



REGULAR MEETING
BOARD OF DIRECTORS
THURSDAY, SEPTEMBER 27, 2018 – 6:30PM
3 DAIRY LANE, BELMONT CALIFORNIA

AGENDA

1. OPENING

- A. Call to Order
- B. Establishment of Quorum
- C. Pledge of Allegiance

2. PUBLIC COMMENT

Members of the public may address the Board on the Consent Agenda or any item of interest within the jurisdiction of the Board but not on its agenda today. In compliance with the Brown Act, the Board cannot discuss or act on items not on the agenda. Please complete a speaker's form and give it to the District Secretary. Each speaker is limited to three (3) minutes.

3. AGENDA REVIEW: ADDITIONS/DELETIONS AND PULLED CONSENT ITEMS

4. ACKNOWLEDGEMENTS/PRESENTATIONS

- A. Michael Anderson, Operations Supervisor and Project Construction Inspector, and Feraydoon Farsi, EIT, and Project Manager – MPWD FY 2017/2018 CIP Completion
- B. Jonathan Anderson, Water Service Operator – 2nd Place in the First Annual San Mateo & Santa Clara Counties Equipment Rodeo

5. CONSENT AGENDA

All matters on the Consent Agenda are to be approved by one motion. If Directors wish to discuss a consent item other than simple clarifying questions, a request for removal may be made. Such items are pulled for separate discussion and action after the Consent Agenda as a whole is acted upon.

- A. Approve Minutes for the Regular Board Meeting on August 23, 2018
- B. Approve Expenditures from August 15, 2018 through September 20, 2018
- C. Receive FY 2018/2019 MPWD Operating and Capital Budgets Document

6. HEARINGS AND APPEALS

None

**7. MPWD FY 2016-2021 CAPITAL IMPROVEMENT PROGRAM
AND 2016 COP (CERTIFICATES OF PARTICIPATION) FINANCING**

None

8. REGULAR BUSINESS AGENDA

- A. Consider Resolution 2018-19 Ratifying Letter Agreement between the MPWD and MPWD Employees Association for the term October 1, 2018 through September 30, 2023, including the Revised MPWD Compensation Plan, and Revisions to the MPWD Personnel Manual
- B. Consider Resolution 2018-20 Approving Salary Schedules for all MPWD Personnel Classifications, effective October 1, 2018
- C. Progress Report on MPWD 2017-2018 Strategic Plan
- D. Receive BAWSCA Update by Director Louis Vella

9. MANAGER'S AND BOARD REPORTS

- A. General Manager's Report
 - 1. Supplemented by Administrative Services Manager's Report
 - 2. Supplemented by Operations Manager's Report
 - 3. Supplemented by District Engineer's Report
- B. Financial Reports
 - 1. Receive Financial Reports for Month Ended August 31, 2018
 - 2. Receive General Manager's Annual Report for Fiscal Year Ended June 30, 2018
- C. Director Reports

10. COMMUNICATIONS

11. ADJOURNMENT

This agenda was posted at the Mid-Peninsula Water District's office, 3 Dairy Lane, in Belmont, California, and on its website at www.midpeninsulawater.org.

ACCESSIBLE PUBLIC MEETINGS

Upon request, the Mid-Peninsula Water District will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation (including auxiliary aids or services), to enable individuals with disabilities to participate in public meetings. Please contact the District Secretary at (650) 591-8941 to request specific materials and preferred alternative format or auxiliary aid or service at least 48 hours before the meeting.

Next Board Meeting: Thursday, October 25, 2018, at 6:30PM

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REGULAR MEETING
OF THE BOARD OF DIRECTORS
OF THE MID-PENINSULA WATER DISTRICT

August 23, 2018
Belmont, California

1. OPENING

A. Call to Order:

The regular meeting of the Mid-Peninsula Water District Board of Directors was called to order by President Warden at 6:30PM.

B. Establishment of Quorum:

PRESENT: Directors Warden, Stuebing, Zucca and Linvill.

Director Vella was absent.

A quorum was present.

ALSO PRESENT: General Manager Tammy Rudock, Operations Manager Rene Ramirez, District Secretary/Administrative Services Manager Candy Pina, District Counsel Julie Sherman and District Treasurer Jeff Ira. District Engineer Joubin Pakpour was absent.

C. Pledge of Allegiance – The Pledge of Allegiance was led by Director Stuebing.

2. PUBLIC COMMENTS

None.

3. AGENDA REVIEW: ADDITIONS/DELETIONS AND PULLED CONSENT ITEMS

None.

4. ACKNOWLEDGEMENTS/PRESENTATIONS

None.

5. CONSENT AGENDA

A. Approve Minutes for the Regular Board Meeting of July 26, 2018

B. Approve Expenditures from July 18, 2018 through August 14, 2018

C. Consider Resolution 2018-16 Establishing the Appropriations Limit Applicable to the MPWD during Fiscal Year 2018/2019

D. Ratify Extension of Letter Agreement Term between the MPWD and MPWD Employees Association through September 30, 2018

Director Stuebing moved to approve the Regular Board Meeting of July 26, 2018 minutes, Expenditures from July 18, 2018 through August 14, 2018, Resolution

2018-16 Establishing the Appropriations Limit Applicable to the MPWD during Fiscal Year 2018/2019 and Extension of Letter Agreement Term between the MPWD and MPWD Employees Association through September 30, 2018. Director Linvill seconded and it was unanimously approved.

6. HEARINGS AND APPEALS

None.

7. MPWD FY 2016-2021 CAPITAL IMPROVEMENT PROGRAM AND 2016 COP (CERTIFICATES OF PARTICIPATION) FINANCING

Operations Manager Ramirez summarized the Water Main Replacement Project completion and formal requirement to file a Notice of Completion at San Mateo County in order to release the retention funds. Director Zucca moved to approve Resolution 2018-17 Accepting as Complete the Water Main Replacement Project (Karen, Mezes, Arthur, South and Folger) and to authorize the Recordation of the project's Notice of Completion, Director Linvill seconded and it was unanimously approved.

8. REGULAR BUSINESS AGENDA

A. Receive Summary Presentation on MPWD 2018 Total Compensation Study by Koff & Associates and Approve Management's Recommendations for MPWD Salary Ranges effective October 1, 2018

General Manager Rudock introduced Alyssa Thompson, Senior Project Manager for Koff & Associates. Ms. Thompson presented a summary of the study's findings, objectives and recommendations.

Director Zucca commented that the objective is to remain competitive with respect to salaries for both new hires and staff retention purposes.

General Manager Rudock explained the MPWD Recommendations Comparison Summary Spreadsheet provided to the Board. Director Linvill asked staff why management's salary range recommendation differed from Koff & Associates. General Manager Rudock advised that the slight increase is to ensure that the total compensation for each classification reflected at least market median.

President Warden suggested that management might want to hold off on its proposed recommendations and re-organization, including staffing up, until labor negotiations were concluded. General Manager Rudock commented that recruitments would not happen until after labor negotiations were finished. Directors Warden and Zucca suggested the item might need further discussion next month. General Manager Rudock replied that labor negotiations were on target to be completed by the employee association letter agreement's expiration on September 30th. Director Stuebing mentioned that he preferred we work within the bargaining agreement term. A Special Board meeting was mentioned in case it was needed. District Counsel Sherman will look into and report back to

staff on contract ratification and approval guidelines in the event a special meeting needs to be held to finalize employee negotiations.

B. Receive Final Report on MPWD User Fee Study and Consider Ordinance No. 119 Amending Attachment “A” to the MPWD Water Service Ordinance No. 103 regarding Rates and Charges and specifically Miscellaneous Fees and Charges effective January 1, 2019

General Manager Rudock reported that Dan Bergmann's final report was attached, adding that with regard to the proposed fee schedule, nothing changed from last month's discussion. Ordinance No. 119 included the Attachment “A” to the MPWD Water Service Ordinance No. 103 regarding Rates and Charges and included the entire Miscellaneous Fee Schedule. She further reported that staff and District Counsel will work together over the course of the next few months to revise several sections of the Water Service Ordinance No. 103 to reflect various updated fee schedules.

Director Zucca moved to approve Ordinance No. 119 Amending Attachment “A” regarding Rates and Charges to the MPWD Water Service Ordinance No. 103 and specifically Miscellaneous Fees and Charges effective January 1, 2019, Director Stuebing seconded and it was unanimously approved.

C. Consider Resolution 2018-18 Authorizing the Bay Area Water Supply and Conservation Agency (BAWSCA) to Negotiate with the City and County of San Francisco to Amend the Water Supply Agreement

General Manager Rudock highlighted the potential amendments to the Water Supply Agreement and explained that they will require final approval from the San Francisco Public Utilities Commission (SFPUC) and each member agency. The SFPUC has until December 31, 2018 to approve the amendments and BAWSCA estimated that member agencies would be individually considering the amendments in the first few months of 2019.

Director Stuebing moved to approve Resolution 2018-18 Authorizing the Bay Area Water Supply and Conservation Agency (BAWSCA) to Negotiate with the City and County of San Francisco to Amend the Water Supply Agreement, Director Zucca seconded and it was unanimously approved.

D. Review MPWD Annual Reimbursements Report for Fiscal Year 2017/2018 pursuant to Government Code Section 53065.5

General Manager Rudock gave a brief overview of the report provided. The Board of Directors approved the report with a unanimous voice vote.

E. Annual Review of MPWD Catalog of Enterprise Systems per Senate Bill 272

General Manager Rudock reported that nothing had changed since last year with the systems catalog. The Board of Directors approved the report with a unanimous voice vote.

138 **9. MANAGER AND BOARD REPORTS**

139 **A. General Manager's Report**

140 General Manager Rudock advised there was nothing further to share outside of
141 her written report.

142
143 Director Warden inquired about the status of the happy hydrants policy. General
144 Manager Rudock shared the matter would be addressed by Operations Manager
145 Ramirez and discussed at the next Board strategic planning meeting in January
146 2019.

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148 **1. Supplemented by Administrative Services Manager's Report**

149 Administrative Services Manager Pina reported James Marta & Company,
150 LLC has completed the District's field work for the FYE June 30, 2018
151 financial audit.

152
153 **2. Supplemented by Operations Manager's Report**

154 Operations Manager Ramirez gave a status update on the AMI meter
155 installation program per Vice President Vella's request last month. Director
156 Zucca commented that an industry colleague has some questions about the
157 District's implementation of its AMI system. Staff's contact information was
158 provided and they may reach out to discuss further.

159
160 Operations Manager Ramirez reported that Water Service Operator,
161 Jonathan Anderson, placed second at a Regional Equipment Rodeo
162 sponsored by the Silicon Valley Chapter of the American Public Works
163 Association (APWA) at the Belmont Public Works Corporation Yard, which
164 qualified him to participate in the APWA National Equipment Rodeo
165 scheduled to take place next week at the annual Convention in Kansas City,
166 MO.

167
168 **3. Supplemented by District Engineer's Report**

169 None.

170
171 **B. Financial Reports**

172 **Receive Financial Reports for Month Ended July 31, 2018**

173 Director Warden acknowledged the financial reports for month ending July 31,
174 2018. There were no comments to report.

175
176 **C. Director Reports**

177 Director Stuebing reported that the General Manager's sub-committee has
178 instructed Koff & Associates to conduct a study on housing as a potential
179 executive benefit.

180
181 **10. COMMUNICATIONS**

182 General Manager Rudock reported that a customer recently commented on the
183 MPWD's inactive Facebook page and sent in anonymous written correspondence

questioning the quality and safety of the District's water supply. There is no return address or identity so staff is not able to respond to the customer.

11. CLOSED SESSION

The Board recessed into Closed Session at 7:35PM to discuss one matter.

**A. Conference with Labor Negotiators pursuant to Government Code
§54957.6 Agency Designated Representative: General Manager Tammy
Rudock
Employee Organization: MPWD Employees Association**

The Board came out of Closed Session at 8:31PM. District Counsel reported that no reportable action had been taken.

12. ADJOURNMENT

The meeting was adjourned at 8:32PM.

DISTRICT SECRETARY

APPROVED:

BOARD PRESIDENT

Accounts Payable

Checks by Date - Summary by Check Date

User: candyp
Printed: 9/20/2018 2:41 PM



| Check No | Vendor No | Vendor Name | Check Date | Check Amount |
|----------------------|-----------|-----------------------------|------------|--------------|
| 887 | CALPERS | CALPERS | 08/15/2018 | 8,157.52 |
| 888 | HEALTH EQ | Health Equity | 08/15/2018 | 1,088.13 |
| 889 | ICMA CONT | ICMA contributions | 08/15/2018 | 716.24 |
| 890 | ADPPAYRL | adp | 08/15/2018 | 37,035.87 |
| 891 | ADPPAYRL | adp | 08/15/2018 | 14,395.16 |
| 33846 | ACCELA | ACCELA, INC. #774375 | 08/15/2018 | 3,054.00 |
| 33847 | ANDERSNM | MICHAEL ANDERSON | 08/15/2018 | 140.00 |
| 33848 | ATT60197 | AT&T 60197 | 08/15/2018 | 39.98 |
| 33849 | BPLANDSC | BAY POINTE LANDSCAPE | 08/15/2018 | 3,250.00 |
| 33850 | CGUHLENB | C G UHLENBERG LLP | 08/15/2018 | 1,600.00 |
| 33851 | CARQUEST | CARQUEST AUTO PARTS | 08/15/2018 | 47.42 |
| 33852 | CINTS | CINTAS CORPORATION | 08/15/2018 | 930.14 |
| 33853 | HOMEDPC | HOME DEPOT | 08/15/2018 | 215.23 |
| 33854 | KOFFASSO | KOFF & ASSOCIATES INC | 08/15/2018 | 4,550.00 |
| 33855 | LINCOLNL | LINCOLN LIFE | 08/15/2018 | 200.00 |
| 33856 | LYNGSOMA | LYNGSO GARDEN MATERIAL INC | 08/15/2018 | 44.59 |
| 33857 | MICHAELI | CHRIS MICHAELIS | 08/15/2018 | 313.78 |
| 33858 | OFFICEDE | OFFICE DEPOT, INC. | 08/15/2018 | 204.17 |
| 33859 | OFFICTEM | OFFICE TEAM | 08/15/2018 | 1,056.00 |
| 33860 | PACOFFIC | PACIFIC OFFICE AUTOMATION | 08/15/2018 | 229.03 |
| 33861 | PACWEST | PACIFIC WEST SECURITY, INC. | 08/15/2018 | 2,055.00 |
| 33862 | PARS | PARS | 08/15/2018 | 300.00 |
| 33863 | PETTYCSH | PETTY CASH | 08/15/2018 | 389.40 |
| 33864 | PG&E | PG&E CFM/PPC DEPT | 08/15/2018 | 599.69 |
| 33865 | PRECISE | PRECISE, INC. | 08/15/2018 | 612.74 |
| 33866 | PUMPREPR | PUMP REPAIR SERVICE CO | 08/15/2018 | 955.00 |
| 33867 | ISRAELSO | ISRAEL SOLER | 08/15/2018 | 400.00 |
| 33868 | UNDSVSAL | UNDERGROUND SERVICE ALERT | 08/15/2018 | 2,003.32 |
| Total for 8/15/2018: | | | | 84,582.41 |
| 882 | CALPERS | CALPERS | 08/17/2018 | 2,814.38 |
| 883 | ICMA CONT | ICMA contributions | 08/17/2018 | 2,073.08 |
| 884 | HEALTH EQ | Health Equity | 08/17/2018 | 200.00 |
| 885 | ADPPAYRL | adp | 08/17/2018 | 10,295.53 |
| 886 | ADPPAYRL | adp | 08/17/2018 | 4,992.09 |
| 919 | DEPOSITE | DEPOSITED ITEM RETN UNPAID | 08/17/2018 | 1,798.49 |
| Total for 8/17/2018: | | | | 22,173.57 |
| 920 | ACHRETN | ACH Returns | 08/22/2018 | 43.46 |
| 33869 | AIRGAS | AIRGAS, LLC | 08/22/2018 | 226.58 |
| 33870 | ATT60197 | AT&T 60197 | 08/22/2018 | 83.03 |
| 33871 | COMCAST | COMCAST | 08/22/2018 | 318.62 |
| 33872 | GLOBALSU | GLOBAL SUN LANDSCAPE | 08/22/2018 | 280.50 |
| 33873 | GRANITE | GRANITE ROCK, INC. | 08/22/2018 | 472.16 |
| 33874 | GUENTHER | CHRIS GUENTHER | 08/22/2018 | 523.84 |

| Check No | Vendor No | Vendor Name | Check Date | Check Amount |
|----------------------|-----------|------------------------------------|------------|--------------|
| 33875 | HOMEDPC | HOME DEPOT | 08/22/2018 | 80.82 |
| 33876 | INTERGAS | Interstate Gas Services, Inc. | 08/22/2018 | 2,200.00 |
| 33877 | KIMBALLM | KIMBALL MIDWEST, INC. | 08/22/2018 | 148.63 |
| 33878 | MATCOTLS | MATCO TOOLS | 08/22/2018 | 1,550.39 |
| 33879 | OFFICTEM | OFFICE TEAM | 08/22/2018 | 1,320.00 |
| 33880 | UB*00208 | LYNN OLSON | 08/22/2018 | 1,109.30 |
| 33881 | PG&E | PG&E CFM/PPC DEPT | 08/22/2018 | 6,587.37 |
| 33882 | PRECISE | PRECISE, INC. | 08/22/2018 | 558.38 |
| 33883 | RANDB | ROBERTS & BRUNE CO. INC. | 08/22/2018 | 2,103.42 |
| 33884 | SCOTSMAN | WILLIAMS SCOTSMAN | 08/22/2018 | 537.91 |
| 33885 | SBRECYCL | SOUTH BAY RECYCLING | 08/22/2018 | 3,000.00 |
| 33887 | UPS | UPS | 08/22/2018 | 49.60 |
| Total for 8/22/2018: | | | | 21,194.01 |
| 914 | ADPPRFEE | ADP Payroll Fees | 08/23/2018 | 291.51 |
| 921 | ACHRETN | ACH Returns | 08/23/2018 | 211.92 |
| Total for 8/23/2018: | | | | 503.43 |
| 1062 | HYDROENC | HYDROSCIENCE ENGINEERS INC. | 08/26/2018 | 7,487.90 |
| 1063 | VALICOOP | VALI COOPER & ASSOCIATES, INC. | 08/26/2018 | 4,320.00 |
| Total for 8/26/2018: | | | | 11,807.90 |
| 33888 | ACCELA | ACCELA, INC. #774375 | 08/27/2018 | 32,844.39 |
| 33889 | AIRGAS | AIRGAS, LLC | 08/27/2018 | 137.82 |
| 33890 | ATT60197 | AT&T 60197 | 08/27/2018 | 42.39 |
| 33891 | CINTS | CINTAS CORPORATION | 08/27/2018 | 930.14 |
| 33892 | COMCAST | COMCAST | 08/27/2018 | 262.94 |
| 33893 | COMCASTB | COMCAST BUSINESS | 08/27/2018 | 629.92 |
| 33894 | GRAINGER | GRAINGER | 08/27/2018 | 439.94 |
| 33895 | GRANITE | GRANITE ROCK, INC. | 08/27/2018 | 619.16 |
| 33896 | HANSONBR | HANSON, BRIDGETT | 08/27/2018 | 6,018.00 |
| 33897 | HASSETTH | HASSETT HARDWARE | 08/27/2018 | 4.25 |
| 33898 | HOMEDPC | HOME DEPOT | 08/27/2018 | 203.96 |
| 33899 | INTERGAS | Interstate Gas Services, Inc. | 08/27/2018 | 4,400.00 |
| 33900 | KIMBALLM | KIMBALL MIDWEST, INC. | 08/27/2018 | 83.68 |
| 33901 | MOSSRUBB | MOSS RUBBER & EQUIPMENT CORP | 08/27/2018 | 54.90 |
| 33902 | PG&E | PG&E CFM/PPC DEPT | 08/27/2018 | 13,251.13 |
| 33903 | ERECTION | R&S ERECTION OF SAN MATEO | 08/27/2018 | 925.00 |
| 33904 | RMICONTR | RMI MECHANICAL CONTRACTOR, INC. | 08/27/2018 | 496.00 |
| 33905 | RANDB | ROBERTS & BRUNE CO. INC. | 08/27/2018 | 1,946.53 |
| 33906 | SFWATER | SAN FRANCISCO WATER DEPT | 08/27/2018 | 558,051.70 |
| 33907 | STANDINS | STANDARD INSURANCE COMPANY | 08/27/2018 | 2,271.24 |
| 33908 | STEPFORD | STEPFORD BUSINESS, INC. | 08/27/2018 | 2,841.56 |
| 33909 | VALLEYOL | VALLEY OIL COMPANY | 08/27/2018 | 2,152.37 |
| Total for 8/27/2018: | | | | 628,607.02 |
| 33910 | PARSPRSP | U.S. Bank PARS ACCOUNT #6746050100 | 08/28/2018 | 400,000.00 |
| Total for 8/28/2018: | | | | 400,000.00 |
| 895 | CALPERS | CALPERS | 08/31/2018 | 2,814.38 |
| 896 | HEALTHQ | Health Equity | 08/31/2018 | 200.00 |

| Check No | Vendor No | Vendor Name | Check Date | Check Amount |
|----------------------|-----------|-----------------------------------|------------|--------------|
| 897 | ICMACONT | ICMA contributions | 08/31/2018 | 2,073.08 |
| 898 | ADPPAYRL | adp | 08/31/2018 | 10,388.51 |
| 899 | ADPPAYRL | adp | 08/31/2018 | 5,063.58 |
| 900 | CALPERS | CALPERS | 08/31/2018 | 7,821.75 |
| 901 | CALPERS | CALPERS | 08/31/2018 | 350.00 |
| 902 | HEALTHEQ | Health Equity | 08/31/2018 | 1,032.08 |
| 903 | ICMACONT | ICMA contributions | 08/31/2018 | 716.24 |
| 904 | ADPPAYRL | adp | 08/31/2018 | 36,843.88 |
| 905 | ADPPAYRL | adp | 08/31/2018 | 14,370.09 |
| 907 | CALPERS | CALPERS | 08/31/2018 | 261.79 |
| Total for 8/31/2018: | | | | 81,935.38 |
| 892 | WFBUSCAR | WELLS FARGO BUSINESS CARD | 09/05/2018 | 3,450.57 |
| 893 | WFBUSCAR | WELLS FARGO BUSINESS CARD | 09/05/2018 | 1,390.94 |
| 894 | WFBUSCAR | WELLS FARGO BUSINESS CARD | 09/05/2018 | 739.97 |
| 33911 | ATT60197 | AT&T 60197 | 09/05/2018 | 1,187.16 |
| 33912 | BELCHAME | BELMONT CHAMBER OF COMMERCE | 09/05/2018 | 393.00 |
| 33913 | CHBULLTO | CHBULL TOOLS & EQUIPMENT | 09/05/2018 | 479.83 |
| 33914 | DAVIDSON | JOHN T. DAVIDSON OR DBA JRocket77 | 09/05/2018 | 4,325.00 |
| 33915 | DEMSEYFI | DEMSEY, FILLIGER & ASSOCIATES, L | 09/05/2018 | 750.00 |
| 33916 | DITWITWT | DITCH WITCH WEST | 09/05/2018 | 304.17 |
| 33917 | UB*00209 | DENISE FOURNIER | 09/05/2018 | 72.03 |
| 33918 | GSFLOWM | GOLDEN STATE FLOW MEASUREMEN | 09/05/2018 | 5,242.91 |
| 33919 | GRANITE | GRANITE ROCK, INC. | 09/05/2018 | 388.65 |
| 33920 | HIA | HARBOR INDUSTRIAL ASSOCIATION | 09/05/2018 | 600.00 |
| 33921 | HASSETTH | HASSETT HARDWARE | 09/05/2018 | 20.19 |
| 33922 | HOMEDEPC | HOME DEPOT | 09/05/2018 | 70.73 |
| 33923 | JAMESMAR | JAMES MARTA & COMPANY | 09/05/2018 | 12,000.00 |
| 33924 | LINCOLNL | LINCOLN LIFE | 09/05/2018 | 200.00 |
| 33925 | LYNGSOMA | LYNGSO GARDEN MATERIAL INC | 09/05/2018 | 1,602.34 |
| 33926 | M&MBACK | M&M BACKFLOW & METER MAINTEN | 09/05/2018 | 1,338.34 |
| 33927 | MHN | MHN | 09/05/2018 | 45.54 |
| 33928 | OFFICTEM | OFFICE TEAM | 09/05/2018 | 2,293.50 |
| 33929 | PG&E | PG&E CFM/PPC DEPT | 09/05/2018 | 3,145.51 |
| 33930 | PINA | CANDY PINA | 09/05/2018 | 50.00 |
| 33931 | PRIORTY | PRIORITY 1 PUBLIC SAFETY EQUIPMI | 09/05/2018 | 3,418.01 |
| 33932 | RANDB | ROBERTS & BRUNE CO. INC. | 09/05/2018 | 1,118.20 |
| 33933 | SMENVIRN | SAN MATEO CO. ENVIRO. HEALTH | 09/05/2018 | 283.00 |
| 33934 | UPS | UPS | 09/05/2018 | 47.01 |
| 33935 | VANGUARE | VANGUARD CLEANING SYSTEMS, INC | 09/05/2018 | 385.00 |
| 33936 | VERIZON | VERIZON WIRELESS | 09/05/2018 | 889.74 |
| Total for 9/5/2018: | | | | 46,231.34 |
| 33937 | ACCELA | ACCELA, INC. #774375 | 09/13/2018 | 3,140.00 |
| 33938 | ACWA5661 | ACWA JPIA | 09/13/2018 | 44,255.71 |
| 33939 | ATT60197 | AT&T 60197 | 09/13/2018 | 41.22 |
| 33940 | BPLANDSC | BAY POINTE LANDSCAPE | 09/13/2018 | 5,125.00 |
| 33941 | CGUHLENB | C G UHLENBERG LLP | 09/13/2018 | 1,600.00 |
| 33942 | CINTS | CINTAS CORPORATION | 09/13/2018 | 476.44 |
| 33943 | KELLYMOR | KELLY-MOORE PAINT CO | 09/13/2018 | 166.78 |
| 33944 | LINCOLNL | LINCOLN LIFE | 09/13/2018 | 200.00 |
| 33945 | OFFICEDE | OFFICE DEPOT, INC. | 09/13/2018 | 1,029.58 |
| 33946 | OFFICTEM | OFFICE TEAM | 09/13/2018 | 1,056.00 |
| 33947 | PAKPOUR | PAKPOUR CONSULTING GROUP, INC | 09/13/2018 | 9,933.01 |
| 33948 | PENINSUL | PENINSULA PROPERTY GROUP | 09/13/2018 | 400.00 |

