



# ANNUAL OPERATING & CAPITAL BUDGET

FISCAL YEAR 2016/2017



THIS PAGE INTENTIONALLY LEFT BLANK

# ANNUAL OPERATING & CAPITAL IMPROVEMENT BUDGET

FOR THE FISCAL YEAR ENDING JUNE 30, 2017



**RAINBOW MUNICIPAL WATER DISTRICT**

**3707 OLD HIGHWAY 395 FALLBROOK, CA 92028**

**(760) 728-1178**

**[WWW.RAINBOWMWD.COM](http://WWW.RAINBOWMWD.COM)**

**COMMITTED TO EXCELLENCE**

# RAINBOW MUNICIPAL WATER DISTRICT

## ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

For the Fiscal Year Ending June 30, 2017

### Contents

<b>EXECUTIVE SUMMARY</b> .....	5
MISSION STATEMENT.....	5
CERTIFICATE OF TRANSPARENCY AWARD.....	6
FISCAL YEAR 2017 BUDGET MESSAGE.....	7
STRATEGIC PLAN.....	11
RESOLUTION TO ADOPT.....	23
OFFICIALS.....	25
ORGANIZATIONAL CHART.....	26
PROFILE OF RAINBOW MUNICIPAL WATER DISTRICT.....	27
EMPLOYEE COMPENSATION & BENEFITS.....	42
<b>FINANCIAL POLICIES AND GOALS OF THE DISTRICT</b> .....	47
BASIS OF BUDGETING AND ACCOUNTING.....	49
BUDGET CALENDAR.....	53
DEFINITION OF MAJOR FUNDS.....	54
REVENUE/EXPENSE ASSUMPTIONS.....	55
FUNDS STRUCTURE.....	61
WATER FUND BUDGETED REVENUES AND EXPENSES.....	63
WATER FUND BUDGETED DETAILED REVENUES.....	64
WATER FUND BUDGETED DETAILED EXPENSES.....	65
WATER FUND DEBT SERVICE.....	71
SEWER FUND BUDGETED REVENUES AND EXPENSES.....	73
GENERAL FUND BUDGETED REVENUES AND EXPENSES.....	75
WATER CAPITAL FUND BUDGETED REVENUES AND EXPENSES.....	84



SEWER CAPITAL FUND BUDGETED REVENUES AND EXPENSES.....	85
FUND BALANCE HISTORY.....	86
<b>CAPITAL PROJECTS.....</b>	<b>87</b>
FIVE-YEAR WATER CAPITAL IMPROVEMENT PLAN.....	87
SIGNIFICANT WATER CAPITAL PROJECTS.....	88
FIVE-YEAR SEWER CAPITAL IMPROVEMENT PLAN.....	95
SIGNIFICANT SEWER CAPITAL PROJECTS.....	96
FIVE-YEAR RECYCLE CAPITAL IMPROVEMENT PLAN.....	99
<b>DEPARTMENT SUMMARIES.....</b>	<b>100</b>
ADMINISTRATION DEPARTMENT.....	100
FINANCE DEPARTMENT.....	105
ENGINEERING DEPARTMENT.....	109
OPERATIONS DEPARTMENT.....	114
CONSTRUCTION & MAINTENANCE DEPARTMENT.....	120
WASTEWATER DEPARTMENT.....	124

MISSION STATEMENT:

*“To provide our customers reliable high quality water and sewer service at the most efficient cost.”*



RAINBOW MUNICIPAL WATER DISTRICT

BOARD OF DIRECTORS

STARTING FROM LEFT – DIRECTOR WALKER, DIRECTOR BIGLEY, DIRECTOR BRAZIER, DIRECTOR SANFORD, AND DIRECTOR STEWART

## CERTIFICATE OF TRANSPARENCY AWARD



The Rainbow Municipal Water District received the District Transparency Certificate of Excellence by the Special District Leadership Foundation (SDLF) in recognition of its outstanding efforts to promote transparency and good governance.

"This award is a testament to Rainbow Municipal Water District's commitment to open government," said Tom Kennedy, General Manager. "The entire district staff is to be commended for their contributions that empower the public with information and facilitate engagement and oversight."

In order to receive the award, a special district must demonstrate the completion of eight essential governance transparency requirements, including conducting ethics training for all board members, properly conducting open and public meetings, and filing financial transactions and compensation reports to the State Controller in a timely manner.

The Rainbow Municipal Water District also fulfilled fifteen website requirements, including providing readily available information to the public, such as board agendas, past minutes, current district budget, and the most recent financial audit.

## FISCAL YEAR 2017 BUDGET MESSAGE



To the Board of Directors of Rainbow Municipal Water District:

I am pleased to present for your consideration Fiscal Year 2016-17 Operating and Capital Improvement Budget. During the present Fiscal Year 2015-16, the District endured a grueling first quarter trying to protect the organization from a potential forced merger with the Fallbrook Public Utility District. In Mid-September 2015, the Local Agency Formation Commission (LAFCO) voted on the potential merger, and Rainbow successfully defeated the attempt by 5-3 vote.

### ***Accomplishments in Current FY 2016***

With the successful resolution of the LAFCO issue during FY 2016, the senior management staff at RMWD have been able to focus internally to improve operations. In FY 2016, the Strategic Plan, Water and Wastewater Master Plan Update and the Urban Water Management Plan have been adopted by the Board of Directors. The District and Staff will be using these planning documents to guide the District toward its goals. There has also been significant change in the statewide conservation mandates that has relieved RMWD from the onerous mandatory conservation requirements that were featured in the previous year.

Water resources is a key focus of the Strategic Plan and the Operations Department is working collaboratively with the Engineering Department on supporting ongoing and future projects consisting of bringing recycled water to the District, and recovering imported return flow in the subterranean portions of the San Luis Rey River. The Engineering Department will complete a preliminary design report on the feasibility of bringing recycled water to the District. While the final method has not been fully identified, it will be either through a District operated water reclamation plant or a contract with a neighboring agency to provide the District with a drought resilient local water supply. In addition, the District is finalizing a study to recover imported water return flows from the subterranean portions of the San Luis Rey River. These two projects would decrease dependence on the San Diego County Water Authority and imported water. Economically, the District's ultimate goal is to provide all customers within the service area with reliable and sustainable potable drinking water and sewer services. Protecting the public's health, the environment, and satisfying all mandatory drinking water and wastewater requirements is our highest priority

The completion of the Master Plan Update for both water and wastewater provides a phased project list for the District to complete to increase system reliability. Since water demand has dropped significantly, the Capital Improvement Program for water does not include any major transmission or expansion projects, but includes projects to increase reliability. Projects include permanent pump stations for the yearly San Diego County Water Authority shutdowns, District wide system pressure regulation, and facility improvements for redundancy and reliability.

The District is starting to see an increase in development activity. It is projected that in the next year, approximately 60 equivalent dwelling units will be added to the system. Within the next 5 years, significant residential and commercial growth is expected near the I-15 and SR 76. The wastewater projects consist of increasing capacity of the sewer system for buildout. Due to the upcoming growth



the District hired an Associate Engineer to help offset workloads in the Engineering Department from development and execute the Capital Improvement Program.

***Priorities for Fiscal Year 2017 include:***

- Completion of water and wastewater Capacity Fee Update – this process will include the establishment of accurate asset valuation as a component of the Capacity Fee study. The revised fees will ensure that new development pays a fair and appropriate fee to connect to the water and wastewater system.
- Complete the implementation of the Enterprise Asset Management System (EAM) – this system will consist of a database that documents every asset that is owned and operated by RMWD. When complete, the system will track over 100,000 individual assets and will record the amount of labor that is dedicated to the O&M of each asset. This system will allow RMWD to accurately document both work that is done and track backlogs of work that needs to be done. The productivity of individuals and work groups will be monitored for continuous improvement. Additionally, the goal is to enable RMWD Managers to control and pro-actively optimize operations for quality and efficiency.
- Initiate a comprehensive review of various administrative policies, especially within the Human Resources Department – the District has a number of long standing administrative policies that are due for review and updates. The new HR Manager will be conducting detailed reviews of these policies and providing updated version for Board approval.
- Initiate and complete negotiations with employee labor groups – the three-year contracts that were executed in 2014 expire in 2017, so a negotiation process will be conducted to come to agreement on terms for new labor agreements. A comprehensive salary survey will be conducted to ensure that pay rates are appropriate. Negotiations will include how to fairly distribute the cost of employee and dependent health care as well as other benefits.
- Continue review of Fiscal policies – during FY2016 a comprehensive water cost of service study was initiated that culminated in a modest rate change in January 2016. Steep drops in water demand are placing additional stress on the District’s finances so a comprehensive review of financial forecasts will be conducted with an eye toward fiscal stability. A primary focus will be how to keep rates low in the face of increased wholesale costs while establishing and maintaining appropriate reserves.

***Revenue Assumptions***

Water demand has been negatively impacted by the State’s restrictions on water use and the requirement for water agencies to meet certain conservation targets. Our District was placed in the 36% conservation target, which later early in the fourth quarter of Fiscal Year it was reduced to 28%. Furthermore, this year’s El Nino weather pattern caused customer’s to lessen their water demand. This chain of events caused revenues to be drastically lower than anticipated.

Last year's forecast was projecting sales at 18,000 acre feet, whereas it appears the District may sell less than 16,000 acre feet by fiscal year end. This represents an overall 11% decrease from the budgetary projection, but a 16% decrease in actuals from prior year. Partly due to successful water conservation efforts, improved water saving fixtures/devices and technology, and a number of other factors, both water sales and water related revenues are declining in parallel. As a result for this upcoming budgeted forecast, the District was conservative in its projections for water consumption demand. Current demand forecasts project an overall increase of 3% in demand from FY2016 projected actual demand. This includes an estimate for development activity that will add to our service accounts.

Confidence in this forecast is supported by positive news in recent weeks. The first positive news, is that both the Metropolitan Water District and the San Diego County Water Authority have rescinded their allocation programs for Transitional Special Agricultural Water Rate (TSAWR) users. This will allow all TSAWR customers released from any allocation restrictions on water use.

Secondly, On May 18, 2016, in response to a revised Executive Order from Governor Brown, the State Water Resources Control Board (SWRCB) acted to end the statewide mandatory conservation requirements that were imposed in May 2015. The action by the SWRCB replaced the arbitrary statewide standards with conservation goals that are based on the actual water supply conditions present at each agency. The San Diego County Water Authority has determined that our conservation target based on the SWRCB's new rules will be 0% for the foreseeable future.

The impact of this change on water demands is unknown at this time, but a slight rebound in sales is expected. Weather patterns will play a big part in demands so significant uncertainty remains in the projections.

The District has also received increases in wholesale costs for supply and when combined with lower sales volumes a rate increase will be required. Depending on whether there is a rebound in sales or not over the summer of 2016, the rate increase will be in the 6% of total revenue range. The final rate increase values will be identified in the fall of 2016 for implementation in early 2017.

Sewer revenues has been relatively stagnant the past few years. There has not been an increase in rates for sewer since January 1, 2014, as a result this year the budget includes funds for a Cost of Service Study to be conducted.

### ***Expense Assumptions***

The largest component of the expenditures in the water sector is the cost of purchased water from San Diego County Water Authority, ultimately coming from Metropolitan Water District. Today, imported water supplies are becoming increasingly unreliable and more expensive. Creating a diversified water portfolio is a priority at the District including pursuing alternative water sources and having the capability of providing a reliable, drought-resilient water supply. In addition, reducing nonrevenue water is a goal of the District.

The second largest component to expenses is labor cost. Effective July, per prior agreed MOU's all three of the bargaining units will received a 2% Cost of Living Adjustment. In response, to the declining water sales management made the difficult but vigilant decision in May to eliminate a position. Further review of labor resources will be conducted with the aim of ensuring that the staffing levels are adequate to

perform key functions with no excess of staffing. This Fiscal Year the labor negotiations will be open as the MOU's agreed terms terminate the end of the FY 2016-17. Both Management and the employee groups are dedicated to working on an agreement that is sensible for the overall financial stability of the District.

Lastly, the other remaining expenses make up slightly over 10% of total cost. These costs include maintenance and supplies, legal, professional services, utilities, insurance, and capital expenditures. This includes a contract with Utility Service Company that services all of our steel tanks on a quarterly basis, with an annual cost of \$665K. The District's general liability insurance coverage costs annually \$200K, legal counsel is approximately the same cost however it can vary depending on current issues. For FY 2015-16 legal cost was a bit higher than expected as the District successfully defended itself from the Fallbrook Public Utility District takeover attempt. The District does incur high electrical costs for pumping, as the different elevation terrain in the service area causes a greater need to push water to higher elevation. Utility cost was increased by 5%.

The greatest challenge the District faces for capital projects is the funding of proposed projects. In the short term the District is relying on development activity to fund the capital funding needs of the District. Currently Ordinance Number 95-1 requires the District to seek public approval for debt financing in excess of one million dollars. Development activity is slated to occur in the near future. If for some reason the proposed developments do not take place, the District will likely have to take proactive steps in accessing how we can obtain funds to pay for the proposed capital projects. Currently the District has two agreements with the State of California for funding in the form of loans and grants in the amount of \$18M. The loans and grants are allowable funding source, and were obtained in compliance with Ordinance 95-1. Accessing additional capital through debt financing will require the District to address the limitations of Ordinance 95-1.

### ***Conclusion***

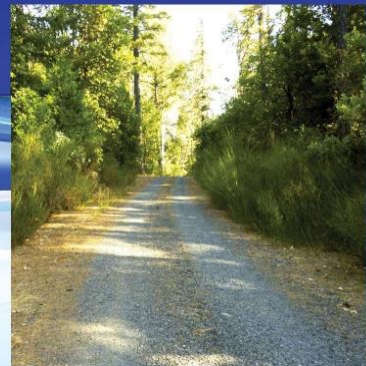
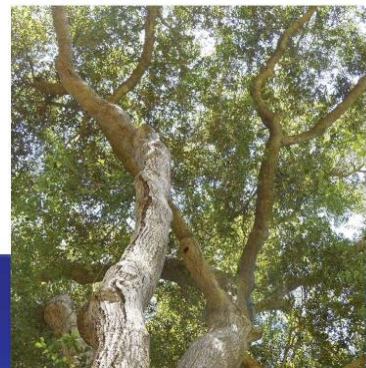
The District's mission statement is "To provide our customers reliable high quality water and sewer service at the most efficient cost." The budget incorporates the mission statement and all of the strategic focus areas in the proposed Fiscal Year 2016-17 document.

This year's budget document represents a significant departure from previous budgets as it is formatted to follow the Government Finance Officers Association (GFOA) standards for budget preparation. When combined with significant uncertainty as to the regulatory environment regarding mandatory conservation levels, the task of developing this year's budget presented significant challenges. A great deal of effort was put forth by Vanessa Martinez, Finance Manager, the Budget & Finance Committee, the Board, and District staff who diligently worked on participating in this newly formatted budget.

Respectfully submitted,



Thomas Kennedy, General Manager



# Strategic Plan 2016



# INTRODUCTION:

The Rainbow Municipal Water District Board of Directors is pleased to present the Rainbow Municipal Water District 2016 Strategic Plan. This plan was developed through a series of collaborative workshops and working sessions with the Board of Directors, Volunteer Committees, Strategic Planning Team, and all RMWD staff. In addition, the Community was invited to provide input to the plan and a good number of their ideas have been incorporated. The result of these combined efforts is a Plan that provides organizational focus and clarifies priorities that will drive the District's activities to effectively serve its customers.

The Plan reaffirms our Mission, clarifies our Core Values, and outlines six Strategic Focus Areas. The Strategic Focus Areas reflect the "vital few" core business issues that are critical for the District's continued success. Each Strategic Focus Area includes a brief description of its fundamental importance to the District. Strategic Focus Areas are supported by a broad Goal to address the focus area. Specific Objectives have been identified to provide meaningful, practical steps to be taken to accomplish the Goal. Each year, the General Manager, Department Managers, and Superintendents will develop detailed plans that include specific, measurable actions that are designed to ensure implementation of the goals and objectives.

This is a living document as the conditions in the area of water supply and reclamation change over time. This document will be reviewed by the Board of Directors on an annual basis along with the various goals and objectives presented by the RMWD staff. At intervals not to exceed five years, the Board of Directors will revisit the Mission Statement, Values, and Strategic Focus Areas to ensure that they remain aligned with the needs of the District at that time.

Thank you to all who participated in this collaborative effort. Every contribution, however small, was important and all contributions were greatly appreciated. This Strategic Plan will serve as the primary roadmap as the Board of Directors and staff continue to strive forward in our mission to providing our customers reliable, high quality water and water reclamation services in a fiscally sustainable manner!

Board of Directors  
Rainbow Municipal Water District



# STRATEGIC PLANNING PROCESS:

The Strategic Planning process for Rainbow Municipal Water District was comprehensive and inclusive. The Board of Directors, Volunteer Committees, and all District employees contributed to creating a practical and relevant plan to help guide the future of the District. In addition, the Community was invited to provide their input and a good number of their ideas have been incorporated.



The process began with the establishment of the Strategic Planning Team, made up of six key staff members representing major departments within the District. The SPT met frequently to plan and facilitate the process, review all data gathered from the various participants and finalize the plan document. The planning activity followed a four-phased planning process:

## Phase I — Planning to Plan

The Board of Directors and the SPT established outcomes for the process, provided focus and identified participants for the effort. The planning process was customized to meet the specific needs and issues identified by the Board of Directors in June 2015.

## Phase II — Analyze the Situation

This critical phase included taking an objective look at the District to identify organizational strengths and needs. Several analyses were conducted including:

- 1) Review of existing mission and key mandates
- 2) Identification of various stakeholders and changing needs
- 3) Environmental Scan to identify issues facing the organization from a social, political, economic, environmental, technological and legal perspective
- 4) SWOT Analysis to identify organizational Strengths, Weaknesses, Opportunities and Threats

## Phase III — Set Strategic Direction

All of the data generated from Phase II was used to set the Strategic Direction for District for the next few years. This included reaffirming the Mission, creating Core Values and outlining six Strategic Focus Areas. The Strategic Focus Areas are the most critical “make or break” issues for the District’s continued success. Each Strategic Focus Area is supported by a broad Goal. Specific objectives were developed to provide practical steps to be taken to accomplish the Goal.

## Phase IV — Complete and Monitor the Plan

The end result of the planning process is a practical document that serves as a roadmap for the future direction of the District. The General Manager, Department Managers and Superintendents will develop detailed plans, including measurable actions that will ensure implementation of the goals and objectives. The Board of Directors will review the Strategic Plan on an annual basis to ensure that the Strategic Focus Areas continue to meet the needs of the District.

# MISSION STATEMENT:

To provide our customers reliable, high quality water and water reclamation services in a fiscally sustainable manner.

## OUR VALUES:

### INTEGRITY:

We believe in openness, trust, ethics and transparency. We practice direct and honest communication in all of our day-to-day interactions.

### PROFESSIONALISM:

A professional work place is the cornerstone of any quality organization. We have open and respectful communication and interactions, both internally and with our customers. Our employees will always exhibit professionalism in all of their day to day interactions.

### RESPONSIBILITY:

Individual and organizational responsibility and accountability for accomplishing the District's mission is a core value. We focus on doing our work in an efficient, reliable, and cost effective manner.

### TEAMWORK:

We understand the value of teamwork and are committed to working together both internally and externally. Our focus is on supporting one another to collectively be our best. We encourage communication and collaboration. We focus on quality and have pride in the work we do in service to our customers.

### INNOVATION:

Innovation and creative thinking are supported and encouraged. We realize that good ideas can come from many sources, including our customers, and we continually encourage new and better ways of doing our work. Our goal is not innovation for innovation's sake, but for finding ways to improve service and lower costs.



# STRATEGIC FOCUS AREA ONE: Water Resources

Imported water supplies are becoming increasingly unreliable and more expensive.

Increasing costs from drought, government regulations and additional forces outside of the District's control require that RMWD diversify its water supply portfolio to ensure a safe, sustainable, and reliable source for its customers.

## GOAL:

A diversified water portfolio, including conservation and alternative sources, to provide a reliable, drought-proof supply.

## OBJECTIVES:

- Complete feasibility study of water reclamation plant and recycled water distribution system. Commence full design if project is deemed feasible.
- Complete feasibility study for the San Luis Rey groundwater development project. Commence full design if project is deemed feasible.
- Initiate the formation of the Groundwater Sustainability Agency for the San Luis Rey River Groundwater Basin.





# STRATEGIC FOCUS AREA TWO: Asset Management

Aging infrastructure, rising costs, increasing regulations and security concerns require that key assets are maintained properly. Careful planning for anticipated future demands and pipeline rehabilitation is essential for efficient operation of the system. Effective asset management is an important tool to ensure we get the best value from the investments made by our customers in our assets.

## GOAL:

Well organized asset management process to plan for, prioritize and fund maintenance, replacement, expansion and rehabilitation of District infrastructure, facilities and equipment.

## OBJECTIVES:

- Implement a proactive asset management system to include inventory of all assets and establish appropriate maintenance schedules.
- Document asset condition through continuous condition assessment.
- Develop long-term asset rehabilitation schedules.



# STRATEGIC FOCUS AREA THREE: Workforce Development

Employees are the most valuable asset in any organization. Increasing demands, rapidly increasing regulations, and an aging workforce, require water districts to have highly motivated employees that are committed to continuous learning and improvement.

## GOAL:

Recruit, develop and retain a highly skilled and knowledgeable workforce that is experienced, up-to-date, creative and loyal to the District and its customers.

## OBJECTIVES:

- Maintain education and training opportunities to ensure continuous improvement and learning for all staff.
- Develop a cross training program to help build internal capacity.
- Create a succession planning process to identify, assess and develop employees who exhibit potential.
- Implement cost effective employee recognition programs to acknowledge performance, encourage development and improve morale.
- Create a safety culture for the District workforce and promote safe work practices.
- Ensure continuous Board development and participation in industry-related activities.





# STRATEGIC FOCUS AREA FOUR: Fiscal Responsibility

Increasing costs of water, labor, supplies and energy, along with public scrutiny require that all public agencies be especially conscious of planning and managing their fiscal resources. It is critical that agencies have sound financial plans and make the best possible decisions for the sustainability of the District in service to its customers.

## GOAL:

Fiscally responsible, transparent and sustainable approaches to managing and forecasting the District's finances.

## OBJECTIVES:

- Develop budgets in compliance with Government Financial Officers Association (GFOA) standards.
- Update appropriate reserve and investment policies to protect customers.
- Proactively manage and maintain sustainable employee benefits.
- Implement a Continuous Improvement Process for all district operations.
- Complete transition to new financial software system.



# STRATEGIC FOCUS AREA FIVE: Customer Service

The primary purpose of RMWD is to provide reliable, quality water and water reclamation to our customers. Water customers expect and deserve the best service at the best value.

## GOAL:

Provide top quality customer service by meeting customer needs, being responsive, providing timely communication, and being financially responsible.

## OBJECTIVES:

- Complete feasibility studies for enhancing the delivery of information to customers through technologies such as Advanced Metering Infrastructure.
- Expand options for customer on-line bill pay and timely account information.
- Enhance capabilities of field customer service staff through geographic dispatching and information systems.





# STRATEGIC FOCUS AREA SIX: Communication

Effective communication is the glue that keeps organizations working together and operating efficiently. In this age of information overload and competing technologies, it is more important than ever to ensure clear, concise and accurate communication, both within the organization and to the public. Effective communication ensures better understanding, improved teamwork and increased customer satisfaction.

## GOAL:

Ensure effective communication and good working relationships within the District and with our customers.

## OBJECTIVES:

- Expand public outreach, information and education.
- Ensure that District website is a valuable resource that meets the needs of customers.
- Enhance educational programs in local school systems.
- Implement district facility tours for interested members of the public.
- Improve communications between Board advisory committees and Board of Directors.



# CONTRIBUTORS:

The 2015 Strategic Plan would not have been possible without participation from the Board of Directors, volunteer Committee Members, a Strategic Planning Committee, RMWD Staff, and members of the public. Each contributing party played an important and critical role in the planning process; sharing what they know about Rainbow Municipal Water District and its business operations. This collaborative process allowed the group to establish a clear and positive direction for the future of the District.

## MEMBERS INCLUDED:

### BOARD OF DIRECTORS:

Division 1: Helene Brazier  
Division 2: Jack Griffiths  
Division 3: Tory Walker  
Division 4: Bob Lucy  
Division 5: Dennis Sanford

### STRATEGIC PLANNING COMMITTEE:

Tom Kennedy, General Manager  
Dawn Washburn, Executive Assistant  
Sherry Kirkpatrick, Engineering Manager  
Ed Bradley, Electrical/Electronic Technician  
Rene Bush, Human Resources Manager  
Juan Atilano, Operations Manager

### COMMITTEE MEMBERS:

#### Budget & Finance Committee

Harry Stitle, Chair  
Larry Carlstrom  
Harry Clyde  
Peter Hensley  
Bob Lucy  
Pam Moss  
Randy Ross

#### Engineering Committee

Timothy Prince, Chair  
Helene Brazier  
Lee Kirby  
Jim Murray  
Mick Ratican  
John Roberston  
Harry Stitle  
Tom Taufer

#### Communications Committee

Mike Daily, Chair  
Helene Brazier  
Jeanna Kirby  
Elysian Kurnik  
Tim O'Leary  
Dorothy Romani

# STAFF MEMBERS:

## GENERAL MANAGER OFFICE:

General Manager  
Tom Kennedy

Executive Assistant  
Dawn Washburn

Administrative Analyst  
Cynthia Gray

Human Resources  
Rene Bush  
Jenn Wise

## ENGINEERING:

Engineer  
Sherry Kirkpatrick

Technician  
Delia Rubio

Administration  
Gloria Dechert

Inspections  
David Hill

## FINANCE:

Finance Manager  
Vanessa Martinez  
Midge Thomas (retired)

Accounting  
Tammy Rakusan

Customer Service  
Cindy Steward  
Renee Rubio  
Victor Tornero

Meters  
Kenny Diaz  
Chris Waite  
Justin Chandler  
Clem Taylor  
Chris Hoelscher

## OPERATIONS AND MAINTENANCE:

Construction  
John Maccarrone  
Armando Lopez  
Wayne Nault  
Scott Terrell  
Thomas Sjuneson  
Kyle Schilling  
Justin Demary  
Carlos Ramos  
Ricardo Zaragoza

Valve Maintenance  
Bryan Rose  
Scott Simpson  
Gerardo Cancino  
Chuck Faust

Water Quality  
Joe Perreira

Electrical  
Ed Bradley  
Mark Cline

Fleet  
Rene Del Rio

Water Operations  
Juan Atilano  
Marc Walker  
Steve Coffey  
Jesus Hernandez  
Chris Heincy  
Jerry Kraft

Safety  
Jeff Stacy

Wastewater  
Ramon Zuniga  
Victor Veenstra  
Ruben Lopez  
Brian Fonseca  
Chris Hand

Purchasing  
Andrew Echols

Information  
Technology  
Jordan Olmstead



**RESOLUTION NO. 16-14**

**RESOLUTION OF THE BOARD OF DIRECTORS OF RAINBOW MUNICIPAL WATER DISTRICT ADOPTING THE ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2017**

**WHEREAS**, the Rainbow Municipal Water District ("District") is organized and operates pursuant to the Municipal Water District Law of 1911 commencing with Section 71000 of the California Water Code; and

**WHEREAS**, there has been presented to the Board of Directors a proposed Annual Operating and Capital Improvement Budget for The Fiscal Year Ending June 30, 2017 ("2017 Budget"); and

**WHEREAS**, on June 28, 2016, the Board of Directors received and considered all comments regarding the proposed 2017 Budget; and

**WHEREAS**, the proposed 2017 Budget has been reviewed and considered by the Board of Directors and it has been determined to be in the best interests of the District to adopt said budget for the sound financial operation of the District.

**BE IT HEREBY RESOLVED** by the Board of Directors of Rainbow Municipal Water District as follows:

1. The 2017 Budget, as detailed in the budget document entitled "Annual Operating and Capital Improvement Budget for the Fiscal Year Ending June 30, 2017," is hereby adopted. A copy of the 2017 Budget is attached hereto and incorporated herein by reference.
2. The expenditure amounts designated for the Fiscal Year 2016-2017, pursuant to the 2017 Budget, are hereby appropriated and may be expended by the departments or funds for which they are designated.
3. The proposed amount of the San Diego County Water Authority Rate pass-through, as allowed shall be increased effective 01/01/2017.
4. The Recitals set forth above are incorporated herein and made an operative part of this Resolution.
5. If any section, subsection, sentence, clause or phrase in this Resolution or the application thereof to any person or circumstances is for any reason held invalid, the validity of the remainder of this Resolution or the application of such provisions to other persons or circumstances shall not be affected thereby. The Board of Directors hereby declares that it would have passed this Resolution and each section, subsection, sentence, clause or phrase thereof, irrespective of the fact that one or more sections, subsections, sentences, clauses, or phrases or the application thereof to any person or circumstance be held invalid.
6. This Resolution will be effective immediately upon adoption.


**PASSED, APPROVED, AND ADOPTED** in Open Session at a meeting of the Board of Directors of the Rainbow Municipal Water District held on the 28<sup>th</sup> day of June, 2016 by the following vote, to wit:

**AYES:** Directors Bigley, Brazier, Sanford, and Walker  
**NOES:** None  
**ABSENT:** Director Stewart  
**ABSTAIN:** None



Dennis Sanford, Board President

**ATTEST:**



---

Dawn Washburn, Board Secretary

# RAINBOW MUNICIPAL WATER DISTRICT OFFICIALS

FOR THE FISCAL YEAR ENDING JUNE 30, 2017

## BOARD OF DIRECTORS

DIVISION 1: DIRECTOR HELENE BRAZIER

DIVISION 2: DIRECTOR RICH BIGLEY

DIVISION 3: DIRECTOR TORY WALKER

DIVISION 4: DIRECTOR BILL STEWART

DIVISION 5: PRESIDENT DENNIS SANFORD

## DISTRICT MANAGEMENT

TOM KENNEDY - GENERAL MANAGER

KARLEEN HARP - HUMAN RESOURCE MANAGER

SHERRY KIRKPATRICK - ENGINEERING MANAGER

VANESSA MARTINEZ - FINANCE MANAGER

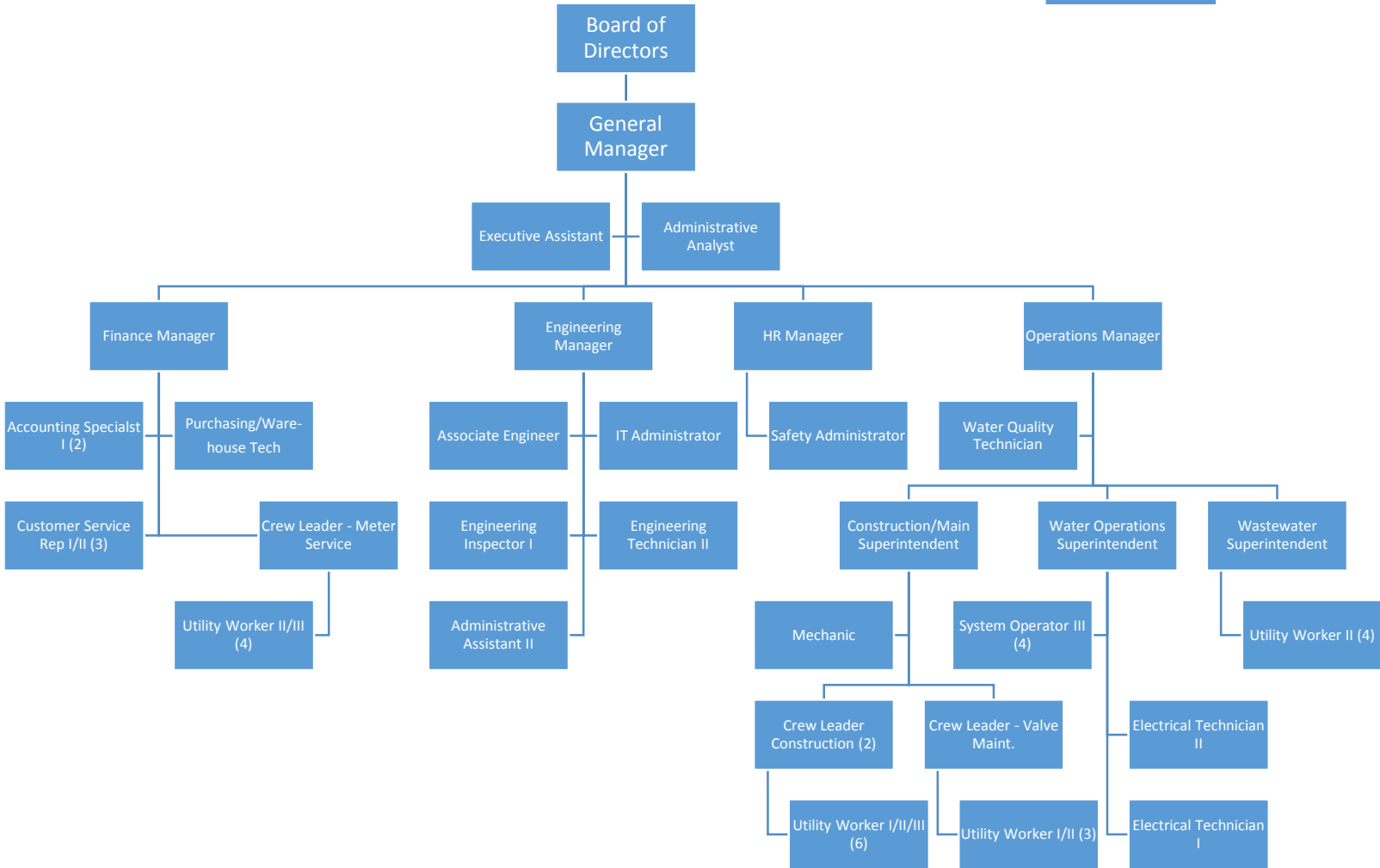
DARREN MILNER - OPERATIONS MANAGER



# RAINBOW MUNICIPAL WATER DISTRICT

## ORGANIZATIONAL CHART

51 FTE's



# PROFILE OF RAINBOW MUNICIPAL WATER DISTRICT

## **THE DISTRICT**

The Rainbow Municipal Water District was organized on December 20, 1953, under the Municipal Water District Act of 1911 (commencing with section 71000 of the California Water Code). The Board of Directors is composed of five members who are elected by divisions of the District for four-year alternating terms, with the president being elected by the Board from among its members. Advisory Committees composed of residents from all divisions of the District assist the Board in water issues and financial planning. Operation, maintenance, and administration of the system is carried out by a staff of 51 full time employees under the direction of the General Manager, Thomas Kennedy.

