


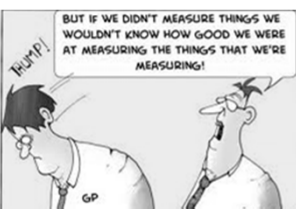
**PERFORMANCE
MEASURES AND
OTHER STRATEGIES
FOR
MUNICIPAL SERVICE
REVIEWS**


**SAN LUIS OBISPO LAFCO
DAVID CHURCH**





**PERFORMANCE MEASURES
(AND OTHER STRATEGIES)**





**PERFORMANCE MEASURES
(AND OTHER MEASURES)**

Performance Measures

- Can be used in an MSR to help inform the decision regarding the SOI
- Indicates past performance and future trends
- Provides a snapshot in time (Service and Fiscal Data)
- Measures a particular service; response time, processing time, crime rates, fiscal health and trends, water supply/Quality, water use, road improvements, recreational opportunities
- Tracking Efficiencies and Effectiveness (the future?)



PERFORMANCE MEASURES
(AND OTHER MEASURES)

Financial Indicators

- Are reserves depleted? Is the depletion planned?
- Are reserves being used to fund operations?
- Has the jurisdiction borrowed money to meet operating expenses?
- Are audits not being completed?
- Did the agency receive an unfavorable audit and management letter?



PERFORMANCE MEASURES
(AND OTHER MEASURES)

Organizational Indicators

- Does the agency have unusually high employee turnover?
- Are there multiple HR related lawsuits?
- Does the agency provide the services and programs it sets out to provide?
- Are claims or litigation increasing?
- Is the agency unable to fill seats on its Board of Directors?





PERFORMANCE MEASURES
(AND OTHER MEASURES)

Service Indicators

- Does the jurisdiction have adequate resources to provide services?
 - Water
 - Sewer
- Does the jurisdiction have a policy base for water and sewer? What is the plan?
- Land use: Buildout and Planned Developments
- Expectations of community and level of services


WATER





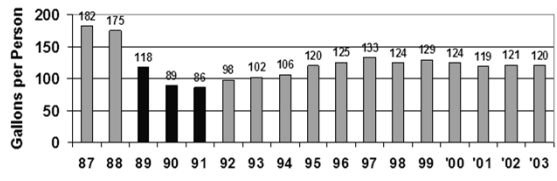
PERFORMANCE MEASURES WASTEWATER

- Performance Measures and Data
 - Per capita water use
 - Overall Supply Information: Current and Future
 - Water Supply/Demand/Future: "The Chart"
 - Determinations
 - Groundwater Information



PERFORMANCE MEASURES WATER: PER CAPITA

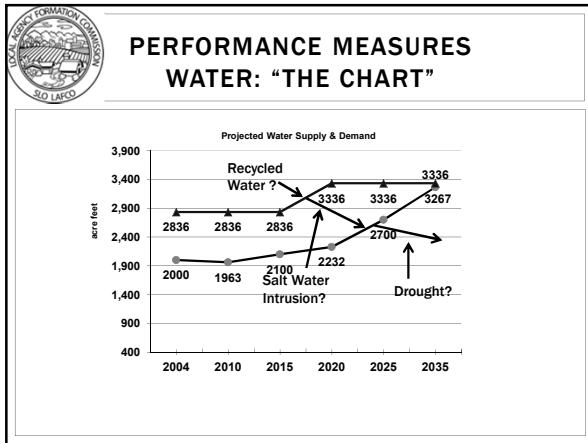
Figure 3-2: City of San Luis Obispo Water Use 1987-2003



Year	Gallons per Person
87	182
88	175
89	118
90	89
91	86
92	98
93	102
94	106
95	120
96	125
97	133
98	124
99	129
'00	124
'01	119
'02	121
'03	120

**PERFORMANCE MEASURES
WATER: SUPPLY**

Current Source	Amount (afy)	Future Supply	Allocation AFY
Groundwater	700	Groundwater	700
Lopez Water	896	Lopez Water (existing)	896
State Water	1,240	State Water Project	1,240
Total	2,836	Recycled Water	?
		Additional State Water	500
		Total	3,336




PERFORMANCE MEASURES

Determinations

Water Supply and Demand

- The City is able to provide services to the development **within the City**. The policies and standards contained in the General Plan provide for future services to be funded by the developer. **Resources will be needed as projects are considered and approved by the City.**
- The potentially available Water Supply is estimated to be 2,696 AFY to 2,836 AFY in the City's Urban Water Management Plan which was updated in 2011. The estimated water demand within the city limits is estimated to be 2,669. The future demand within the city limits and SOI is estimated to be 3,267 AFY.




