the Plan may also require the use of outside professional services. The Master Plan will produce information which will be used to establish water connection fees, monthly rates and capital improvement reserve funds.

- 2.3 Create a Wastewater Master Plan** Agencies develop Wastewater Master Plans to provide a comprehensive, long term (20 to 30 year) strategy for the replacement and upgrade of its expensive infrastructure. A well prepared Master Plan will ensure that infrastructure investments are made at the most optimal time and location to ensure the longest life possible, reduce operating costs to the maximum extent, provide facilities for new customers, while equitably distributing the associated cost between the generations and new development projects. TUD lacks a Wastewater Master Plan and currently makes infrastructure improvement decisions based on immediate regulatory requirements and short term



operational needs. The Wastewater Master Plan is needed to outline the District's direction to provide reliable wastewater collection, treatment and recycled water reuse. An evaluation and determination of existing system condition will be developed to meet State requirements for system capacity and management. This ongoing evaluation will develop the information necessary for technical, environmental and financial evaluations that will be utilized to determine and prioritize which improvements best match the District's customer's needs through a capital improvement plan. The key elements of the Plan will be the evaluation of the elimination of the seasonal discharge as well as the continued expansion of the wastewater reclamation system to serve additional agricultural customers. The capital improvement plan will also address possible funding sources including grants, rates and loans. The Plan will address both the Regional elements of the system and the District's elements. This Plan may require the use of outside professional services.

- 2.4 Develop Engineering Standards** The District does not have formal engineering design standards for outside engineering firms to utilize when designing facilities that will be transferred to the District for operation and maintenance. This can lead to unnecessary plan review time and project approval delays. The development of design Standards is needed to augment the construction standards that the District currently maintains to insure sustainable infrastructure and provide clarity and consistency for design and construction. These Standards will document what criteria will be utilized in the design of infrastructure that will be transferred to the District by the development community. This will be accomplished by formalizing the currently used standards and expanding them to meet current and anticipated State and Federal requirements. These standards will be developed by staff and will be considered for formal adoption by the Board.

**2.5 Evaluate the Centralized Office Complex** The needs of District and its impact on the Centralized Office Complex, (COC) have changed since its construction, due in part to staff additions and increases in inventory, and will continue to change as the District expands. This ongoing evaluation will address the changing needs at the COC and staff. The evaluation will look for ways to increase efficiency of the District staff, enhance customer service and public education within the COC. Some areas of evaluation will include; demonstration garden expansion and documentation, large equipment storage and protection, parts and other equipment storage expansion and utilization of undeveloped or underdeveloped portions of the facility. Staff will perform most of this evaluation. This is an on going evaluation and will be done annually.

**2.6 Develop an Integrated Maintenance Program** Currently the District does not maintain a database that tracks age and condition of all of the District's infrastructure. This Program is needed to provide infrastructure sustainability and management of long-term costs of the water and wastewater systems. The program will begin building a system of processes and data gathering to fully describe the condition and life expectancy of the District's infrastructure. Staff will investigate opportunities and options in the areas of GPS location of District facilities, an evolving mapping system, and development of an electronic infrastructure management system to address the long-term needs of the District. The infrastructure management system will be based on facilities evaluation which will include site inspections, flow monitoring and system; collection and distribution, modeling that could be part of the Water and Wastewater Master Plans. Completion of this program will be integrated with the financial asset management program to be developed under Section 3.4 of this Plan.



### 3.0 Fiscal Management

**Element Objective and Strategy:** *Our objective is to manage public funds to assure financial stability and prudent rate management and to demonstrate responsible stewardship in the context of regulatory requirements. TUD will promote rate equity and assure that financial resources are available to fund current and future demands.*

***What is the problem, situation or condition we are trying to address?***

TUD operating and project costs are increasing rapidly; at a rate much higher than inflation and much faster than our revenue is increasing by the addition of new customers. The majorities of these costs are out of our control and are related to compliance with unfunded state mandates, fuel, supplies, equipment, chemicals, insurance and retired employee commitments. Those costs which are under our control directly relate to the level of service we provide, quality of employees we hire and retain, and level of commitment to long term infrastructure development. In addition, the state continues to look to special districts, including TUD, to solve its revenue crisis through the transfer of property tax dollars from TUD to the state. Although a percentage of our future infrastructure projects will be constructed with state and federal grant dollars, a significant portion of these costs must be funded by current ratepayers and new development, which will result in increased debt payments. Even grant funded infrastructure must be replaced over time, requiring substantial reserve accounts to fund such future costs. We currently do not have adequate reserves to continue to fund the increased cost of doing business without regularly increasing rates, increasing customer numbers, or deferring needed projects to the detriment of future generations.

***What do our vision and values tell us relative to this element?***

Of critical importance to the Board and staff is managing long term costs to ensure that the level of expense and investment by the District, in its operations, employees and infrastructure, is shared equally between current and future

generations. To accomplish this, we must plan and develop stable, ongoing operation and maintenance funding sources, funding for regulatory compliance and important projects, as well as reserves for future system replacement.

***What is our approach to establishing Strategic Actions and setting priorities in this area?***

In order to ensure financial stability and to thoroughly and accurately understand the current and future revenue needs of the District, the first tasks to be completed include financial analysis and data gathering. Asset management, master plans and capital improvement plans must be completed first to establish the true cost of operation, maintenance and replacement/improvement projects in the future. The financial needs information from these plans will then be used to complete a thorough water and sewer rate analysis, establish necessary reserve accounts and set connection fees for new development.

- 3.1 Provide Options for Retiree Medical** Through Union contracts and its contracts with the California Public Employees Retirement System (CALPERS), the District has agreed to provide certain retiree medical benefits. Prior to 2006, employees were provided retiree medical insurance at District expense after five years of work with the District. In 2006, the District adopted a schedule of 10 to 20 years for receiving retiree medical benefits at 50% to 100% respectively. Although it is currently voluntary, the District has the obligation to its employees to set aside funds to pay the current and future cost of these retiree medical insurance benefits. It is anticipated that near future laws will require full funding of retiree medical benefits. The District completed an actuarial study in 2004 which described the financial liability of the retiree medical benefits. Since the District reduced its retiree benefits in 2006, the old actuarial is no longer accurate. In order to provide the Board with



accurate information to make solid, long-term financial decisions regarding retiree medical costs, additional studies and policy decisions are required.

3.1.1 Complete a new actuarial study, based on the potential for reduced costs associated with the retiree's health benefits program implemented in 2006.

3.1.2 The Finance Director will develop and provide the Board with options for funding the liability such as:

- a. a third party trustee
- b. pay as you go
- c. debt to spread out the charges over a longer period and have lower annual charges.

**3.2 Provide Options for Funding Retirement Liability** Through Union contracts and its contracts with the California Public Employees Retirement System (CALPERS), the District has agreed to provide certain retirement program benefits. As with most CALPERS agencies, the District's retirement account is under-funded. The District is currently financing with CALPERS its retirement obligation over 11 years at 6.75% interest. The current annual charge to the District is presently approximately \$280,000. The Board will be presented with options for funding this liability. These options could include, but are not limited to:

- a. pay as you go basis, or
- b. by paying off the debt over a longer period of time with lower annual charges, which would require additional debt and interest cost, or
- c. finance it at a lower interest rate, than 6.75%.



- 3.3 Provide Financial Assistance with Master Plans** Assist engineering, operations and maintenance departments in performing analysis of the water and wastewater systems. This assistance will include:
- 3.3.1 an assessment of properly allocated capital assets, customers, surcharges, operating revenues and operating expense to these systems
  - 3.3.2 a clear identification of fixed and variable cost by system
  - 3.3.3 outline the necessary adjustments to billing cycles and general ledger accounting code
- 3.4 Develop an Asset Management Program** Public agencies throughout the State are recognizing that benefits of preparing a proper Asset Management Program. This task proposes to develop such a program to properly identify capital assets (including vehicles and equipment) by system and to determine asset insurance value, condition and estimated replacement period. The District has capital assets at historical cost of over \$82 million. This system will be used to develop our capital improvement program and assist in determining the proper amount of insurance. The system will also establish replacement periods and budgetary needs in the future.
- 3.5 Institute a Reserve Policy** A reserve policy is proper management of public funds to allow for proper savings for certain projects and needs. Such a Policy includes the identification of various needed District reserves such as working capital, repair and replacement, debt service, rate stabilization, CIP, contingency, etc. The policy will also determine the method and period over which the reserves will be accumulated.
- 3.6 Perform Rate Analysis** Rates of the District should be based on valid and comprehensive fiscal analysis. Several of the previously programmed tasks in the Strategic Plan serve as a basis for a rate analysis to be





completed by staff or an unbiased third party and a report developed. This analysis and report would serve as the basis for rate related consideration and decisions for the Board; to ensure rate equity for all customers served.

## 4.0 Administrative Management

**Element Objective and Strategy:** *Our objective is to provide supportive and effective policies, procedures and practices that will assure that the District operates in an open and effective manner. Our strategy is to regularly monitor and improve these to improve operational efficiencies and address emerging needs.*

***What is the problem, situation or condition we are trying to address?***

Hundreds of new laws and regulations are adopted every year which affect the operation and management of the District. This results in the need to constantly evaluate and upgrade Board policies and standard operating procedures. In addition, we recognize that the needs of our community and employees are constantly changing and we must be receptive and flexible to this need.

***What do our vision and values tell us relative to this element?***

The TUD Board of Directors strongly values our ratepayers and maintaining the public trust by governing the District with honesty, openness and respect. The Board is committed to adopting policies and practices which result in continuous improvement in the level of customer service, stewardship of the environment and our heritage, while at the same time developing sustainable infrastructure and long term water sources.

***What is our approach to establishing Strategic Actions and setting priorities in this area?***

TUD management staff reviewed the existing Board policies and identified a number of areas where the Board can adopt revised or new policies to enhance services, improve efficiencies, actively engage the public in decisions, maximize efficiency and openness of Board meetings and decision-making, and provide a comprehensive system of internal and external communications to increase awareness and support of District issues.



- 4.1 Perform a comprehensive update of the District's policy manual.** An update to the District policy manual is needed to provide consistency in personnel practices to ensure compliance with Union contracts and current law, increase transparency to the public, ensure sound financial position, as well as to provide the Board the opportunity to set direction in a number of currently unaddressed areas. The policy manual update will include at minimum the following policy areas:
- 4.1.1 General policies relating to adoption and amendment of policies, handling customer complaints, claims processing, access to and copying of public documents.
  - 4.1.2 Personnel policies affecting non-represented employees must be reviewed and updated in accordance with current law and industry trends. Inconsistencies between the general personnel policies and Union MOU must be resolved.
  - 4.1.3 Operations policies including budget preparation, expense authorization and purchasing, reserves, fixed assets and other financial matters, hiring consultants, records retention, email, computer and cell phone use.
  - 4.1.4 Board member's policies including code of ethics, acceptance of gifts, attendance at meetings, role of Board President and election of officers, purpose of committees and memberships in associations.
  - 4.1.5 Board meeting policies including schedules, agenda preparation, conduct, actions and decisions, minutes and rules of order.
  - 4.1.6 Facilities Development policies including development improvement standards, CEQA, project approval and development agreements.

Management staff will first propose to the Planning Committee, made up of Staff and Board members, and a prioritized schedule of policy review. Policy proposals will be developed by staff and presented to the Planning Committee for review prior to Board consideration. Policies will be considered by the Board as they are reviewed and recommended by the committee. All policies will be initially updated during this planning period. Thereafter, the policy manual will be reviewed by the Planning Committee on an annual basis and updated as necessary.

**4.2 Orient staff and Board members on current policy** Comprehensive training are required to ensure that the Board's policies are clear and consistently interpreted and applied. Different departments within the District will require different levels of training on policies. Policy proposals are developed by management staff and will be reviewed in concept, as appropriate, with affected staff for input and buy-in. As policies are adopted, policy binders for all management staff and superintendents shall be updated. Department managers will train their direct staff on new policies, to the appropriate level, at the earliest possible date. New staff members will be trained on the entire policy manual at the earliest possible date. One staff meeting per year will be dedicated to reviewing the entire policy manual. Board members will be provided copies of the Policy manual and the General Manager and District Secretary will conduct training.

**4.3 Develop Board member norms and protocol** Currently all District Board members treat each other, the staff and the public professionally and with respect. It is important to maintain continuity in this level of cooperation as new Board members are elected. Norms and protocol are typically the "unwritten rule" of how the Board does its business, and when

committed to writing, become an effective communication and meeting management tool. These procedures will ensure that Board members and the public have clarity with regard to the Board's role in District management and operations. The procedures will also provide for consistency in the treatment of Board members, staff and the public when new Board members are elected. A series of meetings with the Board and public will be held to develop a slate of norms and protocol.

**4.4 Develop formal new Board member orientation** The District currently does not have a formal orientation program for new Board members. Although special district governance training is available through statewide associations, and is encouraged, such programs are not always immediately available to new Board members upon election and are not specific to the needs, policies or issues with which the District is dealing. Due to the critically important nature of the decisions to be immediately made by newly elected Board members, a formal new Board member orientation curriculum will be developed. Management staff and the District Secretary will prepare a new Board member orientation program which will include all of the information needed for Board members to be thoroughly prepared for effective governance. An orientation program will be presented to the planning committee for review and recommendation to the Board.

**4.5 Develop a District communication plan and comprehensive system of community and public agency outreach.** The purpose of this external communication plan is to ensure that timely, relevant information is delivered to the public, District staff and policy makers. In addition, the plan will take into consideration increasing the transparency of TUD, improving access to District records and the decision-making process, in an effort to increase awareness and broad-based support of critical District



decisions. Thorough communication with staff will result in broad-based knowledge, at all levels, of District operations and issues, as well as increased efficiencies and enhanced customer service. Staff will prepare a draft communication and outreach plan which will at minimum address finance, administration, infrastructure, watershed, water quality, regulations, partnerships and personnel issues. The plan will be presented for consideration by the Planning Committee and Board.

Additionally, an internal communication plan will be developed. The employees at TUD are our most important assets. The more our employees understand the basis for policy, administration, infrastructure and similar decisions, the more effective they can be in accurately communicating with our customers. A system of involving employees in such decisions, coupled with real-time employee knowledge of important issues and decisions made, will assist management in maintaining a high employee morale and support solid, knowledge based decision-making as well. Management staff will collaboratively develop an internal communications plan to facilitate employee input into decisions and a system to communicate issues, decisions and other administrative actions to all affected employees.

- 4.6 Develop a customer service standard of excellence.** The number and customer service expectation of TUD customers are increasing. The public is becoming more aware of water and wastewater issues. We all live in an “on-demand” world in which our expectations for immediate communication and response times is the norm. The goal of TUD is to be viewed as responsive to customer needs and a public agency that values and adjusts its processes as the result of public input and criticism. Staff will develop a draft customer feedback and response program for review by the Planning Committee. The program will at minimum address the



following customer needs: other utility interests, impact of rates, support for major projects and suggestions for improved service. An outside consultant may be hired to assist in survey and outreach program design. Staff will report to the Board, at minimum on an annual basis, on the status of the Customer Service Excellence Program.

**4.7 Provide ongoing Board education at meetings.** As a critical element of TUD business, the Board and public must be kept informed of TUD service delivery, projects and programs. This five-year plan contains work efforts and outcomes that will require broad customer support for successful implementation. In addition to distribution of information to the general population through TUD communication plan, brief management staff updates and reports must be delivered to the Board and public at regular meetings, monthly basis minimum. In addition, Board workshops will be scheduled as needed when regular meeting agendas do not allow adequate time for information delivery. At minimum, annual Board workshops will be scheduled to review the success of the strategic plan and/or other critical project/service related issues.

**4.8 Prepare in advance for system acquisitions and consolidations.** The cost of doing business for public and private utility providers will continue to increase at a more rapid rate than the growth in number of new customers, causing revenue shortfalls, infrastructure failure, regulatory non-compliance and/or increased utility rates. State law requires the evaluation of the operation and management of all special districts, seeking opportunities for improved efficiencies, sharing of resources and reducing costs to ratepayers. There are many privately owned water systems throughout the county, as well as several publicly owned water and/or sewer systems. As these systems age, costs and regulatory

requirements increase, it becomes less desirable for the smaller systems to self manage. In many cases, the systems are allowed to deteriorate completely before a request is submitted to TUD for system acquisition. Much of TUD's financial operating deficit and staff effort is spent operating and improving such systems upon acquisition. There can also be disadvantages to acquisition of under-maintained systems if improvement costs are not adequately estimated and charged to the appropriate system users.

On the other hand, increasing the rate of TUD customer number growth is one method to improve the District's ability to issue debt for large projects, operate efficiently and cover administrative costs, increasing its ability to provide rate equity in the future. Therefore, a policy statement will be prepared outlining the District's position with regard to protection of existing ratepayers and the distribution of costs of improvements related to acquisitions (private systems) and consolidations (with other public systems). TUD will form a working group of local water and wastewater service providers, both public and private, to discuss efficiencies, resource sharing, long term planning and the advantages and disadvantages of consolidations and system acquisitions.