The Rainbow Municipal Water District, comprising a total area of 82 square miles, is located in northwestern San Diego County, approximately two hours driving time from Los Angeles and one hour from San Diego. It is approximately 40 miles northeast of downtown San Diego, California and 90 miles southeast of the City of Los Angeles. The District share common boundaries with Riverside County, Camp Pendleton Marine Corps Base, the unincorporated community of Fallbrook and the City of Oceanside. The District boundaries encompass the unincorporated communities of Rainbow and Bonsall, as well as portions of Pala, Fallbrook and Vista.

The principal activity of the District is the development and operation of a water transmission and distribution system capable of delivering potable water throughout the District. The District's area of service is predominantly agricultural and includes approximately 5,200 homes and a total metered service of 7,800. In addition to water service, the District provides sewerage collection and disposal service to approximately 2300 accounts. On February 13, 2002, Rainbow Municipal Water District entered into a contract with the City of Oceanside, California to provide for the construction, operation, maintenance, and replacement of a wastewater system to service the needs of both The City and the District. The City owns the wastewater conveyance, treatment, and disposal facilities and the District has the contractual right to discharge wastewater in to the City's system. The City and the District have previously entered into agreements on January 2, 1973 and September 10, 1989. This agreement reflects the planned expansion and rehabilitation of facilities built from those previous agreements. Under the agreement, the District's share of cost for planned expansion and rehabilitation of the facilities would be 10%.

## **DISTRICT POWERS**

The District has broad general powers to perform all necessary or proper acts, including but limited to the authority to acquire, plan, construct, maintain, improve, operate and repair

necessary works for the transmission and distribution of water for irrigation and other purposes and for reclamation of such water; the right of eminent domain; authority to levy taxes or, in lieu thereof, to fix and collect charges for water, including standby charges made to holders of title to land to which water may be made available, whether or not the water is actually used; authority to establish rules and regulations for the sale and distribution of water including rules for providing that water shall not be furnished to persons against whom there are delinquent water charges; authority to contract with the United States, the State and the agencies of either; and the power to join with one or more public agencies, private corporations or other persons for the purpose of carrying out any of the powers of the District.

### **WATER SUPPLY OPERATIONS**

Since Rainbow Municipal Water District began water service in 1954, the District's source of supply has been water purchased from the San Diego County Water Authority ("SDCWA"). About 70% of the water used is for agricultural purposes; all water is of domestic quality.

The SDCWA is a County Authority organized on June 9, 1944 under the County Authority Act, California Statutes 1943, Chapter 545, as amended. SDCWA's primary purpose is to supply water to areas in the County for distribution to the SDCWA's member agencies in order to meet their respective needs. SDCWA's service area encompasses 1,418.2 square miles, which represents about one-half of the land acreage of the County. There are currently 24 member agencies served by the SDCWA consisting of 6 cities, 17 special districts and the US Marine Corps base at Camp Pendleton. The San Diego County Water Authority receives its water from The Metropolitan Water District of Southern California, of which the Authority is a member agency. Delivery of this water is made by the San Diego County Water Authority through aqueducts, all of which traverse the District.

Historically, the Water Authority depended almost exclusively on water supplies imported from the Colorado River and Northern California by the Metropolitan Water District of Southern California. That changed in 2003 with the start of the largest farm-to-urban water conservation and transfer agreement in the nation with the Imperial Irrigation District, which now accounts for about one-third of San Diego County's water supply. In late 2015, the Water Authority added a historic new water source to its portfolio with the completion of the nation's largest seawater desalination plant in Carlsbad. Today, the Water Authority and its member agencies have identified potable reuse of recycled water as the next major source of local water supply, while continuing to aggressively promote water conservation as a civic responsibility.

The Water Authority is governed by a 36-member Board of Directors representing the 24 member agencies. A member of the San Diego County Board of Supervisors also serves as a non-voting member to the Water Authority Board.

The Metropolitan Water District is a regional wholesaler that delivers water to 26 member public agencies – 14 cities, 11 municipal water districts, one county water authority – which in



turn provides water to more than 19 million people in Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura counties. The Metropolitan Water District, to supplement its water supply from the Colorado River, has entered into a contract with the State of California for the delivery of water via the State Water Project. Metropolitan is governed by a 38-member board of directors who represent their respective member agencies ensuring each member agency is part of the governance of Metropolitan.

To supply the more than 300 cities and unincorporated areas in Southern California with reliable and safe water, Metropolitan owns and operates an extensive water system including: The Colorado River Aqueduct, 16 hydroelectric facilities, nine reservoirs, 819 miles of large-scale pipes and five water treatment plants. Four of these treatment plants are among the 10 largest plants in the world. In fact, Metropolitan is the largest distributor of treated drinking water in the United States. The District imports water from the Feather River in Northern California and the Colorado River to supplement local supplies. It also helps its member agencies develop water recycling, storage and other local resource programs to provide additional supplies and conservation programs to reduce regional demands.

Metropolitan currently delivers an average of 1.7 billion gallons of water per day to a 5,200-square-mile service area.

### **SYSTEM PRESSURES**

The range of water pressures experienced at any location is a function of the hydraulic grade and the service elevation. Within a specific pressure zone, the hydraulic grade is affected by the reservoir or tank water level and/or pressure reducing valve settings, friction losses in the distribution system, and the flow delivered through aqueduct connections, if applicable. The maximum static pressure within a pressure zone is based on the high-water level of the reservoir or highest pressure reducing valve setting and the elevation at any specific point in the zone. The maximum desired pressure within the distribution system is 150 pounds per square inch (psi) and the maximum pressure should be no greater than 200 psi. It is noted however that, due to the hilly terrain and dominance of agricultural customers, there are currently many areas of the RMWD distribution system where pressures exceed 200 psi. The maximum desired pressure within the transmission system is 300 psi. It is much more difficult to control the pressure in transmission pipelines as they must maintain the grade line of the zone and are typically less flexible in terms of installation locations. Despite the District's terrain, the vast majority of the District transmission system is within the desired maximum pressure.

**LEGEND**

- XX' RESVR  
XX RESVR  
00.0 MG
- XX' TANK  
XX TANK  
00.0 MG
- PX
- EMERGENCY PUMP
- SDCWA AQUEDUCT CONNECTION NO.  
(MAXIMUM/MINIMUM HGL)
- EMERGENCY INTERCONNECTION SUPPLY  
(MAXIMUM/MINIMUM HGL)
- XX
- XX
- XX

HIGH WATER ELEVATION  
RESERVOIR NAME  
RESERVOIR CAPACITY

HIGH WATER ELEVATION  
TANK NAME  
TANK CAPACITY

BOOSTER PUMP STATION AND REFERENCE NO.

EMERGENCY PUMP

SDCWA AQUEDUCT CONNECTION NO.  
(MAXIMUM/MINIMUM HGL)

EMERGENCY INTERCONNECTION SUPPLY  
(MAXIMUM/MINIMUM HGL)

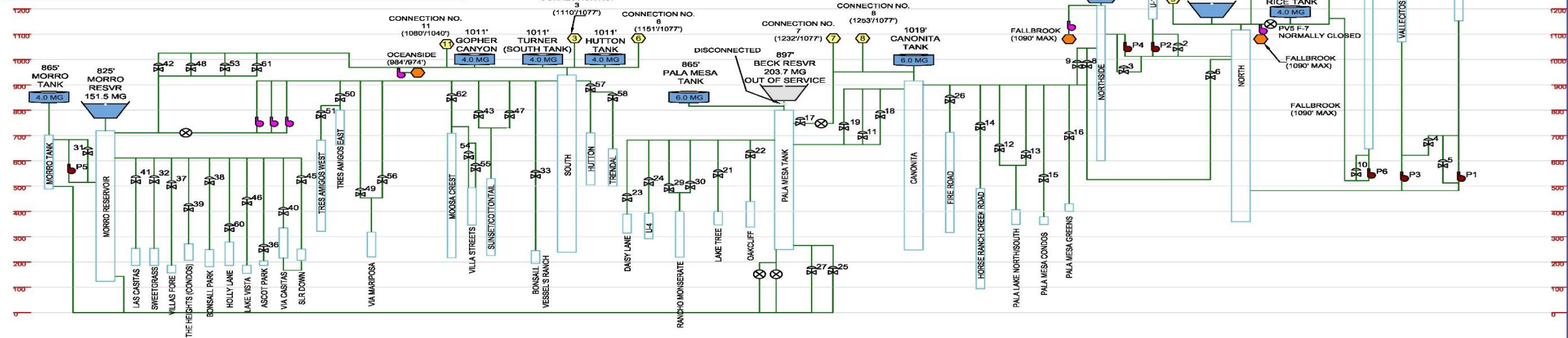
ZONE DESIGNATION  
(LENGTH OF SYMBOL REPRESENTS SERVICE ELEVATION RANGE)

PRESSURE REDUCING STATION AND REFERENCE NO.

GATE/BALL/PLUG VALVE - NORMALLY CLOSED  
(OPENED TO FILL TANKS OR UNDER EMERGENCY CONDITIONS)

**PRESSURE REDUCING STATION REFERENCE (HI/LOW) PSI**

1	MAGEE PUMP STATION (337/220) PSI	33	BONSALL VESSELS RANCH (350/120) PSI
2	U1 U2 PUMP STATION (170/50) PSI	34	MOOSA CANYON LINE
3	BOOSTER STATION #4 (100/50) PSI	35	WEST LILAC PR (225/0) PSI
4	VALLEJCITOS (PUMP STATION NORTH) (240/45) PSI	36	ASCOT PARK (260/70) PSI
5	PUMP STATION 1 SOUTH (355/80) PSI	37	VILLAS FORE (250/125) PSI
6	STEWART CANYON (220/150) PSI	38	BONSALL PARK
7	MOON RIDGE (200/107) PSI	39	THE HEIGHTS (CONDOS)
8	LOS ALISOS (210/20) PSI	40	VIA CASITAS (260/110) PSI
9	GARRET RANCH (270/187) PSI	41	LAS CASITAS (225/85) PSI
10	HUNTLEY PUMP STATION (240/143) PSI	42	WEST LILAC (300/220) PSI
11	ATKINS (124/100) PSI	43	SUNSET (200/95) PSI
12	PALA LAKE NORTH (260/100) PSI	45	SLR DOWNS TRACK (285/125) PSI
13	PALA LAKE SOUTH (290/120) PSI	46	LAKE VISTA (260/100) PSI
14	HORSE RANCH CREEK (253/120) PSI	47	COTTON TAIL (220/110) PSI
15	PALA MESA CONDOS (300/75) PSI	48	CAMINO DEL REY (332/225) PSI
16	PALA MESA GREENS (285/120) PSI	49	VIA MARIPOSA WEST (295/95) PSI
17	WILT & CITRUS	50	TRES AMIGOS EAST (110/85) PSI
18	CANONITA (135/85) PSI	51	TRES AMIGOS WEST (110/70) PSI
19	LAKE TREE WEST (230/110) PSI	52	VIA PUERTA DEL SOL (240/0) PSI
20	BECK	53	DENTRO DE LOMAS (365/260) PSI
21	LAKE TREE WEST (230/100) PSI	54	VILLA MEDICI (140/60) PSI
22	OAKCLIFF (200/120) PSI	55	VILLA TOSCANA (110/73) PSI
23	DAISEY LANE (245/75) PSI	56	VIA MARIPOSA EAST (295/95) PSI
24	U-4 (210/70) PSI	57	HUTTON 4" (100/80) PSI
25	ESTERILINA (116/70) PSI	58	TRENDAL 4" (150/85) PSI
26	FIRE ROAD (105/55) PSI	59	OLD RIVER ROAD (270/0) PSI
27	76 & GIRD (277/225) PSI	60	HOLLY LANE (250/70) PSI
28	VIA MONSERATE (280/0) PSI	61	SAGEWOOD (320/273) PSI
29	RANCHO MONSERATE "W" (290/110) PSI	62	MOOSA CREST (HIALEAH) (125/110) PSI
30	RANCHO MONSERATE "E" (290/110) PSI		
31	MORRO BOOSTER STATION (140/120) PSI		
32	SWEETGRASS (248/90) PSI		



**FIGURE 5-1**  
**EXISTING SYSTEM HYDRAULIC SCHEMATIC**

**SYSTEM DESCRIPTION**

RMWD's existing water distribution system is comprised of 12 major pressure zones with storage facilities. Four of the major zones are supplied directly from SDCWA aqueduct connections and the remaining major zones are supplied through pressure reducing stations or booster pump stations. In addition to the major zones, there are 30 reduced pressure areas that are supplied from the major zones through pressure reducing stations. The RMWD hydraulic profile schematic showing the aqueduct connections, pressure zones, storage facilities, booster pump stations, pressure reducing stations and emergency supply interconnects.

The twelve major pressure zones within the RMWD system are identified by a name and number that corresponds to the hydraulic grade elevation set by the high water level of the tank or reservoir. The District is characterized by steep and varying terrain, and the pressure zone grades range from 825 feet to 2,160 feet above mean sea level. The hydraulic grade line and water supply sources for each major pressure zone are summarized in Table below. The District was formed from the merging of several water purveyors' decades ago, and as a result the gradient spacing between zones is irregular. Zone boundaries have been modified over time to increase pressures in some local critical areas or reduce pressures in older pipelines. Field operators adjust some of the pressure boundaries seasonally to improve water circulation. The Morro, South, Pala Mesa and Canonita zones each include multiple smaller reduced pressure areas that are supplied from pressure reducing stations.

<b>Zone</b>	<b>HGL (feet)</b>	<b>Main</b>	<b>Secondary</b>
Magee	2,160	Rainbow Heights via Booster PS 7	None
Rainbow Heights	1,967	North Zone via Booster PS 1	Magee
Gomez	1,710	North Zone via Booster PS 6	Rainbow Heights
U-1	1,579	North Zone via Booster PS 2	None
Vallecitos	1,338	North Zone via Booster PS 3	Rainbow Heights
Northside	1,282	North Zone thru Booster PS 4	None
North	1,212	Connections 1,9, and 10	Northside & Rainbow Heights
Canonita	1,019	Connections 7 and 8	Northside & North
South	1,011	Connections 3,6, and 11	Morro via emergency pumps
Pala Mesa	897	Connection 7	Canonita
Morro Tank	865	Morro Zone thru Booster PS 5	Pala Mesa via Morro Zone
Morro	825	South	Pala Mesa
HGL = Hydraulic grade line			



The existing distribution system has over 320 miles of pipelines ranging in size from 4-inches to 42-inches in diameter. Most of the smaller diameter pipelines are constructed of asbestos cement pipe (ACP) or steel, although ductile iron pipe (DIP) is used in high pressure areas. Larger transmission mains are constructed of CMLC steel or DIP. Table below summarizes pipeline lengths by diameter.

<b>Pipeline Summary</b>			
<b>Pipeline Diameter (inches)</b>	<b>Total Pipeline Length (miles)</b>	<b>Pipeline Diameter (inches)</b>	<b>Total Pipeline Length (miles)</b>
4	4.5	20	10.9
6	65.1	22	1
8	114.7	24	5.8
10	17.7	27	0.3
12	42.2	30	0.6
14	20.3	36	0.4
16	27	42	0.6
18	11.7		
<b>Total Length of Pipe</b>			<b>323</b>

### **SYSTEM OPERATIONS**

Operation of the RMWD water distribution system is very complex due to the large number of pressure zones, supply locations, and large capacity storage facilities which require frequent cycling or turnover to maintain water quality. Furthermore, the water distribution system is flexible in that supply from the eight aqueduct connections can be routed to different parts of the distribution system by making changes to several key valve settings. Reservoir water levels are connected to the RMWD SCADA system such that the water operators are able to monitor the system throughout the day at the water operations center. However, system operation relies upon a number of manual changes that are made from operator judgment rather than automation such as adjusting the flow orders from FCF connections based on tank levels.

The large storage capacity of Morro reservoir requires special operation of the distribution system to maintain water quality. The distribution system is operated in either a Morro fill or Morro drain mode, with the duration of each mode varying seasonally but typically lasting two weeks or more. Changing between modes requires the manual closing and opening of several pressure stations in addition to a number of operational changes. Tank water levels in several pumped zones are also operated in a fill/drain mode with water levels set low to improve the turnover rate. In addition to normal supply operations, system operators have several documented procedures for alternative supplies to zones in the event that pump stations fail,

tanks need to be removed from service, or when aqueducts are shut down for service. During planned shutdowns of the SDCWA Second Aqueduct (Connections 3, 6, 7, 8, 9, and 11), water from the North and Northside Reservoirs is supplied down to the Canonita Zone through bypass valves and pressure reducing stations. The remaining zones normally supplied from the Second Aqueduct are supplied from excess storage capacity in the Morro Reservoir via portable gas powered pumps. Four portable pumps are utilized to pump water from the Morro Zone to the South Zone. Supply to the South Zone can also be supplemented from the City of Oceanside's Weese Water Filtration Plant from a portable pump. The Northside Zone, North Zone, and all zones that are pumped from the North Zone are normally supplied from Connections 1 and 10 on the First Aqueduct and Connection 9 on the Second Aqueduct. During a shutdown of both aqueducts, these zones rely on water from in-zone tank storage, the North and Northside Reservoirs, and additional supply from FPU's Red Mountain Reservoir, which is pumped into the North Reservoir. An emergency pump station at the Beck Reservoir site can also be utilized during a shutdown of both aqueducts to supply the Canonita Zone from the Pala Mesa Zone.



## BECK RESERVOIR

## **SEWAGE FACILITIES**

The collection and disposal of sewage was first undertaken by the District in March 3, 1963, in conjunction with two subdivisions and the Fallbrook Country Club. In 1964 the second system was constructed to accommodate Pala Mesa Village and the Pala Mesa Country Club facilities and Motel. Later a 200 space mobile home park was connected to the system. Both systems were financed through the sale of improvement district bonds.

The third sewage collection and disposal system was constructed by the developer of San Luis Rey Country Club and dedicated by the developer. In 1969 the subject improvement district was formed to expand sewerage facilities to accommodate the San Luis Rey Downs development and the community of Bonsall commercial businesses.

For 25 years following its founding in 1954, total water demands in the District service area steadily increased, as agricultural acreage and population increased. By 1984, demands had climbed to almost 34,000 acre feet per year (AFY). Demands then dropped sharply during the drought restrictions of 1991-93, as mandatory cutbacks led to the stumping of avocado groves and other water use reductions, but by 2002 had rebounded almost to pre- 1991 conditions. Beginning in 2008, demands again declined sharply, this time in response to economic recession, price increases, a new round of drought restrictions, and increased adoption of water conservation measures. These factors have combined to produce a fundamental downward shift in per capita water use, with per account use declining by 35 percent from 2006 to 2013. Per capita use reached a minimum during the period from 2010 to 2012, but this was in response to economic recession, cooler than normal summer weather, and other impermanent conditions. Considering factors of economic equilibrium, average weather conditions, and normal water supply conditions (without water use restrictions in place), the Master Plan has judged calendar year 2013 to be representative of normal water use conditions in the current era, and has defined calendar year 2013 water use as an appropriate baseline condition for use in demand forecasting.

Six wastewater lift stations are operated within the District's service area. The lift station type and location are described for each station below:

- **Lift Station 1.** This station is located just south of the intersection of Golf Club Drive and Old River Road on the south side of the San Luis Rey River. It consists of a Smith and Loveless packaged lift station with three 5-hp wetwell/drywell pumps and a 3,000 gallon working volume wet well. The existing pumps were rated at 625 gpm each and there is a backup generator in case of a power failure. The District replaced the pumps at this station in kind in 1994. Lift Station 1 is currently under design for replacement which will expand the station's capacity to serve peak wet weather and future projected sewer flow. The replacement design has considered relocating the station to the north side of the San Luis Rey River in order to

abandon the siphon crossing beneath the river and replacing it with a force main. In addition, the new design will strive to move the station further away from nearby residences.

■ **Lift Station 2.** This station is located at the intersection of Little Gopher Canyon Road and Old River Road, in the southwest corner of the District. The station is a Flygt/Xylem packaged lift station consisting of three 70-hp wetwell/drywell pumps and a 14,000 gallon working volume wet well. The existing pumps are rated at 1,500 gpm each. There is also a backup generator in case of a power outage. This station was replaced in 2010 due to a history of problems with overflows. Capacity was increased from 1,000 gpm per pump to the current 1,500 gpm per pump to allow significant capacity to serve the ultimate projected sewer flow.

■ **Plant B Lift Station.** This station is located south of the District offices on Old Highway 395. This station is a Smith & Loveless prefabricated station consisting of two 5-hp wet well/dry well pumps and an 800 gallon working volume wet well. The pumps are each rated at 320 gpm. The station has a standby generator to run the lift station in the case of a power failure. This is the District's oldest lift station and is located in a sub-basin subject to high infiltration. Abandonment of this station is planned to coincide with the construction of the Pankey Sewer Lift Station.

■ **Rancho Monserate Lift Station.** Wastewater generated at the Rancho Monserate Mobile Home Park is tributary to this station, located north of the park off Dulin Road. Collected wastewater is conveyed north via forcemain for approximately 1,740 feet where it intercepts the Rancho Viejo Forcemain. The Rancho Viejo Forcemain transports the wastewater an additional 2,350 feet before it discharges into Manhole No. 20L-M020 at the intersection of Old Highway 395 and Pala Road. The Rancho Monserate lift station is a Flygt/Xylem lift station consisting of two 5-hp wet well/dry well pumps with a 300 gallon working volume wet well. The pumps are each rated at 320 gpm. The station also has a backup power generator in the case of a power failure.

■ **Rancho Viejo Lift Station.** This station is located on Dulin Road east of I-15. This station was built in 1990 to transport wastewater generated in the Lake Rancho Viejo subdivision. The lift station is a Gorman-Rupp prefabricated station consisting of two 40-hp wet well/dry well pumps and a 600 gallon working volume wet well. The pumps are each rated at 805 gpm. This station also has a backup power generator.

■ **Fallbrook Oaks Lift Station.** This station is located south of the intersection of Sarah Ann Drive and Kate Lendre Drive in the Fallbrook Oaks subdivision off Gird Road. This is the only station that contains two submersible Meyer's pumps inside of a 500 gallon working volume wet well. It consists of two 250 gpm, 5-hp submersible Meyer's pumps. The station has a standby generator to provide power to the lift station in the case of a power failure.



## **HISTORICAL USE AND RECENT TRENDS**

<b>Calendar Year</b>	<b>Deliveries (AF)</b>
1980	29,300
1981	33,815
1982	24,843
1983	23,746
1984	33,806
1985	28,886
1986	29,298
1987	27,382
1988	32,028
1989	34,828
1990	34,920
1991	24,567
1992	26,460
1993	22,997
1994	22,832
1995	20,872
1996	23,223
1997	24,906
1998	19,924
1999	28,721
2000	29,203
2001	26,803
2002	32,125
2003	30,472
2004	30,336
2005	28,911
2006	29,929
2007	31,865
2008	24,128
2009	26,894
2010	18,322
2011	19,276
2012	21,918
2013	21,526
2014	22,625
2015	17,868

For 25 years following its founding in 1954, total water demands in the District service area steadily increased, as agricultural acreage and population increased. By 1984, demands had climbed to almost 34,000 acre feet per year (AFY). Demands then dropped sharply during the drought restrictions of 1991-93, as mandatory cutbacks led to the stumping of avocado groves and other water use reductions, but by 2002 had rebounded almost to pre- 1991 conditions.

Beginning in 2008, demands again declined sharply, this time in response to economic recession, price increases, a new round of drought restrictions, and increased adoption of water conservation measures. These factors have combined to produce a fundamental downward shift in per capita water use, with per account use declining by 35 percent from 2006 to 2013. Per capita use reached a minimum during the period from 2010 to 2012, but this was in response to economic recession, cooler than normal summer weather, and other impermanent conditions.

Considering factors of economic equilibrium, average weather conditions, and normal water supply conditions (without water use restrictions in place), the Master Plan has judged calendar year 2013 to be representative of normal water use conditions in the current era, and has defined calendar year 2013 water use as an appropriate baseline condition for use in demand

forecasting.



**POPULATION AND HOUSING**

	2008	2020	2030	2040	2050	2008 to 2050 Change*	
						Numeric	Percent
<b>Total Population</b>	<b>47,191</b>	<b>50,245</b>	<b>58,362</b>	<b>64,424</b>	<b>67,484</b>	<b>20,293</b>	<b>43%</b>
Household Population	46,584	49,540	57,465	63,242	66,128	19,544	42%
Group Quarters Population	607	705	897	1,182	1,356	749	123%
Civilian	607	705	897	1,182	1,356	749	123%
Military	0	0	0	0	0	0	0%
<b>Total Housing Units</b>	<b>16,753</b>	<b>17,844</b>	<b>20,266</b>	<b>21,847</b>	<b>22,605</b>	<b>5,852</b>	<b>35%</b>
Single Family	13,135	14,114	16,162	17,569	18,126	4,991	38%
Multiple Family	2,696	2,834	3,209	3,394	3,592	896	33%
Mobile Homes	922	896	895	884	887	-35	-4%
<b>Occupied Housing Units</b>	<b>15,792</b>	<b>16,680</b>	<b>19,119</b>	<b>20,668</b>	<b>21,444</b>	<b>5,652</b>	<b>36%</b>
Single Family	12,438	13,184	15,246	16,620	17,199	4,761	38%
Multiple Family	2,510	2,667	3,040	3,222	3,415	905	36%
Mobile Homes	844	829	833	826	830	-14	-2%
<b>Vacancy Rate</b>	<b>5.7%</b>	<b>6.5%</b>	<b>5.7%</b>	<b>5.4%</b>	<b>5.1%</b>	<b>-0.6</b>	<b>-11%</b>
Single Family	5.3%	6.6%	5.7%	5.4%	5.1%	-0.2	-4%
Multiple Family	6.9%	5.9%	5.3%	5.1%	4.9%	-2.0	-29%
Mobile Homes	8.5%	7.5%	6.9%	6.6%	0.0%	-8.5	-100%
<b>Persons per Household</b>	<b>2.95</b>	<b>2.97</b>	<b>3.01</b>	<b>3.06</b>	<b>3.08</b>	<b>0.13</b>	<b>4%</b>

**HOUSEHOLD INCOME (real 1999 dollars, adjusted for inflation)**

	2008	2020	2030	2040	2050	2008 to 2050 Change*	
						Numeric	Percent
<b>Households by Income Category</b>							
Less than \$15,000	1,495	1,259	1,146	1,052	986	-509	-34%
\$15,000-\$29,999	2,464	2,206	2,134	2,038	1,954	-510	-21%
\$30,000-\$44,999	2,474	2,401	2,459	2,438	2,393	-81	-3%
\$45,000-\$59,999	2,239	2,220	2,434	2,508	2,514	275	12%
\$60,000-\$74,999	1,959	1,873	2,157	2,302	2,359	400	20%
\$75,000-\$99,999	1,950	2,343	2,809	3,087	3,226	1,276	65%
\$100,000-\$124,999	1,451	1,556	1,969	2,250	2,398	947	65%
\$125,000-\$149,999	653	1,007	1,330	1,571	1,709	1,056	162%
\$150,000-\$199,999	541	1,053	1,468	1,800	2,002	1,461	270%
\$200,000 or more	566	762	1,213	1,622	1,903	1,337	236%
<b>Total Households</b>	<b>15,792</b>	<b>16,680</b>	<b>19,119</b>	<b>20,668</b>	<b>21,444</b>	<b>5,652</b>	<b>36%</b>
<b>Median Household Income</b>							
Adjusted for inflation (\$1999)	\$54,801	\$62,034	\$69,642	\$74,974	\$78,999	\$24,198	44%

**\*IMPORTANT INFORMATION ABOUT THIS FORECAST:**

This forecast was accepted by the SANDAG Board of Directors in October 2011 for distribution and use in planning and other studies. This forecast represents one possibility for future growth in the San Diego region. It is intended to represent a likely prediction of future growth, but it is not intended to be a prescription for growth. The 2050 Regional Growth Forecast represents a combination of economic and demographic projections, existing land use plans and policies, as well as potential land use plan changes that may occur in the region between 2030 and 2050. In general, growth between 2008 and 2030 is based on adopted land use plans and policies, and growth between 2030 and 2050 includes alternatives that may, in some cases, reach beyond existing adopted plans.

