



# **SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT**

Post Office Box 339, Oceano, California 93475-0339

1600 Aloha Oceano, California 93445-9735

Telephone (805) 489-6666 FAX (805) 489-2765

[www.sslocsd.org](http://www.sslocsd.org)

## **AGENDA**

### **BOARD OF DIRECTORS MEETING**

City of Arroyo Grande, City Council Chambers

215 East Branch Street

Arroyo Grande, California 93420

**Wednesday, September 16, 2015 at 6:00 P.M.**

#### **Board Members**

Jim Hill, Chair

John Shoals, Vice Chair

Matthew Guerrero, Director

#### **Agencies**

City of Arroyo Grande

City of Grover Beach

Oceano Community Services District

#### **Alternate Board Members**

Mary Lucey, Director

Tim Brown, Director

Barbara Nicolls, Director

Oceano Community Services District

City of Arroyo Grande

City of Grover Beach

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## **1. CALL TO ORDER AND ROLL CALL**

## **2. PUBLIC COMMENTS ON ITEMS NOT APPEARING ON AGENDA**

This public comment period is an invitation to members of the community to present comments, thoughts or suggestions on matters not scheduled on this agenda. Comments should be limited to those matters which are within the jurisdiction of the District. The Brown Act restricts the Board from taking formal action on matters not published on the agenda. In response to your comments, the Chair or presiding Board Member may:

- Direct Staff to assist or coordinate with you.
- It may be the desire of the Board to place your issue or matter on a future Board meeting agenda.

Please adhere to the following procedures when addressing the Board:

- Comments should be limited to three (3) minutes or less.
- Your comments should be directed to the Board as a whole and not directed to individual Board members.
- Slanderous, profane or personal remarks against any Board Member, Staff or member of the audience shall not be permitted.

Any writing or document pertaining to an open-session item on this agenda which is distributed to a majority of the Board after the posting of this agenda will be available for public inspection at the time the subject writing or document is distributed. The writing or document will be available for public review in the offices of the Oceano CSD, a member agency located at 1655 Front Street, Oceano, California. Consistent with the Americans with Disabilities Act (ADA) and

California Government Code §54954.2, requests for disability related modification or accommodation, including auxiliary aids or services may be made by a person with a disability who requires modification or accommodation in order to participate at the above referenced public meeting by contacting the District Manager or Bookkeeper/Secretary at (805) 481-6903.

**3. SPECIAL PRESENTATIONS:**

**3A. Presentation of a Resolution of the Board of Directors Honoring Trinidad Rodriguez for Outstanding Service to the District.**

**3B. Presentation by the League of Women Voters of SLO County – Civil Discourse**

**4. CONSENT AGENDA:**

The following routine items listed below are scheduled for consideration as a group. Each item is recommended for approval unless noted. Any member of the public who wishes to comment on any Consent Agenda item may do so at this time. Any Board Member may request that any item be withdrawn from the Consent Agenda to permit discussion or to change the recommended course of action. The Board may approve the remainder of the Consent Agenda on one motion.

**4A. Review and Approval of Warrants**

**5. PLANT SUPERINTENDENT'S REPORT**

**6. BOARD ACTION ON INDIVIDUAL ITEMS:**

**6A. Review and Approve the Continuing Emergency Action to Repair the Influent Pipeline**

**Staff recommends that the Board review and approve continuing emergency action, in conformance with Public Contracts Code Section 22050, to repair the influent pipeline and make the following findings:**

- 1. That the emergency action will not permit a delay resulting from a competitive solicitation for bids, and**
- 2. That the action is necessary to respond to the emergency.**

**6B. Approval of District Manager's Job Description**

Staff recommends that the Board adopts by resolution: the Employment Standards for a District Manager.

**6C. Approval of Contract with Acting General Manager John Clemons**

Staff recommends that the Board review and approve Acting District Manager John Clemons contract.

**6D. Review and Approval of Request for Professional Services for Recruitment of District Manager**

Staff recommends that the Board review and approve RFP for an executive search firm to provide consultant services to coordinate the District Manager recruitment and direct RFP be issued and posted.

**6E. Review of Proposal for Agency Billing**

Staff recommends that the Board review and discuss the proposal from InfoSend, for consideration of an outside billing agency.

**6F. Review and Approval of County Auditor Recommendation for a Budget Adjustment.**

Staff recommends review and approval of the proposed budget adjustments in conformance with the general recommendation of the County Auditor as written.

**7. MISCELLANEOUS ITEMS**

- 7A. Miscellaneous Oral Communications**
- 7B. Miscellaneous Written Communications**

**8. PUBLIC COMMENT ON CLOSED SESSION**

**9. CLOSED SESSION**

CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION  
Conference with legal counsel regarding existing litigation pursuant to paragraph (1) of subdivision (d) of section 54956.9 of the Government Code (two cases).

*South San Luis Obispo County Sanitation District v. State Water Resources Control Board (Superior Court of Sacramento) Case Number 34-2012-80001209-CU-WM-GDS)*

*South San Luis Obispo County Sanitation District v. Special District Risk Management Authority (County of San Luis Obispo Superior Court) Case Number CV130473*

PUBLIC EMPLOYEE APPOINTMENT (pursuant to Gov. Code section 54957(b)(1))  
Title: District Legal Counsel

**10. RETURN TO OPEN SESSION; REPORT ON CLOSED SESSION**

**11. ADJOURNMENT**

# Democracy in Dialogue

**Empowering Our Communities  
Through Civil Civic Engagement**

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LWVC Convention 2015



# Democracy and the League

The League of Women Voters of San Luis Obispo County believe that Civil Discourse makes Democracy work better, increases civic engagement, and empowers communities to find common ground on critical issues that need to be solved – if San Luis Obispo County is to survive and thrive now and in the future!

# **What is Civil Discourse?**

Civil Discourse is courteous, constructive communication characterized by mutual respect, fairness, and attentive listening.

# **The Best Practices of Civil Discourse**

- Leadership
- Leadership
- Leadership

# 10 Best Practices of Civil Discourse

- Lead by example: show respect to all in actions, body language, and speech.
- Encourage open spirited debates on all facts by contending parties.
- Provide adequate time for public comment.
- Listen actively. Thank speakers and, where appropriate, acknowledge public input.
- Speak truthfully without distortion.