- 4.9 Develop youth and water wise education master plans.** The District currently invests thousands of dollars annually in its water wise outreach efforts with the Master Gardeners and its poster program for local 3<sup>rd</sup> grade classes. School-aged youth and general public education on wise water use, water quality and resource stewardship in Tuolumne County could be expanded over its current level. TUD staff will seek partnerships and grant funding to develop an overall education master plan, geared toward students from 6<sup>th</sup> grade through high school, containing educator guidance, curriculum, tours and contacts.





- 4.10 Develop an enhanced water conservation program and policies.** The District's current water conservation program is only marginally effective in recovering system losses and reducing the per capita consumption of water. The District has received significant public input regarding the development of more aggressive rate structures that reward efficient water use. TUD staff will evaluate in detail the avoided costs that can be achieved by enhanced water conservation and develop a supporting rate structure. Staff will further increase its water conservation partnerships, resources and outreach to include web-based and DVD video productions on meter reading, leak detection, irrigation maintenance, appropriate plantings and methods. Customer outreach will be performed and data compiled to guide water conservation program development. A master water conservation plan will be developed for Board adoption which will serve as the basis for future water conservation grant applications.
- 4.11 Perform annual maintenance of strategic plan.** To remain effective and relevant, the strategic plan, once adopted, will require annual review and updating. At a special Board workshop, publicly advertised in the first quarter of each new year, the General Manager will review with the Board the District's mission and the Board's core values. The vision of the Board regarding the upcoming five-year planning horizon will be updated. The strategic elements and strategic goals will be reviewed for continued relevancy, and the status of objectives, performance obstacles and new challenges will be detailed. Based upon input received at the workshop, a revised five-year Strategic Plan will be developed by staff and presented to the Board for adoption in the spring of each year. In the event that the District's Mission, Vision and Core Values change significantly, the services of an outside facilitator may be engaged to assist in overall plan update.



## 5.0 Partnerships

**Element Objective and Strategy:** *Our objective is to establish a wide range of relationships to strengthen the District's ability to serve its customers. We will do this by public outreach, establishing strategic ties with other organizations, participating in professional associations and conducting our business in an open, honest and ethical manner.*

***What is the problem, situation or condition we are trying to address?***

The District is facing multiple millions of dollars in investments in public infrastructure over the next decade, which will have an effect on the citizens, visitors, businesses, government, environment and the economy of the county. In order to broadly represent the interests of the community, be efficient and successful in its efforts, the District must be diligent and transparent in all of its deliberations and actions. Significant input was received in early strategic planning meetings regarding the need to enhance communication and cooperation among government and non-government organizations throughout the county. There currently exists very little opportunity to meet and openly discuss opportunities for water resource planning, intergovernmental efficiencies, enhanced cooperation and communication among agencies and the public.

The rural areas of the Sierra Nevada are also at a disadvantage with regard to legislative and regulatory affairs due to our low population and relative lack of voting power. When it comes to water policy and other issues which affect every aspect of the cost of operating TUD, we seem to be at a constant disadvantage in our ability to influence legislation, regulations and other policies developed in Sacramento. We rely heavily on statewide associations to represent our rural interests in the state capitol. In addition, significant TUD staff effort is required to keep these associations educated on and engaged in our concerns.

***What do our vision and values tell us relative to this element?***

The TUD Board of Directors expects the creation of collaborative relationships with strategic partners to protect the regional water resources for the people we serve. These relationships will assist TUD in understanding and responding to community needs, being good stewards of the environment and our heritage, and securing current and long-term future water supplies for the benefit of the regional economy.

***What is our approach to establishing Strategic Actions and setting priorities in this area?***

Recognizing the need to immediately begin the development of an Integrated Regional Water Management Plan (IRWMP), the District has been aggressively proceeding with creation of inclusive relationships with environmental, water and land use organizations throughout the region. The regional relationships developed in the IRWMP process will ultimately result in regional planning efforts which extend beyond water resources.

District staff acknowledged gaps in communication and cooperation among local agencies and identified activities which will increase District visibility, success in legislation and regulation development, as well as increase efficiency and assure the development of successful projects serving the broadest range of community interests.

- 5.1 Coordinate and lead the development of an Integrated Regional Water Management Plan (IRWMP).** IRWMPs are a foundational element of the California Water Plan and are intended to develop regional partnerships for the effective and efficient use of water resources for multiple benefits. The IRWMP process is intended to identify issues, resolve conflicts and complete improvements relating to the water supply, reliability, quality and water related environmental issues in a region. Much



of the future state bond funding for water projects will be allocated to fund regional projects and programs identified in the IRWMPs. TUD currently is not part of an established IRWMP. TUD will take a lead role in establishing an IRWMP for the Stanislaus and Tuolumne River Watersheds by developing working groups, establishing a governance structure, seeking grant funds, hiring consultants and overseeing the process of IRWMP development. A significant level of management staff effort and investment in consulting services will be required to complete the IRWMP.

- 5.2 Develop and improve cooperative relationships with neighbor public agencies.** For efficient and effective operation and management, TUD relies heavily on coordination and cooperation with a number of local government agencies. Currently, other than through the Regional Sewer Advisory Committee, no formal structure exists by which local agencies share information on projects, programs, planning efforts and areas of concern. TUD will take the lead in developing a forum consisting of local governmental agencies from Tuolumne County, to improve relationships and address management efficiencies. An MOU may be considered to detail the purpose for formation of the local agency forum and to promote attendance and cooperation. TUD management staff will provide presentations to articulate the major elements and actions of this strategic plan to the county, city and neighboring districts. TUD staff will review other agency agendas and actively comment or testify as necessary on issues pertaining to District business. TUD will further assign management staff and/or Board members to attend other local agency meetings, at minimum on a bi-monthly basis, to deliver strategic updates and receive input.



- 5.3 Work with strategic partners in an effort to improve access to technology and generate non-rates revenue.** TUD and its customers, as well as residents and visitors countywide, benefit through increased access to technology in the county. As a public utility, TUD will benefit greatly from access to low cost, increased technology and may be in a position to assist in increasing available technology as well as increasing general revenue. TUD will attend established technology forums. Staff will continue to work with cellular and other technology providers for the expansion of service in the region.
- 5.4 Increase alliance with media outlets to improve visibility.** TUD has a limited audience in its distribution of newsletters and website. Relationships with the local media have proven to be a cost effective, efficient means of distributing timely information to customers. TUD staff will begin meeting with media representatives on a routine basis to discuss issues, develop Guest Opinions and share story ideas.
- 5.5 Evaluate the opportunities and constraints of special district representation on and participation with LAFCO.** Current law allows for special district representation on County LAFCO, yet none exist in Tuolumne County. In addition to important decisions relating to annexations and services provided by special districts, in the near future and every five years thereafter, LAFCO will perform Municipal Service Reviews (MSR) for Districts countywide. The purpose of the MSRs are to analyze the continued viability of districts, possibilities for efficiencies, necessary service levels, management and funding gaps. Special District representation on LAFCO will assist in ensuring that district reorganizations and MSRs are developed equitably and in the best interest for Special Districts. TUD will work cooperatively with Groveland Community Services District to evaluate the benefits and disadvantages of



participation on LAFCO.

- 5.6 Participate actively in statewide and regional industry associations.** Representing a small population of California voters, to be effective in influencing policy at the state and federal level, TUD must represent its interests aggressively in statewide and regional associations. TUD currently belongs to Mountain Counties Water Resources Association, Association of California Water Agencies and California Special Districts Association. TUD will actively promote and fund Board members and management staff attendance at association functions. TUD will make every effort to seek election of its representatives to the governing body of such associations for the purpose of further influence. TUD Board members and/or staff will seek and actively participate in committee assignments to ensure that rural area interests are represented.
- 5.7 Prepare local legislator education program.** It is of vital importance that state and federal elected officials have an understanding of TUD and its issues and projects. In addition, the legislators must have an understanding of how statewide policy affects TUD. Staff will prepare and deliver an information packet geared toward educating legislators about TUD, will make regular contact with the legislators as issues arise and will invite them to tour District facilities and attend meetings.
- 5.8 Be deliberative in considering stakeholder input.** Understanding that the District ratepayers have the ultimate say in whether funding is approved for projects and services, we need to engage our customers early on, and often, in the decision-making process. In addition, there exists expertise in the region, in the form of government and non-government organizations, as well as members of the public, who can provide valuable input into projects, programs and services which results



in broad based support for District initiatives, while ensuring that the myriad of community interests are represented in our decisions. The means currently used by the District to involve stakeholders include: direct input received from the public outside formal District meetings, committee and Board meetings, and the Integrated Regional Water Management Planning process. Input received at Board meetings is sporadic and typically occurs at a time when the Board is faced with a decision to be made that evening. Input received in this fashion is difficult to research, validate or take into consideration on the fly. Input received at committee meetings is typically directly related to the decision at hand; project proponents or District staff pitching approval of a project or policy interpretation. To facilitate more timely and comprehensive community input on District decisions, staff will develop and implement a stakeholder input program, which will ultimately be written into policy format for Board consideration. The Program will describe a process to notify and involve stakeholders in discussions regarding specific areas of community interest.

## 6.0 Regulatory Relations

**Element Objective and Strategy:** *Our objective in this area is to maintain beneficial relationships with our regulators. We will do this by staying current with legal and regulatory requirements, maintaining strong communications and instilling confidence in our methods and results.*

***What is the problem, situation or condition we are trying to address?***

New unfunded state mandates and increasing state and federal regulations over the past two decades have resulted in tremendous cost increases in the form of higher staffing levels, changes in infrastructure and technology, increased sampling and reporting, drastic changes in operations, financial planning and reporting, etc. In some recent years, hundreds of pieces of legislation and new regulations have been adopted in a single year, causing difficulty not only in understanding the required direct changes in our operations, but also in determining the residual effects of the changes on all aspects of our infrastructure and business. These increased costs must be directly passed along to our ratepayers and implementation of the law or regulation rarely results in improved services; simply additional costs. As currently staffed, TUD is not equipped to thoroughly review all proposed law and regulation changes, develop comments and/or positions, and work with regulators or legislators in development of language that will function in rural communities. We rely heavily on statewide associations to develop positions on these measures which reflect our interests. However, these same associations also represent the large districts in urban areas which may have more influence on the association's position and may likely have a different view than TUD on the effect of the measure. Lacking the ability to aggressively influence regulations, we can expect continued, if not an increased level, of unfunded mandate adoption in the future.





***What do our vision and values tell us relative to this element?***

Paramount to the Board's vision of the future of TUD is protecting our ratepayers and the public trust. The Board is determined to protect and improve our long-term water supply outlook, manage long term costs and develop strategic partnerships and relationships to benefit our ratepayers.

***What is our approach to establishing Strategic Actions and setting priorities in this area?***

TUD staff recognizes the ability to and importance of developing quality relationships with legislators and regulatory agencies. Through a proactive and higher level of investment and effort in this area, TUD will gain the trust and respect of those who have direct influence on our long term costs, providing the opportunity to not only influence regulations to reduce the negative impact on TUD ratepayers, but also to assist in the development of initiatives which further the District's mission, and have a positive impact on the community as well. TUD management staff has studied the structure and process used by successful Districts in the area of legislative influence and regulatory relations and has developed the following action plan to reflect this model.

- 6.1 Stay proactive with regulations once adopted.** The state of California levies certain administrative and civil penalties for non-compliance with water and wastewater regulations. These regulations are developed over a period of years with public input, typically with compliance schedules which allow for financing and constructing projects; albeit expensive on the ratepayers. TUD staff will thoroughly review all new regulations, articulate the impact of the regulations annually (or more frequently as required) to the Board and ratepayers, and develop plans for compliance. TUD staff will also aggressively seek exemptions form the regulations as applicable to reduce financial impact on ratepayers. Once the regulations are adopted, TUD should plan on compliance on schedule and must articulate its compliance plans back to regulators and stakeholders.

- 6.2 Take an aggressive role to influence regulations.** New regulations are continually adopted by state and federal agencies. These regulations are typically numerous and voluminous, routinely not representing the needs or concerns of smaller utilities. It takes a significant amount of staff effort to adequately review and comment on regulations and current staffing may be inadequate in this regard. TUD staff will comprehensively review all draft regulations which effect District business. The Board's Legislative Affairs Committee will meet at minimum on a semi-annual basis to discuss policy direction on proposed regulations; recommending formal positions to the Board members. TUD will actively participate in the legislative affairs of industry associations (CSDA / CRWA / ACWA / CASA / CWEA) and convey its position to such organizations. Additional staff or consultants may be needed to facilitate adequate regulation review and comment. In addition, TUD staff and Board members, or an outside consultant hired by TUD, may actively lobby for or against certain legislation.
- 6.3 Budget in advance for compliance with new regulations.** Compliance with new regulations typically takes years of planning both in engineering and financing projects or developing certain operating procedures. The most cost effective way to plan for regulatory compliance is to take a broad view of the affect of the regulation on the entire system, revising master plans and capital improvement plans as needed. TUD will annually review its master plans and capital improvements programs from the perspective of regulatory compliance. In addition, TUD staff may hire appropriate specialized consultants to develop strategic action plans, which may include budget appropriations for advance studies, testing and pilot programs.

- 6.4 Attend industry and regulator sponsored workshops.** Industry associations and consultants regularly conduct training workshops on new regulations. Such training provides opportunities for direct learning of the scope and impact of regulations, potential exemptions, compliance schedules, project solutions and networking opportunities. Regulators also occasionally sponsor workshops to take comments on the draft regulations as well as receive input on their implementation. Attending regulator workshops conveys the interest of the District in compliance and provides staff the opportunity to meet and network with those responsible for regulatory enforcement. The District will offer its facilities as a location in which to conduct workshops and meetings. Appropriate staff will be designated to attend regulatory workshops.
- 6.5 Develop and maintain relationships with regulatory agencies and regulators.** TUD should be viewed as a role model agency with regard to regulatory compliance, application and use of grant funds, progressive and creative compliance strategies and open lines of communication with regulators. To facilitate this TUD staff will offer to serve on regulatory task forces and focus groups, provide presentations on successful compliance at regulatory/funding agency programs, and include regulators in the distribution of articles and press releases related to infrastructure projects. TUD will arrange for groundbreaking and/or project completion ceremonies in which funding agencies and regulatory officials will be honored for their assistance. TUD staff will openly communicate with regulators on all matters related to regulatory compliance and seek assistance where warranted.
- 6.6 Develop an internal and external regulatory communication/education plan** To make informed decisions, the Board members must be made aware early on as regulations are being



developed and/or adopted. Informing staff of regulations and their impact will assist in TUD's public education efforts as well as to ensure that comprehensive comments are submitted before regulations are adopted. TUD staff will develop a regulatory communication plan. The plan will address internal communications with staff and Board members as well as integration with the District's overall external communication plan.