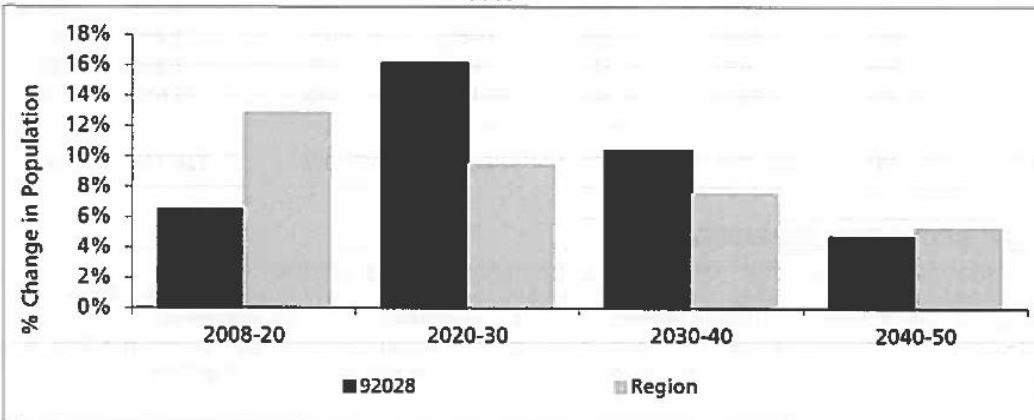
**POPULATION BY AGE**

	2008	2020	2030	2040	2050	2008 to 2050 Change*	
						Numeric	Percent
<b>Total Population</b>	<b>47,191</b>	<b>50,245</b>	<b>58,362</b>	<b>64,424</b>	<b>67,484</b>	<b>20,293</b>	<b>43%</b>
Under 5	3,564	3,312	3,761	4,007	4,016	452	13%
5 to 9	3,270	3,562	3,902	4,294	4,345	1,075	33%
10 to 14	3,096	3,444	3,612	3,992	4,168	1,072	35%
15 to 17	2,135	2,028	2,253	2,436	2,533	398	19%
18 to 19	1,529	1,271	1,448	1,514	1,615	86	6%
20 to 24	3,490	3,165	4,064	4,124	4,324	834	24%
25 to 29	3,845	4,331	4,730	5,175	5,303	1,458	38%
30 to 34	3,174	3,130	3,176	4,109	4,167	993	31%
35 to 39	2,542	2,242	2,947	3,151	3,476	934	37%
40 to 44	2,476	2,483	2,850	2,839	3,563	1,087	44%
45 to 49	2,901	2,686	2,689	3,328	3,516	615	21%
50 to 54	3,020	2,843	3,040	3,490	3,348	328	11%
55 to 59	2,713	3,218	3,278	3,132	3,849	1,136	42%
60 to 61	1,028	1,261	1,293	1,229	1,493	465	45%
62 to 64	1,176	1,816	1,870	1,953	2,079	903	77%
65 to 69	1,824	2,974	3,618	3,481	3,183	1,359	75%
70 to 74	1,536	2,437	3,461	3,357	3,184	1,648	107%
75 to 79	1,518	1,762	2,973	3,576	3,296	1,778	117%
80 to 84	1,101	964	1,732	2,387	2,272	1,171	106%
85 and over	1,253	1,316	1,665	2,850	3,754	2,501	200%
Median Age	34.2	37.0	38.8	39.1	39.7	5.5	16%

**POPULATION BY RACE AND ETHNICITY**

	2008	2020	2030	2040	2050	2008 to 2050 Change*	
						Numeric	Percent
<b>Total Population</b>	<b>47,191</b>	<b>50,245</b>	<b>58,362</b>	<b>64,424</b>	<b>67,484</b>	<b>20,293</b>	<b>43%</b>
Hispanic	18,005	21,721	27,673	33,158	37,150	19,145	106%
Non-Hispanic	29,186	28,524	30,689	31,266	30,334	1,148	4%
White	25,990	24,976	26,614	26,775	25,621	-369	-1%
Black	763	853	922	935	883	120	16%
American Indian	325	275	194	138	105	-220	-68%
Asian	892	1,134	1,474	1,773	2,002	1,110	124%
Hawaiian / Pacific Islander	203	165	174	176	182	-21	-10%
Other	61	56	57	65	70	9	15%
Two or More Races	952	1,065	1,254	1,404	1,471	519	55%

**GROWTH TRENDS IN TOTAL POPULATION**



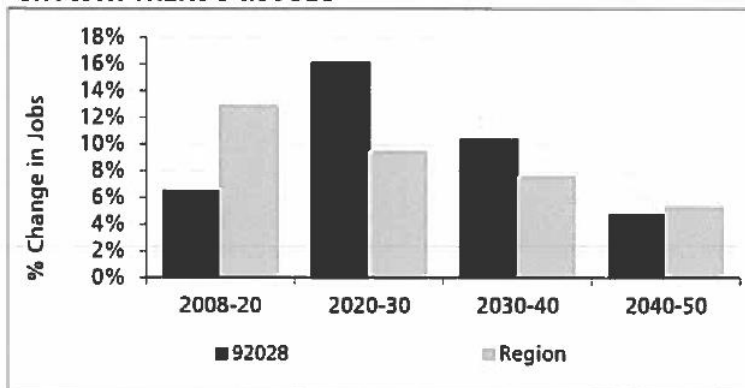
## EMPLOYMENT

	2008	2020	2030	2040	2050	2008 to 2050 Change*	
						Numeric	Percent
<b>Jobs</b>	<b>11,500</b>	<b>12,468</b>	<b>14,359</b>	<b>16,191</b>	<b>17,678</b>	<b>6,178</b>	<b>54%</b>
Civilian Jobs	11,500	12,468	14,359	16,191	17,678	6,178	54%
Military Jobs	0	0	0	0	0	0	0%

## LAND USE<sup>1</sup>

	2008	2020	2030	2040	2050	2008 to 2050 Change*	
						Numeric	Percent
<b>Total Acres</b>	<b>75,712</b>	<b>75,712</b>	<b>75,712</b>	<b>75,712</b>	<b>75,712</b>	<b>0</b>	<b>0%</b>
<b>Developed Acres</b>	<b>53,507</b>	<b>56,336</b>	<b>61,109</b>	<b>65,599</b>	<b>67,291</b>	<b>13,785</b>	<b>26%</b>
Low Density Single Family	17,369	21,679	28,556	34,242	36,258	18,889	109%
Single Family	2,488	2,822	3,449	3,705	3,903	1,414	57%
Multiple Family	118	120	123	127	133	15	13%
Mobile Homes	233	233	233	233	233	0	0%
Other Residential	54	54	54	54	54	0	0%
Mixed Use	0	6	22	32	47	47	-
Industrial	498	794	910	1,006	1,091	593	119%
Commercial/Services	762	781	798	818	834	72	10%
Office	23	24	25	26	25	2	8%
Schools	163	185	222	250	268	105	65%
Roads and Freeways	2,253	2,253	2,253	2,253	2,253	0	0%
Agricultural and Extractive <sup>2</sup>	13,197	11,037	8,112	6,500	5,838	-7,359	-56%
Parks and Military Use	16,348	16,348	16,352	16,354	16,354	7	0%
<b>Vacant Developable Acres</b>	<b>20,107</b>	<b>17,278</b>	<b>12,504</b>	<b>8,015</b>	<b>6,323</b>	<b>-13,785</b>	<b>-69%</b>
Low Density Single Family	18,918	16,335	12,052	7,800	6,247	-12,671	-67%
Single Family	934	720	319	132	48	-886	-95%
Multiple Family	5	4	1	0	0	-5	-100%
Mixed Use	7	5	4	4	2	-6	-78%
Industrial	174	150	81	48	6	-168	-96%
Commercial/Services	47	42	28	14	1	-46	-97%
Office	0	0	0	0	0	0	0%
Schools	12	12	11	11	11	-1	-11%
Parks and Other	2	2	2	0	0	-2	-100%
Future Roads and Freeways	7	7	7	7	7	0	0%
<b>Constrained Acres</b>	<b>2,098</b>	<b>2,098</b>	<b>2,098</b>	<b>2,098</b>	<b>2,098</b>	<b>0</b>	<b>0%</b>
<b>Employment Density<sup>3</sup></b>	<b>8.0</b>	<b>7.0</b>	<b>7.3</b>	<b>7.7</b>	<b>7.9</b>	<b>-0.1</b>	<b>-1%</b>
<b>Residential Density<sup>4</sup></b>	<b>0.8</b>	<b>0.7</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>-0.3</b>	<b>-33%</b>

## GROWTH TRENDS IN JOBS



## Notes:

- 1 - Figures may not add to total due to independent rounding.
- 2 - This is not a forecast of agricultural land, because the 2050 Regional Growth Forecast does not account for land that may become agricultural in the future. Also, some types of development that occur on agricultural land, such as low density single family residential, may allow for the continuation of existing agricultural use.
- 3 - Civilian jobs per developed employment acre (industrial, retail, office, schools, and half of mixed use acres).
- 4 - Total housing units per developed residential acre (single family, multiple family, mobile home, other, and half of mixed use acres).



## **CLIMATE AND TOPOGRAPHY**

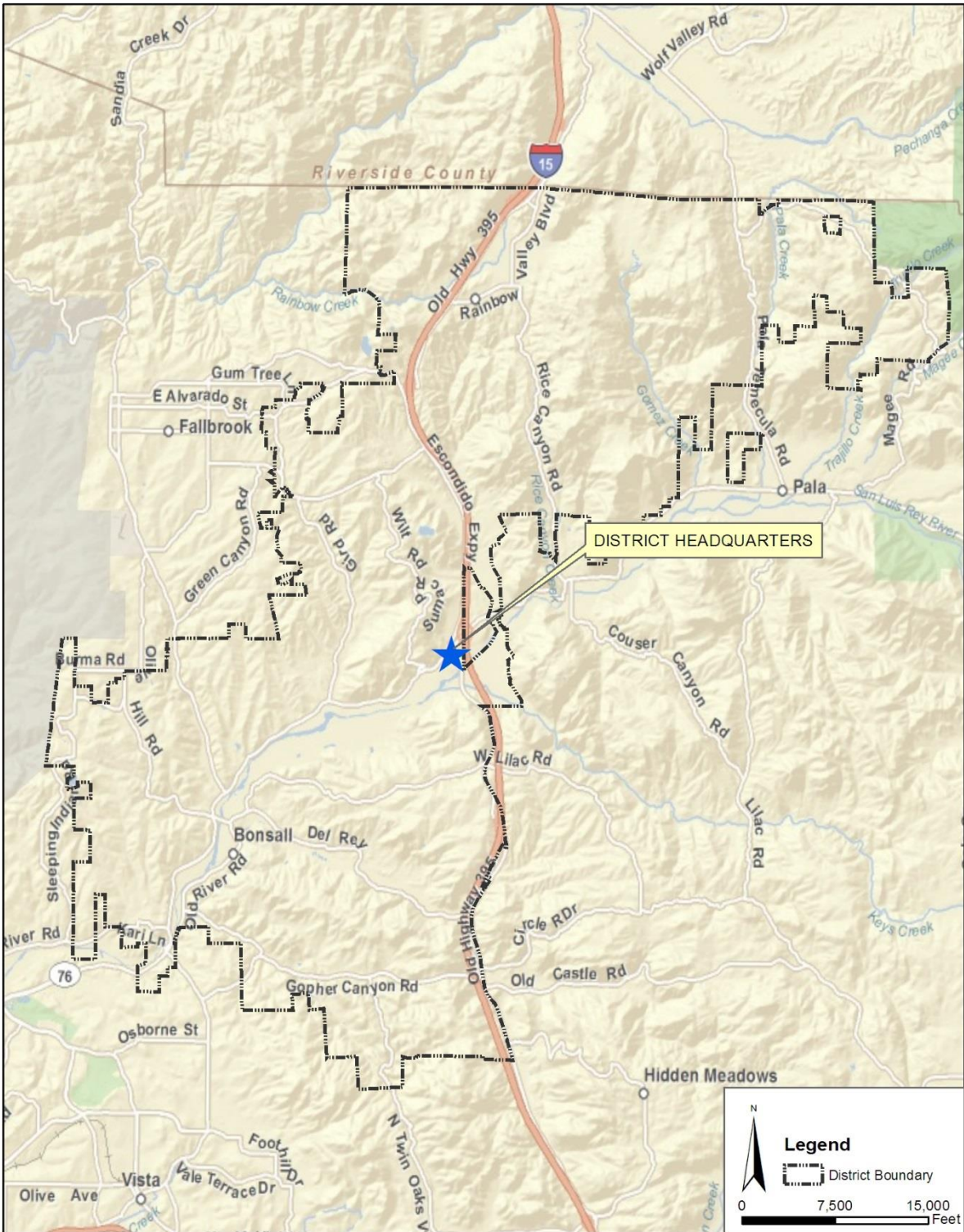
The District is about 20 miles from the ocean. While climate in the District is typical of Southern California, the Santa Margarita Mountains partially shield it from moderating cool sea breezes, so that it shows greater temperature extremes than most coastal areas. Rainfall usually occurs between November and April, and average 15 inches per year.

The topography of the District ranges from relatively level valley lands to steeply sloping ridges with long, narrow canyons. Elevations vary from 120 feet in the San Luis Rey River basin to mountains over 2,200 feet high. This configuration of land enables dense, cool air to slide off the valley sides, creating a continuous mild turbulence on the valley floor, which results in a low incidence of frost essential to the growth of avocados and citrus, the major crops grown in the District.

## **THE DISTRICT OFFICE**



# District's Service Area Map



## EMPLOYEE COMPENSATION & BENEFITS

### **DEFERRED COMPENSATION MATCHING PROGRAM**

As of August 15, 2014 the District has provided a matching program of up to \$100.00 per pay period per employee. The District's contribution would only be required if an employee contributes a like amount or more to the deferred compensation program.

### **ONE-TIME MERIT AWARD**

When an employee has been at the top step of his/her classification for a year or more, the employee will be eligible for a 2 ½% merit award as a lump sum payment at his/her next annual evaluation with an overall rating of above satisfactory or better. Employees will be eligible for this award once during the current MOU term 2014-2017.

### **COMPENSATORY TIME**

When any employee works overtime, the employee may be compensated by the use of compensatory time at a rate, either one and one-half or double his/her regular rate of pay as specified in the Overtime Section, except for Standby Duty or Patrol Duty.

Probationary employees are not eligible to accrue compensatory time during their 2080 work hour probationary period.

No employee shall be allowed to accumulate over 50 hours of compensatory time without written permission of the department head. Any time over 50 hours shall not be eligible for accumulation and shall be included as hours paid in the employee's paycheck for the period earned. Compensatory time shall be granted at such times and in such time blocks as are mutually agreed upon between the involved employee and his/her supervisor; permission to utilize compensatory time off shall not be unreasonably denied by the supervisor if operating requirements will not be adversely affected.

All unused compensatory time will be paid out on the last pay day in June if not used prior to that time.

Upon separation from the District employees shall be reimbursed for 100% of their accumulated compensatory time balance at their present rate of pay.



**PAID TIME OFF**

Paid Time Off shall be granted to each REA/RASCE employee and shall be accrued on a daily basis prorated as follows:

<b>Period of Service</b>	<b>PTO Hours per Year</b>	<b>Maximum Accrual</b>
0 through completed 4th year	200 hours	400 hours
Start of 5 <sup>th</sup> year through completed 9 <sup>th</sup> year	240 hours	480 hours
Start of 10 <sup>th</sup> year and on	280 hours	560 hours

Employees may accumulate Paid Time Off up to a maximum of two times the employee’s annual entitlement. Upon reaching the maximum, accrual will cease. If a General Leave request has been previously approved by the District, and through no fault of the employee the leave request is cancelled by the District and an employee reaches the maximum accrual then the District will compensate the employee for additional hours accumulated beyond the maximum accrual until the requested leave can be granted.

**PAID TIME OFF BUY BACK**

Employees may cash out accrued paid time off (PTO) of a minimum of 40 hours once per year with the following stipulations:

- An **IRREVOCABLE** request must be completed and submitted during the month of December for cashing out PTO in the following calendar year.
- The irrevocable request must state which month of the following calendar year the PTO cash out is to occur. The cash out will be paid on the last day payday
- The irrevocable request may not exceed one year’s PTO accrual (200, 240, 280 hours).
- Employee must have taken at least ten days’ cumulative leave (PTO) within the previous twelve-month period.
- Employee must maintain a minimum balance of 120 hours of accrued PTO.
- A request to cash out accrued PTO due to reasons of hardship may be made at any time. The hardship request must be approved by the general manager and is subject to the unforeseeable emergency definitions of the internal revenue code. (Title 26, section 1.409a-3).

This language will remain in effect as long as the IRS makes no other changes or the district and associations negotiate to eliminate the PTO buy back option.

**HOLIDAYS**

The District will provide 12 paid holidays as defined in the Employee Handbook.



**MEDICAL, DENTAL AND VISION INSURANCE**

The District shall pay for employees' individual and dependent group health and hospitalization, dental and vision insurance as follows:

**Dental and Vision:**

The District will cover 100 percent of the premium for employees and dependents.

**Medical Health Care Insurance:**

The District will cover 100 percent of the premium for employees.

The District will freeze its current contribution rates for dependent insurance as follows:

PPO one dependent	\$660.23 monthly
PPO family	\$841.98 monthly
HMO one dependent	\$476.20 monthly
HMO family	\$842.89 monthly

If an employee desires to participate in dependent insurance, they will be required to pay any increase in insurance premium rates for the duration of this agreement.

**RETIREMENT HEALTH CARE CONTRIBUTION**

Upon retirement at age 50 or older and with a minimum of ten (10) years of continuous service with the District the District agrees to assist retired employees and their retired spouses with health and dental insurance plans. Effective August 15, 2014, the District's contribution for the basic plan or premium plan will be \$363.00 per month for the retired employee and \$726.00 per month for the retired employee and retired spouse until each reach their respective ages for full Medicare coverage. If the retired employee or retired spouse reaches the eligible age first, the premium for the retired employee or retired spouse will be \$363.00 per month until reaching the eligible age. The assistance period for either will be for a maximum of ten (10) years

**LIFE AND DISABILITY**

The District shall pay for employees' life, short and long term disability, unemployment, and workers compensation insurance.

## **PUBLIC EMPLOYEES' RETIREMENT SYSTEM**

The District participates in the California Public Retirement System (CalPERS). All employees hired at the District before January 1, 2013 are under the CalPERS miscellaneous formula of 2.5% @ 55 with the one (1) year final compensation period used to calculate retirements and the employees contribute the 8% of their annual salary.

A full time new employee hired on or after January 1, 2013 will be subject to the Public Employees' Pension Reform Act (PEPRA).

A new employee who is also a "New Member" to CalPERS will participate under the mandatory miscellaneous formula of 2% @ 62 with the three (3) year final compensation period used to calculate retirements and the employee contributes 50% of the normal cost established by CalPERS as outlined in the Public Employees' Pension Reform Act of 2013 (PEPRA).

Pursuant to the PEPRA, a "New Member" is defined as:

1. An individual who is hired on or after January 1, 2013 and has no prior membership in any California public retirement system
2. An individual who is rehired by a different CalPERS employer on or after January 1, 2013 after a break in service greater than six (6) months
3. An individual who is brought into CalPERS membership for the first time on or after January 1, 2013 and who is not eligible for reciprocity with another California public retirement system

If a former CalPERS eligible employee of the District has a break in service of more than six (6) months but returns to service with the same District, the former employee **will not** be considered a new member pursuant to PEPRA.

## **TUITION REIMBURSEMENT**

The District will refund tuition fees and educational material costs incurred by regular employees for approved courses of study and completion with a "C" grade or higher. A "pass" will be accepted for classes where a pass/fail grading system is used. The amount of reimbursement will be as follows:

- During the employee's initial 1040 hours of employment they will only be eligible to receive tuition reimbursement for courses directly related to obtaining job-required water distribution, water treatment, or collection system maintenance certifications to a maximum of \$400.
- For employees who have worked more than 1040 hours, but less than 6240 hours (three

years) employees may be reimbursed up to \$800 per year.

- For employees who have worked three years or more the District will reimburse employees up to \$2,400 per year for attendance at an accredited college or institution, providing the employee is pursuing a course of study leading to attainment of a degree or accreditation, and providing the course of study is pertinent to the employee's employment with the District. The employee must submit the course syllabus to HR for approval prior to being eligible for reimbursement.

For the purpose of determining employee eligibility the end date of the class will determine as to how long the employee has been employed by RMWD.

Employees are required to submit applications to their immediate supervisor and get approval from the Department Head before starting courses for which educational assistance is requested.

If an employee leaves District employment before completion of the approved course, the District will not reimburse the employee for the course.

No assistance will be made until after the completion of the course and no assistance will be made if the employee utilizes other sources (i.e. GI Bill) to pay for the course or portions of the course.

# FINANCIAL POLICIES AND GOALS OF THE DISTRICT

## **RATE STABILIZATION RESERVE**

As part of the District's Potable Water Cost of Service Study, an evaluation was made as to whether it would be beneficial to ratepayers to establish a Rate Stabilization Fund. The Rate Stabilization Fund will be equal to 10% of the annual water revenues and will be set aside to prevent rate hikes that are caused by unexpected changes in water revenues. The policy would provide five fiscal years to bring the reserve fund from a zero balance to the target balance in order to reduce the rate impact of creating this reserve fund.

This policy is typical to mitigate the disruption of a rapid decline in revenues: utilities with higher risk of revenue vulnerability due to the potential loss of customers or the rapid reduction in service purchases establish reserves (also sometimes called contingency reserves) to cover sudden un-forecasted revenue shortfalls. The term "rainy day fund" has been given new meaning for water districts that have grown accustomed to revenue from residential irrigation and are at risk of experiencing significant declines in revenue during a particularly naturally wet and rainy weather season. These reserves may also be labeled "rate stabilization reserves" in the sense that they protect against rates to adapt to sudden unexpected usage reductions.

Some "rate stabilization reserves" however are much more about planned revenue smoothing than contingency planning. Water districts with robust finance plans and rate models sometimes look towards the future and identify when rate increases are needed to meet costs. In some cases, the future can look quite bumpy with large projects going on line at the same time a large temporary whole purchaser may be planning to reduce usage. In an effort to smooth out the road ahead, many water districts are turning towards "rate stabilization reserves" to mitigate the size of a rate increase in a given year.

Fiscal Year 2015-2016, has been one of the sharpest declines in water demand for the District since inception. The culprits to the reduction of demand is two folds, one being the conservation restriction and second being the colder climate this year. It was planned to start funding the rate stabilization fund in Fiscal Year 2015-16, however there wasn't a sufficient amount of funds to transfer to this reserve. On the other hand, it is as if by not transferring funds, funds were utilized to smooth the sudden unexpected usage reduction. The future success of funding the rate stabilization reserve will be relying on a boost of demand with moderate rate increases.

## **OPERATING RESERVE**

Operating reserves are essentially the accumulation of unrestricted surpluses that are liquid (as opposed to invested in fixed assets) and thus available for use at the discretion of our Board of



Directors. It is used to stabilize finances by providing a “rainy day savings account” for unexpected cash flow shortages, expense or losses. These might be caused by delayed payments, unexpected building repairs, or economic conditions.

Reserves should not be used to make up for income shortfalls, unless the District has a plan to replace the income or reduce expenses in the near-term future. In short, reserves should be used to solve timing problems, not deficit problems. Since operating reserves are most valuable if they are reliable, an important factor in using reserves is also having a realistic plan to replenish them. Operating reserves should not be used to cover a long-term or permanent income shortfall. Reserves can allow the District to weather serious bumps in the road by buying time to implement new strategies. To be prudent, reserves should be used to solve temporary problems, not structural financial problems. Usually, though, reserves are built up over time by generating an unrestricted surplus and intentionally designating a portion of the excess cash as a reserve fund.

While there are general guidelines for setting operating reserve goals, they should always have accompanied by “it depends.” Most standards are based on a formula to have enough unrestricted cash to cover operating expenses for a number of months. At the high end, reserves should not exceed the amount of two years’ budget. At the low end, reserves should be enough to cover at least one full payroll including taxes. The District’s operating reserve balance is limited to two months of budgeted operating expenses as determined by the monthly average of budgeted operating expenses (does not include the cost of water or depreciation). Keep in mind that generic target amounts for reserves don’t take some important variables into account, such as the stability of the District’s cash receipts. Factor in these considerations when setting an operating reserve target. The goal for operating reserves will change, too, when income or expenses become less reliable or predictable because of internal or external changes. Based on the proposed budget, the operating reserve should be set at minimum of approximately \$2M.

## BASIS OF BUDGETING AND ACCOUNTING

A major element of financial data activity rests in the act of budgeting. Budgeting is the process of allocating finite resources to the prioritized needs of the District. The budget represents the legal authority to spend money. Adoption of the District's budget implies that a set of decisions has been made by the Board of Directors and administrators that culminates in matching District's resources with the needs. As such, the budget is a product of the planning process.

The budget also provides an important tool for the control and evaluation of sources and the uses of resources. Using the accounting system to enact the will of the board, administrators are able to execute and control activities that have been authorized by the budget and to evaluate financial performance on the basis of comparisons between budgeted and actual operations. Thus, the budget is implicitly linked to financial accountability and relates directly to the financial reporting objectives established by the GASB.

The planning and control functions inherent to any organization, underscore the importance of sound budgeting practices for the following reasons:

- The services provided by Rainbow Municipal Water District are not subject to the market forces of supply and demand. Thus, enacting and adhering to the budget establishes restrictions in the absence of a competitive market.
- These services provided by RMWD are considered critical to the public interest and welfare.
- The scope and diversity of operations water and sewer make comprehensive financial planning essential for good decision making.

The financial planning process is critical to the expression of citizen preferences and is the avenue for reaching consensus among stakeholders, directors of the board, and staff on the future direction of the District's operations.

The link between financial planning and budget preparation gives the budget document a unique role in the organization. Budgets in the public arena are often considered the definitive policy document because an adopted budget represents the financial plan used by the District to achieve its goals and objectives. The budget reflects:

- the prioritization of activities in which the District will be involved,
- the relative influence of various participants and advisory committees in the budget development process, and
- the District's plan for acquiring and using its resources.

Budgeting is an invaluable tool for both planning and evaluation. Budgeting provides a vehicle for translating goals and projects into financial resource plans-that is, developing a plan to meet performance goals should be directly linked to determining budgetary allocations. The link between goals and financial planning is critical to effective budgeting and enhances the evaluation of budgetary and accountability.

Performance evaluation allows stakeholders to hold directors and administrators in the District's organization accountable for their actions. Because accountability to citizens often is stated explicitly in state laws and state constitutions, it is a cornerstone of budgeting and financial reporting.

- Financial reporting should provide information to determine whether current-year revenues were sufficient to pay for current-year services.
- Financial reporting should demonstrate whether resources were obtained and used in accordance with the District's legally adopted budget. It should also demonstrate compliance with other finance-related legal or contractual requirements.

Financial reporting should provide information to assist users in assessing the service efforts, costs, and accomplishments of the District.

Although some form of a balanced budget requirement is generally necessary to ensure long-term fiscal health in any organization, variations such as the use of fund balance reserves to pay for current services may be appropriate over a short period. Generally, however, all departures from this fundamental objective must be in accordance with applicable state and local laws and policies.

Finally, the budget is evaluated for its effectiveness in attaining the District's stated goals and objectives. Evaluation typically involves an examination of how funds were expended, the outcomes that resulted from the expenditure of funds, and the degree to which these outcomes achieved the stated objectives. This phase is fundamental in developing the subsequent year's budgetary allocations. In effect, budget preparation not only is an annual exercise to determine the allocation of funds, but also is part of a continuous cycle of planning and evaluation to achieve the stated goals and objectives of the District.

### **ACCOUNTING POLICIES**

Rainbow Municipal Water District accounts for its financial transaction in accordance with the policies and procedures of the Irrigation District Law, now Division 11 of the California State Water Code. The accounting policies of the District conform to accounting principles generally accepted in the United State of America (GAAP) as prescribed by the Governmental Accounting Standards Board (GASB) and the American Institute of Certified Public Accountants (AICPA).

The District reports its activities as an enterprise fund, which is used to account for operations that financed and operated in a manner similar to a private business enterprise, where the intent of the District is that the costs of providing water to its customers on a continuing basis be financed or recovered primarily through user charges (water sales and services) or similar funding. Revenues and expenses are recognized on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period incurred, regardless of when the related cash flow took place.

Operating revenues and expenses are generated and incurred through the water sales activities to the District's customers. Administration and depreciation expenses are also considered operating expenses. Other revenues and expenses not included in the above categories are reported as non-operating revenues and expenses.

### **DEPOSITS AND INVESTMENTS**

For purposes of the statement of cash flows, cash and cash equivalents consist of short-term highly liquid investments with maturities of ninety days or less from the date of purchase. These include cash on hand, cash held in the restricted assets accounts, and the Local Agency Investment Fund.

The District's investment policy and state statutes authorize the District to invest in obligations of the U.S. Treasury, its agencies and instrumentalities, certificates of deposit with national and state-licensed or chartered banks or federal or state savings and loan associations, money market and mutual funds whose portfolios consist of one or more of the foregoing investments, and the Local Agency Investment Fund.

State statutes require all deposits be insured or collateralized. Depositories holding public funds on deposit are required to maintain collateral in the form of a pool of securities with the agent of the depository having a market value of at least 10 to 50 percent in excess of the total amount of all public funds on deposit.

### **INVENTORY AND CAPITAL ASSETS**

Inventories are recorded using the purchase method in that the cost is recorded as an expenditure at the time individual inventory items are purchased. Inventories are valued at average cost and consist of expendable supplies held for consumption. Reported inventories are equally offset by a fund balance reserve, which indicates that these amounts are "available for appropriation and expenditure" even though they are a component of net current assets.

The District has the option of reporting an expenditure in governmental funds for prepaid items either when purchased or during the benefiting period. The District has chosen to report the expenditure during the benefiting period.



Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated fixed assets are recorded at their estimated fair value at the date of the donation. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are not capitalized. A capitalization threshold of \$5,000 is used.

Capital assets are being depreciated using the straight-line method over the following estimated useful lives:

<u>Asset Class</u>	<u>Estimated Useful Lives</u>
Buildings	10-50
Water Systems	10-50
Improvement of sites	7-25
Equipment	5-10

# Rainbow Municipal Water District

## Operating and Capital Budgets

### Budget Calendar

#### 2016/2017

<b>Date</b>	<b>Task</b>
February	Finance department projections of Wage & Benefits for all Personnel, including COLA's and merit increases. Preliminary Staffing analysis for District.
3/10/16	Senior Management Group meets to discuss general philosophy, assumptions, goals and objectives of the Operating Budget.
3/17/16	Senior Managers meet to discuss projected staffing plans. YTD Departmental expense report is distributed.
3/31/16	Senior Managers meet to review all departmental expenditures.
4/14/16	Senior Management meets to review Capital Budget submitted by Engineering Department.
4/28/16	Rough draft of Operating and Capital Budgets is reviewed by Senior Managers.
5/10/16	First Draft of the Budget receives additional review by the Budget/Finance Committee and Senior Managers. After budget reviewed by Committee and refined per input received from discussion copy of draft is sent to RMWD Board.
5/28/16	Joint meeting held with Finance & Budget committee with the Board of Directors for review of proposed budget. Open discussion roundtable for recommended amendments to budget prior to final adoption in June.
6/14/16	Second draft is presented to Senior Managers and Budget/Finance Committee for review and additional discussion. Full Board and the public may attend.
6/28/16	Final draft is presented to Board of Directors for adoption.

## DEFINITION OF MAJOR FUNDS

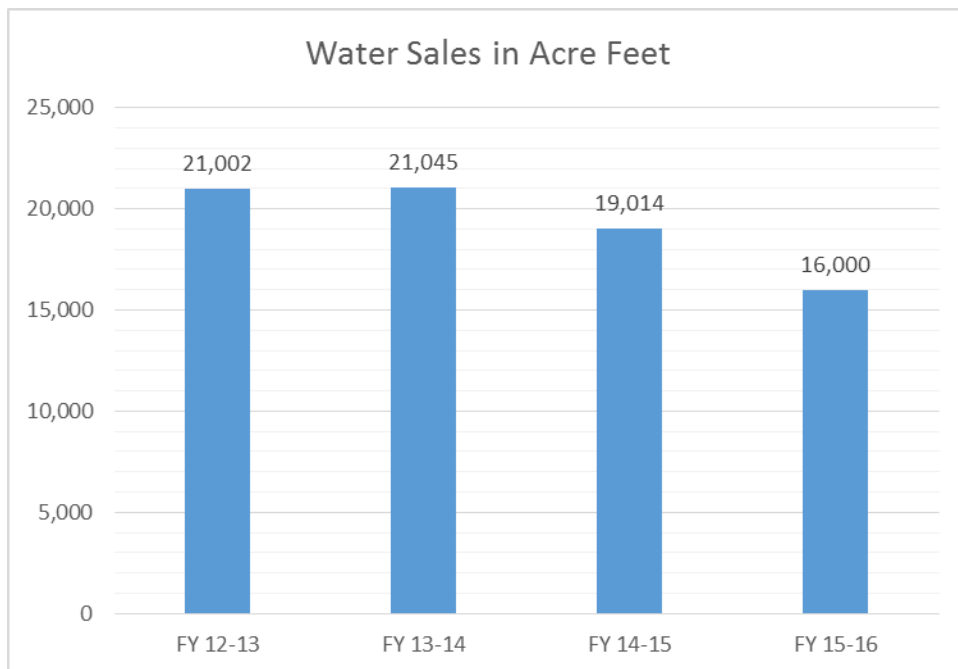
<u>Fund Name</u>	<u>Fund #</u>	<u>Description</u>
<b>Water Operating Fund -</b>	<b>01</b>	The purpose of this fund is to ensure cash resources are available to pay for day to day water related operations, including water purchases, to provide funding in case of water related operating emergencies and unforeseen circumstances. It includes the following cost center water operations, valve maintenance, pumping, distribution, and meters.
<b>Sewer Operating Fund -</b>	<b>02</b>	The purpose of this fund is to ensure cash resources are available to pay for day to day sewer related operations, including contractual payments to the City of Oceanside for treatment of sewage, and to provide funding in case of sewer related operating emergencies and unforeseen circumstances. This fund only includes the Sewer cost center.
<b>General Operating Fund -</b>	<b>03</b>	The purpose of this fund is used to account for general operations and activities not requiring the use of other funds. This includes the cost centers that provide day to day administrative duties for the District such as safety, human resources, finance, information technology, engineering, and the executive administration.
<b>Rate Stabilization Fund -</b>	<b>05</b>	The purpose of this fund is used to mitigate rate impacts from changes in water demand. The reserve should equal to 10% of annual water revenues. The fund was established on January 1, 2016 and will be brought to its target balance over a five year period. Funds for this reserve will come from water rates and charges.
<b>Sewer Capital Fund -</b>	<b>53</b>	The purpose of this fund is used to provide funding for the District's long term sewer related capital improvement projects. It is funded by the cash collected for sewer capacity charges and surpluses generated by sewer operations (excess of revenue over expense before depreciation). Reserves will be used for fund for infrastructure repair, rehabilitations, and replacement projects.
<b>Water Capital Fund -</b>	<b>60</b>	The purpose of this fund is used to provide funding for the District's long term water related capital improvement projects. It is funded by the cash collected for water capacity charges and by surpluses generated by water operations (excess of revenue over expenses before depreciation). Reserves will be used to fund infrastructure expansion, repairs, rehabilitations, and replacement projects.

## REVENUE/EXPENSE ASSUMPTIONS

Water Operating Fund Commodity water sales are the largest source of District revenues, with the majority of sales approximately 70% for agricultural use and 20% for residential customers.

Water Sales Revenues are projected based upon the rates and consumption projections in each of the major water sales categories. The District implemented a three tiered water rate structure that better reflects the range of costs for various water supplies, keeps consumption charges low for customers who conserve water, and provides a financial incentive for conservation. The tier structure rate only applies to customer class that has domestic usage such as single family, agricultural with residence, and the TSAWR (transitional special agricultural water rate) with residence.