# 10 Best Practices of Civil Discourse

- Never comment on motivation of a speaker.
- Promote discussion on merits of issues: evidence to support opinions and conclusions.
- Remind participants about Rules of Conduct before public meetings begin.
- Encourage respectful speech and discourage potentially slanderous, profane, or personal remarks.

# 10 Best Practices of Civil Discourse

- Regularly review laws-update rules and codes:
  - Codes of Ethics.
  - Codes of Conduct.
  - Robert's Rules of Order.
  - California's Brown Act.
  - Ordinances, Resolutions, and Pledges.

# **Adopt Civil Discourse Resolution**

## **Pledge to follow Best Practices of CD:**

- Respect the right of all people to hold different opinions.
- Avoid rhetoric intended to humiliate, malign, or question the motivation of those whose opinions are different from yours.
- Strive to understand differing perspectives.

# **Adopt Civil Discourse Resolution**

## **Pledge to follow Best Practices of CD:**

- Choose words carefully.
- Speak truthfully without accusation, and avoid distortion.
- Speak out against violence, prejudice, and incivility in all their forms whenever and wherever they occur.

# Why does Civil Discourse Matter?

- Civil Discourse promotes informed discussion of public issues essential for government bodies and citizens to make good decisions.

# Why does Civil Discourse Matter?

- Citizens and elected officials have a right to express their free speech, but in an environment that makes everyone feel safe and respected.

# Why does Civil Discourse Matter?

- We need to be the change we want to see if  
we are to increase civic engagement in  
government and attract more young people to  
government service.

# **Raise Awareness-Build Support for Civil Discourse ...**

- Observer Corps: attend-observe public meetings.
- Ambassador Corps: speak at Public Comment.
- 1/2 Day Civil Discourse Training Workshop.
- Parliamentary Procedures' Workshop.
- Civil Discourse Presentations by Request.
- Civil Discourse Speaker's Bureau.
- Civil Discourse Brochures, buttons, stickers.
- Civil Discourse curriculum for the schools.

**A RESOLUTION OF THE SOUTH SAN LUIS OBISPO COUNTY  
SANITATION COMMUNITY SERVICES DISTRICT, STATE OF  
CALIFORNIA, PLEDGING TO FOLLOW BEST PRACTICES OF  
CIVILITY AND CIVIL DISCOURSE IN ALL OF ITS MEETINGS**

**WHEREAS**, We, the District Manager, Chair, Board Members, Committees, Appointees, and Staff of the South San Luis Obispo County Sanitation Community Services District, State of California, in order to ensure **civility** and **civil discourse** in all of our meetings, pledge our commitment to the following **best practices of civility** and **civil discourse**;

**WHEREAS**, We pledge our commitment to **Respect** the right of all people to hold different opinions in all our meetings;

**WHEREAS**, We pledge our commitment to **avoid rhetoric intended to humiliate, malign, or question the motivation** of those whose opinions are different from ours in all our meetings;

**WHEREAS**, We pledge our commitment to **strive to understand** differing perspectives in all our meetings;

**WHEREAS**, We pledge our commitment to **choose words carefully** in all our meetings;

**WHEREAS**, We pledge our commitment to **speak truthfully** without accusation, and avoid distortion in all our meetings;

**WHEREAS**, We pledge our commitment **against violence** and **incivility** in all their forms whenever and wherever they occur in all our meetings.

**WHEREAS**, We commit ourselves to building a civil political community in which each person is respected and spirited public and political debate is aimed at the betterment of the South County of San Luis Obispo and its people and not the disparagement of those with whom we disagree.

**NOW, THEREFORE, BE IT RESOLVED** that the South San Luis Obispo County Sanitation Community Services District shall promote the use of and adherence to the principles of **civility** and **civil discourse** in conducting business with appointed and elected officials, staff, and citizens:

Upon motion of \_\_\_\_\_, seconded by \_\_\_\_\_,  
and on the following roll call vote:

AYES:

NOES:

ABSENT:

The foregoing resolution was adopted this \_\_\_\_ day of \_\_\_\_\_ 2015.

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District Manager, John Clemons

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Chair, Mayor Jim Hill

**ATTEST AS TO CONTENT:**

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Amy Simpson  
District Secretary

**APPROVED AS TO FORM:**

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(Name of Legal Counsel)  
Legal Counsel

**IN WITNESS WHEREOF**, I have hereunto set my hand and affixed the official seal of the County of San Luis Obispo, California, this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

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Amy Simpson  
District Secretary

SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT  
WARRANT REGISTER  
09/16/2015 FY 2015/16