| Check No | Vendor No | Vendor Name | Check Date | Check Amount |
|----------------------|-----------|-----------------------------------|------------|--------------|
| 33949 | PRECISE | PRECISE, INC. | 09/13/2018 | 6,080.35 |
| 33950 | REDWING | RED WING SHOE STORE, INC. | 09/13/2018 | 1,730.84 |
| Total for 9/13/2018: | | | | 75,234.93 |
| 922 | calpers | CALPERS | 09/14/2018 | 8,120.82 |
| 923 | HEALTHERQ | Health Equity | 09/14/2018 | 988.13 |
| 924 | ICMACONT | ICMA contributions | 09/14/2018 | 746.74 |
| 925 | ADPPAYRL | adp | 09/14/2018 | 36,022.83 |
| 926 | ADPPAYRL | adp | 09/14/2018 | 14,311.81 |
| 927 | CALPERS | CALPERS | 09/14/2018 | 2,814.38 |
| 928 | HEALTHERQ | Health Equity | 09/14/2018 | 200.00 |
| 929 | ICMACONT | ICMA contributions | 09/14/2018 | 2,073.08 |
| 930 | ADPPAYRL | adp | 09/14/2018 | 10,286.53 |
| 931 | ADPPAYRL | adp | 09/14/2018 | 4,991.08 |
| Total for 9/14/2018: | | | | 80,555.40 |
| 33953 | UB*00213 | ALTEN CONSTRUCTION | 09/20/2018 | 1,292.48 |
| 33954 | UB*00210 | JULIEN BOEDER | 09/20/2018 | 9.74 |
| 33955 | UB*00220 | LAURA BURKARD | 09/20/2018 | 9.29 |
| 33956 | UB*00227 | SAMIR BUSTAMI | 09/20/2018 | 5.93 |
| 33957 | UB*00225 | KEVIN CARNEY | 09/20/2018 | 18.58 |
| 33958 | UB*00223 | CASCADE DRILLING | 09/20/2018 | 1,406.15 |
| 33959 | UB*00236 | CASCADE DRILLING | 09/20/2018 | 1,458.26 |
| 33960 | UB*00193 | MENLO FUNDING CORP | 09/20/2018 | 67.80 |
| 33961 | UB*00214 | DENNIS COVE | 09/20/2018 | 23.80 |
| 33962 | UB*00232 | JONATHAN CURREY | 09/20/2018 | 155.54 |
| 33963 | UB*00152 | DAVID DANG | 09/20/2018 | 79.58 |
| 33964 | UB*00224 | CHERIE DANTONE | 09/20/2018 | 123.84 |
| 33965 | UB*00211 | VARTKAIS DERMENJIAN | 09/20/2018 | 12.00 |
| 33966 | UB*00237 | ALYONA DOUBROVINA | 09/20/2018 | 151.28 |
| 33967 | UB*00230 | CHARLES FUERY | 09/20/2018 | 17.80 |
| 33968 | UB*00229 | HILLSIDE DRILLING INC. | 09/20/2018 | 1,446.43 |
| 33969 | UB*00235 | KRIS KNIGHT | 09/20/2018 | 103.36 |
| 33970 | UB*00215 | LAURIE KRASSILNIKOFF | 09/20/2018 | 84.56 |
| 33971 | UB*00228 | CHUNG PAK LAI | 09/20/2018 | 29.16 |
| 33972 | UB*00212 | ABRAHAN LEE | 09/20/2018 | 68.64 |
| 33973 | UB*00115 | NANDITA MANTENA | 09/20/2018 | 100.00 |
| 33974 | UB*00218 | MARK MARTINHA | 09/20/2018 | 54.20 |
| 33975 | UB*00231 | MICHAEL MASON | 09/20/2018 | 8.16 |
| 33976 | UB*00216 | DAVID MICHELS | 09/20/2018 | 35.24 |
| 33977 | UB*00219 | STACEY MOORE | 09/20/2018 | 51.68 |
| 33978 | UB*00234 | PACIFIC SURFACING, INC. | 09/20/2018 | 1,488.86 |
| 33979 | UB*00217 | FUPENG QIU | 09/20/2018 | 7.36 |
| 33980 | UB*00233 | RGW CONSTRUCTION | 09/20/2018 | 1,366.53 |
| 33981 | UB*00221 | BRUCE SOLOMON | 09/20/2018 | 65.66 |
| 33982 | UB*00226 | MARIA VENTURINO | 09/20/2018 | 182.76 |
| 33983 | AIHARAHO | HOLUTO AIHARA | 09/20/2018 | 596.30 |
| 33984 | AIRGAS | AIRGAS, LLC | 09/20/2018 | 137.82 |
| 33985 | ATT60197 | AT&T 60197 | 09/20/2018 | 81.82 |
| 33986 | BOWENKAI | KATE BOWEN | 09/20/2018 | 596.30 |
| 33987 | COASTBUI | COAST BUILDERS | 09/20/2018 | 596.30 |
| 33988 | COMCAST | COMCAST | 09/20/2018 | 318.62 |
| 33989 | CONTROLF | CONTROL FIRE INC. | 09/20/2018 | 1,040.35 |
| 33990 | DAVIDSON | JOHN T. DAVIDSON OR DBA JRocket77 | 09/20/2018 | 810.76 |
| 33991 | ESRIINC | ESRI INC | 09/20/2018 | 1,046.25 |

| Check No | Vendor No | Vendor Name | Check Date | Check Amount |
|----------------------------|-----------|-------------------------------|------------|--------------|
| 33992 | FASTSIGN | FASTSIGNS | 09/20/2018 | 1,800.79 |
| 33993 | GRAINGER | GRAINGER | 09/20/2018 | 520.19 |
| 33994 | HOMEDPC | HOME DEPOT | 09/20/2018 | 813.40 |
| 33995 | LIMPERKL | PERK LUN LIM | 09/20/2018 | 596.30 |
| 33996 | OFFICTEM | OFFICE TEAM | 09/20/2018 | 1,320.00 |
| 33997 | PACOFFIC | PACIFIC OFFICE AUTOMATION | 09/20/2018 | 371.10 |
| 33998 | PACWEST | PACIFIC WEST SECURITY, INC. | 09/20/2018 | 348.00 |
| 33999 | PARS | PARS | 09/20/2018 | 364.46 |
| 34000 | UB*00222 | JOSEPH QUADRACCIA | 09/20/2018 | 108.28 |
| 34001 | RANDB | ROBERTS & BRUNE CO. INC. | 09/20/2018 | 2,547.36 |
| 34002 | RUDOCK | TAMMY RUDOCK | 09/20/2018 | 185.00 |
| 34003 | SCOTSMAN | WILLIAMS SCOTSMAN | 09/20/2018 | 537.91 |
| 34004 | TSANGVIC | VICKY TSANG | 09/20/2018 | 6,017.38 |
| 34005 | UNLMTOOI | UNLIMITED TOOL & REPAIR, INC. | 09/20/2018 | 46.27 |
| 34006 | VECTORVI | VECTOR VISION PC | 09/20/2018 | 1,400.00 |
| Total for 9/20/2018: | | | | 32,125.63 |
| Report Total (199 checks): | | | | 1,484,951.02 |



MID-PENINSULA WATER DISTRICT

OPERATING AND CAPITAL BUDGETS FISCAL YEAR 2018-2019





MID-PENINSULA WATER DISTRICT

OPERATING AND CAPITAL BUDGETS
FISCAL YEAR 2018-2019



Board of Directors

Dave Warden – President
Louis J. Vella – Vice President
Betty Linvill – Director
Al Stuebing – Director
Matthew P. Zucca – Director

Officers

Tammy Rudock – General Manager
Candy Pina – Administrative Services Manager/District Secretary
Rene Ramirez – Operations Manager
Joan L. Cassman/Julie Sherman, Hanson Bridgett LLP, District Counsel
Joubin Pakpour, PE, Pakpour Consulting Group, District Engineer
Jeff Ira, CPA, District Treasurer



ABOUT MID-PENINSULA WATER DISTRICT

The Mid-Peninsula Water District (MPWD), formerly Belmont County Water District, was formed as a California special district in 1929 from seven (7) independent water distribution systems (including the Spring Valley Water Company), which were united and began functioning as a public utility in 1930. Since its inception, the MPWD has been served by the San Francisco Regional Water System and purchased its entire water supply from San Francisco Water, a service of the San Francisco Public Utilities Commission (SFPUC). Reference www.sfwater.org.

The MPWD supplies water to consumers in an area slightly larger than the city limits of Belmont. Small portions of the service area are within the city limits of San Carlos, Redwood City, and parts of the unincorporated County of San Mateo. The MPWD's service territory covers approximately five (5) square miles and serves approximately 30,000 people. In the event of an emergency the MPWD can serve or be served with inter-ties between neighboring utilities. Presently, the MPWD has one (1) inter-tie with Foster City, two (2) with San Carlos, one (1) with Redwood City and three (3) with San Mateo.

The MPWD is a member of the Bay Area Water Supply and Conservation Agency (BAWSCA), which represents the interests of 26 cities and water districts, and two private utilities that purchase water wholesale from the SFPUC. For complete information about BAWSCA: www.bawasca.org.

GOVERNANCE

Policy development and rates for service are established by five (5) Directors, elected by MPWD ratepayers to serve staggered four-year terms on its governing board.

Officers of the MPWD include the General Manager, District Secretary, District Counsel, District Engineer and District Treasurer.

ORGANIZATIONAL STRUCTURE

The General Manager is appointed by and reports directly to the Board of Directors. Along with the General Manager, the Administrative Services Manager and the new Operations Manager oversee the day-to-day operations of the MPWD.

The Administrative Services Manager serves as the District Secretary and leads the following operations: Administration, Finance and Accounting, Human Resources, and Customer Services. The Operations Manager leads the water system operations, maintenance, and capital project management.

There are a total of 18 permanent positions within the MPWD. Three (3) Water Service Operators were added to the organization in FY 2018/2019 for succession planning and as a result of upcoming employee retirements. One Accountant position was also added and will be a part-time non-benefitted position. For FY 2018/2019 a total of 22 FTEs and 1 PTE positions are funded for MPWD operations. Through attrition the goal is to staff 18 FTEs and 1 PTE positions within the MPWD organization.

The Operations staff totals 16 employees, including the Manager, Field Operations Supervisors, Lead Operators, Water Treatment Operators, and Maintenance Technicians.

The Administrative and Customer Services staff totals four (4) full-time employees and one (1) part-time (non-benefitted) employee, including the Administrative Services Manager, Administrative Specialists, Administrative Assistant, and Accountant.

The MPWD Mission Statement, Vision Statement, and Strategic Goals are reviewed annually in January by the Board of Directors, together with the development of annual Strategic Plan and Board assignments.

MPWD MISSION STATEMENT

The mission of the MPWD is to deliver a safe, high quality, reliable supply of water for current and future generations in a cost effective, environmentally sensitive and efficient manner.

MPWD VISION STATEMENT

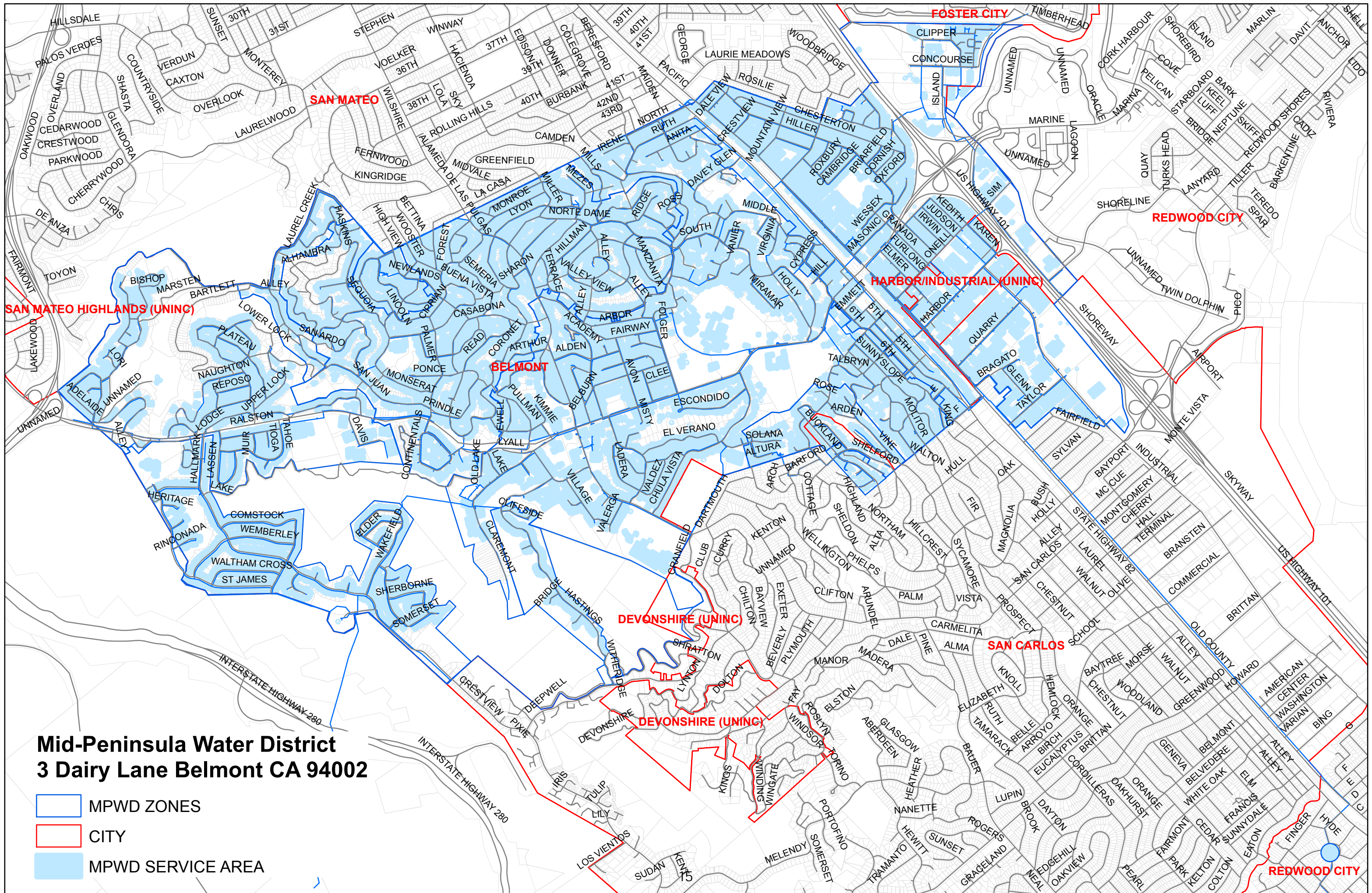
The MPWD strives to be recognized by our ratepayers, the community we serve, and other agencies for our outstanding service and enlightened water conservation programs. We will employ innovative approaches to water and energy sustainability to achieve cutting edge environmental efficiency and a competitive rate structure. We will commit ourselves to provide community information and water education.

MPWD STRATEGIC GOALS

1. To effectively manage the water resources, demands, and infrastructure for the MPWD.
2. To operate the MPWD at the highest level of service to customers at the lowest expense.
3. To develop an environment that fosters open and candid communications with the community, customers, staff, and directors.
4. To keep current with water issues and industry best management standards.

For further information about the MPWD: www.midpeninsulawater.org.

The MPWD Service Map and Organizational Chart to follow:



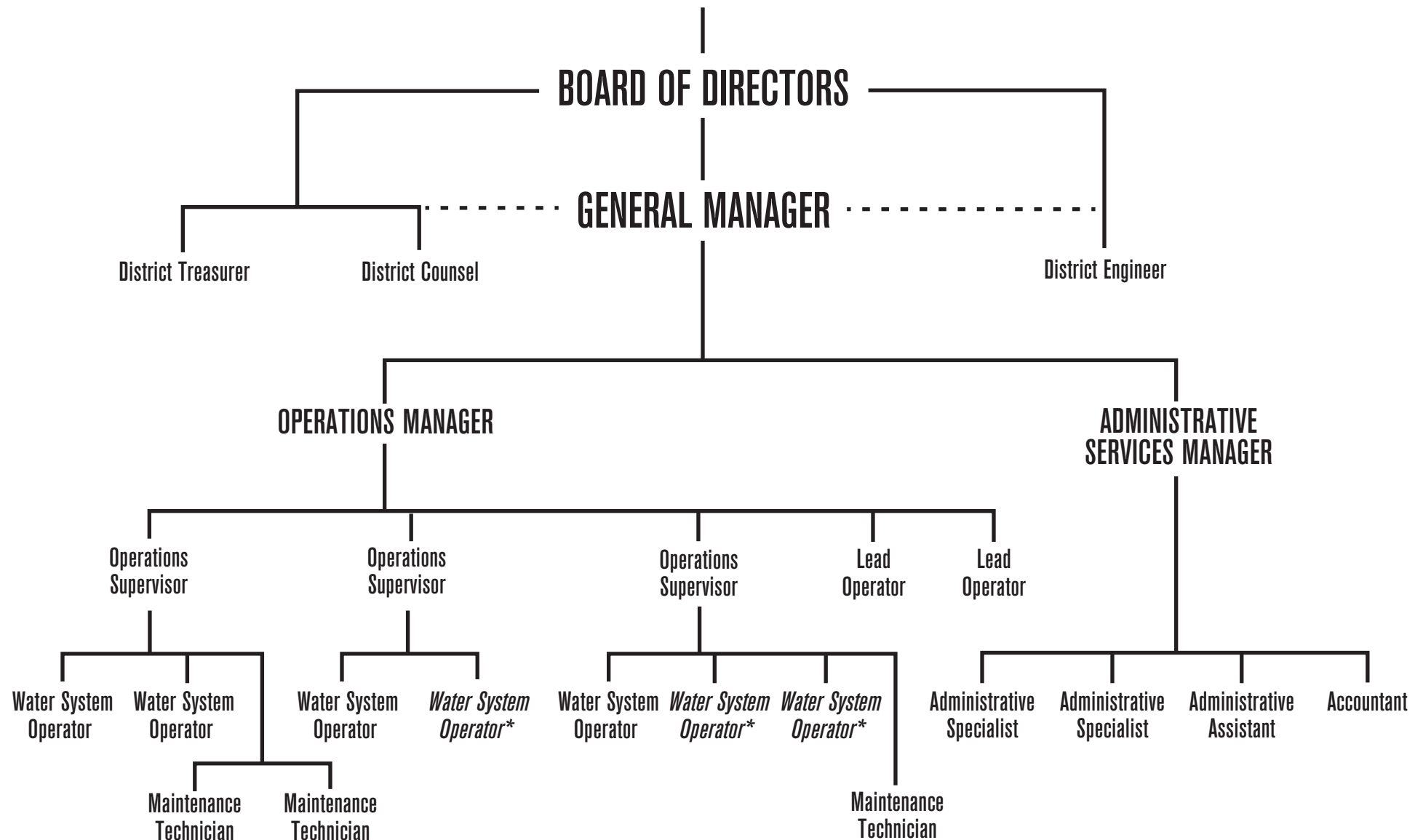
**Mid-Peninsula Water District
3 Dairy Lane Belmont CA 94002**

- MPWD ZONES
- CITY
- MPWD SERVICE AREA



MPWD ORGANIZATIONAL CHART

CUSTOMERS



* These positions are for succession planning.

MPWD BUDGET PROCESS

BUDGET ADMINISTRATION

The MPWD operates on a July 1st to June 30th fiscal year. Each fiscal year, two (2) budgets are developed, an Operating Budget and a Capital Budget.

The Board of Directors begins the budget development process in February or March of each year for a June adoption. The budget documents are discussed during regular Board meetings each month from February through June. Public comment is welcome.

The Operating Budget includes the revenues and expenditures for the day-to-day operations of the MPWD. The Capital Budget includes the capital infrastructure and system projects and outlays.

A mid-year budget review is typically scheduled each year. This process allows for an updated report on the previous 6-month operational and capital activities, and revenue collections and expenditures. Any proposed budgetary adjustments for the remainder of the fiscal year are also considered at this time.

The MPWD's budget format was significantly improved in Fiscal Year (FY) 2012/2013. The Board of Directors and staff wanted a high level of transparency and more user friendly budget documents. A line-by-line operating budget accounting for MPWD revenue and expenditure account items was developed. A capital budget was enhanced to present not only the proposed projects and outlay items but also the revenue sources for them.

Budget documents are posted at the MPWD website: www.midpeninsulawater.org.

CAPITAL IMPROVEMENTS

A Comprehensive System Analysis was completed in 2015, and a total of \$52 million in system capital improvements was prioritized. After a year of discussion during 2016, the Board approved debt financing as the option to expedite approximately \$20 million in deferred and much needed capital improvements.

A 5-year Capital Improvement Program (CIP) for FYs 2016-2021 totaling \$20,045,000 was approved by the Board on May 26, 2016 (per Resolution 2016-06).

The MPWD secured debt financing totaling \$19 million (2016 COP - Certificates of Participation) on December 7, 2016. Quarterly reports on the expenditures have been provided at regular MPWD Board Meetings.

The MPWD also continues to operate on a "pay go" basis for capital outlays and improvements that would not otherwise be funded with the 2016 COP dollars. These outlays and projects are presented to the Board for "pay-go" funding consideration annually during the budget process or on a case-by-case basis as needed.

The MPWD launched its newly redesigned website on August 16, 2017, and has extensively updated the CIP page, including the 2016 COP documents and quarterly reports.

MPWD TIERED RATE STRUCTURE

In June 2015, following completion of a comprehensive water rate study, the MPWD approved new water rates for FYs 2015 through 2019 that provided for a phased approach to raising rates to keep pace with increasing wholesale water and operational costs. The tiered rate model also encourages conservation by increasing unit rates for higher consumption.