**Table 1 – One page Strategic Plan overview  
Five Years at a Glance**

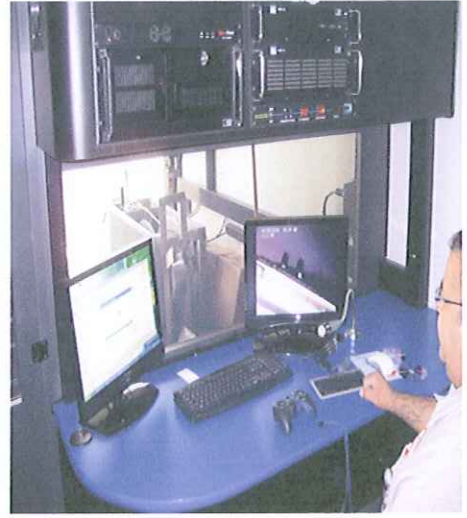
<i>Strategic Element</i>	<i>Strategic Goal</i>	<i>Timeframe (Start Date)</i>
<b>1.0 Personnel/Organization</b>	1.1 Succession Analysis	FY2008/09
	1.2 Organization Chart review	2008/09, On-going
	1.3 Staff Development Plan	FY2009/2010
	1.4 Periodic Compensation Reviews	FY2008/09
	1.5 Recruitment Plan	FY2009/10
	1.6 Promote safety	On-going
<b>2.0 Infrastructure</b>	2.1 Ditch Sustainability Project	FY2008/09
	2.2 Water Master Plan	FY2008/09
	2.3 Wastewater Master Plan	FY2009/10
	2.4 Engineering Standards	FY2008/09
	2.5 Evaluate Centralized Office facility	FY 2008/09, On-going
	2.6 Integrated Maintenance Plan	FY2011/12
<b>3.0 Fiscal Management</b>	3.1 Issue of funding of retiree health insurance benefits	FY2008/09
	3.2 Issue of funding PERS pension liability	FY2008/09
	3.3 Assist with Water and Wastewater Master Plans	FY2009/10
	3.4 Asset Management Program	FY2008/09
	3.5 Reserve Policy	FY2009/10
	3.6 Rate Analysis	FY2009/10
<b>4.0 Administrative Management</b>	4.1 Policy Manual update	FY2008/09
	4.2 Policy Training	FY2009/10
	4.3 Studies Board Norms and Protocols	FY2008/09
	4.4 New Board Member Orientation	FY2009/10
	4.5 Communication and Outreach Plan	FY2009/10
	4.6 Customer Service Standards	FY2009/10
	4.7 Board Communication and Briefings	2008/09, On-going
	4.8 Advance Preparation for Acquisitions and Consolidations	FY2009/10
	4.9 Youth Water wise education program	FY2008/09
	4.10 Enhanced water conservation program	FY2011/12
	4.11 Annual maintenance of the Strategic Plan	Annually



<i>Strategic Element</i>	<i>Strategic Goal</i>	<i>Timeframe (Start Date)</i>
<b>5.0 Partnerships</b>	5.1 Lead others in the development of an Integrated Regional Water Management Plan	FY2008/09
	5.2 Cooperative Relationships with Neighboring Agencies	FY2008/09
	5.3 Improve Access to Technologies	FY2008/09
	5.4 Increase Alliances with Media	FY2009/10
	5.5 Evaluate representation on LAFCO	FY2009/10
	5.6 Participate in Industry Associations	On-going
	5.7 Legislator Education Program	On-going
	5.8 Develop Stakeholder Involvement Process	2008/09
<b>6.0 Regulator Relations</b>	6.1 Stay proactive with Regulations	On-going
	6.2 Influence Regulations	FY2008/09-On-going
	6.3 Advanced budget for new Regulations	FY2008/09-On-going
	6.4 Attend Regulator Workshops	On-going
	6.5 Develop Regulator Relations	On-going
	6.6 Develop Regulations Communications Plan	FY2009/10

  
COMMUNITY SERVICES DISTRICT

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STRATEGIC PLAN 2011—2012



## **Board of Directors**

Jane F. Anderson, President

Kenneth J. McLaughlin, Vice President

Kathryn Bogart, Director

Robert "Bob" Craig, Director

Betty A. Anderson, Director

## **District Management Team**

Eldon E. Horst, General Manager

Robert Tock, Dir. of Engineering & Operations

Ric Welch, Dir. of Parks and Community Affairs

Craig Koehler, Dir. Of Finance



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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, Core Values, Vision 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 all of the following task areas:

- Ensuring the District's long term financial health and stability;
- Installing and operating the infrastructure needed to fulfill the District's Mission;
- Providing stewardship of the environmental, water, wastewater and recycled water resources with which we are entrusted;
- Sustaining a high performing, motivated and adaptable workforce;
- Sustaining sound management practices and good governance;
- Fostering partnerships when needed to better achieve our Mission; and
- Assuring clear, concise and consistent communications with the community we serve.

## Strategic Planning Definitions

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

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 Board of Directors adopts the Core Values. The Core Values are reviewed annually but are intended to be relatively 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.

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.

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.

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

Strategic Goals: A short statement 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 Plan Development**

In FYE 2008 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 the Board during their deliberations on the Strategic Plan. A public meeting was then held along with a meeting with neighboring public agencies to further develop a broad perspective on the future of the District. To prepare for the workshops the Consultant interviewed the District Board members individually on 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;
- Strengths;
- Weaknesses;
- Opportunities; and
- Threats.

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. Two Board workshops were conducted. At these workshops the Board reviewed all input, revisited and refined the existing Mission Statement of the District, developed Core Values and created a new Vision Statement for the District. The Board also identified the eight strategic elements around and within which to organize implementation actions that will support the Mission and assure 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. 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 to update the Plan. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and conditional 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.

## Mission Statement, Core Values, Vision Statement

### DISTRICT MISSION

*The mission of Jurupa Community Services District is to provide water, sewer, wastewater, park and recreation, graffiti abatement and other essential services to our communities.*

### DISTRICT CORE VALUES

- *Does it assure strong, long-term financial health for the District?*
- *Does it build on and complement our network of partners?*
- *Is this done in the best interest of our customers?*
- *Does it clearly protect and optimize our investments in infrastructure and other attributes?*
- *Does it support those that make it happen every day – Our Employees?*
- *Does it support our ability to govern as a Board with honesty, openness, strong policy and respect for one another?*
- *Does it assure and/or support sustainable water?*
- *Is it cost efficient?*

## DISTRICT VISION

*The VISION of the JCSD Board of Directors is:*

- *Refine our financial policies and practices to better reflect the complexities of our service area and ensure our long-term financial stability;*
- *Enhance the efficiency, reliability, and security of District infrastructure;*
- *Maintain and finance reliable potable and non-potable water treatment, production, storage and distribution systems that meet the current and future needs;*
- *Continue to improve adequate emergency preparedness for District facilities;*
- *Demand the implementation of ground water recharge in the Chino basin to achieve local hydraulic balance;*
- *Maintain and finance reliable sewerage collection systems to meet the current and future needs;*
- *Develop programs and systems to do our part in protecting the environment and incorporate green technologies in our service areas;*
- *Maximize available water supplies for our customers by developing recycled water and water conservation programs;*
- *Secure sufficient and reliable additional and diverse water supplies to meet current and future needs;*
- *Sustain and encourage a goal oriented, high performing, highly qualified, flexible, motivated, innovative, and responsive workforce to assure an adaptable organization;*
- *Build our public information and outreach methods to connect better and promote a positive image with the customers and the communities we serve;*
- *Achieve national accreditation (NRPA) in the area of park and recreation;*
- *Further identify the needs and expectations of the public for recreation programs;*
- *Partner with Riverside County, the City of Eastvale and other agencies to best provide for Park and Recreation needs to our service area; and*
- *Develop a legislative platform that supports the Mission and Vision of the District.*

## 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. 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. 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. 47). 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 Sewer
- 3.0 Parks and Recreation
- 4.0 Partnerships
- 5.0 Personnel/Organization
- 6.0 Administrative Management
- 7.0 Finances
- 8.0 Other Services



## 1.0 WATER

**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 current and supplemental water supplies available to the District.*

### 1.1 Water Master Plan Project Implementation

The Water Master Plan is a planning tool that provides the District an updated technological base upon which the staff, and ultimately, the Board of Directors can make policy decisions regarding the management of our water resources that are best suited to the political, economical, financial, legal, social, and environmental conditions of the service area. The Water Master Plan identifies required infrastructure projects and water supply portfolio development to provide a water supply which will meet the District's ultimate water demand based on the City of Eastvale, City of Jurupa Valley and County of Riverside land use designations, provide sufficient flow to satisfy fire flow requirements, provide water which meets State and Federal health regulations for a municipal water supply, and provide a quality water supply which will allow the District to meet the waste discharge requirements for the City of Riverside and Western Riverside County Regional Wastewater Authority's Treatment Plants.

To implement the Water Master Plan, the challenge is to develop a viable and effective financial program utilizing a revised District water connection fee and other sources (i.e. private, State and Federal), as available. The cumulative program costs range between \$226 and \$264 Million. The water importation facilities range between \$101 and \$150 Million. The estimated expenditures for the improvements planned herein totals approximately \$55.2 Million.

Major water related projects planned in the current Master Water Plan are listed below.

- **Sunnyslope Reservoir**  
Estimated Cost: \$12 Million  
Estimated Completion: Phase 1- Sunnyslope Reservoir was completed in 2010  
Phase 2 – Indian Hills Reservoir Modifications are in design with construction in FY 2011/2012
- **Chino Desalter Authority(CDA) Supply Expansion**  
Estimated JCSD Cost: \$26.99 Million  
Estimated Completion: FY 2014/2015
- **Drilling and Equipping Two New Groundwater Wells**  
Estimated Cost: \$6.25 Million  
Estimated Completion: FY2012/2013
  - **New distribution piping for new groundwater wells**  
Estimated Cost: \$4.3 Million  
Estimated Completion: 2014
- **Generators and Site Improvements for Teagarden Wells**  
Estimated Cost: \$1.2 Million  
Estimated Completion: Construction in progress, 2011 completion
- **56th Street Booster and 1100 Zone Pipeline**  
Estimated Cost: \$1.85 Million  
Estimated Completion: Phase 1 in construction, overall completion 2014
- **Rubidoux Connection**  
Estimated Cost: \$1.8 Million  
Estimated Completion: Project in design, with construction FY2011/2012
- **Ben Nevis and Conning Waterline Replacement**  
Estimated Cost: \$1 Million  
Estimated Completion: Construction complete
- **Urban Water Management Plan**  
Estimated Cost: \$75,000  
Estimated Completion: Program is complete
- **Standards Manual Update**  
Estimated Cost: \$90,000  
Estimated Completion: Overall program completed 2010, On-going review

## 1.2 System Maintenance Plan

Maintaining reliable water production and distribution systems has been identified as a major part of the District's vision. A balanced and well-planned maintenance program for our assets will prolong their life, thus provide for lower overall system costs. The District will develop, through assessment of each facility and historical records, a comprehensive preventative maintenance plan to be implemented in order of severity of existing condition, critical nature of facility, maintenance recommended by equipment manufacturer, regulatory requirements and by historical use patterns. This will require refinement of the District's current paper based maintenance system to a computer based maintenance management system. These annual programs will include maintenance/inspection schedules for the following facilities:

- Groundwater Wells
- Reservoirs
- Booster and Pump Stations
- Pressure Relief Valves (PRV)
- Ion Exchange Treatment Plants

## 1.3 Water Conservation Programs

With California in a drought situation, the District will continue its Conservation practices with the goal of 20% reduction by the year 2020. Staff will review and improve, as necessary, Best Management Practices, and report to the Board annually or as necessary the progress. Staff will also update its Conservation Ordinance to provide the public with information pertaining to drought stage levels.

Staff will continue its community outreach programs that include landscape seminars, school plays, bill stuffers and a web site page used specifically for conservation awareness.

#### **1.4 New Source Development (CDA Exp., Wells etc)**

In an effort to increase water supply reliability, JCSD is in partnership with Western Municipal Water District and the City of Ontario as a co-sponsor of the Chino Desalter Authority (CDA) Expansion project. This project will increase the production and treatment capacity of the CDA by approximately 10 MGD. The District's increased production capacity will be 3.33 MGD. Funding is program dependent upon the ability to secure Federal and State grants, and support from Metropolitan Water District. Current financial parameters indicate a net JCSD funding commitment of approximately \$26.99 Million. It is anticipated that further funding augmentations will become available, thereby reducing the overall commitment levels.

In addition, JCSD is in the process of developing new groundwater production wells; which will provide approximately 9 to 11 MGD of supply. Collectively, these new facilities represent a significant increase of approximately 33%, in the District's water supply capabilities. These projects will provide increased supply capacity, reliability of production, and accommodate anticipated growth. As a result of further analysis, staff is recommending that the development of the assets be split into two different phases, each consisting of two wells each.

#### **1.5 Water Connections with Neighboring Agencies**

Connections with other agencies allow the District to meet current and future demands as well as demands in an emergency. Currently, the District has connections with Rubidoux Community Services Districts (RCSD) and Norco. In addition, the CDA provides opportunities for water exchange with all six other CDA retail agencies. The District is seeking further opportunities for both physical connections and water exchange agreements. Further discussions with RCSD indicate increased water supply availability than initially anticipated (seasonal in nature). Staff has acquired property and is nearing completion of the design.

### **1.6 Capital Repair and Replacement (R&R)**

In order to optimize system reliability, the District finances Capital R&R through the water rate structure. The District's Well 17/18 IXP facility, improving the reliability of water blending, is an example of current project enhancements. The contracted scope of work includes SCADA telemetry improvements, conductivity meters for blending operations and resin regeneration and facility security improvements. The work scope incorporates all recommendations provided by the California Department of Public Health (CADPH) personnel.

### **1.7 Recycling Programs**

Recycle programs make beneficial use of highly treated wastewater and reduce the reliance on potable water sources. The District is funding an engineering study to evaluate utilization of recycled water from several sources. Elements of the study are to evaluate the potential to serve parks, landscaping, golf courses, and other intermediary users, conversion of existing storage reservoirs to recycled storage reservoirs, preparation of a feasibility level design of facilities and associated costs required to utilize available recycled water, identification of current landscaping demands, review of the recycled water master plan elements, determine potable water demand offsets, quantify the estimated revenue from recycled water sales and provide a characterization of the operational reliability of operations. Next steps for implementation will rely on our success with acquiring funding including the District's pending grant applications.

### **1.8 Chino Basin Water Recharge Program**

The strategic plan clearly identifies sustainability of groundwater production as a priority. The District is actively participating in the Chino Basin Recharge Master Plan Update as well as analyzing individual studies and project development. The Plan is required by the Court Order approving the Peace II Agreement (2007), the Chino Basin-Judgment (1977) and the Peace I Agreement (2000).

While quite technical in nature, the core goal of the recharge master plan is to address how the Chino Basin will be managed to secure and maintain Hydraulic Control and operated at a new equilibrium at the conclusion of the period of operation. This plan must reflect an approximate schedule for planning, design, and physical improvements to provide reasonable assurance that following the full beneficial use of the groundwater withdrawn in accordance with the Basin Re-Operations and authorized controlled overdraft, that sufficient replenishment capability exists to meet the reasonable projection of desalter replenishment obligation.

### **1.9 Infrastructure Support from Information Technology**

Information Technology will be a key partner with JCSD Operations to ensure that water supplies of high quality and quantity are available for existing and future customers. IT will be involved in the Supervisory Control and Data Acquisition (SCADA) improvements necessary to develop a communications and network infrastructure that is scalable and secured for Water & Sewer Operations, as well as assisting in the maintenance and recovery plans of such hardware and related software. This SCADA initiative started in fiscal year 2009-2010 and will run through fiscal year 2013-2014.

### **1.10 Business Application Support from Information Technology**

Other areas of IT support will be focused on implementing and supporting enterprise business application solutions such as Enterprise Resource Management (ERP), Electronic Content Management (ECM), Computerized Maintenance Management System (CMMS) and Geographic Information System (GIS). An ERP system will replace the existing financial system to allow more functionality and reliability for utility billing, payroll, human resources, budgeting, accounting and finance. An ECM system will expand the current imaging process of the District into a more inclusive system to manage electronic documents, in the areas of records retention, web content and collaboration. A CMMS will give Operations the ability to maintain an

inventory database for asset management and GIS will help to capture, store, analyze, manage, and present geographic data for the District's infrastructure. . ERP is slated to run through fiscal year 2014, ECM will begin fiscal year 2010-2011, CMMS is expected to be started fiscal year 2012-2013 while GIS will be completed by fiscal year 2013-2014.

### **1.11 Resource Plan**

In order to meet future water resource needs and to be able to finance these needs, comprehensive and ongoing resource planning must be undertaken. Because of water resource limitations and the rising cost of water resources, this planning must be undertaken more comprehensively than before because some of these resources will take significant time and financial resources to develop (e.g., water recycling and water demand management). This planning would determine existing water demands by customer segment (i.e., residential, commercial, industrial and open space) and by residential customer patterns and trends that may differ in different geographic areas (e.g., Eastvale, Glen Avon, Sky Country, Indian Hills) due to different factors such as lot size, age of development (newer homes have plumbing in conformance with water saving fixtures), response to retrofit, demographics, etc. Water demand projects will be made for each customer segment based on consumption patterns over multiple years. Alternatives to meet those demand projections will be identified and alternative plans; including financial plans and communication plans will be prepared to successfully develop a comprehensive water resource plan. The Resource Plan development is subject to adequate staffing both in expertise and time availability.

## 2.0 SEWER

**Objective:** *The objective is to provide adequate sewage collection and partner with others to treat and dispose of the wastewater to meet the needs of existing and future customers in a manner consistent with regulations.*

**Strategy:** *We will do this by prudent planning and maintenance techniques, analysis and financial strategies to maintain adequate capacity.*

### 2.1 Sewer Master Plan Implementation

The Sewer Master Plan is a planning tool that provides the District an updated technological base upon which the staff and ultimately the Board of Directors can make policy decisions regarding the management of our sewer facilities that are best suited to the political, economical, financial, legal, social, and environmental condition of the service area. The Sewer Master Plan will provide a program to provide for the construction of sewer transport, treatment, and effluent disposal facilities for the District's service area. To implement the Sewer Master Plan the challenge is to develop a viable and effective financial program utilizing a revised District sewer connection fee and other sources (i.e. private, State and Federal), as available.

The Sewer Master Plan will include the development and consideration of methods offering reclamation and reuse of plant effluent within acceptable regulatory requirements for beneficial use such as groundwater recharge, landscape irrigation, stream flow augmentation, recreational impoundments, agricultural irrigation and industrial reuse. The total estimated project cost range is between \$51 Million and \$61 Million.

District Staff and Albert A. Webb Associates engineers completed a Master Sewer Plan Addendum No.2 (December 2009) which included alternatives for the delivery of flows to the City of Riverside's Wastewater Treatment Plant (WWTP), and analysis of



the Plant 1 Tributary Trunk Sewers to consider which segments need to be replaced and a discussion concerning alignments.

