



**REGULAR WATER RESOURCES & OPERATIONS COMMITTEE MEETING  
WEDNESDAY, MAY 15, 2019, AT 11:30 AM  
61750 CHOLLITA ROAD, JOSHUA TREE, CA 92252**

**AGENDA**

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. DETERMINATION OF QUORUM
4. APPROVAL OF AGENDA
5. PUBLIC COMMENT
6. APPROVE MINUTES OF THE PRIOR COMMITTEE MEETING
  - Draft Minutes – April 10, 2019
- Page 2
- Pages 3-14 7. DRAFT PROJECTED COSTS OF SUCCESSION MANAGEMENT FOR ADMINISTRATIVE STAFF- Receive for information only.
- Pages 15-24 8. DIRECTOR OF ADMINISTRATION JOB DESCRIPTION – Receive for information and refer to the Board of Directors for approval.
- Page 25 9. CONSIDER REPLACEMENT OF BALL, AND CHECK VALVES AS WATER METERS ARE REPLACED AT A COST OF \$500,250 OVER FIVE (5) YEARS – AGM Greer- Receive for information only.
- Pages 26-50 10. DRAFT BUDGET 2019/2020 - Receive for information and refer to the Board of Directors for discussion.
11. STAFF REPORT – GM Sauer/AGM Ban
12. ADJOURNMENT

**INFORMATION**

During "Public Comment," please use the podium microphone. State your name, have your information prepared, and be ready to provide your comments. The District is interested and appreciates your comments. A 3-minute time limit will be imposed. Any person with a disability who requires accommodation to participate in this meeting should telephone Joshua Basin Water District at (760) 366-8438, at least 48 hours before the meeting to request a disability-related modification or accommodation. Materials related to an item on this Agenda submitted to the Committee after distribution of the agenda packet are available for public inspection in the District's office located at 61750 Chollita Road, Joshua Tree, California 92252 during regular business hours.

JOSHUA BASIN WATER DISTRICT  
Minutes of the  
REGULAR MEETING OF THE WATER RESOURCES AND OPERATIONS COMMITTEE  
Wednesday, April 10, 2019

1. CALL TO ORDER – 10:38 a.m.
2. PLEDGE OF ALLEGIANCE
3. DETERMINATION OF A QUORUM – Director Hund and Director Luckman, who attended on behalf of Director Reynolds excused absence.
4. APPROVAL OF AGENDA –  
MSC<sup>1</sup>/Luckman/Hund 2/0 to approve the Agenda for April 10, 2019, Regular Meeting of the Water Resources and Operations Committee.
5. PUBLIC COMMENT - None
6. APPROVE MINUTES OF THE PRIOR COMMITTEE MEETING
  - Draft Minutes – March 13, 2019  
MSC<sup>1</sup>/Luckman/Hund 2/0 to approve the minutes of March 13, 2019, Regular Meeting of the Water Resources and Operations Committee.
7. DIRECTOR OF ADMINISTRATION JOB DESCRIPTION – The Committee received all information and referred to the Board of Directors for approval.  
MSC<sup>1</sup>/Luckman/Hund 2/0 to refer the Director of Administration Job Description to the Board of Directors for approval.
8. UPDATE ON CURRENT PROJECTS PRESENTATION – AGM Ban gave a presentation updating the Committee on all the current projects.
9. STAFF REPORT – None.
10. ADJOURNMENT –  
MSC<sup>1</sup>/Luckman/Hund 2/0 to adjourn the Regular Meeting of the Water Resources and Operations Committee at 11:30 a.m.

Respectfully Submitted

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Curt Sauer, General Manager

JOSHUA BASIN WATER DISTRICT  
MEETING AGENDA REPORT

Report to: Water Resources & Operations Committee

May 15, 2019

Prepared by: General Manager

**TOPIC: DRAFT PROJECTED COSTS OF SUCCESSION MANAGEMENT FOR ADMINISTRATIVE STAFF**

**RECOMMENDATION:** Receive for information only.

At the April 10, 2019 Finance Committee meeting, President Johnson asked for projections of costs during the succession period of May 2019-January 2021.

In 2015, the District completed an Employee Total Compensation Study. The results of that study, as adopted by the Board, established salary ranges at a median level, then commensurate with the median compensation of 10 comparable water districts.

In April 2018, the District completed an Organization Assessment, copy of Implementation Plan attached. This study identified the need for succession management planning in both the Production Department and the Management Team, as several retirements were projected to be occurring within 3-5 years. The Implementation Plan, approved by the Board in September 2018, is attached.

Succession planning is in place, as described below, as the General Manager will retire within the next three months and the Assistant General Manager-Controller announced her retirement as of December 2020.

**STEP ONE**

- Current staffing levels and salary as of May 1, 2019.

**STEP TWO**

- Hiring of the Director of Administration as called for in Phase II of the Board adopted Organizational Assessment Implementation Plan, from May 20, 2019 to August 20, 2019. Hiring of the Director of Administration creates a vacancy in the HR position. Net increase in costs are \$7,071 for the above mentioned three months.

**STEP THREE**

- Assume current General Manager has retired and the AGM-Ops is placed in the acting GM position for a 6-month probationary period, from August 2019 to February 1, 2020. Net decrease in costs are \$70,076 over these six months.

**STEP FOUR**

- Assume AGM-Ops is promoted to GM, and a new Director of Operations has been hired to fill the AGM-Ops. This is from March 2020 to June 1, 2020. Net decrease in costs are \$7,538.00 over this three month period.

**STEP FIVE**

- Assume GM and Director of Ops are hired and the Director of Finance has been hired, vacating the Accountant position. This is from June 2020 to December 31, 2020. As of May 1, 2019, the job description for the Director of Finance has not been written, or approved and the salary is an estimate. Net increase in costs \$2,685 for these 6 months.

**STEP SIX**

- As of January 1, 2021, assuming the current AGM-CFO has retired and an accountant has been hired to fill the vacant Accountant position. This is also an estimate, as the revised Accountant position has also not been written, or approved. The net decrease in salary for the year is \$87,813.

**SUMMARY**

During the 19 month transition period the District will see a decrease in costs of approximately \$68,000. Salary costs for these positions during the year of 2021 will be approximately \$89,000 less than today's costs. That is a total reduction over 31 months of approximately \$157,000.

Step 1	Step 2	Step 3	Step 4	Step 5	SUBTOTAL	Step 6	TOTAL
Current Annual	May-Aug 2019	Aug-Feb 2020	Mar-Jun 2020	Jun-Dec 2020		Jan-Dec 2021	
	3 Months	6 Months	3 Months	6 Months		1 Year	
683,149							
	7,071	(70,076)	(7,538)	2,685	(67,858)	(89,323)	(157,181)



# Organizational Assessment IMPLEMENTATION PLAN

Board Approved  
November 15, 2018

## 1. Introduction

### Purpose

In November 2017, the District's Board of Directors selected Westin Technology Solutions, LLC (Westin) to conduct an Organizational Assessment intended to assist the District in developing recommendations to improve the District's organizational efficiency and effectiveness. The purpose of this report is to formulate an implementation plan based on Westin's recommendations.

### Scope

This Implementation Plan identifies the tasks required to implement Westin's recommendations of organizational alignment, strategic planning, and knowledge & business technology management.

- **Organizational Alignment and Succession Planning**  
Realign the organizational structure by implementing selected recommendations within the Organizational Assessment for improved business efficiency and succession planning.
- **Strategic Planning**  
Develop a Strategic Plan that defines the District's Goals and Objectives, outlining the tasks required to fulfill the District's vision and mission and to provide a roadmap for continuous organizational improvement.
- **Knowledge Management and Business Technology**  
Develop a Knowledge Management and Technology Master plan with defined goals, business processes, performance measures and accountabilities to increase organizational knowledge management. Optimize the use of the District's information technologies for improved business efficiency, reduced transactional costs and increased level of customer service. Identify methodologies to support succession planning and strategies for knowledge transfer.

## 2. Management Overview

The subsequent sections provide a brief description of the implementation and the tasks that are involved.

### Description of Implementation

The implementation is designed to use a phased approach. Some tasks may run concurrently within the same phase, while other tasks may begin after others are complete. The following assumptions and constraints were considered during development of this implementation plan.

- **Scheduling**
- **Available Budget & Resources**
- **Staffing & Recruitment**
- **Time needed for the task**
- **Available Technical Resources**
- **Union Negotiations**

## 3. Implementation Tasks and Schedule

This section outlines implementation tasks. This overview provides the steps that are required to implement the Organizational Assessment. The tasks described in this section are broad and will require many administrative subtasks for proper implementation.

**Phase I** July 1, 2018 – Dec 31, 2018

TASK	MAIN SUBTASKS	WHAT WILL THE TASK ACCOMPLISH	TARGET COMPLETION DATE
<b>ORGANIZATIONAL ALIGNMENT and SUCCESSION PLANNING</b>			
Close the District office on Friday's	<ul style="list-style-type: none"> <li>&gt; Prepare Public Relations outreach campaign.</li> </ul>	Save from adding one additional administrative position; provide admin & field with more time to focus on core duties; and provide time for cross-training opportunities.	<u>Complete</u>
Organizational Structure Alignment	<ul style="list-style-type: none"> <li>&gt; Move RCAA to report to AGM-Ops</li> <li>&gt; Move HR Manager/Contracts Administrator to report to GM</li> <li>&gt; Move GIS Coordinator to report to AGM-Ops</li> <li>&gt; Move PT Safety Coordinator to report to AGM-Ops</li> </ul>	Realigns organizational structure to provide a more balanced supervision framework.	<u>Complete</u>
Eliminate Positions	<ul style="list-style-type: none"> <li>&gt; DWRO</li> <li>&gt; Senior Admin Assistant</li> </ul>		<u>Complete</u>
Create/Hire Positions	<ul style="list-style-type: none"> <li>&gt; AGM Operations <u>Complete</u></li> <li>&gt; 5 CIRP Crew positions (hiring complete by 6/30/19)</li> <li>&gt; Procurement Contracts position</li> <li>&gt; Operations Technician position</li> </ul>	Prepares for the capital improvement program. Creates steps toward succession planning.	Dec-31, 2018 <u>Complete</u>
Revise/Reclassify Positions	<ul style="list-style-type: none"> <li>&gt; Revise Distribution Supervisor</li> <li>&gt; Revise GIS Coordinator</li> <li>&gt; Revise Safety Position (moved to phase 3)</li> <li>&gt; Reclass current C &amp; M Lead to WPO</li> </ul>	Places misclassified personnel into correct classifications.	Dec-31, 2018 <u>Complete</u>

**Phase II** Jan 1, 2019 – June 30, 2019

TASK	MAIN SUBTASKS	WHAT WILL THE TASK ACCOMPLISH	TARGET COMPLETION DATE
<b>ORGANIZATIONAL ALIGNMENT and SUCCESSION PLANNING</b>			
Revise/Reclassify Positions	<ul style="list-style-type: none"> <li>&gt; Revise C &amp; M positions to WDO I/II/III</li> <li>&gt; Revise Production Operator positions to WPO I/II/III</li> <li>&gt; Revise CSR and CSR Lead positions to CSR I/II</li> <li>&gt; Revise FST position to FST I/II</li> <li>&gt; <b>Reclass HR Manager/Contracts Administrator to Director of Administration and HR</b></li> <li>&gt; Reclass current field FST to WDO</li> </ul>	Provides organizational alignment and succession planning. Provides the District with needed higher level certifications and desirable recruitment strategies for succession planning.	June 30, 2019 <u>In-Process</u>
Organizational Structure Alignment	<ul style="list-style-type: none"> <li>&gt; <b>Move Customer Service staff to report to Director of Admin and HR</b></li> </ul>	Places misclassified personnel into correct classifications.	June 30, 2019 <u>In-Process</u>
<b>STRATEGIC PLANNING</b>			
Update District Strategic Plan	<ul style="list-style-type: none"> <li>&gt; Update Strategic Plan that outlines District goals, objectives, and tasks with an associated Implementation Plan with defined priorities, milestones, accountabilities and resource needs.</li> </ul>	A strategic plan will set direction, priorities, drive alignment, organize succession planning activities, and communicate how the District will achieve its goals	Jan 31, 2019 <u>In-Process</u> June 30, 2019

**Phase III July 1, 2019 – Dec 31, 2019**

TASK	SUBTASKS	WHAT WILL THE TASK ACCOMPLISH	TARGET COMPLETION DATE
<b>ORGANIZATIONAL ALIGNMENT and SUCCESSION PLANNING</b>			
<b>Create/Hire Positions</b>	> Public Relations Specialist	Brings contracted work in-house.	Dec 31, 2019
<b>Revise/Reclassify Positions</b>	> Revise AGM/Controller > Revise Accountant Lead to Accounting Supervisor > Revise AR Technician to Billing Technician	Provides organizational alignment and succession planning.	Dec 31, 2019
<b>Organizational Structure Alignment</b>	> Move Billing Technician to report to Accounting Supervisor		Dec 31, 2019

**KNOWLEDGE MANAGEMENT AND BUSINESS TECHNOLOGY**

<b>Develop a Knowledge Management and Technology Master Plan</b>	Develop a Knowledge Management and Technology Master Plan that will optimize the use of the District's information technologies to capture knowledge & business processes, performance measures, accountabilities, and improve business efficiency.	A Knowledge Management and Technology Master Plan will provide framework for the District's knowledge transfer/capture processes and use of technology in support of the District's strategic goals.	Oct 31, 2019
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**4. Performance Monitoring**

Management will continuously monitor the change as it is occurring and check-in at regular six-month intervals to determine whether the implementation is successful. The District will utilize the plan, do, check, act cycle recommended in Westlin's Organizational Assessment as a way to monitor the progress of implementation. The objective will be to follow the plan, correct issues that occur, check once corrections have been made to make sure the corrections are working, and continue the process of implementation.