The MPWD relies solely on water from the SFPUC, which is in process of completing a \$4.8 billion seismic Water System Improvement Program in 2019 on the Hetch Hetchy regional distribution system. Costs for the capital improvements are passed on through wholesale water prices and the MPWD water rates must be adjusted accordingly. Other factors affecting water rates include conservation impacts and cost of MPWD operations.

The MPWD engages in an array of water conservation programs including Lawn-Be-Gone, HET (High Energy Toilet), and Rain Barrel rebate programs, school conservation programs, and landscape audit programs. More information is available about these programs at the MPWD's website: www.midpeninsulawater.org.

FY 2017/2018 OPERATING BUDGET

| BUDGET CATEGORY | ACTUAL FY 2018/2019 BUDGET | ACTUAL FY 2017/2018 BUDGET | ACTUAL FY 2016/2017 BUDGET |
|------------------------------|---|---|---|
| Total Operating Revenues | \$ 12,992,000 | \$ 12,228,920 | \$ 11,488,120 |
| Total Operating Expenditures | \$ 12,992,000 | \$ 12,710,419 | \$ 10,856,950 |
| Net Transfer to Capital | \$ - | \$ (481,499) | \$ 631,170 |

Here are FY 2018/2019 budget assumptions:

REVENUES

- FY 2018/2019 Water Commodity Charges and Fixed System Charges reflect the approved water rate adjustments (2.8% increase to commodity charges and increases to monthly fixed system charges). The overall rate adjustment was 4.1%, which was less than the 6.0% approved during the Proposition 218 process in 2015. Rates notices were mailing to customers and property owners during the week of May 14th.
- Total Operating Revenues are projected to increase by \$724,280 (6.2%). Besides the projected increases from the water rate adjustments, actual FY 2017/2018 fiscal year water sales indicate that revenues will be higher than projected and nearer the water sales projections reflected in the BWA 2018 Water Rate Update. Also property taxes are likely to increase.
- Development revenues (Water System Capacity Charges and Water Demand Offset Charges) have already been collected by the MPWD and are expected to be recognized next fiscal year.
- Total Non-Operating Revenues are projected to increase by \$38,800 (6.8%) when compared with the projected Total Operating Revenues for FY 2016/2017.

EXPENDITURES

- A 3.5% inflationary factor and 1.5% for potential classification adjustment was applied to Salaries & Wages and Payroll Taxes & Benefits and is projected to cover any wage adjustments that might be needed after the completion of the MPWD's 2018 Total Compensation Study, employee annual merit increases, and the hiring of new employees. The annual average CPI for Urban Wage Earners and Clerical Workers in 2017 was 3.1% per the U.S. Department of Labor, Bureau of Labor Statistics, for the San Francisco-Oakland-Hayward area. For the first two months of 2018, it was 3.8%.
- Salaries & Wages, and Payroll Taxes and Benefits, were increased to cover new hires, including three (3) Water System Operators and a proposed Finance Manager (using mid-salary range as maximum hiring point). Since the budget was approved, staff has recommended an Accountant position not only for added front line accounting responsibilities but for succession planning.
- The SFPUC Treated Water projected expenditure was held steady at the FY 2017/2018 projected expense level since there will be no wholesale customer rate adjustments in FY 2018/2019.
- The majority of operating expenses were held at the budgeted amounts for FY 2017/2018, and a 3.5% inflationary factor was applied to them in FY 2018/2019. The annual average CPI for All Urban Consumers in 2017 was 3.2% per the U.S. Department of Labor, Bureau of Labor Statistics, for the San Francisco-Oakland-Hayward area. For the first two months of 2018, it was 3.6%.
- The MPWD's debt service coverage requirement for the 2016 COPs is 1.3, and per the proposed Operating Budget, it is projected to be 1.89 for FY 2018/2019.

FY 2017/2018 CAPITAL PAY-GO BUDGET

FY 2018/2019 CAPITAL BUDGET

The cash-funded Capital Budget for FY 2018/2019 totals \$1,526,500 and includes the following items:

- Capital Improvement Projects
 - 2017 Joint WMR and Belmont Sewer Rehab (Pay-Go Portion) - \$500,000; and
 - AMI meter change-out program - \$778,500.
- Capital Outlay
 - Replacement Mini-Excavator for Operations - \$50,000;
 - Replacement Service Truck for Operations - \$148,000; and
 - Miscellaneous Capital Outlay (placeholder for unknown outlay items or capitalized adjustments) - \$50,000.

The capital projects were identified as priorities within the MPWD 2017-2018 Strategic Plan.

A total of \$595,000 is projected to be transferred from MPWD cash reserves. During the Board's consideration of the MPWD Cash Reserve Policy at its February 22, 2018, regular meeting, \$500,000 of cash reserves was committed for the approved 2017 Joint WMR and Belmont Sewer Rehabilitation project (pay-go portion). The remainder of \$95,000 to be transferred from MPWD cash reserves is represented by proceeds from the sale of surplus vehicles, equipment, and materials during the fiscal year. A total of approximately \$95,000 was collected in auction proceeds and not used in operations, and therefore, reserved. The proposed mini-excavator replaces a large backhoe sold at auction. It would be much more functional and easier to use in tight project areas with limited space within the MPWD system. The same goes for the proposed service truck. A large 2005 Peterbilt was sold at auction and a different truck model would be much more useful for Operations staff and easier to maneuver around town. One other service truck from the MPWD fleet would be proposed for surplus and auction next fiscal year with the purchase of a new service truck.

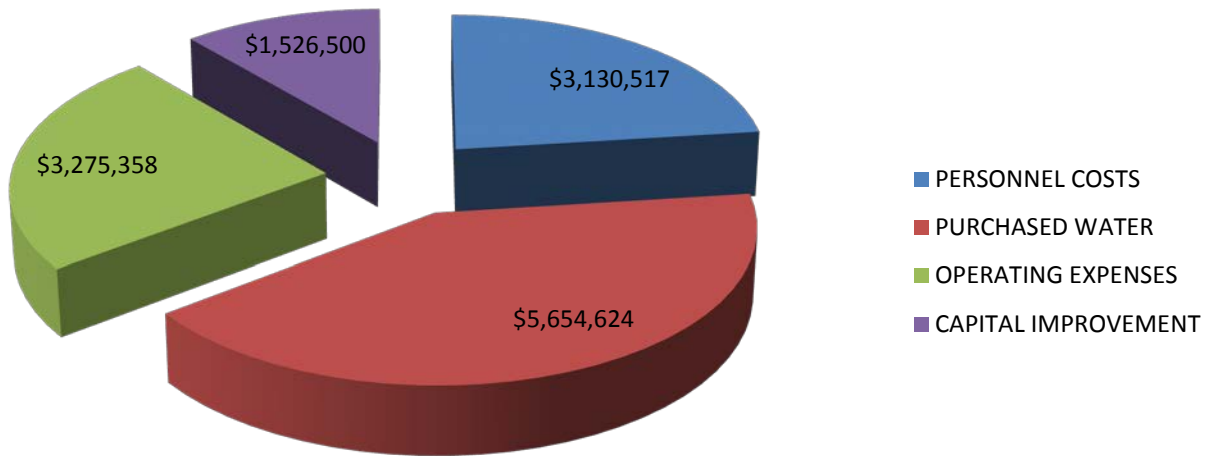
When considering the MPWD's FY 2018/2019 debt service payment in the amount of \$1,051,500 plus the proposed Capital budget totaling \$1,526,500, a total amount of \$2,578,000 is proposed for Capital expenditures, which is greater than what has been spent in past years (\$1.0 million to \$1.5 million) and responsive to the needs within the system and MPWD operations.



MID-PENINSULA WATER DISTRICT

OPERATING AND CAPITAL BUDGET
FISCAL YEAR 2018-2019

PROPOSED FY 2018-2019 BUDGET EXPENDITURES



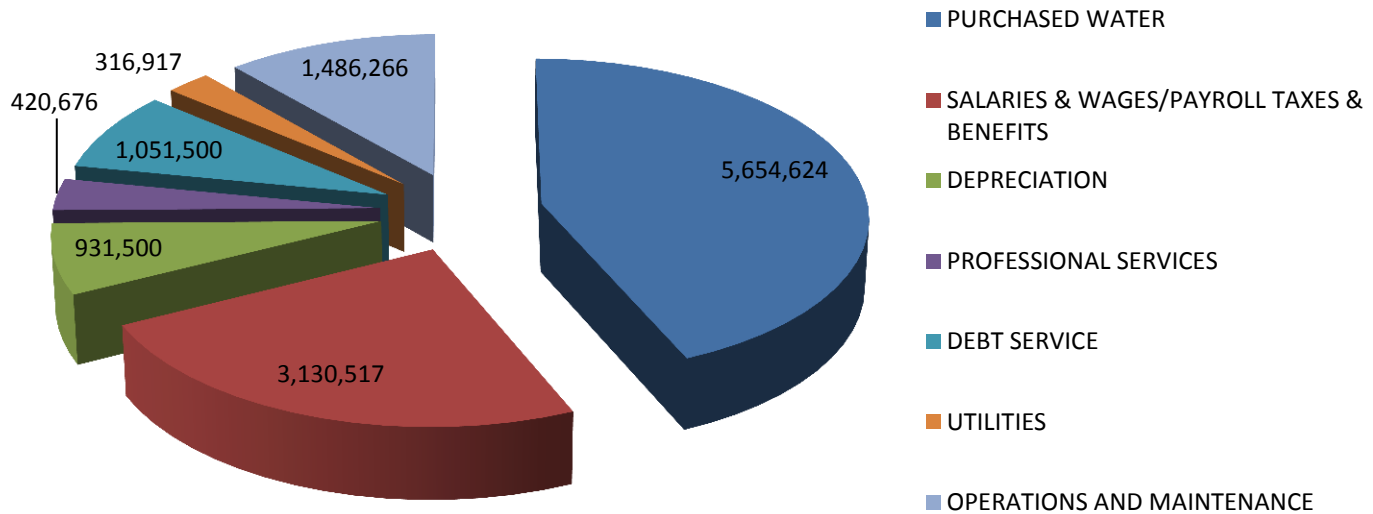
| | PROPOSED FY 18/19 BUDGETED | % OF TOTAL | APPROVED FY 17/18 BUDGETED | % OF TOTAL |
|-------------------------------------|----------------------------------|---------------|----------------------------------|---------------|
| TOTAL EXPENDITURES | | | | |
| PERSONNEL COSTS | \$ 3,130,517 | 23% | \$ 2,923,117 | 22% |
| PURCHASED WATER | \$ 5,654,624 | 42% | \$ 5,234,856 | 40% |
| OPERATING EXPENSES | \$ 3,275,358 | 24% | \$ 4,184,939 | 32% |
| CAPITAL IMPROVEMENT | \$ 1,526,500 | 11% | \$ 751,930 | 6% |
| TOTAL OPERATING EXPENDITURES | \$ 13,587,000 | 100% | \$ 13,094,842 | 100% |
| | \$ - | | \$ - | |

FINAL
MID-PENINSULA WATER DISTRICT
BUDGET FOR YEAR 2018-2019
SUMMARY

| DESCRIPTION | APPROVED MID-YEAR FY 2017-2018 BUDGET \$ | ACTUALS 7/1/2017 3/31/18 | FINAL FY 2018-2019 BUDGET \$ | Increase (Decrease) | Y-T-D % OF BUDGET |
|--|---|--------------------------------|------------------------------------|------------------------|-------------------------|
| OPERATING REVENUE | | | | | |
| WATER COMMODITY CHARGES | 8,700,000 | 7,334,037 | 9,200,000 | 500,000 | 5.7% |
| FIXED SYSTEM CHARGES | 2,663,720 | 1,993,918 | 2,880,000 | 216,280 | 8.1% |
| FIRE SERVICE CHARGES | 14,000 | 11,417 | 14,000 | - | 0.0% |
| SERVICE LINE & INSTALLATION CHGS | 10,000 | 76,762 | 10,000 | - | 0.0% |
| MISCELLANEOUS OPERATING | 10,000 | 63,364 | 10,000 | - | 0.0% |
| PROPERTY TAX REVENUE | 260,000 | 242,262 | 268,000 | 8,000 | 3.1% |
| TOTAL OPERATING REVENUE | 11,657,720 | 9,721,760 | 12,382,000 | 724,280 | 6.2% |
| WATER SYSTEM CAPACITY CHARGES | 200,000 | 283,109 | 250,000 | 50,000 | 25.0% |
| WATER DEMAND OFFSET CHARGES | 10,000 | 33,899 | 65,000 | 55,000 | 550.0% |
| MISCELLANEOUS NON-OPERATING | 10,000 | (2,260) | 10,000 | - | 0.0% |
| INTEREST REVENUE - LAIF (RESTRICTED) | 40,000 | 52,036 | 25,000 | (15,000) | -37.5% |
| INTEREST REVENUE - COP (RESTRICTED) | 150,000 | 134,118 | 100,000 | (50,000) | -33.3% |
| LEASE OF PHYSICAL PROPERTY | 150,000 | 121,995 | 155,000 | 5,000 | 3.3% |
| LANDSCAPE PERMIT REVENUE | 11,200 | 12,000 | 5,000 | (6,200) | -55.4% |
| TOTAL NON-OPERATING REVENUE | 571,200 | 634,897 | 610,000 | 38,800 | 6.8% |
| TOTAL REVENUE | 12,228,920 | 10,356,658 | 12,992,000 | 763,080 | 6.2% |
| OPERATING EXPENDITURES (OP EXP) | | | | | |
| SALARIES & WAGES | 1,893,566 | 1,210,912 | 2,096,385 | 202,819 | 10.7% |
| PAYROLL TAXES & BENEFITS | 1,084,880 | 731,209 | 1,034,132 | (50,748) | -4.7% |
| PURCHASED WATER | 5,554,624 | 4,222,208 | 5,654,624 | 100,000 | 1.8% |
| OUTREACH & EDUCATION | 92,400 | 37,479 | 95,634 | 3,234 | 3.5% |
| M&R - OPS SYSTEM | 486,598 | 282,126 | 474,775 | (11,823) | -2.4% |
| M&R - FACILITIES & EQUIPMENT | 166,860 | 103,756 | 172,700 | 5,840 | 3.5% |
| MAJOR MAINTENANCE | 30,000 | 12,376 | 31,050 | 1,050 | 3.5% |
| OFFICE SUPPLIES & EQUIPMENT | 317,278 | 197,011 | 292,022 | (25,256) | -8.0% |
| MEMBERSHIP & GOV FEES | 208,613 | 155,517 | 215,914 | 7,301 | 3.5% |
| BAD DEBT & CLAIMS | 17,000 | (2,662) | 17,595 | 595 | 3.5% |
| UTILITIES | 306,200 | 187,402 | 316,917 | 10,717 | 3.5% |
| PROFESSIONAL SERVICES | 406,450 | 297,864 | 420,676 | 14,226 | 3.5% |
| TRAINING/TRAVEL & RECRUITMENT | 45,000 | 21,983 | 61,575 | 16,575 | 36.8% |
| RESTRICTED EARNINGS | 216,000 | 186,154 | 125,000 | (91,000) | -42.1% |
| DEBT SERVICE TRUSTEE FEES & EXP | - | 1,700 | - | - | 0.0% |
| DEBT SERVICE 2016 COPs | 984,950 | 844,823 | 1,051,500 | 66,550 | 6.8% |
| TOTAL OP EXP LESS DEPRECIATION | 11,810,419 | 8,489,857 | 12,060,500 | 250,081 | 2.1% |
| TOTAL OP REV LESS OP EXP & DEPR | 418,501 | 1,866,800 | 931,500 | 512,999 | 122.6% |
| DEPRECIATION | 900,000 | 654,614 | 931,500 | 31,500 | 3.5% |
| TOTAL OP REVENUE LESS OP EXP | (481,499) | 1,212,186 | 0 | 481,499 | -100.0% |
| NET TRANSFERS TO CAPITAL | 481,499 | (1,212,186) | (0) | (481,499) | -100.0% |
| NET RESULTS OF OPERATIONS | - | - | - | - | |

**MID-PENINSULA WATER DISTRICT
BUDGET FOR YEAR 2018-2019
SUMMARY**

| OPERATING EXPENDITURES | BUDGET \$ | % OF TOTAL |
|---|-------------------|-------------------|
| PURCHASED WATER | 5,654,624 | 43.5% |
| SALARIES & WAGES/PAYROLL TAXES & BENEFITS | 3,130,517 | 24.1% |
| DEPRECIATION | 931,500 | 7.2% |
| PROFESSIONAL SERVICES | 420,676 | 3.2% |
| DEBT SERVICE | 1,051,500 | 8.1% |
| UTILITIES | 316,917 | 2.4% |
| OPERATIONS AND MAINTENANCE | 1,486,266 | 11.4% |
| TOTAL OPERATING EXPENDITURES | 12,992,000 | 100% |



NOTE: Operating Expenditures under \$100k are not reflected in the above chart.

FINAL
MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED MID-YEAR FY 2017-2018 BUDGET \$ | ACTUAL 7/1/2017 3/31/2018 | FINAL FY 2018-2019 BUDGET \$ | Increase (Decrease) | % OF BUDGET |
|-------------------|---|---|---------------------------------|------------------------------------|------------------------|----------------|
| 4010 | Water Commodity Charges | 8,700,000 | 7,334,037 | 9,200,000 | 500,000 | 5.7% |
| 4020 | Fixed System Charges | 2,663,720 | 1,993,918 | 2,880,000 | 216,280 | 8.1% |
| 4030 | Fire Service Charges | 14,000 | 11,417 | 14,000 | - | 0.0% |
| 4050 | Service Line & Installation Charges | 10,000 | 76,762 | 10,000 | - | 0.0% |
| 4080 | Miscellaneous Operating | 10,000 | 63,364 | 10,000 | - | 0.0% |
| 4000 | TOTAL WATER CHARGES | 11,397,720 | 9,479,498 | 12,114,000 | 716,280 | 6.3% |
| 4202 | Property Tax Revenue | 260,000 | 242,262 | 268,000 | 8,000 | 3.1% |
| 4200 | OTHER OPERATING REVENUE | 260,000 | 242,262 | 268,000 | 8,000 | 3.1% |
| | TOTAL OPERATING REVENUE | 11,657,720 | 9,721,760 | 12,382,000 | 724,280 | 6.2% |
| 4060 | Water System Capacity Charges | 200,000 | 283,109 | 250,000 | 50,000 | 25.0% |
| 4070 | Water Demand Offset Charges | 10,000 | 33,899 | 65,000 | 55,000 | 550.0% |
| 4090 | Miscellaneous - Non Operating | 10,000 | (2,260) | 10,000 | - | 0.0% |
| 4102 | Interest Revenue- LAIF (Restricted) | 40,000 | 52,036 | 25,000 | (15,000) | -37.5% |
| 4103 | Interest Revenue-COP Funds (Restricted) | 150,000 | 134,118 | 100,000 | (50,000) | -33.3% |
| 4100 | INTEREST REVENUE | 190,000 | 186,154 | 125,000 | (65,000) | -34.2% |
| 4201 | Lease of Physical Property | 150,000 | 121,995 | 155,000 | 5,000 | 3.3% |
| 4208 | Landscape Plan Permit Review | 11,200 | 12,000 | 5,000 | (6,200) | -55.4% |
| 4200 | OTHER NON-OPERATING REVENUE | 161,200 | 133,995 | 160,000 | (1,200) | -0.7% |
| 4000 | TOTAL NON-OPERATING REVENUE | 571,200 | 634,897 | 610,000 | 38,800 | 6.8% |
| | TOTAL OPERATING & NON-OP REVENUE | 12,228,920 | 10,356,658 | 12,992,000 | 763,080 | 6.2% |
| 6011 | Salaries & Wages | 1,822,566 | 1,150,556 | 2,000,000 | 177,434 | 9.7% |
| 6012 | Director Compensation | 11,000 | 6,000 | 11,385 | 385 | 3.5% |
| 6010 | GROSS REGULAR WAGES | 1,833,566 | 1,156,556 | 2,011,385 | 177,819 | 9.7% |
| 6017 | CAPITAL SALARY & WAGES reversed | | | | | |
| 6021 | Overtime Labor | 30,000 | 26,309 | 45,000 | 15,000 | 50.0% |
| 6022 | Standby Labor | 30,000 | 28,047 | 40,000 | 10,000 | 33.3% |
| 6020 | SUB-TOTAL SALARY & WAGES | 1,893,566 | 1,210,912 | 2,096,385 | 202,819 | 63.9% |
| 6031 | FICA/Medicare PR Tax | 125,000 | 92,560 | 159,849 | 34,849 | 27.9% |
| 6038 | ACWA Health Care | 329,600 | 284,194 | 430,723 | 101,123 | 30.7% |
| 6039 | ACWA Dental | 25,000 | 22,433 | 32,179 | 7,179 | 28.7% |
| 6040 | ACWA Vision | 4,481 | 3,907 | 4,638 | 157 | 3.5% |
| 6041 | ACWA Life/AD&D | 4,326 | 3,671 | 4,577 | 251 | 5.8% |
| 6042 | Standard LDL/SDL Disability | 10,000 | 8,696 | 18,000 | 8,000 | 80.0% |
| 6043 | Workers' Comp Insurance | 40,000 | 28,855 | 41,400 | 1,400 | 3.5% |

MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED MID-YEAR FY 2017-2018 BUDGET \$ | ACTUAL 7/1/2017 3/31/2018 | FINAL FY 2018-2019 BUDGET \$ | Increase (Decrease) | % OF BUDGET |
|-------------------|--|---|---------------------------------|------------------------------------|------------------------|----------------|
| 6044 | Unemployment | 1,030 | - | 1,066 | 36 | 3.5% |
| 6045 | CALPERS Retirement - ER 2%@55 | 275,000 | 181,410 | 164,625 | (110,375) | -40.1% |
| 6046 | Retirees' ACWA Health Care | 57,680 | 48,003 | - | (57,680) | -100.0% |
| 6047 | Directors' ACWA Health Care | 111,240 | 88,287 | 115,133 | 3,893 | 3.5% |
| 6049 | Medical Reimbursement | 1,030 | 410 | 1,066 | 36 | 3.5% |
| 6050 | Employee Service Recognition | 10,000 | 7,118 | 10,350 | 350 | 3.5% |
| 6051 | Safety Incentive Program | 15,000 | 4,577 | 15,525 | 525 | 3.5% |
| 6052 | Uniforms | 25,493 | 20,528 | 35,000 | 9,507 | 37.3% |
| 6053 | PARS OPEB Expense | 50,000 | 98,212 | - | (50,000) | -100.0% |
| 6030 | TOTAL PAYROLL TAXES & BENEFITS | 1,084,880 | 892,860 | 1,034,132 | (50,748) | -4.7% |
| 6054 | CAPITAL PAYROLL, TAXES & BENEFITS | | (161,651) | | | |
| 6000 | PERSONNEL COSTS | 2,978,446 | 1,942,120 | 3,130,517 | 152,071 | 5.1% |
| 6101 | SFPUC Treated Water | 5,000,000 | 3,796,670 | 5,100,000 | 100,000 | 2.0% |
| 6102 | BAWSCA (Debt Service Surcharges) | 476,000 | 366,840 | 476,000 | - | 0.0% |
| 6103 | Rates Stabilization | - | - | - | - | N/A |
| 6104 | SFPUC Water Service Charge | 78,624 | 58,698 | 78,624 | - | 0.0% |
| 6100 | PURCHASED WATER | 5,554,624 | 4,222,208 | 5,654,624 | 100,000 | 1.8% |
| 6301 | Water Conservation Program | 7,200 | 4,281 | 7,452 | 252 | 3.5% |
| 6302 | School Conservation Program | 7,200 | 22,827 | 7,452 | 252 | 3.5% |
| 6303 | Public Outreach & Education | 15,000 | 5,046 | 15,525 | 525 | 3.5% |
| 6305 | HET Rebates | 19,750 | 1,932 | 20,441 | 691 | 3.5% |
| 6306 | Washing Machine Rebates | - | - | - | - | N/A |
| 6307 | Lawn-Be-Gone Rebates | 38,100 | 3,177 | 39,434 | 1,334 | 3.5% |
| 6308 | Rain Barrel Rebates | 5,150 | 215 | 5,330 | 180 | 3.5% |
| 6304 | TOTAL WATER CONSERVATION REBATES | 63,000 | 5,324 | 65,205 | 2,205 | 3.5% |
| 6300 | OUTREACH/EDUCATION | 92,400 | 37,479 | 95,634 | 3,234 | 3.5% |
| 6401 | Water Quality | 69,010 | 18,811 | 60,000 | (9,010) | -13.1% |
| 6402 | Pumping | 65,148 | 3,767 | 50,000 | (15,148) | -23.3% |
| 6403 | Storage Tanks | 10,300 | 744 | 10,661 | 361 | 3.5% |
| 6404 | Mains/Distribution | 200,000 | 191,542 | 207,000 | 7,000 | 3.5% |
| 6405 | Meters & Service | 30,900 | 11,237 | 31,982 | 1,082 | 3.5% |
| 6406 | Fire Hydrants | 31,930 | 28,398 | 33,048 | 1,118 | 3.5% |
| 6407 | Regulator Stations | 6,180 | 2,812 | 6,396 | 216 | 3.5% |
| 6408 | Safety | 32,960 | 12,780 | 34,114 | 1,154 | 3.5% |
| 6409 | SCADA Maintenance | 15,450 | 10,182 | 15,991 | 541 | 3.5% |
| 6410 | Generator Maintenance | 24,720 | 1,853 | 25,585 | 865 | 3.5% |
| 6400 | M&R - OPS SYSTEMS | 486,598 | 282,126 | 474,775 | (11,823) | -2.4% |
| 6501 | M&R-Buildings&Grounds | 95,790 | 61,286 | 99,143 | 3,353 | 3.5% |
| 6502 | M&R- Equipment&Tools | 21,630 | 8,674 | 22,387 | 757 | 3.5% |
| 6503 | M&R- Vehicles & Large Equipment | 19,570 | 16,742 | 20,255 | 685 | 3.5% |
| 6504 | M&R - Fuel | 29,870 | 17,054 | 30,915 | 1,045 | 3.5% |
| 6500 | M&R - FACILITIES & EQUIPMENT | 166,860 | 103,756 | 172,700 | 5,840 | 3.5% |

MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED MID-YEAR FY 2017-2018 BUDGET \$ | ACTUAL 7/1/2017 3/31/2018 | FINAL FY 2018-2019 BUDGET \$ | Increase (Decrease) | % OF BUDGET |
|-------------------|--|---|---------------------------------|------------------------------------|------------------------|----------------|
| 6601 | Cathodic Protection Survey | - | (1,424) | - | - | N/A |
| 6602 | Leak Detection Survey | 30,000 | 13,800 | 31,050 | 1,050 | 3.5% |
| 6600 | MAJOR MAINTENANCE | 30,000 | 12,376 | 31,050 | 1,050 | 3.5% |
| 6701 | Office Supplies | 15,450 | 5,105 | 15,991 | 541 | 3.5% |
| 6702 | Insurance- Liability/Vehicles | 80,000 | 54,542 | 82,800 | 2,800 | 3.5% |
| 6703 | Postage | 8,240 | 1,399 | 8,528 | 288 | 3.5% |
| 6704 | Printing/Printing Supplies | 10,000 | 6,916 | 10,350 | 350 | 3.5% |
| 6705 | Equipment Services/Maintenance | 20,000 | 9,221 | 20,700 | 700 | 3.5% |
| 6706 | Computer Supplies & Upgrades | 32,000 | 13,633 | 33,120 | 1,120 | 3.5% |
| 6707 | Security & Safety | 11,073 | 3,881 | 11,461 | 388 | 3.5% |
| 6708 | Other Fees | 515 | - | 533 | 18 | 3.5% |
| 6709 | Customer Credit Card Svs Fees | 140,000 | 102,313 | 108,539 | (31,461) | -22.5% |
| 6700 | OFFICE SUPPLIES & EQUIP | 317,278 | 197,011 | 292,022 | (25,256) | -8.0% |
| 6801 | Dues & Publications | 30,685 | 25,445 | 31,759 | 1,074 | 3.5% |
| 6802 | Gov't Fees & Licenses | 29,848 | 19,394 | 30,893 | 1,045 | 3.5% |
| 6803 | BAWSCA Membership Assessments | 76,000 | 36,302 | 78,660 | 2,660 | 3.5% |
| 6804 | Env Health - Cross Connection Inspection | 31,930 | 24,525 | 33,048 | 1,118 | 3.5% |
| 6805 | Software License | 40,150 | 49,851 | 41,555 | 1,405 | 3.5% |
| 6800 | MEMBERSHIP & GOV FEES | 208,613 | 155,517 | 215,914 | 7,301 | 3.5% |
| 6901 | Bad Debt | 7,000 | (2,089) | 7,245 | 245 | 3.5% |
| 6902 | Claims | 10,000 | (573) | 10,350 | 350 | 3.5% |
| 6900 | BAD DEBT & CLAIMS | 17,000 | (2,662) | 17,595 | 595 | 3.5% |
| 7001 | Utilities-Internet/Cable | 10,000 | 5,552 | 10,350 | 350 | 3.5% |
| 7002 | Utilities-Cellular Telephones | 12,206 | 8,255 | 12,633 | 427 | 3.5% |
| 7003 | Utilities-Electric-Pumping | 226,600 | 133,925 | 234,531 | 7,931 | 3.5% |
| 7004 | Utilities-Electric-Bldgs&Grounds | 24,720 | 17,331 | 25,585 | 865 | 3.5% |
| 7005 | Utilities-Telephones | 25,000 | 17,637 | 25,875 | 875 | 3.5% |
| 7006 | Utilities-Sewer - NPDES | 7,674 | 4,702 | 7,943 | 269 | 3.5% |
| 7000 | UTILITIES | 306,200 | 187,402 | 316,917 | 10,717 | 3.5% |
| 7101 | Prof Serv - District Counsel | 75,000 | 48,934 | 77,625 | 2,625 | 3.5% |
| 7102 | Prof Serv - District Engineer | 65,000 | 49,533 | 67,275 | 2,275 | 3.5% |
| 7103 | Prof Serv - IT | 19,750 | 15,150 | 20,441 | 691 | 3.5% |
| 7104 | Prof Serv- Annual Finance Audit | 19,000 | 19,050 | 19,665 | 665 | 3.5% |
| 7105 | Prof Serv - Mngmt Consult | - | - | - | - | N/A |
| 7106 | Prof Serv- Accounting & Payroll | 21,750 | 13,464 | 22,511 | 761 | 3.5% |
| 7107 | Prof Serv- Customer Billing | 72,250 | 46,726 | 74,779 | 2,529 | 3.5% |
| 7109 | Prof Serv - Answering Svs | 5,000 | 2,529 | 5,175 | 175 | 3.5% |
| 7110 | Prof Serv - Miscellaneous | 125,000 | 100,679 | 129,375 | 4,375 | 3.5% |
| 7111 | Prof Serv - District Treasurer | 3,700 | 1,800 | 3,830 | 130 | 3.5% |
| 7100 | PROFESSIONAL SERVICES | 27 406,450 | 297,864 | 420,676 | 14,226 | 3.5% |

MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

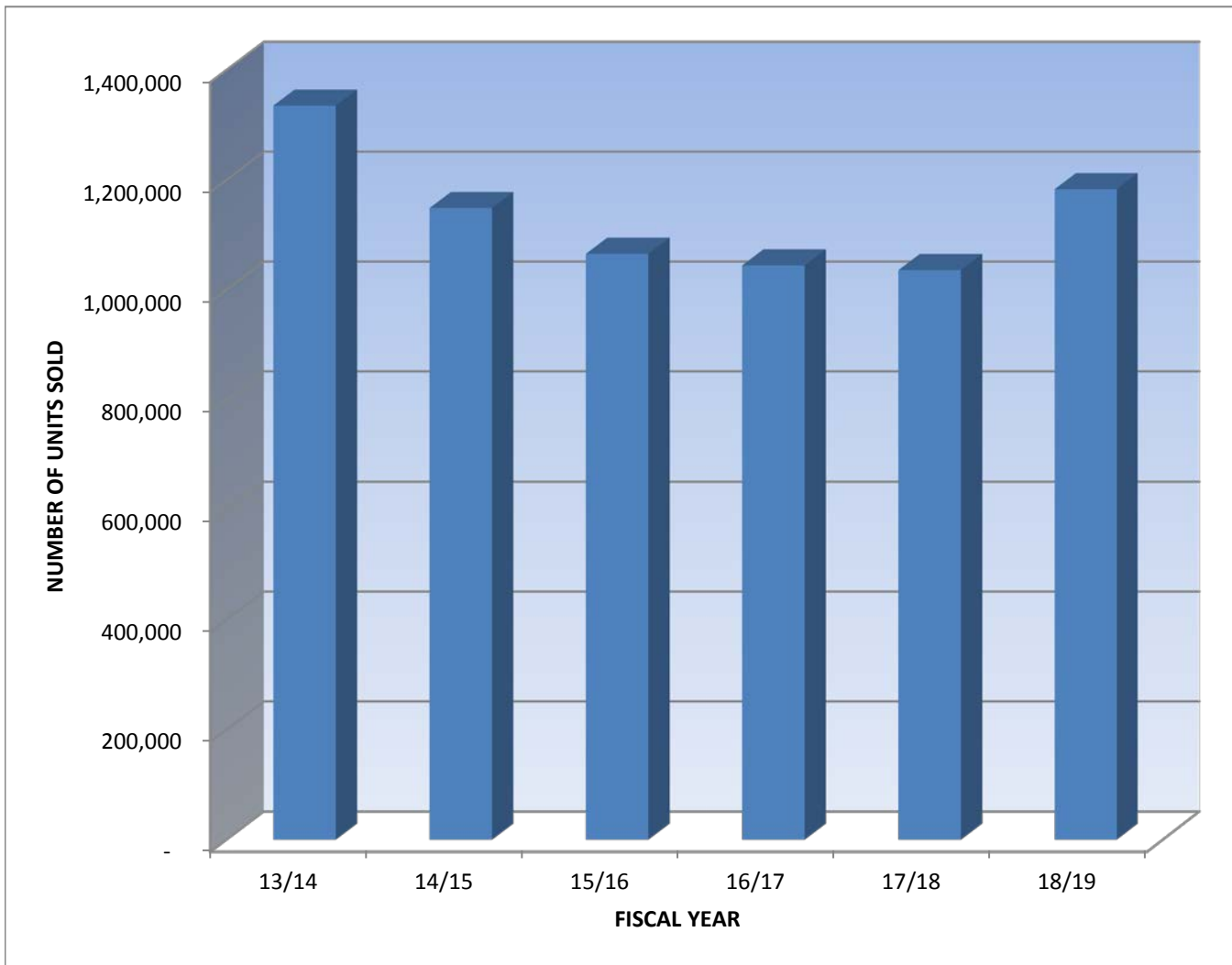
| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED MID-YEAR FY 2017-2018 BUDGET \$ | ACTUAL 7/1/2017 3/31/2018 | FINAL FY 2018-2019 BUDGET \$ | Increase (Decrease) | % OF BUDGET |
|---|---|---|---------------------------------|------------------------------------|------------------------|----------------|
| 7201 | Director Travel | 5,000 | 2,733 | 5,175 | 175 | 3.5% |
| 7202 | Director Expense | 1,000 | - | 1,035 | 35 | 3.5% |
| 7203 | Elections | - | - | 15,000 | 15,000 | 100.0% |
| 7204 | Employee Travel/Training | 32,000 | 17,121 | 33,120 | 1,120 | 3.5% |
| 7205 | Meetings Expense | 7,000 | 2,129 | 7,245 | 245 | 3.5% |
| 7200 | TRAINING & TRAVEL | 45,000 | 21,983 | 61,575 | 16,575 | 36.8% |
| 7302 | Restricted Earnings Expense - Interest LAIF & COP | 216,000 | 186,154 | 125,000 | (91,000) | -42.1% |
| 7300 | RESTRICTED EARNINGS EXPENSE | 216,000 | 186,154 | 125,000 | (91,000) | -42.1% |
| 8001 | Working Reserves: Capital | - | - | - | - | N/A |
| 8002 | Working Reserves: Operating | - | - | - | - | N/A |
| 8000 | RESERVES | - | - | - | | N/A |
| 9010 | DEPRECIATION | 900,000 | 654,614 | 931,500 | 31,500 | 3.5% |
| 9011 | DEBT SERVICE TRUSTEE FEES & EXPENSES | - | 1,700 | - | - | N/A |
| 9012 | DEBT SERVICE 2017-2018 COPs | 984,950 | 844,823 | 1,051,500 | 66,550 | 6.8% |
| SUB-TOTAL - OPERATING EXPENSES | | 9,731,973 | 7,202,351 | 9,861,482 | 129,509 | 1.3% |
| TOTAL OPERATING EXPENSES | | 12,710,419 | 9,144,472 | 12,992,000 | 281,581 | 2.2% |
| NET OPERATING SURPLUS/(LOSS) | | | | | | |
| TRANSFER TO CAPITAL | | (481,499) | 1,212,186 | 0 | 481,499 | |
| Debt Service Coverage Ratio (DSCR) | | | | 1.89 | | |

**FINAL
MID-PENINSULA WATER DISTRICT
BUDGET FOR FY 2018-2019
Capital Projects**

| DESCRIPTION | APPROVED MID-YEAR FY 2017-2018 BUDGET \$ | ACTUAL 7/1/2017 3/31/2018 | FINAL FY 2018-2019 BUDGET \$ |
|---|---|---------------------------------|------------------------------------|
| CAPITAL IMPROVEMENTS - WORK IN PROCESS (WIP) | | | |
| 2017 Joint WMR and Belmont Sewer Rehab Project (Pay-Go Portion) | 375,000 | 13,672 | 500,000 |
| AMI Meter Change Out Program | - | - | 778,500 |
| CAPITAL IMPROVEMENTS - WIP TOTAL | 375,000 | 13,672 | 1,278,500 |
| CAPITAL OUTLAY | | | |
| Replacement Mini-Excavator for Operations | - | - | 50,000 |
| Replacement Service Truck for Operations | | | 148,000 |
| Replacement Priinter/Scanner/Copier | 18,504 | 18,504 | - |
| Miscellaneous Capital Outlay/Projects | 25,000 | - | 50,000 |
| CAPITAL OUTLAY TOTAL | 43,504 | 18,504 | 248,000 |
| CAPITAL IMPROVEMENTS & CAPITAL OUTLAY TOTAL | 418,504 | 32,176 | 1,526,500 |
| DEPRECIATION | 900,000 | 654,614 | 931,500 |
| TRANSFER FROM OPS | (481,496) | 1,212,186 | 0 |
| TRANSFER FROM CAPITAL RESERVES (PRIOR YEAR) | - | - | 595,000 |
| TRANSFER (TO)/FROM CAPITAL RESERVES | - | (1,834,624) | - |
| CAPITAL OUTLAY/CAPITAL PROJECTS | (418,504) | (32,176) | (1,526,500) |
| NET RESULTS OF CAPITAL | - | 0 | 0 |

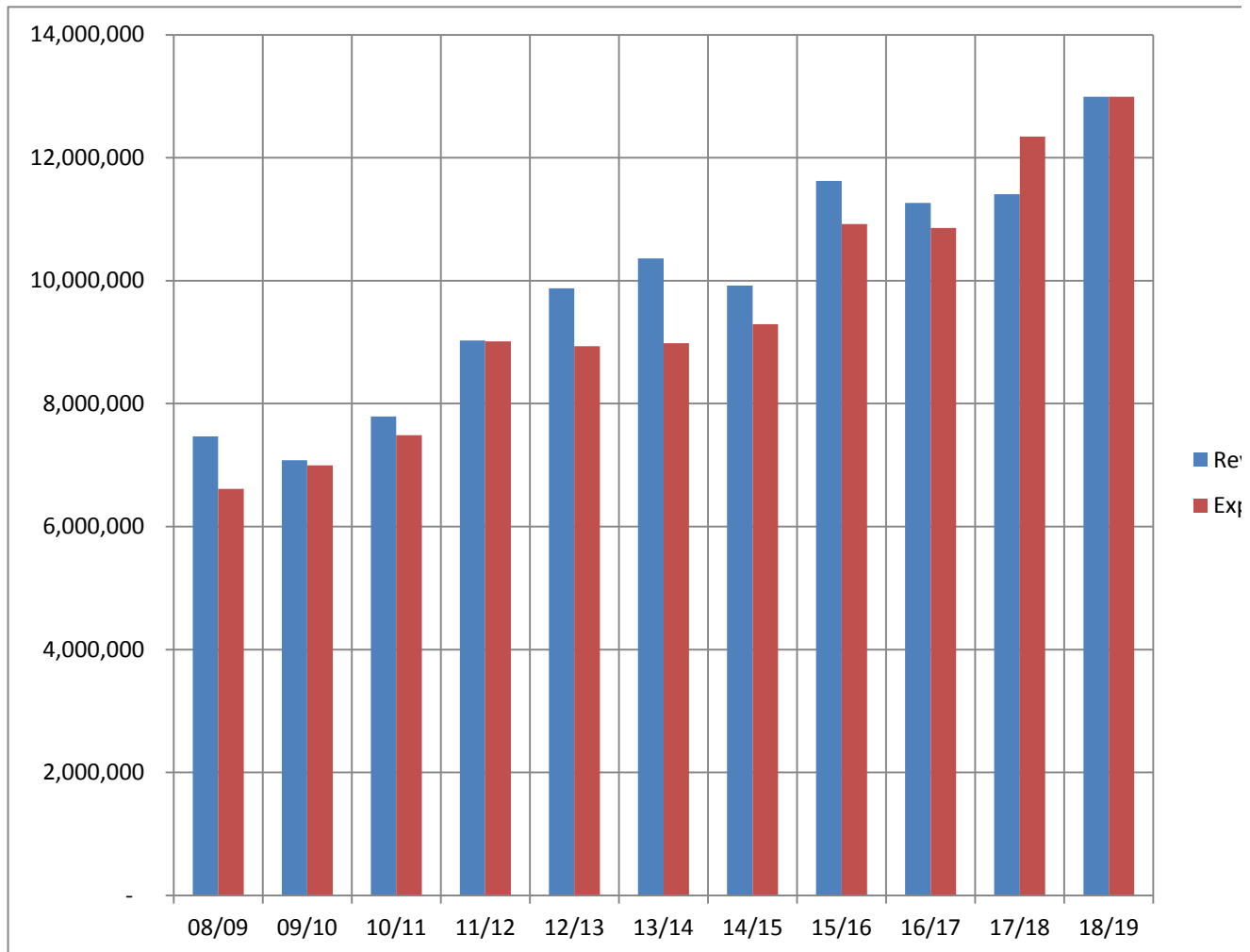
**WATER SALES ANALYSIS
MID-PENINSULA WATER DISTRICT
APPROVED BUDGET - FISCAL YEAR 2018/2019**

| Fiscal Year | Actual Number of Units Sold |
|--------------------|------------------------------------|
| 13/14 | 1,335,319 |
| 14/15 | 1,148,813 |
| 15/16 | 1,065,517 |
| 16/17 | 1,044,423 |
| 17/18 | 1,035,916 |
| 18/19 | 1,183,295 |



WATER SALES ANALYSIS
MID-PENINSULA WATER DISTRICT
Operating Revenue vs Operating Expenses

| Fiscal Year | Revenues | Expenses |
|-------------|------------|------------|
| 08/09 | 7,469,669 | 6,615,611 |
| 09/10 | 7,082,219 | 6,995,624 |
| 10/11 | 7,793,618 | 7,487,137 |
| 11/12 | 9,028,136 | 9,014,267 |
| 12/13 | 9,875,689 | 8,934,651 |
| 13/14 | 10,360,026 | 8,981,349 |
| 14/15 | 9,922,334 | 9,293,119 |
| 15/16 | 11,623,320 | 10,923,320 |
| 16/17 | 11,263,802 | 10,856,950 |
| 17/18 | 11,407,720 | 12,342,912 |
| 18/19 | 12,992,000 | 12,992,000 |





AGENDA ITEM NO. 8.A.

DATE: September 27, 2018
TO: Board of Directors
FROM: Tammy Rudock, General Manager

SUBJECT: CONSIDER RESOLUTION 2018-19 RATIFYING LETTER AGREEMENT BETWEEN THE MPWD AND MPWD EMPLOYEE ASSOCIATION FOR THE TERM OCTOBER 1, 2018, THROUGH SEPTEMBER 30, 2023, INCLUDING THE REVISED MPWD COMPENSATION PLAN, AND AUTHORIZING REVISIONS TO THE MPWD PERSONNEL MANUAL

RECOMMENDATION

Approve Resolution 2018-19 ratifying the Letter Agreement between the MPWD and MPWD Employee Association for the term October 1, 2018 through September 30, 2023, including the revised MPWD Compensation Plan, and authorizing revisions to the MPWD Personnel Manual.

FISCAL IMPACT

| <i>GIVE BACKS/BUDGET SAVINGS</i> | <i>INCREASES/BUDGET COSTS</i> |
|---|--|
| Annual PTO reduction by 8 hours each employee (from 24 hours to 16 hours). ANNUAL = \$8,000 FUTURE COST SAVINGS TBD | Equity salary adjustments phased in over two (2) fiscal years, as determined by the General Manager: FY 2018/2019 = \$53,000 FY 2019/2020 = \$55,000 |
| 5-Year agreement means next Total Compensation Study to be completed by FYE 2023 (rather than FYE 2022). | Upgraded Short-Term Disability Benefit effective August 1, 2018. ANNUAL = \$1,620 |
| Annual Living Wage Adjustments will be considered in 2019, 2020, 2021, and 2022 to salary ranges as cumulatively determined for the preceding 12-month fiscal year (rather than 6-month period of June-December); <u>and</u> Annual Living Wage Adjustments will NOT be automatically applied to employee's salary. | Upgraded Long-Term Disability Benefit ANNUAL = \$2,076 |

| GIVE BACKS/BUDGET SAVINGS | INCREASES/BUDGET COSTS |
|--|--|
| MPWD Compensation Plan revised to include ranges for merit increases and clearer definitions for evaluation standards. | MPWD Compensation Plan revised to include 0% to 5% merit increase scale (from 0% to 4% scale). |

Funds are budgeted within the FY 2018/2019 Operating Budget for the employee equity salary adjustments.

DISCUSSION

District Counsel completed its legal review of the Letter Agreement and it is attached for review and approval.

Summary of bargaining provisions agreed to:

1. Permanent work hours change for Operations employees to 7:00AM – 3:30PM, and flexible scheduling for Administration employees as approved by the General Manager.
2. Upgraded Short-Term Disability benefit at a nominal annual cost.
3. Upgraded Long-Term Disability benefit at a nominal annual cost.
4. Personnel Manual language clarifications for Tier 2 Employees Healthcare Benefits and Retiree Healthcare Benefits.
5. 5-year term of agreement, with reservation of two bargaining openers regarding potential impact of increase in MPWD CDHP healthcare plan deductibles and MPWD's HSA contribution levels, and potential effect of the Cadillac tax on the cost of healthcare benefits.
6. 2018 classification salary range market adjustments.
7. Equity salary adjustments phased in over two (2) years—applied in the first full payroll period in October 2019 and October 2020, as determined by the General Manager.
8. MPWD Compensation Plan was revised (and replaced the 2009 MPWD Salary Plan which is attached for reference, less the old classification descriptions).
9. Annual living wage adjustments to salary ranges for each employee classification, as cumulatively determined for the preceding 12-month fiscal year, effective August 1st in 2019, 2020, 2021, and 2022. The adjustments will NOT be automatically applied to employee's salary.
10. A permanent part-time and non-benefitted Accountant position will be added to the MPWD organization and will report to the Administrative Services Manager.
11. The MPWD will contract with Koff & Associates in FY 2018/2019 to work with all employees to revise the existing (and dated) MPWD performance evaluation form.