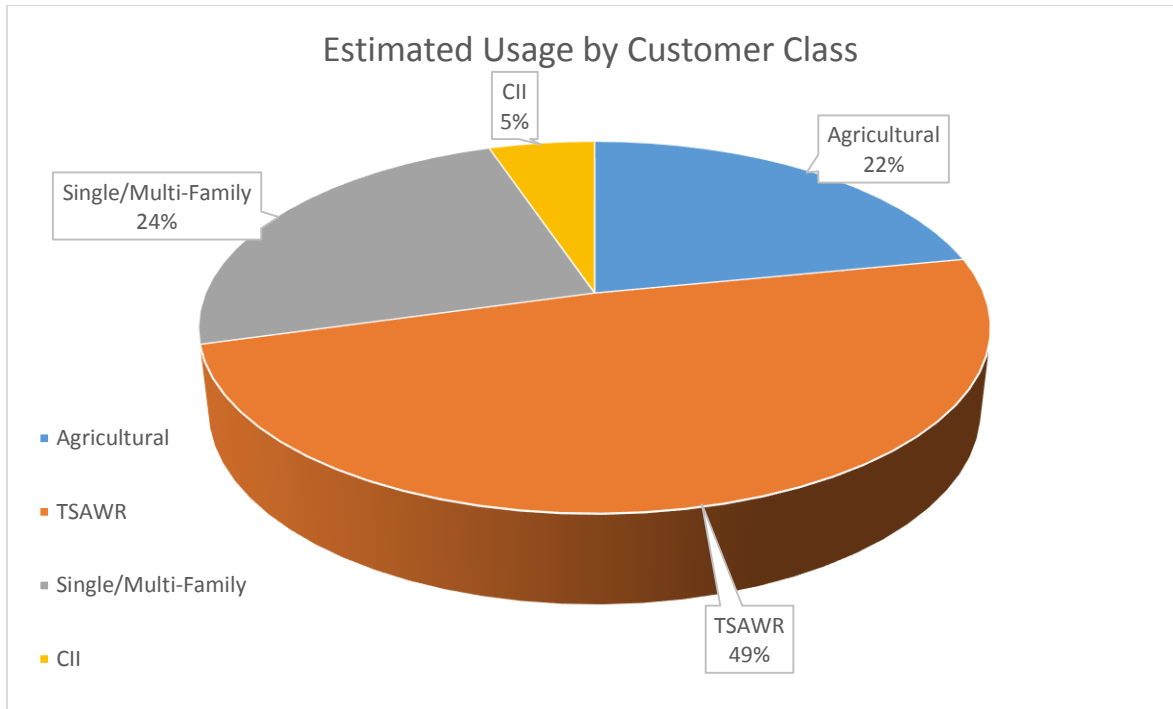
The projected water sales for FY 2016-2017 are the lowest estimated sales since 1968. This year's forecast is at 16,500 acre feet, whereas last year's budget had sales at 18,000 acre feet, and 20,000 the year before that. The declining water sales negatively impacts the overall budget, it reduces the net position. The projected forecast is based current trend demand, current Fiscal Year 2015-16 it is estimated that the District will have sold close to 16,000 acre feet. Year to date sales as of the end of May, are at 14,019 acre feet sold.



The volumetric commodity estimated sales by customer class are based on current demand with a 3% conservative increase per customer class for the upcoming Fiscal Year. For the agricultural customers that are not on the TSAWR program, it is estimated for them to have



consume 1,573,500 units In FY 2016-17. The agricultural customers that are on the TSAWR program, we are estimating their usage to be at 3,503,300 units. For both Single Family and Multi-Family combined, projections are at 1,739,400 units. Lastly, for the Commercial, Construction, and Institutional users estimates are at 371,200. Below is a chart that illustrates this data.



Rainbow O&M Fixed Charge – is a service fixed charge per meter to recovery some of the fixed costs such as meter related costs, customer related costs, a portion of the capacity related cost to provide a stable source of revenue independent of water consumption. The monthly fixed charge varies by customer class and by meter size. Minimal increase was applied to the Single Family class, as development should be underway in FY 2016-17. A 2% increase is reflective in this group representing the projected growth.

SDCWA O&M Monthly Fixed Charge – is a pass through fixed charge from SDCWA and MWD as a separated fixed charge. The District relies entirely on purchased water from SDCWA and these charges represent part of the costs of purchasing water which the District has no control. Annually SDCWA increases their rates effective January, in which the District will be passing through all increases to the customer.

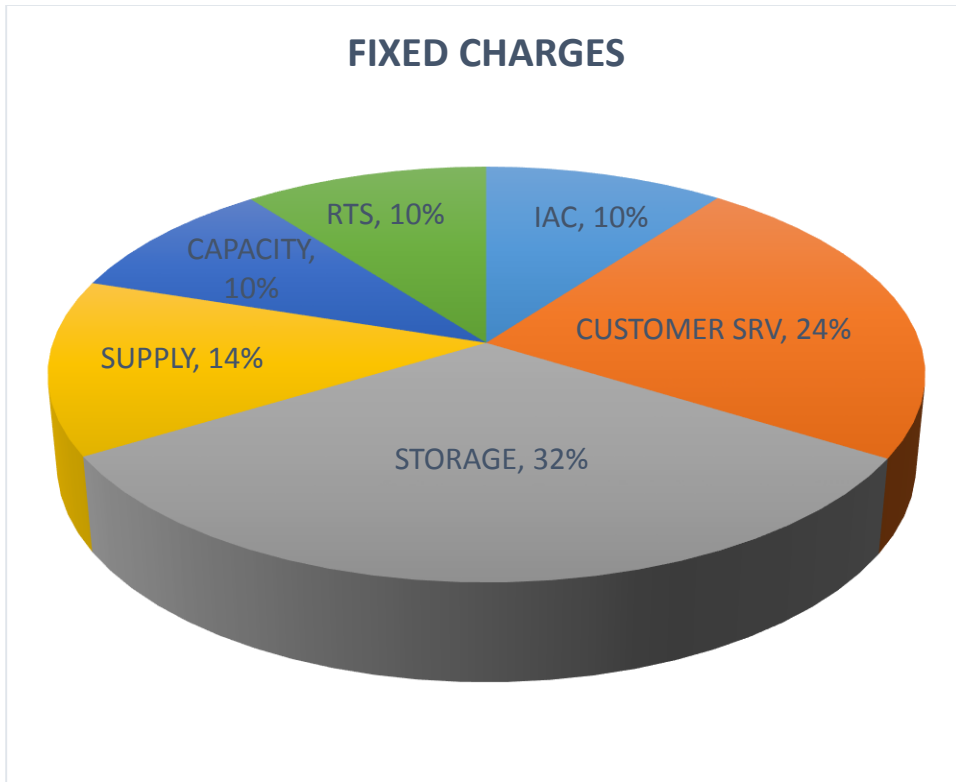
Other Water Services Revenues, including backflow fees, turn-on and reconnection fees, hydrant fees, plan check fees, NSF charges, and penalty fees, are projected based upon current fiscal year activity.

Rental and Lease Revenues are projected based upon contract agreements with various entities for use of the District’s vacant land, as well as a lease agreement with Sprint Communication for use of space on facility grounds for their communication equipment.

Interest Income for the water and sewer operating funds is projected based on an average yield of for LAIF investments and 1.00% for the balance of our investment portfolio.

Purchased Water Include the cost at the point of delivery of water purchased for resale. SDCWA fixed charges are the following categories Readiness-to-Serve charge, Infrastructure Access Charge, Customer Service Charge, Capacity Reservation Charge, Emergency Storage, and lastly Supply Reliability Charge. The total amount of fixed charges for the Fiscal Year 2016-17 is estimated to be at \$5.1M. Additionally to the fixed charges there is the commodity rate for the water purchase and transportation cost, it is proposed to be an 8% increase in the variable rate for water and that will be passed through to the customer. SDCWA is proposing a melded 6% increase to their rates that will take effect January 2017. However, some of SDCWA’s fixed costs are based on a 10 year rolling average of consumption, so RMWD’s fixed fees will be a bit higher per AF than many other agencies. During the District’s noticing under the Proposition 218 compliance, to avoid operational deficits, depletion of reserves, an inability to address infrastructure and water quality improvements, and to continue to provide a safe, reliable water supply, included was language to allow the District to pass through to its customers any increase imposed on the District by SDCWA.

<b><u>FIXED CHARGES</u></b>			
<b><u>Descriptions</u></b>	<b><u>CY 2016</u></b>	<b><u>CY 2017</u></b>	<b><u>% Change</u></b>
1. Infrastructure Access Charge	\$ 36,388	\$ 41,629	14%
2. Customer Srv	\$ 100,451	\$ 95,873	-5%
3. Storage Charge	\$ 142,863	\$ 132,476	-7%
4. Supply Reliability	\$ 61,648	\$ 55,410	-10%
5. Capacity Charge	\$ 54,813	\$ 39,028	-29%
6. Readiness to Serve	\$ 43,965	\$ 42,413	-4%
Monthly Total	\$ 440,129	\$ 406,829	-8%
<b><u>VARIABLE CHARGES</u></b>			
Regular Meter	\$ 1,165	\$ 1,255	8%
Direct Meter/No Trans	\$ 1,060	\$ 1,145	8%



**Board of Directors:** The District Board receives compensation for attendance at regular and board approved special meetings. The budget estimates that each director will be compensated for the eleven regular meetings and two special meetings. It is also budgeted for training and travel for educational purposes.

**Pumping:** The Pumping costs are maintained in a separate cost center in order to identify the specific costs of operating and maintaining the pumping equipment that pushes water to higher elevations within the district. The district identifies seven pumping zones to account for the cost and develop a discrete charge for customers in each zone.

Labor expenses are charged to this cost center by various staff members when they are assigned to perform work in maintaining the pumping equipment. For budget purposes a 1.0 FTE staffing equivalent is calculated into the labor cost.

The single largest expense item is the cost of the electricity and gas used by the 17 pumps. A 5% inflation factor has been added to the utility cost for the budget year.

**Water Operations:** The Operations Department is responsible for maintenance and testing of water quality with the six reservoirs and twelve water tanks. The water tanks are maintained by a long term contract with Utility Services. The tank maintenance program insures the tanks will remain in good operating condition for decades to come.

Annually, Metropolitan and SDCWA schedule shutdowns for the major repair or upgrade of their pipelines. Shutdowns are scheduled but will not require Rainbow to shut down any of our systems. This avoids significant cost and inconvenience for RMWD.

Valve Maintenance: is responsible for the maintenance, repair and replacement of nearly 5,000 valves within the district.

Water Distribution: The Water Distribution department is responsible the administration, construction and maintenance of 323 miles of water mainlines.

Meter Services: performs all monthly meter reads as well as customer onsite response, backflow services and the Itron radio read meter installation program.

Garage Services: performs the maintenance and repair of all district fleet vehicles. The district vehicles are typically kept in service for approximately 200,000 miles.

General Administration: this includes the General Manager, Human Resource, administrative support to the General Manager, insurance, legal, and miscellaneous supplies as needed.

Finance: responsible for the overall financial stability of the District, majority of expense is labor related in this department. An additional Accounting Specialist was added late Fiscal Year 2015-16.

Customer Service: performs all billing services and responds to customers' questions and concerns.

Engineering: performs capital project engineering and inspection services for the district.

As a proactive response to the declining water sales, and in an effort to trim down on expenses, management made the difficult decision to eliminate one position in the Human Resource department. The workforce total count included in Fiscal Year 2016-2017 will be 51 full-time employees. Per prior MOU agreements all three bargaining units will receive a cost of living adjustment of 2% effective the beginning of July 2016. The proposed capital expenditures are mostly related to (5) vehicle replacements and a backhoe. All these capital expenditures are needed as current equipment is dilapidated and have high repair costs.



### **Sewer Revenue Assumptions**

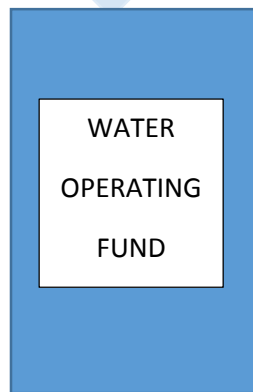
Sewer revenues are based on sewer collection and treatment services provided to our customers. Sewer Service Revenues are projected based upon a total of 5,296.6 Equivalent Dwelling Units (EDUs), a total of 2,340 sewer accounts compared to approximate 7,800 water accounts. Sewer revenue rate is based on the lowest wet month of water consumption during the months of December through April. The units consume will dictate the monthly fixed rate for Sewer based on the Sewer Rate Table. Also included in projections in this category is a possible increase to the District's sewer service rate. A cost of service study was budgeted in the upcoming fiscal year, as rates have not increased in over three years.

Sewer: responsible for maintenance and repair of all 50 miles of wastewater lines and pumping systems. The contract with the City of Oceanside for the treatment and discharge of the wastewater is the primary cost factor for this department.

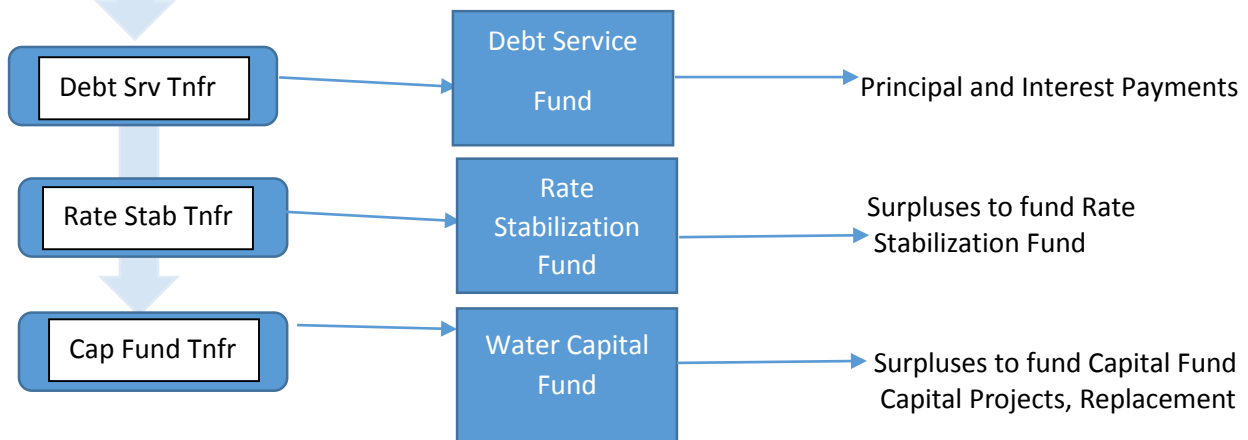
FUNDS STRUCTURE

WATER OPERATING FUND

Fixed Charges  
 Commodity Charges  
 Water Services  
 Other Water Revenues

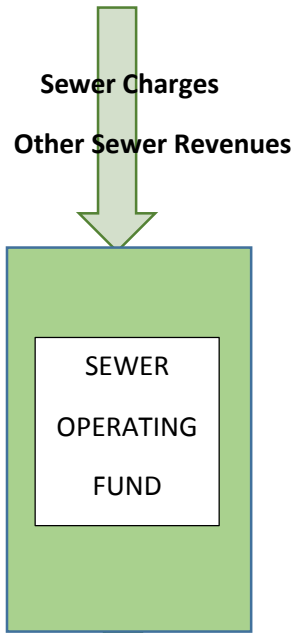


Water Purchases  
 Labor  
 Maintenance & Supplies

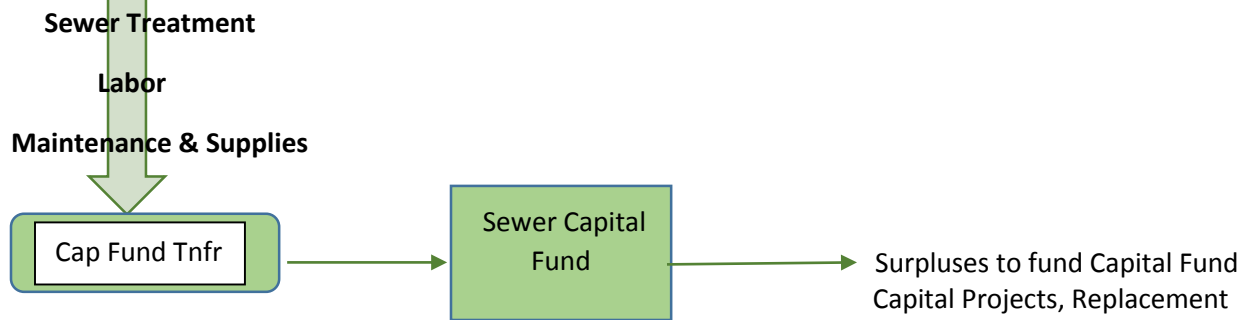


Gopher Tank

# SEWER OPERATING FUND



Vac-Con Combination Sewer Truck



## WATER FUND BUDGETED REVENUE AND EXPENSES

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted</b>	<b>Proposed 2016-17 Budget</b>	<b>% Change From 15-16 Budget</b>
<i>Operating Revenues</i>				
Water Sales	\$ 34,003,831	\$ 34,828,868	\$ 34,662,965	0%
Other Water Services	\$ 328,219	\$ 314,476	\$ 310,436	-1%
Total Operating Revenues	<u>\$ 34,332,049</u>	<u>\$ 35,143,344</u>	<u>\$ 34,973,401</u>	<u>0%</u>
<i>Operating Expenses</i>				
Purchased Water	\$ 24,541,845	\$ 21,295,311	\$ 23,427,592	10%
Pumping	\$ 618,387	\$ 743,059	\$ 779,487	5%
Operations	\$ 1,925,137	\$ 2,147,620	\$ 2,133,306	-1%
Valve Maintenance	\$ 608,962	\$ 597,599	\$ 617,742	3%
Distribution	\$ 1,404,880	\$ 1,832,526	\$ 1,956,664	7%
Meters	\$ 932,178	\$ 1,127,815	\$ 1,129,483	0%
Cost Allocation Expense	\$ 3,498,946	\$ 4,412,834	\$ 4,089,500	-7%
Total Operating Expenses	<u>\$ 33,530,335</u>	<u>\$ 32,156,764</u>	<u>\$ 34,133,774</u>	<u>6%</u>
<i>Non-Operating Revenues</i>				
Investment Income	\$ -	\$ 4,342	\$ -	-100%
Property Tax Revenue	\$ 328,836	\$ 316,383	\$ 315,000	0%
Other Non Operating Revenue	\$ 102,274	\$ 60,360	\$ 26,500	-56%
Total Non-Operating Revenues	<u>\$ 431,110</u>	<u>\$ 381,085</u>	<u>\$ 341,500</u>	<u>-10%</u>
<i>Non-Operating Expenses</i>				
Debt Service	\$ 1,120,142	\$ 1,120,142	\$ 1,120,142	0%
Total Non-Operating Expenses	<u>\$ 1,120,142</u>	<u>\$ 1,120,142</u>	<u>\$ 1,120,142</u>	<u>0%</u>
Net Income before Transfers	<u>\$ 112,683</u>	<u>\$ 2,247,524</u>	<u>\$ 60,984</u>	<u>-97%</u>
Overhead Transfer to Capital	\$ -	\$ -	\$ 500,000	-
Net Income after Transfers	<u>\$ 112,683</u>	<u>\$ 2,247,524</u>	<u>\$ 560,984</u>	<u>-75%</u>

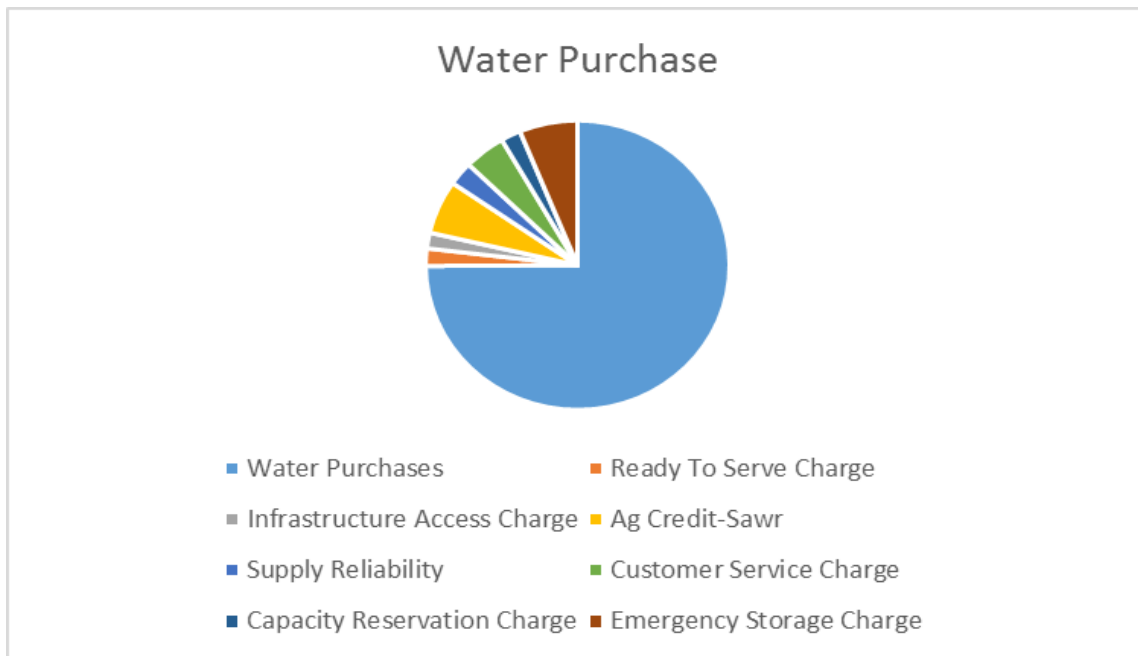


## WATER FUND BUDGETED DETAILED REVENUES

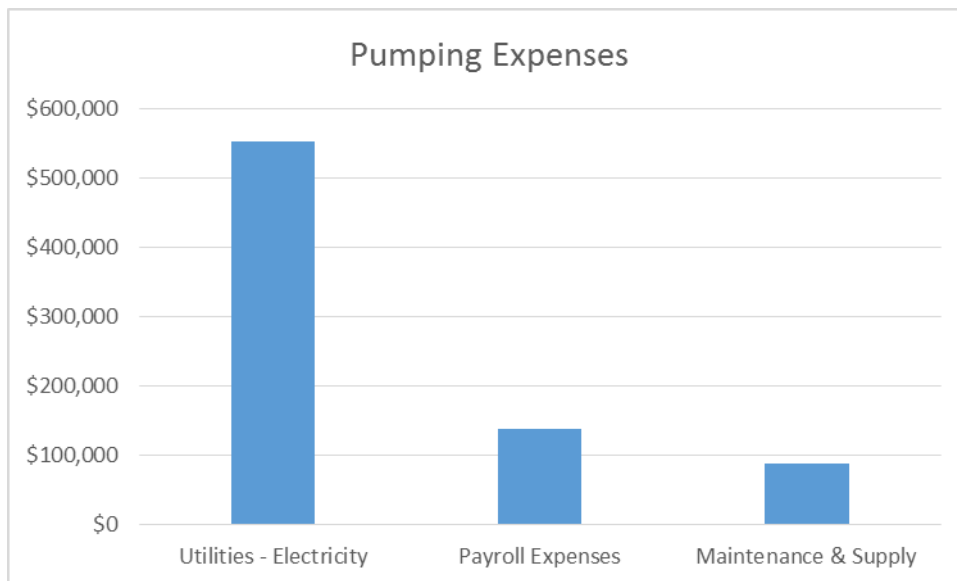
<b>WATER REVENUE</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-00-41110	Water Sales-Domestic (SFR/MF)	\$6,238,216	\$6,200,000	\$6,075,496	-2%
01-00-41115	Water Sales-Domestic-Unbilled	-\$460,773	\$0	\$0	-
01-00-41120	Water Sales-Ag-Dom Non Cert	\$2,745,706	\$2,500,000	\$1,049,500	-58%
01-00-41125	Water Sales-Ad Noncert Unbilld	\$1,158,844	\$0	\$0	-
01-00-41130	Water Sales-Commercial/Institution	\$0	\$0	\$1,157,290	-
01-00-41160	Water Sales-Ag. Non Discount	\$3,157,582	\$3,000,000	\$4,207,195	40%
01-00-41165	Water Sales-Ag.Nondis Unbilled	-\$249,978	\$225,000	\$0	-100%
01-00-41170	Water Sales-Construction	\$114,748	\$0	\$216,282	-
01-00-41175	Water Sales-Construction-Unbil	\$2,287	\$0	\$0	-
01-00-41180	Water Sales Sawr Full Agric	\$5,157,234	\$5,000,000	\$4,106,205	-18%
01-00-41185	Water Sales-Sawr Ag Unbilled	-\$403,095	\$0	\$0	-
01-00-41190	Water Sales-Sawr Ag/Dom	\$7,229,564	\$7,199,355	\$6,081,872	-16%
01-00-41195	Water Sales Sawr Ag/D Unbilled	-\$493,694	\$0	\$0	-
01-00-42120	Monthly O & M Charges	\$4,609,460	\$5,283,629	\$5,542,712	5%
01-00-42121	Infrastructure Access Charge	\$4,496,777	\$4,508,351	\$5,389,049	20%
01-00-42130	Readiness-To-Serve Rev Id#1	\$294,617	\$486,481	\$300,000	-38%
01-00-42140	Pumping Charges	\$406,335	\$426,052	\$537,363	26%
01-00-43101	Operating Inc Turn On/Off Fees	\$6,275	\$2,500	\$5,000	100%
01-00-43104	Operating Inc. R.P. Charges	\$228,222	\$218,976	\$231,936	6%
01-00-43106	Operating Inc Water Letter Fee	\$390	\$500	\$500	0%
01-00-43109	Operating Inc Inspections	\$31,997	\$30,000	\$20,000	-33%
01-00-43110	Operating Inc Plans And Specs	\$0	\$3,000	\$1,000	-67%
01-00-43111	Operating Inc Install Fees,Hyd	\$5,249	\$2,400	\$3,500	46%
01-00-43114	Operating Inc-Miscellaneous	\$5,236	\$48,600	\$5,000	-90%
01-00-43116	New Meter Sales/Install Parts	\$7,850	\$8,500	\$8,500	0%
01-00-43117	Notice Delivery Revenue	\$43,000	\$0	\$35,000	-
	<b>Total Operating Revenues</b>	<b>\$34,332,049</b>	<b>\$35,143,344</b>	<b>\$34,973,401</b>	<b>0%</b>
01-00-49102	Non Oper Inc-Nsf Check Fees	\$1,650	\$0	\$1,500	-
01-00-49109	Non Oper Inc-Miscellaneous	\$100,624	\$60,360	\$25,000	-59%
01-00-49201	Interest Revenues-Water Fund	\$0	\$4,342	\$0	-100%
01-00-49301	Property Tax Rev. - Ad Valorem	\$328,836	\$316,383	\$315,000	0%
	<b>Total Non-Operating Revenues</b>	<b>\$431,110</b>	<b>\$381,085</b>	<b>\$341,500</b>	<b>-10%</b>
	<b>TOTAL WATER REVENUES</b>	<b>\$34,763,159</b>	<b>\$35,524,429</b>	<b>\$35,314,901</b>	<b>-1%</b>

## WATER FUND BUDGETED DETAILED EXPENSES

<b>PURCHASED WATER</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-00-50001	Water Purchases	\$ 21,073,480	\$ 17,962,087	\$ 19,938,700	11%
01-00-50003	Water In Storage	\$ 114,847	\$ -	\$ -	0%
01-00-50005	Ready To Serve Charge	\$ 516,825	\$ 527,580	\$ 518,268	-2%
01-00-50006	Infrastructure Access Charge	\$ 426,000	\$ 435,546	\$ 468,102	7%
01-00-50008	Ag Credit-Sawr	\$ (1,202,115)	\$ (1,605,655)	\$ (1,592,850)	-1%
01-00-50009	Supply Reliability	\$ -	\$ -	\$ 702,348	0%
01-00-50010	Customer Service Charge	\$ 1,203,398	\$ 1,204,946	\$ 1,177,944	-2%
01-00-50011	Capacity Reservation Charge	\$ 514,390	\$ 622,440	\$ 563,046	-10%
01-00-50012	Emergency Storage Charge	\$ 1,895,021	\$ 2,148,368	\$ 1,652,034	-23%
	<b>Total Purchased Water</b>	<b>\$24,541,844.86</b>	<b>\$21,295,311.11</b>	<b>\$23,427,592.00</b>	<b>10%</b>



<b>PUMPING EXPENSE</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-31-56101	Regular Salaries	\$63,164	\$85,496	\$89,429	5%
01-31-56103	Overtime Paid, Comptime Earn.	\$170	\$500	\$500	0%
01-31-56501	Employer'S Share Fica Ssi	\$4,136	\$5,301	\$5,545	5%
01-31-56502	Employer'S Share Fica Medicare	\$1,069	\$1,240	\$1,297	5%
01-31-56503	Medical Ins Acwa Health Ben	\$12,026	\$18,110	\$17,465	-4%
01-31-56504	Dental Insurance	\$1,318	\$956	\$1,687	76%
01-31-56505	Vision Ins Acwa	\$181	\$223	\$228	2%
01-31-56506	Life, S/T,L/T Disability Ins	\$922	\$671	\$1,357	102%
01-31-56507	Retirement-Calpers	\$10,148	\$14,278	\$14,935	5%
01-31-56515	Worker'S Compensation Ins	\$1,637	\$3,244	\$3,393	5%
01-31-56516	State Unemployment Ins, E.T.T.	\$236	\$200	\$252	26%
01-31-56520	Deferred Comp-Employer Contrib	\$1,568	\$2,600	\$2,600	0%
01-31-56524	Other Post Employment Benefits	\$0	\$741	\$0	-100%
	<b>Total Payroll Expenses</b>	<b>\$96,576</b>	<b>\$133,559</b>	<b>\$138,687</b>	<b>4%</b>
01-31-63100	Equipment Maintenance/Repair	\$30,673	\$61,500	\$61,000	-1%
01-31-63401	Building Maintenance	\$63	\$1,500	\$1,500	0%
01-31-72000	Supplies & Services	\$10,487	\$12,000	\$20,000	67%
01-31-72150	Regulatory Permits	\$0	\$7,500	\$5,000	-33%
01-31-73000	Small Tools And Equipment	\$0	\$1,000	\$1,000	0%
01-31-78000	Utilities - Electricity	\$480,588	\$526,000	\$552,300	5%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 521,811</b>	<b>\$ 609,500</b>	<b>\$ 640,800</b>	<b>5%</b>
	<b>TOTAL PUMPING EXPENSE</b>	<b>\$ 618,387</b>	<b>\$ 743,059</b>	<b>\$ 779,487</b>	<b>5%</b>



<b>OPERATIONS EXPENSE</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-32-56101	Regular Salaries	\$490,836	\$625,641	\$631,710	1%
01-32-56103	Overtime Paid, Comptime Earn.	\$50,713	\$45,000	\$50,000	11%
01-32-56501	Employer'S Share Fica Ssi	\$37,266	\$38,790	\$39,166	1%
01-32-56502	Employer'S Share Fica Medicare	\$9,636	\$9,072	\$9,160	1%
01-32-56503	Medical Ins Acwa Health Ben	\$108,544	\$109,421	\$121,278	11%
01-32-56504	Dental Insurance	\$11,809	\$8,911	\$10,964	23%
01-32-56505	Vision Ins Acwa	\$1,630	\$2,339	\$1,484	-37%
01-32-56506	Life, S/T,L/T Disability Ins	\$8,161	\$6,136	\$9,181	50%
01-32-56507	Retirement-Calpers	\$91,229	\$104,482	\$105,496	1%
01-32-56509	Employee Holidays	\$30,423	\$0	\$0	-
01-32-56512	Employee Training/Tuition Reim	\$2,059	\$2,000	\$13,000	550%
01-32-56515	Worker'S Compensation Ins	\$15,432	\$20,493	\$23,967	17%
01-32-56516	State Unemployment Ins, E.T.T.	\$2,089	\$1,411	\$1,638	16%
01-32-56517	Employee Paid Time Off Exp	\$66,040	\$0	\$0	-
01-32-56518	Duty Pay	\$12,600	\$10,400	\$13,000	25%
01-32-56520	Deferred Comp-Employer Contri	\$13,975	\$16,900	\$16,900	0%
01-32-56524	Other Post Employment Benefit:	\$0	\$5,424	\$0	-100%
	<b>Total Payroll Expenses</b>	<b>\$952,442</b>	<b>\$1,006,420</b>	<b>\$1,046,943</b>	<b>4%</b>
01-32-60000	Electronics	\$6,958	\$39,900	\$29,500	-26%
01-32-63100	Equipment Maintenance/Repair	\$7,246	\$20,500	\$13,500	-34%
01-32-63102	Equipment Maintenance Contra	\$11,057	\$52,800	\$38,000	-28%
01-32-63401	Building Maintenance	\$268	\$1,000	\$1,000	0%
01-32-70000	Professional Services	\$0	\$0	\$0	-
01-32-72000	Supplies And Services	\$103,339	\$310,000	\$257,000	-17%
01-32-72010	Tank Maintenance	\$794,816	\$661,600	\$664,643	0%
01-32-72150	Regulatory Permits	\$35,453	\$36,000	\$41,000	14%
01-32-72700	Printing & Reproductions	\$0	\$5,000	\$5,000	0%
01-32-73000	Small Tools And Equipment	\$1,241	\$1,000	\$1,000	0%
01-32-75300	Travel/Conf/Training	\$408	\$1,500	\$2,000	33%
01-32-78000	Utilities	\$11,910	\$11,900	\$12,600	6%
	<b>Total Maintenance &amp; Supply</b>	<b>\$972,695</b>	<b>\$1,141,200</b>	<b>\$1,065,243</b>	<b>-7%</b>
01-32-82000	Capital Equipment	\$0	\$0	\$21,120	-
	<b>Total Capital Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,120</b>	<b>-</b>
	<b>TOTAL OPERATIONS EXPENSE</b>	<b>\$1,925,137</b>	<b>\$2,147,620</b>	<b>\$2,133,306</b>	<b>-1%</b>