**5. Glossary**

- |  |  |
|--|--|
| AR- accounts receivable                          | GM- general manager                                |
| AGM- assistant general manager                   | HR- human resources                                |
| C&M - construction & maintenance                 | MSC- management, supervisory, confidential         |
| CIRP- capital improvement replacement program    | OPS- operations                                    |
| CSR - customer service representative            | PT- part time                                      |
| DWRO- director of water resources and operations | RCAA- regulatory compliance administrative analyst |
| FST- field service technician                    | WPO- water production operator                     |
| GIS- geographical information system             | WDO- water distribution operator                   |

**6. References**

The following table summarizes the documents referenced in this plan.

DOCUMENT NAME	DESCRIPTION	LOCATIONS
Joshua Basin Water District Organizational Assessment	Final Organizational Assessment Report for the Board of Directors	External: <a href="http://www.JBWD.com">www.JBWD.com</a> Internal: F Drive → HUMAN RESOURCES → JBWD Final Org Assessment



## STEP 1

AS OF MAY 1, 2019 - CURRENT	ANNUAL SALARY	ANNUAL DIFFERENCE	INCREASED COSTS
General Manager	\$ 188,510.00	\$ -	\$ -
AGM – Operations	\$ 159,926.00	\$ -	\$ -
Director of Operations	\$ -	\$ -	\$ -
AGM-CFO	\$ 159,926.00	\$ -	\$ -
Accountant	\$ 84,158.00	\$ -	\$ -
Director of Finance	\$ -	\$ -	\$ -
HR Mgr. & Contracts Admin.	\$ 90,629.00	\$ -	\$ -
Director of Administration	\$ -	\$ -	\$ -
<b>Totals:</b>	<b>\$ 683,149.00</b>		

## STEP 2

AS of MAY 20 - JULY 31, 2019	ANNUAL SALARY	ANNUAL DIFFERENCE	INCREASED COSTS FOR 3 MONTHS
General Manager	\$ 188,510.00	\$ -	\$ -
AGM – Operations	\$ 159,926.00	\$ -	\$ -
Director of Operations	\$ -	\$ -	\$ -
AGM-CFO	\$ 159,926.00	\$ -	\$ -
Accountant	\$ 84,158.00	\$ -	\$ -
Director of Finance	\$ -	\$ -	\$ -
HR Mgr. & Contracts Admin.	\$ -	\$ (90,629.00)	\$ (22,657.25)
Director of Administration	\$ 118,913.00	\$ 118,913.00	\$ 29,728.25
Totals:	\$ 711,433.00	\$ 28,284.00	\$ 7,071.00

### STEP 3

AS of AUGUST 1, 2019 - FEBRUARY 2020	ANNUAL SALARY	ANNUAL DIFFERENCE	INCREASED COSTS FOR 6 MONTHS
General Manager	\$ 180,000.00	\$ (8,510.00)	\$ (4,255.00)
AGM – Operations	\$ -	\$ (159,926.00)	\$ (79,963.00)
Director of Operations	\$ -	\$ -	\$ -
AGM-CFO	\$ 159,926.00	\$ -	\$ -
Accountant	\$ 84,158.00	\$ -	\$ -
Director of Finance	\$ -	\$ -	\$ -
HR Mgr. & Contracts Admin.	\$ -	\$ (90,629.00)	\$ (45,314.50)
Director of Administration	\$ 118,913.00	\$ 118,913.00	\$ 59,456.50
<b>Totals:</b>	<b>\$ 542,997.00</b>	<b>\$ (140,152.00)</b>	<b>\$ (70,076.00)</b>

**Mark Ban is acting GM for 6  
months probation period**

## STEP 4

AS OF MARCH 1 - JUNE 1, 2020	ANNUAL SALARY	ANNUAL DIFFERENCE	INCREASED COSTS FOR 3 MONTHS
General Manager	\$ 180,000.00	\$ (8,510.00)	\$ (2,127.50)
AGM – Operations	\$ -	\$ (159,926.00)	\$ (39,981.50)
Director of Operations	\$ 110,000.00	\$ 110,000.00	\$ 27,500.00
AGM -CFO	\$ 159,926.00	\$ -	\$ -
Accountant	\$ 84,158.00	\$ -	\$ -
Director of Finance	\$ -	\$ -	\$ -
HR Mgr. & Contracts Admin.	\$ -	\$ (90,629.00)	\$ (22,657.25)
Director of Administration	\$ 118,913.00	\$ 118,913.00	\$ 29,728.25
<b>Totals:</b>	<b>\$ 652,997.00</b>	<b>\$ (30,152.00)</b>	<b>\$ (7,538.00)</b>

## STEP 5

AS of JUNE 1 - DEC 31, 2020	ANNUAL SALARY	ANNUAL DIFFERENCE	INCREASED COSTS FOR 7 MONTHS
General Manager	\$ 180,000.00	\$ (8,510.00)	\$ (4,964.17)
AGM – Operations	\$ -	\$ (159,926.00)	\$ (93,290.17)
Director of Water Resources	\$ 110,000.00	\$ 110,000.00	\$ 64,166.67
AGM -CFO	\$ 159,926.00	\$ -	\$ -
Accountant	\$ -	\$ (84,158.00)	\$ (49,092.17)
Director of Finance	\$ 118,913.00	\$ 118,913.00	\$ 69,365.92
HR Mgr. & Contracts Admin.	\$ -	\$ (90,629.00)	\$ (52,866.92)
Director of Administration	\$ 118,913.00	\$ 118,913.00	\$ 69,365.92
<b>Totals:</b>	<b>\$ 687,752.00</b>	<b>\$ 4,603.00</b>	<b>\$ 2,685.08</b>

**STEP 6**

<b>FOR JANUARY 1 - DEC 31, 2021</b>	<b>ANNUAL SALARY</b>	<b>ANNUAL DIFFERENCE</b>	<b>INCREASED ANNUAL COSTS</b>
General Manager	\$ 180,000.00	\$ (8,510.00)	\$ (8,510.00)
AGM – Operations	\$ -	\$ (159,926.00)	\$ (159,926.00)
Director of Operations	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
AGM-CFO	\$ -	\$ (159,926.00)	\$ (159,926.00)
Accountant	\$ 66,000.00	\$ 66,000.00	\$ 66,000.00
Director of Finance	\$ 118,913.00	\$ 34,755.00	\$ 34,755.00
HR Mgr. & Contracts Admin.	\$ -	\$ -	\$ -
Director of Administration	\$ 118,913.00	\$ 28,284.00	\$ 28,284.00
<b>Totals:</b>	<b>\$ 593,826.00</b>	<b>\$ (84,813.00)</b>	<b>\$ (89,323.00)</b>

JOSHUA BASIN WATER DISTRICT  
MEETING AGENDA REPORT

Report to: Water Resources & Operations Committee

May 15, 2019

Prepared by: Curt Sauer / Sarah Johnson

TOPIC: DIRECTOR OF ADMINISTRATION JOB DESCRIPTION

**RECOMMENDATION:**

Recommend the Board approve the Director of Administration job description with salary established at Range 53, \$ 107,730 to \$141,351.

**ANALYSIS:**

In September 2018, the District's Board of Directors approved the Organizational Assessment (OA) Implementation Plan. A significant reason the Organizational Assessment was conducted was to help the District create a succession plan for the District's many upcoming retirements. Phase I of the OA Plan has concluded and is working as intended.

Phase II of the plan is in progress and includes the reclassification of the Human Resources Manager/Contract Administrator to become the Director of Administration. This reclassification is one of the steps in the District's preparation for succession as the General Manager and Assistant General Manager - Controller retire within the next 18 months. In phase III of the plan, the Assistant General Manager - Controller position will phase out and transition to become the Director of Finance.

These reclassifications are a proactive approach in succession planning that will help minimize the negative impacts that occur when key employees leave their roles. During the 19-month transition from May 2019 to December 2020 when all retirements and replacements have occurred, the District will see a decrease in personnel costs for administering the District of approximately \$68,000. Savings is attributed to replacement employees earning less pay than retirees and short periods of vacancy as positions are replaced. In the following year, from January to December 2021, projected savings will be more than \$89,000. Savings is substantially the result of the retirement of the Assistant General Manager - Controller at the end of 2020 and replacement of the AGM Operations with a Director of Operations. This proactive approach will continue the momentum so that organizational disruption is minimized, and institutional knowledge will be retained that will help to ensure the continuity of District services.

The Director of Administration will be classified as a Management, Confidential, and Supervisory position. The new classification will be responsible for the following programs: Human Resources, Customer Service, Procurement, Risk management, and District-wide administrative support.

In addition to the additional programs and responsibilities in Customer Service, Procurement, and Risk Management, this position will be responsible for the direct supervision of five staff members including two Customer Service Representatives, a Field Service Technician, a Contracts & Purchasing Administrator, and a part-time Office Assistant.

In 2015, Koff & Associates completed a compensation study for the District that was board adopted and implemented. The compensation study identified comparator agencies to benchmark positions

similar to the District's organizational type, structure; similarity of population, staff, budgets; scope of service provided; labor market and geographic location; and compensation philosophy. We are still successfully utilizing the salary structure proposed by Koff & Associates.

In consideration of the additional responsibilities for the Director of Administration, the following benchmark methodologies were utilized. Staff benchmarked positions from the identified comparator agencies that most consistently match the duties, essential functions, responsibilities, authority, and reporting structure of this position. The identified comparable positions were grouped into the following program responsibilities: Human Resources, Customer Service, Procurement, and Risk management. The comparable positions of each category were averaged, then a percentage of time allocated to each function was calculated, to determine a benchmarked salary amount for that function. All of the functions were added together to come up with a final recommended salary. Please see the attached worksheet.

The findings of this survey revealed that the position's compensation in the market place should be set at a range between Range 52 (\$105,102 to \$137,904) and Range 53 (\$107,730 to \$141,351). The General Manager recommends that the Board approve the Director of Administration job description with the benchmarked salary of range 53, between \$107,730 to \$141,351.



**Director of Administration Compensation Study**  
**Comparable Districts as Identified by Koff & Associates**

<b>HR Management Comparable</b>	<b>Comparable Positions with Comparable Duties</b>	<b>FLSA Status</b>	<b>Top of Range</b>
Hi- Desert Water District	HR and Risk Mgr.	Exempt	\$ 106,365
Beaumont Cherry Valley Water District	Director of Fin & Administrative Services	Exempt	\$ 154,128
Indian Wells Valley Water District	Administrative Assistant - HR	Non-Exempt	\$ 85,446
Mission Springs Water District	Director of Administrative Services	Exempt	\$ 207,074
Crestline Village Water District	Office Manager	Exempt	\$ 146,203
	Average of Comparable Positions		\$ 139,843
	Estimation of Time Allocated to HR	<b>65%</b>	\$ 90,898
<b>Customer Service Management</b>			
Hi- Desert Water District	Customer Service & Billing Supervisor	Non-Exempt	\$ 80,403
Beaumont Cherry Valley Water District	Director of Fin & Administrative Services	Exempt	\$ 154,128
Indian Wells Valley Water District	CFO	Exempt	\$ 137,458
Mission Springs Water District	CS Mgr.	Exempt	\$ 96,488
Crestline Village Water District	Office Manager	Exempt	\$ 146,203
	Average of Comparable Positions		\$ 122,936
	Estimation of Time Allocated to CS	<b>15%</b>	\$ 18,440
<b>Procurement Management</b>			
Hi- Desert Water District	Purch Mgr.	Non-Exempt	\$ 92,472
Beaumont Cherry Valley Water District	Director of Fin & Administrative Services	Exempt	\$ 154,128
Indian Wells Valley Water District	CFO	Exempt	\$ 137,458
Mission Springs Water District	Director of Administrative Services	Exempt	\$ 207,074
Crestline Village Water District	Office Manager	Exempt	\$ 146,203
	Average of Comparable Positions		\$ 147,467
	Estimation of Time Allocated to Pro	<b>10%</b>	\$ 14,747
<b>Risk Management</b>			
Hi- Desert Water District	HR and Risk Mgr.	Exempt	\$ 106,365
Beaumont Cherry Valley Water District	Director of Fin & Administrative Services	Exempt	\$ 154,128
Indian Wells Valley Water District	CFO	Exempt	\$ 137,458
Mission Springs Water District	Director of Administrative Services	Exempt	\$ 207,074
Crestline Village Water District	Office Manager	Exempt	\$ 146,203
	Average of Comparable Positions		\$ 150,246
	Estimation of Time Allocated to Risk	<b>10%</b>	\$ 15,025
		<b>100%</b>	\$ 139,109.77

Additional Information

Disadvantaged Community Status

		<u>50% Percentile for the Position</u>	
Hi- Desert Water District	DAC		
Beaumont Cherry Valley Water District	DAC		
Indian Wells Valley Water District	not a DAC	Top Paid Position	\$ 207,074
Mission Springs Water District	Severly DAC	Lowest Paid Position	\$ 80,403
Crestline Village Water District	DAC	50% Percentile	\$ 143,739



# JOB DESCRIPTION

<b>POSITION</b>	Director of Administration	<b>CLASS/GROUP</b>	MSC
<b>SALARY RANGE</b>	Range TBD	<b>SAFETY SENSITIVE</b>	No
<b>HOURS – FT/PT</b>	Full Time	<b>ESTABLISHED DATE</b>	TBD
<b>FLSA STATUS</b>	Exempt	<b>REVISION DATE</b>	N/A

## SUMMARY

Under general direction of the General Manager, the incumbent plans, organizes, coordinates, and manages multiple District administrative programs including human resources, customer service, procurement, risk management, and District-wide administrative support. The incumbent provides responsible and complex administrative and operational support to the General Manager; formulates and implements policies and procedures; oversees Administrative budgets; frequently interacts with staff, consultants, and the general public; and performs related work as assigned. May act as the General Manager when assigned.