Attachments: Resolution 2018-19
Letter Agreement between the MPWD and MPWD Employee Association
MPWD Compensation Plan, including exhibits:
Exhibit A – Employee Position Classification Descriptions
Exhibit B – MPWD Organization Chart dated September 27, 2018
Exhibit C-1 – Salary Schedule for Represented Employees-MPWD Employee Association
Exhibit C – Salary Schedule for Unrepresented Employees-Management Exempt
2009 MPWD Salary Plan (less the old classification descriptions)

BOARD ACTION: APPROVED:_____ DENIED:_____ POSTPONED:_____ STAFF DIRECTION:_____

UNANIMOUS_____ WARDEN_____ VELLA_____ LINVILL_____ ZUCCA_____ STUEBING_____

MID-PENINSULA WATER DISTRICT

RESOLUTION NO. 2018-19

**RATIFYING A LETTER AGREEMENT WITH THE
MID-PENINSULA WATER DISTRICT EMPLOYEE ASSOCIATION
FOR A FIVE-YEAR TERM, FROM
OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2023,
INCLUDING THE REVISED MPWD COMPENSATION PLAN
AND REVISIONS TO THE MPWD PERSONNEL MANUAL**

WHEREAS, the Mid-Peninsula Water District Employee Association ("Association"), has been recognized by the Mid-Peninsula Water District ("District") as the sole and exclusive bargaining agent of District employees; and

WHEREAS, the Association and the District representatives have engaged in negotiations over the past several months in an effort to reach agreement upon the terms and conditions of a collective bargaining agreement; and

WHEREAS, said negotiations recently have been completed, and the General Manager has recommended that the Board of Directors approve execution of the Letter Agreement which sets forth the terms and conditions governing salary, benefits and other employment conditions for represented employees that the members of the Association have already approved and ratified; and

WHEREAS, the MPWD's 2009 Salary Plan was revised and updated and retitled "MPWD Compensation Plan" as part of the bargaining process, and included the following attachments: Employee Classification Descriptions, Organizational Chart, and Salary Schedules for represented and unrepresented employees; and

WHEREAS, MPWD Personnel Manual provisions were reviewed and clarifications made as part of bargaining to Tier 2 Employees Healthcare Benefits, Medical Plan Section 6.A.3., Dental Plan Section 6.C.3., Vision Plan Section 6.D.3., and Retiree Healthcare Benefits Section 6.I.2.; and

WHEREAS, the Board of Directors has reviewed the terms of the Letter Agreement with the Mid-Peninsula Water District Employee Association, the MPWD Compensation Plan, and the revised provisions to the MPWD Personnel Manual and found them to be consistent with the District's overall policies, goals and economic standards.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Mid-Peninsula Water District that the Letter Agreement by and between the District and the Mid-Peninsula Water District Employee Association, commencing on October 1, 2018, and ending on September 30, 2023, a copy of which is attached as Exhibit A, is hereby approved and ratified; and

BE IT FURTHER RESOLVED that the MPWD Compensation Plan is approved and replaces the 2009 MPWD Salary Plan; and

BE IT FURTHER RESOLVED that the MPWD Personnel Manual revisions are approved and the General Manager is directed to update the manual.

BE IT FURTHER RESOLVED that the General Manager was authorized to execute the Letter Agreement on behalf of the District.

PASSED AND ADOPTED this 27th day of September 2018.

AYES:

NOES:

ABSENCES:

ABSTENTIONS:

PRESIDENT, BOARD OF DIRECTORS

ATTEST:

SECRETARY OF THE BOARD



September 25, 2018

**LETTER AGREEMENT
BETWEEN THE
MID-PENINSULA WATER DISTRICT AND
MPWD EMPLOYEE ASSOCIATION**

This agreement (AGREEMENT) memorializes recent labor negotiations between the Mid-Peninsula Water District (MPWD) and MPWD Employee Association (ASSOCIATION).

1. ASSOCIATION MEMBERS

Updated MPWD employee classifications were approved by the Board of Directors on November 15, 2017, and therefore for clarification, the classifications included within this AGREEMENT are as follows:

- Accountant
- Administrative Assistant
- Administrative Specialist
- Lead Operator
- Maintenance Technician
- Operations Supervisor
- Water System Operator

2. TERM AND POTENTIAL BARGAINING OPENERS

The term of this AGREEMENT is five (5) years from October 1, 2018 through September 30, 2023, with reservation of two potential bargaining openers:

- A. For potential impact of increase in MPWD CDHP (Consumer Driven Health Plan) healthcare plan deductibles and the MPWD's HSA (Health Savings Account) contribution levels; and
- B. For potential effect of the Cadillac tax on the cost of healthcare benefits in the event the tax takes effect as currently scheduled.
Background information from Hanson Bridgett LLP: The ACA includes a provision to impose an annual excise tax on high-cost health coverage—the so-called “Cadillac tax”—that was initially scheduled to apply beginning this year (2018). Implementation of the Cadillac tax has been repeatedly delayed, and the federal budget bill passed in January 2018 delayed it again through December 31, 2021. Despite the repeated delays, the Cadillac tax has not been repealed and is currently scheduled to apply to health coverage offered on or after January 1, 2022.

3. CHANGE IN WORK HOURS

In exchange for a reduction in annual PTO (Paid Time Off) leave from each ASSOCIATION member from 24 hours to 16 hours, and related ministerial amendment of PTO Section 7.02 of the MPWD Personnel Manual, employee work hours will change as follows:

- A. Operations Classifications (Lead Operator, Maintenance Technician, Operations Supervisor, and Water System Operator): 7:00AM to 3:30PM; and

Administrative Classifications (Accountant, Administrative Assistant, and Administrative Specialist): Flexible scheduling within the hours of 7:00AM to 4:30PM, as approved by the General Manager.

- B. Work Hours Section 3.01(B) of MPWD Personnel Manual dated 10/26/17 shall be reworded to read as follows:

Employee work hours shall be an 8-hour shift within an 8.5 hour period between the hours of 7:00 a.m. and 4:30 p.m., Monday through Friday.

MPWD office hours shall begin at 8:00 a.m. and end at 4:30 p.m., Monday through Friday.

4. UPGRADED SHORT-TERM DISABILITY BENEFIT

Effective August 1, 2018, the MPWD upgraded its Short-Term Disability Benefit to a 30-day Benefit Waiting Period (from 60 days) and increased Maximum Weekly Benefit up to \$2,308 (from \$1,731). The Maximum Benefit Period will increase to 150 days (from 120 days). This is a 24-hour plan, providing coverage for disabilities occurring on and off the job.

Short-Term Disability Insurance Section 6.F.5. of MPWD Personnel Manual dated 10/26/17 titled "Benefits provided" shall be reworded to read as follows:

Short-term disability insurance provides an employee with income protection if they become temporarily totally disabled from a covered sickness, accident, or pregnancy. Accumulated sick leave can be used during the waiting period but cannot be used to integrate with short-term disability payments. The policy should be referred to for detailed information. These benefits are taxable. Any overpayment of benefits will require reimbursement. Refer to long-term disability insurance for continued coverage as applicable.

5. UPGRADED LONG-TERM DISABILITY BENEFIT

Effective August 1, 2018, the MPWD upgraded its Long-Term Disability Benefit to insure Predisability Earnings up to \$15,000 (from \$7,500) and increased the Maximum Monthly Benefit to \$10,000 (from \$5,000).

6. TIER 2 EMPLOYEES HEALTHCARE BENEFITS CLARIFICATION

Clarifications were needed within the Tier 2 healthcare benefit sections to match the intent of what was bargained and to clear up inconsistencies:

- A. Medical Plan Section 6.A.3. of MPWD Personnel Manual dated 10/26/17 for Tier 2 – Group Insurance Plans (Active Employees hired on or after September 26, 2014), shall be reworded to read as follows:

MPWD pays 100% of the premium for medical plan coverage for the employee equal to the value of the Consumer Drive Health Plan (CDHP).

MPWD pays 80% of the premium for medical plan coverage for the spouse/domestic partner/dependent(s) equal to the value of the CDHP for medical benefits offered.

If a Tier 2 employee elects a medical plan that costs more than the CDHP, the employee is required to contribute the difference between the cost of the CDHP and the higher cost plan.

- B. Dental Plan Section 6.C.3. of MPWD Personnel Manual dated 10/26/17 for Tier 2 – Group Insurance Plans shall be reworded to read as follows:

MPWD pays 100% of the premium for dental plan coverage for employee, and 80% of the premium for dental plan coverage for spouse/domestic partner/dependent(s).

- C. Vision Plan Section 6.D.3. of MPWD Personnel Manual dated 10/26/17 for Tier 2 – Group Insurance Plans shall be reworded to read as follows:

MPWD pays 100% of the premium for vision plan coverage for employee, and 80% of the premium for vision plan coverage for spouse/domestic partner/dependent(s).

7. RETIREE HEALTHCARE BENEFITS CLARIFICATION

Clarifications were further required in Section 6.I.2. Retiree Health – Employer/Employee Contribution of MPWD Personnel Manual dated 10/26/17 for all Tiers 1, 2, and 3, effective January 1, 2017. All instances where the healthcare benefits language “value of the lowest cost plan” is cited shall be replaced with “value of the Consumer Driven Health Plan (CDHP)”.

8. 2018 CLASSIFICATION SALARY RANGE MARKET ADJUSTMENTS

On April 18, 2018, the MPWD contracted with Koff & Associates to conduct a comprehensive compensation study based on local market comparison with similar public utility agencies. The Final Report of the 2018 MPWD Total Compensation Study was distributed in advance to each ASSOCIATION member prior to a presentation and Q&A session by Koff & Associates and the General Manager on July 31, 2018. It was formally presented to the MPWD Board of Directors on August 23, 2018. Horizontal and vertical internal equities were improved upon as a result of the study, and the following salary

schedule reflects the adjusted salary ranges for ASSOCIATION classifications, effective October 1, 2018.

| CLASSIFICATION | EFFECTIVE 10/01/18 | | |
|---------------------------|--------------------|------------------------|------------------------|
| | SALARY RANGE | MINIMUM MONTHLY SALARY | MAXIMUM MONTHLY SALARY |
| Accountant | 24 | \$ 6,496 | \$ 8,444 |
| Administrative Assistant | 11 | \$ 4,712 | \$ 6,126 |
| Administrative Specialist | 17 | \$ 5,465 | \$ 7,104 |
| Lead Operator | 20 | \$ 5,885 | \$ 7,650 |
| Maintenance Technician | 10 | \$ 4,597 | \$ 5,976 |
| Operations Supervisor | 31 | \$ 7,721 | \$10,038 |
| Water System Operator | 15 | \$ 5,201 | \$ 6,762 |

9. EQUITY SALARY ADJUSTMENTS

The MPWD is committed to provide fair and comparable salaries to employees. Therefore, as a result of the proposed Salary Schedule outlined above in #8, and in recognition of employee loyalty and service dedication to the MPWD, including individual initiative as a “change agent” to improve operational efficiency, productivity, and work performance, equity adjustments will be made to employee salaries in the first full payroll period in October 2018 and October 2019, as follows, to be determined by the General Manager:

| EMPLOYEE CLASSIFICATION | APPLIED FIRST FULL PAYROLL PERIOD IN OCTOBER 2018 | APPLIED FIRST FULL PAYROLL PERIOD IN OCTOBER 2019 |
|---------------------------|---|---|
| ADMINISTRATIVE ASSISTANT | Up to 3.5% | Up to 3.5% |
| ADMINISTRATIVE SPECIALIST | Up to 3.5% | Up to 3.5% |
| LEAD OPERATOR | Up to 0.5% | Up to 0.5% |
| MAINTENANCE TECHNICIAN | Up to 2.5% | Up to 2.5% |
| OPERATIONS SUPERVISOR | Up to 7.0% | Up to 7.0% |
| WATER SERVICE OPERATOR | Up to 1.0% | Up to 0.5% |

10. ANNUAL LIVING WAGE ADJUSTMENTS

In order to maintain competitiveness and market median wages, an annual living wage adjustment equal to the San Francisco/Oakland/San Jose CPI (Consumer Price Index) for Urban Wage Earners, U.S. Department of Labor, Bureau of Labor Statistics/Western Office will be made to the salary ranges for each employee classification, as cumulatively determined for the preceding 12-month fiscal year (July 1st through June 30th), and annually approved by the MPWD Board of Directors, effective August 1st in 2019, 2020, 2021, and 2022. These adjustments will not be automatically applied to employee’s salary.

11. MPWD COMPENSATION PLAN

The 2009 MPWD Salary Plan shall be rescinded and replaced with the new 2018 MPWD Compensation Plan. Other Related Policies Section 8.28(B) Salary Plan shall be revised to Compensation Plan.

12. REORGANIZATION

Effective October 1, 2018, a permanent part-time and non-benefitted Accountant position will be added to the MPWD organization and will report to the Administrative Services Manager.

13. PERFORMANCE EVALUATION REVISION

In FY 2018/2019, the MPWD will contract with Koff & Associates to work with ASSOCIATION members to revise the existing (and dated) performance evaluation form.

14. GOVERNANCE

Should there be any inconsistencies between the terms of this AGREEMENT and provisions within the MPWD's Personnel Manual dated 10/26/17, this AGREEMENT shall govern except for the vested rights contained within Section 6.06(B) "CalPERS Retirement Benefits."

TENATIVE AGREEMENT of bargaining provisions reached on September 24, 2018.

FINAL AGREEMENT reached between MPWD and MPWD Employee Association and Letter Agreement signed on September 25, 2018.

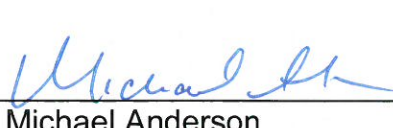
LETTER AGREEMENT will be presented for ratification by the MPWD Board of Directors at its regular meeting scheduled for Thursday, September 27, 2018.

MPWD

BY: 

Tammy Rudock
General Manager

MPWD EMPLOYEE ASSOCIATION

BY: 

Michael Anderson
President



COMPENSATION PLAN

The Mid-Peninsula Water District's (MPWD) Compensation Plan is designed to provide fair and comparable salaries to employees. Total compensation studies will be periodically commissioned to ensure that wages and benefits are competitive with similar utility agencies.

The foundation for the compensation plan is based on the following key principles:

- A. **Pay for Performance** – An MPWD employee earns their compensation. Superior performance equals superior compensation. Personal initiative and creative results will be rewarded.
- B. **Providing Opportunity** – Career opportunities are available, further education and professional development is promoted, and compensation levels are industry competitive.
- C. **Employees are Significant Stakeholders in the MPWD** – It is through collective performance, effort, and contributions—employee and organizational—that positive outcomes are created (e.g., effective leadership, MPWD image sustainability or enhancement, and improved morale).

This Compensation Plan replaces and supersedes all salary plans, revisions, and amendments previously adopted by the MPWD.

MPWD Compensation (Salary) Plan History:

- Compensation Plan adopted September 27, 2018 (Resolution 2018-XX)
- Salary Plan Amendment adopted October 22, 2009 (Resolution 2009-10)
- Salary Plan adopted March 23, 2006 (Resolution 2006-05)

SECTION 1.0 EMPLOYEE POSITION DESCRIPTIONS

The following MPWD position descriptions are attached collectively as Exhibit A:

- A. General Manager
- B. Operations Manager
- C. Administrative Services Manager
- D. Operations Supervisor
- E. Lead Operator
- F. Water System Operator
- G. Maintenance Technician
- H. Administrative Specialist
- I. Accountant
- J. Administrative Assistant

SECTION 2.0 ORGANIZATIONAL CHART

The MPWD Organizational Chart is attached as Exhibit B.

SECTION 3.0 SALARIES

All full-time and part-time employees will be paid within an established salary range.

For new hires, factors considered in establishing the base salary are education, previous work experience, position, grade level, and other relevant factors. The General Manager will assign a base salary within the range established for the appropriate classification under the MPWD Salary Schedule.

For existing employees, adjustments to base salary generally occur as a result of performance evaluation, a promotion, a demotion, or significant increase or decrease in job responsibilities, as well as business circumstances and other relevant factors.

Section 3.1 SALARY SCHEDULES

Salary ranges for represented and unrepresented personnel classifications will be established by the Board of Directors and reviewed annually, and are set forth in the MPWD Salary Schedules attached as Exhibit C.

Section 3.2 ADVANCEMENT WITHIN SALARY RANGE

Salary increases shall be based on merit as established by a record of the employee's performance and shall require recommendation by the Administrative Services Manager or Operations Manager, and approval by the General Manager. No increase in salary shall be automatic merely upon completion of a specified period of service.

Salary advancement shall be capped so as not to exceed any maximum rate established in the salary range for the employee's position.

An employee will be granted five percent (5%) Additional Duty Pay for a maximum of twelve (12) months when an employee is serving in, or training for, a position of a higher classification. The General Manager's approval is required in advance of such an assignment.

Employees that reach the maximum rate of their salary range may be eligible to receive an annual lump-sum payment based on their merit, as reflected in the employee's annual performance review. The payment shall be determined by the established performance-based ranges as set forth in the MPWD Salary Schedules and provided to the employee on or near their annual salary review date. The annual lump-sum payment will not increase the employee's base rate of pay or otherwise affect employee's benefits and compensation.

A salary adjustment may be withheld in case of an unsatisfactory employee performance evaluation.

SECTION 4.0 PERFORMANCE PLAN AND REVIEW

The MPWD's Performance Plan is designed to establish a consistent, equitable, and measurable system for performance-based planning and evaluation.

The objectives are as follows:

- A. Engage the employee so that they know:
 - 1. What is expected; and
 - 2. How expectations are being met; and
 - 3. Ways to improve and enhance performance.
- B. Establish a written record of employee accomplishments, future work expectations, performance objectives, and career goals.
- C. Provide the management tool for objective performance-based planning and review.

Section 4.1 PERFORMANCE EVALUATION PROCEDURES

Employees will be evaluated in writing using the performance criteria form at the following times during their tenure at the MPWD:

- A. At the end of ninety (90) days during the introductory period;
- B. At the end of the six-month introductory period;
- C. At annual performance review;
- D. At any promotion;
- E. At any demotion; and
- F. During a special review which may be performed at any time.

At the beginning of the appraisal period, the Supervisor and/or Manager and employee should meet to discuss the employee's responsibilities and record the performance objectives the employee will strive to achieve during the forthcoming appraisal period.

During the appraisal period, the employee and Supervisor and/or Manager should meet whenever it is appropriate to review progress, discuss ways to improve, and agree on changes that may be needed in direction or responsibilities.

At the end of the appraisal period, the employee should complete their self-assessment of their performance. The Supervisor and/or Manager should evaluate and rate the employee's overall performance and record the employee's key strengths as well as areas where improvement could be a significant influence on the employee's future performance.

Managers will recommend merit increases based on the employee's performance for approval by the General Manager.

SECTION 5.0 MERIT GUIDELINES

Employees that meet the expectations of their jobs or perform above expectations may be eligible to receive an adjustment in salary at the time of their annual performance evaluation. The amount of the merit award will vary according to the employee's performance contributions and available operational budget.

MPWD MERIT PAY MATRIX

| OVERALL PERFORMANCE APPRAISAL RATING | CORRESPONDING SALARY INCREASE |
|--|--|
| Consistently Exceeds Expectations Employees that provide an exceptional level of performance and service and regularly and substantially exceed job standards and expectations, including performance objectives. They are outstanding performers that work with little to no supervision and generate output that is exceptionally high in quality, quantity, and timeliness. They are self-driven leaders that take initiative and assume a very high level of responsibility for their performance, contribute to the articulation and definition of new programs, processes, and services, and serve as a positive role model for, and active mentor to, other staff. Employees at this level have typically achieved extraordinary results that have readily demonstrable benefits to the MPWD. | 4.1% to 5.0% |
| Exceeds Expectations Employee performance regularly exceeds the work requirements and performance objectives, noticeably above the level of others holding comparable positions, with minimal direction or supervisory follow-up. They exhibit leadership skills and demonstrate the ability to take initiative and excel in their performance. Employees are knowledgeable of MPWD operations and the relationship and duties of related jobs and co-workers. They are fully engaged and excel at teamwork and collaboration. | 3.1% to 4.0% |
| Successfully Meets Expectations Employees that meet and occasionally exceed job standards and achieve performance objectives. Their output is consistent with quality standards and delivered with minimal error or follow-up. Employees are reliably competent, productive, communicative, and understand and support MPWD goals. | 1.6% to 3.0% |
| Partially Meets Expectations/Needs Improvement Employees that do not regularly meet overall expectations or achieve their performance objectives. They occasionally perform below standards but have demonstrated some willingness or ability to improve performance and resolve deficiencies to improve performance. Employees require more than normal supervision to complete assignments and/or additional counseling, training, or experience to meet standards. Employee cannot be relied upon and must improve performance to an effective level within a defined period. | 0.0% to 1.5% |
| Unsatisfactory Performance Employees at this level clearly and consistently fail to meet all or most significant job expectations and/or are limited to the most basic assignments. They may not respond to counseling or training, and/or demonstrate unwillingness or inability to improve. The General Manager may choose to enforce an alternative measure such as demotion, suspension, reduction in pay, or termination to correct deficiencies in employee performance. | 0.0% |



EXHIBIT A

EMPLOYEE CLASSIFICATION DESCRIPTIONS

ACCOUNTANT

DEFINITION

Under general supervision, performs professional accounting work, including auditing, analyzing, and verifying fiscal records and reports; prepares financial and statistical reports, provides information to District staff regarding accounting practices and procedures, and reconciles general ledger accounts; assists in preparing the District's annual and mid-year budgets; prepares year-end audit reports and schedules; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Administrative Services Manager. Exercises no supervision over staff.

CLASS CHARACTERISTICS

This is a journey-level professional accounting classification. While most work is subject to review from the Administrative Services Manager, incumbents exercise discretion and independent judgment in performing accounting and financial activities for the District. Successful performance of the work requires considerable knowledge of governmental accounting practices and procedures, fund accounting, and fiscal management. This class is distinguished from the Administrative Services Manager in that the latter has management responsibility for all administrative services functions and programs.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Provides responsible professional and technical assistance in the administration and implementation of the District's financial, auditing, and accounting programs and activities including accounts payable, utility billing, accounts receivable, payroll, and reporting.
- Prepares journal entries and reconciles general ledger, subsidiary accounts, and other accounting transactions and reports; compiles and prepares periodic financial schedules and reports; maintains spreadsheets on interest income and expenses.
- Assists in preparation of monthly, quarterly, and annual financial statements and footnotes; prepares a variety of periodic, and special financial reports for operational use, and for presentation to the Board of Directors.
- Analyzes and reconciles expenditure and revenue accounts, verifying availability of funds and classification of expenditures; researches and analyzes transactions to resolve problems.
- Monitors cash receipts and reconciles monthly bank statements.
- Reviews accounting documents to ensure accurate information and calculations, and makes original and correcting journal entries; examines supporting documentation for accuracy and completeness, and to ensure proper authorizations; prepares and maintains control and subsidiary accounting records involving fixed assets and other special accounts.

- Coordinates and performs grants administration and reporting; ensures compliance with federal, state and local regulations.
- Verifies the accuracy of timekeeping reports and calculations; researches discrepancies and makes corrections; prepares state and federal tax reports, W-2's, and 1099's.
- Interprets, explains and applies general and governmental accounting/auditing principles and procedures, laws, and regulations affecting the financial operations of municipal government.
- Reviews documentation submitted for accuracy and conformance to legal and procedural requirements.
- Participates in the compilation and preparation of the annual budget, including assisting management with budget preparation, providing estimated grant revenues and expenditures, monitoring expenditures to ensure compliance with adopted budget, and assisting in publication of the budget.
- Assists in preparing audit schedules for external auditors and assists the Administrative Services Manager during the annual auditing process; confers with managers and staff regarding new or modified fiscal procedures and ensures that internal controls are observed.
- Attends meetings, conferences, workshops, and training sessions, and reviews publications to maintain current knowledge of principles, practices, and new developments in accounting and reporting requirements, policies and procedures; recommends and implements changes to accounting policy and procedures to ensure compliance with governmental requirements and regulations.
- Assists the Administrative Services Manager with special projects as required.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Modern principles, practices, and methods of public and governmental accounting and financing, including program budgeting, auditing and their application to special district operations, financial statement preparation, and methods of financial control and reporting.
- General principles and practices of data processing and its applicability to accounting operations.
- Applicable federal, state, and local ordinances, resolutions and laws affecting financial operations.
- Principles and practices of business organization and public administration.
- Record keeping principles and procedures.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Analyze financial data and draw sound conclusions.
- Analyze, post, balance, and reconcile complex financial data and accounts.
- Ensure proper authorization and documentation for disbursements.
- Evaluate and recommend improvements in operations, procedures, policies or methods.
- Analyze situations accurately and recommend effective course of action.
- Understand and carry out a variety of complex instructions in a responsible and independent manner.
- Prepare clear, complete and concise financial statements and reports.
- Understand, interpret, apply, and explain applicable federal, state, and local policies, procedures, laws, and regulations.