<b>VALVE MAINTENANCE EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-33-56101	Regular Salaries	\$282,372	\$300,525	\$309,284	3%
01-33-56103	Overtime Paid, Comptime Earn.	\$1,800	\$4,500	\$4,500	0%
01-33-56501	Employer'S Share Fica Ssi	\$19,375	\$18,633	\$19,176	3%
01-33-56502	Employer'S Share Fica Medicare	\$5,002	\$4,358	\$4,485	3%
01-33-56503	Medical Ins Acwa Health Ben	\$56,088	\$70,703	\$72,669	3%
01-33-56504	Dental Insurance	\$6,044	\$4,526	\$6,747	49%
01-33-56505	Vision Ins Acwa	\$844	\$891	\$913	2%
01-33-56506	Life, S/T,L/T Disability Ins	\$4,225	\$3,160	\$4,675	48%
01-33-56507	Retirement-Calpers	\$47,479	\$50,188	\$51,650	3%
01-33-56509	Employee Holidays	\$12,304	\$0	\$0	0%
01-33-56512	Employee Training/Tuition Reim	\$601	\$1,200	\$2,000	67%
01-33-56515	Worker'S Compensation Ins	\$7,498	\$11,402	\$11,734	3%
01-33-56516	State Unemployment Ins, E.T.T.	\$1,194	\$1,008	\$1,008	0%
01-33-56517	Employee Paid Time Off Exp	\$35,332	\$0	\$0	0%
01-33-56520	Deferred Comp-Employer Contrib	\$7,245	\$10,400	\$10,400	0%
01-33-56524	Other Post Employment Benefits	\$0	\$2,606	\$0	-100%
	<b>Total Payroll Expenses</b>	<b>\$487,403</b>	<b>\$484,099</b>	<b>\$499,242</b>	<b>3%</b>
01-33-72000	Supplies And Services-Sewer	\$77,967	\$61,500	\$66,500	8%
01-33-72200	Dues And Subscriptions	\$0	\$0	\$0	0%
01-33-73000	Small Tools And Equipment	\$0	\$1,000	\$1,000	0%
01-33-75300	Travel/Conferences/Training	\$95	\$1,000	\$1,000	0%
	<b>Total Maintenance &amp; Supply</b>	<b>\$78,062</b>	<b>\$63,500</b>	<b>\$68,500</b>	<b>8%</b>
01-33-82000	Shop And Field Equipment	\$43,497	\$50,000	\$50,000	0%
	<b>Total Capital Expenses</b>	<b>\$43,497</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0%</b>
	<b>TOTAL VALVE MAINTEN. EXPENSE</b>	<b>\$608,962</b>	<b>\$597,599</b>	<b>\$617,742</b>	<b>3%</b>



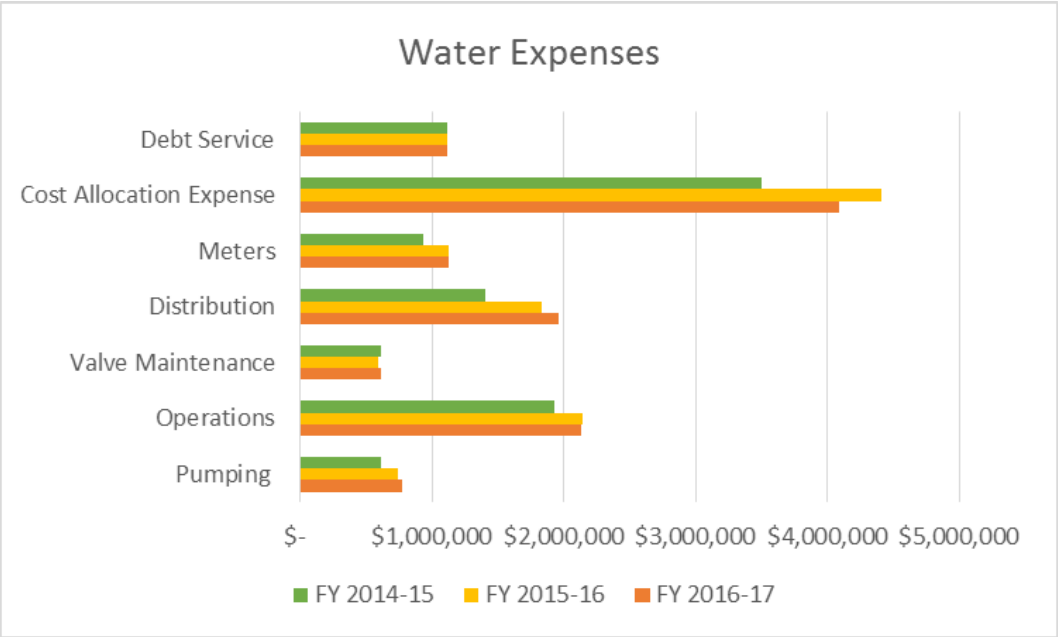
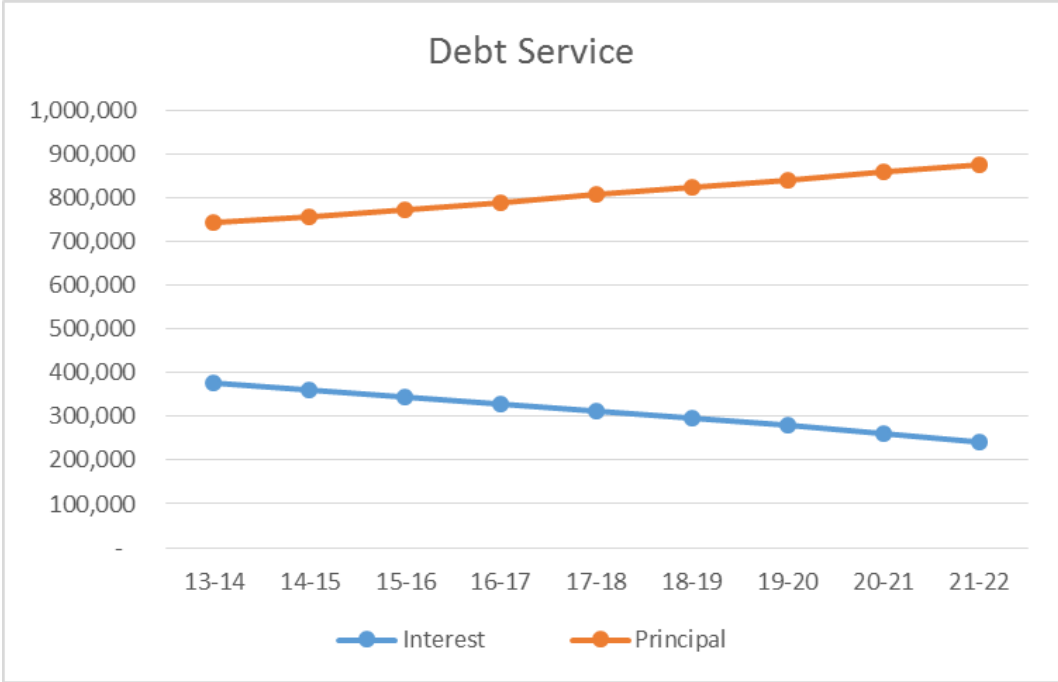
<b>DISTRIBUTION EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-34-56101	Regular Salaries	\$ 572,636	\$ 894,169	\$ 903,611	1%
01-34-56103	Overtime Paid, Comptime Earn.	\$ 66,862	\$ 80,000	\$ 80,000	0%
01-34-56501	Employer'S Share Fica Ssi	\$ 43,659	\$ 55,438	\$ 56,024	1%
01-34-56502	Employer'S Share Fica Medicare	\$ 11,276	\$ 12,965	\$ 13,102	1%
01-34-56503	Medical Ins Acwa Health Ben	\$ 125,289	\$ 173,015	\$ 165,590	-4%
01-34-56504	Dental Insurance	\$ 13,781	\$ 11,027	\$ 16,584	50%
01-34-56505	Vision Ins Acwa	\$ 1,902	\$ 2,339	\$ 2,397	2%
01-34-56506	Life, S/T,L/T Disability Ins	\$ 9,627	\$ 7,700	\$ 13,286	73%
01-34-56507	Retirement-Calpers	\$ 106,212	\$ 149,326	\$ 150,903	1%
01-34-56509	Employee Holidays	\$ 33,109	\$ -	\$ -	-
01-34-56510	EMPLOYEE VACATION	\$ (2,609)	\$ -	\$ -	-
01-34-56512	Employee Training/Tuition Reim	\$ 2,520	\$ 5,000	\$ 7,000	40%
01-34-56514	Employee Training	\$ 1,200	\$ -	\$ -	-
01-34-56515	Worker'S Compensation Ins	\$ 16,298	\$ 34,863	\$ 35,220	1%
01-34-56516	State Unemployment Ins, E.T.T.	\$ 2,054	\$ 2,646	\$ 2,646	0%
01-34-56517	Employee Paid Time Off Exp	\$ 138,691	\$ -	\$ -	-
01-34-56518	Duty Pay	\$ 12,600	\$ 10,400	\$ 13,000	25%
01-34-56520	Deferred Comp-Employer Contri	\$ 16,208	\$ 24,700	\$ 24,700	0%
01-34-56524	Other Post Employment Benefit	\$ -	\$ 7,753	\$ -	-100%
	<b>Total Payroll Expenses</b>	<b>\$1,171,315</b>	<b>\$1,471,342</b>	<b>\$1,484,064</b>	<b>1%</b>
01-34-72000	Supplies And Services	\$ 232,675	\$ 358,184	\$ 353,000	-1%
01-34-73000	Small Tools And Equipment	\$ 394	\$ 1,500	\$ 2,000	33%
01-34-75300	Conferences/Training	\$ 496	\$ 1,500	\$ 3,000	100%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 233,565</b>	<b>\$ 361,184</b>	<b>\$ 358,000</b>	<b>-1%</b>
01-34-82000	Capital Equipment	\$ -	\$ -	\$ 114,600	100%
	<b>Total Capital Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 114,600</b>	<b>100%</b>
	<b>TOTAL DISTRIBUTION EXPENSE</b>	<b>\$1,404,880</b>	<b>\$1,832,526</b>	<b>\$1,956,664</b>	<b>7%</b>

<b>METERS EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
01-35-56101	Regular Salaries	\$ 319,674	\$ 436,907	\$ 429,602	-2%
01-35-56103	Overtime Paid, Comptime Earn.	\$ 1,865	\$ 3,000	\$ 3,000	0%
01-35-56501	Employer'S Share Fica Ssi	\$ 21,464	\$ 27,088	\$ 26,635	-2%
01-35-56502	Employer'S Share Fica Medicare	\$ 5,545	\$ 6,335	\$ 6,229	-2%
01-35-56503	Medical Ins Acwa Health Ben	\$ 62,364	\$ 80,818	\$ 72,699	-10%
01-35-56504	Dental Insurance	\$ 6,926	\$ 5,308	\$ 9,277	75%
01-35-56505	Vision Ins Acwa Serv Corp	\$ 940	\$ 1,058	\$ 1,027	-3%
01-35-56506	Life, S/T, L/T Disability Ins	\$ 4,816	\$ 3,692	\$ 6,496	76%
01-35-56507	Retirement - Calpers	\$ 52,391	\$ 72,964	\$ 71,743	-2%
01-35-56509	Employee Holidays	\$ 16,145	\$ -	\$ -	0%
01-35-56510	Employee Vacation	\$ 4,479	\$ -	\$ -	0%
01-35-56512	Employee Training/Tuition Reim	\$ 1,996	\$ 2,000	\$ 2,000	0%
01-35-56515	Worker'S Compensation Ins	\$ 8,578	\$ 19,070	\$ 18,751	-2%
01-35-56516	State Unemployment Ins, E.T.T.	\$ 1,059	\$ 1,486	\$ 1,386	-7%
01-35-56517	Employee Paid Time Off Exp	\$ 55,949	\$ -	\$ -	0%
01-35-56520	Deferred Comp-Employer Contrib	\$ 7,980	\$ 14,950	\$ 14,300	-4%
01-35-56524	OTHER POST EMPLOYMENT BENEF	\$ -	\$ 3,788	\$ 3,788	0%
	<b>Total Payroll Expenses</b>	<b>\$572,171</b>	<b>\$ 678,465</b>	<b>\$ 666,933</b>	<b>-2%</b>
01-35-63404	Maintenance	\$ 179,736	\$ 230,050	\$ 230,050	0%
01-35-72000	Supplies & Services	\$ 84,449	\$ 88,000	\$ 95,000	8%
01-35-73000	Small Tools And Equipment	\$ 377	\$ 800	\$ 2,000	150%
01-35-75300	Conferences/Training	\$ 100	\$ 500	\$ 500	0%
	<b>Total Maintenance &amp; Supply</b>	<b>\$264,662</b>	<b>\$ 319,350</b>	<b>\$ 327,550</b>	<b>3%</b>
01-35-82000	Shop And Field Equipment	\$ 95,345	\$ 130,000	\$ 135,000	4%
	<b>Total Capital Expenses</b>	<b>\$ 95,345</b>	<b>\$ 130,000</b>	<b>\$ 135,000</b>	<b>100%</b>
	<b>TOTAL METER EXPENSE</b>	<b>\$932,178</b>	<b>\$1,127,815</b>	<b>\$1,129,483</b>	<b>0%</b>

**Debt Service**  
**2012 State Revolving Fund Loan**  
**2.09%**  
**20 Year Term**

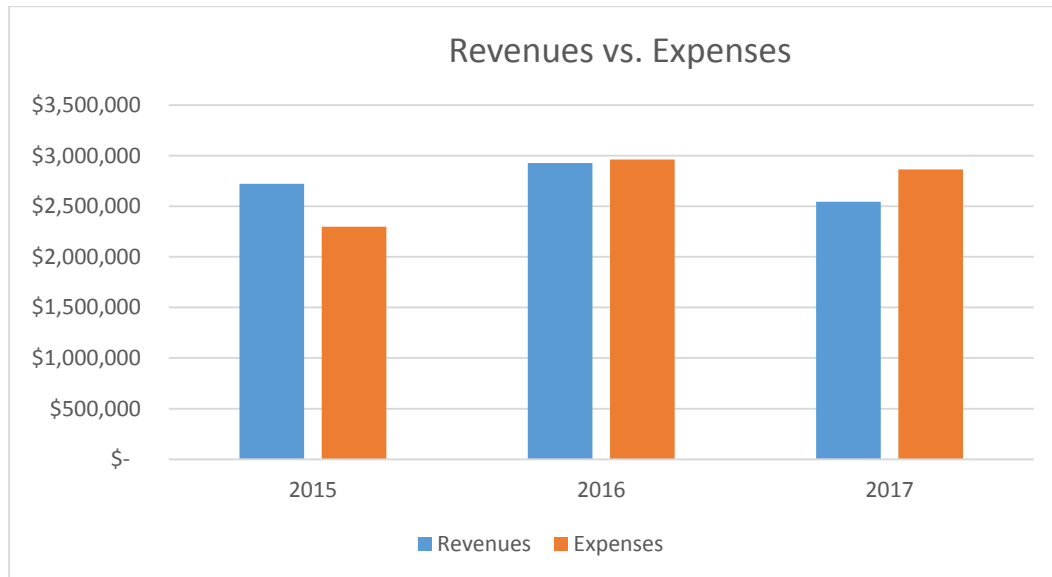
<b>Beck</b>	<b>Interest Due</b>	<b>Principal Due</b>	<b>Total Annual Debt Service</b>
2013-14	\$ 164,194	\$ 322,757	\$ 486,951
2014-15	\$ 157,403	\$ 329,549	\$ 486,952
2015-16	\$ 150,468	\$ 336,483	\$ 486,951
2016-17	\$ 143,388	\$ 343,564	\$ 486,952
2017-18	\$ 136,158	\$ 350,793	\$ 486,951
2018-19	\$ 128,777	\$ 358,175	\$ 486,952
2019-20	\$ 121,240	\$ 365,712	\$ 486,952
2020-21	\$ 113,544	\$ 373,407	\$ 486,951
2021-22	\$ 105,687	\$ 381,265	\$ 486,952
2023-2032	\$ 594,093	\$ 4,762,371	\$ 5,356,464
<b>Total</b>	<b>\$ 1,814,952</b>	<b>\$ 7,924,076</b>	<b>\$ 9,739,028</b>

<b>Morro</b>	<b>Interest Due</b>	<b>Principal Due</b>	<b>Total Annual Debt Service</b>
2013-14	\$ 213,505	\$ 419,686	\$ 633,191
2014-15	\$ 204,673	\$ 428,517	\$ 633,190
2015-16	\$ 195,656	\$ 437,525	\$ 633,191
2016-17	\$ 186,449	\$ 446,742	\$ 633,191
2017-18	\$ 177,049	\$ 456,142	\$ 633,191
2018-19	\$ 167,450	\$ 465,740	\$ 633,190
2019-20	\$ 157,650	\$ 475,541	\$ 633,191
2020-21	\$ 147,643	\$ 485,547	\$ 633,190
2021-22	\$ 137,426	\$ 495,764	\$ 633,190
2023-2032	\$ 772,509	\$ 6,192,590	\$ 6,965,099
<b>Total</b>	<b>\$ 2,360,010</b>	<b>\$ 10,303,794</b>	<b>\$ 12,663,814</b>



## SEWER FUND BUDGETED REVENUES AND EXPENSES

<b>SEWER REVENUES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
02-00-41110	Sewer Charges-Established Acct	\$ 2,522,081	\$ 2,441,448	\$ 2,350,000	-4%
02-00-41210	Sewer Charges-Developing Accts	\$ 149,764	\$ 352,438	\$ 150,000	-57%
02-00-43101	Sewer-Oakcrest Service Charges	\$ 3,327	\$ 7,699	\$ 5,000	-35%
02-00-43106	Operating Inc-Sewer Letter Fee	\$ 450	\$ -	\$ 500	-
02-00-49109	Non Operating Revenue	\$ 1,508	\$ -	\$ -	-
02-00-49201	Interest Revenues-Sewer Fund	\$ (1,656)	\$ 84,675	\$ -	-100%
02-00-49301	Property Tax Rev - Ad Valorem	\$ 45,952	\$ 41,263	\$ 40,000	-3%
	<b>Total Sewer Revenues</b>	<b>\$2,721,426</b>	<b>\$2,927,523</b>	<b>\$2,545,500</b>	<b>-13%</b>

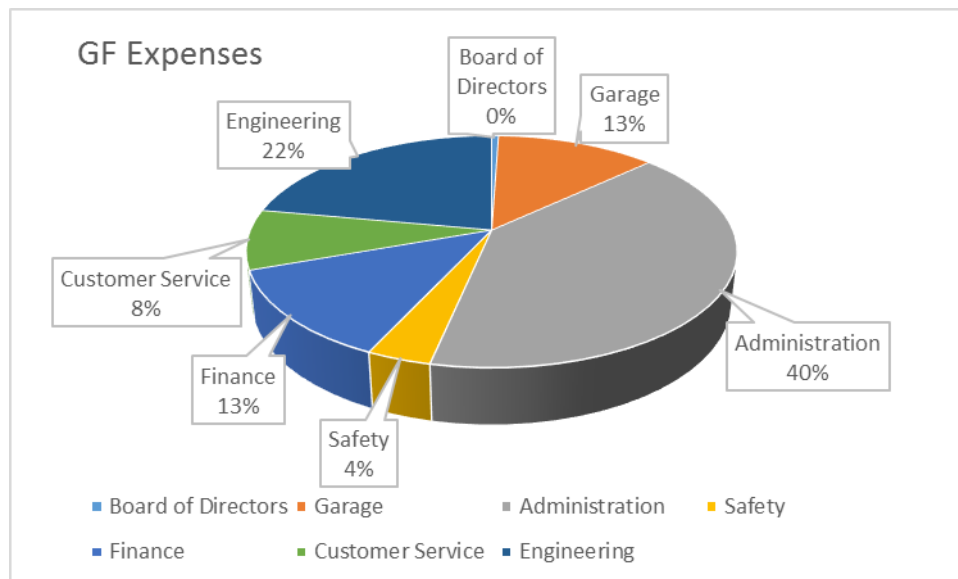




<b>SEWER EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
02-61-56101	Regular Salaries	\$ 320,977	\$ 401,514	\$ 410,215	2%
02-61-56103	Overtime Paid, Comp Time Earn.	\$ 33,760	\$ 60,000	\$ 35,000	-42%
02-61-56501	Employer'S Share Fica Ssi	\$ 24,257	\$ 24,894	\$ 25,433	2%
02-61-56502	Employer'S Share Fica Medicare	\$ 6,264	\$ 5,822	\$ 5,948	2%
02-61-56503	Medical Ins Acwa Health Ben	\$ 70,568	\$ 90,993	\$ 93,310	3%
02-61-56504	Dental Insurance	\$ 7,717	\$ 8,230	\$ 8,433	2%
02-61-56505	Vision Ins Acwa	\$ 1,061	\$ 1,114	\$ 1,141	2%
02-61-56506	Life, S/T,L/T Disability Ins	\$ 5,349	\$ 4,686	\$ 6,145	31%
02-61-56507	Retirement-Calpers	\$ 59,231	\$ 67,053	\$ 68,506	2%
02-61-56509	Employee Holidays	\$ 16,478	\$ -	\$ -	0%
02-61-56512	Employee Training/Tuition Reim	\$ 1,824	\$ 3,000	\$ 3,000	0%
02-61-56515	Worker'S Compensation Ins	\$ 9,818	\$ 18,711	\$ 19,117	2%
02-61-56516	State Unemployment Ins, E.T.T.	\$ 1,331	\$ 1,260	\$ 1,260	0%
02-61-56517	Employee Paid Time Off Exp	\$ 45,580	\$ -	\$ -	0%
02-61-56518	Duty Pay	\$ 12,600	\$ 10,400	\$ 13,000	25%
02-61-56520	Deferred Comp-Employer Contri	\$ 9,056	\$ 13,000	\$ 13,000	0%
02-61-56524	Other Post Employment Benefit	\$ -	\$ 3,481	\$ 3,481	0%
	<b>Total Payroll Expenses</b>	<b>\$ 625,872</b>	<b>\$ 714,159</b>	<b>\$ 706,991</b>	<b>-1%</b>
02-61-60000	Equipment	\$ 6,318	\$ 47,800	\$ 18,300	-62%
02-61-63100	Equipment Maintenance-Sewer	\$ 5,805	\$ 19,000	\$ 22,000	16%
02-61-63401	Building Maintenance	\$ 112	\$ 500	\$ 6,000	1100%
02-61-70300	Legal Services	\$ -	\$ -	\$ 10,000	-
02-61-72000	Supplies And Services-Sewer	\$ 96,530	\$ 74,000	\$ 87,000	18%
02-61-72150	Regulatory Permits	\$ 4,442	\$ 4,600	\$ 5,000	9%
02-61-72200	Books And Resources	\$ 226	\$ 300	\$ 300	0%
02-61-72400	Dues And Subscriptions	\$ 116	\$ 800	\$ 800	0%
02-61-72600	Sewer Line Cleaning	\$ 80,884	\$ 33,000	\$ 35,000	6%
02-61-73000	Small Tools And Equipment	\$ 1,889	\$ 2,000	\$ 3,000	50%
02-61-75300	Travel/Conferences/Training	\$ 864	\$ 2,000	\$ 2,000	0%
02-61-77000	Sewage Treat.-Oceanside Plant	\$ 848,589	\$ 970,000	\$ 900,000	-7%
02-61-77100	Replacement Reserve-Oceansid	\$ -	\$ 331,100	\$ 331,100	0%
02-61-78000	Utilities	\$ 52,161	\$ 50,000	\$ 58,000	16%
02-61-78300	Hazardous Waster Material Disp	\$ 11,070	\$ 12,000	\$ 12,000	0%
02-61-78700	Utilities-Propane	\$ 334	\$ 2,000	\$ 6,000	200%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 1,109,339</b>	<b>\$ 1,549,100</b>	<b>\$ 1,496,500</b>	<b>-3%</b>
02-61-82000	Shop And Field Equipment	\$ 17,498	\$ 20,000	\$ 20,000	0%
	<b>Total Capital Expenses</b>	<b>\$ 17,498</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>0%</b>
02-00-52176	Overhead Trnsfr to Gen Fund	\$ 546,078	\$ 677,426	\$ 640,450	-5%
	<b>Total Transfers</b>	<b>\$ 546,078</b>	<b>\$ 677,426</b>	<b>\$ 640,450</b>	<b>-5%</b>
	<b>TOTAL SEWER EXPENSE</b>	<b>\$ 2,298,787</b>	<b>\$ 2,960,685</b>	<b>\$ 2,863,941</b>	<b>-3%</b>
	<b>NET INCOME</b>	<b>\$ 422,639</b>	<b>\$ (33,162)</b>	<b>\$ (318,441)</b>	<b>860%</b>

## GENERAL FUND BUDGETED REVENUES AND EXPENSES

Description	2014-15 Actual	2015-16 Adopted	Proposed 2016-17 Budget	% Change From 15-16 Budget
Operating Revenues				
Overhead Trs From Water, Sewer	\$ 4,045,025	\$ 5,090,260	\$ 4,730,000	-7%
Other General Fund Revenue	\$ 413,099	\$ 263,500	\$ 332,000	26%
<b>Total Operating Revenues</b>	<b>\$ 4,458,123</b>	<b>\$ 5,353,760</b>	<b>\$ 5,062,000</b>	<b>-5%</b>
Operating Expenses				
Board of Directors	\$ 14,298	\$ 21,454	\$ 27,368	28%
Garage	\$ 351,788	\$ 599,174	\$ 636,091	6%
Administration	\$ 2,081,265	\$ 2,279,238	\$ 2,036,696	-11%
Safety	\$ 184,220	\$ 197,580	\$ 181,807	-8%
Finance	\$ 445,556	\$ 637,018	\$ 636,708	0%
Customer Service	\$ 405,723	\$ 424,979	\$ 423,684	0%
Engineering	\$ 685,587	\$ 1,009,533	\$ 1,118,316	11%
<b>Total Operating Expenses</b>	<b>\$ 4,168,437</b>	<b>\$ 5,168,977</b>	<b>\$ 5,060,669</b>	<b>-2%</b>
<b>Net Income</b>	<b>\$ 289,686</b>	<b>\$ 184,783</b>	<b>\$ 1,331</b>	<b>-99%</b>



<b>BOARD OF DIRECTOR EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-20-56202	Board Member Expenses	\$ 12,750	\$ 13,500	\$ 13,500	0%
03-20-56501	FICAR	\$ -	\$ -	\$ 837	-
03-20-56502	MEDIR	\$ -	\$ -	\$ 196	-
03-20-56515	Worker's Compensation Ins	\$ -	\$ 80	\$ 80	0%
03-20-72000	Supplies And Services	\$ 11	\$ 300	\$ 300	0%
03-20-75300	Travel/Conferences/Trainin	\$ 1,537	\$ 7,495	\$ 12,375	65%
	<b>Total Payroll Expenses</b>	<b>\$ 14,298</b>	<b>\$ 21,375</b>	<b>\$ 27,288</b>	<b>28%</b>
	<b>TOTAL DIRECTORS' EXPENSE</b>	<b>\$ 14,298</b>	<b>\$ 21,454</b>	<b>\$ 27,368</b>	<b>28%</b>

<b>GARAGE EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-36-56101	Regular Salaries	\$ 67,219	\$ 87,632	\$ 87,250	0%
03-36-56103	Overtime Paid, Comp Time Earn.	\$ 262	\$ 1,000	\$ 1,000	0%
03-36-56501	Employer'S Share Fica Ssi	\$ 4,638	\$ 5,433	\$ 5,410	0%
03-36-56502	Employer'S Share Fica Medicare	\$ 1,199	\$ 1,271	\$ 1,265	0%
03-36-56503	Medical Ins Acwa Health Ben	\$ 13,410	\$ 18,553	\$ 18,402	-1%
03-36-56504	Dental Insurance	\$ 1,455	\$ 1,618	\$ 1,687	4%
03-36-56505	Vision Ins Acwa	\$ 202	\$ 214	\$ 228	7%
03-36-56506	Life, S/T,L/T Disability Ins	\$ 1,015	\$ 1,334	\$ 1,323	-1%
03-36-56507	Retirement-Calpers	\$ 11,327	\$ 14,635	\$ 14,571	0%
03-36-56509	Employee Holidays	\$ 3,285	\$ -	\$ -	-
03-36-56512	Employee Training/Tuition Reim	\$ -	\$ 500	\$ -	-100%
03-36-56515	Worker'S Compensation Ins	\$ 1,792	\$ 1,907	\$ 3,603	89%
03-36-56516	State Unemployment Ins, E.T.T.	\$ 257	\$ 243	\$ 252	4%
03-36-56517	Employee Paid Time Off	\$ 10,430	\$ -	\$ -	-
03-36-56520	Deferred Comp-Employer Contri	\$ 1,737	\$ 2,501	\$ 2,600	4%
03-36-56524	Other Post Employment Benefit	\$ -	\$ 760	\$ -	-100%
	<b>Total Payroll Expenses</b>	<b>\$ 118,228</b>	<b>\$ 137,599</b>	<b>\$ 137,591</b>	<b>0%</b>
03-36-63000	Equipment	\$ 2,782	\$ 2,000	\$ 2,500	25%
03-36-63100	Equipment Maintenance	\$ 31,866	\$ 20,000	\$ 25,000	25%
03-36-63421	Fuel And Oil	\$ 98,354	\$ 144,375	\$ 100,000	-31%
03-36-63422	Repair, Supplies, Auto	\$ 87,551	\$ 70,000	\$ 65,000	-7%
03-36-72000	Supplies And Services	\$ 8,178	\$ 5,500	\$ 5,500	0%
03-36-72150	Regulatory Permits	\$ 4,304	\$ 2,700	\$ 3,000	11%
03-36-73000	Small Tools And Equipment	\$ 524	\$ 1,000	\$ 1,500	50%
03-36-75300	Travel/Conferences/Training	\$ -	\$ 1,000	\$ 1,000	0%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 233,560</b>	<b>\$ 246,575</b>	<b>\$ 203,500</b>	<b>-17%</b>
03-36-83000	Vehicles	\$ -	\$ 215,000	\$ 295,000	37%
	<b>Total Capital Expenses</b>	<b>\$ -</b>	<b>\$ 215,000</b>	<b>\$ 295,000</b>	<b>37%</b>
	<b>TOTAL GARAGE EXPENSE</b>	<b>\$ 351,788</b>	<b>\$ 599,174</b>	<b>\$ 636,091</b>	<b>6%</b>

<b>ADMINISTRATION EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-41-56101	Regular Salaries	\$ 482,751	\$ 739,628	\$ 550,985	-26%
03-41-56102	Temporary Help	\$ 7,215	\$ -	\$ -	-
03-41-56103	Overtime Paid, Comp Time Earn.	\$ 7,248	\$ 3,100	\$ 3,100	0%
03-41-56501	Employer'S Share Fica Ssi	\$ 32,821	\$ 45,857	\$ 34,161	-26%
03-41-56502	Employer'S Share Fica Medicare	\$ 8,478	\$ 10,725	\$ 7,989	-26%
03-41-56503	Medical Ins Acwa Health Ben	\$ 94,996	\$ 94,146	\$ 65,844	-30%
03-41-56504	Dental Insurance	\$ 10,390	\$ 13,657	\$ 5,621	-59%
03-41-56505	Vision Ins Acwa	\$ 1,433	\$ 1,808	\$ 913	-50%
03-41-56506	Life, S/T,L/T Disability Ins	\$ 7,235	\$ 11,257	\$ 6,556	-42%
03-41-56507	Retirement-Calpers	\$ 80,122	\$ 123,518	\$ 92,015	-26%
03-41-56509	Employee Holidays	\$ 22,878	\$ -	\$ -	-
03-41-56511	Employee Uniform Allowance	\$ 13,082	\$ 16,000	\$ 16,000	0%
03-41-56512	Employee Training/Tuition Reim	\$ -	\$ 950	\$ 950	0%
03-41-56513	Employee Relations	\$ 5,766	\$ 8,475	\$ 12,675	50%
03-41-56515	Worker'S Compensation Ins	\$ 13,218	\$ 16,093	\$ 22,170	38%
03-41-56516	State Unemployment Ins, E.T.T.	\$ 1,720	\$ 2,047	\$ 1,008	-51%
03-41-56517	Employee Paid Time Off	\$ 32,233	\$ -	\$ -	-
03-41-56520	Deferred Comp-Employer Contrib	\$ 12,222	\$ 21,109	\$ 10,400	-51%
03-41-56524	Other Post Employment Benefits	\$ -	\$ 6,413	\$ 6,413	0%
	<b>Total Payroll Expenses</b>	<b>\$ 833,808</b>	<b>\$ 1,114,782</b>	<b>\$ 836,800</b>	<b>-25%</b>
03-41-60100	Computers	\$ 240,123	\$ 275,160	\$ 225,000	-18%
03-41-63100	Equipment Maintenance	\$ 26	\$ -	\$ -	-
03-41-63102	Equipment Maintenance Contract	\$ (510)	\$ 2,500	\$ 2,500	0%
03-41-63200	Equipment Rental	\$ 28,909	\$ 35,800	\$ 37,000	3%
03-41-63400	Kitchen Supplies	\$ 2,139	\$ 3,000	\$ 3,000	0%
03-41-63401	Building Maintenance	\$ 120,672	\$ 78,680	\$ 91,400	16%
03-41-65000	Property/Liability Insurance	\$ 169,293	\$ 186,000	\$ 200,000	8%
03-41-65100	District Paid Insurance Claims	\$ 9,041	\$ 20,000	\$ 20,000	0%
03-41-70000	Professional Services	\$ 201,584	\$ 160,000	\$ 195,000	22%
03-41-70300	Legal Services	\$ 281,908	\$ 200,000	\$ 200,000	0%
03-41-72000	Supplies And Services	\$ 23,317	\$ 27,050	\$ 27,050	0%
03-41-72200	Books And Resources	\$ -	\$ 250	\$ 250	0%
03-41-72400	Dues And Subscriptions	\$ 34,104	\$ 54,255	\$ 50,000	-8%
03-41-72702	Public Notices/Advertising	\$ 4,995	\$ 1,000	\$ 1,000	0%
03-41-72900	Stationary & Office Supplies	\$ 28,207	\$ 15,000	\$ 25,000	67%
03-41-74000	Communicatons & Phone Bills	\$ 7,153	\$ 7,500	\$ 12,000	60%
03-41-74100	Phone Bill	\$ 28,911	\$ 27,476	\$ 27,476	0%
03-41-75300	Travel/Conferences/Training	\$ 18,377	\$ 23,150	\$ 23,220	0%
03-41-78000	Utilities-Electricity	\$ 42,888	\$ 38,280	\$ 50,000	31%
03-41-78700	Utilities -Propane	\$ 189	\$ 3,715	\$ 4,000	8%
03-41-78900	Trash Pick-Up	\$ 6,129	\$ 5,640	\$ 6,000	6%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 1,247,457</b>	<b>\$ 1,164,456</b>	<b>\$ 1,199,896</b>	<b>3%</b>
	<b>TOTAL ADMINISTRATION EXPENSE</b>	<b>\$ 2,081,265</b>	<b>\$ 2,279,238</b>	<b>\$ 2,036,696</b>	<b>-11%</b>