## DISTINGUISHING CHARACTERISTICS

The position is responsible for performing diverse and complex work involving matters of significance, which will require strong interpersonal, leadership, communication, and problem-solving skills; the ability to work without extensive supervision; and the ability to prioritize, lead, and direct. This employee must function as a member of the District’s executive management team and participate actively in addressing issues of concern to the District, which at times may not be directly related to the employee’s area of specialization. The incumbent is responsible for handling extremely complex, sensitive, and confidential tasks with tact and discretion.

## SUPERVISION RECEIVED/EXERCISED

This position receives general direction from the General Manager. This position will supervise, lead, and provide training for assigned employees.

## EXAMPLES OF DUTIES

*Job Descriptions are only intended to present a description summary of the range of duties and responsibilities associated with specified position. Therefore, job descriptions may not include all duties performed by individuals within the position. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to this class.*

### Essential Functions:

- Assumes managerial and supervisory responsibility for the District’s Administrative programs including human resources; customer service; procurement, risk management, and administrative support programs.
- Plans, directs, and coordinates, through subordinate staff, the Administrative programs’ work plans; assigns projects and programmatic areas of responsibility; reviews and evaluates work methods and procedures; meets with key staff to identify and resolve problems.
- Participates in the development and implementation of goals, objectives, policies, and priorities for the District; recommends, administers, maintains, interprets, performs periodic reviews, updates, and implements various District policies and procedures while ensuring regulatory and legal requirements are met.

- Selects, trains, and directs assigned staff, including temporary employees; evaluates and reviews work for acceptability and conformance with District standards; provides or coordinates staff training; works with employees to correct deficiencies; recommends discipline and termination procedures; and responds to staff questions and concerns.
- Contributes to the overall quality of District services by continuously monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; recommends within District policy, appropriate service and staffing levels; identifies opportunities and recommends opportunities for improvement.
- Manages the District-wide administration of the Human Resources function including but not limited to strategic management; workforce planning, recruitment, selection, and other employment lifecycle processes; compensation and benefits; performance management; training and development; employment investigations; policy and procedure formulation, employee and labor relations; and risk management.
- Acts as a primary liaison to the union representatives; develops and maintains an effective working relationship with the union; oversees negotiations, grievances, and compliance with applicable local, state, and federal employment laws.
- Receives, investigates, and responds to difficult and sensitive problems and complaints in a professional manner; identifies and reports findings and takes necessary corrective action.
- Directs, manages, supervises, and coordinates the activities and operations of the Customer Service program including but not limited to, account maintenance, payment processing, resolution of customer issues and concerns, meter reading, meter installation, maintenance, and repair, coordinates assigned activities with other divisions, departments, and outside agencies, and the general public.
- Researches, analyzes, and resolves all escalated customer issues including those from subordinate staff, superiors, or the Board; communicates results of analysis and the decision reached verbally or in written format to the customer, superiors, and the Board as required; provides feedback to other division personnel on how their actions positively or negatively impacted a District customer.
- Oversees the procurement functions and activities, administers the request for proposals process for contracted services; evaluates proposals and recommends award; participates in the preparation and negotiations of contracts; administers contracts to ensure compliance with District specifications, policies, and procedures and service quality.
- Administers District-wide risk management program including general liability, property, auto, and workers compensation programs; oversee Department of Transportation driving program; report accidents, violations or infractions as required; administer OSHA documentation and reporting requirements; and participate with the formulation and implementation of District's safety policies.
- Provide highly complex staff assistance to the General Manager; develops and reviews staff and regulatory reports related to assigned activities and services; presents to the Board of Directors; performs a variety of public relations work related to assigned activities.
- Manages the District's Administrative documentation processes by preparing, maintaining, and/or completing various documents; reviewing, reconciling, approving/denying, a variety of documents, reports, invoices, timecards, requests, etc.; and administers filing and recordkeeping procedures in accordance with record retention requirements.
- Attends and participates in professional organizations and group meetings; stays abreast of new trends, innovations, and laws in the field of administrative services; monitors changes in regulations that may affect District operations; and implements policy and procedural changes after approval.

- Collaborate with legal counsel for proactive professional advice on critical strategic and various legal issues in an effort to support the District.
- Oversees and participates in the development and administration of the departmental budgets; monitors and approves expenditures for assigned budgets.
- Responds to outside agency requests and coordinates appropriate processes; interfaces with the public and Board of Directors.
- Provides wide-ranging assistance to staff and the general public in person, on the phone, or by email regarding the District's human resources, customer service, procurement, risk management, and District-wide administrative support programs.
- Performs other duties related to the classification as assigned.

### **MINIMUM QUALIFICATIONS**

*The following are representative of the qualifications necessary to perform the essential duties of the position.*

Any combination of education and experience which would likely provide the necessary knowledge and abilities may be qualifying.

#### **Experience:**

- Five (5) years of increasingly responsible experience managing and/or supervising administrative services functions.
- Public agency experience highly desired.

#### **Education and/or Training:**

- High School Diploma or equivalent;
- Equivalent to graduation from an accredited four-year college or university with major coursework in business management, public administration, human resources management, or closely related field.

#### **Certificates, Licenses, Registration:**

- A Certification such as PHR, SPHR, SHRM-CP, SHRM-SCP, IPMA-CP highly desirable.

**Other Requirements:** Must possess and maintain a California Class "C" Driver's License.

### **PERFORMANCE EXPECTATIONS: KNOWLEDGE, SKILLS, AND ABILITIES**

*The following are representative examples of KSA's necessary to perform the essential duties of the position.*

#### **Knowledge of:**

- Principles, practices, and techniques of managing effective District-wide administrative practices including human resources, customer service, procurement, risk management, and general administration.
- Administrative principles and practices, including goal setting; program development; and budgetary development and controls.
- Principles and practices of employee supervision, including work planning, assignment review and evaluation, and training in workplace procedure.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned functional areas.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned areas of responsibility.
- Practices in researching issues, evaluating alternatives, making sound recommendations, and preparing and presenting reports.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- Modern office practices, methods, and computer equipment and applications.

### Skills in:

- Possess strong organizational skills.
- Possess strong computer skills in Word, Excel, and PowerPoint.
- Possess college-level writing skills both in the drafting of technical documents and professional correspondence.
- Possess strong verbal and written communication skills.

### Ability to:

- Develop and implement goals, objectives, policies, procedures, and work standards.
- Administer complex and technical administrative services programs in an independent and cooperative manner.
- Plan, organize, assign, review, and evaluate the work of staff; train staff in work procedures.
- Evaluate and develop improvement in processes and procedures.
- Analyze, interpret, summarize, and present administrative information and data in an effective manner.
- Interpret, apply, explain, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Conduct complex research projects, evaluate alternatives, make sound recommendations, and prepare technical reports.
- Effectively represent the District with government agencies, community groups, various businesses, and with professional and regulatory organizations.
- Research, analyze, and evaluate new service delivery methods, procedures, and technique.
- Prepare clear and concise reports, correspondence, procedures, and other written materials.
- Oversee and coordinate the maintenance of administrative records and files.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner, organize own work, set priorities, and meet critical deadlines.
- Effectively use computer systems, software, and modern business equipment to perform a variety of work tasks.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Prepare and monitor budgets.
- Communicate clearly, concisely, and effectively, both orally and in writing and give presentations to small and large groups.
- Maintain the highest degree of confidentiality and professional discretion.
- Travel to attend meetings, conferences, training, and other relevant events.
- Establish and maintain cooperative, respectful and effective working relationships with those contacted in the course of work including District employees, officials, vendors, and the general public.

### PHYSICAL AND MENTAL DEMANDS

*The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

**Physical Demands:** Subject to reasonable accommodation in accordance with the requirements of the Americans with Disabilities Act (ADA) and the California Fair Employment and Housing Act (FEHA), possess the ability to lift and/or carry objects (no greater than 20 lbs.) on an infrequent basis. Ability to bend, twist, turn, push, pull and reach routinely, as well as perform repetitive motion tasks on a regular basis. Ability to sit for extended time periods and use office equipment such as computer terminals, copies, and fax machines on a regular basis. Requires normal range hearing and vision. Ability to stoop, kneel and crouch occasionally.

**Work Environment:**

- **Outside:** On seldom occasion standing, walking, climbing may be required during inspection tours of facilities.
- **Inside:** Duties of this position are predominantly conducted indoors, in an office setting or environment.
- **Fumes/Gasses:** Duties of this position are predominantly conducted indoors, in an office setting or environment.
- **Noise/Vibration:** Noise levels expected of an office or indoor setting are expected.

**Equipment Use:** Standard office equipment such as computer hardware and peripherals, binding machines, copy machines, scanning machines, fax machines, and telephone.

**Mental Demands:** While performing the duties of this class, an employee is regularly required to use written and oral communication skills; read and interpret data, information and documents; analyze and solve problems; use math and mathematical reasoning; learn and apply new skills and information; perform highly detailed work on multiple, concurrent tasks; and interact with District managers, officials of other governmental agencies, community and professional groups, staff and other organizations.

**Safety:** Follows proper safety practices at all times.

**Travel:** On occasion, the incumbent in this position may be required to attend hearings, workshops, meetings, and seminars.

**Other:** Position subject to extended work hours and attend evening meetings.

**EMPLOYEE ACKNOWLEDGEMENT**

I have read the above and understand that it is intended to describe the general content of and requirements for performing the job listed. It is not an exhaustive statement of duties, responsibilities or requirements.

I understand that this description does not preclude my Manager or Supervisor's authority to add or change duties or responsibilities and understand that the performance of other duties may be required from time to time to meet the needs of Joshua Basin Water District. I also understand this job description does not create an employment contract, implied or otherwise.

\_\_\_\_\_  
Print Employee Name

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

JULIAN

DARWIN

REVISION

<p align="center"><b>JOSHUA BASIN WATER DISTRICT</b></p> <p align="center"><b>CLASS DESCRIPTION</b></p>	<p>Description Approved <u>3/15/00</u></p>
<p>Title: Assistant GM/Controller</p>	<p>Status: Exempt</p>

**Summary**

This position directs the efficient and cost effective operation of the District's general administrative and financial systems; as well as assists in the engineering, construction, maintenance and operational affairs of the District.

**Distinguishing Characteristics**

This position is characterized by the management level skills and high level of technical knowledge required to perform the principal duties of the position, as well as the accountability and responsibility this position has to the General Manager, Board of Directors and customers of the District. Position reports directly to the General Manager and provides continuous supervision to subordinate employees in the Accounting Department. This position acts as the General Manager in his/her absence.

**Examples of Duties**

The duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to this class.



**Management:** Administers the general administrative and financial functions of the District. Assists in formulating policies, procedures, projects and schedules necessary for the orderly and lawful operation of the District. Compiles and analyzes data for reports and presentations. Oversees procurement and implementation of hardware and software for information systems. Oversees consultant work and interfaces with the public and Board of Directors. Provides operational input on joint projects with other departments. Participates in the District's Strategic Planning process. Provides backup during General Manager's absence.

**Financial:** Oversees all financial operations and serves as Controller and Chief Financial Officer for the District. Plans, organizes, directs and manages the district financial, accounting, and investment functions and develops District policy and procedures for finance related areas. Provides accurate and timely financial information. Prepares financial projects and conducts the analysis, preparation and presentation of the District budget. Performs periodic audits of internal accounting records to ensure accurate controls. Responsible for proper investment of District funds. Makes recommendations regarding water service rates, charges and fees. Prepares special financial reports for the State of California, General Manager and Board of Directors. Assists with long-range financial planning, and administers assessment districts and long-term revenue or debt financing.

**General Administrative:** Oversees building repair and maintenance. Administers risk management program. Oversees District purchasing activities, credit card control and security issues.



**Supervision:** Plans, schedules, coordinates and directs the work of subordinate employees in the Accounting Department. Communicates effectively and regularly with subordinates and superiors. Consistently applies District policies, procedures and rules to subordinates in a legal and equitable manner. Prepares written evaluations of subordinate personnel and participates in disciplinary and complaint procedures.

