

# Attachment 1

## List of Accomplishments, Continuing and New Projects Improving Del Paso Manor Water District October 2021 to Date

### FIELD

1. Determined with loss of Well 8 since October 2019, the District had inadequate fire flow in different areas, making increased fire flow a critical first need.
2. Determined stabilizing and securing supply was a companion need, especially to maintain District independence.
3. Determined to update existing Wells to increase supply and fire flow rather than build new Well at cost of \$3.5-5 million per RWA/SGA. All updates will cost much less than new Well.
4. Replacing the pipes.
  - a. Since we will be moving almost all the pipes being replaced from back yards to front streets, we will need to include replacing all the service lines at District cost as Suburban did under similar circumstances. The reasons include any home with galvanized pipes requiring use of the same backyard connection location to the home or the reverse flow from the front of the house can erode the pipes, e.g., like running your hand from a fish's tail to its head. This concern was reconfirmed by District Engineer Forsgren.
  - b. Confirmed replacement of 2.9 miles of steel pipe required, but no current funding, and costs up from \$1.1 million a mile in 2017 to about \$3.5 million a mile as of March 2022 or \$10.6 million in current dollars.
  - c. Confirmed replacement of 11.8 miles of 4" and 6" AC pipe required at a current cost of about \$3.5 million a mile or \$41,300,000 in current dollars.
  - d. Confirmed potential replacement of 3.3 miles of 10"-12" AC around and near Country Club Plaza. Since it will not restrict fire flow and seems to be in good condition it can be the last potential pipe project at a current cost of about \$11,550,000.

- e. Confirmed replacement of all AC pipe could cost a minimum of about \$52,850,000 million in current dollars before continuing rapid inflation and materials shortages and the normal delays and time it takes for each phase of this effort. Explored a modified approach of improving fire flow through the District by replacing all 3” and 4” pipes first, but Forsgren advised it would be too disjointed in approach, especially with moving pipes from back to front street.
  - f. Confirmed total pipe replacement in 2022 dollars would be \$63,450,000, with the clear caveat that materials, labor, and general inflation should significantly impact that total over time. (Note that the cost per mile was SSWD’s cost in March 2022, and RWA, SGA and Forsgren opined that was a reasonable amount to use as a current average.)
5. Continued Field Manager’s initiative to control the prior considerable number of leaks by running lower pressures in both halves of the District. This Does not eliminate the risk of significant blowouts of the old pipes, especially the steel ones, during fire emergencies’ shutdown process. This blowout risk will continue unmoderated until all Wells have variable speed drives controlled by SCADA and/or there are automatic pressure-controlled interties with Sacramento Suburban Water District (SSWD) installed.
  6. Wells 2, 7 and 4 updates in process, with Well 2’s work proceeding, Well 7 planning in process with necessary site survey completed. Well 4 to follow 2, 7 and Well 9 generator.
  7. Well 9 generator project has been restarted and is in process. Note that prior information and work were not accurate in cost, detail and time needed. When this is completed then Wells 6B and 9 will have permanent generators. The portable generator can no longer be permitted and should be replaced to ensure that in blackouts the District has full drinking water and sanitation. Without a generator on *all* active Wells, we will not have fire flow during a blackout, although once the automatic interties are active that will definitely help.
  8. Resolved consistent break-ins to Well 8 site and building during winter by homeless for shelter by installing a new site security fence with razor wire top.

9. All deeds and titles missing and needed for site work. Located and obtained new copies of all missing deeds/titles to all Well sites at no cost instead of First American bid of \$25,000 and 6-10 weeks. Victoria's personal contact performed the search in less than a week.
10. Well 6B's transfer switch and SCADA being updated to current standard and to allow remote, rather than manual operation.
11. Negotiated with SSWD GM in December and implementing SSWD/DPMWD automatic interties for emergency use. The current manual interties can take 1-3 hours to open and do not allow setting different pressure levels. The automatic interties will be controlled by pressure drops or increases and restore full fire flow to the northwest corner of the District, will improve fire flow to the high school, and generally reinforce the entire District, including potential low-pressure areas during a fire emergency and mitigate high pressure blowouts on shutdown from a fire.
12. SCADA software was not updated or maintained for over 10 years. It will be fully updated by end of April for about \$8,000. With the update the District can now also use Google Chrome expanding ease of control.
13. Determined that a number of commercial meters did not have registers or were not recording usage, and a number of commercial spaces had no meter at all, causing revenue loss. Broken commercial meters are being replaced after being unable to track usage for, in some cases, over 5 years, e.g., four of the units in a strip mall. As additional examples, also not working for a shorter time are the large apartment next to Well 8 and a Veterinarian's office.
14. Now conducting a full audit of commercial spaces and customers to determine how many are unmetered, broken and need to be installed or replaced. Clearly this revenue loss has been going on for years. Will have determined what needs to be done and will include it in the 218 since some of the installations or replacements will be costly and we do not know whether nearby valves will work or cause a greater amount of work.
15. Well 3 123 TCP contamination limiting Well 3 to a maximum of 15 days a year per SWRCB DDW. Contacted specialized counsel in San Francisco. Determined no point source was required to file claim against manufacturer. Cleanup would be two activated carbon filters and site changes. Would allow fulltime use rather than 15 days per year current