- Collect, obtain, evaluate, and interpret technical and specialized financial information correctly and explain information clearly, accurately, and concisely to customers.
- Establish and maintain a variety of files and records.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be

Equivalent to graduation from an accredited four-year college or university with major coursework in accounting, finance, business or public administration, or a related field and four (4) years of professional accounting experience. Experience in a governmental or public utility setting is desirable.

Licenses and Certifications:

- None.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. This is primarily a sedentary office classification, although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 25 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

ADMINISTRATIVE ASSISTANT

DEFINITION

Under general supervision, performs a variety of responsible customer support and billing duties related to the establishment and maintenance of customer accounts; provides direct customer service associated with utility payments, requests for service, responding to complaints, and providing information; performs a wide variety of clerical accounting support duties in the preparation, maintenance, and processing of accounts payable transactions and records; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Administrative Services Manager. Exercises no supervision over staff.

CLASS CHARACTERISTICS

This is a journey-level class where incumbents are expected to perform the full range of customer service and clerical accounting support duties and are required to work independently and use sound judgment. The work requires application and interpretation of policies, procedures, and regulations and involves frequent contact with the public. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit. This class is distinguished from the Administrative Specialist in that the latter is responsible for overseeing all monthly utility billing functions and performs the more complex customer service duties such as determining and approving account adjustments.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Provides front-line customer service support by greeting customers at the front desk or by telephone.
- Responds and provides information to customer inquiries and complaints in person or by telephone; researches, identifies potential causes, and provides recommendations for the resolution of unusual billing situations; and represents the District to callers and visitors in a professional and customer friendly manner.
- Interprets policies and procedures and explains service fees, rates, and procedures to customers; may waive fees under appropriate circumstances and with supervisory approval.
- Receives and processes service requests and transfer orders, sets up and closes accounts, processes "in and out" tags; determines and collects necessary charges and secures legal documents regarding property descriptions and ownership; resolves issues and problems regarding the processing of orders and delinquent accounts.
- Receives, audits, and processes customer payments, balances monies received, and prepares receipts; assists with completing bank deposits and posting payments to customer accounts.

- Receives, stamps, codes, processes, and scans invoices; prepares checks for mailing; maintains records of invoices and check stubs.
- Inputs expense statements into the financial system for payment.
- Assists with District's records retention program including scanning records and files and maintaining a records tracking and maintenance schedule.
- Maintains accurate and detailed records, verifies accuracy of information, researches discrepancies, and records information.
- Verifies and reviews forms and reports for completeness and conformance with established regulations and procedures; applies District policies and procedures in determining completeness of applications, records, and files.
- Prepares, copies, collates, and distributes a variety of documents; ensures proper filing of copies in District files.
- Composes, types, formats, and proofreads a wide variety of reports, letters, documents, and correspondence; checks drafts for punctuation, spelling, and grammar; suggests corrections.
- Receives, opens, time stamps, sorts, and distributes incoming mail; prepares and distributes outgoing mail.
- Maintains, updates, and retrieves information from District record systems and specialized databases.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Practices and procedures related to accounting for receipts and the maintenance of customer accounts.
- Terminology and practices of financial and account document processing and recordkeeping, including accounts payable and utility billing.
- District policies and procedures related to assigned area of responsibility.
- Principles and practices of data collection and report preparation.
- Business arithmetic and basic statistical techniques.
- Basic business letter writing and the standard format for reports and correspondence.
- Recordkeeping principles and procedures.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Deal tactfully with the public and others in providing information, answering questions, and providing customer service, even under difficult or stressful conditions.
- Respond to and effectively prioritize multiple phone calls and other requests or interruptions.
- Perform detailed customer service and accounting office support work accurately and in a timely manner.
- Balance cash receipts and maintain accurate financial records.
- Make accurate arithmetic, financial, and statistical computations.
- Compose correspondence independently or from brief instructions.
- Enter and retrieve data from a computer with sufficient speed and accuracy to perform assigned work.

- Interpret, apply, explain, and ensure compliance with applicable District policies and procedures.
- Maintain detailed and accurate records.
- Organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and specialized software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish and maintain effective working relationships with those contacted in the course of the work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade and three (3) years of experience in providing general customer service and basic accounting support, and knowledge of work processes and clerical office administration procedures.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is primarily a sedentary office classification, although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 35 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing District policies and procedures.

ADMINISTRATIVE SERVICES MANAGER

DEFINITION

Under general direction, plans, supervises, coordinates, and reviews the work of staff performing customer service, utility billing, finance, accounting, water conservation, public outreach, and administrative support functions; administers finance and human resources; acts as the Board Secretary; serves as a liaison and coordinates assigned activities with other District departments and external agencies to ensure compliance with reporting/procedures; provides responsible and complex administrative and operational assistance to the General Manager; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the General Manager. Exercises direction and supervision over professional, technical, and administrative support staff.

CLASS CHARACTERISTICS

This is a management classification responsible for planning, organizing, reviewing, and evaluating the Administrative Services Department. Responsibilities include developing and implementing policies and procedures for assigned programs, budget administration and reporting, regulatory compliance, and program evaluation. Incumbents serve as a professional resource for organizational, managerial, and administrative analyses and studies. Responsibilities include coordinating the activities of the department with those of other departments and outside agencies, and managing and overseeing the complex and varied functions of the department. The incumbent is accountable for accomplishing departmental planning and operational goals and objectives, and for furthering District goals and objectives within general policy guidelines.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Assumes managerial responsibility for all projects, programs, and activities of the Administrative Services Department, including customer service, utility billing, accounts receivable, water conservation, public outreach, and office management.
- Directs and participates in the development and implementation of goals, objectives, policies, and priorities for the department; recommends, within District policy, appropriate service and staffing levels; recommends and administers policies and procedures while ensuring financial, regulatory, and legal requirements are met.
- Selects, trains, motivates, and directs department personnel; evaluates and reviews work for acceptability and conformance with District standards, including program and project priorities and performance evaluations; provides or coordinates staff training; works with employees to correct

deficiencies; implements discipline and termination procedures; responds to staff questions and concerns.

- Manages and administers the District and department budgets; directs the forecast of additional funds needed for staffing, equipment, and supplies; directs the monitoring of and approves expenditures; directs the preparation and implementation of budgetary adjustments.
- Contributes to the overall quality of the District's service 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; identifies opportunities for improvement; directs the implementation of change.
- Oversees the development of consultant requests for proposal for professional and/or construction services and the advertising and bid processes; evaluates proposals and recommends project award; administers contracts after award.
- Administers the daily human resources functions and activities, including benefits administration, recruitment and selection, classification and compensation, employee relations, property and liability insurances, and risk management.
- Supervises and participates in all activities related to the District's finance and accounting function, including accounts payable, accounts receivable, payroll, year-end closing, bank reconciliation, and financial reporting.
- Directs and oversees the completion of the District's annual audit; works with external auditors to ensure responses are complete, well documented, and provided in a timely manner.
- Plans, directs, and coordinates customer service and utility billing activities; oversees payment processing and electronic bill systems.
- In coordination with the General Manager, oversees the implementation of water conservation and public outreach programs.
- Acts as the Board Secretary; attends a variety of meetings; prepares meeting agendas and gathers background information for agenda items; assembles and distributes agenda packets, meeting records, and all enclosures for mailings; sets up meeting rooms; reviews and approves minutes; distributes documents resulting from Board action; prepares legal and informational notices on behalf of the District.
- Provides highly complex staff assistance to the General Manager; develops and reviews staff, financial, and regulatory reports related to assigned activities and services; presents information to the Board of Directors and other external councils, commissions, committees, and boards; performs a variety of public relations and outreach work related to assigned activities.
- Conducts a variety of organizational studies, investigations, and operational studies; recommends modifications to administrative services programs, policies, and procedures.
- Attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of administrative services; researches emerging products and enhancements and their applicability to meet District needs.
- Monitors changes in regulations and technology that may affect District operations; implements policy and procedural changes after approval.
- Receives, investigates, and responds to difficult and sensitive problems and complaints in a professional manner; identifies and reports findings and takes necessary corrective action.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation, evaluation, and project management.
- Principles and practices of finance, budget administration, general and governmental accounting, auditing, and reporting functions; sound financial management policies and procedures.
- Principles and practices of customer service and utility billing functions.
- Principles and practices of human resources administration.
- Principles and practices of water conservation and public outreach program administration.
- Principles, practices, and procedures related to public agency recordkeeping and the Board Secretary function.
- Principles and practices of employee supervision, either directly or through subordinate levels of supervision, including work planning, assignment review and evaluation, and the training of staff in work procedures.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned functional area.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Practices of researching administrative services issues, evaluating alternatives, making sound recommendations, and preparing and presenting effective staff reports.
- General principles of risk management related to the functions of the assigned area.
- Technical, legal, financial, and public relations problems associated with the management of administrative services projects and programs.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the District in contacts with government agencies; community groups; and various business, professional, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Recommend and implement goals, objectives, and practices for providing effective and efficient services.
- 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.
- Prepare and administer large and complex budgets; allocate limited resources in a cost-effective manner.
- Evaluate and develop improvements in procedures, policies, or methods.
- Analyze, interpret, summarize, and present administrative and financial 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 effective technical staff reports.

- Effectively represent the District in meetings with governmental agencies; community groups; various businesses, professional, and regulatory organizations; and in meetings with individuals.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare clear and concise reports, correspondence, procedures, and other written materials.
- Oversee the development and maintenance of a variety of manual and computerized files, recordkeeping, and project management systems.
- Make sound, independent decisions within established policy and procedural guidelines.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from an accredited four-year college or university with major coursework in finance, accounting, business or public administration, or a related field, and five (5) years of increasingly responsible experience managing and/or supervising finance and accounting functions. Experience in a governmental or public utility setting is preferred and experience human resources and/or customer service is desirable.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. This is primarily a sedentary office classification, although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 25 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

ADMINISTRATIVE SPECIALIST

DEFINITION

Under general supervision, coordinates and oversees utility billing and customer service functions; researches and conducts investigations into the more complex or non-routine customer service billing and account issues; serves as administrator for the utility billing system; plans, coordinates, and implements water conservation and public outreach programs; develops reports in compliance with federal, state, and local requirements; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Administrative Services Manager. May provide technical and functional direction and training to assigned staff as needed.

CLASS CHARACTERISTICS

This is an advanced journey-level, specialist classification within administrative services responsible for performing a wide range of billing, systems administration, and reporting duties and/or developing and implementing the District's water conservation program and activities, as well as researching, responding to, and resolving complex customer account and billing issues. The work requires application and interpretation of policies, procedures, and regulations and involves frequent contact with the public. Employees at this level are required to be fully trained in all procedures related to the assigned area(s) of responsibility, working with a high degree of independent judgment, tact, and initiative. Employees research, select, and apply the most appropriate methods to accomplish assigned tasks and handle problems and deviations in work assignments in accordance with established policies and procedures. Completed work is usually evaluated for soundness, appropriateness, and conformity to policy and requirements and the methods used in arriving at the end results are not usually reviewed in detail. This class is distinguished from the Administrative Services Manager in that the latter has management responsibility for all administrative services functions and programs.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

When assigned to Utility Billing/Customer Service

- Generates monthly billing by receiving and importing meter reads, reviewing and calculating monthly bills, making adjustments as necessary, creating and sending billing file for printing, and sending out electronic bills.
- Analyzes utility bills by investigating customer usage, researching historical consumption, identifying usage patterns, recommending water use efficiency measures, determining if field investigation is required and scheduling field appointments, and recommending account adjustments.

- Interprets policies and procedures and explains service fees, rates, and procedures to customers; may waive fees under appropriate circumstances and with supervisory approval.
- Prepares utility bills and notices, including final bills, past due notices, 48-hour shut-off warning notices, and shut-offs.
- Receives, processes, and uploads customer automatic payments; receives and processes payments received in-person or via mail; creates bank deposits and uploads deposits to the District's bank account; maintains and balances petty cash box.
- Processes requests for new or cancelled accounts, meter changes, and related utility billing activities as required.
- Serves as billing system administrator by maintaining and auditing data; creating and maintaining reports; establishing internal controls and procedures; researching, monitoring, and implementing updates and enhancements; troubleshooting basic system issues; coordinating the resolution of system problems with outside vendors; and training staff on process and system changes.
- Participates in the evaluation, development, and documentation of utility billing workflow, policies, and procedures; recommends changes for improvement and efficiency; implements changes upon approval.
- Generates utility billing and water consumption reports; collects and checks data; researches assigned topics to provide a wide range of information and assistance relating to District billing activities; prepares and assembles reports, manuals, articles, announcements, and other informational materials.

When assigned to Water Use Efficiency

- Plans, promotes, and implements water conservation, water education, and public outreach initiatives and campaigns; evaluates program effectiveness and makes recommendations, and presentations for the development and implementation of new and/or modified services; coordinates content for Annual Water Conservation Report and District newsletter; updates water conservation website.
- Assists in the preparation and administration of specific program budgets; submits program budget recommendations; forecasts additional funds needed for specific staffing, equipment, materials, and supplies.
- Delivers water conservation initiatives for District customers, including but not limited to landscape audits, rebate programs, school education programs, and community events; develops and writes water conservation and water education materials.
- Conducts research and analysis related to water use, supply, and demand; receives, completes, and submits surveys from Bay Area Water Supply and Conservation Agency (BAWSCA), San Francisco Public Utilities Commission, State Water Resources Control Board, and the Department of Water Resources; compiles, prepares, and submits reports to various regulatory agencies.
- Represents the District on water conservation issues at the local and regional level; attends and participates in conservation meetings, and serves on committees established by other agencies such as BAWSCA and California Urban Water Conservation Council.
- Develops and maintains positive working relationships to coordinate program development and implementation with local and state agencies, regulators, community groups, industry professionals, and other stakeholders.
- Updates the District's Urban Water Management Plan and related reports.

All Assignments

- Responds and provides information to customer inquiries and complaints in person or by telephone; represents the District to callers and visitors in a professional and customer friendly manner.
- Prepares regulatory and staff reports by researching and analyzing data and interpreting results; prepares recommendations for management and/or Board review and action.
- Maintains accurate and detailed records, verifies accuracy of information, researches discrepancies, and records information.
- Verifies and reviews forms and reports for completeness and conformance with established regulations and procedures; applies District policies and procedures in determining completeness of applications, records, and files.
- Prepares, copies, collates, and distributes monthly Board packets and a variety of documents; ensures proper filing of copies in District files; attends Board meetings; takes and prepares meeting minutes; distributes minutes upon approval.
- Screens calls, visitors, and incoming mail; assists the public at front counter and directs to appropriate locations and/or staff; responds to complaints and requests for information; assists in interpreting and applying regulations, policies, procedures, systems, rules, and precedents in response to inquiries and complaints from the public; directs callers to appropriate District staff as necessary.
- Composes, types, formats, and proofreads a wide variety of reports, letters, documents, and correspondence; checks drafts for punctuation, spelling, and grammar; suggests corrections.
- Maintains, updates, and retrieves information from District record systems and specialized databases.
- Monitors and orders office and other related supplies; prepares, processes, and tracks purchase requisitions for services and materials; receives vendor invoices; prepares request for payment for supervisor approval.
- Monitors changes in laws, regulations, and technology that may affect assigned areas of responsibility; recommends modifications to assigned programs and District policies, procedures, and ordinances; implements changes as required.
- Attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of utility billing, customer service, water conservation, and related programs as they relate to the area of assignment.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

When assigned to Utility Billing/Customer Service

- Practices and procedures related to accounting for receipts and the maintenance of customer accounts.
- Principles and practices of utility billing database management and reporting.
- Terminology and practices of financial and account document processing and recordkeeping, including accounts payable and utility billing.

When assigned to Water Use Efficiency

- Practices, theories, methods, and techniques used in the administration and evaluation of water conservation and public outreach programs.

- Principles, methods, and techniques used in the distribution of information to targeted audiences.

All Assignments

- Principles and practices of data collection, analysis, identifying trends and patterns, and recommendation development.
- Applicable federal, state, and local laws, regulatory codes, and ordinances, and District policies and procedures relevant to assigned area of responsibility.
- Business arithmetic and basic statistical techniques.
- Basic business letter writing and the standard format for reports and correspondence.
- Recordkeeping principles and procedures.
- Research and reporting methods, techniques, and procedures.
- Recent and ongoing developments, current literature, and sources of information related to assigned programs, projects, and services.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

When assigned to Utility Billing/Customer Service

- Perform detailed utility billing and customer service support work accurately and in a timely manner.
- Balance cash receipts and maintain accurate financial records.

When assigned to Water Use Efficiency

- Plan and implement water conservation, public outreach, and related programs, projects, and activities in an independent and cooperative manner.

All Assignments

- Deal tactfully with the public and others in providing information, answering questions, and providing customer service, even under difficult or stressful conditions.
- Research, analyze, interpret, summarize, and present information and data in an effective manner.
- Respond to and effectively prioritize multiple phone calls and other requests or interruptions.
- Make accurate arithmetic, financial, and statistical computations.
- Enter and retrieve data from a computer with sufficient speed and accuracy to perform assigned work.
- Effectively represent the District in meetings with governmental agencies; community groups; various businesses, professional, and regulatory organizations; and in meetings with individuals.
- Interpret, apply, explain, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare clear and concise reports, correspondence, procedures, and other written materials.
- Establish and maintain a variety of manual and computerized files and recordkeeping.
- Make sound, independent decisions within established policy and procedural guidelines.

- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and specialized software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish and maintain effective working relationships with those contacted in the course of the work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to an associate's degree from an accredited college or two (2) years of college-level coursework in accounting, environmental studies, water resources, communication, public administration, business administration, or a related field, and five (5) years of increasingly responsible experience in providing utility billing and/or customer service. Graduation from an accredited four-year college or university with major coursework in finance, accounting, business or public administration, or related field is desirable.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is primarily a sedentary office classification, although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 35 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing District policies and procedures.

GENERAL MANAGER

DEFINITION

Under policy direction, plans, organizes, and provides administrative direction and oversight for all District functions and activities; provides policy guidance and program evaluation to the Board of Directors and management staff; encourages and facilitates provision of services to District customers; fosters cooperative working relationships with intergovernmental and regulatory agencies and various public and private groups; pursues appropriate avenues of economic and community development; and performs related work as required

SUPERVISION RECEIVED AND EXERCISED

Receives policy direction from the Board of Directors. Exercises direction and supervision to all District staff through subordinate levels of supervision.

CLASS CHARACTERISTICS

The General Manager serves as the Chief Executive Officer of the District, accountable to the Board of Directors and responsible for enforcement of all District ordinances, policies, and procedures, the conduct of all financial and human resources activities and the efficient and economical performance of the District's operations.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Plans, organizes, administers, and evaluates District operations, programs, projects, and activities in accordance with applicable laws, ordinances, and regulations, strategic plan, and Board policies and objectives.
- Directs and coordinates the development and implementation of goals and objectives for the District; develops administrative policies, procedures, and work standards to ensure that the goals and objectives are met and that programs provide mandated services in an effective, efficient, and economical manner.
- Oversees the preparation of the annual capital improvement and operating budgets for the District; authorizes directly or through staff, budget transfers, expenditures, and purchases; provides information regarding the financial condition and needs to the Board of Directors.
- Advises the Board of Directors on issues, programs, and financial status; prepares and recommends long- and short-term plans for District service provision, capital improvements, and funding; and directs the development of specific proposals for action regarding current and future District needs.
- Oversees the administration, construction, use and maintenance of all District infrastructure, facilities and equipment.

- Administers and directs labor relations, including discipline, grievances, and all matters relating to the Memoranda of Understanding; represents the District in matters of concern to unions representing District employees; develops and manages the implementation of management strategies for negotiations during meet and confer sessions with various employee organizations.
- Develops, organizes, and manages various public information and legislative affairs programs related to District services and activities; represents and advocates the District's interests with federal, state, local, and elected and government officials; acts as the District liaison with the media.
- Represents the District and the Board of Directors in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory and legislative organizations.
- Provides for the investigation and resolution of complaints regarding the administration of and services provided by the District.
- Provides for contract services and ensures proper performance of obligations to the District; has responsibility for enforcement of all District policies and procedures.
- Oversees the selection, training, professional development, and work evaluation of District staff; oversees the implementation of effective employee relations and related programs; provides policy guidance and interpretation to staff.
- Directs the preparation of and prepares a variety of correspondence, reports, policies, procedures, and other written materials.
- Oversees the maintenance of working and official District files.
- Monitors changes in laws, regulations, and technology that may affect District operations; implements policy and procedural changes as required.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation and evaluation, budget development and administration, and supervision of staff, either directly or through subordinate levels of supervision.
- Principles and practices of capital improvement program, budget, and contract development and administration.
- Principles and practices of employee supervision, either directly or through subordinate levels of supervision, including work planning, assignment review and evaluation, and the training of staff in work procedures.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned functional area.
- Principles and practices of water production, distribution, and storage systems operations and maintenance program development and administration.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Principles, practices, and procedures of public administration including financial management, human resources, and labor relations programs.
- Functions, authority, responsibilities, and limitations of an elected Board of Directors.
- General principles of risk management related to the functions of the assigned area.
- Technical, legal, financial, and public relations problems associated with the management of water production and distribution operations and maintenance projects and programs.

- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the District in contacts with government agencies; community groups; and various business, professional, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Plan, administer, coordinate, review, and evaluate the functions, activities, and staff of the District.
- Work cooperatively with, provide staff support to, and implement the policies of the Board of Directors.
- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls.
- Administer complex and technical human resources, financial management, and water production, distribution, and storage systems operations and maintenance, capital improvement, and related programs in an independent and cooperative manner.
- Interpret, apply, explain, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Effectively represent the District in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory and legislative organizations and the media.
- Direct the preparation of and prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Prepare accurate and effective reports, policies, procedures, and other written materials.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Use sound independent judgment within general legal, policy, and procedural guidelines.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from a four-year college or university with major coursework in business or public administration, engineering, finance, public policy, management, or a related field and seven (7) years of management or administrative experience in a public agency setting, preferably in the water industry. Master's degree is desirable. Experience working with an elected Board or Council is desirable.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. This is primarily a sedentary office classification, although standing and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 25 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

LEAD OPERATOR

DEFINITION

Under general supervision, administers the District's water quality program; administers the District's safety and loss prevention programs; organizes, plans, and assists in scheduling all necessary resources to accomplish operations and maintenance activities; performs a variety of skilled tasks in the installation, maintenance, and repair of the District's water distribution system and infrastructure, and District facilities; performs a variety of skilled tasks in the operation, control, and maintenance of the District's water production systems and facilities; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Operations Manager. May exercise technical and functional direction and training to assigned staff.

CLASS CHARACTERISTICS

This is an advanced journey-level class responsible for administering various District programs such as water quality, safety and risk management, operations and maintenance planning, fleet services, and inventory management. Incumbents also perform the full range of technical duties required to ensure that the District's infrastructure, systems, and facilities are maintained in a safe and effective working condition. Performance of the work requires the use of independence, initiative, and discretion. Incumbents are assigned tasks that are varied and complex, requiring the use of discretion and independent judgment within established guidelines, and ensuring the efficient and effective functioning of operations and maintenance areas. Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products or services. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements. This position is distinguished from the Operations Supervisor in that the latter is the full supervisory-level class in the series responsible for organizing, assigning, supervising, and reviewing the work of assigned staff.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Administers the District's water quality program by utilizing Supervisory Control and Data Acquisition System (SCADA) to ensure efficient operation of the water treatment and distribution systems including wells, water storage tanks, pump stations, and hydrants.
- Monitors and controls the operation of water distribution and storage systems, including monitoring nitrification and coliform levels; performing chemical pump drawdowns; adjusting flows; and calculating, adjusting, and setting optimal chemical dosage levels by adjusting chemical feeders.
- Observes variations in operating conditions by interpreting meter, gauge, graph readings, and tests results to determine pressure and flow requirements to meet demand.