	BUDGET LINE ITEM		WARRANT NO.	ACCT	ACCT BRKDN	TOTAL
ABALONE COAST ANALYTICAL, INC.	CHEMICAL ANALYSIS	2596	091615-9727	7078	355.00	355.00
ABBA EMPLOYER SERVICES, INC	TEMPORARY LABOR	PPE 8.30.15 PPE 8.23.15	28	6085	528.00	528.00
AGP VIDEO	PROF SERVICE	6302	29	7080	2,225.00	2,225.00
AHERN RENTALS	RENTAL EQUIPMENT	15065793-1	30	7032	983.51	983.51
ALLIED ADMINISTRATORS	EMPLOYEE DENTAL	OCTOBER	31	6025	1,055.35	1,055.35
ARAMARK	UNIFORMS	09.04.15 09.11.15	32	7025	485.02	485.02
BANK OF THE WEST	MEMBERSHIPS/TRAININGS/SEMINARS	CLEMONS	33	7050	650.00	650.00
BARBARA, NICOLLS	BOARD SERVICE	SPECIAL MEETING	34	7075	100.00	100.00
BRENNTAG	PLANT CHEMICALS	BPI555900, BPI553618	35	8050	9,815.03	9,815.03
BHFS	INTERIM LEGAL	AUGUST	36	7071	30,620.00	30,620.00
CCWT	LAB SUPPLIES	WATER	37	8040	60.00	60.00
COASTAL ROLLOFF	GARBAGE	ENCAMPMENT CLEANUP	38	7093	768.16	768.16
DAILY JOURNAL CORP	ADVERTISING	D118976	39	7005	1,537.68	1,537.68
FASTENAL	SAFETY SUPPLIES	CAS1413909	40	8056	258.86	449.29
	EQUIPMENT MAINTENANCE	CAS1413978		8030	190.43	
FEDEX	CHEMICAL ANALYSIS	LUBEWATCH	41	7078	51.40	51.40
FGL	CHEMICAL ANALYSIS	582858A	42	7078	122.00	122.00
FRED PRYOR SEMINARS	MEMBERSHIPS/TRAININGS/SEMINARS	137690	43	7050	1,990.00	1,990.00
GARING TAYLOR & ASSOCIATES	ENGINEERING	SEWER PIPE BRIDGE	44	7077	555.00	2,222.50
		REPAIR OF LEAKING PIPE		7077	1,667.50	
HILL, JIM	BOARD SERVICE	SPECIAL MEETING	45	7075	100.00	100.00
I.I. SUPPLY	SAFETY SUPPLIES	30830, 31837	46	8056	47.23	324.84
	EQUIPMENT MAINTENANCE	32621		8030	277.61	
JB DEWAR	FUEL	95997	47	8020	121.90	383.93
	LUBE WATCH	124068		7078	262.03	
JUSTIFACTS CEDENTIAL VERIFICATION		235555	48	8045	63.25	63.25
KEMIRA	PLANT CHEMICALS	9017465822	49	8050	7,510.44	7,510.44
KNUDSON & ASSOCIATES	REVIEW OF PAST MNMT PRACTICES	AUGUST	50	7090	9,979.50	9,979.50
MATTHEW, GUERRERO	BOARD SERVICE	SPECIAL MEETING	51	7075	100.00	100.00
MICHAEL K. NUNLEY & ASSOC., INC.	HEADWORKS IMPROVEMENTS		52	26-8065	5,726.28	16,168.23
	GRIT REMOVAL IMPROVEMENT			26-8065	9,112.75	
	REDUNDANCY PROJECT			26-8010	1,329.20	
MINERS HARDWARE	HOUSEHOLD	AUGUST	53	8035	674.27	674.27
OCSD	AGENCY BILLING	AUGUST/OCTOBER	54	7074	7,332.00	7,332.00
PERRY'S ELECTRIC MOTORS	EQUIPMENT MAINTENANCE	18513	55	8030	264.11	264.11
PERS	ANNUAL UNFUNDED ACCRUED LIABILITY		56	6010	2,291.00	2,291.00
R. BAKER	INFLUENT PIPELINE REPLACEMENT	PROGRESS BILLING #2	57		85,049.16	85,049.16
READY REFRESH	HOUSEHOLD	WATER	58	8035	294.52	294.52
SWEET, RICHARD	DISTRICT ADMINISTRATOR	08.29-09.11	59	7076	2,000.00	2,000.00
ROYAL WHOLESALE ELECTRIC	EQUIPMENT MAINTENANCE	7482-428966	60	8030	551.74	551.74
SHIPSEY & SEITZ, INC	GENERAL LEGAL SERVICES		61	7071	422.00	8,180.00
	LITIGATION			7070	7,758.00	
SLOCO DATA, INC.			62	7005	1,510.00	1,510.00
SO CAL GAS	UTILITIES GAS	AUGUST	63	7092	1,782.18	1,782.18
SOUTH COUNTY SANITARY	GARBAGE	SEPTEMBER	64	7093	223.50	223.50
SPRINT	CELL PHONES	AUGUST	65	7014	140.17	140.17
STATE FUND	WORKERS COMPENSTION	SEPTEMBER	66	6080	4,754.17	4,754.17
SWRCB - ELAP FEES	PERMITS/FEES/LICENSES	1215-1413	67	7068	1,907.00	1,907.00
THE TRIBUNE	ADVERTISING	DISTRICT COUNSEL RFP	68	7005	58.76	58.76
USA BLUEBOOK	EQUIPMENT MAINTENANCE	744837	69	8030	168.29	168.29
VWR	LAB SUPPLIES	8042424061	70	8040	77.17	77.17
<b>SUB TOTAL</b>					<b>\$ 205,906.17</b>	<b>\$ 205,906.17</b>
SO. SLO CO. SANITATION DISTRICT	PAYROLL REIMBURSEMENT	09.04.15	71		25,991.68	25,991.68
	PETTY CASH REIMBURSEMENT	JUNE, JULY, AUGUST	72		135.70	135.70
	CALPERS		73	6060	9,176.29	9,176.29
RABOBANK REIMBURSE	COMMUNICATIONS	SHERWEB, HOSTGATOR	74	7011	164.25	932.23
	MEMBERSHIPS	WEF, CWEA		7050	323.55	
	COMPUTER SUPPORT	ALLTECH		7082	370.00	
	OFFICE SUPPLY'S	OFFICE MAX		8045	74.43	
<b>SUB TOTAL</b>					<b>\$ 36,235.90</b>	<b>\$ 36,235.90</b>
<b>GRAND TOTAL</b>					<b>\$ 242,142.07</b>	<b>\$ 242,142.07</b>

We hereby certify that the demands numbered serially from 091615-9727 to 091615-9774 together with the supporting evidence have been examined, and that they comply with the requirements of the SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT. The demands are hereby approved by motion of the SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT, together with warrants authorizing and ordering the issuance of checks numbered identically with the particular demands and warrants.

BOARD OF DIRECTORS:

DATE: \_\_\_\_\_

\_\_\_\_\_  
Chairman\_\_\_\_\_  
Board Member\_\_\_\_\_  
Board Member\_\_\_\_\_  
Secretary



# SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT

1600 Aloha Oceano, California 93445-9735  
Telephone (805) 489-6666 FAX (805) 489-2765

Date: September 11, 2015

To: SSLOCSD Board of Directors

From: John Clemons, District Superintendent

Via: Rick Sweet, District Manager

Subject: **Superintendent's Report**

## Operations

Chart 1 – **Plant Data**

August 2015*	INF Flow MGD	Peak Flow MGD	INF BOD mg/L	EFF BOD mg/L	INF TSS mg/L	EFF TSS mg/L	Fecal Coli	Cl2 lbs/day	BOD REM Eff. %
Average	2.10	3.44	372	26.9	367	42.3	44	169	93.46
High	2.39	4.20	380	28.9	372	55.0	220	313	
Limit	5.0			40/60/90		40/60/90	2000		80
CY 2014 Monthly									
Average	2.35	3.8	392	26	430	31	87	188	93.4
High	2.70	4.8	444	34	470	39	1600	250	

- \* = Plant data through September 11th.