State Board limitation. Prior Board relied on misinformation from then counsel and allowed statute of limitations to run without filing for compensation that could run from \$500,000 up to the \$3.5-5 million cost of new Well if the site was too small for necessary remediation equipment. Exploring potential funding for mitigation from other sources to regain full use, e.g., Hazard Mitigation Study and FEMA funding for up to 75% of costs.

16. Determined, with Field Manager, that Well 8 would not be used even in an emergency due to PCE contamination 12x the MCL and *no* public evidence that even short-term use would not harm residents, especially with a large apartment complex first in line to receive water directly from the Well. Note that the point source of the contamination is upgradient about a mile away and was measured at 3500 times the MCL. The movement of the plume is slow since the contamination occurred, we have been advised, over 30 years ago.
17. SSWD Safety report performed at the request of the old Board listed a sizable number of necessary outside plant corrections. Field Manager had been resolving the issues. Cleared any remaining obstacles and obtained necessary parts and equipment for Field Manager to cure 100% of issues found by SSWD in time for JPIA on site insurance review. JPIA report had no negative findings and only two minor suggestions.
18. Discussed fire flow to High School issue with County Asst Fire Marshall. Determined that when HS upgraded pipe from 4" to 6" about a decade ago, in exchange for waiving the \$80,000 fee the HS waived the requirement to provide fire flow. Currently HS recently added covered walkways that changed the fire demand from 4400 to 6500 gpm because under the County Building Code it meant the separate buildings were now considered 1 unit. HS never asked Fire Marshall or DPMWD. Requested Fire Marshall inspect the site to see if it indeed did need 6500. Requested our Field Manager review the site. He thought the walkways were not flammable. If FM decides fire flow has to increase to 6500 gpm, she said her office would support the school district funding an additional well on site to meet the demand since there was no will serve letter or prior notice to DPMWD or FM.
19. Also discussed with Deputy Fire Marshall how we are working with SSWD to reinforce fire flow substantially and quickly, except where it is restrained by pipe size. The deficit, known by the last Board that took no

action from 2018 till they left in August 2021, resulted in the FM placing some businesses in the District on fire watch until the interties are upgraded to automatic and activated.

20. Field Manager managed the physical cleanup of all Well sites and the old office building and garage.

21. Planning for projects necessary O&M and capital for the coming 218 proceeding in process.

- a. Prepare 2022-2023 budget. Prepare subsidiary budget for use if 218 generates new revenue.
- b. Budget for full LAFCO review, summer 2022.
- c. Cleanup all issues with commercial meters to have 100% installed and correctly billed. Estimate for new budget O&M.
- d. Finish rehab of Wells 2,7,4,9 and potentially 3 and 5.
- e. Complete transition to automatic interties.
- f. Once interties fully active, rehab of the above Wells is completed and we have full fire flow and maximum day demand without considering Well 8 as a standby, consider decommissioning Well 8, especially if we can't get mitigation money to replace it.
- g. Begin replacement of steel pipe.
  - i. Identify order of steel replacements.
  - ii. Preliminary drawings by Forsgren.
  - iii. Then current bid estimates.
  - iv. Funding from new commercial loan/State Revolving Fund/FEMA.
    1. Hazard Mitigation part loan part grant, state and federal.
    2. State principal forgiveness loan, especially for Well 3.
    3. New \$1B in hazard mitigation program funding found by Mona.
- h. Concurrent Hazard Mitigation Study as basis for FEMA potential 75% funding.
  - i. Hire person or firm that regularly performs this work.
- i. Application to FEMA to cure hazards, with up to 75% subsidy per approved project.
  - i. Determine if expert drafter required.

- j. Further update to Master Plan confirming which pipe and timing thereof for replacing for the next 218 rate proceeding.
- k. New utility truck for 3rd field staff, full set of tools and upgrades to equipment, and all office items, phone, computer, iPad etc. Use this truck for internal projects since determined both current trucks cannot be reasonably modified with utility beds to safely carry all tools and equipment.
- l. Re-fence or fully security fence all Wells.
- m. Staff salaries and benefits, annual COLA.
- n. Create Administrative Services Manager position and fund it, moving VH into it and leaving OM position vacant for now.
- o. Continue to satisfy LAFCO, including its required full review this summer, and maintain either their active support or forbearance while we proceed.
- p. Develop or confirm support witnesses for 218 from LAFCO, Bd of Supervisors, RWA, SGA, SWRCB's Regional DDW, as well as staff witnesses, CPA, and residents.