Subsequently, the Board of Directors recently adopted the 2011 Sewer Master Plan and Program EIR thereby allowing the significant construction.

Major sewer related projects planned in the current Sewer Master Plan are listed below.

- **Jurupa Trunk Sewer:**  
Estimated Cost: \$6.82 Million  
Estimated Completion: 2011 - 2013 and FY 17-18 (Phased)
- **Bain Street Trunk Sewer:**  
Estimated Cost: \$1 Million  
Estimated Completion: 2010 - 2014 (Phased)
- **Van Buren Bridge Sewer/Recycle Water Lines:**  
Estimated Cost: \$2.4 Million  
Estimated Completion: 2011 (In progress)
- **Area "B" Sewer project on Bellegrave Avenue**  
Estimated Cost: \$13.4 Million  
Estimated Completion: Development driven
- **Florine Lift Station**  
Estimated Cost: \$2.9 Million  
Estimated Completion: Construction in progress, completion 2011
- **Pyrite Creek Projects:**  
Estimated Cost: \$17.4 Million  
Estimated Completion: 2014 (potential SRF Funding)
- **Forcemain from City of Riverside to WWTP:**  
Estimated Cost:  
\$21.54 Million  
Estimated Completion: 2014

## 2.2 Facilities Maintenance

Maintaining reliable wastewater systems has been identified as a major part of the District's vision. The District will perform predictive and preventative system evaluation and maintenance to ensure that the sewer system conveys the wastewater to the treatment plants in a cost effective manner without sanitary sewer overflows. This will require refinement of the District's current paper based maintenance system to a computer based maintenance management system. This will apply to all elements of the sewer system – pipelines, lift stations and equipment. These annual programs will include maintenance/inspection schedules as follows:

- Video Inspection
- Root Control Program
- Lift Stations
- Metering Station
- Line Cleaning
- Industrial Waste Inspection (FOG Program)

## 2.3 Assure Adequate Treatment Capacity

As the number of customers increase, the District will provide adequate treatment capacity. The District currently operates three separate collection systems with approximately 300 miles of sewer pipes and conveys the wastewater to external agencies for treatment as follows:

- **City of Riverside Plant Capacity:**

The District owns 4 MGD capacity at City of Riverside and is expected to need another 1 MGD at buildout. Staff is analyzing whether to acquire an additional 1 MGD of sewage treatment capacity at the City of Riverside or potentially re-design and activate the Indian Hills Treatment Facility.

- **Western Riverside County Regional Wastewater Authority Treatment Plant Capacity:**

The District owns 3.25 MGD capacity at WRCRWA and is expected to need an additional 2.5 MGD at buildout. The technical group is working on projects to modify

the existing facility to meet the current design capacity and potential expansion of the facility with the District acquiring an additional 2.5 MGD of treatment capacity.

Significant design efforts are underway at the WRCRWA TAC level with retention of Carollo Engineers as the lead designers. There have been multiple design meetings and financial analysis is underway.

• **Inland Empire Brine Line (IEBL) Capacity:**

The District owns approximately 3.5 MGD of pipeline transmission capacity and .9 MGD of treatment capacity in the Inland Empire Brine Line system. Additional treatment capacity is potentially needed and is dependent on future facilities development.

## **2.4 Develop and Implement SSMP**

The SSMP is a California regulatory requirement that is intended to assure that agencies address the appropriate management and associated financing of prudent maintenance practices of wastewater collection systems. The SSMP is a living document and is subject to required continuous evaluation and refinement. Results of the SSMP evaluation have indicated the need for localized or “spot repair” capital projects. These projects are identified in the Sewer Capital Improvement program (CIP) and are implemented through the “On-Call” construction services program.

## **2.5 Capital Repair and Replacement (R&R)**

In order to optimize system reliability, the District is financing Capital R&R throughout the sewer revenue structure. An example of a current project is the River Road Subsidence Mitigation. This project is needed to address subsidence and sub-grade improvements in order to stabilize the River Road Lift Station Facility. This work includes piping, utilities, and surface level elements. The District is also evaluating sewer mains through video inspection and asset based management principles to prioritize main repairs and replacement in a cost effective manner.

## **2.6 Pretreatment Program**

The District has categorical and significant industrial users that are required by State and Federal regulations to be regulated locally through the District's Pretreatment Program. The District's program monitors dischargers to the Inland Empire Brine Line, City of Riverside and WRCRWA Treatment Plants. Additionally, the Pretreatment Program is responsible for monitoring and reporting the quality of the wastewater discharged to those treatment plants.

Staff anticipates improvements and increased monitoring of the program. Staff will focus on the revised industrial billing procedures which reflect actual pollutant loading as well as flows.

## **2.7 Infrastructure Support from Information Technology**

As in section 1.9 above, Information Technology will be a key partner with JCSD Operations to provide adequate sewage collection and partner with others to treat and dispose of the wastewater to meet the needs of existing and future customers in a manner consistent with regulations. IT will be involved in the Supervisory Control and Data Acquisition (SCADA) improvements necessary to develop a communications and network infrastructure that is scalable and secured for Water & Sewer Operations, as well as assisting in the maintenance and recovery plans of such hardware and related software. This SCADA initiative started in fiscal year 2009-2010 and will go through fiscal year 2013-2014.

## **2.8 Business Application Support from Information Technology**

Other areas of IT support will be focused on implementing and supporting enterprise business application solutions such as Enterprise Resource Management (ERP), Electronic Content Management (ECM), Computerized Maintenance Management System (CMMS) and Geographic Information System (GIS). An ERP system will replace the existing financial system to allow more functionality and reliability for utility billing, payroll, human resources, budgeting, accounting and finance. An ECM

system will expand the current imaging process of the District into a more inclusive system to manage electronic documents, in the areas of records retention, web content and collaboration. A CMMS will give Operations the ability to maintain an inventory database for asset management and GIS will help to capture, store, analyze, manage, and present geographic data for the District's infrastructure. ERP is slated to run through fiscal year 2014, ECM will begin fiscal year 2010-2011, CMMS is expected to be started fiscal year 2012-2013 while GIS will be completed by fiscal year 2013-2014.

## **2.9 Resource Plan**

In order to identify wastewater treatment requirements and to have those treatment requirements on line at the proper time comprehensive and ongoing resource planning must be undertaken. This planning would determine average per connection flows by customer segment (i.e., residential, commercial, industrial) and by residential customer patterns and trends that may differ in different geographic areas (e.g., Eastvale, Glen Avon, Sky Country, Indian Hills) due to different factors such as lot size, age of development (newer homes have plumbing in conformance with water saving fixtures), response to retrofit, demographics, etc. Sewer flow patterns over multiple years will be determined. Projections will be made of flows for each of the three treatment zones. These projections will estimate the future need for additional treatment capacity and estimate the financial requirements for additional treatment capacity. Acquisition of additional treatment capacity is one of the large financial requirements of the Sewer Department and financial plans will be prepared to provide satisfactory financial resources to meet the requirements of each zone.

### 3.0 PARKS AND RECREATION

**Objective:** *Our objective is to provide high quality parks, facilities and recreation programs for the community.*

**Strategy:** *Our strategy to accomplish this is to engage our residents, community leaders and civic organizations to carefully evaluate and meet the community's needs.*

#### 3.1 Substantially Complete the 1998 Eastvale Parks Plan

In addition to the Neighborhood Parks component, which has been completed, the 1998 Eastvale Parks Plan also includes a Community Park component. Land for this facility has been secured and the Eastvale Community Park is currently in the design phase. The improvements to the park site will be accomplished through a phased approach with completion expected by FY 13-14.

#### 3.2 Achieve National Accreditation

The District strives to provide a high level of Parks and Recreation services to the community. In order to assure quality services, the District continually works toward national accreditation from the National Recreation and Park Association. This accreditation provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States. The National Recreation and Park Association is the only national accreditation of park and recreation agencies and is a valuable measure of agencies' overall quality of operation, management, and service to the community. The District has completed the self-assessment during FY 09-10. As a new provider of Park and Recreation services, the department is still continuing to achieve NRPA standards necessary for Accreditation. NRPA's scheduling of the visitation and hearing stages are dependent on the department's continued growth, and work toward meeting all required standards. Results from the evaluation of the self-assessment will help guide the District in future growth and

toward accreditation. Visitation and hearing stages are expected during FY12/13. Further activities are planned, as findings of the self-assessment are made clear.

### **3.3 Maintain Safe and High Quality Parks in an Efficient Manner**

The District is continually seeking to reduce park and landscape operation and maintenance costs while maintaining a high level of services. In 2007, the District opted to consolidate several small maintenance contracts, a move that resulted in lowered costs and enhanced responsiveness.

In FY 09/10, District staff instituted EPEI (Eastvale Parks Excellence Initiative) in an effort to qualitatively track and improve park maintenance operations. Staff plans to hire a full time electrician, to be shared between Parks and Operations, to take responsibility for electrical repairs and improve efficiency and response time for work that is currently contracted out.

The Department will continue on-going training of field staff to take advantage of modern methods of park maintenance, athletic field preparation, and to provide a highly skilled and efficient work force, adding personnel as needed and approved.

Safety within the park system is a priority to the Department. Currently the Deputy that has been contracted through Riverside Sherriff's Department works Wednesday through Saturday which leaves a void Sunday through Tuesday. The Parks and Recreation Department hired a full-time Ranger in April 2011. This addition will increase enforcement visibility on the park sites and reduce the number of occurrences.

### **3.4 Complete the Construction of the Eastvale Community Center**

As identified in the 1998 Eastvale Parks Plan, the District shall strive to provide adequate facilities and sites to serve the recreational needs of the community. Since late 2007, the Parks and Recreation Department has transformed from a Parks

Maintenance Department to a Parks and Recreation Department, utilizing local school sites and outdoor park facilities for recreational programs. Park facilities have also been utilized as reservation facilities for private functions. It is apparent that indoor recreation facilities are needed to provide recreation classes and additional recreational opportunities to the residents on a long-term basis.

During the past year the District has issued Requests for Proposals for the design and construction of a Community Center. Subsequently, the District has contracted with an architect and construction management firm and has purchased land for a Community Center. The proposed Community Center facility will be 34,706 square feet and will encompass some combination of gymnasium, banquet facility, several meeting rooms, kitchen with prep room, classrooms, and office related spaces. The project has recently been approved by the City of Eastvale Planning Commission. Ground-breaking began in May 2011 with construction to begin shortly thereafter. It is the goal of this Department that the Community Center be completed in mid-calendar year 2012.

### **3.5 Meet the Park and Recreation Needs of the Eastvale Area**

The intent of the District Parks and Recreation Department is to meet the recreational and leisure service needs of the Eastvale Community. As directed by the Board of Directors in 2007, the District will take an active role in the provision of recreational and leisure programming in the Eastvale area. Such programming directly impacts the overall physical and mental well being of a community, improves the safety and longevity of facilities, and helps to create a sense of identity.

In order to successfully meet these needs, the department will remain active in local, state, and national associations to stay informed of trends, exchange delivery ideas, and develop resource networks in related fields. Staff has continued to nurture the relationships with the local school district, user groups, and businesses that play a vital role in the provision of services. Staff has also continued to recruit qualified and



motivated employees and instructors to expand on the variety of programming options including after school programs in the Eastvale area. Staff will effectively manage the resources available to ensure that the most reasonable fees are applied to participation and work with sponsors and donors in an attempt to provide options to all residents.

While this goal does not have a clear completion point, staff is making progress in this area through the empirical evidence of positive comment/feedback forms, successful expansion of new offerings, overall participation growth, and the inclusion of previously unreached demographics. A reasonable measure of long-term progress in this area is not expected prior to the opening of the Community Center during FY 12-13. To position itself for long-term success in meeting community needs, the Parks and Recreation Department will build upon these efforts through the development of a Comprehensive Parks and Recreation Master Plan as further discussed in Section 3.7.

During FY 11/12, the Parks and Recreation Dept. plans to coordinate a campaign for improved health and wellness beginning with a joint JCSD/CNUSD project to encourage walking to and from school. The next step is to increase the outdoor activities of families by providing incentives for non-automotive transportation and providing additional opportunities to interact with the natural environment.

### **3.6 Develop Parks and Recreation Master Plan for the Eastvale Area**

The Comprehensive Parks and Recreation Plan for the Eastvale Area is a Master Plan for the development and sustainability of park sites under the jurisdiction of the Jurupa Community Services District. Originally developed in July 1996, the plan was last updated in 2004. However, in order to more accurately reflect the current needs and desires of the community and to meet national standards, a new Plan will need to be developed.

Recently conducted Eastvale resident surveys, national standards for number of parks and recreation facilities per resident, and staff input will be used to update the

master plan. It is anticipated that the Department may need to contract with an outside entity to conduct a comprehensive objective needs assessment. Additionally, input will be garnered from residents at community meetings throughout the process to ensure an adequate representation of the overall community. To this end, the Department has formed a Citizen Advisory Board to assist in the providing feedback to ensure community involvement and quality services.

### **3.7 Partner with Other Agencies**

The District Parks and Recreation Department's mission is to efficiently and effectively utilize available resources in the development and maintenance of quality park facilities and provide safe, fun and diverse recreational opportunities that enrich the quality of life for residents and visitors alike. In alignment with this mission, the District must continue to partner with a wide variety of individuals and organizations. The District currently partners with schools in the area to provide a Kids Zone recreation program which includes after school, before school and off track programming at Rosa Parks and Clara Barton Elementary Schools. The Parks Department also partners with most of the local schools in Eastvale to provide the community additional recreation programs and leagues. Additionally, the Department has partnered with residential groups to provide community events, and has worked with neighboring parks and recreation departments to gain insight to best practices. The District is also working with Riverside County to prevent duplication of services in the Eastvale area and to ensure that available resources are used efficiently and effectively. The goal of the District is to continue to strengthen these partnerships and to develop new ones by:

- 1) Expanding community outreach with residential groups and surrounding area parks departments with established contacts for each agency;
- 2) Continuing to grow relationships with local schools to provide before, after, and off track programming for Eastvale residents at Clara Barton, Rosa Parks and Eastvale Elementary Schools;

- 3) Taking a lead role in developing a community-wide movement toward increased physical fitness and improved health and wellness;
- 4) Developing Community Advisory Board to identify areas of community outreach to solicit assistance for and assign resources from the department's volunteer program;
- 5) Identifying the roles of respective agencies through combined research; and
- 6) Initiating regular meetings with county and community agencies to build relationships and communicate strategies.

## 4.0 PARTNERSHIPS

**Objective:** *Our objective is 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, supporting a deliberate legislative agenda and participating in professional associations.*

### 4.1 Represent the needs of the District at all appropriate JPAs, including Western Riverside County Regional Wastewater Authority (WRCRWA), Chino Basin Watermaster (CBWM) and Chino Basin Desalter Authority (CDA)

The District's overall Mission is best served through beneficial collaborations. Currently high level District staff attends all relevant meetings to represent the District's interests and needs.

The District will work on both maintaining existing and developing new regional relationships to result in timely regional planning efforts in furthering the District's Mission and Vision. Staff will provide updates to the Board to articulate the major elements, opportunities and actions of outside agencies, and agendas and meetings as they emerge.

For example, staff will support the implementation of the Chino Basin Groundwater management program to maximize local groundwater supplies consistent with the Optimum Basin Management Plan (OBMP) and Peace I and II Agreements.

With the expansion and growth of the existing JPAs, appropriate involvement and technical engagement is required. JCSD needs to be fully represented at the JPAs to secure and protect our assets in these million dollar investments.

### 4.2 Mutual Aid – ERNIE and County

On October 27, 2008 District became a member of the Emergency Response Network of the Inland Empire (ERNIE). ERNIE facilitates public agency preparedness for, response to, and recovery from local and regional disasters to ensure the delivery

of critical public services through mutual aid, communications and compliance with state and federal emergency standards. Membership in the ERNIE Mutual Aid Agreement offers the District a broad base of support in materials, equipment and manpower from other local water and wastewater agencies during damaging or destructive events. ERNIE also benefits the District by providing a collaborative approach to emergency preparedness and management resources, training and equipment acquisition.

**4.2.1** The Riverside County Office of Emergency Services (OES), acting as the Operational Area, coordinates emergency activities within the County of Riverside by augmenting (not replacing) any member jurisdictions emergency operations. It also serves as the communications link between the Regional, State and Federal Emergency Operations Centers, and the Operating Centers of Riverside County Operational Area member jurisdictions. It provides a primary point-of-contact for information on the emergency situation, as well as resource needs and priorities. As a member jurisdiction in an ongoing partnership with Riverside County OES the District receives access to critical resources in preparing for, responding to and recovering from extraordinary emergencies and disasters.