- Prepares and maintains detailed logs, records, and reports on a variety of water production system operations, tests, system maintenance performed, operating conditions, and inspection results; submits reports to regulatory agencies such as the State Water Resources Control Board (SWRCB).
- Takes samples from sampling stations located throughout the District's service area to measure system performance and to ensure compliance with water quality standards; performs basic water quality analysis tests; delivers samples to the laboratory for further testing and analysis; maintains records and databases.
- Receives and responds to service calls and customer complaints regarding water quality.
- Administers the District's safety program, including maintaining the Injury and Illness Prevention Program; reviews and investigates reports of accidents, identifies any violations, and develops reports for the General Manager; identifies and coordinates training for staff; conducts regular, ongoing safety meetings with staff; administers the safety incentive program; maintains accurate records and reports.
- Administers the District's loss prevention program, including receiving incident reports, investigating loss, and coordinating claim processing with third-party insurance companies.
- Organizes, plans, and schedules all necessary tools, equipment, and vehicles needed to accomplish operations and maintenance activities; maintains inventory of parts, tools, and equipment.
- Estimates costs of operations, maintenance, repair work, supplies, equipment, and materials; orders supplies and equipment for work projects; maintains records of purchase orders; assists in developing budget figures for assigned area of responsibility; monitors expenditures.
- Coordinates the fleet maintenance program, including implementing preventative maintenance program, coordinating major maintenance and repair with contractors, completing and maintaining fuel tank inspection reports, and ensuring compliance with environmental and regulatory requirements.
- Performs construction, maintenance, repair, and inspection of District facilities.
- Performs the duties of a Water System Operator, as assigned, including responding to after-hours emergencies, assisting other staff as needed and in emergency or relief situations, and performing on-call, stand by duty on a regular basis.
- Identifies opportunities for improving service delivery methods and procedures; provides recommendations concerning process changes; reviews with appropriate management staff; implements improvements.
- Ensures compliance with various water quality and regulatory requirements, such as Environmental Protection Act, National Pollutant Discharge Elimination System (NPDES), SWRCB, and American Water Works Association standards.
- Inspects assigned District infrastructure for safety issues, structural integrity, and possible future work projects and programs; appropriately marks areas that need to be repaired.
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions.
- May provide technical and functional direction to staff.
- Attends training, meetings, workshops, etc., as required to enhance job knowledge and skills.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices governing water quality program compliance and reporting requirements.
- Policies, regulations, specifications, and requirements governing industrial safety, loss prevention, emergency preparedness, and accident prevention.

- Principles and practices related to planning and scheduling the operations and maintenance of the water distribution and storage systems and facilities, including ensuring the availability of required equipment, tools, and vehicles.
- Principles, practices, tools, and equipment required to operate and control water distribution and production systems and facilities.
- Maintenance principles, practices, tools, and materials for maintaining and repairing water distribution systems, infrastructure, and District fleet and facilities.
- Basic mechanical, electrical, and hydraulic principles.
- The operation and minor maintenance of a variety of hand and power tools, vehicles, and light to heavy power equipment.
- Occupational hazards and safety equipment and practices related to the work such as handling chemicals and working in and around confined spaces.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Traffic control procedures and traffic sign regulations.
- Principles and procedures of recordkeeping and reporting.
- Basic arithmetic related to the work.
- Safe driving rules and practices.
- Basic computer equipment and applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Develop, modify, implement, and coordinate the provision of a variety of safety training and loss prevention pertinent to water operations, including emergency preparedness and environmental compliance.
- Investigate field and office operations in order to implement and provide effective training and safety programs for a variety of staff covering a wide spectrum of operations and areas.
- Conduct safety inspections, identify problems, and work in collaboration with external regulatory agencies.
- Work independently and make effective judgments regarding compliance issues.
- Represent the District in matters related to safety, loss prevention, emergency preparedness, and environmental compliance programs as required.
- Plan and schedule operations and maintenance activities while ensuring all necessary tools, equipment, and vehicles needed to accomplish operations and maintenance activities are available.
- Implement and maintain an inventory control system.
- Perform skilled operation and maintenance of water production and storage systems and related infrastructure, facilities, and appurtenances similar to those at the District.
- Safely and effectively use and operate hand and power tools, mechanical equipment, and light to heavy equipment required for the work.
- Understand, apply, and ensure compliance with applicable federal, state, and local laws and regulations, and District policies and procedures.
- Make accurate arithmetic calculations.
- Set up and operate traffic area construction zones, including cones, barricades, and flagging.
- Read, interpret, and apply technical information from manuals, drawings, specifications, layouts, blueprints, and schematics.
- Follow department policies and procedures related to assigned duties.

- Maintain accurate logs and written records of work performed.
- Understand and follow oral and written instructions.
- Organize own work, set priorities, and meet critical time deadlines.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade and five (5) years of experience in construction, maintenance, and repair of water utilities infrastructure, and/or operation, maintenance, and repair of water production systems and related facilities, including lead responsibility and accountability for a major operations and maintenance function.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

In addition, must possess two of the three certifications:

- Possession of a valid Grade II or higher Water Distribution Operator Certificate issued by the California Department of Public Health (CDPH).
- Possession of a valid Grade I Water Treatment Operator Certificate issued by the CDPH.
- Possession of at least one Automotive Service Excellence (ASE) certification required in the Automobile Technician certification series established by National Institute for Automotive Service Excellence.

PHYSICAL DEMANDS

Must possess mobility to work in the field; strength, stamina, and mobility to perform medium to heavy physical work, to work in confined spaces and around machines, to climb and descend ladders, to operate varied hand and power tools and construction equipment, and to operate a motor vehicle to visit various District sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. The job involves fieldwork requiring frequent walking in operational areas to identify problems or hazards. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate above-mentioned tools and equipment. Positions in this classification bend, stoop, kneel, reach, and climb to perform work and inspect work sites. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 80 pounds, or heavier weights with the use of proper equipment.

ENVIRONMENTAL ELEMENTS

Employees work in the field and are exposed to cold and hot temperatures, inclement weather conditions, road hazards, loud noise levels, vibration, confining workspaces, chemicals, mechanical and/or electrical

hazards, and hazardous physical substances and fumes. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

WORKING CONDITIONS

Required to be on-call and to work various shifts or emergencies during evenings, weekends, and/or holidays.

MAINTENANCE TECHNICIAN

DEFINITION

Under general supervision, makes field customer service calls to investigate and perform service connection, disconnection, meter adjustments, validate meter readings, and related customer service issues; reads meters; identifies and troubleshoots irregularities in meters and related equipment; assists in the installation, maintenance, and repair of the District's water distribution system and infrastructure; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Field Operations Supervisor. Exercises no supervision over staff.

CLASS CHARACTERISTICS

This class is responsible for providing on-site technical field customer service support, reading meters, and assisting in performing construction, maintenance, and repair work to ensure that the District's infrastructure, systems, and facilities are maintained in a safe and effective working condition. Initially under close supervision, incumbents with basic maintenance experience learn District infrastructure, systems, and facilities, use of tools and equipment, and a wide variety of practices and procedures. As experience is gained, assignments become more varied and are performed with greater independence. Positions at this level usually perform some of the duties required of the Water System Operator, but are not expected to function at the same skill level and usually exercise less independent discretion and judgment in matters related to work procedures and methods. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Reads water meters in accordance with an assigned schedule and route; cleans out and maintains area around meter boxes.
- Performs water meter maintenance, including installing new meters, testing and repairing meters of various sizes, locating and repairing leaks, and replacing meters as necessary; installs service lines and accounts for the installation of new or replacement meters.
- Receives and responds to service calls and customer complaints regarding issues such as leaks, high or low pressure, consumption levels, water conservation, and water quality; advises customers of problems and suggests solutions.
- Proactively and in a timely fashion contacts customers with high bills and/or unusual activity; conducts in-person site visits with customers as needed.
- Connects or disconnects water services according to work orders issued by customer service staff.

- Validates meter readings through re-readings in situations where readings appear to be abnormally high or low, verifying consumption, and checking for leaks; communicates with customers on how to detect leaks and manage water usage.
- Visits customer properties that are due to be shut off due to late payments and either tagging their home or talking to them in person.
- Assists in the construction, maintenance, and repair activities of District water utilities systems and infrastructure, including fire hydrants, pipelines, water production facilities and related pumping equipment, residential and commercial water meters, valve cans, meter boxes, water distribution valves, wells, and related facilities.
- Maintains, flushes, and repairs fire hydrants.
- Performs grounds maintenance such as mowing, weed abatement, and picking up trash and debris in and around pump stations, wells, tanks, and other District facilities.
- Reads and interprets maps and diagrams in the performance of the work.
- Observes safe work methods and makes appropriate use of related safety equipment as required.
- Performs preventative maintenance on vehicles and equipment; ensures proper functioning of equipment and vehicles needed.
- Operates and maintains light, medium, and heavy-duty equipment such as backhoes, skip loaders, dump trucks, forklifts, and other equipment appropriate to the functional area of assignment.
- Operates a variety of hand and power tools and equipment related to work assignment as instructed.
- Maintains work areas in a clean and orderly condition, including securing equipment at the close of the workday.
- Installs street barricades and cones, and controls traffic around work sites to ensure safe conditions for the general public and District staff.
- Inspects assigned District infrastructure for safety issues, structural integrity, and possible future work projects and programs; appropriately marks areas that need to be repaired.
- Notifies assigned supervisor of the need for repair or additional maintenance as found during routine inspection and cleaning activities; prepares work orders or notes service requirements.
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions.
- Maintains accurate logs and records of work performed and materials and equipment used.
- Attends training, meetings, workshops, etc., as required to enhance job knowledge and skills.
- Responds to after-hours emergencies and assists other staff as needed in emergency or relief situations.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Basic practices involved in meter installation, reading, and repair.
- District service area, including street and address system.
- AMR/AMI meters, meter reading equipment, and their respective functions.
- Maintenance principles, practices, tools, and materials for maintaining and repairing water distribution systems and infrastructure.
- The operation and minor maintenance of a variety of hand and power tools, vehicles, and light to heavy power equipment.
- Occupational hazards and safety equipment and practices related to the work such as handling chemicals and working in and around confined spaces.

- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Traffic control procedures and traffic sign regulations.
- Principles and procedures of recordkeeping and reporting.
- Basic arithmetic related to the work.
- Safe driving rules and practices.
- Basic computer equipment and applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Deal tactfully with the public and others in providing information, answering questions, and providing customer service, even under difficult or stressful conditions.
- Safely and effectively operate tools and equipment used in meter installation, reading, and repair.
- Troubleshoot maintenance problems and determine materials and supplies required for repair.
- Safely and effectively use and operate hand and power tools, mechanical equipment, and light to heavy equipment required for the work.
- Understand, apply, and ensure compliance with applicable federal, state, and local laws and regulations, and District policies and procedures.
- Make accurate arithmetic calculations.
- Set up and operate traffic area construction zones, including cones, barricades, and flagging.
- Read and interpret maps and specifications.
- Follow department policies and procedures related to assigned duties.
- Maintain accurate logs and basic written records of work performed.
- Understand and follow oral and written instructions.
- Organize own work, set priorities, and meet critical time deadlines.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural, guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade and three (3) years of experience in the construction, maintenance, and repair of water utilities infrastructure, and/or the operation, maintenance, and repair of water production systems and related facilities.

Licenses and Certifications:

- Possession of a valid California Driver's License is desirable.
- Possession of a valid Grade I Water Distribution Operator Certificate issued by the California Department of Public Health is desirable.

PHYSICAL DEMANDS

Must possess mobility to work in the field; strength, stamina, and mobility to perform medium to heavy physical work, to work in confined spaces and around machines, to climb and descend ladders, to operate varied hand and power tools and construction equipment, and to operate a motor vehicle to visit various District sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. The job involves fieldwork requiring frequent walking in operational areas to identify problems or hazards. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate above-mentioned tools and equipment. Positions in this classification bend, stoop, kneel, reach, and climb to perform work and inspect work sites. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 80 pounds, or heavier weights with the use of proper equipment.

ENVIRONMENTAL ELEMENTS

Employees work in the field and are exposed to cold and hot temperatures, inclement weather conditions, road hazards, loud noise levels, vibration, confining workspaces, chemicals, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

WORKING CONDITIONS

Required to work various shifts or emergencies during evenings, weekends, and/or holidays as needed.

OPERATIONS SUPERVISOR

DEFINITION

Under general direction, plans, assigns, organizes, supervises, and reviews the daily construction, operation, control, maintenance, and repair of the District's water distribution and storage systems and infrastructure and District facilities; plans, prioritizes, and schedules capital improvement and maintenance projects; administers the District's asset management program; conducts research and analysis related to water use, supply, and demand; provides responsible and complex administrative and operational assistance to the Operations Manager; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Operations Manager. Exercises supervision over operations and maintenance staff.

CLASS CHARACTERISTICS

This is a full supervisory-level class responsible for planning, organizing, supervising, reviewing, and evaluating the work of assigned staff responsible for constructing, operating, controlling, maintaining, and repairing water distribution and storage systems and facilities. Incumbents also have project coordination and programmatic responsibilities requiring the use of considerable independence, initiative, and discretion within established guidelines. This class is distinguished from the Operations Manager in that the latter has management responsibility for all operations and maintenance functions and activities of the District.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Supervises the work of assigned staff in the construction, operation, control, maintenance, and repair of water distribution and storage systems and infrastructure and District facilities; evaluates employee performance, counsels employees, and effectively recommends initial disciplinary action; assists in selection and promotion.
- Participates in the development and implementation of goals, objectives, policies, and priorities for assigned programs; recommends and administers policies and procedures.
- Monitors activities of assigned work unit; identifies opportunities for improving service delivery methods and procedures; provides recommendations concerning process changes; reviews with appropriate management staff; implements improvements.
- Trains staff in work and safety procedures and in the operation and use of equipment and supplies; implements procedures and standards; ensures that tools, equipment and vehicles are safely operated, maintained, and secured when not in use; schedules the service, repair, and replacement of tools and equipment.
- Determines and recommends equipment, materials, and staffing needs for assigned operations, maintenance, and repair projects and programs; procures equipment, materials, and tools required

to perform the work; participates in the annual budget preparation; prepares detailed cost estimates with appropriate justifications, as required.

- Inspects and verifies work in progress and completed work of assigned employees and contractors for accuracy, proper work methods, techniques, and compliance with applicable standards and specifications.
- Participates in the design, engineering, construction, and field inspection processes for Capital Improvement Program and maintenance projects to ensure contractors' compliance with District standards and regulatory requirements; attends pre-construction meetings; performs detailed plan checks of construction and design to ensure adherence to established policy and sound engineering practices.
- Plans, prioritizes, and schedules long-range capital improvement and maintenance projects in coordination with other supervisory staff and management.
- Supervises a variety of scheduled and emergency operations, maintenance, and repair activities of water distribution and storage systems and District facilities, including Supervisory Control and Data Acquisition System, pump stations, regulators, generators, wells, tanks, and other related facilities.
- Supervises water quality and sampling program; reviews results and reports; recommends system adjustments as necessary to ensure compliance with water quality standards.
- Oversees plan review for new construction and remodels by reviewing applicant's plans for compliance with state codes and District standards.
- Supervises the inspection, installation, and repair of automated meter reading/infrastructure (AMR/AMI) water meters.
- Supervises the implementation of the District's hydrant maintenance and valve turning programs.
- Administers backflow and cross-connection inspection programs.
- Administers the District's asset management program, including creating and maintaining maps utilizing Geographic Information System; receives and reviews leak reports, determines maintenance needs and costs, and estimates water loss; participates in developing and scheduling maintenance plans.
- Conducts research and analysis related to water use, supply, and demand; analyzes trends in population, demographics, and water usage, supply, and demand to forecast and anticipate current and future needs; develops recommendations to meet water needs; writes technical reports.
- Provides staff assistance to the Operations Manager by preparing and maintaining a variety of construction, maintenance, and repair reports, records, and files; ensures the proper documentation of activities.
- Meets and confers with contractors, engineers, developers, architects, a variety of outside agencies, and the general public on water distribution and storage systems and infrastructure construction, operation, maintenance, and repair issues and projects.
- Stays current on the status of new and pending regulatory legislation; recommends changes to current policies and procedures in order to comply with changes in legislation; maintains current on new technology by meeting with vendors as needed.
- Assists operations and maintenance staff in emergency or relief situations.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.

- Principles and practices of water distribution and storage systems operations and maintenance program development and administration.
- Principles, practices, equipment, tools, and materials of water distribution and storage systems operations and maintenance.
- Principles and practices of administering and maintaining an asset management program.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Principles and practices of budget and capital improvement program development, administration, and accountability.
- Principles and practices of contract administration and evaluation.
- Occupational hazards and safety principles, practices, and procedures of water distribution systems and infrastructure, including related equipment and hazardous materials.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Assist in developing and implementing goals, objectives, practices, policies, procedures, and work standards.
- Supervise, train, plan, organize, schedule, assign, review, and evaluate the work of staff.
- Organize, implement, and direct water distribution and storage systems operations and maintenance, backflow and cross-connection, AMI/AMR, and asset management programs.
- Interpret, apply, explain, and ensure compliance with applicable federal, state, and local policies, procedures, laws, and regulations.
- Understand, interpret, and successfully communicate both orally and in writing, pertinent department policies and procedures.
- Identify problems, research and analyze relevant information, and develop and present recommendations and justification for solution.
- Perform the most complex water production and distribution system operations and maintenance duties, and operate related equipment safely and effectively.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare clear and concise reports, correspondence, procedures, and other written materials.
- Establish and maintain a variety of manual and computerized files, recordkeeping, and project management systems.
- Read, interpret, retrieve, and produce drawings, blueprints, maps, and specifications.
- Make sound, independent decisions within established policy and procedural guidelines.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade and seven (7) years of increasingly responsible experience in construction, maintenance, and repair of water utilities infrastructure and/or operation, maintenance, and repair of water production systems and related facilities, including four (4) years of lead or supervisory experience.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.
- Possession of a valid Grade III or higher Water Distribution Operator Certificate issued by the California Department of Public Health (CDPH).
- Possession of, or ability to obtain a valid Grade I Water Treatment Operator Certificate issued by the CDPH within 18 months of employment.
- If assigned to backflow prevention program, possession of a Backflow Device Tester Certificate issued by the American Water Works Association (AWWA).
- If assigned to cross-connection program, possession of a Cross-Connection Specialist Certificate issued by AWWA.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer, and to work in the field; strength, stamina, and mobility to perform light to medium physical work, to work in confined spaces, around machines, to climb and descend ladders, to operate varied hand and power tools and equipment, and to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. The job involves frequent walking in operational areas to identify problems or hazards and to conduct field inspections of projects and work sites. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate above-mentioned tools and equipment. Positions in this classification bend, stoop, kneel, reach, and climb to perform work in and inspect work sites. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 80 pounds, or heavier weights with the use of proper equipment.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees also work in the field and are exposed to cold and hot temperatures, inclement weather conditions, road hazards, loud noise levels, vibration, confining workspaces, chemicals, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

WORKING CONDITIONS

Required to be on-call and to work various shifts or emergencies during evenings, weekends, and/or holidays.

OPERATIONS MANAGER

DEFINITION

Under general direction, plans, organizes, manages, and reviews the work of staff responsible for the installation, maintenance, and repair of the District's water distribution system and infrastructure and the operation, control, and maintenance of the District's water production systems and facilities; manages the District's Capital Improvement Program, including long- and short-term project planning and overseeing the design, construction, maintenance, and operations of water production and distribution systems, facilities, and infrastructure; ensures compliance with water quality and regulatory requirements; provides responsible and complex support to the General Manager in areas of expertise; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the General Manager. Exercises direction and supervision over operations and maintenance staff through subordinate levels of supervision.

CLASS CHARACTERISTICS

This is a management classification responsible for planning, organizing, reviewing, and evaluating the operations and maintenance of District water distribution and storage systems, facilities, and related infrastructure. Responsibilities include developing and implementing policies and procedures for assigned programs, budget administration and reporting, regulatory compliance, and program evaluation. Incumbents serve as a professional resource for organizational, managerial, and operational analyses and studies. Responsibilities include coordinating the activities of the department with those of other departments and outside agencies, and managing and overseeing the complex and varied functions of the department. The incumbent is accountable for accomplishing departmental planning and operational goals and objectives, and for furthering District goals and objectives within general policy guidelines.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Assumes managerial responsibility for all projects, programs, and activities of the Operations Department, including the operations, maintenance, and repair of the District's water distribution and storage systems, related infrastructure, and District facilities and fleet.
- Directs and participates in the development and implementation of goals, objectives, policies, and priorities for the department; recommends, within District policy, appropriate service and staffing levels; recommends and administers policies and procedures.
- Selects, trains, motivates, and directs department personnel; evaluates and reviews work for acceptability and conformance with District standards, including program and project priorities and

performance evaluations; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures; responds to staff questions and concerns.

- Manages and administers the department's budget; directs the forecast of additional funds needed for staffing, equipment, and supplies; directs the monitoring of and approves expenditures; directs the preparation and implementation of budgetary adjustments.
- Contributes to the overall quality of the District's service 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; identifies opportunities for improvement; directs the implementation of change.
- Recommends and administers procedure guidelines and design standards while ensuring that water quality, operational, financial, regulatory, and legal requirements are met.
- Oversees the development of consultant requests for proposal for professional and/or construction services and the advertising and bid processes; evaluates proposals and recommends project award; administers contracts after award.
- Manages the District's Capital Improvement Program, including the planning, prioritization, and scheduling of long-term capital improvement and short-term maintenance projects in coordination with the Operations Supervisors and General Manager.
- Participates in the design, engineering, construction, and field inspection processes for District projects and private developments to ensure contractors' and developers' compliance with District standards and regulatory requirements; attends pre-construction meetings; performs detailed plan checks of construction and design to ensure adherence to established policy and sound engineering practices.
- Meets and confers with contractors, engineers, developers, architects, a variety of outside agencies, and the general public in acquiring information and coordinating water production and distribution operations and maintenance projects, programs, and services; provides information regarding District requirements.
- Manages the development and implementation of various operations and maintenance programs, including safety, loss prevention, water quality, emergency preparedness and response, environmental compliance, and asset management programs.
- Provides highly complex staff assistance to the General Manager; develops and reviews staff, operations, and regulatory reports related to assigned activities and services; presents information to the Board of Directors and other external councils, commissions, committees, and boards; performs a variety of public relations and outreach work related to assigned activities.
- Conducts a variety of organizational studies, investigations, and operational studies; recommends modifications to water production and distribution operations and maintenance programs, policies, and procedures.
- Attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of water production and distribution operations and maintenance; researches emerging products and enhancements and their applicability to meet District needs.
- Monitors changes in regulations and technology that may affect District operations; implements policy and procedural changes after approval.
- Receives, investigates, and responds to difficult and sensitive problems and complaints in a professional manner; identifies and reports findings and takes necessary corrective action.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation, evaluation, and project management.
- Principles and practices of capital improvement program, budget, and contract development and administration.
- Principles and practices of employee supervision, either directly or through subordinate levels of supervision, including work planning, assignment review and evaluation, and the training of staff in work procedures.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned functional area.
- Principles and practices of water distribution and storage systems operations and maintenance program development and administration.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Practices of researching operations and maintenance issues, evaluating alternatives, making sound recommendations, and preparing and presenting effective staff reports.
- General principles of risk management related to the functions of the assigned area.
- Technical, legal, financial, and public relations problems associated with the management of water production and distribution operations and maintenance projects and programs.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the District in contacts with government agencies; community groups; and various business, professional, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Recommend and implement goals, objectives, and practices for providing effective and efficient services.
- Administer complex and technical operations, maintenance, and related programs in an independent and cooperative manner.
- Plan, organize, assign, review, and evaluate the work of staff; train staff in work procedures.
- Prepare and administer large and complex budgets; allocate limited resources in a cost-effective manner.
- Evaluate and develop improvements in operations, procedures, policies, or methods.
- Analyze, interpret, summarize, and present administrative and technical 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 effective technical staff reports.
- Effectively represent the District in meetings with governmental agencies; community groups; various businesses, professional, and regulatory organizations; and in meetings with individuals.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.