## **AGENCIES**

- 22. Communicated with elected officials—County, City of Sacramento, SWRCB, and DDW. Both meet and greets and discussions about the Grand Jury and District needs.
- 23. Communicated with ED of RWA and several staff, participated in Water Forum and had accepted proposed suggestions on process and procedure for the WF.
- 24. Discussions with RWA ED and staff and SGA staff about potential funding for District including Well 3 mitigation and return to full use. No current funding available through their assistance.
- 25. Discussions with State Board area Engineer on new Board and GM's plans and activities. He provided comments and assistance on several issues including clearing up an issue and inspector's mistake from the July 2021 State Board inspection.
- 26. Discussions with the Sacramento Air Quality Management District continuing re generator requirements and limitations. Determined we are not restricted to just Aqua Sierra's suggested generator brand at Well 9. As

of 4-22-22 we can use any natural gas or propane generator that meets emission standards. Please note that we will not use propane near or on school grounds, or in neighborhoods.

27. In process of exploring possibility of State Revolving Fund principal forgiveness loans.
28. Explored whether any other State programs could financially assist the District. Advised by SGA programs out of currently available funds or residents' average income is too high.
29. Explored whether the District could qualify for any of the 15 earmarks for federal funding our Congressman received. Informed only for shovel ready projects and organizations with a current relationship.
30. Believe the District could qualify for FEMA hazard grants for the pipes and maybe Wells 3 and 8, but it takes a year to go through the necessary process and prepare the application. It can take up to another year to get grants, if made, for up to 75% of a project.
31. LAFCO told me that's too long for them to support. If we can find other money through the 218 and expand our loan for working capital, that would satisfy LAFCO's timeline. Then backing that with a Hazard Study is a real potential avenue for significant funding that LAFCO could support.

## **GRAND JURY**

32. The new Board and GM have restored normal special district governance and procedures, some of which are detailed in this section and the section on OFFICE. Please note that following correct procedure and governance, as opposed to having ad hoc committees make some of the decisions, extends the time for any action requiring Board authorization.
33. Managed from the outset the District's response to the GJ inquiry and implementation of GJ recommendations with team of Ryan, Bob, Debbie, Victoria, Mike, and Mona's office. Successfully retaining Debbie as a consultant resulted in a complete history of actions with citations to District Board minutes that will also be useful in the 218. Response completed and filed on time.
34. Resolved issues with HydroScience Tech Memo. They are updating their Tech Memo to be consistent with the new District team's recognition of District needs. Forsgren provided HydroScience with two sets of additional

materials and is managing the update. We expect receipt by about 5-15-22.

35. Note the GJ requested the HydroScience update be completed, the R 1 roadmap be completed and publicized to residents, and we understood both to serve as the basis for the 218. This has been the basis of all work with both companies and our staff. We will include a new line item in the new 218 for an additional planning project to further update these documents for the next 218, which will need to be about 3 years out.
36. Almost all GJ recommendations are completed. GJ Recommendation 1 was on time. However, the new April 14, 2022, GJ updated requests may require modifications to the R1 response and timing.
37. Communicated with LAFCO, established talking relationship, convinced them not to recommend consolidation and to delay their review of the District to allow new Board and GM to demonstrate the direction and changes they will make.
38. Achieved LAFCO Chair's agreement to attend our 218 and advise residents that the upgrades have to be done, the residents will be paying for them, and the issue will be which group will be in charge: this District's team; another special district which will hold DPMWD as a separate zone until improvements are made and there is rough parity with the acquiring District; or a private company which will view the opportunity as a guaranteed short-term investment, doing all the upgrades quickly and recovering their costs with a guaranteed return, causing the highest near term rates.
39. Communicated with several members of the County leadership and after discussing our responses and new direction achieved their comfort with our new direction and neutral response to GJ.
40. Over time achieved Supervisor Desmond's agreement to attend 218 hearing and tell residents "the facts" and need to pay for the necessary upgrades.
41. Communicated with Fire Marshal, established talking relationship with Deputy Fire Marshal as noted above and achieved comfort with our new direction and an essentially neutral response to the GJ simply noting some prior deficiencies.