### **4.3 Regional – WMWD and SAWPA**

Successful regional relationships with surrounding agencies enhance the Mission and Vision of the District. Staff will work on assuring development of successful regional relationships, which will increase the District's visibility and interests. Staff will develop communication tools to communicate District activities and needs to SAWPA and WMWD. Frequent and ongoing interaction with these agencies will maximize the potential for cooperative programs for sharing resources. The District will utilize conservation programs made available through WMWD that best pertain to the District's needs and ability to implement. The District will participate as much as permitted with SAWPA in developing and implementing integrated watershed

management within the District. The District will participate as much as allowable in the “One Water-One Watershed” process.

#### **4.4 Political – County Supervisors, State Legislature, Federal Legislature**

Staff will actively promote and fund budget for staff and Board Members to attend outside association meetings and conferences. The District will make every effort to seek election of its representatives to the governing Boards of any appropriate associations. The District’s Vision of a Legislative Platform, updated annually by the Legislative committee, will support the Mission and Vision of the District and enhance the District’s Legislative position. The District will support/oppose legislation that impacts the service area and our projects and programs. When we strengthen our relations with State officials and agencies, it will enable the District to have better opportunities to provide information on our objectives, communicate the need for funding and to solicit support for securing State funding for local and regional projects and programs. Staff will work with consultants to apply for funding from regional, State and Federal sources in supporting construction of new facilities, expansions, partnerships and joint projects. The District will strive to be a leader in water policy issues by maintaining and participating in leadership roles on various associations. Beneficial partnerships on common issues will be pursued to support the District’s goals and objectives.

Staff will work with the City of Eastvale and City of Jurupa Valley on common projects within our service area to enhance the services provided to all of our residents. Staff will provide the new cities with information regarding the services provided by the District.

#### **4.5 Community Groups – Chamber of Commerce, Volunteer Groups, Professional Associations**

Staff will be assigned to attend other local agency meetings to deliver District updates and receive input. Staff and Board will actively participate in leadership roles in

professional, industry and community organizations. District employees will be encouraged to represent the District positively to the public, and they will be provided with the information to do so. Outside community groups will be engaged proactively. The Board will provide regular forums for public comment and hold informal meetings/workshops in the local communities.

#### **4.6 Regional Coordination on Public Infrastructure**

The District commonly works with regional agencies (such as the County of Riverside) in coordinating and scheduling construction activities. The District has set aside a budget to address the need for relocation and/or adjustment of District facilities necessitated by the construction of regional infrastructure projects (e.g. grade separations, street improvements, and various economic development betterments). The District will continue to be responsive to the request of regional agencies by providing utility information, marking utilities and coordinating construction activities . The District will expand its collaborative role by partnering into contracts that provide mutual benefit to multiple agencies and disciplines (e.g. including district facility adjustments into a county of Riverside Street improvement Project) through this type of partnership, public monies are spent more efficiently and public disruptors (e.g. traffic impacts) are minimized by addressing multiple facets of a public infrastructure project at this time.

## 5.0 PERSONNEL/ORGANIZATION

**Objective:** *The objective is to sustain a high performing, motivated, and goal oriented workforce and an organization that adapts to a changing business environment and evolving customer expectations.*

**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 all while ensuring a safe and secure workplace.*

For an organization to succeed, it is very important that the organization's employees play a key role. This does not only refer to employees doing the best job possible, but it also means that every employee must be right for the job that they are doing. What this translates into is that every employee who is working at his or her own position is the best possible candidate for that job. In order to achieve the best possible workforce the Human Resources Department will need to implement strong programs and policies, retain good employees, and provide and develop areas of professional growth for employees.

### 5.1 Employee Orientations

New employees are a significant positive asset to the District. A new program has been implemented to provide new employees with all necessary information welcome them and help them to be productive immediately upon employment. The District's expectations for job performance and employee conduct are made clear. The orientation provides an overview of the work environment, policies and procedures. It includes planned introductory activities, division/department level briefings and interaction, certain cross-training aspects, while assuring that the proper tools are in place for new employees as well as all necessary and typical orientation information and methods. It will be reviewed annually to make sure that it remains current with industry standards and practices and also to improve where needed.



## 5.2 Recruitment

Recruiting a productive and motivated workforce is an important and emerging priority for the District. Staff will continue to work to optimize and formalize the external and internal recruiting, selection and hiring processes. This is particularly important due to changes in staffing which may occur due to retirements, economy and other issues, and to help fill vacancies with high-performing, motivated, and goal-oriented personnel.

Keeping this program current will include the following actions:

- Continued assessment of identified and potential staffing needs
- Continued evaluation of District recruitment policies, processes and practices
- Examination of current and new methods of recruiting
- Continued assessment of hiring processes and procedures
- Training to ensure interviewing methods are effective and consistent
- Policy and program Development, as needed, to address new programs (ex: hiring minors )

Once the right staff has been recruited, they will be supported and developed, so that we can retain a highly skilled workforce.

## 5.3 Employee Retention and Succession Planning

Employee retention and organizational succession planning is critical to the long-term health and success of the District. Retaining the best employees fosters increased customer satisfaction, long-term consistent productivity, and an overall harmonious working environment. Staff will continue to provide the best possible benefit programs, training opportunities and safe working conditions in order to optimize retention and succession of the District workforce.

To move forward with the program the following actions will continue to be incorporated:

- Improve quality of new hires (see 5.2 Recruitment Program).

- Continue to assess staffing needs and review the workforce for succession planning indicators.
- Identify high performing employees and develop for potential growth opportunities and succession within the District.
- Identify critical responsibilities of first-line supervisors and provide appropriate training  
Increase training opportunities in order to improve employee skill set and help plan for succession opportunities.
- Identify underperformers and develop programs to clearly define the requirements of the position and what is required, and give feedback to employee when not meeting those requirements.
- Exit interviews will continue to be used to gather data for improving working conditions and retaining employees.
- Continue to meet employee needs through quality and relevant benefit programs in order to attract and retain a workforce that is highly motivated and skilled.

#### **5.4 Training and Development**

A knowledgeable staff, trained in the necessary skills helps to create an effective workforce, is important to long-term productivity. Staff will work to create and promote an environment that values development, diversity, productivity and growth opportunities by implementing employee-training programs, policies and goal-oriented evaluation programs.

The District will continue to develop an efficient and productive workforce, Human Resources will continue to seek and utilize training programs for employee development.

Supervisory training is a major part of this program and Supervisors/Managers will continue to be trained in the proper use of the performance management system

employed by the District. In addition, supervisors/managers will continue to receive training in performance management, as well as employee communication, dealing with difficult situations, team building, employee hiring, discipline and termination procedures and more.

Information Technology will be able to assist in employee training and competencies by providing Computer Based Training (CBT) and online training using an Intranet as the portal for distribution. The introduction of an Intranet will provide for employee communication programs along with a medium for collaboration among employees as well as training.

## **5.5 Employee Communication**

Effective channels of communication between management and employees are crucial to ensure that important information is available both to and from employees. Community Affairs addresses internal communications with an employee newsletter and through organizing monthly breakfast with the GM events. .

Human Resources will continue to develop tools and programs to address employee communication throughout the organization to aid in early discovery and quick resolution of employee relations problems and issues. Staff will make sure that concerns and ideas are heard and properly vetted with management.

The current plan includes general staff meetings, employee recognitions, wellness event, suggestion boxes, strategically placed bulletin boards, implementation and utilization of the intranet with a Human Resources page to increase the availability and access to forms, policies, training and events and will partner with the District Safety team on a Safety committee and tailgates to help keep employees involved and informed.

## **5.6 Employee Safety and Well-being**

The District will continue to strive to ensure the safety and well being of all employees. Employee safety is a top priority. Every job function at the District is critically important and when an employee is injured, both the employees and the District pay heavily. Staff will continue to develop strong safety programs and training, facility and process inspection checklists and hazard remedial programs. Human Resources will partner with the District Safety Team to ensure compliance in all employee related safety matters. Staff will assess benefit and wellness programs to make sure the District keeps up with current best practices and will hold a Wellness Event annually. The District will also continue to represent employees, retirees, and Board members with benefit issues. Information Technology can assist the maintenance of the District Safety Program by providing the tools to track Safety training and ensure regulatory compliance.

## **5.7 Staffing Plan**

To best support the future needs of the District, a Staffing Plan has been developed. This plan will help support a strong operational and organizational structure in response to the operational, technical and administrative needs of the District. The staffing plan provides the Board and managers with a strategic basis for making human resource decisions. It allows managers to anticipate change and to provide strategic methods for assessing the present and addressing anticipated workforce issues relative to the District Vision. Currently, there are areas within the District where the workload is continually increasing that cannot be met due to gaps in the workforce. Staff has determined the potential resources pool by assessing existing staff, the need for potential new staff and contracted services in making sure that the Board's vision through District projects, tasks and commitments can be met on a proactive basis and not a reactive basis. In order to attain this goal, Human Resources has developed practices for staffing analysis when filling a vacancy and for the Annual budget process. In both cases, Human Resources will be an integral part of the development of job duties as they pertain to departmental needs,

classification surveys to ensure competitive salary and benefits, and subsequent filling of District vacancies.

### **5.8 Evaluation and Performance Management Program**

It is clear that staffing levels and performance expectations will be directly affected by the actions, projects, tasks and initiatives that are outlined over the next five years in this Strategic Plan.

There is a direct linkage between employee performance and the successful achievement of Strategic Plan goals and objectives. In order to ensure that goals are consistently met in a timely, effective and high quality manner Staff will ensure that Performance Management remains prominent factor for the District workforce.

The District evaluated the Evaluation and Performance management program and processes. Feedback from this assessment resulted in an integration of strategic plan elements and clearly defined development plans in order to evaluate performance.

The use of technology has increased the efficiency and effectiveness of the program to better track changes in employee work performance and allow for the appropriate response either with recognition or intervention.

There will be continued periodic reviews of the evaluation and performance management program to ensure that the process maintains effectiveness and to ensure consistency between District goals and objectives, Strategic Plan elements, and the mission of the District.

## 6.0 ADMINISTRATIVE MANAGEMENT

**Objective:** *The objective is to ensure ethical, sound governance and management of the District.*

**Strategy:** *We will accomplish this by proactively managing organizational knowledge, being responsive, consistent and accountable to our public through effective policies and procedures while adapting to the evolving needs of the organization.*

### 6.1 District Policies and Procedures

Many new laws and regulations, which affect the District, are adopted every year. This results in the need to evaluate and upgrade policies and standard operating procedures. In addition, the needs of our community, Board and employees are constantly changing and the District must be receptive and flexible to this need. The District's Vision states that policies will be refined to better reflect the complexities of our service area.

Staff will identify areas where the Board can upgrade and/or adopt new policies to provide guidance, enhance services, improve efficiencies, maximize decision-making, and provide a system of communications to increase awareness of District issues.

Staff will develop a yearly policy review schedule to assure that policies are current, relevant, and comprehensive. As policies are adopted or revised, policy binders for key District staff, as identified by Department Directors, shall be updated.

### 6.2 Records Retention

In order to keep accurate records and easy retrieval of District documents, along with condensing the current hard copy storage of archives, it is necessary to have an efficient Records Retention program.

Within the Fiscal Year 11-12, Records Retention will:

- Implement a new Records Management System;
- Provide detailed training on the new system to all intended users; and
- Provide a reliable and user friendly method for District employees to manage all records, ultimately resulting in increased participation and a thorough record system.

A Records Retention Policy will be revisited each year by District's Legal Council to keep the District updated on the change in laws pertaining to public agencies and the retention of records. Records Management will be part of the Enterprise Content Management (ECM) initiative (6.4).

### **6.3 Customer Service**

The District strives to serve all elements of the community to the best of our capability and to provide the best value. We conduct our activities to identify the needs and expectations of our customers and to make every effort to meet those needs. The Department strives to provide the most value to its customers for the services provided, as well as efficient processes for developer projects as expressed in time and actual costs. The District strives to continue to improve Customer Service by continuing education and training to all Departmental employees.

### **6.4 Enterprise Content Management**

Enterprise content management systems combine a wide variety of technologies and components, the primary functions being:

1. Capture
2. Manage
  - a. Document Management
  - b. Collaboration
  - c. Web Content Management

- d. Records Management
  - e. Workflow/Business Process Management
3. Store
  4. Preserve
  5. Deliver

Information Technology will lead the development of ECM for the District to introduce workflow efficiencies in capturing electronic information for searching, retention, archiving and business decision-making.

### **6.5 Develop Intranet Site**

The intranet is a vital technology and communications tool that is used by all employees to share information, to store forms used by each Department such as check requests, timesheets, etc., to post news and to meet the information needs of the entire workforce. An Intranet must be built within our systems to securely share this information within our organization. Additional budget and staff resources will be needed for this yearlong development process, and then to also maintain timely content after the system is introduced. This is an interagency collaboration that will require participation by all departments. Information Technology will develop Intranet services using Microsoft's Sharepoint Server product.

### **6.6 Build Public Information Program**

Community Affairs implements programs designed to enhance the annual JCSD Strategic Plan, using tools and programs such as media relations, news releases, website content updates, special events, community relations, collateral materials, and community newsletters.

As the Public Information Program continues to build, the goals are to develop a clear identity of the District and to build a positive image and awareness of the District throughout the service area, and with other government agencies. The public



information program will also develop community outreach tools to educate the public about the District's services for water, sewer, conservation and parks.

### **6.7 Enhance District Website**

An organization's website is vital to provide timely information for a variety of customers, as well as providing web-enabled services that add to the online experience. Identifying and implementing such web friendly improvements will enhance the District's website to support the customers' online needs.

Information Technology will coordinate with business units to develop current web technologies to promote the District's web initiatives in providing an avenue to deliver information to the community more accurately and readily. For example, the introduction of web micro sites will supplement the District's core website can be used for community outreach programs, such as water conservation.

Other examples to enhance the District website can take form in self-service web applications for customers to subscribe to notifications registrations to create personalized web pages, interactive online maps using Geographic Information System technology, document search and retrieval using an Electronic Content Management system and can even extend into the interactive and collaborative a features of social networking. As web technologies evolve, so does the need to improve on online content and services delivery and as such, this initiative will be an ongoing endeavor.

### **6.8 Ethics Training**

AB 1234 requires that each Board Member receive ethics training by law. Each Board Member shall receive at least two hours of training in general ethics principles and ethics laws according to AB1234. Staff will arrange for this training.

**6.9 Facilitate Board Process Development**

As Board Member's positions on the Board rotate on a yearly basis, there is a need to continually evaluate the presentation of Board/Committee information. Staff will conduct a yearly survey of Board Members needs and issues. Staff will strive to continually improve the content of Board/Committee packages and their presentation. Staff will evaluate the layout, format and presentation of Board and Committee packages and develop new standards/templates as needed.

**6.10 Annual Update of the District's Strategic Plan**

It is essential that the District utilize the Strategic Plan as an annual planning tool. An annual review, in coordination with preparation of the annual budget, will allow for regular maintenance of the Plan so that it reflects the actual progress and needs of the District. At an annual workshop, the Board and staff will review the Strategic Plan and assess the need for any changes or additions and extend the Plan keeping a five-year focus.

**6.11 Evaluate Recycling and Energy Conservation Practices**

As part of the District's Vision, the District will develop programs and systems to do our part in protecting the environment and incorporate "green" technologies in our service area. Staff will evaluate and enhance our recycling, and energy conservation practices within the District and at District properties to assess the improvement of the District's recycling, energy conservation, resource utilization and related practices.

For instance, Information Technology can work with vendors and suppliers in the procurement and installation of 'green' equipment and technologies to reduce power consumption and to ensure proper disposal of electronic waste. This will be an ongoing initiative.

## 6.12 Emergency Preparedness and Response

To ensure efficient, effective, and integrated response to potential and/or actual emergencies and disasters, and to facilitate Jurupa Community Services District's preparedness for, response to and recovery from local and regional disasters to ensure the delivery of critical wastewater services, "The Emergency Preparedness and Response Program" (EPRP) will lead Jurupa Community Services District in comprehensive emergency management including: planning and preparedness, response and recovery, and mitigation of natural, manmade, and accidental incidents of high consequence.

The District's Emergency Preparedness and Response Program (EPRP) goal is, in times of crisis, to effectively bring every available resource to bear against the problem. Accomplishing this task requires multifaceted, interdepartmental and inter-agency cooperation, and the resolution of complex operational, legal, legislative and administrative issues. The District is committed to working with local jurisdictions, the state and federal governments, community-based non-profit organizations, private industry, and our Customers to ensure that this goal is achieved.

Information Technology will also provide guidance and support for emergency planning during the design, installation and configuration of the communications and network infrastructure for the Emergency Operation Center (EOC), as well as participating in the selection and implementation of an EOC software solution. Timeline will be driven by the District's Emergency Preparedness group.

## 7.0 FINANCES

**Objective:** *Our objective is to manage public funds to assure financial stability, prudent fiscal management and demonstrate responsible stewardship.*

**Strategy:** *The District will ensure that adequate financial resources are available to fund current and future demands, utilizing funds to maximize value to the customer.*

### 7.1 Reserve Policy Implementation

A reserve policy incorporates strong fiscal management values. Such a policy includes the identification of various reserve needs such as working capital, repair and replacement, debt service, rate stabilization, CIP, and post employment retirement obligations. The development of this plan requires the revenue plan to be in place and a Board approved reserve policy.