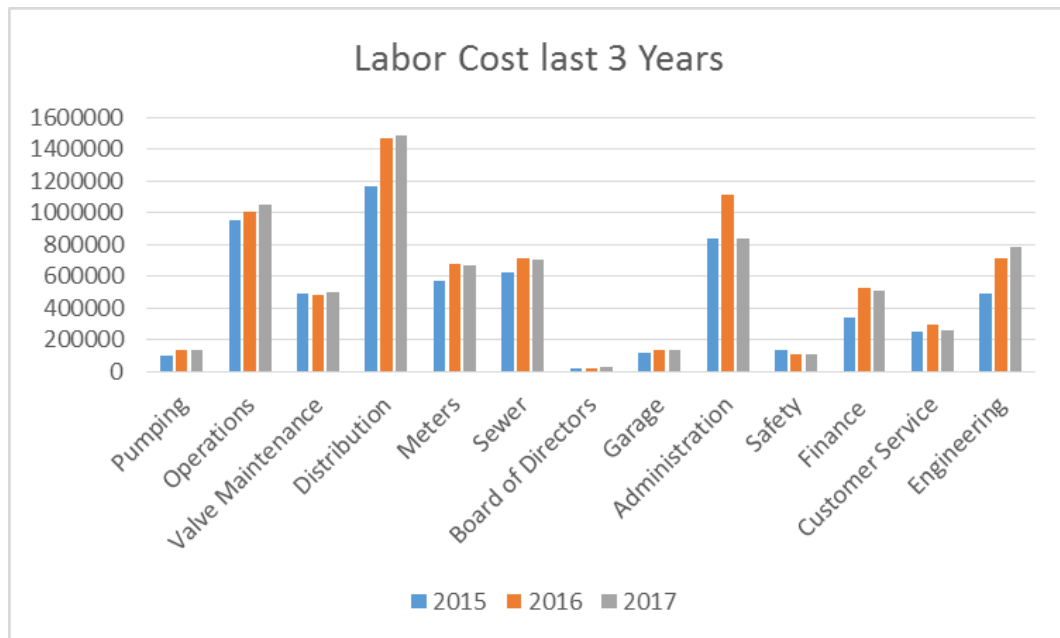
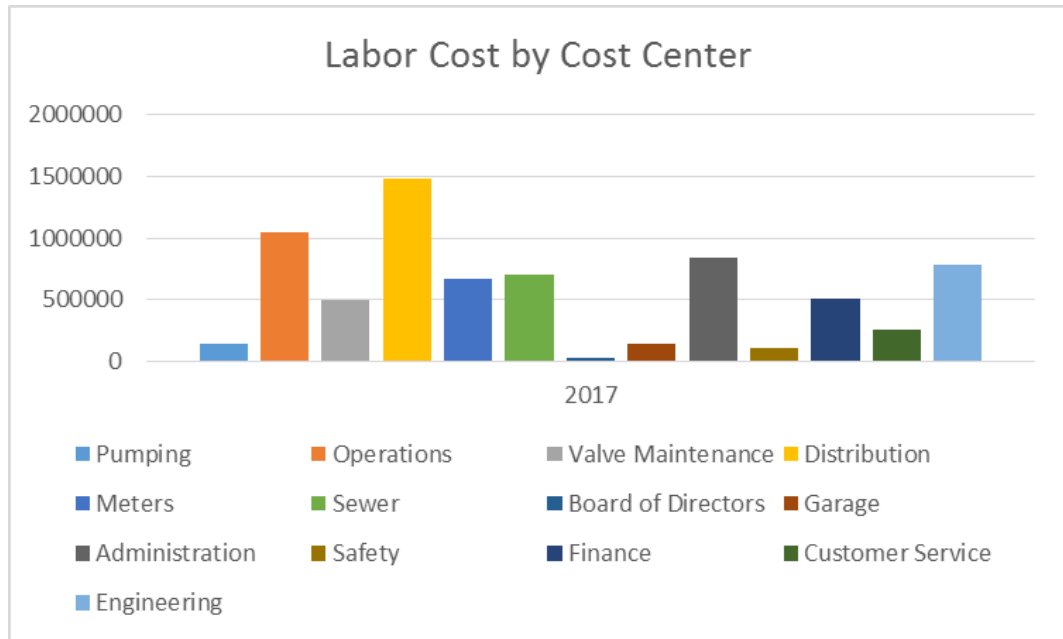
<b>SAFETY EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-43-56101	Regular Salaries	\$ 56,273	\$ 71,927	\$ 71,615	0%
03-43-56103	Overtime Paid, Comp Time Earn.	\$ 274	\$ 300	\$ 300	0%
03-43-56501	Employer'S Share Fica Ssi	\$ 3,807	\$ 4,459	\$ 4,440	0%
03-43-56502	Employer'S Share Fica Medicare	\$ 984	\$ 1,043	\$ 1,038	0%
03-43-56503	Medical Ins Acwa Health Ben	\$ 11,022	\$ 8,450	\$ 9,344	11%
03-43-56504	Dental Insurance	\$ 1,169	\$ 1,328	\$ 1,687	27%
03-43-56505	Vision Ins Acwa	\$ 166	\$ 176	\$ 228	30%
03-43-56506	Life, S/T,L/T Disability Ins	\$ 820	\$ 1,095	\$ 1,080	-1%
03-43-56507	Retirement-Calpers	\$ 9,330	\$ 12,012	\$ 11,960	0%
03-43-56509	Employee Holidays	\$ 2,941	\$ -	\$ -	-
03-43-56510	Employee Vacation	\$ 4,369	\$ -	\$ -	-
03-43-56512	Employee Training/Tuition Reim	\$ -	\$ 350	\$ 350	0%
03-43-56513	Employee Relations	\$ -	\$ -	\$ -	-
03-43-56515	Worker'S Compensation Ins	\$ 1,518	\$ 1,565	\$ 2,912	86%
03-43-56516	State Unemployment Ins, E.T.T.	\$ 221	\$ 199	\$ 252	27%
03-43-56517	Employee Paid Time Off	\$ 37,181	\$ -	\$ -	-
03-43-56520	Deferred Comp-Employer Contri	\$ 1,421	\$ 2,053	\$ 2,600	27%
03-43-56524	Other Post Employment Benefit	\$ -	\$ 624	\$ -	-100%
	<b>Total Payroll Expenses</b>	<b>\$131,500</b>	<b>\$105,580</b>	<b>\$107,807</b>	<b>2%</b>
03-43-63100	Equipment Maintenance	\$ 2,456	\$ 8,000	\$ 8,000	0%
03-43-63102	Equipment Maintenance Contract	\$ 10,863	\$ 14,700	\$ 21,200	44%
03-43-72000	Supplies And Services	\$ 13,104	\$ 27,500	\$ 16,500	-40%
03-43-72200	Books And Resources	\$ -	\$ 200	\$ 200	0%
03-43-72400	Dues And Subscriptions	\$ 754	\$ 800	\$ 800	0%
03-43-72500	Safety Supplies	\$ 24,364	\$ 37,500	\$ 25,000	-33%
03-43-73000	Small Tools And Equipment	\$ -	\$ 300	\$ 300	0%
03-43-75300	Travel/Conferences/Training	\$ 1,180	\$ 3,000	\$ 2,000	-33%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 52,720</b>	<b>\$ 92,000</b>	<b>\$ 74,000</b>	<b>-20%</b>
	<b>TOTAL SAFETY EXPENSE</b>	<b>\$184,220</b>	<b>\$197,580</b>	<b>\$181,807</b>	<b>-8%</b>

<b>FINANCE EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-51-56101	Regular Salaries	\$ 202,559	\$ 365,416	\$ 350,641	-4%
03-51-56103	Overtime Paid, Comp Time Earn.	\$ 614	\$ 200	\$ 200	0%
03-51-56501	Employer'S Share Fica Ssi	\$ 13,601	\$ 22,656	\$ 21,740	-4%
03-51-56502	Employer'S Share Fica Medicare	\$ 3,509	\$ 5,299	\$ 5,084	-4%
03-51-56503	Medical Ins Acwa Health Ben	\$ 39,588	\$ 32,890	\$ 33,446	2%
03-51-56504	Dental Insurance	\$ 4,285	\$ 3,287	\$ 4,494	37%
03-51-56505	Vision Ins Acwa	\$ 595	\$ 891	\$ 913	2%
03-51-56506	Life, S/T,L/T Disability Ins	\$ 2,967	\$ 2,073	\$ 5,136	148%
03-51-56507	Retirement-Calpers	\$ 33,382	\$ 61,025	\$ 58,557	-4%
03-51-56509	Employee Holidays	\$ 10,180	\$ -	\$ -	0%
03-51-56512	Employee Training/Tuition Reim	\$ -	\$ 2,400	\$ 2,400	0%
03-51-56515	Worker'S Compensation Ins	\$ 5,554	\$ 13,986	\$ 13,421	-4%
03-51-56516	State Unemployment Ins, E.T.T.	\$ 830	\$ 1,008	\$ 1,008	0%
03-51-56517	Employee Paid Time Off	\$ 16,636	\$ -	\$ -	0%
03-51-56520	Deferred Comp-Employer Contrib	\$ 5,140	\$ 10,400	\$ 10,400	0%
03-51-56524	Other Post Employment Benefits	\$ -	\$ 3,168	\$ 3,168	0%
	<b>Total Payroll Expenses</b>	<b>\$ 339,440</b>	<b>\$ 524,698</b>	<b>\$ 510,608</b>	<b>-3%</b>
03-51-69000	Postage	\$ 44,941	\$ 43,500	\$ 46,500	7%
03-51-70100	Annual Audit Services	\$ 12,081	\$ 14,420	\$ 15,000	4%
03-51-70400	Bank Service Charges	\$ 46,313	\$ 50,000	\$ 60,000	20%
03-51-72000	Supplies And Services	\$ -	\$ 100	\$ 100	0%
03-51-72700	Printing And Reproductions	\$ 1,749	\$ 1,800	\$ 2,000	11%
03-51-75300	Travel/Conferences/Training	\$ 1,032	\$ 2,500	\$ 2,500	0%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 106,116</b>	<b>\$ 112,320</b>	<b>\$ 126,100</b>	<b>12%</b>
	<b>TOTAL FINANCE EXPENSE</b>	<b>\$ 445,556</b>	<b>\$ 637,018</b>	<b>\$ 636,708</b>	<b>0%</b>

<b>CUSTOMER SERVICE EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-52-56101	Regular Salaries	\$ 141,642	\$ 194,114	\$ 155,878	-20%
03-52-56103	Overtime Paid, Comp Time Earn.	\$ 3,279	\$ 3,500	\$ 3,500	0%
03-52-56501	Employer'S Share Fica Ssi	\$ 9,882	\$ 12,035	\$ 9,664	-20%
03-52-56502	Employer'S Share Fica Medicare	\$ 2,535	\$ 2,815	\$ 2,260	-20%
03-52-56503	Medical Ins Acwa Health Ben	\$ 28,054	\$ 34,101	\$ 35,779	5%
03-52-56504	Dental Insurance	\$ 3,151	\$ 3,584	\$ 5,060	41%
03-52-56505	Vision Ins Acwa	\$ 424	\$ 475	\$ 685	44%
03-52-56506	Life, S/T,L/T Disability Ins	\$ 2,197	\$ 2,954	\$ 2,321	-21%
03-52-56507	Retirement-Calpers	\$ 23,823	\$ 32,417	\$ 26,032	-20%
03-52-56509	Employee Holidays	\$ 7,865	\$ -	\$ -	0%
03-52-56512	Employee Training/Tuition Reim	\$ -	\$ 1,000	\$ 1,000	0%
03-52-56515	Worker'S Compensation Ins	\$ 3,391	\$ 4,224	\$ 5,966	41%
03-52-56516	State Unemployment Ins, E.T.T.	\$ 537	\$ 537	\$ 756	41%
03-52-56517	Employee Paid Time Off	\$ 23,786	\$ -	\$ -	0%
03-52-56520	Deferred Comp-Employer Contrib	\$ 3,606	\$ 5,540	\$ 7,800	41%
03-52-56524	Other Post Employment Benefits	\$ -	\$ 1,683	\$ 1,683	0%
	<b>Total Payroll Expenses</b>	<b>\$ 254,173</b>	<b>\$ 298,979</b>	<b>\$ 258,384</b>	<b>-14%</b>
03-52-63100	Equipment Maintenance	\$ -	\$ 300	\$ 300	0%
03-52-69110	Bad Debt Exp/Billing Adjust'S	\$ 19,810	\$ 12,000	\$ 20,000	67%
03-52-72000	Supplies And Services	\$ 129,587	\$ 110,500	\$ 141,000	28%
03-52-72700	Printing And Reproductions	\$ 1,956	\$ 2,200	\$ 3,000	36%
03-52-75300	Travel/Conferences/Training	\$ 198	\$ 1,000	\$ 1,000	0%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 151,551</b>	<b>\$ 126,000</b>	<b>\$ 165,300</b>	<b>31%</b>
	<b>TOTAL CUSTOMER SERVICE EXPENSE</b>	<b>\$ 405,723</b>	<b>\$ 424,979</b>	<b>\$ 423,684</b>	<b>0%</b>

<b>ENGINEERING EXPENSES</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
03-91-56101	Regular Salaries	\$ 273,992	\$ 465,968	\$ 518,020	11%
03-91-56103	Overtime Paid, Comp Time Earn.	\$ 5,045	\$ 4,000	\$ 4,000	0%
03-91-56501	Employer'S Share Fica Ssi	\$ 18,961	\$ 28,890	\$ 32,117	11%
03-91-56502	Employer'S Share Fica Medicare	\$ 4,905	\$ 6,757	\$ 7,511	11%
03-91-56503	Medical Ins Acwa Health Ben	\$ 55,011	\$ 84,591	\$ 81,688	-3%
03-91-56504	Dental Insurance	\$ 6,131	\$ 8,604	\$ 8,151	-5%
03-91-56505	Vision Ins Acwa	\$ 830	\$ 1,139	\$ 1,027	-10%
03-91-56506	Life, S/T,L/T Disability Ins	\$ 4,247	\$ 7,092	\$ 6,963	-2%
03-91-56507	Retirement-Calpers	\$ 46,403	\$ 77,817	\$ 86,509	11%
03-91-56509	Employee Holidays	\$ 13,898	\$ -	\$ -	-
03-91-56510	Employee Vacation	\$ 7,457	\$ -	\$ -	-
03-91-56512	Employee Training/Tuition Reim	\$ -	\$ 1,200	\$ 1,200	0%
03-91-56515	Worker'S Compensation Ins	\$ 7,804	\$ 10,139	\$ 20,734	105%
03-91-56516	State Unemployment Ins, E.T.T.	\$ 823	\$ 1,290	\$ 1,386	7%
03-91-56517	Employee Paid Time Off	\$ 36,632	\$ -	\$ -	-
03-91-56520	Deferred Comp-Employer Contrib	\$ 6,844	\$ 13,299	\$ 14,300	8%
03-91-56524	Other Post Employment Benefits	\$ -	\$ 4,040	\$ -	-100%
	<b>Total Payroll Expenses</b>	<b>\$ 488,982</b>	<b>\$ 714,824</b>	<b>\$ 783,607</b>	<b>10%</b>
03-91-63000	Equipment	\$ -	\$ 5,000	\$ 5,000	0%
03-91-63102	Equipment Maintenance Contract	\$ (1,938)	\$ 62,310	\$ 102,310	64%
03-91-63401	Building Maintenance	\$ 231	\$ -	\$ -	-
03-91-70000	Professional Services	\$ 180,224	\$ 200,000	\$ 200,000	0%
03-91-72000	Supplies And Services	\$ 15,814	\$ 21,134	\$ 21,134	0%
03-91-72200	Books And Resources	\$ -	\$ 500	\$ 500	0%
03-91-72400	Dues And Subscriptions	\$ 712	\$ 765	\$ 765	0%
03-91-72700	Printing And Reproductions	\$ 16	\$ -	\$ -	-
03-91-72702	Public Notices/Advertising	\$ 96	\$ -	\$ -	-
03-91-75300	Travel/Conferences/Training	\$ 1,448	\$ 5,000	\$ 5,000	0%
	<b>Total Maintenance &amp; Supply</b>	<b>\$ 196,604</b>	<b>\$ 294,709</b>	<b>\$ 334,709</b>	<b>14%</b>
	<b>TOTAL ENGINEERING EXPENSE</b>	<b>\$ 685,587</b>	<b>\$ 1,009,533</b>	<b>\$ 1,118,316</b>	<b>11%</b>

## LABOR TREND





## WATER CAPITAL FUND BUDGETED REVENUES AND EXPENSES

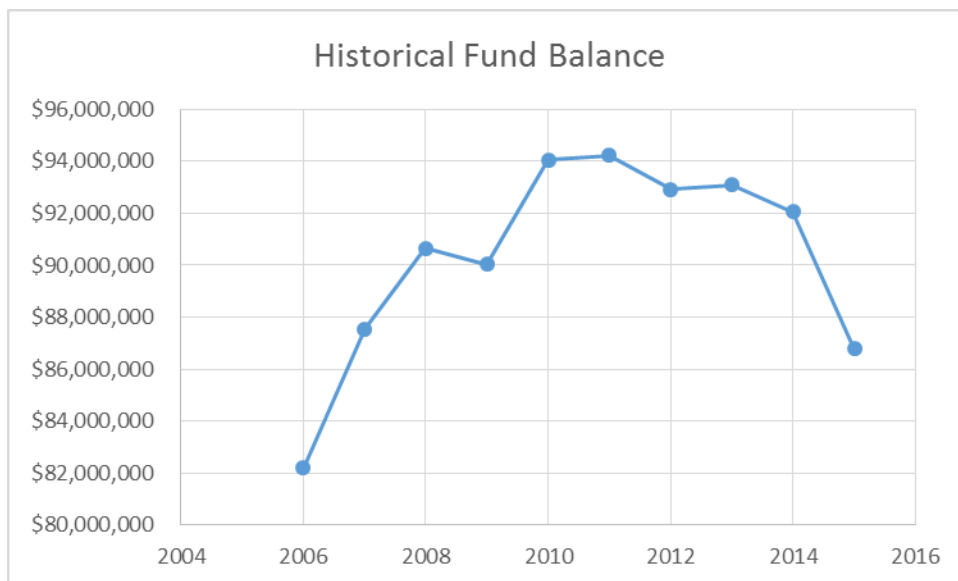
<b>WATER CAPITAL</b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
60-00-49201	Interest Revenues - Laif	\$ (4,342)	\$ -	\$ -	-
60-00-49202	Interest Rev Long Term Investm	\$ 19,144	\$ -	\$ 25,000	-
60-00-49920	Capacity Fees	\$ 13,067	\$ -	\$ 1,100,000	-
	<b>Total Water Cap Revenues</b>	<b>\$ 27,868</b>	<b>\$ -</b>	<b>\$ 1,125,000</b>	<b>-</b>
60-00-52176	Overhead Transfer From Wtr	\$ -	\$ -	\$ 500,000	-
60-00-56101	Regular Salaries	\$ 20,860	\$ -	\$ -	-
60-00-56501	Employer'S Share Fica Ssi	\$ -	\$ -	\$ -	-
60-00-56502	Employer'S Share Fica Medicare	\$ -	\$ -	\$ -	-
60-00-56503	Medical Ins Acwa Health Ben	\$ -	\$ -	\$ -	-
60-00-56505	Vision Ins Acwa Serv Corp	\$ -	\$ -	\$ -	-
60-00-56507	Retirement - Calpers	\$ -	\$ -	\$ -	-
60-00-70000	Professional Services	\$ -	\$ -	\$ 75,000	-
60-00-82000	Capital Expenses	\$ 43,497	\$ 50,000	\$ 4,150,000	8200%
	<b>Total Water Cap Expenses</b>	<b>\$ 64,357</b>	<b>\$ 50,000</b>	<b>\$ 4,725,000</b>	<b>9350%</b>

## SEWER CAPITAL BUDGETED REVENUES AND EXPENSES

<b><u>SEWER CAPITAL</u></b>		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change</b>
<b>GL Account</b>	<b>Description</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Proposed</b>	<b>From 15-16</b>
53-00-49201	Interest Rev. Laif, Uboc	\$ 8,953	\$ 2,500	\$ -	-100%
53-00-49202	Interest Inc-Long Term Invest	\$ 150,731	\$ 80,875	\$ 80,000	-1%
53-00-49203	Change In Investment Valuation	\$ -	\$ -	\$ -	-
53-00-49920	Connection Fees-Sew Cap Improv	\$ 263,900	\$ -	\$ -	-
	<b>Total Sewer Cap Revenues</b>	<b>\$ 423,584</b>	<b>\$ 83,375</b>	<b>\$ 80,000</b>	<b>-4%</b>
53-00-56101	Regular Salaries	\$ 9,378	\$ -	\$ -	-
53-00-82000	Capital Expenses	\$ -	\$ -	\$ 2,230,000	-
	<b>Total Sewer Cap Expenses</b>	<b>\$ 9,378</b>	<b>\$ -</b>	<b>\$ 2,230,000</b>	<b>-</b>

## FUND BALANCE HISTORY

Rainbow Municipal Water District Consolidated Fund Balance History For the Fiscal Year Ending June 30, 2015			
Fiscal Year	Beginning Fund Balance	Change in Net Position	Ending Fund Balance
2006	\$ 80,719,248	\$ 1,464,090	\$ 82,183,338
2007	\$ 82,183,338	\$ 5,351,755	\$ 87,535,093
2008	\$ 87,535,093	\$ 3,114,067	\$ 90,649,160
2009	\$ 90,649,160	\$ (608,122)	\$ 90,041,038
2010	\$ 90,041,038	\$ 4,019,165	\$ 94,060,203
2011	\$ 94,060,203	\$ 155,103	\$ 94,215,306
2012	\$ 94,215,306	\$ (1,296,760)	\$ 92,918,546
2013	\$ 92,918,546	\$ 174,582	\$ 93,093,128
2014	\$ 93,093,128	\$ (1,045,057)	\$ 92,048,071
2015	\$ 92,048,071	\$ (5,275,926)	\$ 86,772,145
***2015 PPA of \$4,168,449			
GASB 68 Recording Net Pension Liability			



# CAPITAL PROJECTS

## FIVE-YEAR WATER CAPITAL IMPROVEMENT PLAN

	Total Project Cost	Funds Expended in Prior Years	Remaining Budget FY 15/16	Proposed Budget FY 16/17	Projected Budget FY 17/18	Projected Budget FY 18/19	Projected Budget FY 19/20	Projected Budget FY 20/21
<b>Existing Water CIP</b>								
Gird to Monserate Hill Water Line	\$1,320,000	\$115,088	\$834,912	\$1,200,000	---	---	---	---
San Luis Rey Imported Return Flow Recovery	\$900,000	\$473,761	\$26,239	\$150,000	\$750,000	---	---	---
<b>On Going Water Projects</b>								
Isolation Valve Installation Program	\$750,000	\$0		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Pressure Reducing Station Replacement Program	\$800,000	\$0		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
<b>Proposed Water Projects</b>								
PS #3 (Vallecitos) Replacement	\$1,030,000	\$71,970		\$0	\$0	\$0	\$0	\$1,030,000
Upsize 12" to 16" along Dentro De Lomas/ Paseo Grande	\$704,000	\$0		\$0	\$0	\$0	\$0	\$704,000
Line NN Transmission Upgrades	\$2,800,000	\$0		\$0	\$0	\$224,000	\$2,576,000	---
Wrightwood to Cottontail PRS	\$100,000	\$0		\$0	\$0	\$100,000	---	---
Knottwood Road Loop and PRS	\$150,000	\$0		\$150,000	---	---	---	---
Northside Zone Supply Redundancy	\$517,000	\$0		\$0	\$0	\$40,000	\$477,000	\$0
PS #1 Upgrades	\$800,000	\$0		\$100,000	\$700,000	---	---	---
Water System Condition Assessment Program	\$1,500,000	\$0		\$150,000	\$300,000	\$300,000	\$300,000	\$300,000
Pressure Reducing Stations	\$510,000	\$0		\$200,000	\$0	\$310,000	---	---
SDCWA Shutdown Pump Stations	\$500,000	\$0		\$500,000	---	---	---	---
Capital Meter Replacement	\$300,000			\$300,000				
Water System Billing Meter- Systemwide AMI Conversion	\$2,700,000	\$0		\$700,000	\$2,000,000	---	---	---
Water System Monitoring Program	\$875,000	\$0		\$0	\$0	\$400,000	\$475,000	---
Upsize 6" to 8" in Via San Alberto	\$155,000	\$0		\$0	\$0	\$0	\$0	\$155,000
Upsize 4" and 6" to 8" and 10" along Sleeping Indian, Conejo and Caroline Roads	\$564,000	\$0		\$0	\$0	\$564,000	---	---
Upsize 6" to 8" on Chica Road	\$202,000	\$0		\$0	\$0	\$202,000	---	---
Weese WTP Permanent Emergency Interconnect and PS	\$1,200,000	\$0		\$240,000	\$960,000	---	---	---
Morro Tank Zone Permanent FPUD Ineterconnection	\$150,000	\$0		\$150,000	---	---	---	---
<b>Total Expenditure (Water):</b>	<b>\$18,527,000</b>	<b>\$660,819</b>	<b>\$861,150</b>	<b>\$4,150,000</b>	<b>\$5,020,000</b>	<b>\$2,450,000</b>	<b>\$4,138,000</b>	<b>\$2,499,000</b>

## SIGNIFICANT WATER CAPITAL PROJECTS

Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
<b>Water System Existing Improvement Projects</b>									
WE1	Canonita	Gird to Monserate Hill Water Line	Loop dead end system and shift demand off of the Canonita Zone		12-inch	2,150 ft	1	--	\$950,000
WE2	South	Wrightwood to Cottontail PRS	Replaced broken pipe. Install PRS to re-constitute previously looped system	Pipeline is complete, need to install PRS to allow connection to operate	8-inch	1	1	--	\$100,000
WE3 200950	South	Lake Vista Estates Loop and PRS	Improve water quality by eliminating dead ends and improve fire flow	Short segment of pipeline and PRS to connect Morro and South Zones	–	–	1	--	\$144,000
WE4 201573	South	Tarek Terrace Water Line	Replace old pipe to have fewer service outages and resources spent on repairs		8-inch	500 ft	1	--	\$143,000
WE5 201359	South	Rancho Amlgos Pressure Station Replacement	Improve maintenance access	Improve safety and lessen staff required for maintenance	8-inch	–	1	\$75,000	\$75,000
<b>Hydraulic Capacity Projects</b>									
WH1	South	Upsize 12" to 16" along Dentro de Lomas/Paseo Grande Rd	Increase system pressures, increase emergency [or permanent] pump performance	Downstream of Dentro De Lomas Emergency Pump Station	16-inch	2,100 ft	1	\$335	\$704,000
WH2	Canonita	Upsize 6" to 10" along Wilt Road	Increase system pressures, improve function of Wilt & Citrus PRV into Pala Mesa Tank	Only first ~2,200 feet fails criteria	10-inch	5,200 ft	3	\$195	\$1,010,000
WH3	Morro	Remove Bottleneck, Upsize 8-inch to 12-inch on Mission Road & North River Road	Reduce headlosses through bottleneck, increase flow capacity during Morro filling		12-inch	3,500 ft	3	\$310	\$1,090,000
<b>Pressure Regulation Projects</b>									
WP1	Pala Mesa	Install PRSs at Intersections of Knottwood Way and Staghorn Lane / Gird Road	Reduce local pressure, reduce risk of pipe and lateral breaks	Install two PRVs on Knottwood Way, close valves GV145 and PV231. 90 psi+ reduction possible	6-inch	1	1	\$75,000	\$75,000
					4-inch	1	1	\$35,000	\$35,000
WP2	Northside	Install PRSs at Brooke Hollow Rd and Ranger Road	Reduce local pressure to large geographical service area, reduce risk of pipe/lateral breaks	95 psi+ reduction possible	8-inch	1	1	\$100,000	\$100,000
					6-inch	1	1	\$75,000	\$75,000



Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
WP3	Gomez	Install PRS at Alex Road and gate valve at Jeremy Way	Reduce extremely high [400+] local pressures, reduce risk of pipe and lateral breaks	Install PRV after PV25 and install gate valve at Intersection with Jeremy Way. 200 psi+ reduction possible	6-inch	2	1	\$75,000	\$150,000
WP4	North	Install PRS to serve Rice Canyon Road South of Pala Mesa Heights Drive	Reduce extremely high [300+] local pressures, reduce risk of pipe and later breaks	Install PRV after PV23. 175 psi+ reduction possible	6-inch	1	1	\$75,000	\$75,000
WP5	South	Install PRS to serve South Fork Area along Vista Valley Drive	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRVs at Vista Valley Drive intersections with Gopher Canyon Road and Laurel Valley Drive. Close PV35. 100 psi+ reduction possible	8-inch	2	2	\$100,000	\$200,000
WP6	Morro	Install PRS on Baja Mission Road	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRV at intersection of Baja Mission Rd and La Canada Road. Close GV 28. 100 psi+ reduction possible	6-inch	1	2	\$75,000	\$75,000
WP7	Morro	Install PRS on Limber Pine Road	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRV on Limber Pine Road Flowerwood Lane and close valve PV127. 90 psi+ reduction possible	6-inch	2	2	\$75,000	\$150,000
WP8	Morro	Install PRS Club Vista East on Lake Vista Drive	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRV directly east of Ex. Club Vista PRV east of intersection with Club Vista Lane. 90 psi+ reduction possible	6-inch	1	2	\$75,000	\$75,000
WP9	Pala Mesa	Install PRSs at Diego Estates Drive and Sarah Ann Drive	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRVs at Gird Road intersections with Diego Estates Drive and Sarah Ann Drive. Close PV65. 130 psi+ reduction possible	6-inch	2	2	\$75,000	\$150,000
WP10	South	Install PRS at Via Maria Elena	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRV after GV23. 60 psi+ reduction possible	6-inch	1	2	\$75,000	\$75,000
WP11	Morro	Install PRS at Intersection of Mission Road and East Vista Way	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRV after PV51. 140 psi+ reduction possible. Serves very small area	6-inch	1	2	\$75,000	\$75,000
WP12	South	Install PRS to serve Champagne Boulevard	Reduce local pressure, reduce risk of pipe and lateral breaks	Install PRV after PV20. 100 psi+ reduction possible. Serves very small area	6-inch	1	2	\$75,000	\$75,000

Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
WP13	Morro	Connect and Install PRS to serve Orange Hill, Estate Drive and Rio Vista Drive	Reduce local pressure, provide redundancy and reduce risk of pipe and lateral breaks	Install PRV after PV145. Close valve GV16 and PV42. Install 1,300 ft of 8-inch pipe to connect dead ends. 100 psi+ reduction possible	6-inch 8-inch	1 1,300 ft	2 2	\$75,000 \$145	\$75,000 \$189,000
WP14	Morro	Install PRS on Thoroughbred Lane	Reduce local pressure [~300], reduce risk of pipe and lateral breaks	Install PRV after PV4. 180 psi+ reduction possible. Serves very small area	6-inch	1	2	\$75,000	\$75,000
WP15	Morro	Install PRS to serve River Village	Reduce local pressure [250+] reduce risk of pipe and lateral breaks	Install PRV after GV19. 150 psi+ reduction possible. Serves very small area	6-inch	1	2	\$75,000	\$75,000
WP16	Morro	Install PRS to serve Ascot Park Area	Reduce local pressure [220+] reduce risk of pipe and lateral breaks	Install PRV after PV17 and PV70. 100 psi+ reduction possible. Serves very small area. 6" pipe, cannot reduce pressure too far	6-inch	2	2	\$75,000	\$150,000
WP17	Rainbow Heights	Install PRS at Rainbrook	Reduce local pressure, reduce risk of pipe and lateral breaks		6-inch	1	2	\$75,000	\$75,000
<b>Operations, Redundancy and Reliability Projects</b>									
WR1	Morro	Line NN Transmission Upgrades	Provide transmission flow path to allow better utilization of Dentre de Lomas PRV through new Line NN during Morro Filling		16-inch	9000 ft	1	\$315	\$2,800,000
WR2	Vallecitos	Pump Station #3 [Vallecitos] Replacement	Improved efficiency and reliability to pressure zone	Increase discharge size from 6-inch. Provide at least 2 pumps for redundancy	75 HP	600 gpm	1	--	\$1,030,000
WR3	U-1	U-1 Transmission Pipeline Replacement to Ranchbrook Road	Replace aging pipeline, fewer service outages and resources spent on repairs	Replace aging pipeline that is the sole transmission source into zone	12-inch	3200 ft	1	\$235	\$752,000
WR4	Northside	Northside Zone Supply Redundancy. Upsize Rainbow Hills Road Pipeline to 12-inch and Install New PRS	Provides an emergency supply connection to service large, critical zone	Replace 6-inch pipe on Rainbow Hills Road with 12-inch. Could provide emergency service during a pump station outage. Only ~70' difference between North and Northside zones.	12-inch	2200 ft	1	\$235	\$517,000



Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
WR5	South/Pala Mesa	Hutton Tank to Pala Mesa Zone Emergency Connection	Provide redundant supply and increased looping for emergency support	PL along Old Highway 395 to Pala Road. Similar zone connection through the Vessels development also possible	16-inch	9,900	2	\$400	\$4,000,000
WR6	South	Moosa Permanent Emergency Pump Station	Permanent Station to provide emergency supply to South Zone	Assumed at existing location. Additional study necessary to confirm pump flow/size	200 HP	2000 gpm	2	--	\$2,500,000
WR7	North	North Feeder and Rainbow Hills Water Line Replacements	Fewer service outages and resources spent on repairs	Replace corroded pipelines which have suffered several breaks	30-inch 27-inch	3788 ft	2	\$515	\$2,000,000
WR8	Pala Mesa	76 & Gird Permanent Emergency Pump Station	Improved zone reliability during outage or transmission main break scenarios	At same site as 76 & Gird PRV Station	100 HP	2000 gpm	2	--	\$1,600,000
WR9	South	Line P Permanent Emergency Pump Station	Permanent Station to provide emergency supply to South Zone	Assumed at existing location. Additional study necessary to confirm pump flow/size	100 HP	2000 gpm	2	--	\$1,600,000
WR10	South	Camino Del Rey Emergency Pump Station	Permanent Station to provide emergency supply to South Zone	Assumed at existing location. Additional study necessary to confirm pump flow/size	100 HP	2000 gpm	2	--	\$1,600,000
WR11	South	Dentro De Lomas Permanent Emergency Pump Station	Permanent Station to provide emergency supply to South Zone	Assumed at existing location. Additional study necessary to confirm pump flow/size	100 HP	2000 gpm	2	--	\$1,600,000
WR12	Northside	Northside Emergency Pump Station Connection and Pipeline at Reche Road	Provide emergency supply to Northside zone in case of transmission failure	Upsize ex pipeline rather than providing a new parallel. Pump station similar to other emergency PSs proposed.	16-inch	3700 ft	2	\$285	\$1,050,000
WR13	Northside	Northside Emergency Pump Station Connection and Pipeline at Reche Road	Provide emergency supply to Northside zone in case of transmission failure	Upsize ex pipeline rather than providing a new parallel. Pump station similar to other emergency PSs proposed.	50 HP	1000 gpm	2	--	\$980,000
WR13	North	Rice Canyon Tank Transmission PL to I-15/SR76 Corridor	Improve cycling of Rice Canyon tank and serve new development	Project will likely be developer funded	12-inch	3000 ft	2	\$150	\$450,000

Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
WR14	Rainbow Heights	Pump Station #1 [Rainbow Heights] Natural Gas Motor Replacements	Improved efficiency and reliability to pressure zone	Cost provided by District, 196k, exclusive of SDG&E requirements and contingencies.	250 HP	2	1	\$150,000	\$300,000
WR15	South	Loop Pipelines In Via Ararat Drive to West Lilac Road	Provide redundant supply and increased looping	Reliability Connection to provide additional looping for increased system pressures.	8-inch	615 ft	2	\$145	\$89,000
WR16	South	Loop Pipelines in Magee Lane to Disney Lane	Loop lines for redundancy and improved fire flow	Could be combined with FF4	8-inch	300 ft	2	\$100	\$30,000
WR18	Morro	Improve Flow Path to Morro Reservoir, Install Parallel 10-inch pipeline on Karl Lane	Provide additional flow path and reduced resistance during Morro filling	Parallel existing pipeline on Kari Lane	10-Inch	2800 ft	3	\$180	\$504,000
WR19	Pala Mesa	Lake Rancho Viejo Permanent Connection	Provide redundant supply to reduced zone	Not shown on Figure 7-1A	8-Inch	150 ft	3	\$145	\$22,000
WR20	South	Integrity Court, connect dead end lines	Provide redundant supply and increased looping		8-inch	1000 ft	3	\$145	\$145,000
WR21	Districtwide	Water System Condition Assessment Program	Provide the District with an accounting of the characteristics of its water system	Integral part of the implementation of an Asset Management Program	--	--	1	--	\$1,500,000
WR22	Districtwide	Pressure Reducing Station Replacement Program	Replace valves that are aging, under designed and lacking redundancy	Old and small valves and valves with no PR station should be replaced, assumed 20	--	20	1	\$40,000	\$800,000
WR23	Districtwide	Isolation Valve Installation Program	Reduce shutdowns of service to any area serving 50+ persons	Allow District to serve during Isolated emergencies, assume 50 installations	--	50	1	\$15,000	\$750,000
WR24	Districtwide	Water System Billing Meter - Systemwide AMI Conversion	Replace existing meters with AMI technology	Instantaneous sales history access. Identify and control leaks and other water losses. Cost estimate provided by District staff	--	--	1	--	\$3,000,000
WR25	Districtwide	Water System Monitoring Program	Install measuring devices to track flow balance into system and through zones	Identify and control leaks and other water losses, assume 25 installations	--	25	1	\$35,000	\$875,000



Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
WR26	Districtwide	New District Headquarters	Construct new District Headquarters to appropriately house staff	Replace aging buildings and provide room for new staff as development occurs	–	–	2	--	\$3,000,000
WR27	Districtwide	Install Permanent Emergency Generators at Pump Stations	Provide system reliability in cases of extended power outage	Include update of all stations to include transfer switches and soft start motors	–	7	3	\$125,000	\$875,000

**Fire Flow Projects**

FF1	Pala Mesa	Upsize 6-inch to 8-inch in Via San Alberto	Increase available fire flow	Available flow less than 500 gpm	8-Inch	1,000 ft	1	\$155	\$155,000
FF2	Morro Tank	Upsize 4-inch and 6-inch to 8-inch and 10-inch along Sleeping Indian, Conejo and Caroline Roads	Increase available fire flow	Available fire flow is less than 500 gpm	10-inch 8-inch	1,300 ft 2,000 ft	1 1	\$195 \$155	\$254,000 \$310,000
FF3	North	Upsize 6-inch to 8-inch on Chica Road	Increase available fire flow	Available flow less than 600 gpm	8-inch	1,300 ft	1	\$155	\$202,000
FF4	Canonita	Upsize 4-inch to 8-inch on Lupine Lane	Increase available fire flow	Available flow less than 700 gpm	8-inch	700 ft	2	\$155	\$109,000
FF5	South	Upsize 4-inch and 6-inch to 8-inch at Magee Lane	Increase available fire flow	Available flow less than 700 gpm	8-inch	1,500 ft	2	\$155	\$233,000
FF6	Northside	Upsize 4-inch on Via Chaparral	Increase available fire flow	Available flow less than 700 gpm	8-inch	850 ft	2	\$155	\$132,000

**Water Supply Projects**

WS1	South	Weese WTP Permanent Emergency Interconnect and Pump Station	Provide permanent connection to emergency supply source to serve South zone during 2nd Aqueduct outage		50	1,000	1	--	\$1,200,000
WS2	Northside	Northside Permanent FPUD Emergency Interconnection	Provide emergency supply to Northside zone in case of transmission failure & additional supply during 2nd Aqueduct outage		–	–	1	--	\$150,000

Project No.	Water Pressure Zone	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
								Unit Cost	Total Cost
WS3	Morro Tank	Morro Tank Zone Permanent FPUD Emergency Interconnection	Provide emergency supply to Morro Tank zone in case of fire as portions of the zone do not meet fire flow criteria without increased HGL		-	-	2	--	\$150,000
<b>Water System CIP Total Cost</b>									<b>\$49,700,000</b>



CAPITAL PROJECTS

FIVE-YEAR SEWER CAPITAL IMPROVEMENT PLAN

Existing Wastewater CIP	Total Project Cost	Funds Expended in Prior Years	Remaining Budget FY 15/16	Proposed Budget FY 16/17	Projected Budget FY 17/18	Projected Budget FY 18/19	Projected Budget FY 19/20	Projected Budget FY 20/21
Hwy 76 Realignment - CalTrans UPSIZE	\$3,200,000	\$2,698,708	\$501,292	\$150,000	\$351,292	---	---	---
Lift Station #1 Replacement, San Luis Rey Interceptor from Mission to LS1, and San Luis Rey Interceptor From LS1 to LS2	\$14,400,000	\$522,284	\$1,877,716	\$800,000	\$6,000,000	\$7,600,000	---	---
<b>On Going Wastewater Projects</b>								
Sewer System Rehabilitation Program	\$2,400,000	\$0	\$0	\$350,000	\$480,000	\$480,000	\$480,000	\$610,000
<b>Proposed Wastewater Projects</b>								
Rancho Viejo LS Wet Well Expansion	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Almendra Court, I-15 Crossing Sewer Rehabilitation	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
Fallbrook Oaks LS Rehabilitation and Forcemain Replacement	\$239,000	\$0	\$0	\$0	\$0	\$239,000	---	---
Replace Rancho Monserate LS Emergency Generator	\$125,000	\$0	\$0	\$0	\$0	\$125,000	---	---
Sewer System Condition Assessment Program	\$400,000	\$0	\$0	\$200,000	\$200,000	---	---	---
Sewer System Permanent Flow Monitoring	\$130,000			\$130,000	---	---	---	---
Construct 1.6 MGD Water Reclamation Plant	\$35,000,000	\$0	\$0	\$600,000	\$2,500,000	\$10,000,000	\$10,000,000	---
WRP Conveyance (PS and pipeline) to Beck	\$13,900,000	\$0	\$0	\$0	\$1,390,000	\$6,255,000	\$6,255,000	---
<b>Total Expenditure (Wastewater):</b>	<b>\$70,024,000</b>	<b>\$3,220,992</b>	<b>\$2,379,008</b>	<b>\$2,230,000</b>	<b>\$10,921,292</b>	<b>\$24,699,000</b>	<b>\$16,735,000</b>	<b>\$840,000</b>

## SIGNIFICANT SEWER CAPITAL PROJECTS

Project No.	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
							Unit Cost	Total Cost
<b>Sewer Projects Recommended Under All Alternatives</b>								
S1	Plant B List Station [LS3], Forcemain and Horse Creek Sewer Abandonment	Abandon old, low, high infiltration sewer and aging LS with deficient wet well capacity	Replaced by Pankley LS and FM & Horse Creek Ridge sewer. 850 ft of FM and approximately 13,650 ft of gravity sewer abandoned	–	–	1	–	\$350,000
S2	Lake Garden Sewer Rehabilitation	Reduce inflow and infiltration, thereby reducing maintenance and treatment costs	3,475 of pipe and 12 manholes to be rehabilitated	8-inch –	3,475 ft 12	1 1	\$80 \$5,250	\$280,000 \$63,000
S3	Rancho Viejo LS [LS5] Wet Well Expansion	Provide 6 hours PWWF storage at Rancho Viejo LS to protect against sewer spills	New wet well should be at least 1400 gal	–	1,400 gal	1	–	\$150,000
S4	Almendra Court Sewer Rehabilitation, I-15 Crossing, Structural Pipe Lining	Rehabilitate freeway sewer crossing which is corroding	Provide system reliability	8-inch	938 ft	1	\$80	\$80,000
S5	Fallbrook Oaks LS [LS6] Rehabilitation and Forcemain Replacement	Rehabilitate existing LS and FM and extend useful life	Replace 6" forcemain with 8"	– 8-inch	– 252 ft	1 1	– \$155	\$200,000 \$39,000
S6	Replace Rancho Monserate LS Emergency Generator	Prevent sewage spill in the case of a power outage	--	–	1	1	–	\$125,000
S7	Sewer System Condition Assessment Program	Provide the District with an accounting of the characteristics of its sewer system	Integral part of the implementation of an Asset Management Program	–	–	1	–	\$400,000
S8	Sewer System Permanent Flow Monitoring	Allow the District to monitor and predict system flows and performance	Greater understanding of sewer generation and control of system	–	5	1	25000	\$130,000
<b>Sewer Projects – Baseline, District Office Plant Location</b>								
S9	Construct 0.9 MGD Water Reclamation Plant [WRP] at District Office Location	Provide a reliable local water source and water supply offset. Provide sewer outfall within District to avoid exceeding interceptor capacity	Cost per TM #1	0.9 MGD	–	1	–	\$37,000,000
S10 201040	Lift Station 1 Replacement	Replace critical station reaching useful life and wet well with deficient capacity	Cost per TM #1	–	700 ft	2	–	\$3,300,000

Project No.	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
							Unit Cost	Total Cost
S11	WRP Conveyance [Pump Station and Pipeline] and Failsafe Storage [Beck Reservoir Rehab and Raw Water Connection]	Provide conveyance to storage and storage for treated wastewater	Cost per TM #1	0.9 MGD	–	1	–	\$3,200,000
S12	Sewer System Rehabilitation Program	Rehabilitate and repair existing sewer trunk infrastructure	Keep aging pipes and manholes with no capacity deficiencies in good condition	12-inch 15-inch	–	1	–	\$4,500,000
<b>Baseline Sewer CIP Total Cost</b>								<b>\$49,800,000</b>

**Sewer Projects – Baseline, District Office Plant Location**

S9A 201040	Lift Station 1 Replacement and Upgrade	Replace and expand critical station reaching useful life	Cost per TM #1	–	1,800 gpm	1	–	\$8,200,000
S10A 201260	San Luis Rey Interceptor Replacement from Mission Road to LS 1	Provide adequate conveyance capacity	Cost per District Budget, Highway 76 Realignment - CalTrans UPSIZE	18-inch	7,100 ft	1	–	\$3,200,000
S11A	San Luis Rey Interceptor Replacement from LS 1 to LS 2	Provide adequate conveyance capacity	Cost per TM #1	18-inch	7,500 ft	1	–	\$3,000,000
S12A 201266	Sewer Outfall Line RMWD Replacement	Provide adequate conveyance capacity	Previously recommended as a 30-inch pipe. Recommended to be reduced to 24-inches. Unit cost for previous project retained	24-inch	16,000 ft	2	\$27/in-ft	\$10,400,000
S13A	Sewer Capacity Purchase	Provide conveyance and treatment capacity to District customers	Unit Cost per TM #1, Additional flow per MP recommendation of maximum ADF of 1.25 MGD and total forecasted flow of 1.39 MGD	–	0.14 MGD	2	\$20/gpd	\$2,800,000
<b>No Project Alternative Sewer CIP Total Cost</b>								<b>\$29,300,000</b>

**Sewer Projects – LS 2 Plant Location (Not shown on Figure 7-2)**

S9B	Construct 1.6 MGD Water Reclamation Plant [WRP] at LS 2 Location	Provide reliable local water source & water supply offset. Provide sewer outfall within District to avoid exceeding outfall capacity	Cost per TM #1	0.9 MGD	–	1	–	\$66,000,000
S10B	WRP Conveyance [Pump Station and Pipeline] and Failsafe Storage [Beck Reservoir Rehab and Raw Water Connection]	Provide conveyance to storage and storage for treated wastewater	Cost per TM #1	0.9 MGD	–	1	–	\$13,900,000



Project No.	Description	System Benefit	Notes	Size	Quantity	Phase	Construction Costs	
							Unit Cost	Total Cost
S11B 201040	Lift Station 1 Replacement and Upgrade	Replace and expand critical station reaching useful life	Cost per TM #1	–	1,800 gpm	1	–	\$8,200,000
S12B 201260	San Luis Rey Interceptor Replacement from Mission Road to LS 1	Provide adequate conveyance capacity	Cost per District Budget, Highway 76 Realignment - CalTrans UPSIZE	18-inch	7,100 ft	1	–	\$3,200,000
S13B	San Luis Rey Interceptor Replacement from LS 1 to LS 2	Provide adequate conveyance capacity	Cost per TM #1	18-inch	7,500 ft	1	–	\$3,000,000
S14B	Sewer System Rehabilitation Program	Rehabilitate and repair existing sewer trunk infrastructure	Keep aging pipes and manholes with no capacity deficiencies in good condition	15-inch	–	1	–	\$2,400,000
<b>LS 2 Plant Location Alternative Sewer CIP Total Cost</b>								<b>\$98,400,000</b>

**Sewer Projects – Changes to Serve Out of District Developments (Not shown on Figure 7-2)**

S9C	San Luis Rey Interceptor Replacement from LS 1 to LS 2	Provide adequate conveyance capacity	Additional cost per VCMWD Meadowood Memo	21-inch	7,500 ft	1	–	\$280,000
S10C 201260	San Luis Rey Interceptor Replacement from Mission Road to LS 1	Provide adequate conveyance capacity	Additional cost per VCMWD Meadowood Memo	21-inch	7,100 ft	1	–	\$260,000
S11C	Lift Station 1 Replacement	Provide adequate conveyance capacity	Additional cost per VCMWD Meadowood Memo	–	–	1	–	\$177,000
<b>Out of District Sewer CIP Additional Cost</b>								<b>\$700,000</b>

<sup>11</sup>RMWD Job Number also listed for existing projects

<sup>12</sup>Includes costs for existing sewer projects and projects recommended under all alternatives

<sup>13</sup>New facilities required to serve the developments, such as Pankey SLS, to be paid for by developers. Cost participation in other projects, such as the Sewer Outfall Line Replacement, will be required

CAPITAL PROJECTS

FIVE-YEAR RECYCLE CAPITAL IMPROVEMENT PLAN

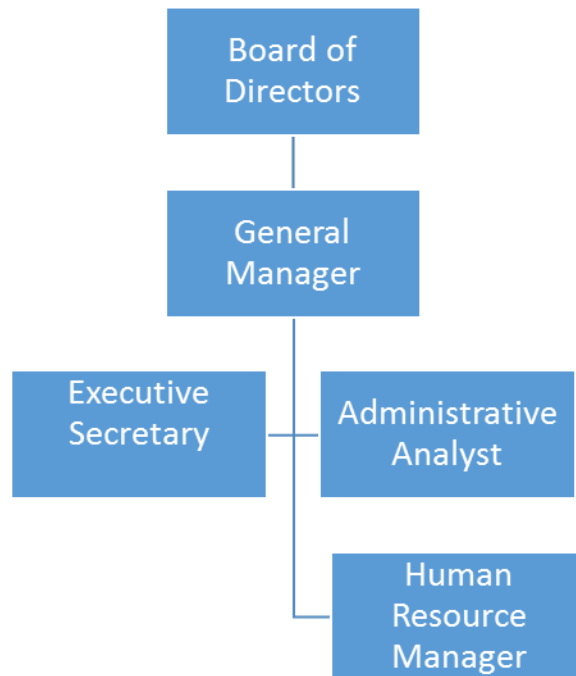
Recycled Water Projects	Total Project Cost	Funds Expended in Prior Years	Remaining Budget FY 15/16	Proposed Budget FY 16/17	Projected Budget FY 17/18	Projected Budget FY 18/19	Projected Budget FY 19/20	Projected Budget FY 20/21
Recycled Water Pump Stations	\$4,600,000	\$0	\$0	\$0	\$0	\$0	\$2,300,000	\$2,300,000
Recycled Water Storage	\$3,600,000	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$1,800,000
Recycled Water Transmission and Distribution System	\$11,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$9,000,000
Recycled Water Customer Retrofit Assistance	\$1,000,000	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$400,000
<b>Total Expenditure (Recycled Water):</b>	<b>\$20,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$6,400,000</b>	<b>\$13,500,000</b>



# DEPARTMENT SUMMARIES

## ADMINISTRATION DEPARTMENT

Personnel Level:			
<u>Position(s)</u>	<u>2013-2014</u>	<u>2015-2016</u>	<u>2016-2017</u>
General Manager	1.00	1.00	1.00
Human Resource Manager	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00
Administrative Analyst	0.00	1.00	1.00
Human Resource Tech.	0.00	1.00	0.00
<b>Department Total</b>	<b>3.00</b>	<b>5.00</b>	<b>4.00</b>



### **Objectives: Fiscal Year 2016-17**

- Maintain education and training opportunities to ensure continuous improvement and learning for all staff.
- Promote tuition reimbursement program to employees.
- Conduct performance evaluation training for Superintendents and Managers.
- Develop a cross training program to help build internal capacity.
- Create a succession planning process to identify, assess and develop employees who exhibit potential.
- Implement cost effective employee recognition program to acknowledge performance, encourage development and improve morale.
- Employee Recognition Banquet, Anniversary Award Recognition, Quarterly Birthday Luncheon and Anniversary.
- Create a safety culture for the District workforce and promote safe work practices.
- Ensure continuous Board development and participation in industry-related activities.
- Conduct a salary/compensation survey.
- Meet with bargaining units for open negotiations.
- Implement Asset Management System, initiate use of System on day to day basis.
- Develop long-term asset rehabilitation schedules.
- Expand public outreach, information and education. Complete re-design of monthly customer bills.
- Ensure that District website is a valuable resource that meets the needs of customers.
- Improve FAQ section.
- Improve customer access to information about district activities and shutdowns.
- Enhance education program in local school system.
- Implement district facility tours for interested members of the public.
- Create waiver forms for public attendees.
- Set up quarterly tours.
- Improve communications between Board advisory committees and Board of Directors.

### **Responsibilities:**

The Administration department encompasses the General Manager, Human Resource, Conservation, and the Executive Assistant.

The General Manager, Thomas Kennedy has the overall responsibility for District policy development and activities, including water resources planning, water distribution, wastewater collection, treatment, disposal, fiscal management, administration, engineering, human

resources, and overall operation of District functions and programs. The position is responsible for accomplishing District goals and objectives, advising and providing recommendations to the Board, and for implementing the policies of the Board on an ongoing basis. Develops and implements long and short-range plans to ensure attainment of District objectives. The General Manager works closely with the Board of Directors, organizations, and appropriate federal and state agencies regarding District programs. Coordinates the preparation and presentation of various agendas, reports, and written materials. Reviews and approves all District contracts and may negotiate contract terms.

Mr. Kennedy acts as the District Employee Relations Officer, meets and confers with employees for wages, benefits, and other working conditions. Prescribes the duties of employees; fixes and alters employee's compensation pursuant to Board policy. Holds regular management meetings to communicate expectations, receive feedback, resolve problems, discuss issues, develop trusting relationships, provide motivation and employee recognition, stay abreast of staff's work activities, and provide required resources for work assignments.

Additionally, the GM makes final interpretations of District regulations and ordinances, codes, and applicable laws with direction from legal. Directs the preparation and administration of the annual budget for the District. Ensures that the District is in compliance with all contractual and legal requirements regarding water supply and wastewater treatment. Determines staffing levels for the District. Responds to and resolves difficult citizen inquiries and complaints.

The Human Resource department's primarily responsibility is to provide information and interpretation to employees, other agencies, the public and others concerning District employment opportunities, requirements, benefits, policies, procedures, bargaining agreements, and related information. Understand, interpret and apply Federal, State, and District rules and regulations related to human resources such as the Uniform Guidelines on Employee Selection Procedures, Family Medical Leave Act, Americans with Disabilities Act, Fair Labor Standards Act, Consolidated Omnibus Budget Reconciliation Act, California Family Rights Act, California Pregnancy Disability Act, and California Labor Code. Plan and implement recruitment activities; conduct studies of selection procedures; and assist in the analysis and improvement of employment practices with regard to equal opportunity and job relatedness. Conduct job analyses of various positions to establish job-related qualifications by gathering information through interviews, and through observation and analyses of duties and responsibilities. Conduct classification studies of individual classifications or series of classifications and develop or update classification specifications. Coordinate with the District's Safety and Risk Administrator on Workers' Compensation and safety matters. Conduct investigations into various personnel issues, reach conclusions, and make recommendations.

Conservation administrator researches and analyzes customer's water use records. Answers consumer inquiries in person and by telephone regarding water use and water conservation programs. Participates in a variety of water management and conservation programs, such as conducts interior and exterior water audits for a different types of character of service users.

Prepares and distributes necessary correspondence, reports, and records to District customers and employees. Acts as the liaison between stakeholders and the District when a claim is made by a customer. If necessary will prepare and conduct water conservation presentations for the public.

The Executive Secretary to the General Manager performs a wide variety of secretarial, clerical and administrative duties. Receives and transcribes confidential dictation, acts as Secretary to the Board. Prepares, assembles and distributes agenda materials for regularly scheduled and special Board meetings. Attends Board meetings, takes notes, prepares accurate minutes of such meetings, and after review and approval, maintains official records of such minutes. Follows up after Board meetings to ensure that materials are distributed, actions are taken, and individuals or organizations are notified. Receives and screens visitors and provides factual information which may require the use of judgment or the knowledge and interpretation of the District's rules, regulations, policies and ongoing projects. Assigns resolution and contract numbers as required. Schedules appointments; prepares and keeps meeting calendars. Coordinates Board and management meetings and retreats and makes travel and conference arrangements. Protects the confidentiality of information privy to executive management.

#### **Major Accomplishments: Fiscal Year 2015-16**

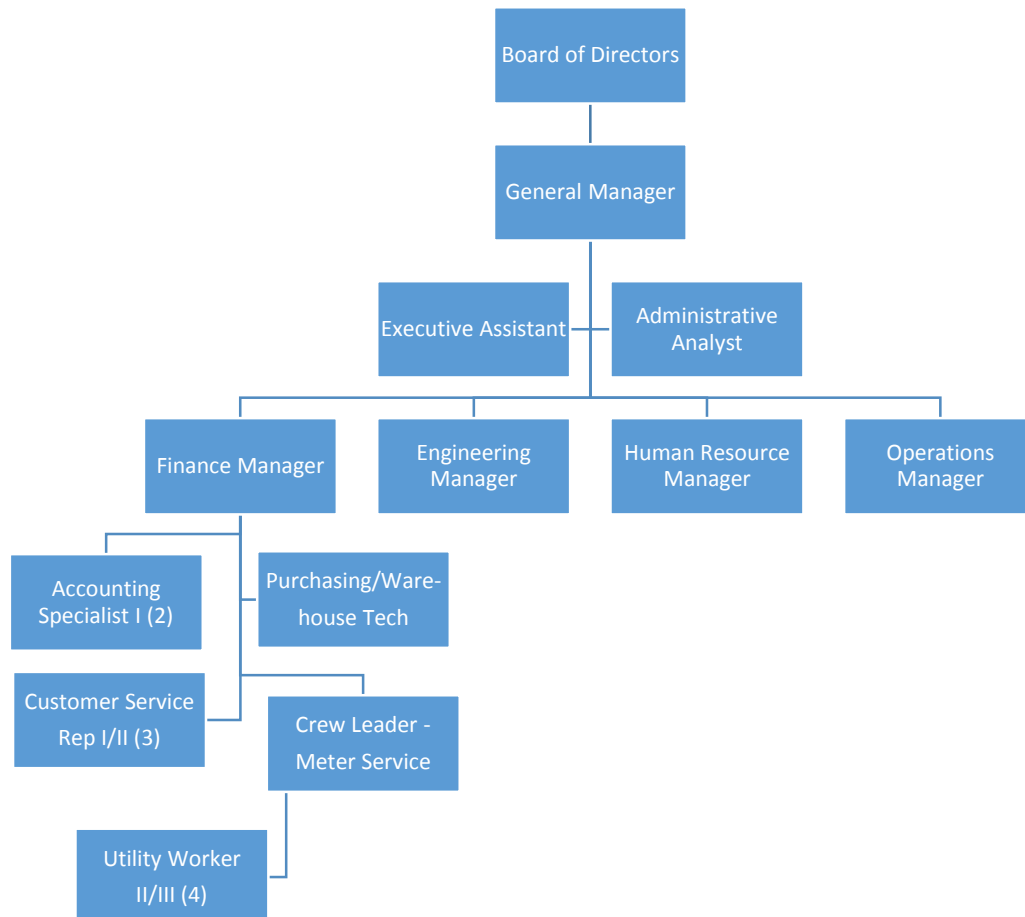
- Attend various meetings regarding the Fallbrook Public Utility District application with the Local Agency Formation Commission for the possible takeover of Rainbow Municipal Water District.
- Hold informational community meetings educating the public about the possible dissolution of Rainbow by Fallbrook Public Utility District.
- Consider nominations for positions on the LAFCO committee.
- Successfully defeated the dissolution of Rainbow by the Fallbrook Public Utility District by 5-3 vote.
- Applied for the Water Recycling Planning Grant.
- Approved a contract with Atkins for the Water and Wastewater Master Plan.
- Hold several Water Rate Setting Workshops.
- Finalize a Strategic Plan for the District.
- Established a Groundwater Sustainability Agency for the San Luis Rey Groundwater Basin.
- Award Contract for the Construction of the Afton Farms Waterline Extension.
- Update the Sewer System Management Plan.
- Adopted a Rate Stabilization Fund.
- Award Professional Service for Pre-Designed of a Water Reclamation Plant and Recycled Water Distribution System.
- Award contract for Parking Lot Expansion.

- Amended several sections of the Administrative Code to better reflect current processes.
- Appoint New Directors for vacancy of the Board.
- Approve Contract with Willdan Financial Services for the Asset Valuation for the entire District.
- Work cohesively with Finance Department on revising format of the Budget.



## FINANCE DEPARTMENT

Personnel Level:			
<u>Position(s)</u>	<u>2013-2014</u>	<u>2015-2016</u>	<u>2016-2017</u>
Finance Manager	1.00	1.00	1.00
Accounting Specialist	1.00	2.00	2.00
Purchase/Warehouse Tech	0.00	1.00	1.00
Customer Service Rep. I/II	3.00	3.00	3.00
Crew Leader – Meter Srv.	1.00	1.00	1.00
Utility Workers II/III	4.00	4.00	4.00
<b>Department Total</b>	<b>10.00</b>	<b>11.00</b>	<b>12.00</b>



## **Objectives: Fiscal Year 2016-17**

- Develop Budgets in compliance with GFOA standards.
- Complete evaluation of budgeting process to identify where improvements are needed to meet GFOA standards.
- Develop a GFOA compliant budget and submit budget for consideration for the GFOA. Distinguished Budget Presentation Award
- Update appropriate reserve and investment policies to protect customers.
- Review current policies with Budget and Finance Committee and develop recommendations for Board consideration.
- Present revised reserve and investment policies to the Board for consideration and implementation.
- Proactively manage and maintain sustainable employee benefits.
- Prepare a comprehensive review of current benefit costs in preparation for the 2017 labor negotiations complete with forecasts of future cost increases based on known variables.
- Implement a Continuous Improvement Process for all district operations.
- Develop and present Management Guidelines for Quality Control Initiative (QCI) and commence management training.
- Create Quality Control Committee consisting of management and employees and kick off detailed departmental QA/QC planning.
- Complete QCI program development and commence implementation of program.
- Complete transition to new Utility Billing Software System.
- Obtain District of Distinction Accreditation.
- Complete feasibility studies for enhancing the delivery of information to customers through technologies such as Advanced Metering Infrastructure.
- Expand options for customer on-line bill pay and timely account information.
- Enhance capabilities of field customer service staff through geographic dispatching and information systems.

## **Responsibilities:**

The Finance department encompasses the responsibility for the day-to-day operations and oversight of Finance, Customer Service, Meter Services, Warehouse, and the District's purchasing functions.

The Finance section of the department is primarily responsible for developing and administering the District's fiscal policies and budget. Provides the General Manager and Board of Directors with periodic reports on the District's financial condition. Prepares monthly financial statements in accordance with generally accepted accounting principles and reporting standards. Manages a centralized function for the purchasing, warehousing, and inventory control of material and supplies. Coordinates the annual audit of the financial records by an independent accounting firm. Prepares invoices for amounts due; prepares correspondence regarding various accounts; classifies and verifies invoice charges to proper ledger and budget accounts. May consult with District personnel concerning accounting records and procedures. Calculates and reviews current and historical cash flow projections, determines excess District funds, and makes recommendations for allocation and investment. Provides technical assistance and guidance for the management related to financial matters; articulate financial concepts to the Board of Directors, staff and members of the public. Submits accounting reports required by the State Controller's Office and to other agencies. Prepares analyses of revenues, expenditures, water usage, CIP costs and other special projects as required. Provides internal control of District financial and accounting and procedures.

The Customer Service section of the department is primarily responsible for performing a variety of direct customer contact and office support activities supporting the servicing of customer accounts for water/sewer service; serves as a front-line customer support working with the public in person and in a call center setting. Responsible for processing requests for service, handling customer complaints, providing information and educating the public about rates and the District overall. Provides factual information regarding beginning or ending service, billing, payments and related matters. Takes required information from the customer to open, close or modify service accounts; verifies information and updates customer profile as necessary. Within specific guidelines, may make payment schedule adjustments and/or authorize standard refunds or adjustments. Prepares appropriate forms and notifies District field staff of the need for field activities such as turning water service on and off, check meter reading and/or the need for meter service.