42. Communicated with District Attorney's Office and discussed new Board, new GM, and District's response to GJ and current and future compliance with the Brown Act and applicable rules and regulations. Mona finished this discussion prior to filing the District's GJ response.
43. Already discussed with General Counsel potential response to the new GJ document due in 60 days. She has a draft outline to frame the response with which I concur. Note, the GJ did not even wait until the time limits the GJ had originally established had expired before issuing the new document. The document also ignored the timing needed when employing proper governance, the timing to underpin a 218 proceeding, and gave suggestions for funding we have already explored. The primary response team will be Ryan, Mona, and me.
44. LAFCO received their copy of the new GJ document on Monday April 18, 2022. Their ED stated he considered it excessive and unfair, especially since the GJ didn't even wait to actually see what we did with the time they set for a full response to their recommendations. He indicated he agreed with the plan we have previously discussed with him, the Chair and Supervisor Desmond to start a 218 as soon as possible by using the corrected HydroScience Memo, Forsgren's work and the response to R1. He stated at this point we knew what was necessary for the near term. He understood we could estimate total costs over time using current cost with the notation for future supply and inflation. He agreed that the positive result of the 218 could then be used as a bridge for a Hazard Mitigation Study and application for those funds, or State Principal Forgiveness Loans. He indicated he would not be in favor of a plan that extended the time before we could file a 218.

## **CONSULTANTS/OFFICE**

45. Gained lessor's confidence after his concerns about the GJ report and achieved new Maryal Office 5 yr. Lease at favorable terms.
46. We understood there were some ventilation issues after the first lease but thought the addition of room air cleaners that could trap even viruses would be sufficient. They weren't. Three of four employees experienced C-19. OSHA and the Department of Public Health have newer guidelines stating that adequate ventilation is a key factor in preventing illness and

transmission, especially C-19. We put together a proposal for tasteful security screens that will allow flowthrough air passage. Before proceeding we had the verbal ok of the two resident owners and was told the third was not active in building management. After first agreeing our front door neighbor decided to call for an HOA meeting. We provided our landlord with the information and article on the need for improved ventilation justifying the security screens. Our proposed solution is by far the least cost response. Lessor advised on 4-18-22 he expects approval. On 4-19-22 Lessor approved the installation and screens were ordered.

47. Managed through three staff of four having Covid.
48. Conducted search, interviews (with Gwynne), and successfully recommended new general counsel.
49. Conducted RFP search, interviews and successfully recommended for hire new district engineer for 5-year contract.
50. Increased District's purchasing power and improved timing for securing materials or favorable bids by establishing accounts with vendors.
51. Proposed changing banks. Much better and reliable daily service available. Substantially lower deposit requirement to avoid regular charges. In process.
52. Reinstated COLA, absent since 2018, and updated salary bands.
53. Achieved update standby compensation and provision of annual boots and pants (consistent with other districts). Standby duty has been a key negative factor for potential hires and the reason given for our recent field staff resignation.
54. Finalized settlement of one lawsuit and assisted with a second.
55. Reinstated staff attending continuing education and outreach to other Districts for comparisons on procedures and processes.
56. Updated policy on banking sick and vacation time, recognizing difficulty of small staff taking time and the pandemic.
57. Opened safe in old office to determine if any key papers inside. Only items were the combination and \$.11. Disabled door so it can't be closed again.
58. Hired RGS for zoom meetings and board clerk, with recordings added to District's website. Significant improvement in process and clerk function.

60. District cell for GM & office manager to further Brown Act access and preservation of materials.
61. As a result of one field staff's resignation, I activated the January 11, 2011, Mutual Aid Agreement with SSWD, with GM Dan York's active assistance and cooperation. He will send two T2 D2 staff for on call and overtime work so that our Field Manager will only have one week out of three until we have new field staff members.
62. I also found that the 2011 Agreement provided the framework for the automatic interties since it included the full process for the current manual ones. I am pursuing amending the Agreement with Dan York.
63. From 10/25 through February put in an average of 70 hours a week, 55-60 since then.

## **BOARD MEETINGS**

64. Consistent Board packets & agendas compliant with Brown Act.
65. Reinstated staff to attend board meetings.
66. Reinstated field reports for regular meetings.
67. Increased discussion and transparency in staff and other reports.
68. Added budget to actuals review each month.
69. Modified presentation of warrants and payment of housekeeping bills to avoid penalties.
70. Updated emergency notification plan.
71. State Water Resources Control Board Report issues resolved or in process.
72. Brown Act compliance in place and regularly practiced.
73. Annual EAR (electronic annual report) filed.
74. Assisted with 20/21 audit, satisfactorily responded, or resolved auditor's questions. Board approved the audit.
75. Began CCR prep. and retained the same firm to process the report.
76. State reports filed timely.
77. Assisted Board members outside of meeting in learning or understanding various issues, rules, and regulations.
78. GM position authorization increased twice, better management, lower meeting costs.