Limit – 40/60/90 represent NPDES Permit limits for the monthly average, weekly average, and instantaneous value for plant effluent BOD and TSS.

## Maintenance

- Removed and replaced sludge grinder motor.
- Prepped and painted new bypass pipe at headworks.
- Removed weirs in splitter box.
- Tested, removed and replaced fuses in sludge grinder electrical panel.
- Removed Primary Clarifier #2 from service. Drained.
- Performed monthly safety inspection.
- Work Orders.
- Completed installation of main sewer pipeline from headworks to splitter box.

### **In-Progress**

- Garing, Taylor, and Associates is working with staff to review and ensure the integrity of the District's **A.G. sewer bridge**. Inspection was performed on April 22<sup>nd</sup>. GTA mailed an application to CA. Dept. of Fish and Wildlife on April 29, 2015. On June 18, 2015 GTA received notice that the application was incomplete.
- Staff has begun work with MKA Engineers to draft an RFP for a new **grit removal system**.
- Staff has begun planning for installation of a **mechanical bar screen** in the headworks. Meeting with MKA to discuss development of an RFP for the project.
- **Secondary process redundancy project**

### **Training**

- Lab Tech/Operator III F. Mui attended the CWEA Northern Regional Training Conference in Sacramento , Ca.
- Chief Plant Operator Clemons, Operator II M. Arias, Operator II M. Lewis, and Operator-In-Training M. DeLeon attended the CWEA Tri-Counties Section one day training event at the City of SLO's Water Reclamation Facility.
- Operator-In Training M. DeLeon toured the City of Pismo's Wastewater Treatment with Operator II Arias and CPO Clemons.

Best regards,

John Clemons  
Superintendent



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Staff Report

To: Board of Directors

From: John Clemons III, Acting District Manager

Date: September 16, 2015

**Subject: ADOPT EMPLOYMENT STANDARDS FOR DISTRICT MANAGER;  
ADOPT A COMPENSATION SCHEDULE; APPROVE AMENDMENTS  
TO THE DISTRICT PERSONNEL POLICY MANUAL**

## **RECOMMENDATION:**

That the Board adopts by resolution: the Employment Standards for a full-time District Manager, Attachment "A"; the Monthly Compensation Schedule, Attachment "B"; and amendments to Personnel Policy Manual Chapter Seven, Section 7000 as defined in Attachment "C."

## **BACKGROUND:**

The District Manager tendered his resignation on August 5, 2015. The District Manager's last day of employment was September 11, 2015.

The item was continued from the August 19, 2015 meeting to the September 2, 2015 District Board meeting, at which time three options were evaluated for filling the now vacant position.

The three evaluated options were to:

- 1) Retain an engineering consultant to manage the District;
- 2) Hire a retired annuitant to become the District Manager; and
- 3) Hire a full-time District Manager.

An engineering consultant managed the District for twenty-seven years as a full-time contract employee. The consultant resigned in February 2013. Since February 2013, two separate individuals have filled the position on a part-time contractual basis designated to work less than full-time. Both of those individuals were retired annuitants under CalPERS, of which the District is also a member for retirement benefits.

After discussion and public input, the Board directed staff to pursue hiring a full-time District Manager using the contract services of an executive search firm through an RFP, and to work with an HR Consultant to facilitate that process.

### **DISCUSSION:**

The employment standards for District employees are defined in the District Personnel Policy Manual Chapter Seven – Job Descriptions. This staff report presents the job description and compensation range for District Manager, as well as an amendment to the Personnel Policy Manual. The proposed RFP to secure an executive search firm is presented to the Board under a separate staff report this evening.

The attached job description is for a full-time District Manager. Although there was some discussion on August 19, 2015, with regard to less than full-time, the direction by the Board was to pursue hiring a full-time District Manager.

Recruiting for a 20 – 30 hour per week position significantly limits the number of highly qualified individuals in the potential applicant pool for this executive level position. In addition there is potential of retention issues. Even a half-time position could be problematic to recruit, due in part to recent pension reform law imposing restrictions on re-employment for CalPERS annuitants. As of January 2013, pension reform law states that retired annuitants under CalPERS can no longer be employed part-time as a permanent solution to business needs, nor be allowed to work indefinitely performing the same functions with any CalPERS agency. The appointment of a retired annuitant can only be for a "limited duration" and there is a restriction of no more than 960 hours per fiscal year. Pension reform under CalPERS limits the applicant pool of highly qualified retirees, to a much smaller pool of public sector retirees under a different retirement system, such as county agencies and those entities that fund their own retirement systems.

As was discussed at the September 2, 2015 District Board meeting, there are a number of major complex long-term projects facing the District, most of which require substantial administrative-level staff time for the various phases of implementation. Based on recent industry trends administrative work as it relates to sanitation district services in the future will only get more complex due to increasing regulatory mandates, growth and service level needs. The demands on the District Manager have significantly increased over time. The current long-term drought has placed a focus on water reclamation as an option for additional water. A full-time administrator is needed to address the day-to-day, and long-range service demands of the District for the next four to five years.

The District budget is approved on an annual basis and the District Manager would be on contract; therefore, the Board would have the opportunity to assess the continuing need for a full-time administrator once the major projects are implemented.

The proposed salary ranges provide the Board with three options and, are based on a survey of similar California special districts that provide water and/or wastewater services, as the scope of

the recruitment may extend to the western region, and possibly nationwide. Benefit levels for the District Manager would be similar to other District management employees, and as defined by contract.

The information below was collected from the Government Compensation in California web page of the State Controller's Office ([publicpay.ca.gov](http://publicpay.ca.gov)) as reported by individual agencies for 2013. Not all agencies reported information. Although the salaries are dated, and agencies have once again been providing compensation increases since 2013, the below chart provides the Board with a snapshot in time of similar agencies to determine the appropriate salary for the District Manager. Following is a random sample of surveyed agencies with a full-time administrator and under 20 full-time employees:

Agency	County	# of FT Staff	Top Step 2013 Salary Range
Heritage Ranch CSD	San Luis Obispo	8	132,621
Las Gallinas Valley Sanitary District	Marin	20	201,467
Malaga County Water District	Fresno	13	111,351
Montecito Sanitary District	Santa Barbara	15	197,814
Nipomo Community Services District	San Luis Obispo	13	150,000
Rodeo Sanitary District	Contra Costa	7	165,010
Steger Sanitary District	Contra Costa	10	152,625
Stinson Beach County Water District	Marin	8	145,646
Susanville Consolidated Sanitary District	Lassen	7	108,516
Vandenberg Village Community Services District	Santa Barbara	9	134,430

The average salary of the above agencies for fiscal year ending 2013 was \$149,948; allowing for a total ten percent increase over the last three fiscal years brings the average top step salary to \$164,943.