CUSTOMER SERVICE

<b>JOSHUABASIN WATER DISTRICT</b>  <b>CLASS DESCRIPTION</b>	Description Approved <u>3/15/00</u>
<b>Title: Assistant GM/Controller</b>	<b>Status: Exempt</b>

**Personnel:** Oversees all Human Resources programs (e.g., policies and procedures, benefit administration, recruitment, performance assessment and compensation). Assists with bargaining unit negotiations, grievance resolution and compliance with all Federal and State employment laws.

**Training and Problem Solving:** Arranges and oversees training programs. Handles difficult and complex assignments with minimal oversight.

**Board and Public Relations:** Attends and participates in all Board of Directors and Finance Committee meetings. Ensures resolution of customer complaints; communicates politely with customers.

**Safety:** Follows proper safety practices at all times; ensures safety compliance when performing supervisory duties.

**Job Requirements**

**Education, Training & Experience:** Graduation from high school or equivalent. Any combination of experience and/or training that could likely provide the required knowledge and ability to perform the job duties (e.g., completion of college level course work in Accounting, Finance, Business Administration or Public Administration and 5 years of increasingly responsible managerial or supervisory experience.

**Skills and Abilities:** Ability to work efficiently and productively when completing work tasks. Ability to function effectively as a manager. Knowledge of the laws, rules, principles and practices of budgeting; governmental accounting; finance; investment; long-term financing; information systems; contract administration; District policies, rules and regulations; supervision; labor relations and public administration. Ability to understand and execute verbal instructions. Ability to read and understand complex documents, drawings and financial information; Interpret and carry out written instructions. Ability to skillfully use and operate a variety of computer hardware and software. Ability to make mathematical calculations with speed and accuracy. Ability to establish and maintain cooperative and respectful working relationships with those contacted in the course of work. Ability to maintain accurate records.

**Physical:** Subject to reasonable accommodation in accordance with the requirements of the Americans with Disabilities Act (ADA), possess the ability to lift and/or carry objects (no greater than 20 lbs) on a periodic basis. Ability to bend, twist, turn, push, pull and reach routinely, as well as perform repetitive motion tasks. Ability to stoop, kneel and crouch routinely. Sit for extended periods of time.

**Other:** Position subject to extended work hours, evening meetings and periodic travel. Must possess a valid California Class C Driver's License.

*CUSTOMER SERVICE...*



JOSHUA BASIN WATER DISTRICT  
MEETING AGENDA REPORT

Meeting of the Water Resources & Operations Committee

May 15, 2019

Report to: Committee

Prepared by: Susan Greer

**TOPIC: CONSIDER REPLACEMENT OF BALL AND CHECK VALVES AS WATER METERS ARE REPLACED AT A COST OF \$500,250 OVER FIVE YEARS**

**RECOMMENDATION:** Receive for information and refer to the Board of Directors for approval.

**ANALYSIS:**

At the time the District replaced meters last in 2000, we created a universal service connection including ball and check valves located on the customer side of the meter. This improves customer service by allowing us to communicate clearly what a customer will see when they open their meter box as we know each one looks the same. The universal service connection also improves field response for the same reason; we know what to expect when we get to the meter.

The ball valve provides a way for customers to turn off and lock their side of the meter, without damaging or trying to operate the District's facilities. The check valve provides low-level backflow protection so that water delivered through the meters cannot seep back into the water system.

Both of these valves wear out over time. The ball valve will get stuck and hard to operate. When this occurs, customers will be unable to shut off leaks downstream of the meter and could potentially break the ball valve which would result in an emergency shut-off if the break causes the PVC or another meter component to snap. Field staff would be required to respond at this time to shut the customer's water off at the District's side of the meter. The check valve swings back and forth within a brass valve body using components that also get stuck over time. This allows water that passes through the meter to go back into the water system allowing the potential for contaminants and pollutants to enter the distribution system.

It is the most practical and cost-effective to replace the valves as we replace the meters over the next five years. Money exists for this work in the budget established for the meter replacement project which is funded via the rate study. Costs for the ball and check valves are estimated at \$500,250 for 4,500-meter replacements over five years. Costs for both valves as of today are about \$97 per meter; we have projected the increased costs over the next four years.

On March 6, the Board approved the meter replacement project at a cost of \$1,343,719 plus 10% contingency, for total funding of \$1,478,091. The rate study includes funding of \$500,000 over five years, or \$2,500,000. If we also take the prudent approach and replace the ball and check valves now, the project cost will be \$1,978,341, which is still more than \$521,000 less than the budget and rate study funding for the project. Monies remaining in the meter replacement fund after the project is completed could be transferred into the CIP Reserve to allow for more capital replacement work like mainline replacement.

**FISCAL IMPACT:**

\$500,250 over five years; within established project budget

JOSHUA BASIN WATER DISTRICT  
MEETING AGENDA REPORT

Meeting of the Water Resources & Operations Committee

May 15, 2019

Report to: Committee

Prepared by: Susan Greer 

TOPIC:  
19/20 DRAFT BUDGET DISCUSSION

RECOMMENDATION:  
Discussion Only

ANALYSIS:

The first draft of the proposed 19/20 Budget is attached. Staff's intention is to discuss the proposed budget in detail with the Finance and Water Operations Committees, present the draft budget for the first time to the full Board at the May 15<sup>th</sup> Board Meeting, make any changes, and then bring back for final approval at the June 5 Board Meeting.

The proposed budget includes funding for the various ongoing programs of work as well as for the new CIRP pipeline replacement work. Sources of funding come from the CIRP loan, typical water revenues and taxes, as well as reserves. Recall that the Rate Study included a planned spend-down of reserves by nearly \$1.8M over five years, through fiscal year 21/22. Staff has carefully analyzed cash flows, projecting through 26/27 by using reasonable assumptions about future costs and capital work for the CIRP crew. Note that within this timeframe, several factors are in play that free up cash over time. First, the meter replacement is occurring over a five-year period, and the final budget is about 20% or \$500,000 less than projected and funded via the Rate Study. Once that project is complete, the current funding of \$500,000 per year can be redirected to other capital or operating expense. Secondly, the final Morongo Basin Pipeline debt payment occurs in fiscal year 20/21, and once paid off, will free up another \$220,000 per year for capital or operating expense.

In the short-term, over the next two years through fiscal 20/21, **while total unrestricted reserves are still approximately \$5.5M at the end of each fiscal year**, that is less than predicted in the Rate Study; \$791,000 less in 19/20 and \$54,000 less in 20/21. Once we hit fiscal year 21/22 and some of the aforementioned money is freed up, reserve balances start climbing again significantly each year, **exceeding the Rate Study projected balances** by as little as \$318,000 and as much as \$2.8M per year. Note that projecting cash flows far into the future is full of assumptions, such as presumed ongoing rate increases, and reality can differ substantially from projections in the end. Recall that we were conducting the Organizational Assessment (OA) while the Rate Study was taking place and the Rate Study specifically did not take into account any costs associated with implementation of the OA, such as new hires. For example, while the CIRP crew is funded via the \$3M loan for the first few pipeline replacement projects, the District will eventually have to fund all new positions from water rates.

Note that the year-end projections for the **current 18/19 Budget** indicate that expenses will exceed revenues by approximately \$380,000. This is substantially a reflection of the “doubling up” of recharge in the current year due to the MWA maintenance on the recharge pipeline. While we originally budgeted \$418,000 for recharge in the current year, the Board approved a second round of recharge in 18/19 resulting in a total projected cost of \$906,000; an increase of \$488,000. While we have increased the current year budget, the proposed 19/20 budget reflects the savings from no recharge. Remember that taking the recharge water now, before the July 1 rate increase, will also save the District \$17,000.

In addition, Staff has carefully considered the Rate Study projections for revenues and expenses, so we’re doing all we can to ensure that the rates already put in place will provide adequate funding for the budget now and in the near future. Based on the projected plan of operating and capital work, water rate revenues, grant funds, taxes and use of reserves in the proposed budget, **the District’s 19/20 combined operating and capital budgets are projected to have total net revenue of \$564,804, meaning that revenues exceed expenses by more than one-half million dollars.** This is as it should be since there is no planned recharge water purchase in fiscal year 19/20, and that expense will return to the budget in 20/21.

Appreciation for a job well done goes to Anne Roman for her work on the proposed budgets. It takes a sharp mind, significant amount of coordination, and attention to detail to manage all of the moving parts of a combined annual operating and capital budget that exceeds \$8M, and Anne is to be recognized and commended for her outstanding work in doing so.

**FISCAL IMPACT:**

Operating Revenues	-\$7,216,295
Operating Expenses	\$6,745,491
Capital Revenues, grants, reserves	-\$1,462,256
Capital Costs	\$1,368,255
<b>NET REVENUE (Revenue exceeds Expense)</b>	<b>-\$564,804</b>