PERFORMANCE MEASURES

Determinations

Water Supply and Demand


- The City currently has an adequate water supply to serve the anticipated build-out under its current General Plan to serve the area within the city limits. **Properties proposed for annexation would be required to bring supplemental water resources to serve the development.**
- **At this time, the City water would need to obtain water supplies that are not presently available to the City.** These sources, Preserve State Water allocation, Additional State Water, or reclamation/recycled are available to the City on the basis of economic investment, which would likely be an obligation of the annexing territory.



PERFORMANCE MEASURES SOI CONDITIONS

WATER

- a) As a condition of an annexation application being filed with LAFCO, the City shall document with a water supply analysis that an adequate, reliable, and sustainable water supply is available and deliverable to serve the areas proposed for annexation.
- b) Future development shall be prohibited from utilizing groundwater from the Oak Park Aquifer, with the exception of Coastal Christian School which is allowed to be developed under the conditions of their County approved permit. Future annexations shall use deed restrictions, covenants or other appropriate measures to ensure that the groundwater is not pumped from this aquifer.
- c) Other groundwater basins in the area proposed for use shall document the safe yield of the basin and the future reliability of the aquifer.

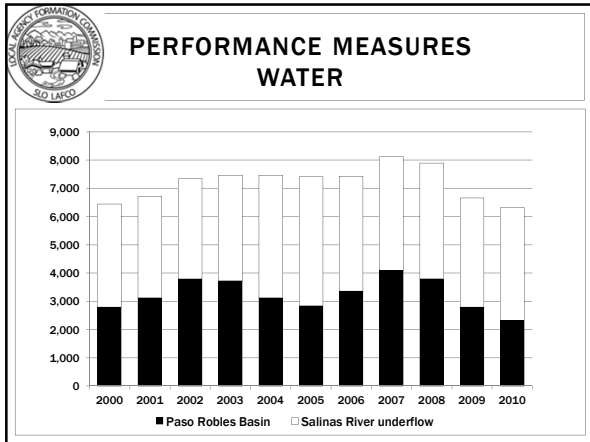



PERFORMANCE MEASURES WATER

Paso Robles Amount of Ground Water Pumped, AFY

Basin	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Paso Robles Basin	2,797	3,132	3,789	3,742	3,138	2,856	3,366	4,103	3,819	2,794	2,338
Salinas River Underflow	3,652	3,587	3,548	3,728	4,324	4,558	4,065	4,023	4,072	3,868	3,988
Total Pumped	6,449	6,719	7,337	7,470	7,462	7,414	7,431	8,126	7,891	6,662	6,326

*Source: City of Paso Robles Urban Water Management Plan; DWR Public Water System Statistics






PERFORMANCE MEASURES DETERMINATIONS

Water Supply and Demand

- The City's future supply is estimated to be 13,400 AFY. The City is contracting for 4,000 acre-feet of water from the Nacimiento Pipeline Project to supplement its water needs. 1,400 AF of Nacimiento water is planned for the year 2020 to provide for growth.
- The City will likely require the annexations to purchase extra capacity from the Nacimiento water project.



PERFORMANCE MEASURES CONDITIONS

WATER


- As a condition of an annexation application being filed with LAFCO, the City shall document with a water supply analysis that an adequate, reliable, and sustainable water supply is available and deliverable to serve the areas proposed for annexation.

WASTEWATER

- Prior to LAFCO filing the certificate of completion the City shall document the progress of the currently-planned upgrade to the wastewater treatment plant in compliance with a NPDES permit.

WASTEWATER






PERFORMANCE MEASURES WASTEWATER

■ Performance Measures and Information


- Percentage of capacity being used by the plant=current and future
- What happens when it rains?
- Regulatory actions-RWQCB, NPDES compliance
- The cost to treat a million gallons of sewage is the "bottom line" of the wastewater treatment plant.
- Total Suspended Solids are used to measure how well the wastewater plant removes pollutants from the sewage entering the treatment plant.