### **Options**

1. Adopt the District Manager Employment Standards, select option A, B, or C on the attached salary compensation schedule, and approve amendments to the Personnel Policy Manual as presented.
2. Alter the District Manager Employment Standards, compensation schedule, and amendments to the Personnel Policy Manual amendment in a manner that differs from that proposed.
3. Choose to direct staff to research and present further options to fill the current vacancy.

### **Fiscal Consideration**

The impact to the budget based on projected hire date of April 2016, will require no additional funding in the 2014/15 fiscal year budget; as salary savings due to the vacancy is projected to be seven months, and funding is already approved for a part-time position for the full fiscal year.

John Clemons III  
Acting District Manager

Attachment A: Employment Standards for District Manager

Attachment B: Monthly Compensation Schedule

Attachment C: Amendments to Personnel Policy Manual Chapter Seven, Section 7000

**RESOLUTION NO. 2015-\_\_\_\_**  
**A RESOLUTION OF THE SOUTH SAN LUIS OBISPO**  
**COUNTY SANITATION DISTRICT BOARD OF DIRECTORS**  
**APPROVING THE ADOPTION OF**  
**DISTRICT MANAGER EMPLOYMENT STANDARDS, A FULL-TIME DISTRICT**  
**MANAGER COMPENSATION SCHEDULE AND**  
**AN AMENDMENT TO THE DISTRICT PERSONNEL POLICIY MANUAL**

**WHEREAS**, the South San Luis Obispo County Sanitation District (District) Board of Directors desires to replace the part-time District Manager with a full-time District Manager; and

**WHEREAS**, the District Manager shall be employed contractually at-will under general direction from the Board of Directors; and

**WHEREAS**, the District Manager is responsible for the implementation of the policies established by the Board of Directors for the operation and administration of the District; and

**WHEREAS**, the District attempts to keep Employment Standards and Compensation Schedules current.

**BE IT RESOLVED** that the South San Luis Obispo County Sanitation Board of Directors adopt the District Manager Employment Standard Exhibit “A”, and designate Option A, B, or C for the Monthly Compensation Schedule Exhibit “B” for the District Manager, and amendments to Personnel Policy Manual Chapter Seven, Section 7000 as defined in Attachment "C."

**PASSED AND ADOPTED** at a regular meeting of the South San Luis County Sanitation District Board of Directors held this 16th day of September 2015.

On the motion of \_\_\_\_\_seconded by\_\_\_\_\_, and of the following roll call vote, to wit:

- AYES:
- NOES:
- ABSENT:
- CONFLICTS:

**CERTIFICATION**

I do hereby certify that the foregoing is a full, true, and correct copy of a resolution duly and regularly adopted at a meeting of the South San Luis Obispo County Sanitation District held on September 16, 2015.

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John Clemons III  
Acting District Manager

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Jim Hill  
Chairman Board of Directors,  
South San Luis Obispo County Sanitation District

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Jena Shoaf  
District Legal Counsel

**CHAPTER SEVEN – JOB DESCRIPTIONS****EFFECTIVE: SEPTEMBER 2015**

Adopted by Resolution: 2015-\_\_\_\_\_

**7005 – DISTRICT MANAGER****EMPLOYMENT STANDARDS**

Position Characteristics Under contract and general direction from the District Board of Directors responsible for the implementation of the policies established by the Board of Directors for the operation and administration of the District. Incumbent oversees, participates in and provides direction for planning, coordination, and management of the administrative affairs of the District, engineering services as well as maintenance, and operations within a framework of legal requirements, policies and established organizational values and processes, with independence of action to meet changing operational conditions.

Direct supervision is provided at various levels within the organization requiring the use of sound management skills, business management practices, professional development, and supervisory skills; performs related duties as required. This is an at-will, exempt salaried position.

Education and Experience: Graduation from an accredited college or university with a related Bachelor's Degree; and five years increasingly responsible management or administrative experience with the responsibility for the formulation and implementation of programs and services, and three years supervisory responsibilities.

Possession of: Must possess a valid California class C driver license and a satisfactory driving record to meet eligibility standards for motor vehicle insurance coverage established by the District's insurance carrier. Possession of a valid Certificate of Registration as a Civil, Mechanical, or Sanitary Engineer issued by the California State Board of Registration for professional Engineers is desired.

Knowledge of:

- Principles and practices of public administration, including administrative analysis, fiscal planning and control, record keeping/retention, and policy and program development.
- Cost estimating, construction processes, and contract administration.
- Laws, rules, ordinances, and legislative processes controlling sanitary district functions, programs, and operations.
- Organization, operations, and complexities of special districts.
- Research and evaluation methodologies.
- Budgeting principles and practices.
- Personnel and employer-employee relations.
- Principles of supervision, training and management.
- Project management.

**CHAPTER SEVEN – JOB DESCRIPTIONS****EFFECTIVE: SEPTEMBER 2015**

- Recent developments, current technology and informational resources regarding wastewater treatment and reclamation.
- Computer applications related to the work.
- Standard office practices and procedures, including the use of standard office equipment.
- Effective and diplomatic communications techniques.
- Techniques for providing a high level of customer service to the public, elected/appointed officials, and District staff, in person, electronically, and over the telephone.

Ability to:

- Plan, organize, coordinate, and direct the work of staff to achieve efficient operations and meet program goals.
- Exercise leadership, authority, and supervision tactfully and effectively.
- Administer and enforce District budgeting and fiscal controls.
- Prepare concise and comprehensive reports.
- Coordinate the preparation of Board agendas and other Board activities in conformance with the Brown Act; and attend Board meetings.
- Direct, coordinate, and implement programs to develop complex capital projects.
- Take a proactive approach to complex problem solving using a variety of techniques.
- Conduct technical research work.
- Review designs, plans and specifications.
- Provide advice and consultation to the Board of Directors on the development of ordinances, regulations, programs, policies, technical complexities, and services.
- Communicate effectively during public presentations.
- Effectively represent the District's policies, programs, and services with the public, community groups, and other government agencies.
- Establish and maintain cooperative and effective working relationships.
- Effectively interact and coordinate with regulatory agencies.