Joshua Basin Water District

**\*Budget Worksheet: OPERATING**

**Account Summary**

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	PROPOSED Budget(s)	
		Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Revenue</b>									
<b>Program: 40 - ** REVENUES **</b>									
<u>01-40-41010-FI</u>	METERED WATER SALES	1,674,532.00	1,770,920.83	1,818,000.00	2,023,053.80	2,219,000.00	1,703,506.11	2,219,000.00	2,475,000.00
<u>01-40-41012-FI</u>	ALLOW FOR CAAP/BILLING ADJ	0.00	-6,184.60	0.00	-6,761.36	-5,000.00	-5,359.36	-5,000.00	0.00
<u>01-40-41015-FI</u>	BASIC FEES	1,403,988.00	1,445,847.15	1,463,292.00	1,494,488.75	1,903,000.00	1,201,749.00	1,903,000.00	2,192,000.00
<u>01-40-41016-FI</u>	BASIC FEES - LOCKED/PULLED	291,340.80	261,268.91	296,986.00	275,800.08	298,000.00	215,038.55	298,000.00	336,000.00
<u>01-40-41030-FI</u>	PRIVATE FIRE PROTECTION SERV.	21,642.00	21,903.62	22,271.00	23,233.38	22,000.00	20,200.80	22,000.00	22,000.00
<u>01-40-41040-FI</u>	SPECIAL SERVICES REVENUE	110,793.00	140,766.15	115,225.00	138,724.96	141,000.00	95,816.89	141,000.00	121,000.00
<u>01-40-41045-FI</u>	HDMC WWTP OPERATIONS REL...	116,597.36	108,486.26	163,255.00	146,951.31	132,500.00	33,119.73	132,500.00	130,000.00
<u>01-40-41046-FI</u>	HDMC WWTP OVERHEAD/FEES ...	26,234.41	24,409.40	36,732.38	33,064.05	29,812.50	7,451.97	29,812.50	29,250.00
<u>01-40-42100-FI</u>	STANDBY REVENUE-CURRENT	1,140,296.99	1,222,964.13	1,140,296.99	1,251,064.54	1,139,000.00	1,148,486.50	1,139,000.00	1,078,000.00
<u>01-40-42110-FI</u>	STANDBY-UNCOLLECTED CURRE...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-40-43000-FI</u>	PROPERTY TAX REVENUE - G.D.	420,000.00	423,103.94	428,000.00	441,401.94	437,000.00	473,043.15	437,000.00	446,000.00
<u>01-40-43010-FI</u>	AD VALOREM REVENUE - ID #2	0.00	1,215.58	0.00	248.90	0.00	-2,193.82	0.00	0.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017		2017-2018		2018-2019		PROPOSED Budget(s)	
		Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Revenue</b>									
<u>01-40-43020-FI</u>	ASSESSMENT REVENUE - CMM	252,663.00	263,207.82	242,556.48	275,389.34	256,240.00	257,658.25	256,240.00	242,045.00
<u>01-40-44001-FID</u>	MAINLINE REIMBURSEMENT FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-40-44010-FID</u>	WATER CAPACITY CHARGES	0.00	68,222.00	0.00	132,030.00	0.00	27,972.00	0.00	0.00
<u>01-40-44020-FID</u>	PLAN CHECK/INSPECTION FEES	0.00	15,526.78	0.00	63,315.36	0.00	0.00	0.00	0.00
<u>01-40-44025-FID</u>	H ZONE ML REIMB FEES	0.00	0.00	0.00	12,580.00	0.00	4,921.00	0.00	0.00
<u>01-40-44027-FID</u>	REMOTE METER FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-40-44030-FI</u>	BOND CALL REVENUE - CMM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-40-44030-FID</u>	METER INSTALLATION FEES	0.00	27,578.96	0.00	25,294.04	0.00	12,510.00	0.00	0.00
<u>01-40-44035-FID</u>	METER REPAIR REVENUE	0.00	3,212.32	0.00	6,160.22	0.00	5,827.69	0.00	0.00
<u>01-40-44050-FI</u>	WASTEWATER CAPACITY CHARG...	0.00	5,918.00	0.00	36,311.00	0.00	6,271.00	0.00	0.00
<u>01-40-46121-FI</u>	GRANT REVENUE - LOCAL (MWA)	20,600.00	31,179.85	0.00	5,637.18	0.00	0.00	0.00	0.00
<u>01-40-46200-FID</u>	CAPITAL CONTRIBUTIONS	0.00	99,924.00	0.00	145,786.67	0.00	0.00	0.00	0.00
<u>01-40-47000-FI</u>	MISCELLANEOUS REVENUE	58,066.00	4,414.84	11,656.00	23,663.72	20,000.00	58,743.93	20,000.00	20,000.00
<u>01-40-47002-FI</u>	INTEREST REVENUE - G.D.	37,028.00	69,951.32	37,028.00	141,560.06	99,000.00	59,924.24	99,000.00	125,000.00
<u>01-40-47010-FID</u>	GAIN/LOSS ON SALE OF ASSETS	0.00	32,053.49	0.00	-788.07	0.00	0.00	0.00	0.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	PROPOSED Budget(s)	
		Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Revenue</b>									
<u>01-40-47020-FID</u>	CHANGE IN MARKET VALUE	0.00	-14,251.52	0.00	-8,116.19	0.00	0.00	0.00	0.00
<u>01-40-47030-FID</u>	PLANT SALES (SALES TAXABLE)	0.00	1,797.68	0.00	2,583.91	0.00	-465.22	0.00	0.00
<b>Program: 40 - ** REVENUES ** Total:</b>		<b>5,573,781.56</b>	<b>6,023,436.91</b>	<b>5,775,298.85</b>	<b>6,682,677.59</b>	<b>6,691,552.50</b>	<b>5,324,222.41</b>	<b>6,691,552.50</b>	<b>7,216,295.00</b>
<b>Revenue Total:</b>		<b>5,573,781.56</b>	<b>6,023,436.91</b>	<b>5,775,298.85</b>	<b>6,682,677.59</b>	<b>6,691,552.50</b>	<b>5,324,222.41</b>	<b>6,691,552.50</b>	<b>7,216,295.00</b>
<b>Program: 01 - ** PRODUCTION **</b>									
<u>01-01-5-01-01118-FI</u>	PRODUCTION SALARY (incl STBY...	292,698.00	266,124.10	315,893.08	277,214.86	391,069.00	210,830.04	391,069.00	417,150.00
<u>01-01-5-01-02205-RL</u>	WATER TREATMENT EXPENSE	4,500.00	4,687.54	11,000.00	6,340.50	5,000.00	3,708.76	5,000.00	6,000.00
<u>01-01-5-01-02210-RL</u>	SMALL TOOLS - PRODUCTION	7,000.00	5,473.99	10,000.00	14,417.22	7,000.00	4,258.41	7,000.00	7,500.00
<u>01-01-5-01-03102-GM</u>	WATER RECHARGE PURCHASE	313,924.00	312,488.00	0.00	0.00	418,000.00	427,000.00	906,000.00	0.00
<u>01-01-5-01-03105-GM</u>	WATER SUPPLY MONITORING	31,725.00	39,973.33	64,325.00	32,720.82	40,000.00	8,756.18	40,000.00	40,000.00
<u>01-01-5-01-03108-RL</u>	RECHARGE MAINT/REPAIR	8,545.60	5,445.60	25,000.00	650.00	3,000.00	0.00	3,000.00	3,000.00
<u>01-01-5-01-03111-D/P</u>	EQUIPMENT RENTAL	5,000.00	300.00	0.00	0.00	5,000.00	5,849.09	5,000.00	3,500.00
<u>01-01-5-01-03115-RL</u>	PUMPING PLANT REPAIR & MAI...	85,196.43	33,519.14	100,000.00	38,100.18	35,000.00	15,004.52	35,000.00	35,000.00
<u>01-01-5-01-03120-RL</u>	TANK & RESERVOIR MAINTENAN...	14,600.00	9,550.00	45,000.00	15,016.96	58,000.00	2,312.18	58,000.00	65,000.00
<u>01-01-5-01-03207-RL</u>	GENERATOR (LARGE) REPAIR & ...	21,936.12	8,198.01	27,000.00	21,972.23	16,000.00	16,451.31	16,000.00	28,000.00
<u>01-01-5-01-04004-RL</u>	LABORATORY SERVICES	20,900.00	11,733.00	28,400.00	11,504.25	13,000.00	11,144.00	13,000.00	20,000.00
<u>01-01-5-01-06105-RL</u>	POWER FOR PUMPING (ELECTRIC)	300,000.00	338,247.43	330,000.00	357,224.77	350,000.00	242,924.22	350,000.00	350,000.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
Expense									
<u>01-01-5-01-06501-RI</u>	TELEMETRY / SCADA EXPENSE	3,584.65	2,264.77	15,000.00	2,922.73	2,500.00	3,496.45	2,500.00	5,000.00
<u>01-01-5-01-06590-RI</u>	PRODUCTION - OTHER	800.00	357.19	3,000.00	1,077.60	1,500.00	495.00	1,500.00	0.00
<u>01-01-5-01-07002-AGM</u>	RIGHT OF WAY	15,990.00	15,569.29	16,000.00	15,885.74	16,204.00	16,208.58	16,204.00	16,533.00
<u>01-01-5-01-98001-FI</u>	EE BENEFITS ALLOCATED	176,284.56	128,304.49	224,458.68	228,687.75	211,824.21	156,724.99	211,824.21	281,324.99
<u>01-01-5-01-98002-FI</u>	FIELD EXPENSES ALLOCATED	45,203.65	44,346.77	64,551.74	61,515.78	74,491.28	60,595.01	74,491.28	63,944.59
Program: 01 - ** PRODUCTION ** Total:		1,347,888.01	1,226,582.65	1,279,628.50	1,085,251.39	1,647,588.49	1,185,758.74	2,135,588.49	1,341,952.58
Program: 02 - ** DISTRIBUTION **									
<u>01-02-5-02-01130-FI</u>	DISTRIBUTION SALARY (incl STBY..	383,505.00	356,356.94	439,902.08	397,657.07	485,427.00	317,732.93	485,427.00	426,104.00
<u>01-02-5-02-02211-JC</u>	SMALL TOOLS - DISTRIBUTION	16,800.00	17,348.61	19,500.00	20,538.86	18,000.00	5,269.08	18,000.00	15,000.00
<u>01-02-5-02-02920-FI</u>	INVENTORY-OVER & SHORT	7,159.00	5,261.95	7,445.00	2,837.89	6,800.00	0.00	6,800.00	7,134.67
<u>01-02-5-02-03106-JC</u>	MAINLINE AND LEAK REPAIR	78,000.00	75,571.47	90,000.00	91,007.70	80,000.00	15,530.13	80,000.00	80,000.00
<u>01-02-5-02-03206-JC</u>	TRACTOR REPAIR / MAINT.	11,861.98	13,080.48	9,000.00	3,468.18	2,000.00	2,046.54	2,000.00	8,000.00
<u>01-02-5-02-04005-JC</u>	UTILITY LOCATING (DIG ALERT)	12,010.09	15,304.04	14,000.00	16,551.84	15,000.00	6,123.52	15,000.00	15,000.00
<u>01-02-5-02-04050-DWR</u>	DISTRIBUTION - OTHER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-02-5-02-98001-FI</u>	EE BENEFITS ALLOCATED	252,870.02	184,045.37	321,665.21	327,725.78	308,299.76	228,105.56	308,299.76	287,427.21
<u>01-02-5-02-98002-FI</u>	FIELD EXPENSES ALLOCATED	64,831.27	63,656.72	92,580.36	88,225.60	108,352.76	88,139.67	108,352.76	93,706.15
Program: 02 - ** DISTRIBUTION ** Total:		827,037.36	730,625.58	994,092.65	948,012.92	1,023,879.52	662,947.43	1,023,879.52	932,372.03

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
Expense									
Program: 03 - ** CUSTOMER SERVICE **									
<u>01-03-5-03-01107-FI</u>	FIELD SALARY - CUSTOMER SERV...	64,918.00	61,011.78	65,741.00	62,319.94	84,329.00	61,848.76	84,329.00	46,236.00
<u>01-03-5-03-01114-FI</u>	OFFICE SALARY - CUSTOMER SER...	104,703.00	87,387.59	122,499.00	89,397.40	131,927.00	63,645.51	131,927.00	141,777.00
<u>01-03-5-03-03100-FID</u>	METER INSTALLATION EXPENSE (...)	0.00	3,536.45	0.00	3,499.08	0.00	0.00	0.00	0.00
<u>01-03-5-03-03107-GM</u>	METER SERVICE REPAIR (INTERN...	62,809.00	79,655.89	93,921.00	73,033.50	275,000.00	13,461.22	383,315.00	407,685.00
<u>01-03-5-03-05201-GM</u>	METER READING EQUIPMENT & ...	0.00	0.00	0.00	0.00	0.00	4,909.79	0.00	5,000.00
<u>01-03-5-03-07000-FID</u>	MISC UTILITY ADJUSTMENTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-03-5-03-07004-GM</u>	LOW INCOME ASSITANCE (LIA)	0.00	0.00	0.00	0.00	6,650.00	2,800.00	6,650.00	6,650.00
<u>01-03-5-03-07010-AGM</u>	BAD DEBT	28,800.00	15,346.97	31,680.00	27,533.71	40,000.00	0.00	25,000.00	35,000.00
<u>01-03-5-03-07015-GM</u>	CUSTOMER SERVICE - OTHER	36,020.00	45,146.07	37,449.00	48,991.99	46,800.00	36,334.96	46,800.00	46,000.00
<u>01-03-5-03-98001-FI</u>	EE BENEFITS ALLOCATED	74,170.61	53,983.29	94,224.04	95,999.33	133,635.64	98,874.65	133,635.64	126,776.82
<u>01-03-5-03-98002-FI</u>	FIELD EXPENSES ALLOCATED	3,485.05	3,429.16	4,976.74	4,738.80	16,224.04	13,197.48	16,224.04	17,210.37
<u>01-03-5-03-98003-FI</u>	OFFICE EXPENSE ALLOCATED	43,765.47	44,127.30	44,883.35	45,957.91	47,314.95	35,423.18	47,597.94	48,251.72
Program: 03 - ** CUSTOMER SERVICE ** Total:		418,671.13	393,624.50	495,374.13	451,471.66	781,880.63	330,495.55	875,478.62	880,586.91
Program: 04 - ** ADMINISTRATION **									
<u>01-04-5-04-01108-FI</u>	ADMINISTRATION SALARY	294,989.00	252,694.24	322,982.00	370,958.74	360,556.30	239,496.63	360,556.30	392,544.00
<u>01-04-5-04-01115-FI</u>	SAFETY SALARY	8,640.00	4,400.00	8,640.00	9,077.67	8,640.00	4,015.37	8,640.00	7,025.00



\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	PROPOSED Budget(s)	
		Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<u>01-04-5-04-01121-FI</u>	DIRECTORS SALARY	31,253.40	29,109.84	31,253.40	30,037.99	32,642.24	25,697.24	32,642.24	32,642.44
<u>01-04-5-04-01210-EXA</u>	DIRECTORS / C.A.C. EDUCATION	9,700.00	13,556.41	10,000.00	13,028.87	16,000.00	3,401.71	16,000.00	16,000.00
<u>01-04-5-04-04007-GM</u>	LEGISLATIVE ADVOCACY	0.00	0.00	0.00	0.00	7,000.00	0.00	7,000.00	7,000.00
<u>01-04-5-04-07008-EXA</u>	BUSINESS EXPENSE	6,800.00	10,377.06	6,700.00	3,739.11	13,000.00	3,481.35	13,000.00	10,000.00
<u>01-04-5-04-07014-GM</u>	PUBLIC INFORMATION	58,500.00	54,464.78	69,240.00	72,952.37	74,805.00	48,405.96	74,805.00	76,000.00
<u>01-04-5-04-07016-EXA</u>	MEMBERSHIP, DUES & SUBSCRIPT	26,000.00	25,871.70	27,000.00	28,188.16	37,792.00	38,674.05	37,792.00	33,573.00
<u>01-04-5-04-07020-GM</u>	WATER CONSERVATION EXPENSE	44,100.00	48,096.96	24,000.00	11,400.30	30,000.00	6,309.74	16,000.00	15,000.00
<u>01-04-5-04-07025-GM</u>	LEGAL SERVICES - NON-PERSON...	80,000.00	55,884.95	80,000.00	52,600.30	85,000.00	62,596.27	85,000.00	65,000.00
<u>01-04-5-04-07050-GM</u>	ADMINISTRATION - OTHER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-04-5-04-07218-GM</u>	SAFETY EXPENSE (EQUIP & SUPPL..	32,953.00	17,178.63	15,000.00	4,460.68	20,000.00	1,080.45	20,000.00	10,000.00
<u>01-04-5-04-07219-GM</u>	EMERGENCY PREPAREDNESS	5,000.00	0.00	5,000.00	8,304.48	5,000.00	2,230.80	14,000.00	20,000.00
<u>01-04-5-04-07401-AGM</u>	PROPERTY INSURANCE & RISK M...	70,000.00	67,312.25	72,800.00	69,219.28	72,800.00	34,341.09	72,800.00	88,000.00
<u>01-04-5-04-98001-FI</u>	EE BENEFITS ALLOCATED	173,610.96	126,358.57	224,458.68	228,687.75	238,316.89	176,326.45	238,316.89	269,369.61
<u>01-04-5-04-98003-FI</u>	OFFICE EXPENSE ALLOCATED	125,473.14	126,510.52	128,678.05	131,758.77	128,870.13	96,481.58	129,952.81	135,866.69
<b>Program: 04 - ** ADMINISTRATION ** Total:</b>		<b>967,019.50</b>	<b>831,815.91</b>	<b>1,025,752.13</b>	<b>1,034,414.47</b>	<b>1,130,422.56</b>	<b>742,538.69</b>	<b>1,126,505.24</b>	<b>1,178,020.74</b>