### 7.2 Finance Plan for Each Fund

A strong finance plan assures financial stability and funds availability for capital projects and operational growth. The plan will incorporate debt management and timing as well as pay as you go aspects. The plan must also assure that the resources for non-enterprise activities such as parks, landscape maintenance, graffiti abatement and street lighting will be sufficient to meet the needs of the District for a five-year timeframe and identify potential shortfalls to allow for adjustment of these plans. The financial plan will include a revenue plan to ensure that there are adequate financial resources available to meet the District's financial obligations and allow for replacement, system betterment and regulatory requirements, and incorporate the facilities Master Plan for Water, Sewer and Parks. A fair and equitable Rate plan will be developed periodically that generates adequate revenue for the District's various operating and capital needs.

### **7.3 Budget Development and Communication**

District Management will promote prudent fiscal management through proper communication of the budget to both employees and Board members. Annual Budget information will be incorporated into communication areas to ensure that all District employees are aware of the budget and what it contains. Monthly "Budget vs. Actual" reports will be prepared for the Board and will also be distributed to employees.

### **7.4 Five-year Capital Budget**

A five-year Capital Budget (annually updated) is integral to sound financial planning, debt management and reserve development. In coordination with the Engineering and Operations departments, District management will prioritize Master planned facilities, Capital replacement and Capital (equipment) Outlay requirements over a five-year period for planned cash and debt management. In addition, a 20-year plan was developed through the financing efforts for the 2010 COP bond issues.

### **7.5 Development of Financial Management System**

The District's current financial management (software) system has been in place for over twenty-five years. The system was custom developed for the District at a time when the District's needs were significantly less and could be met by a single vendor/programmer, and financial reporting requirements were less.

This task proposes to develop or replace the financial management system (software) of the District to expedite financial reporting, improve data management, reporting and productivity. This task also includes the review of current processes and implementation of improved processes in coordination with the financial system upgrade. This project will carry over five years from the acceptance of a Request for Proposal or project implementation. The plan will require additional staffing resources during the implementation stages.

Information Technology (IT) will be the technical lead in the development of a Financial Management System solution. As financial practices integrate into other

District areas, the solution may expand towards an Enterprise Resource Planning (ERP) system to support a variety of business functions such as operations, projects, human resources/payroll, and customer relationship management.

### **7.6 Electronic Meter Conversion**

Completion of conversion from manual read meters to electronic meters is important to improve accuracy of billed data and to improve efficiency and effectiveness of the monthly meter reading process. The District recently successfully completed the replacement of the remainder of 25,000 meters and is now embarking upon the replacement of the large meters (1 ½" through 10") for the district's commercial and industrial accounts. Existing manual read meters require a meter reader to lift the meter box lid, take the reading and enter the reading into the hand-held unit.

Electronic meters download their data to a laptop computer as the meter reader drives the streets. The electronic process is much quicker and there are fewer errors. Information Technology will examine the integration of these automated meter reads into the District's other enterprise systems, such as GIS or the Financial Management System. Completion of conversion will take approximately one year.

### **7.7 Utilization of Community Facility Districts**

District management will promote prudent fiscal management through the proper use of the Community Facility Districts for the purpose of providing the parks department with adequate revenues and reserves to operate and maintain the Eastvale area parks and median landscaping in the most economical and cost efficient manner. To provide for the financing of local and regional parks and infrastructure as outlined within the rates and method of apportionment of each Community Facilities District within the region in a manner, which is economically feasible.

### **7.8 Financial Audit**

The District will conduct an annual audit of the District's financial records. The annual audit provides reassurance and transparency of the District's financial management.

A CPA firm provides audit services to the District is reviewed every three years to ensure the District is receiving the most cost effective and high quality audit services.

## 8.0 OTHER SERVICES

**Objective:** Our objective is to provide high quality services in the areas of graffiti abatement, landscaping and street lighting for the entire District service area.

**Strategy:** Our strategy is to set high goals, determine to meet goals with adequate resources and apply our highly qualified and trained staff to implement those goals, and then measure our effectiveness.

### 8.1 Accurately Track and Report Incidents of Graffiti

The Department will accurately track and report graffiti related incidents in an effort to aid law enforcement in the apprehension of perpetrators and the successful prosecution of graffiti related cases. As part of a comprehensive effort to impact graffiti related incidents in the service territory, the District recently purchased and implemented state of the art graffiti tracking technology. This technology provides for the tracking, reporting, and information sharing of graffiti with staff and law enforcement. Staff will continue to receive training and work with vendors to effectively apply these technologies and share the results with law enforcement, the Board of Directors, and partner agencies. During the past year, staff has utilized this tracking technology to partner with local law enforcement in "sting" operations and has been able to provide additional evidence for ongoing cases.

### 8.2 Continue High Level Graffiti Response Times

The District strives to maintain a community of which residents can be proud. The Parks and Recreation Department works to eradicate graffiti in a timely manner, striving to have profane incidents removed within the first six hours of the day that the report is taken, and have all other incidents removed within 24 hours of reporting (not including weekends). In the past year, the department has successfully eradicated graffiti 99% of the time within 24 hours (not including weekends). The department will continue this level of response.



**8.3 Improve Graffiti Education through Community Outreach**

Graffiti outreach is key to helping educate the public about the costs and continuing efforts to provide graffiti abatement for local communities, over and above what the County of Riverside can provide. Currently, the District uses simple collateral materials, signage, the website and newsletter to provide graffiti abatement information. Long-term efforts will include community outreach through public meetings, but would require additional budget and staff to implement.

**8.4 Restore and Maintain the Aesthetic Beauty of the Public Rights-of-Way**

The Department has responsibility for maintaining the aesthetic beauty and overall health of designated rights-of-way through agreements with Riverside County. Staff will provide the highest level of maintenance possible with the resources available by regularly evaluating contractor performance and ensuring compliance with contractual obligations. During the past year the District has issued Requests for Proposals for the ongoing maintenance of the LMD area landscape strips in the Eastvale area. In addition to strengthening the landscape maintenance requirements, the new contract will save the District an estimated \$70,000 annually. Due to plant incompatibility with soil and climate conditions, restoration of certain areas is required. Following the County of Riverside Ordinance for Water-Efficient Landscape requirements, several County Right-of-Way reverse frontages in Eastvale were rehabilitated last year. They include: 65<sup>th</sup> Street between Sumner and Cedar Creek on the north and south sides, Schleisman Avenue between Cedar Creek and Harrison Avenue, Hamner Avenue between Oakdale and 68<sup>th</sup> Streets on the west side, Festival Way and Blossom Way west of Sumner Avenue and 68<sup>th</sup> Street between Hamner and Cleveland Avenues on the north side. Staff will continue developing a plan to accomplish needed restoration in a fiscally responsible manner, aimed at long-term success.

Table 1 –The Strategic Plan “At a Glance”

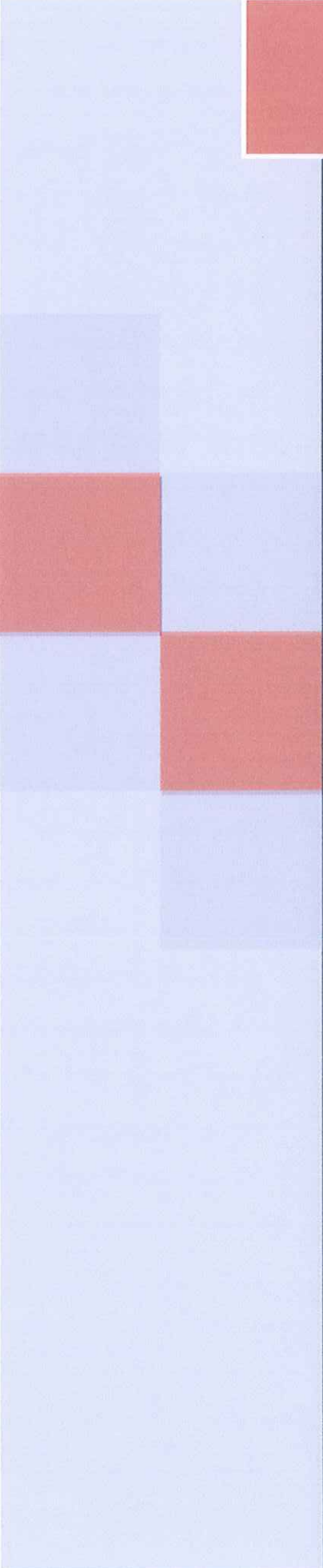
<b>STRATEGIC ELEMENTS</b>	<b>STRATEGIC GOALS</b>	<b>Estimated Completion Date</b>
		<i>Fiscal Year</i>
<b>1.0 WATER</b>	<i>1.1 Water Master Plan Project Implementation</i>	<i>FY10-15</i>
	<i>1.2 System Maintenance Plan</i>	<i>Ongoing</i>
	<i>1.3 Water Conservation Programs</i>	<i>Ongoing</i>
	<i>1.4 New Water Source Development</i>	<i>FY10-13</i>
	<i>1.5 Connections with Neighboring Agencies</i>	<i>Ongoing</i>
	<i>1.6 Capital and Replacement R &amp; R</i>	<i>Ongoing</i>
	<i>1.7 Recycling Programs</i>	<i>FY10/11</i>
	<i>1.8 Chino Basin Water Recharge Program</i>	<i>Ongoing</i>
	<i>1.9 Infrastructure Support from Information Technology</i>	<i>FY13/15</i>
	<i>1.10 Business Application Support from Information Technology</i>	<i>FY14/15</i>
	<i>1.11 Resource Plan</i>	<i>FY10/11</i>
<b>2.0 SEWER</b>	<i>2.1 Sewer Master Plan implementation</i>	<i>FY 10-15</i>
	<i>2.2 Facilities Maintenance</i>	<i>Ongoing</i>
	<i>2.3 Assure Adequate Treatment Capacity</i>	<i>FY10-14</i>
	<i>2.4 Develop and Implement SSMP</i>	<i>Ongoing</i>
	<i>2.5 Capital R &amp; R</i>	<i>FY 10/11</i>
	<i>2.6 Pretreatment Program</i>	<i>Ongoing</i>
	<i>2.7 Infrastructure Support from Information Technology</i>	<i>FY13/15</i>
	<i>2.8 Business Application Support from Information Technology</i>	<i>FY14/15</i>
	<i>2.9 Resource Plan</i>	<i>FY10/11</i>
<b>3.0 PARKS AND RECREATION</b>	<i>3.1 Complete the 1998 Eastvale Parks Plan</i>	<i>FY 13/14</i>
	<i>3.2 Achieve Accreditation</i>	<i>FY 12/13</i>
	<i>3.3 Maintain High Quality Parks</i>	<i>Ongoing</i>
	<i>3.4 Complete Eastvale Community Center</i>	<i>FY 12/13</i>
	<i>3.5 Meet Park and Rec. Needs of Eastvale Area</i>	<i>Ongoing</i>
	<i>3.6 Develop Parks and Recreation Master Plan</i>	<i>FY 12/13</i>
	<i>3.7 Partner with Other Agencies</i>	<i>FY 13/14</i>

<b>4.0 PARTNERSHIPS</b>	<i>4.1 Represent District Needs at JPAs</i>	<i>Ongoing</i>
	<i>4.2 Mutual Aid – ERNIE and County</i>	<i>Ongoing</i>
	<i>4.3 Regional- WMWD and SAWPA</i>	<i>Ongoing</i>
	<i>4.4 Political – County Supv. for State and Feds</i>	<i>FY 11/12</i>
	<i>4.5 Community Groups</i>	<i>FY 10/11</i>
	<i>4.6 Regional Coordination on Public Infrastructure</i>	<i>Ongoing</i>

<b>5.0 PERSONNEL/ ORGANIZATION</b>	<i>5.1 Employee Orientations</i>	<i>Ongoing</i>
	<i>5.2 Recruitment</i>	<i>Ongoing</i>
	<i>5.3 Employee Retention</i>	<i>Ongoing</i>
	<i>5.4 Training and Development</i>	<i>Ongoing</i>
	<i>5.5 Employee Communication</i>	<i>Ongoing</i>
	<i>5.6 Employee Safety and Well-being</i>	<i>Ongoing</i>
	<i>5.7 Staffing Plan</i>	<i>Ongoing</i>
	<i>5.8 Evaluation and Performance Management Program</i>	<i>Ongoing</i>

<b>6.0 ADMINISTRATION</b>	<i>6.1 District Policy and Procedures</i>	<i>Ongoing</i>
	<i>6.2 Records Retention</i>	<i>FY 10/11</i>
	<i>6.3 Customer Service</i>	<i>Ongoing</i>
	<i>6.4 Electronic Content Management</i>	<i>FY11/12</i>
	<i>6.5 Develop Intranet Site</i>	<i>FY11/12</i>
	<i>6.6 Build Public Information Program</i>	<i>Ongoing</i>
	<i>6.7 Maintain Website</i>	<i>Ongoing</i>
	<i>6.8 Ethics Training</i>	<i>Bi-annually</i>
	<i>6.9 Facilitate Board Processes Development</i>	<i>Ongoing</i>
	<i>6.10 Annual Update of JCSD's Strategic Plan</i>	<i>Annually</i>
	<i>6.11 Evaluate Recycling and Energy Conservation Programs</i>	<i>FY 11/12</i>
	<i>6.12 Emergency Preparedness and Response</i>	<i>Ongoing</i>

<b>7.0 FINANCES</b>	<i>7.1 Reserve Policy Implementation</i>	<i>FY10/11</i>
	<i>7.2 Finance Plan for Each Fund</i>	<i>FY 10/11</i>
	<i>7.3 Budget Development and Communication</i>	<i>Ongoing</i>
	<i>7.4 Five-year Capital Budget</i>	<i>Annually</i>
	<i>7.5 Development of Financial Management System</i>	<i>FY 10-15</i>
	<i>7.6 Electronic Meter Conversion</i>	<i>FY11/12</i>
	<i>7.7 Community Facilities Districts</i>	<i>Ongoing</i>
	<i>7.8 Financial Audit</i>	<i>Annually</i>
<b>8.0 OTHER SERVICES</b>	<i>8.1 Track and Report Graffiti Incidents</i>	<i>FY 10/11</i>
	<i>8.2 Improve Graffiti Response Times</i>	<i>FY 11/12</i>
	<i>8.3 Provide Graffiti Education</i>	<i>Ongoing</i>
	<i>8.4 Restore and Maintain Beauty of Public Rights-of-Way</i>	<i>FY 11/12</i>



# The Bear Valley Community Services District Strategic Plan 2012 – 2013

Developed on January 26, 2012

Approved on March 29, 2012

By The Bear Valley CSD Board of Directors  
and Management Staff

John C. Yeakley, General Manager

Facilitated by

Harry Ehrlich, SDA

Project Resource Specialists



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## *Message from the General Manager:*

March 29, 2012

We are now several years into our Strategic Planning program. Our efforts have been successful, due in large part to the leadership of the Board of Directors, the Management Team, and the efforts of every employee of the District. Additionally, we continue to partner with organizations such as the Bear Valley Springs Association (BVSA) to implement our programs.

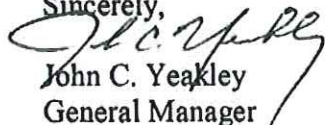
With the assistance of our Strategic Planning Consultant, Mr. Harry Ehrlich, SDA, we have reviewed, revised, and now are presenting the District's FY 2012 – 2013 Strategic Plan. This plan takes into consideration changes in our business and operational plans and programs and includes an objectives component that will assist in measuring our efforts during implementation.

There have been opportunities and changes in our District during the past 3 – 4 years. Even with the difficult economic times we have experienced, there has been no disruption in the essential services which we provide. With our revised Strategic Plan, everyone's continued support, and an effective team effort, we will continue to strive to improve service and effectiveness to our community and customers.

As we navigate through the next several years, it is important to remember that we are working together in supporting our District Mission, Vision and Values to meet our community's needs. Do not hesitate to get involved in achieving our common District Vision and Goals. We, as a team, should be just as interested in each others needs and objectives as we are in our unified District Strategic Plan.

Thank you all for our current successes and helping our District sustain and improve our Strategic Planning efforts.