Typical Duties:

- Serves as District Administrator to implement the policies and provide services as established by the Board of Directors for the operation and administration of the District; and acts as liaison with member agencies and all regulatory agencies.
- Responsible to plan for the operation, maintenance, and expansion of the District's wastewater collection, treatment, and reclamation facilities.
- Makes recommendations regarding the long-and short-range planning of plant collection, operational and reclamation facility construction and modification activities, including plans for financing.
- Represents the Board's policies and programs with employees, community representatives, and other governmental agencies.
- Acts as appointing authority consistent with District Personnel Policy as established by the Board of Directors, relative to employee appointment, supervision, training, evaluation,

**CHAPTER SEVEN – JOB DESCRIPTIONS****EFFECTIVE: SEPTEMBER 2015**

discipline, dismissal, and resolution of grievances.

- Oversees and participates in the preparation of the annual and capital improvement budgets, making recommendations to the Board on final expenditure levels.
- Responsible for the administration of the District's finances ensuring District finances are performed in accordance with proper public sector accounting principles.
- Oversees, participates in, and directs the preparation and timely submission of a variety of written correspondence, reports, minutes, procedures, ordinances, bid specifications, and other materials.
- Oversees the records keeping system, pursuant to District policy.
- Monitors changes in laws, regulations and technology necessary to endeavor to keep the District in compliance with requirements of applicable State or Federal agencies; implements changes to policies and procedures, after approval.
- Oversees resolution of and responses to complaints regarding plant operations.
- Studies systems and procedures and proposes improvements and simplification.
- Performs other related duties as necessary.

**Working Conditions:**

The work environment characteristics described herein are representative of those an employee encounters while performing the essential functions of this job. Works in administrative office of a wastewater treatment plant, which may require working in or near wastewater collection system environments; some exposure to water, chemicals, fumes, airborne particles, hazardous materials, and noise; the noise level in the work environment is usually low to moderate. Requires sitting, standing, walking, occasional climbing, bending, stooping. May work at heights, on uneven construction surfaces and in inclement weather conditions. Must be available for evening meetings and emergency response, as required.

**Physical Demands:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential duties of this job. Employee must possess sufficient strength to pull, push, carry or lift material, equipment or parts weighing up to 25 pounds and sufficient stamina to walk, stoop, kneel, crouch, crawl, step or climb. Employee is regularly required to stand, sit; use hands to finger, handle, or feel; arms to reach; and talk and hear, with vision abilities to include close, distance, and peripheral vision, depth perception and ability to adjust focus.

## ATTACHMENT "B"

Proposed Salary Range for District Manager  
For  
South San Luis Obispo County Sanitation District

	Step A	Step B	Step C	Step D	Step E
Range Option A	135000	141750	148838	156279	164093
Range Option B	145000	152250	159863	167856	176248
Range Option C	150000	157500	165375	173644	182326

**CHAPTER SEVEN – JOB DESCRIPTIONS**

**EFFECTIVE: ~~FEBRUARY 2005~~  
SEPTEMBER 2015**

**CHAPTER SEVEN – JOB DESCRIPTIONS**

**7000 – DISTRICT ADMINISTRATOR/DISTRICT COUNSEL**

The District Administrator and District Counsel are both contract positions and are governed by their respective service contracts.

The Board of Directors, effective September 16, 2015, adopts the job description for the District Administrator, as Section 7005.



## **SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT**

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Staff Report

To: Board of Directors  
From: John Clemons III, Acting District Manager  
Date: September 16, 2015

**Subject: APPROVE A RFP FOR AN EXECUTIVE SEARCH FIRM TO PROVIDE  
CONSULTANT SERVICES TO COORDINATE THE DISTRICT  
MANAGER RECRUITMENT AND DIRECT RFP BE ISSUED AND  
POSTED**

### **RECOMMENDATION:**

That the Board:

1. Review and approve for issuance a request for proposals (RFP) for an executive search firm to provide consultant services to coordinate the District Manager recruitment and selection process;
2. Approve the use of up to \$30,000 from the recruitment fund;
3. Designate a sub-committee to interview and recommend a consultant after proposals are received; and
4. Authorize the Acting District Manager to execute a contract (pursuant to the District Purchasing Policy guidelines) with the executive search firm as recommended by the Sub-Committee.

### **BACKGROUND:**

At the September 2, 2015 District Board meeting, the Board directed staff to develop an RFP and entertain proposals for an executive search firm to coordinate the recruitment process for the hire of the District Manager.

### **DISCUSSION:**

The majority of public sector agencies contract the services of an executive search firm to recruit staff at the executive level. The high level recruitment for a District Manager would be difficult to perform in-house, as the process requires a significant amount of expertise, time and effort. In addition, professional firms are able to offer targeted outreach efforts to individuals that might

not otherwise apply for the position and help to reduce any perception that the process is not impartial, as they work directly with and for the Board. Support staff can provide assistance with the process as requested by the selected firm.

A request for proposal (RFP) will be distributed to qualified firms. Once the proposals are received, the subcommittee will meet and recommend the top firm that meets the District's needs for an award of the contract. A copy of the RFP is attached, which includes the proposed scope of services.

It was the Board's directive that the recruitment process commence as soon as possible; and publishing the RFP is the first step. The timeline although a bit aggressive, is within industry standards; however, the Board could work with the selected vendor to determine if the recruitment timeline could be shortened.

The commencement of the recruitment process may be expedited by authorizing the Acting District Manager to execute a contract pursuant to the District Purchasing Policy guidelines, with the selected firm that is recommended by a sub-committee. The award could be made as early as October 23, 2015. Legal counsel can concurrently review a draft contract, in order that it be ready once the selection of the executive search firm is made. A group of three individuals as a sub-committee, rather than on one individual, allows for varying points of view for District needs. The sub-committee would be best served by selecting individuals qualified to review consultant agreements. Staff recommends the group be comprised of the Acting District Manager, the current HR consultant, and a Board Director, as designated by the Board.