The Meter Service section of the department is primarily responsible for reads and records readings of water meters. Investigates and resolves meter maintenance and service problems and makes repairs. Monthly read meters on assigned routes according to predetermined schedules using an electronic, hand held meter reading device; repair, replace, and test water meters; clean and replace meter boxes. Applies District procedures when investigating and reviewing with customers a variety of water service problems. Perform flow and pressure tests

as needed on customer services. Interpret and read maps, to locate services utilizing Geoviewer software. Maintain daily records of work performed, time, materials and equipment. Operate water system valves and hydrants as required; reports hazardous field conditions. Verifies and reports service information corrections; respond to service orders issued by the customer service staff update and record findings into Utility Billing software.

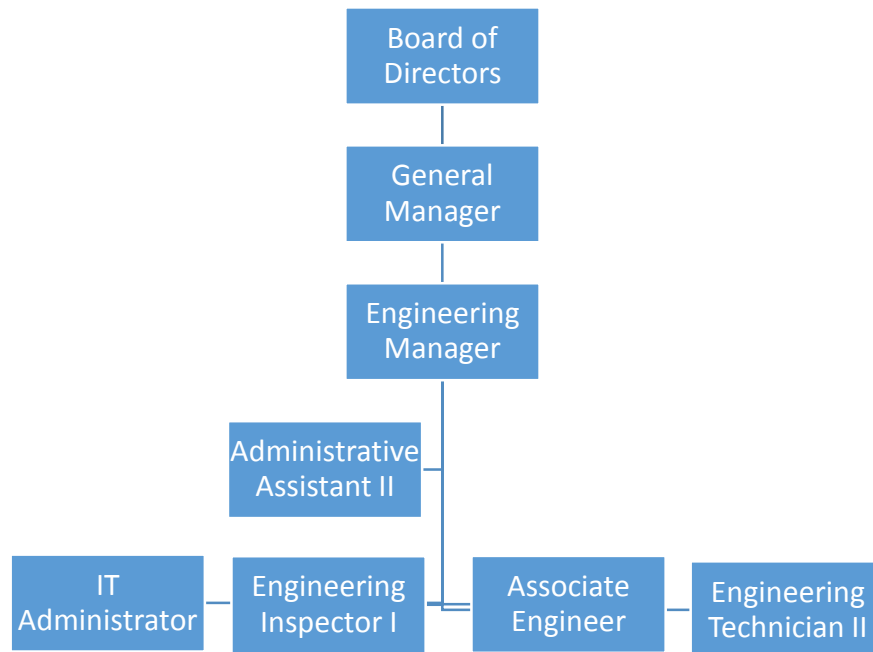
**Major Accomplishments: Fiscal Year 2015-16**

- Earned the District Transparency Certificate of Excellence from the Special Districts Leadership Foundation (SDLF).
- Provided objectives and goals in the District’s strategic plan model for Finance and Customer Service.
- Established a Rate Stabilization Reserve Fund to mitigate rate impacts from changes in water demand.
- Finalize a Cost of Service for Water, resulting in raising rates equitably effective January 2016.
- Restructure the character of class for water customers to better reflect the State Water Resource Board categories.
- Transitioned the accounting and payroll system to Springbrook.
- Updated language in the administrative code to allow different forms of payment for the obligations of the District, such as electronic funds transfer (EFT) to vendors.



## ENGINEERING DEPARTMENT

Personnel Level:			
<u>Position(s)</u>	<u>2013-2014</u>	<u>2015-2016</u>	<u>2016-2017</u>
Engineering Manager	1.00	1.00	1.00
Associate Engineer	0.00	1.00	1.00
IT Administrator	0.00	1.00	1.00
Engineering Inspector I	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00
Administrative Technician II	0.50	0.50	0.50
<b>Department Total</b>	<b>3.50</b>	<b>5.50</b>	<b>5.50</b>





## **Objectives: Fiscal Year 2016-17**

- Complete Feasibility Study on Water Reclamation Plant.
- Initiate recommended “next steps” from San Luis Rey Groundwater Supply Study.
- Develop a Condition Assessment program for water and wastewater.
- Develop long-term asset rehabilitation schedules.
- Begin projects on budgeted CIP list, which include permanent facilities for the San Diego County Water Authority shutdowns, system pressure regulation, and facility improvements for redundancy, reliability and expansion for new development.
- Update the Water and Wastewater Standards Manual.  
Complete the Asset Valuation and Capacity fee Study. Present findings to the Engineering Committee and Board with close coordination with the Building Industry Association and recommend approval of updated capacity fees.
- Engineering processes reviewed and streamlined to improve management of projects and development – On going
- Review current policies with the Engineering Committee and develop recommendations for Board consideration – On going

## **Responsibilities:**

The Engineering department encompasses the responsibility for the day-to-day operations and oversight of Engineering, Engineering Customer Service and Information Technology (IT) for the District. The Engineering Department also provides technical support to Operations with record inquiries, GIS maps, water shutdown processing, construction coordination and project execution.

Engineering is primarily responsible for the management and execution of the Capital Improvement Program for water and wastewater, the timely completion and sound financial management of such projects and development services and inspection of District infrastructure. Oversees and administers District and developer projects, including design and construction of water and wastewater facilities, construction specifications and engineering plans to assure conformance with District standards and requirements. Prepares monthly report of information regarding department workload, number of customers served, project update, and provides report to Board of Directors. Maintains accurate records, reviews and maintains base maps and construction drawings in support of engineering activities; updates maps, adding new facilities, and verifying and revising accuracy of facilities on maps. In the absence of a GIS technician onsite, contracts with a consultant for the majority of GIS work, which include adding new infrastructure, updating and hosting maps online and providing District records in easy to find geographical references. Develops and prepares complete procurement solicitation and schedules for Notice of Inviting Bids, Request for Proposals and Request for Quotes for Capital Improvement and other projects. Reviews and processes District

contracts and invoices in compliance with District policy, the public contract code and contract terms. Processes improvement plans, grading plans, subdivision maps and engineering's cost estimates; prepares quantity and cost estimates for varied projects; prepares construction agreements, fee letters, contract documents and other related legal documents relating to District improvements and developer projects; acquire and reviews documents for conformance of District requirements. Maintains the District planning documents including water and wastewater master plans, Urban Water Management Plan and any other long range planning documents; capacity fees and engineering fees. Develops and updates policies and procedures and guidelines for the current and future development of District water and wastewater systems.

Engineering Customer service provides a wide variety of services to the public, which include San Diego County (County) Form processing, public inquires on facilities and projects, Geographical Information Systems (GIS), maps and record drawings. Responsible for performing a variety of direct customer contact and office support activities supporting the payment of appropriate capacity fees for water and wastewater and inspection of the installation of new water and sewer laterals; serves as a front-line customer support working with the public in person, over the phone and in response to website inquiries. Responsible for processing new service requests, downsizing or upsizing meters, and providing the public information regarding the process to complete the installation of a new service to District standards. Processes applications, fees and deposits for construction meters in coordination with the Customer Service Department. Reads and interprets improvement plans and facility maps for a variety of information for the public, engineers, consultants and other departments. Processes County documents related to water and sewer availability, agency clearance forms and other documents related to developments. Explains regulations and policies and procedures to interested parties.

The Information Technology Administrator performs information systems support related to user support, desktop and network computer systems, hardware and software installation, troubleshooting and maintain the District's computer systems. Supervises the purchases, inventory, maintenance and disposition of computing and communication devices, hardware and software. Audits invoices and billing statements related to IT purchases. Makes recommendations and performs installation of a variety of equipment and software; upgrades and modifies existing systems in accordance with procedural guidelines. Schedules and completes work to move, connect, change, install, repair, test, or remove equipment such as personal computers, cables, and wires; modifies equipment in accordance with approved user requests. Provides technical assistance and support to users and demonstrates system operations or techniques as needed. Provides training for users in new technology, hardware and software. Maintains records of software licensing agreements and ensures compliance with licensing agreement; supports maintenance of management system. Directs the developing and maintaining of interfaces among District systems such as GIS, online and mobile GIS, Asset

Management software, SCADA, finance software, Automated Metering Infrastructure, and updates District website. Maintains and updates software testing environments. Performs and monitors system backups and monitors server performance and system logs. Participates in researching and evaluating current and new network hardware and software. Prepares and maintains audio and visual equipment and sets up laptop computers in District’s board meeting room and training room. Provides support for SCADA hardware, laptops and VPN. Provides support for mobile devices and management. Establishes network controls to reduce external risks to data and infrastructure.

**Major Accomplishments: Fiscal Year 2015-16**

- Prepared and submitted the 2015 UWMP per the California Water Code and Department of Water Resources.
- Completed the 2016 Water and Wastewater Master Plan Update.
- Design, bid and construction of the Afton Farms Waterline.
- Processed and coordinated various developer projects through design and or construction phases. Project managed the following development jobs through completion and post construction record documentation: Dai Dang Meditation Center and Olive Hill Estates.
- Provided objectives and goals in the District’s strategic plan model for Engineering.
- Implemented Geoviewer Online and Geoviewer Mobile.
- Updated language in the administrative code regarding the discontinuance of water service.
- Completed the San Luis Rey Groundwater Supply Study.
- Processed and coordinated the installation and inspection of 67 meters
- Processed 17 San Diego County availability letters

**Performance Measures:**

Activity	Criteria	Target
<b>Administration</b>		
Timely completion of the report packages and minutes for the Engineering Committee and report packages Board of Directors meetings	Completed within monthly scheduled deadlines	100%
Timely review and execution of contracts	Within 10 days	80%
<b>Project Management</b>		
Develop proposed FY Capital Improvement Program	FY CIP budget approval	June 2016
Completion of all assigned projects in a cost effective manner	% of actual cost compared to budgeted cost	Less than 110%

Complete assigned projects	% of assigned projects completed and timing of completion	80%
Timely update of Geoviewer once plans approved and once record drawings received for District CIP and developer projects	Within 2 weeks of receiving sent to consultant to update	100%
<b>Customer Service</b>		
Customer technical inquiries and request for information responded to in a timely manner (phone, maps, fees, new services, policy and procedures)	Within 2 business days	100%
<b>Development Services</b>		
Timely processing of San Diego County forms (water availability, agency clearance, and condition approval letters)	Within 1 week of receiving	100%
Timely completion of standard plan checks	Completed and returned within 2 weeks	100%
Timely review of submittal packages from contractors	Completed and returned within 2 weeks	100%
Detailed inspection reports for facility installations	Completed daily	100%
Percent of problems identified in the field and corrected	Contractors notified immediately to correct	100%
<b>Information Systems</b>		
Reliable and dependable network performance	Hours of network instability and downtime during business hours	Less than 9 hours
Help desk tickets completed in a timely manner	Resolve tickets within 2 days	80%
District functions secure from external malicious threats	% of threats blocked	100%
Website updated with latest Engineering Information and Updates to forms	Within 2 days of receiving information	100%

## OPERATIONS DEPARTMENT

Personnel Level:			
<u>Position(s)</u>	<u>2013-2014</u>	<u>2015-2016</u>	<u>2016-2017</u>
Operations Manager	1.00	1.00	1.00
Safety Administrator I	1.00	1.00	1.00
Construction/Maintenance Supt.	1.00	1.00	1.00
Water Operations Supt.	1.00	1.00	1.00
Wastewater Supt.	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00
System Operator III	4.00	4.00	4.00
Crew Leader – Construction	2.00	2.00	2.00
Crew Leader – Valve Maintenance	1.00	1.00	1.00
Water Quality Technician II	1.00	1.00	1.00
Electrical Technician II	1.00	1.00	1.00
Electrical Technician I	1.00	1.00	1.00
Utility Worker III	2.00	2.00	2.00
Utility Worker II (Potable & WW)	6.00	6.00	6.00
Utility Worker I	5.00	5.00	5.00
<b>Department Total</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>

### **MISSION STATEMENT**

To provide our customers reliable, high quality water and water reclamation services in a fiscally sustainable manner.

### **OUR VALUES**

- Integrity
- Professionalism
- Responsibility
- Teamwork
- Innovation

### **STRATEGIC PLAN FOCUS AREAS**

1. Water Resources
2. Asset Management
3. Workforce Development
4. Fiscal Responsibility
5. Customer Service
6. Communication



## **STRATEGIC PLAN GOALS**

Rainbow Municipal Water District (RMWD) has identified the following goals it considers critical to the overall success of the Operations Division for ***FY 2016-2017***:

- A diversified water portfolio, including conservation and alternative sources, to provide a reliable, drought-proof supply;
- Well organized asset management process to plan for, prioritize and fund maintenance, replacement, expansion and rehabilitation of District infrastructure, facilities and equipment;
- Recruit, develop and retain a highly skilled and knowledgeable workforce that is experienced, up-to-date, creative and loyal to the District and its customers;
- Provide top quality customer service by meeting customer needs, being responsive, providing timely communication, and being financially responsible;
- Ensure effective communication and good working relationships within the District and with our customers.

## **CRITICAL SUCCESS FACTORS**

The Operations Division consisting of the following departments: Safety & Security Administration, Water System Operations, Construction & Maintenance, and Wastewater has identified the following objectives it considers vital to the overall success at the District for ***FY 2016-17***:

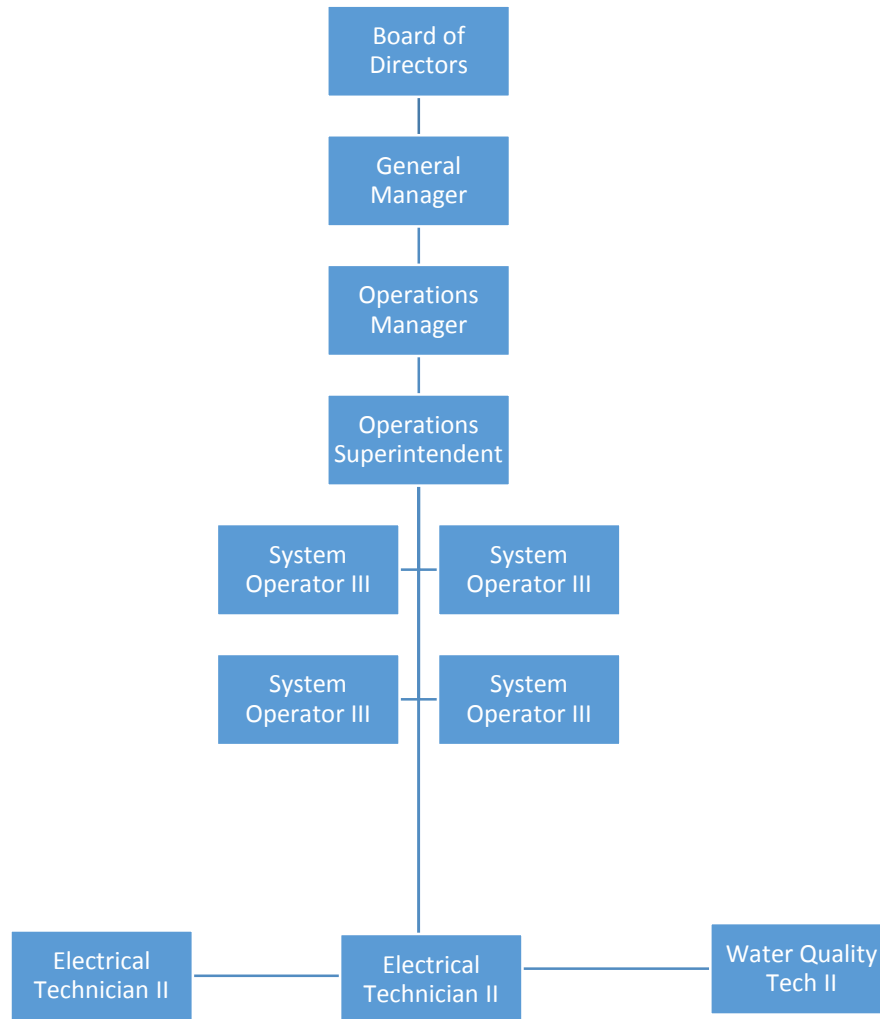
- Economically provide reliable and sustainable potable drinking water, and sewer services by meeting budgeted imported water production targets while optimizing materials & supplies, and outside services;
- Protect the public health and environment by meeting all Department of Health Services, EPA, and RWQCB-DDW requirements;
- Participation on Enterprise Asset Management (EAM) Project to incorporate new asset management program which is designed to improve operational efficiency and reliability, provide better management reporting with accurate data for better decision making, and have the ability to integrate with software systems in Finance and Engineering;
- Continued extensive training of staff to ensure that employees are the best qualified and trained for their specific job responsibilities. Design an individual personal development plan to maximize each employee's skills;
- Completion of all scheduled maintenance routines on District assets in accordance with specified requirements.

# Water Operations Department

**Personnel Level:**

<u>Position(s):</u>	<u>2013 - 2014</u>	<u>2015 - 2016</u>	<u>2016 - 2017</u>
Water Operations Superintendent	1.00	1.00	1.00
System Operator III	4.00	4.00	4.00
Water Quality Technician II	1.00	1.00	1.00
Electrical/Electronic Technician II	1.00	1.00	1.00
Electrical/Electronic Technician II	1.00	1.00	1.00
<b>Department Totals:</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>





**Responsibilities:**

System Operations is responsible for the operating the potable water system in a manner that ensures reliable and sustainable deliveries to District customers. To accomplish this, Water Operations utilizes a Supervisor Control and Data Acquisition (SCADA) system that controls water flow and storage through the District’s distribution system. Additionally this area performs various maintenance, monitoring, and evaluations of the District’s storage reservoirs, tanks, pump stations, and chlorine booster and monitoring stations. Provide routine maintenance and repairs for all pumps in the distribution system. This enhances customer satisfaction by enabling the District to provide reliable and sustainable services to its customers by maintaining the system that keeps the services flowing.

Electrical and SCADA Services primary responsibility is to maintain all electrical, electronic, instrumentation, associated control data networks, and SCADA systems and their networks that

are used to supply water to District customers as well as systems that treat water. This group also provides support to other departments as needed. Additionally, the electrical services group continues to revise operating systems for efficiency and ease of operation. Monitor District facilities for electrical violations and safety hazards to maintain an electrically safe environment.

Water Quality is responsible for protecting the public health while ensuring the District delivers high quality water to its customers. To accomplish this, Water Quality investigates and resolves water quality issues, customer inquiries, and complaints; maintains a system of sampling; completes analysis and regulatory reporting; operates and maintains systems for disinfection; and implements and supports District projects.

**Major Accomplishments: Fiscal Year 2015-16**

- Serviced all pump control valves at pump stations;
- All District pumps were tested for efficiency;
- Coordinated inspection of the three covered reservoirs by diving contractor;
- Had tank maintenance contractor inspect and/or washout 13 tanks;
- Coordinated the installation of a tank mixer in Magee tank;
- Wash down of all floating covers on the reservoirs;
- Replaced two rain water removal pumps on two of the covered reservoirs;
- Coordinated the removal of a 250HP electric motor to be serviced and repaired;
- Upgraded the radios at connection #9 for better communication;
- Replaced old SCADA Panel at Huntley Pump station with new PLC and radios;
- Installed new radios at the cement tank to replace the phone line;
- Successfully met all regulatory requirements;
- Achieved all compliant regulations and related reporting;
- Completed all required reporting to Regional Water Quality Control Board;
- Completed UCMR3 sampling requirements;
- Completed tri-annual lead and copper sampling;
- Completed first stage of special lead and copper testing per SWRCB;
- Three temporary pumps installed in preparation of annual SDCWA shutdown.

**Objectives: Fiscal Year 2016-17**

STRATEGIC FOCUS AREA	FISCAL YEAR 2016-17 INITIATIVES
<b>1</b>	<ul style="list-style-type: none"> <li>• Complete feasibility study for the San Luis Rey groundwater development project. Commence full design if project is deemed feasible.</li> <li>• Initiate the formation of the Groundwater Sustainability Agency for the San Luis Rey River Groundwater Basin.</li> </ul>

<b>2</b>	<ul style="list-style-type: none"> <li>• Implement a proactive asset management system to include inventory of all assets and establish appropriate maintenance schedules.</li> <li>• Document asset condition through continuous condition assessment.</li> <li>• Develop long-term asset rehabilitation schedules.</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>• Implement a Continuous Improvement Process.</li> </ul>
<b>5</b>	<ul style="list-style-type: none"> <li>• Complete feasibility studies for enhancing the delivery of information to customers through technologies.</li> <li>• Enhance capabilities of field customer service staff through geographic dispatching and information systems.</li> </ul>
<b>6</b>	<ul style="list-style-type: none"> <li>• Facilitate district facility tours for interested members of the public.</li> </ul>

**Performance Measurement Indicators:**

ACTIVITY	CRITERIA	TARGET 2016-17
Respond to system alarms in a timely manner	Check system within 5 minutes of alarm and respond within 30-minute requirement	100%
Prompt reporting to Department of Health Services; Timely completion of SWRCB-DDW Reports and monthly scheduled maintenance	By deadline required under state regulations; Reports submitted by the 10 <sup>th</sup> day of the following month	100%
Compliance with SWRCB-DDW discharges	Prevent discharge order violations	100%
Prompt collection of water quality samples	By deadline required under state regulations	100%
Timely response to customer calls and cross-connection inspection requests	Return phone call within 24 hrs. or next business day; 5 days for inspection requests	100%
Effectively and efficiently maintain District-owned assets and specialized equipment	Complete 95% of preventative maintenance on schedule	100%
Ensure adequate water supply is maintained to meet the needs of our customers and to satisfy fire requirements	Assure all tanks and reservoirs are maintained at an adequate level in order to meet the demands of the District	100%
Replace SCADA Panel and Communications at RMWD Sites (Huntley P/S, Magee P/S, Pala Mesa Tank)	Remove old SCADA Panels and replace with new PLC and radios to District standard	June 2017
Rollout Enterprise Asset Management System (EAM)	Enter all data for pump stations, tanks, reservoirs, chlorine booster stations into the EAM System	July 2016

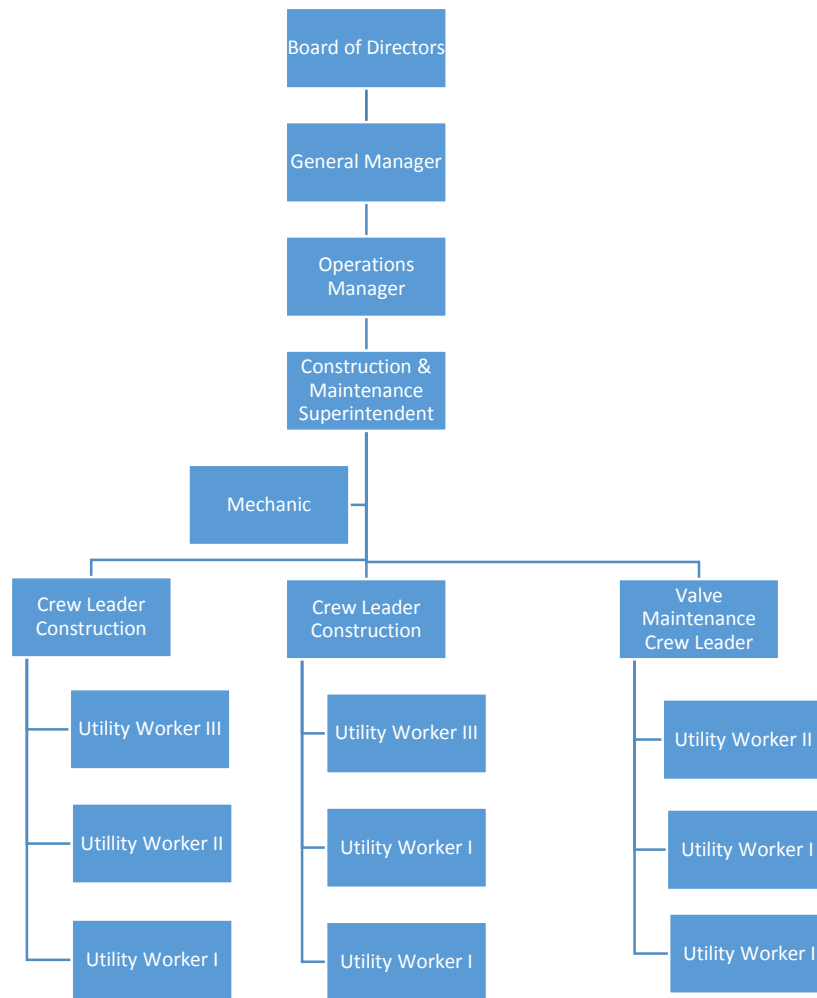


Other Water System Improvements	Replace check valve w/ pump control valve (P/S #3); Install two backup chlorine injection pumps (Morro Cl2 Station)	June 2017
---------------------------------	---	-----------

### Construction & Maintenance Department

<b>Personnel Level:</b>			
<b>Position(s):</b>	<b>2013 - 2014</b>	<b>2015 - 2016</b>	<b>2016 - 2017</b>
Construction/Maintenance Superintendent	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00
Crew Leader - Construction	2.00	2.00	2.00
Crew Leader – Valve Maintenance	1.00	1.00	1.00
Utility Worker III	2.00	2.00	2.00
Utility Worker II	2.00	2.00	2.00
Utility Worker I	5.00	5.00	5.00
<b>Department Totals:</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>





**Responsibilities:**

Construction and Valve Maintenance Services is dedicated to accomplishing its mission in a cooperative team-oriented environment that emphasizes quality, safety, and customer service. The most critical function of the Construction & Maintenance is to maintain and repair the infrastructure of the District. This department is responsible for the repair and maintenance of the District’s water distribution system, ensuring the District provides reliable and sustainable services to its customers along with responding to emergency calls 24 hours per day is critical to providing uninterrupted service to our customers.

The Mechanic Maintenance Function falls under the Construction and Maintenance Department, known as the District Garage provides maintenance and recordkeeping of all District vehicles and

heavy equipment, which keeps the fleet running and ready to respond. Additionally, this area also maintains and makes repairs to all other miscellaneous small hand tools and field equipment.

The timely completion of these functions enables responsive customer service and reliable water and sewer services.

**Major Accomplishments: Fiscal Year 2015-16**

- Worked with Engineering on installing new PRV stations;
- Installed 140 feet of 8” water main and pressure reducing station on Lake Vista Estates Loop;
- Replaced Tarek Terrace 8” waterline and connected severed pipe to meet District standards;
- Completed paving project in front of District Headquarters Office allowing for additional customer parking;
- Assisted and provided input for the 2016 Strategic Plan for the District;
- Provided support for changing and updating from iWater to Geoviewer;
- Averaged 305 valves exercised per month;
- Designed and built new valve exercising truck (Unit #32) with new and improved technologies;
- Maintained vehicles, trailers, and records required for compliance with the CHP BIT Inspection program;
- Met all DOT requirements for truck inspections.

**Objectives: Fiscal Year 2016-17**

STRATEGIC FOCUS AREA	FISCAL YEAR 2016-17 INITIATIVES
2	<ul style="list-style-type: none"> <li>• Implement a proactive asset management system to include inventory of all assets and establish appropriate maintenance schedules.</li> <li>• Document asset condition through continuous condition assessment.</li> <li>• Develop long-term asset rehabilitation schedules.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Maintain education and training opportunities to ensure continuous improvement and learning for all staff.</li> <li>• Develop a cross-training program to help build internal capacity.</li> </ul>
4	<ul style="list-style-type: none"> <li>• Implement a Continuous Improvement Process.</li> </ul>
	<ul style="list-style-type: none"> <li>• Complete feasibility studies for enhancing the delivery of information to customers through technologies.</li> <li>• Enhance capabilities of field customer service staff through geographic dispatching</li> </ul>

5	and information systems.
6	<ul style="list-style-type: none"> <li>Facilitate district facility tours for interested members of the public.</li> </ul>

**Performance Measurement Indicators:**

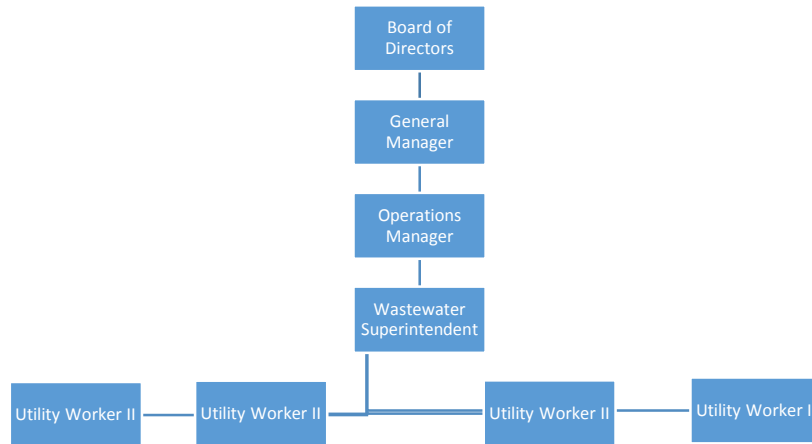
ACTIVITY	CRITERIA	TARGET 2016-17
Respond to all water distribution system water leaks in a timely manner that meets or exceeds District standards	Repair of water mains and service leaks with minimal water service interruption to customers	100%
Stay consistent with valve exercising/mapping	Exercise and map an average of 300 valves per month	100%
Planned/unplanned water interruptions and shutdowns due to main or service leak repairs, valve installation and/or replacements	Properly, appropriately and efficiently notify affected customers, shutoff water meters prior to de-energizing water main and thoroughly disinfecting/flushing distribution system prior to re-energizing water main and putting back in service	100%
Coordinate with Engineering on the completion of assigned Capital Improvement Projects	Meet completion dates and budget for assigned CIP Projects and assist Engineering as needed	90%
Maintain heavy duty trucks and equipment to DOT standards	Receive a satisfactory rating for the 2016 CHP BIT Inspection	100%
Rollout Enterprise Asset Management System (EAM)	Enter all data for water mains, services, and all other water distribution appurtenances	July 2016



## Wastewater Department

<b>Personnel Level:</b>			
<b>Position(s):</b>	<b>2013 - 2014</b>	<b>2015 - 2016</b>	<b>2016 - 2017</b>
Wastewater Superintendent	1.00	1.00	1.00
Utility Worker II	4.00	4.00	4.00
<b>Department Totals:</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>





**Responsibilities:**

Wastewater Division is responsible for protection of public health and the environment. Providing reliable and sustainable wastewater collection and pumping services to its District’s customers. Additionally, this area is responsible for accomplishing its duties in prudent manner by completing its tasks using effective management practices and ensuring and environmentally responsible operation.

**Major Accomplishments: Fiscal Year 2015-16**

- Manhole rehabilitation in preparation for El Niño rain event by seal coating/curing in place a total of 18 sewer manholes to avoid inflow and infiltration;
- Cleaned and maintained 20 miles of main line within the district’s sewer system and service area;
- Maintained (6) six sewage lift stations;
- Maintained (1) sewage flow meter (FLO Dar);
- CCTV 20% of sewer lines to reduce and avoid adding high frequency sections;
- Provided objectives and goals in the District’s strategic plan model for Wastewater Division;
- Stallion SCADA upgrade;
- Lift Station # 6 full panel Radio upgrades;
- Upgraded Central HMI Software to inductive automation ignition.



**Objectives: Fiscal Year 2016-17**

STRATEGIC FOCUS AREA	FISCAL YEAR 2016-17 INITIATIVES
<b>1</b>	<ul style="list-style-type: none"> <li>• Complete feasibility study of water reclamation plant and recycled water distribution system. Commence full design if project is deemed feasible.</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• Implement a proactive asset management system to include inventory of all assets and establish appropriate maintenance schedules.</li> <li>• Document asset condition through continuous condition assessment.</li> <li>• Develop long-term asset rehabilitation schedules.</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>• Maintain education and training opportunities to ensure continuous improvement and learning for all staff.</li> <li>• Develop a cross-training program to help build internal capacity.</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>• Implement a Continuous Improvement Process.</li> </ul>
<b>5</b> <b>5</b>	<ul style="list-style-type: none"> <li>• Complete feasibility studies for enhancing the delivery of information to customers through technologies.</li> <li>• Enhance capabilities of field customer service staff through geographic dispatching and information systems.</li> </ul>
<b>6</b>	<ul style="list-style-type: none"> <li>• Facilitate district facility tours for interested members of the public.</li> </ul>

**Performance Measurement Indicators:**

ACTIVITY	CRITERIA	TARGET 2016-17
Timely completion of reports and monthly scheduled maintenance; Compliance with CRWQCB Region 9	Prevent discharge order violations	100%
Eliminate Sewer Overflows	Prevent all Sanitary Sewer Overflows (SSOs) Categories (1 – 3) and Private Lateral Sewer Discharges (PLSDs)	100%
Oakcrest Estates: Order # 93-69	Compliance: Submit Semi Annual and Annual Reports: (Effluent Samples, Sludge, Flows, DO's)	100%

Routine Wastewater Collection System Inspections: (CCTV) Closed Circuit Television	<b>Inspect</b> Wastewater Collection System	Industry Standards
Routine Wastewater Collection System Cleaning	<b>Clean</b> Wastewater Collection System	Industry Standards
Effectively maintain existing equipment	Preventative Maintenance	100%
Rollout Enterprise Asset Management System (EAM)	Enter all data for wastewater system within service area	July 2016