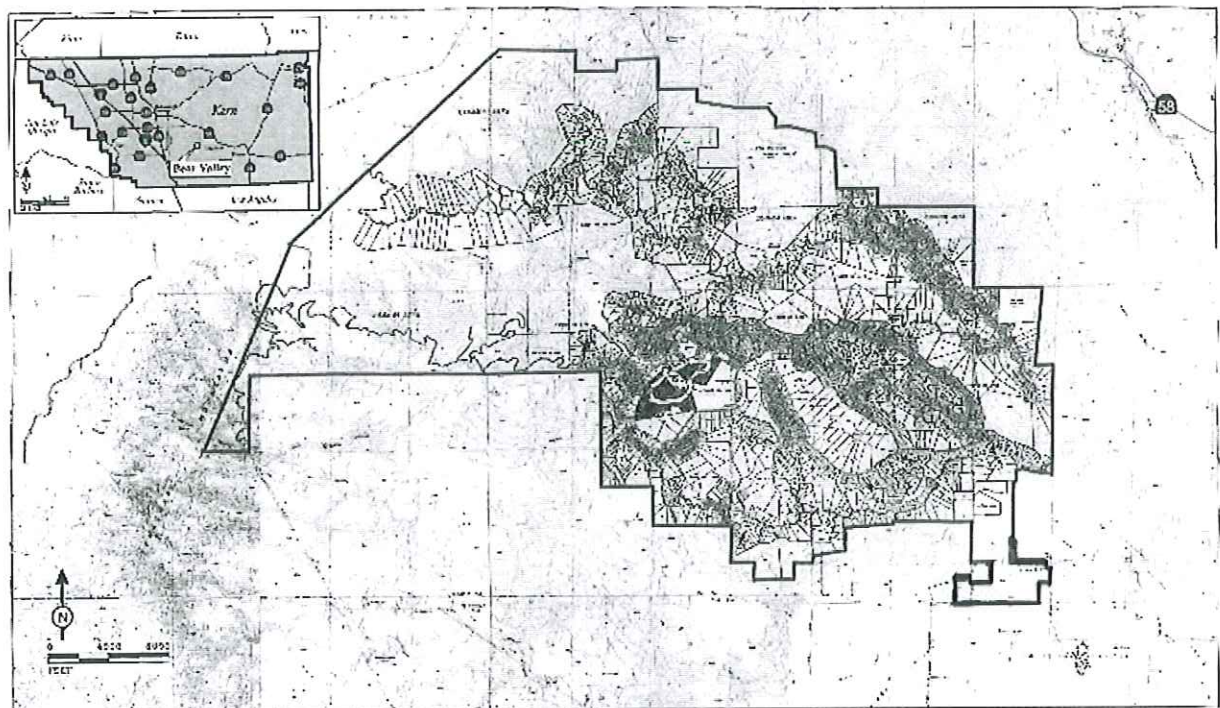
Sincerely,


  
John C. Yeakley  
General Manager



## *The District*

The Bear Valley Community Services District (District) serves the rural area of Bear Valley Springs, Kern County, California. The District was formed on May 4, 1970, under authority of the Government Code Section 61000 et seq. The District provides local government services to approximately 6,500 residents including police protection, parks and recreation, potable water, wastewater treatment, road maintenance, and solid waste disposal.



 BEAR VALLEY COMMUNITY  
SERVICES DISTRICT, INC. 1969



## *Organizational Structure*

The District operates under the governing process of an elected Board of Directors (five members) and an appointed General Manager. The Board is empowered to set direction and authority for the District and the General Manager is delegated authority for day to day operations of the District. The General Manager hires staff and/or contractors to provide the functional services of the District.

### *Board of Directors*

*Mr. Rick Zanutto, President*

*Mr. Al Romano, Vice-President*

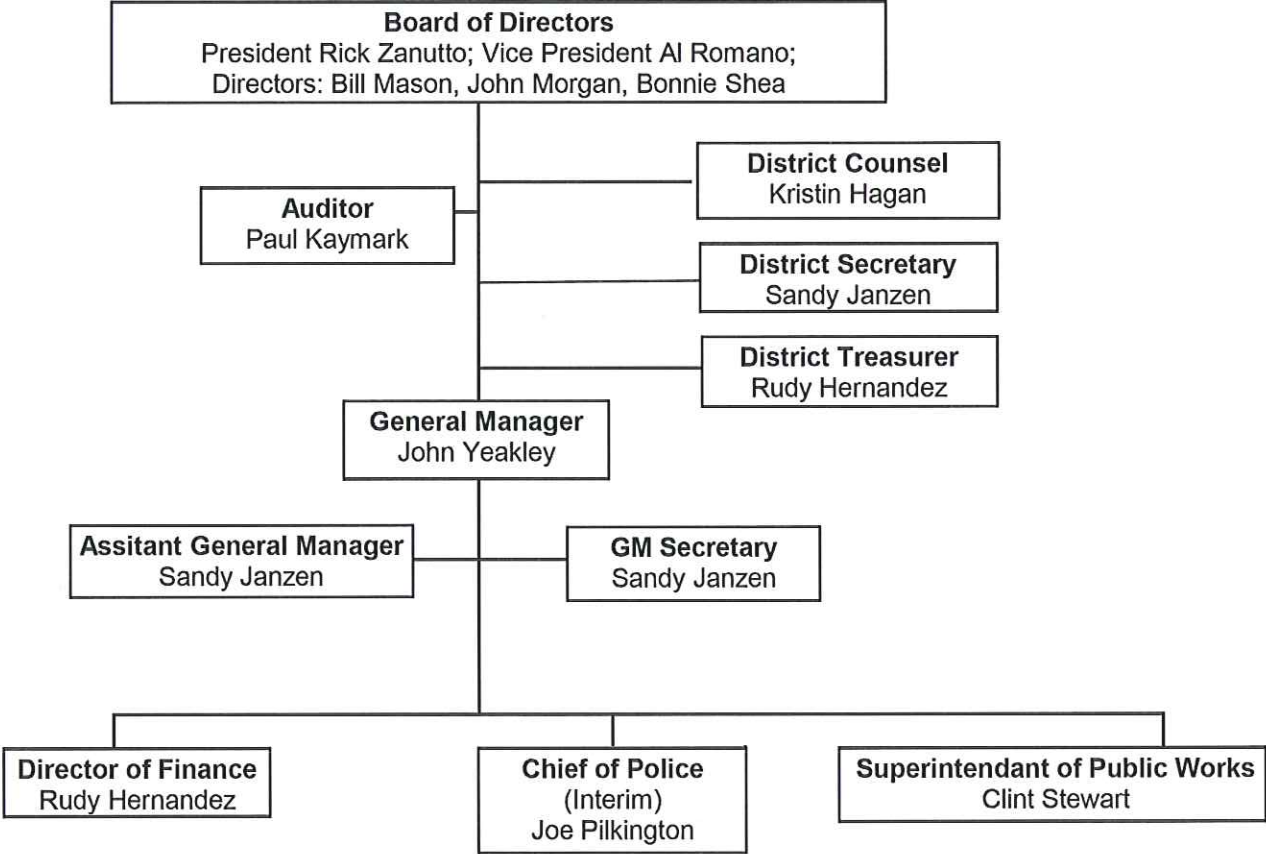
*Mr. Bill Mason, Director*

*Mr. John Morgan, Director*

*Ms. Bonnie Shea, Director*

An organizational chart is provided on the next page as reference for functions and department staff names.

**BEAR VALLEY COMMUNITY SERVICES DISTRICT  
EXECUTIVE STAFF  
ORGANIZATIONAL CHART  
2012**



## Mission Statement

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*“The Bear Valley Community Services District is committed to providing high quality municipal services to the residents of the Bear Valley Springs in a reliable, professional, safe, cost effective, and environmentally conscious manner.”*

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## Vision Statement

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*The Bear Valley Community Services District’s Board of Directors and Staff will team together to effectively fulfill the district’s mission statement. The District will not only provide basic services, but will continue to improve upon those services and look to additional services to enhance the lives of district residents. This will be accomplished through thoughtful planning, innovation, and technology.*

---

## Beliefs/Values

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*Our mission will be accomplished through the application of our beliefs/values to which each of us commits in the course of our daily work. These values are the tools we use to accomplish our mission and vision. Public service to the residents of the community is our highest calling. We will be aggressive and resolute in representing and advocating for the needs of our residents/customers. We will capitalize on the strengths of our community, Board and Staff, utilizing the resources that we have available.*

*Our mission will be accomplished through the application of our values to which each of us commits in the course of our daily work. These values are the tools we use to accomplish our mission and vision: Honesty, Integrity and Diligence of Purpose. We value the members of our community, Board of Directors and staff.*

---

## Strategic Goals & Initiatives

**The Strategic Goals and Initiatives are the specific achievements that shall be accomplished to meet the Districts' mission and vision.**

**They may be one or more years in length but will have measurable Accomplishment Indicators to identify completion and success.**

### **Success Indicator Examples:**

*Project funding obtained from source on set date.*

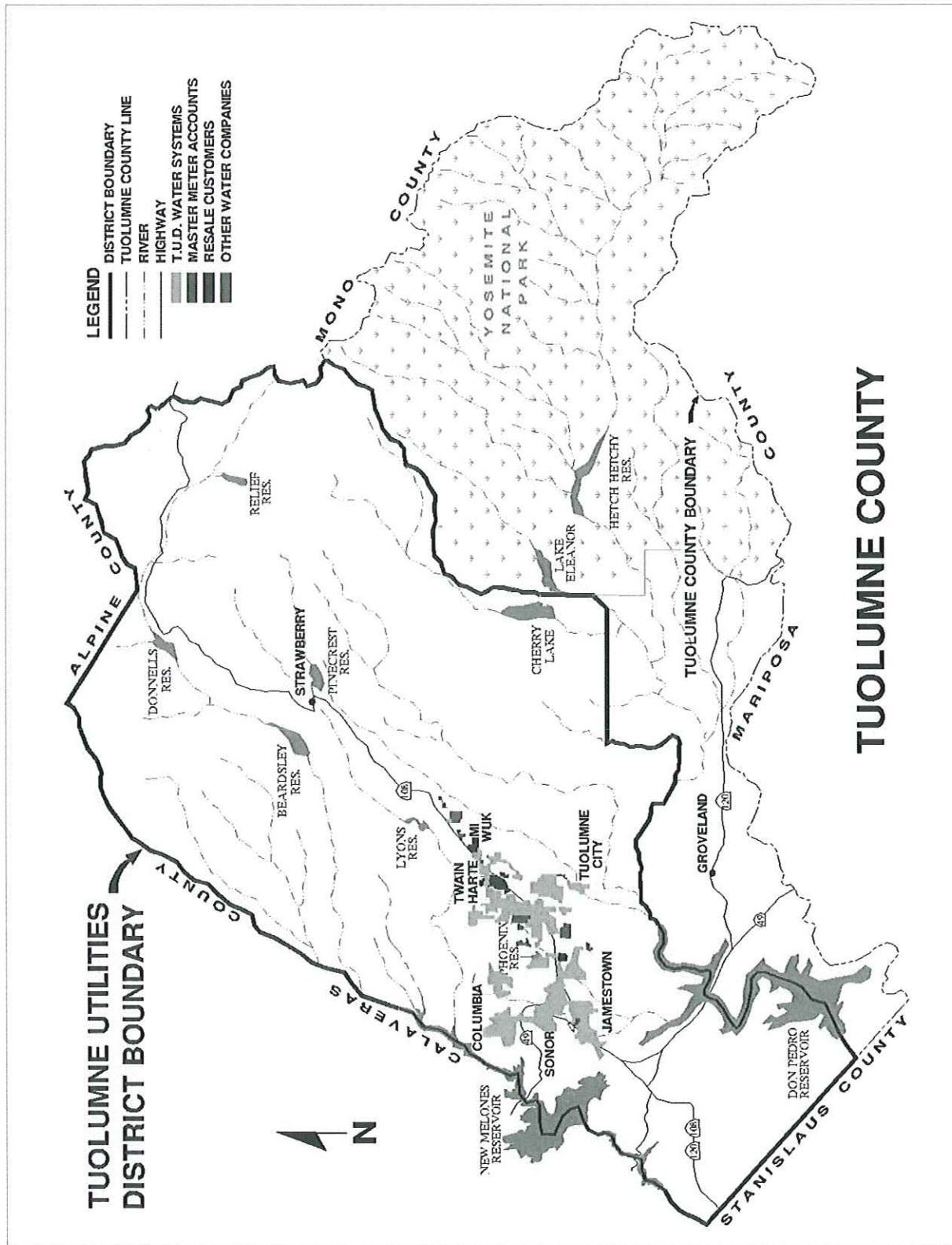
*Project design complete within approved budget.*

*Bids received and contract awarded by due date within budget.*

*Project completion accomplished and project accepted.*



### District Map



## ***Strategic Initiative #1:***

### **Development of a Five Year Financial Plan:**

It is imperative that we remain vigilant in our preparedness for financial stability of the district. A five year financial plan will ensure that we have ongoing revenues, reserves and programs in place to provide the resources to fund facilities and services.

<b>#</b>	<b><u>Objective</u></b>	<b><u>Responsible Person</u></b>	<b><u>Complete By</u></b>
1.1	Complete an evaluation of levels of services provided	Superintendent Police Chief	August 2012
1.2	Develop estimated costs of services per year	Superintendent Police Chief Finance Director	October 2012
1.3	Identify needed capital improvements & estimated costs; Both immediate and for five Year Plan	Superintendent Finance Director	February 2013
1.4	Identify Replacement Reserve and contingency funding needs for each enterprise function and the General Fund	Finance Director	March 2013
1.5	Develop a forecast of revenue needs for the plan	Finance Director	May 2013
1.6	Calculate estimated rates & fees for the plan	Finance Director Superintendent	July 2013
1.7	Prepare alternatives analyses (Optimistic vs. Conservative)	Finance Director	September 2013
1.8	Present the draft plan to public and Board for input, approval and possible action.	General Manager Finance Director	October to November 2013
1.9	Implement the direction of the Board in setting future rates and fees; 2014 – 15 FY Budget	General Manager Finance Director	January 2014

## *Strategic Initiative #2:*

### **Plan to Manage Costs of Operations & Capital Projects:**

Not only do we need to develop a financial plan to fund the District's services, we need to identify how to provide services and facilities in the most cost effective manner possible. Our planning workshop discussions revealed two major points: (1) the District provides many high quality services that the community wants; and (2) the citizens are not fully aware of what our services cost or how we fund them. Identifying ways to manage costs and provide them at most effective level will aid in the Board making decisions on services and rates/fees in future years.

<u>#</u>	<u>Objective</u>	<u>Responsible Persons</u>	<u>Complete By</u>
2.1	Establish the levels of services to be delivered	Superintendent Police Chief Finance Director	November 2012
2.2	Forecast service delivery methods & costs	Same	December 2012
2.3	Evaluate alternatives for delivery such as in-house, contract out, shared services with others.	Same	February 2013
2.4	Select preferred & alternative methods	Same	March 2013
2.5	Cost out short & long-term costs	Finance Director	April 2013
2.6	Present proposals to Board for decisions/direction	General Manager	May 2013
2.7	Implement the direction of the Board in the 2013 – 14 FY Budget	General Manager Finance Director	June 2013

## ***Strategic Initiative #3:***

### **Develop A Water Supply & Reliability Optimization Plan:**

Potable water supply and reliability are key elements of the core service that the District provides to the customers we serve. The development of additional and more reliable, less costly water supply, will provide quality of life and financial stability to the community. It will also minimize impacts upon water costs and future rates.

<b>#</b>	<b><u>Objective</u></b>	<b><u>Responsible Person</u></b>	<b><u>Complete By</u></b>
3.1	Review prior five year demand and forecast future water demands	Superintendent	Ongoing
3.2	Initiate a study to update the Bear Valley groundwater basin capacity and levels	Superintendent	September 2012
3.3	Conduct analysis of imported supply & storage options	Superintendent	In process September 2012
3.4	Evaluate options for water banking & costs	Superintendent	In process July 2012
3.5	Conduct full cost alternatives analysis, include cost effectiveness versus reliability	Superintendent Finance Director	November 2012
3.6	Conduct funding needs & source analysis	Finance Director	February 2013
3.7	Prepare resource optimization report for review and approval by Board	Superintendent Finance Director General Manager	May 2013



## ***Strategic Initiative #4:***

### **Develop Energy Alternatives to Reduce Reliance on Purchased Power:**

In concert with the goals to provide more reliable and cost effective services, the District recognizes the critical importance of developing alternative sources and uses of energy including electric power, solar energy resources, fuels, propane and natural gas, etc. A major portion of the District budget and costs are for energy. Reducing future energy costs will benefit the District and customers.

<b>#</b>	<b><u>Objective</u></b>	<b><u>Responsible Person</u></b>	<b><u>Complete By</u></b>
4.1	Complete an assessment of each enterprise and government operation	Superintendent	May 2012
4.2	Conduct energy demand analyses & forecast	Superintendent Finance Director	June 2012
4.3	Review potential options for projects including solar purchase or lease installations	Same	July 2012
4.4	Look for possible partners in projects	Superintendent General Manager	July 2012
4.5	Establish costs and look for grant funding sources	Superintendent General Manager	September 2012
4.6	Consider RFP (Request for Proposals) for programs	Superintendent General Manager	September 2012
4.7	Present report on options to Board for direction	General Manager	November 2012 & as Programs Develop

## ***Strategic Initiative #5:***

### **Sustaining Public Safety Services & Funding:**

The District enjoys a very positive public safety image and reputation in the community served. A major challenge in the area of public safety is provision of public safety services within available funding resources. A priority for the District is to find ways to continue to fund and provide this accepted service to the community.