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<b>Program: 05 - ** DEVELOPMENT &amp; ENGINEERING **</b>									
<u>01-05-5-05-01109-FI</u>	DEVELOPMENT SALARY	78,510.00	96,559.09	82,963.92	104,685.43	95,973.00	47,523.83	95,973.00	69,403.00
<u>01-05-5-05-02305-ENG</u>	MAPS/DRAFTING SUPPLIES	1,170.00	1,308.28	1,215.80	1,924.66	3,130.41	1,912.10	3,130.41	4,500.00
<u>01-05-5-05-04006-FID</u>	PLAN CHECK / INSPECTION (CUS...	0.00	25,365.44	0.00	7,378.19	0.00	2,672.19	0.00	0.00
<u>01-05-5-05-04008-GM</u>	ENGINEERING CONTRACT SERVI...	53,600.00	20,502.85	45,000.00	34,240.99	24,750.00	10,171.39	24,750.00	25,000.00
<u>01-05-5-05-04013-ENG</u>	DEVELOPMENT - OTHER	0.00	0.00	0.00	0.00	2,869.59	0.00	2,869.59	13,750.00
<u>01-05-5-05-98001-FI</u>	EE BENEFITS ALLOCATED	51,315.71	37,348.90	64,730.70	65,950.31	70,334.55	52,039.28	70,334.55	46,825.23
<u>01-05-5-05-98003-FI</u>	OFFICE EXPENSE ALLOCATED	37,123.31	37,430.22	38,071.53	38,983.02	38,008.99	28,456.31	38,220.21	23,604.92
<b>Program: 05 - ** DEVELOPMENT &amp; ENGINEERING ** Total:</b>		<b>221,719.02</b>	<b>218,514.78</b>	<b>231,981.95</b>	<b>253,162.60</b>	<b>235,066.54</b>	<b>142,775.10</b>	<b>235,277.76</b>	<b>183,083.15</b>
<b>Program: 06 - ** FINANCE **</b>									
<u>01-06-5-06-01101-FI</u>	FINANCE SALARY	215,717.00	196,558.57	248,876.00	203,836.24	241,817.90	178,333.76	241,817.90	263,826.00
<u>01-06-5-06-04009-AGM</u>	ACCOUNTING/AUDIT SERVICES	24,600.00	24,800.00	24,600.00	23,830.00	24,975.00	10,745.00	24,975.00	24,825.00
<u>01-06-5-06-07001-AGM</u>	FINANCE - OTHER	21,475.00	22,912.99	22,315.00	22,662.95	21,600.00	12,892.05	21,600.00	26,857.00
<u>01-06-5-06-98001-FI</u>	EE BENEFITS ALLOCATED	124,882.60	90,892.80	157,408.28	160,374.05	181,814.80	134,521.56	181,814.80	177,836.25
<u>01-06-5-06-98003-FI</u>	OFFICE EXPENSE ALLOCATED	90,199.93	90,945.68	92,503.86	94,718.54	98,299.10	73,593.89	99,091.89	89,698.71
<b>Program: 06 - ** FINANCE ** Total:</b>		<b>476,874.53</b>	<b>426,110.04</b>	<b>545,703.14</b>	<b>505,421.78</b>	<b>568,506.80</b>	<b>410,086.26</b>	<b>569,299.59</b>	<b>583,042.96</b>
<b>Program: 07 - ** HUMAN RESOURCES **</b>									
<u>01-07-5-07-01102-FI</u>	PERSONNEL SALARY	37,082.00	32,867.77	40,745.00	35,820.63	39,466.00	41,506.34	39,466.00	82,816.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

								PROPOSED Budget(s)	
		2016-2017	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2018-2019	2019-2020
		Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	18-19 MID	19-20 PROP
<b>Expense</b>									
<u>01-07-5-07-01105-HR</u>	AWARDS SALARY/LEAVE	0.00	0.00	0.00	0.00	2,500.00	0.00	2,500.00	2,500.00
<u>01-07-5-07-01215-HR</u>	EMPLOYEE TRAINING	18,000.00	17,221.52	24,598.00	23,603.09	22,500.00	9,453.17	22,500.00	30,000.00
<u>01-07-5-07-01217-HR</u>	EMPLOYEE EDUCATION	0.00	0.00	0.00	0.00	12,000.00	1,238.65	12,000.00	6,000.00
<u>01-07-5-07-01905-HR</u>	EMPLOYMENT RECRUITING EXP...	5,000.00	5,558.36	5,000.00	3,754.76	6,000.00	3,516.70	6,000.00	6,000.00
<u>01-07-5-07-01910-HR</u>	LABOR LEGAL FEES	60,000.00	70,038.20	30,000.00	26,330.90	30,000.00	50,243.57	30,000.00	70,000.00
<u>01-07-5-07-01915-HR</u>	PERSONNEL - OTHER	10,300.00	7,627.80	10,440.00	3,186.57	14,720.00	560.59	14,720.00	20,000.00
<u>01-07-5-07-01920-HR</u>	AWARDS GIFTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00
<u>01-07-5-07-98001-FI</u>	EE BENEFITS ALLOCATED	9,314.45	6,779.29	17,673.91	18,006.89	28,016.58	20,728.99	28,016.58	55,791.76
<u>01-07-5-07-98003-FI</u>	OFFICE EXPENSE ALLOCATED	6,733.15	6,788.83	6,905.13	7,070.47	15,170.82	11,357.98	15,355.24	28,163.12
<b>Program: 07 - ** HUMAN RESOURCES ** Total:</b>		<b>146,429.60</b>	<b>146,881.77</b>	<b>135,362.04</b>	<b>117,773.31</b>	<b>170,373.40</b>	<b>138,605.99</b>	<b>170,557.82</b>	<b>303,770.88</b>
<b>Program: 09 - ** BONDS, LOANS &amp; STANDBY **</b>									
<u>01-09-5-09-08115-FI</u>	CMM PRINCIPLE	102,000.00	0.00	107,000.00	0.00	111,000.00	111,000.00	111,000.00	116,000.00
<u>01-09-5-09-08120-FI</u>	MORONGO BASIN PIPELINE	219,898.26	219,898.00	219,594.51	219,594.00	219,881.25	0.00	219,881.25	220,033.26
<u>01-09-5-09-08125-FIO</u>	CHROM 6 LOAN PRINCIPLE	0.00	0.00	0.00	0.00	18,800.00	0.00	18,800.00	18,800.00
<u>01-09-5-09-08130-FI</u>	(CIRP) MUNICIPAL FINANCE LOA...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	152,005.90
<u>01-09-5-09-08215-FI</u>	INTEREST EXPENSE - CMM	140,760.00	139,204.70	136,057.50	134,427.20	133,152.50	131,127.20	133,152.50	126,045.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

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								2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<u>01-09-5-09-08220-FI</u>	INTEREST EXPENSE MUNICIPAL F...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	115,885.00
<u>01-09-5-09-08315-FI</u>	ID #2 BONDS COLLECTION CHAR...	0.00	2.91	0.00	0.14	0.00	0.24	0.00	0.00
<u>01-09-5-09-08320-FI</u>	GENERAL TAX COLLECTION CHA...	628.00	1,067.72	653.00	1,103.93	910.00	724.18	910.00	1,200.00
<u>01-09-5-09-08325-FI</u>	ADMINISTRATION - CMM	9,903.00	10,389.48	10,299.00	11,142.11	10,000.00	8,284.28	10,000.00	11,500.00
<u>01-09-5-09-08330-AGM</u>	STANDBY ADMINISTRATION	0.00	0.00	0.00	0.00	45,000.00	0.00	45,000.00	20,250.00
<u>01-09-5-09-08340-FI</u>	(CIRP) MUNICIPAL FINANCE LOA...	0.00	0.00	0.00	0.00	0.00	10,000.00	0.00	0.00
<u>01-09-5-09-09205-FID</u>	MISC NON-OP EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-09-5-09-09210-FID</u>	ALLOWANCES AND ADJUSTMEN...	0.00	49,403.72	0.00	37,596.28	0.00	0.00	0.00	0.00
Program: 09 - ** BONDS, LOANS & STANDBY ** Total:		473,189.26	419,966.53	473,604.01	403,863.66	538,743.75	261,135.90	538,743.75	781,719.16
Program: 12 - ** CAPITAL IMPROVEMENT REPLACEMENT PROGRAM (CIRP)									
<u>01-12-5-12-02213-DWR</u>	CIRP SALARY (incl STBY,CLBK)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	284,167.04
<u>01-12-5-12-02213-DWR</u>	SMALL TOOLS - CIRP	0.00	0.00	0.00	0.00	0.00	0.00	30,000.00	0.00
<u>01-12-5-12-98001-FI</u>	EE BENEFITS ALLOCATED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-12-5-12-98002-FI</u>	FIELD EXPENSES ALLOCATED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62,851.11
<u>01-12-5-12-98777-DWR</u>	WIP SALARY & BENE CLEARING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-267,931.04
Program: 12 - ** CAPITAL IMPROVEMENT REPLACEMENT PROGRAM (C...		0.00	0.00	0.00	0.00	0.00	0.00	30,000.00	79,087.11