PERFORMANCE MEASURES WASTEWATER

Wastewater Factor	2000 mgd	2010 mgd	2013 (1) mgd	2025(2) mgd
Population	24,297	30,072	34,000	44,000
City Average Annual Flow	2.8 mgd	3 mgd	3.3 mgd	4.6 mgd
System Capacity	4.9 mgd	4.9 mgd	4.9 mgd	4.9 mgd
Percent of Capacity	57%	61%	67%	94%

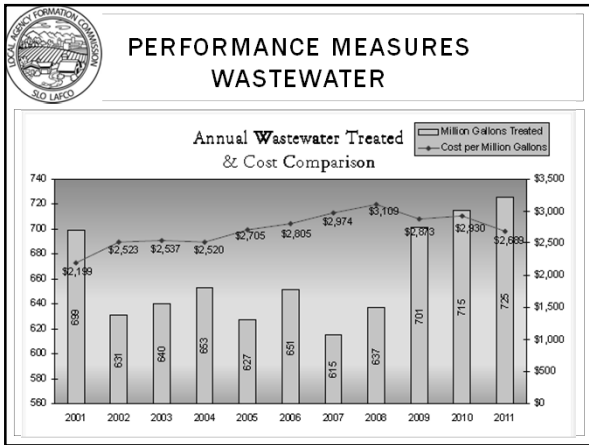
*Notes: (1) Per communications with Wastewater System Manager (Matt Thompson)
 (2) Based on build-out potential of existing GP.

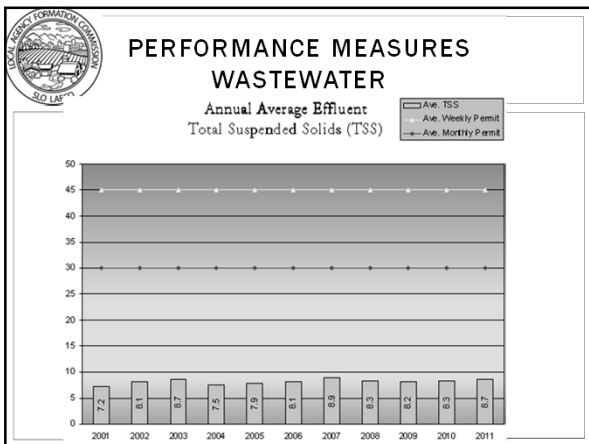


PERFORMANCE MEASURES DETERMINATIONS

Waste Water


- The City operates and regularly maintains the wastewater collection and treatment system, which consists of sewer pipelines, manholes, pump stations, and a wastewater treatment facility.
- The treatment facility has the capacity to process 2.06 million gallons per day of wastewater and is currently processing an average of 1.07 million gallons per day. The system is operating at 66% of capacity.
- The jurisdictions are in the process of implementing an agreed upon schedule that will convert the wastewater plant from a primary treatment facility to at least a secondary treatment facility. This schedule is closely monitored by the Regional Water Quality Control Board and the U.S. Environmental Protection Agency.






LAND USE






PERFORMANCE MEASURES LAND USE: PISMO BEACH SOI

Site	County Potential	City SOI Potential
Preserve	RL - 2 Residential Units	0 Residential Units (Hotel/Resort?)
King North Ranch	RL - 16 Residential Units	44 Residential Units
King South Ranch	AG - 2 Residential Units	125 Residential Units
Godfrey	RL - 24 Residential Units	176 Residential Units
Big Bird	AG - 2 Residential Units	194 Residential Units
Loughead	RL - 14 Residential Units	158 Residential Units
Los Robles Del Mar	RL - 18 Residential Units	312 Residential Units
City SOI Totals	78 Residential Units	1,009 Residential Units




PERFORMANCE MEASURES LAND USE: PISMO BEACH

Pismo Beach Build-Out Estimate Summary			
Zone	Number of Parcels	Acres	Build-Out Units
Low Density Vacant Parcels			
C-1	9	5.53	79
PR	26	44.91	281
R-1	25	4.73	31
R-2	2	0.26	5
R-4	5	1.51	8
RSL	25	18.37	112
Low Density Subtotal	92	75.31	561
High Density Vacant Parcels			
R-3	3	0.65	16
High Density Subtotal	3	0.65	16
Total Vacant Sites	95	75.96	577