<b><u>#</u></b>	<b><u>Objective</u></b>	<b><u>Responsible Person</u></b>	<b><u>Complete By</u></b>
5.1	Document current Public Safety services and levels of performance currently provided	Police Chief	Underway April 2012
5.2	Analyze current and potential Public Safety service alternatives	Police Chief	May 2012
5.3	Conduct a full cost analysis of each Public Safety program	Police Chief	May 2012
5.4	Conduct a full cost alternatives analysis	Finance Director Police Chief	May 2012
5.5	Evaluate and identify funding needs and sources for analysis, including possible grants	Police Chief Finance Director	May 2012
5.6	Prepare funding report for Board for action during budget process	Finance Director General Manager	June 2012

## *Strategic Initiative #6*

### **Develop Long Range Facilities Replacement Plans:**

The District enjoys having safe and useful facilities including roadways, pipelines, wastewater treatment plant, pump stations and wells. The challenge is to plan to maintain and replace each element of these facilities over the future life of the District, including adequate funding for such a needed plan.

<u>#</u>	<u>Objective</u>	<u>Responsible Person</u>	<u>Complete By</u>
6.1	Develop an inventory of all facilities	Superintendent Finance Director	In Process September 2012
6.2	Identify viable life for each element	Superintendent Finance Director	October 2012
6.3	Calculate replacement cost by element over time	Finance Director	November 2012
6.4	Compile cost forecast and cash funding need by year	Finance Director	December 2012
6.5	Evaluate and identify funding needs and sources for analysis, pay/go or financing	Finance Director	December 2012
6.6	Prepare funding report for review and action by Board	Finance Director General Manager	January 2013
6.7	Include projects in future budgets and rate studies	Superintendent Finance Director	Ongoing
6.8	Pursue funding through grants where feasible	Finance Director General Manager	Ongoing

## *Strategic Initiative #7*

### **Develop Policy/Protocol for Board Direction & Staff Ability to Implement:**

The District has a history of strong leadership on the Board of Directors and among the staff. The ongoing challenge is to have the Board of Directors provide clarity in direction and the staff to have the resources and time to carry them out to successful implementation. The Board has established a system of Board/ Committees that include public members that meet periodically to study issues and make recommendations to the full Board. To make this system and process work most effectively, it is important for all roles and decision-making to be clearly defined, including the impact on Board/staff workload and providing timely reports to the Board for action.

<u>#</u>	<u>Objective</u>	<u>Responsible Person</u>	<u>Complete By</u>
7.1	Complete an evaluation of Board/Committee roles in policy discussion, recommendations & decisions	General Manager Board President	In Process April 2012
7.2	Presentation of recommendations on policy guidelines for committees/structure	Board Discussion/Action	May 2012
7.3	Identify Agenda & staff work timelines to ensure timely reports	Asst. General Manager	May 2012
7.4	Consider reducing frequency of committee meetings, possibly to bi-monthly, quarterly or as needed	General Manager Board Discussion	May 2012
7.5	Develop monitoring process to ensure implementation	Asst. General Manager	June 2012

## ***Strategic Initiative #8***

### **Evaluate Security Gate Service for Cost Effective Alternatives to Implement:**

The community has been provided a controlled access gate system that residents have come to accept and expect. The current system including facility and staffing has grown to exceed current reasonable costs and sources of funding. Management and the Board would like to undergo a review of alternatives to find cost effective solutions for providing this service.

<b><u>#</u></b>	<b><u>Objective</u></b>	<b><u>Responsible Person</u></b>	<b><u>Complete By</u></b>
8.1	Evaluate current security gate system and staffing to identify cost elements and methods for possible cost comparisons	Police Chief	October 2012
8.2	Present alternatives analysis to Board for review and action	Police Chief	November 2012

## ***Additional Strategic Goals/Objectives – For Implementation***

<u>Goals/Objectives</u>	<u>Responsible Person</u>	<u>Complete By</u>
<i><b><u>Administrative</u></b></i>		
Review Adequacy & Need of Office Facilities/Equipment	General Manager	1/2013
Complete an Analysis of Staff Compensation Competitiveness	General Manager	7/2012
Evaluate Postal Facility Needs and Service Methods	Finance Director General Manager	6/2013
<i><b><u>Water Enterprise Fund</u></b></i>		
Complete an Analysis of Water Rates including Update of Rates for Non-Potable and Potable Lake-fill Water and for Use of Effluent Water	Superintendent Finance Director General Manager	6/2013
<i><b><u>Wastewater Enterprise Fund</u></b></i>		
Complete Process for Waste Discharge Permit	Superintendent	8/2012
Evaluate Rates for Full Cost Recovery including Benefit to non-connected properties	Superintendent Finance Director	8/2012
Evaluate New Revenue Sources for Wastewater Fund; consider possible development of lots in Valley Area	Superintendent Finance Director	6/2013
<i><b><u>Road Enterprise Fund</u></b></i>		
Complete Preparation of Plan for Repair/Replacement	Superintendent Finance Director	4/2013
<i><b><u>Facilities/Park &amp; Recreation-BVSA</u></b></i>		
Study of Maximum Use of Lake(s) for Water Storage	Superintendent	8/2013
Streamline Process for Disbursing Detachment Funds	General Manager	6/2013
<i><b><u>Solid Waste Enterprise Fund</u></b></i>		
Forecast Long Term Impact of Landfill Capacity on the Community/Contract Costs	Superintendent	8/2013
Evaluate Plan to Implement On-site Processing of Manure & Green Waste	Superintendent	8/2013
Assess if new Approach to Recycle Program is Feasible Include Ability to Meet State Mandated Reduction Goals	Superintendent	10/2013

## Petaluma prepares to lower development impact fees

City's fees are among the area's highest

By *LORLA CARTER*  
*THE PRESS DEMOCRAT*

Published: Sunday, September 9, 2012 at 6:01 p.m.

After more than a year of examination and recalculation, Petaluma is poised to significantly reduce its development fees, a move seen by some as a way to rehab the city's image as anti-business.

Four years ago, the city dramatically increased its development impact fee structure with the adoption of a new General Plan, which created some of the highest fees in the county for those wanting to build new housing or commercial buildings.

Since then, little development has occurred in Petaluma. Now city staff, Chamber of Commerce representatives and some city leaders have urged the City Council to reduce the fees to potentially capture lost opportunities.

The council informally adopted a new fee structure last month and today are expected to formally pass several new ordinances to formalize the new rules.

Currently developers pay nearly \$60,000 for each single-family dwelling built, with an additional \$9,000 per home for major subdivisions. That fee ranks just above Novato's \$59,100 and well above Windsor's \$46,900. Santa Rosa and Rohnert Park charge \$38,300, and San Rafael's fee is \$33,700, according to Petaluma planners.

Today's likely action will lower the fees for a single-family dwelling by about 28 percent. The new fee will be about \$43,000, putting Petaluma in the middle of Sonoma County cities.

For retail buildings of 50,000 square feet or less, Petaluma now requires about \$1.5 million in various impact fees, and about the same for office uses larger than 50,000 square feet.

Those fees put Petaluma at the top of what comparable cities charge, which some say create a competitive disadvantage.

Development impact fees pay for affordable housing; public art; parks and open space acquisition; the building of community centers, libraries, police and fire stations; and traffic, water and wastewater infrastructure. They are meant to offset the impacts of new residents and development on a city's services and infrastructure.

Bill Sumski, a partner in PB&J Acquisitions, whose tenants include Camelback, Athleta, Calix and other large commercial properties in Petaluma, applauded the reductions as good for business.

"We're heading in the right direction," he said. "It is something that will be looked favorably upon ... It's a good start."

He said not all tenants will pay more to be in Petaluma.

"It's a lifestyle choice to be here," he said. "But of course it's all about economics."

Today's actions also will reduce traffic and transportation-related impact fees by about 7.5 percent. Removing two road projects from the wish-list eliminated the need to collect as much.

And because of reduced demand forecasts, water-hookup fees will go down by 72 percent and wastewater connection fees will be lowered by 18 percent.

Local business representatives since last year have urged the council to reduce the fees after hearing complaints from businesses hoping to relocate or expand in Petaluma but haven't because of the fees.

"The current impact fees -- which are by far the highest of any city in Sonoma County -- serve to discourage the development our community has determined that it wants to encourage," chamber CEO Onita Pellegrini told council members.

## Lakeport's water, sewer rate hearing approaches

*By staff reports Record Bee  
Updated:*

record-bee.com

LAKEPORT -- In 11 days, the Lakeport City Council will hold a public hearing on the city's proposed water and sewer rate increases. The meeting takes place Sept. 18 at 6 p.m. at Lakeport City Hall, 225 Park St.

The city proposal would introduce annual increases for water and sewer rates over the next four and a half years that would almost double most water-meter rates and more than double some sewer-meter rates by January 2017.

Property owners are allowed to protest the proposed rates in writing before the end of the public hearing. If a majority of affected property owners present written protests by the deadline, the proposed rate increase will be rejected.

Water and sewer rates are the primary source of revenue to operate the systems and they generate the revenue needed to invest in system upgrades, according to the city.

The rates pay for power, treatment chemicals, equipment and vehicle maintenance, administration, debt service, replacement, rehabilitation and infrastructure improvements.

The city recently used a consulting firm to complete a rate study to define needed revenues to meet operational costs and capital improvements for both systems.

Current and past rates have not kept up with the needs of the systems, according to the city.

The city applied for a long-term, low-interest loan and a \$2 million grant from U.S. Department of Agriculture, Rural Development. A rate increase is necessary to secure the funding, avoid future fines and regulatory actions, and make needed system improvements, according to the city.

The city plans 10 water and sewer projects, including payment for the acquisition of land for two groundwater supply wells, upgrading of automated control systems, removal of sludge from a sewer treatment pond and construction of a closed-loop water main from South Main Street to Parallel Drive.

To meet current and anticipated regulatory requirements, the water and sewer infrastructure must be upgraded and funds established to replace or repair assets used to provide the services, according to the city.

Written protests must contain a description of the property, including the parcel number.

Protests should be sent to the city clerk at 225 Park St., Lakeport, CA 95453. Email protests will not be accepted.

For more information, contact the utilities department at 263-3578. For a detailed breakdown of the proposed rate structures, visit the city website at [www.cityoflakeport.com](http://www.cityoflakeport.com).



## Sonoma County to study impacts on Russian River water quality

By [BOB NORBERG](#)

THE PRESS DEMOCRAT

Published: Saturday, September 1, 2012 at 3:42 p.m.

The Sonoma County Water Agency has agreed to study how water quality is affected by low flows in the Russian River and the breaching of the sand bar at Jenner, part of a legal settlement with a river protection group.

The group, the Russian River Watershed Protection Committee, had sued the agency in Sonoma County Superior Court challenging the agency's impact reports on the work at Jenner.

"I feel very good. I think we got a lot of really meaningful terms in there," said Brenda Adelman, chairwoman of the group. "We felt there were a lot of issues in the suit we wanted to make sure were addressed."

The Water Agency has a program to breach the sand bar in a way that will let fresh water out but keep salt water from flowing in. The program is designed to create beneficial habitat for chinook salmon, while preventing flooding that could damage low-lying homes at Jenner.

At the same time, the agency is also considering reducing flows in the Russian River, which is required by the National Marine Fisheries Service to protect threatened and endangered fish.

"It is a fair settlement. It allows the Water Agency project to stand, allows the EIR to stand, and the monitoring does benefit our understanding of the project," said Jessica Martini-Lamb, a principal environmental specialist for the Water Agency. "It addresses concerns of the committee and allows us to have a project that can move forward."

The suit contended the impact reports do not adequately address harmful impacts on such things as water quality or offer alternatives for recreation and water quality.

Under terms of the agreement, the agency would evaluate the impacts of low flows on water quality and would not close the mouth of the river without conducting an impact report.

The agency has also agreed to sample sediment in the estuary at Jenner, where the river group believes toxic chemicals and minerals may be accumulating.

"There is a concern sediments are accumulating toxins and lower life in the river might be affected," Adelman said. "They are starting find these in fish tissue sampling. The agency will start to look at the issue of toxicity in sediments, the first work done on this issue."

The Water Agency has also agreed to spend \$5,000 to replace interpretative plaques and warning signs at Goat Rock State Beach and provide four sets of binoculars to the conservation group Seal Watch. The sand bar is a haul-out site for seals and sea lions.

In addition, the Water Agency will pay \$25,000 to the state Department of Parks and Recreation for improving public access or upgrading facilities at a state beach where surfing occurs.

Adelman said it is intended to make up for the loss of access to the Goat Rock State Beach during agency operations.

The agency will also reimburse the watershed committee \$48,380 in attorney fees.

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## Grant awarded to establish Santa Rosa wastewater exchange

By KEVIN McCALLUM  
THE PRESS DEMOCRAT

Published: Monday, August 27, 2012 at 8:43 p.m.

Just as Al Gore can buy carbon credits to offset the damage his globe-trotting causes to the atmosphere, the City of Santa Rosa is exploring ways to offset the damage its wastewater causes to the Laguna de Santa Rosa watershed.

The Sotoyome Resource Conservation District has won a nearly \$600,000 federal grant to establish a water quality trading market with the city.

The market, the first of its kind in California, would allow the city to purchase credits to help fund conservation projects that improve the health of the watershed.

Those credits would in turn be used to avoid fines stemming from future discharges of treated wastewater into the laguna, explained Glen Wright, the city's deputy director of water resources.

New state regulations on the city restrict it from adding any additional nutrients to the watershed, specifically nitrogen and phosphorus, Wright said.

The city has made huge investments to avoid discharging treated wastewater into the laguna, which empties into the Russian River. These include piping the effluent to the Geysers steamfields and recycling the water on local agricultural lands.

"We we have a very low nutrient load, but it's hard to get to zero," Wright said. "It's a problem for us and we want to solve it."

In 2002, the treatment plant on Llano Road discharged 2.8 billion gallons of water to the laguna. By 2009, that figure was down to zero. Last year, a wet year, it rebounded to 744 million gallons.

In anticipation of additional restrictions, the city has been working with the conservation district on two projects to improve the health of the watershed. One involves reducing sedimentation into local creeks at Pepperwood Preserve, the 3,120-acre nature preserve northeast of Santa Rosa. Another is a project to improve the handling of manure at the Beretta dairy on Llano Road near the treatment plant.

But the district and the city's consultant, Kieser & Associates, recognized that more projects needed to be identified, vetted and assigned a value in order for any credit market to be viable.

"The whole idea of this marketplace and this tool is we're going to quantify the benefits of these conservation projects," said Kara Heckert, the district's executive director.

The North Coast Regional Water Quality Control Board is currently considering whether the projects will qualify as offsets.

Currently, there is a "tiny bottleneck" of such projects in the area, said Valerie Minton, the district's program director. But the hope is that the marketplace can increase the number of projects that would improve water quality in the laguna, and expedite their implementation, Minton said.

## Energy money heats up West water battles

NY Times

Updated 11:16 p.m., Wednesday, September 5, 2012

### Greeley, Colo. --

A race for water is rippling through the drought-scorched heartland, pitting farmers against oil and gas interests, driven by new drilling techniques that use powerful streams of water, sand and chemicals to crack the ground and release stores of oil and gas.

A single such well can require 5 million gallons of water, and energy companies are flocking to water auctions, farm ponds, irrigation ditches and municipal fire hydrants to get what they need.

That thirst is helping to drive an explosion of oil production here, but it is also complicating the long and emotional struggle over who drinks and who does not in the arid and fast-growing West.

Farmers and environmental activists say they are worried that deep-pocketed energy companies will have purchase on increasingly scarce water supplies as they drill deep new wells that use the technique of hydraulic fracturing.

This summer's record-breaking drought, which dried up wells and ruined crops, has only amplified those concerns.

"It's not a level playing field," said Peter V. Anderson, who grows corn and alfalfa on the parched plains of eastern Colorado.

But industry officials say that critics are exaggerating the effect on water supplies.

In average years, farmers and ranchers like Anderson say they pay about \$30 for an acre-foot of water - equal to about 326,000 gallons - a price that can rise to \$100 when water is scarce. Oil and gas companies in parts of Colorado are paying as much as \$1,000 to \$2,000 for an equal amount of treated water from city pipes.

"Energy companies are moving quickly to shore up supplies," said Reagan Waskom, director of the Colorado Water Institute at Colorado State University. "They're going to find it, and they're going to pay what they need to pay, and it's on an order of magnitude of what crop producers can afford to pay. That changes the whole deal."

Oil and gas companies estimate that they will use about 6.5 billion gallons of water in Colorado this year.

"Water flows uphill to money," said Mike Chiropoulos, a lawyer for Western Resource Advocates, an environmental group based in Boulder. In June, the group released a study that accused Colorado of underestimating the amount of water used in hydraulic fracturing, also known as fracking, saying the true figure was between 7.2 billion and 13 billion gallons per year - enough to serve as many as 296,100 people.

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