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	PROPOSED Budget(s)	
		Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<b>Program: 20 - ** HDMC TREATMENT PLANT (Reimbursable) **</b>									
<u>01-20-5-20-01103-DWR</u>	HDMC: SALARY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-20-5-20-03101-DWR</u>	HDMC: OTHER	39,221.38	39,338.40	66,435.00	50,738.54	40,000.00	23,798.97	40,000.00	40,000.00
<u>01-20-5-20-04100-DWR</u>	HDMC: CONTRACTED OPERATIO...	70,941.47	86,304.34	76,220.00	120,632.88	85,000.00	50,172.48	85,000.00	80,000.00
<u>01-20-5-20-06100-DWR</u>	HDMC: PUMPING POWER	6,434.51	7,252.92	20,600.00	8,643.94	7,500.00	6,973.78	7,500.00	10,000.00
<b>Program: 20 - ** HDMC TREATMENT PLANT (Reimbursable) ** Total:</b>		<b>116,597.36</b>	<b>132,895.66</b>	<b>163,255.00</b>	<b>180,015.36</b>	<b>132,500.00</b>	<b>80,945.23</b>	<b>132,500.00</b>	<b>130,000.00</b>
<b>Program: 42 - ** RESERVE &amp; OTHER FUNDING-OP **</b>									
<u>01-42-5-99-00010-FI</u>	%BUILDING RES (OP Funded)	26,000.00	0.00	27,040.00	0.00	30,000.00	0.00	30,000.00	30,000.00
<u>01-42-5-99-00100-AGM</u>	%EQUIP&TECH RES (OP Funded)	108,160.00	0.00	112,486.00	0.00	170,000.00	0.00	170,000.00	170,000.00
<u>01-42-5-99-00110-FI</u>	=EQUIP&TECH RES (OP Used)	-4,600.00	0.00	0.00	0.00	-15,988.31	0.00	-15,988.31	-34,000.00
<u>01-42-5-99-00150-FI</u>	%METER REPL RES (OP Funded)	0.00	0.00	0.00	0.00	250,000.00	0.00	250,000.00	500,000.00
<u>01-42-5-99-00152-FI</u>	=METER REPL RES (OP Used)	0.00	0.00	0.00	0.00	-250,000.00	0.00	-250,000.00	-366,145.00
<u>01-42-5-99-00250-FI</u>	%STUDIES/REPORTS RES (OP Fun...	0.00	0.00	0.00	0.00	50,000.00	0.00	50,000.00	50,000.00
<u>01-42-5-99-00252-FIC</u>	=STUDIES/REPORTS RES (OP Use...	0.00	0.00	0.00	0.00	-4,800.00	0.00	0.00	0.00
<b>Program: 42 - ** RESERVE &amp; OTHER FUNDING-OP ** Total:</b>		<b>129,560.00</b>	<b>0.00</b>	<b>139,526.00</b>	<b>0.00</b>	<b>229,211.69</b>	<b>0.00</b>	<b>234,011.69</b>	<b>349,855.00</b>
<b>Program: 51 - ** BENEFITS ALLOCATED TO DEPTS **</b>									
<u>01-51-5-51-01211-FI</u>	COMPENSATED LEAVE	217,110.00	240,777.25	238,825.00	296,214.22	250,681.00	251,005.73	250,681.00	329,307.00
<u>01-51-5-51-01216-FI</u>	CAFETERIA PLAN EXPENSE	287,800.00	237,585.71	448,800.00	412,554.94	562,650.00	323,176.48	562,650.00	610,200.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<u>01-51-5-51-01220-FI</u>	GROUP INSURANCE EXPENSE	11,555.00	10,815.19	11,555.00	12,519.65	15,608.63	9,354.11	15,608.63	10,085.00
<u>01-51-5-51-01225-FI</u>	WORKERS COMPENSATION INSU...	55,378.00	35,726.12	64,927.00	36,690.65	58,759.00	20,131.53	58,759.00	46,504.00
<u>01-51-5-51-01230-FI</u>	RETIREMENT: PERS Classic 2%@...	136,097.47	-67,350.51	159,588.00	185,217.23	208,173.34	120,622.95	208,173.34	201,648.00
<u>01-51-5-51-01231-FI</u>	RETIREMENT: PERS Tier 2 2%@62	18,248.33	22,552.49	19,802.55	24,258.04	23,376.46	18,733.66	23,376.46	25,101.00
<u>01-51-5-51-01232-FI</u>	RETIREMENT: PERS - TEMP	2,808.11	1,535.44	2,795.95	1,895.79	5,645.00	0.00	5,645.00	2,717.50
<u>01-51-5-51-01233-FI</u>	RETIREMENT - 457 CONTRIBUTI...	9,675.00	3,101.95	15,050.00	5,297.25	10,000.00	3,526.77	10,000.00	20,300.00
<u>01-51-5-51-01305-FI</u>	PAYROLL TAXES	123,777.00	142,969.07	143,276.00	150,784.09	174,298.00	120,770.25	174,298.00	160,248.00
<u>01-51-5-51-98000-FI</u>	ALLOCATED EXPENSES - BENEFITS	-862,448.91	-627,712.71	-1,104,619.50	-1,125,431.86	-1,172,242.43	-867,321.48	-1,172,242.43	-1,245,351.87
<u>01-51-5-51-98050-FI</u>	WIP CLEARING (BENE IN WIP)	0.00	0.00	0.00	0.00	-136,949.00	0.00	-136,949.00	-160,758.63
Program: 51 - ** BENEFITS ALLOCATED TO DEPTS ** Total:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Program: 52 - ** FIELD ALLOCATED TO DEPTS **									
<u>01-52-5-52-01240-D/P</u>	UNIFORMS (FIELD)	9,000.00	5,891.18	8,800.00	6,916.67	13,600.00	6,228.00	13,600.00	13,600.00
<u>01-52-5-52-02206-D/P</u>	SHOP EXPENSE - COMBINED	13,866.12	16,034.61	15,100.00	23,340.72	20,568.08	23,137.74	20,568.08	15,000.00
<u>01-52-5-52-02209-EXA</u>	SHOP OFFICE SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,000.00
<u>01-52-5-52-02212-D/P</u>	SMALL TOOLS - COMBINED & RE...	2,954.69	9,569.28	10,800.00	7,932.55	3,500.00	3,865.97	3,500.00	5,150.00
<u>01-52-5-52-03205-D/P</u>	TOOL / EQUIP REPAIR	179.69	1,025.20	0.00	1,995.89	1,650.00	126.72	1,650.00	0.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<u>01-52-5-52-03905-D/P</u>	BUILDING REPAIR/MAINT-SHOP/...	10,469.68	12,650.24	24,100.00	22,294.81	10,000.00	20,273.72	10,000.00	38,000.00
<u>01-52-5-52-04015-EXA</u>	OPS: SOFTWARE,SUPPORT & C...	0.00	0.00	0.00	0.00	42,000.00	37,715.67	42,000.00	80,019.84
<u>01-52-5-52-05005-D/P</u>	FUEL VEHICLES	18,600.00	22,694.68	30,000.00	36,352.19	25,000.00	24,739.68	25,000.00	52,000.00
<u>01-52-5-52-05010-D/P</u>	AUTO EXPENSE - FIELD	13,052.95	20,174.26	25,000.00	12,536.50	20,000.00	8,704.09	20,000.00	15,000.00
<u>01-52-5-52-05015-FI</u>	EQUIPMENT CLEARING (FUEL)	0.00	-147.31	0.00	-428.46	0.00	-27.81	0.00	-31,057.62
<u>01-52-5-52-06305-EXA</u>	COMMUNICATIONS-MOBILE	27,996.84	14,872.39	28,308.84	16,925.55	24,000.00	15,477.29	24,000.00	25,000.00
<u>01-52-5-52-07009-D/P</u>	REGULATORY-PERMITS, FEES, CE...	17,400.00	8,668.12	20,000.00	26,613.76	38,750.00	21,051.57	38,750.00	25,000.00
<u>01-52-5-52-98000-FI</u>	ALLOCATED EXPENSES - FIELD	-113,519.97	-111,432.65	-162,108.84	-154,480.18	-199,068.08	-161,932.16	-199,068.08	-237,712.22
	Program: 52 - ** FIELD ALLOCATED TO DEPTS ** Total:	0.00	0.00	0.00	0.00	0.00	-639.52	0.00	12,000.00
	Program: 53 - ** OFFICE ALLOCATED TO DEPTS **								
<u>01-53-5-53-01405-HR</u>	TEMPORARY LABOR FEES	60,000.00	68,615.48	53,896.92	55,557.98	42,509.86	40,351.44	42,509.86	25,000.00
<u>01-53-5-53-02105-EXA</u>	OFFICE SUPPLIES	47,300.00	36,811.65	48,740.00	63,964.48	35,233.01	20,750.79	35,233.01	20,000.00
<u>01-53-5-53-02107-EXA</u>	OFFICE EQUIP & MAINT.	0.00	0.00	0.00	18.20	23,604.52	15,821.78	23,604.52	14,011.16
<u>01-53-5-53-02110-EXA</u>	POSTAGE	29,309.00	30,155.69	30,481.00	30,432.72	35,152.00	19,286.53	35,152.00	41,152.00
<u>01-53-5-53-03906-EXA</u>	BUILDING REPAIR/MAINT - OFFI...	18,486.00	23,308.40	20,000.00	19,144.67	20,000.00	20,530.50	20,000.00	24,159.00
<u>01-53-5-53-04015-EXA</u>	ADMIN: COMPUTER SOFTWARE ...	80,000.00	84,446.02	86,995.00	84,106.99	100,190.40	73,335.36	100,190.40	117,320.00

\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>									
<u>01-53-5-53-05010-AGM</u>	AUTO EXPENSE - OFFICE	5,714.00	4,928.39	5,943.00	5,041.40	5,943.00	3,319.67	5,943.00	5,943.00
<u>01-53-5-53-06205-EXA</u>	TELEPHONE AND UTILITIES	62,486.00	57,536.92	64,986.00	60,222.27	67,585.00	52,556.39	67,585.00	68,000.00
<u>01-53-5-53-98000-FI</u>	ALLOCATED EXPENSES - OFFICE	-303,295.00	-305,802.55	-311,041.92	-318,488.71	-327,663.69	-245,312.94	-330,217.79	-325,585.16
<b>Program: 53 - ** OFFICE ALLOCATED TO DEPTS ** Total:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,554.10</b>	<b>639.52</b>	<b>0.00</b>	<b>-10,000.00</b>
<b>Expense Total:</b>		<b>5,124,985.77</b>	<b>4,527,017.42</b>	<b>5,484,279.55</b>	<b>4,979,387.15</b>	<b>6,460,727.48</b>	<b>3,955,288.89</b>	<b>7,071,842.48</b>	<b>6,745,490.52</b>
<b>Report Surplus (Deficit):</b>		<b>448,795.79</b>	<b>1,496,419.49</b>	<b>291,019.30</b>	<b>1,703,290.44</b>	<b>230,825.02</b>	<b>1,368,933.52</b>	<b>-380,289.98</b>	<b>470,804.48</b>

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\*Budget Worksheet: OPERATING

For Fiscal: 2018-2019 Period Ending: 03/31/2019

Group Summary

Progra...	2016-2017		2017-2018		2018-2019		Defined Budgets	
	Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Revenue</b>								
40 - ** REVENUES **	5,573,781.56	6,023,436.91	5,775,298.85	6,682,677.59	6,691,552.50	5,324,222.41	6,691,552.50	7,216,295.00
<b>Revenue Total:</b>	<b>5,573,781.56</b>	<b>6,023,436.91</b>	<b>5,775,298.85</b>	<b>6,682,677.59</b>	<b>6,691,552.50</b>	<b>5,324,222.41</b>	<b>6,691,552.50</b>	<b>7,216,295.00</b>
<b>Expense</b>								
01 - ** PRODUCTION **	1,347,888.01	1,226,582.65	1,279,628.50	1,085,251.39	1,647,588.49	1,185,758.74	2,135,588.49	1,341,952.58
02 - ** DISTRIBUTION **	827,037.36	730,625.58	994,092.65	948,012.92	1,023,879.52	662,947.43	1,023,879.52	932,372.03
03 - ** CUSTOMER SERVICE **	418,671.13	393,624.50	495,374.13	451,471.66	781,880.63	330,495.55	875,478.62	880,586.91
04 - ** ADMINISTRATION **	967,019.50	831,815.91	1,025,752.13	1,034,414.47	1,130,422.56	742,538.69	1,126,505.24	1,178,020.74
05 - ** DEVELOPMENT & ENGINEERING **	221,719.02	218,514.78	231,981.95	253,162.60	235,066.54	142,775.10	235,277.76	183,083.15
06 - ** FINANCE **	476,874.53	426,110.04	545,703.14	505,421.78	568,506.80	410,086.26	569,299.59	583,042.96
07 - ** HUMAN RESOURCES **	146,429.60	146,881.77	135,362.04	117,773.31	170,373.40	138,605.99	170,557.82	303,770.88
09 - ** BONDS, LOANS & STANDBY **	473,189.26	419,966.53	473,604.01	403,863.66	538,743.75	261,135.90	538,743.75	781,719.16
12 - ** CAPITAL IMPROVEMENT REPLACEMENT PROGRAM (CIRP)	0.00	0.00	0.00	0.00	0.00	0.00	30,000.00	79,087.11
20 - ** HDMC TREATMENT PLANT (Reimbursable) **	116,597.36	132,895.66	163,255.00	180,015.36	132,500.00	80,945.23	132,500.00	130,000.00
42 - ** RESERVE & OTHER FUNDING-OP **	129,560.00	0.00	139,526.00	0.00	229,211.69	0.00	234,011.69	349,855.00
51 - ** BENEFITS ALLOCATED TO DEPTS **	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
52 - ** FIELD ALLOCATED TO DEPTS **	0.00	0.00	0.00	0.00	0.00	-639.52	0.00	12,000.00
53 - ** OFFICE ALLOCATED TO DEPTS **	0.00	0.00	0.00	0.00	2,554.10	639.52	0.00	-10,000.00
<b>Expense Total:</b>	<b>5,124,985.77</b>	<b>4,527,017.42</b>	<b>5,484,279.55</b>	<b>4,979,387.15</b>	<b>6,460,727.48</b>	<b>3,955,288.89</b>	<b>7,071,842.48</b>	<b>6,745,490.52</b>
<b>Report Surplus (Deficit):</b>	<b>448,795.79</b>	<b>1,496,419.49</b>	<b>291,019.30</b>	<b>1,703,290.44</b>	<b>230,825.02</b>	<b>1,368,933.52</b>	<b>-380,289.98</b>	<b>470,804.48</b>

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**Fund Summary**

Fund	2016-2017		2017-2018		2018-2019		Defined Budgets	
	Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
01 - GENERAL FUND	448,795.79	-1,496,419.49	291,019.30	-1,703,290.44	230,825.02	1,368,933.52	-380,289.98	470,804.48
<b>Report Surplus (Deficit):</b>	<b>448,795.79</b>	<b>1,496,419.49</b>	<b>291,019.30</b>	<b>1,703,290.44</b>	<b>230,825.02</b>	<b>1,368,933.52</b>	<b>-380,289.98</b>	<b>470,804.48</b>

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	2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)		
							2018-2019 18-19 MID	2019-2020 19-20 PROP	
<b>Revenue</b>									
Program: 41 - ** CAPITAL REVENUE **									
<u>01-41-46100-FI</u>		<u>GRANT REVENUE - FEDERAL</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-41-46120-FI</u>		<u>GRANT REVENUE - LOCAL (HDMC)</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>01-41-46410-FI</u>		<u>(CIRP) MUNICIPAL FINANCE LOAN</u>	0.00	0.00	0.00	0.00	567,014.00	645,140.44	
Program: 41 - ** CAPITAL REVENUE ** Total:			0.00	0.00	0.00	0.00	567,014.00	645,140.44	
Program: 4C - ** CHROMIUM REVENUES **									
<u>01-4C-46110-FI</u>		<u>GRANT REVENUE - STATE</u>	150,000.00	189,570.00	350,000.00	126,090.58	0.00	65,000.00	0.00
<u>01-4C-46401-FI</u>		<u>CHROM 6 LOAN PROCEEDS</u>	0.00	0.00	0.00	94,000.00	0.00	0.00	94,000.00
Program: 4C - ** CHROMIUM REVENUES ** Total:			150,000.00	189,570.00	350,000.00	126,090.58	94,000.00	65,000.00	0.00
Total Revenues			150,000.00	189,570.00	350,000.00	126,090.58	94,000.00	65,000.00	567,014.00
Total Expenses			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Total:			150,000.00	189,570.00	350,000.00	126,090.58	94,000.00	65,000.00	567,014.00

\*Budget Worksheet: CAPITAL!