In the alternative, the Board may request to review all executive search firm proposals that are received timely, consider the recommendation of the sub-committee and review/approve the contract at the November 7, 2015 Board Meeting. However, that may delay the actual recruitment process timeline for the District Manager as proposed in the RFP.

### **OPTIONS:**

1. Approve the RFP, funding, sub-committee selection, and authorize the Acting District Manager to execute a contract with the selected firm;
2. Make changes to the RFP, funding, sub-committee selection recommendation, and direct the contract be brought back to the Board for approval;
3. Modify the proposed scope of services and/or timeline;
4. Provide other direction to staff.

### **Fiscal Consideration**

The cost for the use of an executive search firm will require no additional funding in the 2014/15 fiscal year budget.

John Clemons III

Acting District Manager

Attachments: Attachment "A: Request For Proposals (RFP)

# **South San Luis Obispo County Sanitation District**

Request for Proposals for  
Professional Services for Recruitment of District Manager

September 2015

**SAN LUIS OBISPO COUNTY SANITATION DISTRICT**  
**REQUEST FOR PROPOSALS**  
**DISTRICT MANAGER RECRUITMENT AND SELECTION PROCESS**

**I. PROPOSAL INTENT**

The South San Luis Obispo County Sanitation District (SSLOCSD) is seeking the services of a highly qualified executive search firm to manage the recruitment and selection of its District Manager. The consultant should have the knowledge and expertise to advise the Board of Directors on the recruitment and selection process to attract highly qualified candidates.

**II. BACKGROUND**

The South San Luis Obispo County Sanitation District encompasses a geographic area of 165 square miles. It is located within an area known as the Five Cities area in the southwestern portion of San Luis Obispo County and is located 15 miles south of the city of San Luis Obispo.

The South San Luis Obispo County Sanitation District is a special district serving the communities of Arroyo Grande, Grover Beach and Oceano. A representative of each of the governing bodies of those agencies sit as the Board of Directors of the Sanitation District. The District was formed in 1963 and operates a wastewater treatment plant as well as three trunk sewers, which are tributary to the treatment plant located near the Oceano Airport. The plant has a capacity of five million gallons per day (5 MGD) and the current flow is 2.7 MGD.

The currently vacant District Manager position has been a part-time contract classification since February 2013. However, based on current and projected industry trends, the Board of Directors has determined the District should return to a full-time District Manager. In addition to the District Manager, the plant is staffed with ten full-time employees. General counsel is provided through contract services.

**III. SCOPE OF WORK**

The District anticipates the search for a District Manager will involve five phases:

Phase 1:	Development of Candidate Profile and Recruitment Strategy	October/November
Phase 2:	Outreach and Advertising Campaign	November/December
Phase 3:	Candidate screening process	December/January
Phase 4:	Candidate selection, background, and offer	February
Phase 5:	Appointment Announcement	February
Phase 6:	Start Date	March/April

The core services required include the following:

- A. Primary contact with the Board, guiding and advising them through the recruitment and selection process.
- B. Interview Board Members to determine desired characteristics of the District Manager.
- C. Advise the Board on all phases of the recruitment, including who should be involved and to what extent.
- D. Develop recruitment materials.
- E. Conduct an outreach and advertising campaign aimed at producing the highest quality District Manager candidates, the scope of which will be determined based on District needs, as assessed and recommended to the Board, by the firm.
- F. Review and screen candidates. Personally meet with top candidates prior to presenting to the Board.
- G. Recommend final selection process and facilitate process with the Board to review final candidates.
- H. Conduct background on final candidates.
- I. Negotiate compensation package with final candidate if requested.

#### **IV. PROPOSAL FORMAT AND CONTENT**

Proposals should be concise and limited to the information requested. Each proposal shall include the following information in this format:

- A. Qualifications  
Provide resumes of the key personnel to be assigned to this project and a list of District Manager recruitment processes that they have coordinated over the past three years.
- B. Work Plan  
Provide a brief description of the work plan proposed to carry out the tasks set forth in Section III - Scope of Work.
- C. Costs  
Submit a cost proposal, which includes a proposed amount for each task and the overall cost proposal to complete the entire scope of work. Proposals shall also include a list of personnel proposed to work on the project, allocations of time each person is to work on the project, and hourly rates for those personnel. Cost proposals are to include all costs to the District.
- D. Schedule  
Provide a schedule summary assuming the work will begin by the first of November 2015.
- E. References  
Please provide three professional references. Include with each reference, the name, entity, address, and daytime telephone number of the reference.

## V. **SELECTION PROCESS**

The Board will make a determination based upon the following criteria:

- A. Relative experience and qualifications
- B. Ability of proposed approach to meet the needs of the District
- C. Cost effectiveness

## VI. **REQUESTS FOR PROPOSALS**

### A. Proposal Timeline

Release RFP	September 17, 2015
<b>Proposals due</b>	<b>@ noon on October 15, 2015</b>
Review and evaluation of RFP proposals	Week of October 19, 2015
Award of contract	October 23, 2015

B. Inquiries: All inquiries by interested parties concerning this Request for Proposal must be directed in writing to SSLOCSD's Acting District Administrator, John Clemons, at the District offices c/o Amy Simpson ([amy@sslocsd.us](mailto:amy@sslocsd.us)) located at 1600 Aloha Place/P. O. Box 339, Oceano, CA 93475.

## VII. **SUBMITTAL**

A. Submit one (1) signed original and five (5) copies of proposal with all attachments. Please mark the original as the "Master Copy." The Master Copy will be used to resolve any discrepancies between the copies. Additionally, firms shall provide the District with an **electronic** copy sent to Mr. John Clemons, Acting District Manager, c/o Amy Simpson at ([amy@sslocsd.us](mailto:amy@sslocsd.us)). All proposals will be retained by SSLOCSD upon submission.

Any proposal submitted after this time will not be considered. Proposals must be received timely by SSLOCSD offices as follows:

- B. Show the following information on the outside of the package:
  - Consultant's name and address
  - District Manager Recruitment Proposal
- C. **Closing Date: Proposals must be physically received by SSLOCSD at 1600 Aloha Place/P. O. Box 339, Oceano, CA 93475, no later than noon on Friday, October 16, 2015.**
- D. The District reserves the right to reject any or all proposals for any or no reason.