**PERFORMANCE MEASURES
LAND USE: SAN MIGUEL**

Land Use Category	Total acres	% of Total	Developed acres	Vacant acres
Residential	424.83	63.00%	237.36	187.47
RMF	26.11	3.87%	19.41	6.70
RSF	116.15	17.22%	57.83	58.32
RS	282.57	41.90%	160.12	122.45
Commercial	60.24	8.93%	23.23	37.01
CR	29.89	4.43%	8.04	21.85
CS	13.47	2.00%	6.56	6.91
OP	5.36	0.79%	4.50	0.86
IND	11.52	1.71%	4.13	7.39
Other	64.26	9.53%	52.63	11.63
PF	33.53	4.97%	33.53	0.00
REC	30.73	4.56%	19.10	11.63
ROW	125.00	18.54%	0	125.00
Total	674.33	100%	313.22	236.11



**PERFORMANCE MEASURES
LAND USE: PROPOSAL BASIS**

Land Use	Acres	Units	% of Site
Residential			
Affordable Senior Housing	2.9	60	1.6%
Low Density Homes 5,000 s.f. Lots	15.5	99	8.5%
Estate Homes 6,000-10,000 s.f. lots	23.1	104	12.7%
Custom homes 10,000 to 20,000 s.f. lots	12.3	40	6.8%
Rural Estate-1 acre lots	10.2	9	5.6%
Subtotal	64	312	35%
Other Uses			
Open Space	69.8	0	38%
Public/Semi Public/School Use	27.4	0	15%
Roads	20.2	0	12%
	117.4	0	
Totals	181.4	312	100%



**PERFORMANCE MEASURES
CONDITIONS**

AGRICULTURE & OPEN SPACE

- a) The City shall identify all agricultural and open space lands to be protected in the SOI areas when rezoning or preparing land use entitlements for an area.

- b) Prior to LAFCO filing the certificate of completion (if an annexation is approved), conservation easement(s) or other appropriate mitigation measures as listed in LAFCO's Agricultural Policy 12, shall be recorded on the deed(s) of the properties affected by the annexation specifying the areas to be protected in perpetuity.


CAPITAL IMPROVEMENT PROGRAM





PERFORMANCE MEASURES CAPITAL IMPROVEMENT PROGRAMS

- The CIP typically includes the following information:
 - A listing of the capital projects or equipment to be purchased
 - Projects ranked in order of preference
 - Plan for financing the projects- Revenues?
 - Timetable for the construction or completion of the project.
 - Justification/Explanation for the project




PERFORMANCE MEASURES WASTEWATER

Projects Budgeted: 2010/2011

- Lift station rehabilitation \$115,000 budgeted
- Rehab various sewer Mains. \$500,000 budgeted
- Rehab/replace old manholes. \$104,000 budgeted
- Wastewater Treatment Plant Upgrade \$1,870,000 – \$49,600,000
- W1 Riverside Interceptor Upgrade, 13th to 24th \$300,000 – \$750,000

2011/2012

- Lift station rehabilitation \$120,000 budgeted
- Rehab various sewer Mains. \$500,000 budgeted
- Replace/Rehab various old manholes. \$108,000 budgeted
- W1 Riverside Interceptor Upgrade, 11th to 14th \$390,000 budgeted
- Paso Robles sewer fix – \$750,000 budgeted
- Recoating of North & South sewer pipe bridges \$200,000 budgeted



PERFORMANCE MEASURES WATER

2012/2013


- Lift station rehabilitation to upgrade obsolete pumps, rails, and motors and to provide longer response time. \$125,000 budgeted
- Wastewater Treatment Plant Upgrade \$9,000,000 – \$49,600,000 Total
- Rehab various sewer lines. \$500,000 budgeted
- Rehab/replace old manholes. \$112,000 budgeted

2013/2014

- Lift Station Rehab. \$130,000 budgeted
- Rehab various sewer lines. \$500,000 budgeted
- Rehab/replace old manholes. \$117,000 budgeted
- Wastewater Treatment Plant Upgrade \$14,800,000 – \$49,600,000

2014/2015

- Lift Station Rehab. \$135,000 budgeted
- Rehab various sewer lines. \$790,000 budgeted
- Rehab/replace old manholes. \$122,000 budgeted
- Wastewater Treatment Plant Upgrade \$14,800,000 – \$49,600,000



PERFORMANCE MEASURES

Summary

- Use performance measures and other metrics to provide a sound information base in the MSR
- Use existing information – do not re-create the wheel
- Remember the SOI is a planning boundary:
 - Use detailed information to make a big picture decision