For Fiscal: 2018-2019 Period Ending: 03/31/2019

	2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)		
							2018-2019 18-19 MID	2019-2020 19-20 PROP	
Expense									
Program: 43 - ** <NET REVENUE> / DEFICIT FROM OPERATIONS **									
<u>01-43-5-99-00310-FI</u>								0.00	0.00
								0.00	0.00
Program: 43 - ** <NET REVENUE> / DEFICIT FROM OPERATIONS ** Total:									
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Program: 45 - ** RESERVE & OTHER FUNDING-CAP **									
<u>01-45-5-99-00012-FIC</u>			51,000.00	0.00	50,000.00	0.00	0.00	0.00	-25,000.00
<u>01-45-5-99-00112-FIC</u>			104,110.00	0.00	129,960.20	0.00	0.00	0.00	-202,307.40
<u>01-45-5-99-00251-FIC</u>			0.00	0.00	30,000.00	0.00	0.00	0.00	-37,500.00
<u>01-45-5-99-00305-FIC</u>			0.00	0.00	0.00	0.00	0.00	0.00	-458,307.98
<u>01-45-5-99-00400-FI</u>			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Program: 45 - ** RESERVE & OTHER FUNDING-CAP ** Total:									
	0.00	0.00	-155,110.00	0.00	-209,960.20	0.00	0.00	0.00	-723,115.38
Program: 70 - ** CAPITAL - OPERATIONS **									
<u>01-70-7-70-19204-DWR</u>			0.00	0.00	0.00	0.00	0.00	0.00	15,000.00
<u>01-70-7-70-19205-JC</u>			0.00	0.00	0.00	0.00	0.00	0.00	7,117.00
<u>01-70-7-70-19206-JC</u>			0.00	0.00	0.00	0.00	0.00	0.00	82,662.02
<u>01-70-7-70-19208-RL</u>			0.00	0.00	0.00	0.00	0.00	0.00	44,645.38
<u>01-70-7-70-19209-RL</u>			0.00	0.00	0.00	0.00	0.00	0.00	205,000.00
<u>01-70-7-70-19214-RL</u>			0.00	0.00	0.00	0.00	0.00	0.00	75,000.00
<u>01-70-7-70-19215-GM</u>			0.00	0.00	0.00	0.00	0.00	5,000.00	32,000.00

\*Budget Worksheet: CAPITAL

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
Expense									
<u>01-70-7-70-19219-EXA</u>	<u>CP#19219: ALARM UPGRADES @ SHOP</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,019.99
<u>01-70-7-70-71023-RL</u>	<u>CP#A18014: MOTOR CONTROL CTRL L...</u>	0.00	0.00	0.00	0.00	73,000.00	690.27	0.00	75,000.00
<u>01-70-7-70-71029-RL</u>	<u>~CP#A18035: SCADA IMPR - PH 2</u>	0.00	0.00	0.00	0.00	40,000.00	0.00	40,000.00	0.00
<u>01-70-7-70-71300-RL</u>	<u>~CP#A14002: WELL 14 REHAB</u>	236,722.00	0.00	160,404.00	0.00	0.00	102,312.41	0.00	0.00
<u>01-70-7-70-71303-RL</u>	<u>CP#A18008: CHEMICAL INJECTION TRA...</u>	0.00	0.00	0.00	0.00	0.00	2,830.59	0.00	0.00
<u>01-70-7-70-72326-DWR</u>	<u>~CP#A18032: SHOP REMODEL</u>	0.00	0.00	0.00	0.00	159,506.99	177,154.05	159,506.99	0.00
<u>01-70-7-70-72329-DWR</u>	<u>CP#A18039: 2018 DODGE RAM 5500 C...</u>	0.00	0.00	0.00	0.00	0.00	72,540.37	0.00	0.00
<u>01-70-7-70-74029-EXA</u>	<u>~CP#A18036: OFFICE 365 INST/MIGR</u>	0.00	0.00	0.00	0.00	10,416.00	7,072.50	10,416.00	0.00
<u>01-70-7-70-74031-GM</u>	<u>CP#A18038: EMERGENCY RESPONSE P...</u>	0.00	0.00	0.00	0.00	0.00	11,060.00	0.00	0.00
<u>01-70-7-70-74033-GM</u>	<u>CP#A19002: UPDATE WASTEWATER T...</u>	0.00	0.00	0.00	0.00	10,000.00	0.00	22,000.00	22,000.00
<u>01-70-7-70-75003-ENG</u>	<u>CP#A14020: TECHNOLOGY MASTER PL...</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50,000.00
<u>01-70-7-70-75008-GM</u>	<u>CP#A16017: 19/20 WATER MODEL UP...</u>	0.00	0.00	38,500.00	0.00	0.00	9,777.50	38,000.00	0.00
<u>01-70-7-70-75010-DWR</u>	<u>CP# : STANDARDS &amp; SPECIFICATI...</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,500.00
Program: 70 - ** CAPITAL - OPERATIONS ** Total:		236,722.00	0.00	198,904.00	0.00	292,922.99	383,437.69	274,922.99	629,944.39
Program: 74 - ** CAPITAL - ADMINISTRATION **									
<u>01-74-7-70-19218-EXA</u>	<u>CP#19218: ALARM UPGRADES @ OFFI...</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,170.99

\*Budget Worksheet: CAPITAL

For Fiscal: 2018-2019 Period Ending: 03/31/2019

		2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
								2018-2019 18-19 MID	2019-2020 19-20 PROP
Expense									
<u>01-74-7-70-74013-AGM</u>	<u>CP#A16003: CODIFICATION OF RECOR...</u>	0.00	0.00	0.00	0.00	50,000.00	0.00	0.00	50,000.00
<u>01-74-7-70-74018-DWR</u>	<u>CP#A17003: VULNERABILITY ASSESSM...</u>	0.00	0.00	5,000.00	0.00	0.00	0.00	0.00	0.00
<u>01-74-7-70-74020-AGM</u>	<u>CP # _____ : COST ALLOCATION AUDIT</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,000.00
<u>01-74-7-70-74022-HR</u>	<u>~CP #A18009: C.S. COUNTER ERGONO...</u>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00
<u>01-74-7-70-74024-EXA</u>	<u>~CP #A18010: INTERIOR LIGHTS @ OFF...</u>	0.00	0.00	0.00	0.00	30,000.00	20,572.05	30,000.00	0.00
<u>01-74-7-70-74024-HR</u>	<u>~CP #A18011: STRATEGIC PLAN</u>	0.00	0.00	0.00	0.00	34,000.00	28,058.06	34,000.00	0.00
<u>01-74-7-70-74026-EXA</u>	<u>~CP #A18007: FILESERVER REPLACEM...</u>	0.00	0.00	0.00	0.00	25,960.20	25,838.84	25,960.20	0.00
<u>01-74-7-70-74028-EXA</u>	<u>~CP#18037: REPL COMP FOR GIS</u>	0.00	0.00	0.00	0.00	5,516.95	5,516.95	5,516.95	0.00
<u>01-74-7-70-74032-GM</u>	<u>CP#A19001: DISTRICTING 2019</u>	0.00	0.00	0.00	0.00	70,000.00	3,007.52	70,000.00	0.00
Program: 74 - ** CAPITAL - ADMINISTRATION ** Total:		0.00	0.00	5,000.00	0.00	215,477.15	82,993.42	165,477.15	93,170.99
Program: 7C - ** CHROMIUM COSTS **									
<u>01-7C-7-70-71003-RL</u>	<u>CP#A14014: CHROMIUM STUDY</u>	150,000.00	0.00	780,624.00	0.00	94,000.00	3,398.61	94,000.00	0.00
Program: 7C - ** CHROMIUM COSTS ** Total:		150,000.00	0.00	780,624.00	0.00	94,000.00	3,398.61	94,000.00	0.00
Program: 80 - ** CAPITAL - CIP TOP PRIORITIES **									
<u>01-80-7-70-72014-JC</u>	<u>CP#A18016: SADDLEBACK-23,370LF M...</u>	0.00	0.00	0.00	0.00	850,684.36	3,250.00	467,014.00	539,280.44
<u>01-80-7-70-72015-JC</u>	<u>CP #A18017: SUNBURST WATERMAIN...</u>	0.00	0.00	0.00	0.00	75,000.00	0.00	0.00	105,860.00

\*Budget Worksheet: CAPITAL

For Fiscal: 2018-2019 Period Ending: 03/31/2019

	2016-2017 Total Budget	2016-2017 Total Activity	2017-2018 Total Budget	2017-2018 Total Activity	2018-2019 Total Budget	2018-2019 YTD Activity	PROPOSED Budget(s)	
							2018-2019 18-19 MID	2019-2020 19-20 PROP
Expense								
<u>01-80-7-70-72322-DWR</u> <u>CP #A18028: ASPHALT SPREADER</u>	0.00	0.00	0.00	0.00	45,000.50	0.00	100,000.00	0.00
Program: 80 - ** CAPITAL - CIP TOP PRIORITIES ** Total:	0.00	0.00	0.00	0.00	970,684.86	3,250.00	567,014.00	645,140.44
Total Revenues	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenses	386,722.00	0.00	829,418.00	0.00	1,363,124.80	473,079.72	1,101,414.14	645,140.44
Expense Total:	386,722.00	0.00	829,418.00	0.00	1,363,124.80	473,079.72	1,101,414.14	645,140.44
Report Surplus (Deficit):	-236,722.00	189,570.00	-479,418.00	126,090.58	-1,269,124.80	-408,079.72	-534,400.14	94,000.00

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Group Summary

Progra...	2016-2017		2017-2018		2018-2019		Defined Budgets	
	Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
Revenue								
41 - ** CAPITAL REVENUE **	0.00	0.00	0.00	0.00	0.00	0.00	567,014.00	645,140.44
4C - ** CHROMIUM REVENUES **	150,000.00	189,570.00	350,000.00	126,090.58	94,000.00	65,000.00	0.00	94,000.00
<b>Total Revenues</b>	<b>150,000.00</b>	<b>189,570.00</b>	<b>350,000.00</b>	<b>126,090.58</b>	<b>94,000.00</b>	<b>65,000.00</b>	<b>567,014.00</b>	<b>739,140.44</b>
<b>Total Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Revenue Total:</b>	<b>150,000.00</b>	<b>189,570.00</b>	<b>350,000.00</b>	<b>126,090.58</b>	<b>94,000.00</b>	<b>65,000.00</b>	<b>567,014.00</b>	<b>739,140.44</b>

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\*Budget Worksheet: CAPITAL\*

For Fiscal: 2018-2019 Period Ending: 03/31/2019

Progra...	2016-2017		2017-2018		2018-2019		Defined Budgets	
	Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
<b>Expense</b>								
43 - ** <NET REVENUE> / DEFICIT FROM OPERATIONS **	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
45 - ** RESERVE & OTHER FUNDING-CAP **	0.00	0.00	-155,110.00	0.00	-209,960.20	0.00	0.00	-723,115.38
70 - ** CAPITAL - OPERATIONS **	236,722.00	0.00	198,904.00	0.00	292,922.99	383,437.69	274,922.99	629,944.39
74 - ** CAPITAL - ADMINISTRATION **	0.00	0.00	5,000.00	0.00	215,477.15	82,993.42	165,477.15	93,170.99
7C - ** CHROMIUM COSTS **	150,000.00	0.00	780,624.00	0.00	94,000.00	3,398.61	94,000.00	0.00
80 - ** CAPITAL - CIP TOP PRIORITIES **	0.00	0.00	0.00	0.00	970,684.86	3,250.00	567,014.00	645,140.44
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Expenses</b>	<b>386,722.00</b>	<b>0.00</b>	<b>829,418.00</b>	<b>0.00</b>	<b>1,363,124.80</b>	<b>473,079.72</b>	<b>1,101,414.14</b>	<b>645,140.44</b>
<b>Expense Total:</b>	<b>386,722.00</b>	<b>0.00</b>	<b>829,418.00</b>	<b>0.00</b>	<b>1,363,124.80</b>	<b>473,079.72</b>	<b>1,101,414.14</b>	<b>645,140.44</b>
<b>Report Surplus (Deficit):</b>	<b>-236,722.00</b>	<b>189,570.00</b>	<b>-479,418.00</b>	<b>126,090.58</b>	<b>-1,269,124.80</b>	<b>-408,079.72</b>	<b>-534,400.14</b>	<b>94,000.00</b>

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**Fund Summary**

Fund	2016-2017		2017-2018		2018-2019		Defined Budgets	
	Total Budget	Total Activity	Total Budget	Total Activity	Total Budget	YTD Activity	2018-2019 18-19 MID	2019-2020 19-20 PROP
01 - GENERAL FUND	-236,722.00	-189,570.00	-479,418.00	-126,090.58	-1,269,124.80	-408,079.72	-534,400.14	94,000.00
<b>Report Surplus (Deficit):</b>	<b>-236,722.00</b>	<b>189,570.00</b>	<b>-479,418.00</b>	<b>126,090.58</b>	<b>-1,269,124.80</b>	<b>-408,079.72</b>	<b>-534,400.14</b>	<b>94,000.00</b>

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