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<http://sslocsd.org/>

## **Staff Report**

**To:** Board of Directors  
**From:** John Clemons, Acting District Manager  
**Date:** September 16, 2015  
**Subject:** **Review of Proposal for Private Service Agency Billing**

### **RECOMMENDATION:**

Staff recommends the Board review and discuss the proposal from Infosend Billing Agency.

### **BACKGROUND:**

At the September 2<sup>nd</sup> Board Meeting, the Board of Directors directed Staff to engage a private billing service to provide billing and collection services for all three Member Agencies on behalf of the District.

### **DISCUSSION:**

Staff has investigated a number of options, including one agency that would provide all services, and another agency who is actually a partnership of service providers.

Staff has received a proposal from Infosend which provides for billing and collections services at a cost of \$65,000 per year for 14,000 units. The yearly cost computes to \$4.64 per unit per year. This is based on a two month billing cycle.

The District currently budgets \$66,000 annually for Member Agency billing. The actual amount billed to the District for the past two years has been \$55,000 annually for all three Member Agencies.

If the District enters into an agreement with Infosend there will still be the challenge of how to collect unpaid delinquent bills.

### **OPTIONS:**

1. Accept proposal and direct Staff to implement services as described.
2. Direct Staff to amend proposal and attempt to re-negotiate with Infosend.
3. Reject proposal.
4. Direct Staff to continue investigating other billing options.

John Clemons III  
Acting District Manager



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## **Staff Report**

To: Board of Directors

From: John Clemons, Acting District Manager

Date: September 16, 2015

**Subject: Budget Adjustment**

### **RECOMMENDATION:**

Staff recommends the Board review and approve the recommended budget adjustment as presented.

### **BACKGROUND:**

In a letter dated August 21, 2015 the San Luis Obispo County Office of Auditor Controller notified District staff that SSLOCSD had ended the 2015 fiscal year with an available fund balance of \$1,638,959. Of the \$1,638,959, \$581,605 has already been designated as contingency funding. The Office of Auditor Controller suggested that we increase our budget to account for the difference.

### **DISCUSSION:**

The balance of the available funds, after subtracting the \$581,605, is \$1,057,354.

Staff recommends that the funds be allocated into the following accounts:

\$400,000 - Operation contingency fund – This would replenish the money from this account currently being used to fund the influent sewer pipe replacement project.

\$180,000 – Fund 26-8065 Structure/Grounds Replacement – Carryover of unspent funds for the A.G. Sewer Bridge Project.

\$22,500 – Fund 19-7090 - Management Review – This would cover the additional cost of the Review of Past Management Practices.

\$100,000 – Fund 19-7005 Advertising, Legal, and Recruiting – These funds would be used for the recruitment of a District Manager.

\$126,000 – Fund 20-8010 – Capital Equipment – Carryover of unspent funds for the Grit Removal System project.

\$228,854 – Fund 20-8010 – Capital Equipment – To date we have budgeted \$330,000 for the Grit removal system. According to the Preliminary Design Report, the actual cost will be around \$560,000. This allocation would complete the necessary funding to complete this project.

**OPTIONS:**

1. Approve budget adjustments as stated in this report.
2. Make further adjustments to report.
3. Decline approval of recommendations and direct staff to seek other options.

John Clemons  
Acting District Manager

**Attachment:** Letter from County of San Luis Obispo Auditor-Analyst



# COUNTY OF SAN LUIS OBISPO

AUDITOR • CONTROLLER • TREASURER • TAX COLLECTOR

POST OFFICE BOX 1149

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<http://sloacttc.com>

JAMES P. ERB, CPA

Auditor-Controller

Treasurer-Tax Collector

James W. Hamilton, CPA

Assistant

TO: AMY SIMPSON  
SOUTH SLO COUNTY SANITATION DISTRICT

FROM: TERESA ANDREWS-HURLIMAN

DATE: AUGUST 21, 2015

SUBJECT: 2015-2016 DISTRICT BUDGET

The District ended the 2015 fiscal year with a \$1,638,959 fund balance available. Your Preliminary Budget estimated fund balance at \$581,605. We suggest increasing your Designation for Facilities to account for the difference. The enclosed form reflects this change.

If you agree with the proposed change, please have the attached Schedule 15 form signed, dated, and returned to me by September 11, 2015. A copy is enclosed for your files.

If you would prefer to account for the difference in another way, please indicate your changes on the attached form, then return the signed and dated form to me by the September 11<sup>th</sup> date.

I can be reached at 805-781-5038 or via email at [thurliman@co.slo.ca.us](mailto:thurliman@co.slo.ca.us) if you have any questions.

Thank you!

Teresa Andrews-Hurliman  
Principal Auditor-Analyst  
Office of the Auditor-Controller

Special Districts and Other Agencies  
Financing Sources and Uses by Budget Unit by Object  
Fiscal Year 2015-16

SOUTH SLO SANITATION DIST-OPER FUND

Detail by Revenue Category and Expenditure Object (1)	2013-14 Actuals (2)	2014-15 Actual (3)	2015-16 Recommended Budget (4)	2015-16 Adopted by the Board of Supervisors (5)
Fund Balance Available			581,605	1,638,959
Cancelled Reserves			0	0
Taxes	16	0	0	0
Revenue from Use of Money & Property	3,137	0	12,800	12,800
Charges for Current Services	3,157,723	0	3,133,500	3,133,500
Other Revenues	157,284	0	218,713	218,713
<b>Total Revenue</b>	<b>3,318,160</b>	<b>0</b>	<b>3,946,618</b>	<b>5,003,972</b>
Salary and Benefits	378,216	0	1,234,052	1,234,052
Services and Supplies	1,747,108	0	1,499,600	1,499,600
Other Charges	0	0	76,000	76,000
Capital Assets				
Building & Improvements	241,567	0	75,000	75,000
Equipment	0	0	695,000	695,000
<b>Total Capital Assets</b>	<b>241,567</b>	<b>0</b>	<b>770,000</b>	<b>770,000</b>
Contingencies			0	0
Increased Reserves			366,966	1,424,320
<b>Total Financing Uses</b>	<b>2,366,891</b>	<b>0</b>	<b>3,946,618</b>	<b>5,003,972</b>
<b>Total Expenditures/Appropriations</b>	<b>2,366,891</b>	<b>0</b>	<b>3,946,618</b>	<b>5,003,972</b>
<b>Net Cost</b>	<b>(951,269)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chairperson: \_\_\_\_\_  
Date: \_\_\_\_\_