- Prepare clear and concise reports, correspondence, procedures, and other written materials.
- Oversee the development and maintenance of a variety of manual and computerized files, recordkeeping, and project management systems.
- Read, interpret, retrieve, and produce drawings, blueprints, maps, and specifications.
- Make sound, independent decisions within established policy and procedural guidelines.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from an accredited four-year college or university with major coursework in civil or environmental engineering, business or public administration, or a related field, and five (5) years of increasingly responsible experience managing and/or supervising water distribution and production operations and maintenance or a related field.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.
- Possession of a valid Grade III or higher Water Distribution Operator Certificate issued by the California Department of Public Health (CDPH) is preferred.
- Possession of a valid Grade III or higher Water Treatment Operator Certificate issued by the CDPH is preferred.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer, and to work in the field; strength, stamina, and mobility to perform light physical work, to work in confined spaces, around machines, to climb and descend ladders, and to operate a motor vehicle to visit various District and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. The job involves walking in operational areas to identify problems or hazards and to conduct field inspections of projects and work sites. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate tools and equipment. Positions in this classification bend, stoop, kneel, reach, and climb to perform work in and inspect work sites. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 25 pounds.

ENVIRONMENTAL ELEMENTS

Employees work primarily in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to potentially hazardous physical substances. Employees also work in the field and are exposed to cold and hot temperatures, inclement weather conditions, road hazards, loud noise levels, vibration, confining workspaces, chemicals, mechanical and/or electrical hazards, and

hazardous physical substances and fumes. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

WATER SYSTEM OPERATOR

DEFINITION

Under general supervision, performs a variety of work in the installation, maintenance, and repair of the District's water distribution system and infrastructure; operates, controls, and maintains the District's water production systems and facilities; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Field Operations Supervisor. Exercises no supervision over staff. May provide technical and functional direction and training to assigned staff as needed.

CLASS CHARACTERISTICS

This is a journey-level class responsible for performing the full range of technical duties required to ensure that the District's infrastructure, systems, and facilities are maintained in a safe and effective working condition. Responsibilities include inspecting and attending to assigned areas in a timely manner, and performing a wide variety of tasks in the operation, maintenance, and repair of assigned facilities and systems. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit. This class is distinguished from Lead Operator in that the latter is responsible for providing technical and functional direction to lower-level operations staff and for performing the most complex operations and maintenance duties assigned.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Performs construction, maintenance, and repair activities of District water utilities systems and infrastructure, including fire hydrants, pipelines, water production facilities and related pumping equipment, residential and commercial water meters, valve cans, meter boxes, water distribution valves, wells, and related facilities.
- Performs water meter maintenance, including installing new meters, testing and repairing meters of various sizes, locating and repairing leaks, and replacing meters as necessary; installs service lines and accounts for the installation of new or replacement meters.
- Flushes water mains to ensure water quality meets California State Water Resources Control Board standards.
- Repairs concrete after water distribution system maintenance, including sidewalk panels, structural foundations, and temporary and final street patches.
- Uses valve-turning equipment to isolate and shut down pre-designated water lines for routine maintenance and in emergency situations; ensures proper shut-down of services by utilizing sounding equipment and flow rates; provides explanations to the public during shut-downs.

- Installs, maintains, flushes, and repairs fire hydrants.
- Utilizes Supervisory Control and Data Acquisition System to ensure efficient operation of the water treatment and distribution systems including wells, water storage tanks, pump stations, and hydrants.
- Observes variations in operating conditions by interpreting meter, gauge, graph readings, and tests results to determine pressure and flow requirements to meet demand.
- Prepares and maintains detailed logs, records, and reports on a variety of water production system operations, tests, system maintenance performed, operating conditions, and inspection results.
- Performs maintenance and repair of treatment water system facilities and equipment such as pumps, motors, valves, storage tanks, cathodic protection test stations, anodes, rectifiers, backup generators, and related equipment.
- Takes samples from sampling stations located throughout the District's service area to measure system performance and to ensure compliance with water quality standards; delivers samples for further testing and analysis; maintains records.
- Receives and responds to service calls and customer complaints regarding issues such as leaks, high or low pressure, consumption levels, and water quality; turns water service on and off; resolves or refers issues to supervisor.
- Monitors contractors working with and around underground services to ensure the work is appropriately performed to District standards and meet regulatory requirements; coordinates work with other utilities service providers; addresses discrepancies as necessary.
- Performs grounds maintenance such as mowing, weed abatement, and picking up trash and debris in and around pump stations, wells, tanks, and other District facilities.
- Reads and interprets maps and diagrams in the performance of the work.
- Observes safe work methods and makes appropriate use of related safety equipment as required.
- Operates and maintains light, medium, and heavy-duty equipment such as backhoes, skip loaders, dump trucks, forklifts, and other equipment appropriate to the functional area of assignment.
- Operates a variety of hand and power tools and equipment related to work assignment as instructed.
- Maintains work areas in a clean and orderly condition, including securing equipment at the close of the workday.
- Installs street barricades and cones, and controls traffic around work sites to ensure safe conditions for the general public and District staff.
- Inspects assigned District infrastructure for safety issues, structural integrity, and possible future work projects and programs; appropriately marks areas that need to be repaired.
- Notifies assigned supervisor of the need for repair or additional maintenance as found during routine inspection and cleaning activities; prepares work orders or notes service requirements.
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions.
- May provide technical and functional direction to staff in the absence of a Lead Operator and Operations Supervisor.
- Maintains accurate logs and records of work performed and materials and equipment used.
- Attends training, meetings, workshops, etc., as required to enhance job knowledge and skills.
- Responds to after-hours emergencies and assists other staff as needed in emergency or relief situations.
- Performs on-call, stand by duty on a regular basis.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles, practices, tools, and equipment required to operate and control water distribution and production systems and facilities.
- Maintenance principles, practices, tools, and materials for maintaining and repairing water distribution systems and infrastructure.
- Basic mechanical, electrical, and hydraulic principles.
- The operation and minor maintenance of a variety of hand and power tools, vehicles, and light to heavy power equipment.
- Occupational hazards and safety equipment and practices related to the work such as handling chemicals and working in and around confined spaces.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Traffic control procedures and traffic sign regulations.
- Principles and procedures of recordkeeping and reporting.
- Basic arithmetic.
- Safe driving rules and practices.
- Basic computer equipment and applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Operate, control, maintain, and repair water production systems and related infrastructure, facilities, and appurtenances similar to those at the District.
- Troubleshoot maintenance problems and determine materials and supplies required for repair.
- Safely and effectively use and operate hand and power tools, mechanical equipment, and light to heavy equipment required for the work.
- Understand, apply, and ensure compliance with applicable federal, state, and local laws and regulations, and District policies and procedures.
- Make accurate arithmetic calculations.
- Set up and operate traffic area construction zones, including cones, barricades, and flagging.
- Read, interpret, and apply technical information from manuals, drawings, specifications, layouts, blueprints, and schematics.
- Follow department policies and procedures related to assigned duties.
- Maintain accurate logs and basic written records of work performed.
- Understand and follow oral and written instructions.
- Organize own work, set priorities, and meet critical time deadlines.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade and five (5) years of experience in the construction, maintenance, and repair of water utilities infrastructure, and/or operation, maintenance, and repair of water production systems and related facilities.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.
- Possession of a valid Grade II or higher Water Distribution Operator Certificate issued by the California Department of Public Health.

PHYSICAL DEMANDS

Must possess mobility to work in the field; strength, stamina, and mobility to perform medium to heavy physical work, to work in confined spaces and around machines, to climb and descend ladders, to operate varied hand and power tools and construction equipment, and to operate a motor vehicle to visit various District sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone or radio. The job involves fieldwork requiring frequent walking in operational areas to identify problems or hazards. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate above-mentioned tools and equipment. Positions in this classification bend, stoop, kneel, reach, and climb to perform work and inspect work sites. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 80 pounds, or heavier weights with the use of proper equipment.

ENVIRONMENTAL ELEMENTS

Employees work in the field and are exposed to cold and hot temperatures, inclement weather conditions, road hazards, loud noise levels, vibration, confining workspaces, chemicals, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff, public and private representatives, and/or contractors in interpreting and enforcing District policies and procedures.

WORKING CONDITIONS

Required to be on-call and to work various shifts or emergencies during evenings, weekends, and/or holidays.

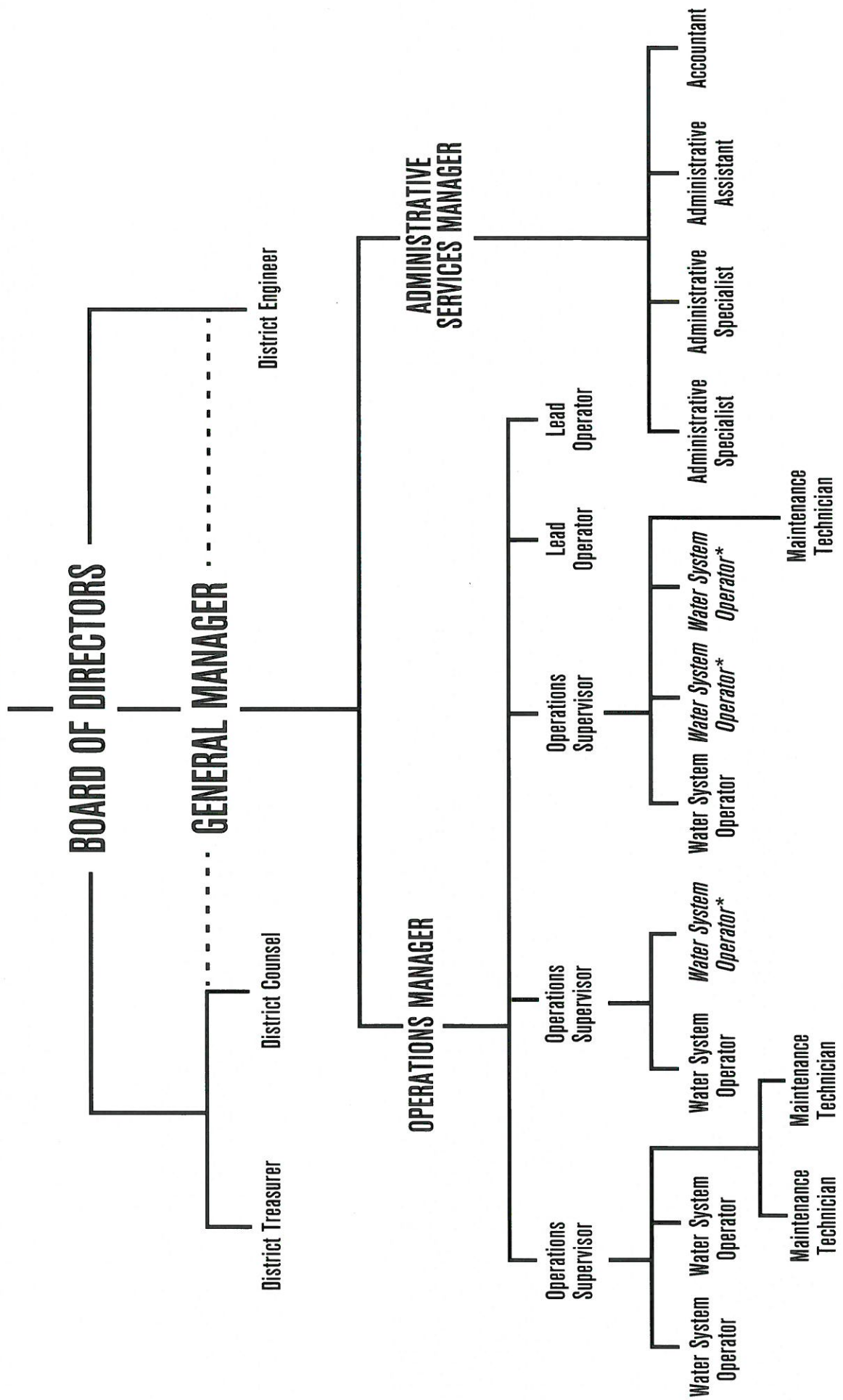


EXHIBIT B

MPWD ORGANIZATIONAL CHART



BOARD OF DIRECTORS



September 27, 2018



EXHIBIT C-1

REPRESENTED EMPLOYEES – MPWD EMPLOYEE ASSOCIATION

SALARY SCHEDULE – Effective October 1, 2018

| PERSONNEL CLASSIFICATION | FY 2022/2023 SALARY RANGE | FY 2021/2022 SALARY RANGE | FY 2020/2021 SALARY RANGE | FY 2019/2020 SALARY RANGE | MARKET MEDIAN FY 2018/2019 SALARY RANGE |
|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---|
| Accountant | | | | | \$6,496 - \$8,444/Month |
| Administrative Assistant | | | | | \$77,947 - \$101,331/Year |
| Administrative Specialist | | | | | \$4,712 - \$6,126/Month |
| Lead Operator | | | | | \$56,544 - \$73,508/Year |
| Maintenance Technician | | | | | \$5,465 - \$7,104/Month |
| Operations Supervisor | | | | | \$65,574 - \$85,246/Year |
| Water System Operator | | | | | \$5,885 - \$7,650/Month |
| | | | | | \$70,616 - \$91,801/Year |
| | | | | | \$4,597 - \$5,976/Month |
| | | | | | \$55,165 - \$71,715/Year |
| | | | | | \$7,721 - \$10,038/Month |
| | | | | | \$92,654 - \$120,451/Year |
| | | | | | \$5,201 - \$6,762/Month |
| | | | | | \$62,414 - \$81,139/Year |



EXHIBIT C-2

UNREPRESENTED EMPLOYEES – MANAGEMENT EXEMPT



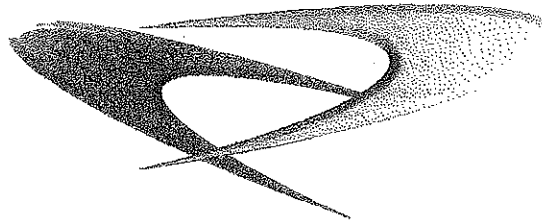
UNREPRESENTED EMPLOYEES - MANAGEMENT EXEMPT

SALARY SCHEDULE - Effective October 1, 2018

| PERSONNEL CLASSIFICATION | FY 2022/2023 SALARY RANGE | FY 2021/2022 SALARY RANGE | FY 2020/2021 SALARY RANGE | FY 2019/2020 SALARY RANGE | MARKET MEDIAN FY 2018/2019 SALARY RANGE |
|---------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---|
| Administrative Services Manager | | | | | \$9,643 - \$12,536/Month |
| | | | | | \$115,713 - \$150,426/Year |
| Operations Manager | | | | | \$9,643 - \$12,536/Month |
| | | | | | \$115,713 - \$150,426/Year |

Mid-Peninsula Water District

Salary Plan



Adopted: March 23, 2006

Resolution: 2006-5

Amended October 22, 2009

Resolution: 2009-10

MPWD/PRR

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| Maintenance Worker..... | 37 |

Section I

Introduction

The Mid-Peninsula District's Salary Plan is designed to provide fair and comparable salaries to the employees of the District. Salary surveys will be periodically commissioned to insure that the wages paid are competitive with similar utilities and private agencies.

Section II

Compensation Plan

SCOPE: To establish a procedure of eligibility for salary increases and maintain a competitive salary structure.

GENERAL: The objectives of this program are as follows:

- A. Reward employees based on their performance and achievements.
- B. Provide wages that are competitive with comparable jobs within the community.
- C. Encourage the growth of employee's skills.
- D. Attraction and Retaining

PROCEDURE:

- A. All full-time and part-time employees will be paid within an established salary range (see Section 3, Table 1). Salary reviews will be given at the completion of six (6) months of employment and annually thereafter.
- B. Employees will be granted increases based on merit within a defined salary range. Increases will be based on the following performance-based ranges.

| | |
|----------------------------------|--------------|
| Consistently Exceed Expectations | 5.0% to 5.5% |
|----------------------------------|--------------|

| | |
|----------------------|--------------|
| Exceeds Expectations | 3.0% to 4.9% |
|----------------------|--------------|

| | |
|---------------------------------|--------------|
| Meets Expectations Successfully | 1.0% to 2.9% |
|---------------------------------|--------------|

| | |
|-------------------|------------|
| Needs Improvement | 0% to 1.0% |
|-------------------|------------|

| | |
|----------------|----|
| Unsatisfactory | 0% |
|----------------|----|

- C. Salary range will be set by Board of Directors and will be reviewed periodically.

Section III

Monthly Salary Range

Table 1

| Classification | Abbreviation | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---------------------------------|--------------|--------|--------|--------|--------|--------|
| Maintenance Superintendent | MS | 6,519 | 6,845 | 7,188 | 7,547 | 7,924 |
| Administrative Service Manager | ASM | 5,364 | 5,632 | 5,913 | 6,209 | 6,519 |
| Engineering Technician | M&RS | 4,984 | 5,233 | 5,494 | 5,769 | 6,058 |
| Pump/Regulator Specialist | P&RS | 4,520 | 4,746 | 4,984 | 5,233 | 5,494 |
| Mechanic | M | 4,984 | 5,233 | 5,494 | 5,769 | 6,058 |
| Maintenance Foreman | MF | 4,520 | 4,746 | 4,984 | 5,233 | 5,494 |
| Customer Service Representative | CSR | 3,630 | 3,812 | 4,002 | 4,203 | 4,413 |
| Maintenance Worker | MW | 4,002 | 4,203 | 4,413 | 4,633 | 4,865 |

Section IV

Performance Plan and Review

SCOPE: To establish a consistent, equitable, and measurable system to provide performance based planning and evaluation.

GENERAL: The objectives of this program are as follows:

- A. Let the employee know:
 - 1. what is expected; and
 - 2. how expectations are being met; and
 - 3. ways to improve and enhance performance.
- B. Establish a written record of employee accomplishments, future work expectations, and career goals.
- C. Provide the management tool of objective performance based planning and review.

PROCEDURE:

- A. Employees will be evaluated using the Performance Criteria Form at the following times during their tenure at the Mid-Peninsula Water District:
 - 1. bi-monthly during the six (6) month introductory period; and
 - 2. at the end of the introductory period; and
 - 3. at the semi-annual performance review; and
 - 4. at annual salary and annual performance reviews; and
 - 5. at any promotion; and
 - 6. at any demotion; and
 - 7. during a Special Review which may be performed at any time.
- B. At the beginning of the Appraisal Period, the Managers/Superintendent and employee should meet to discuss the employee's responsibilities and to record the goals the employee will be striving to achieve during the forthcoming Appraisal Period.

- C. During the Appraisal Period, the employee and Managers/Superintendent should meet whenever it is appropriate to review progress, discuss ways to improve, and agree on changes that may be needed in direction or responsibility as appropriate.
- D. At the end of the Appraisal Period, the Managers/Superintendent should evaluate and rate the employee's overall performance. The Managers/Superintendent shall also record the employee's key strengths as well as areas where improvement could be a significant influence on the employee's future performance.
- E. Effective July 1, 2006, salary ranges were increased per the salary survey performed by Koff and Associates to the Market Median. It is anticipated that the salary ranges will be re-evaluated in 2010.
- F. If an employee does not receive an increase, due to poor performance, an increase can be given during the next appraisal Period if, in the Managers/Superintendent opinion, performance has improved to acceptable standards. In that event, future increases will be considered on an annual basis from the effective date of the increase.
- G. Managers/Superintendent will recommend salary increases based on employee performance. To be effected, recommended salary increases must be approved by the General Manager
- H. An employee will be granted five percent (5%) Additional Duty Pay (ADP), for a maximum of twelve (12) months, when an employee is in training for a position of a higher classification.
- I. District employees at the highest numerical step of his or her Monthly Salary Range may receive an annual lump sum payment based on merit, as reflected in the employee's annual performance review. The payment shall be determined by the established performance-based ranges as

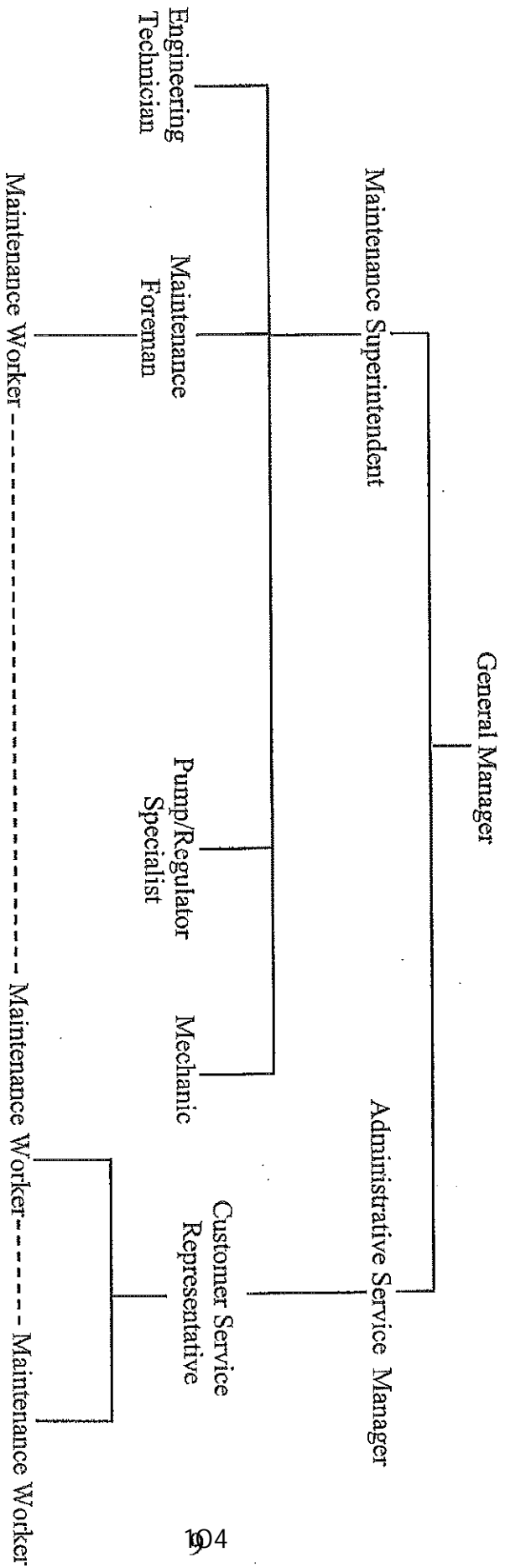
set forth in Section II of the Salary Plan (under Procedure, Part B) and provided to the employee on or near his or her annual salary review date. This payment will not increase the employee's base rate of pay or otherwise affect the employee's benefits and compensation.

Section V

Definitions of Performance Ratings

- A. *Consistently Exceeds Expectations* The employee far exceeds the job standards. The employee is an outstanding producer. The employee turns in peak performance. The employee is an extremely accurate worker and rarely makes errors. The employee has a full understanding of the relationship and duties of related jobs. The employee is extremely dependable in his or her performance, including non-routine assignments.
- B. *Exceeds Expectations* The employee performs above standards considerably. The employee is consistently an above average producer. The employee organizes all work assignments well. The employee's work is consistently well done with a minimal amount of direction. The employee is consistently dependable in accomplishing job assignments and requires a minimum of supervisory follow-up.
- C. *Meets Expectations Successfully* The employee meets all job standards. The employee's output is consistent with job standards on most assignments. The employee's work assignments are consistent with quality standards with a minimum amount of error. The employee may require assistance on non-routine assignments. The employee fulfills responsibilities and follows instructions with limited supervision.
- D. *Needs Improvement* The employee performs below standards sometimes. The employee requires more than normal supervision to complete assignments and occasionally fails to meet standards. The employee requires additional counseling, training, and experience to meet standards in some areas of job assignments. The employee can't be counted on to fulfill responsibilities. The employee must improve performance to an effective level within a defined period.
- E. *Unsatisfactory* The employee frequently performs below standards. The employee organizes assignments poorly and seldom meets specified quantity or quality standards on work assignments. The employee is limited to the most basic assignments. The employee is unreliable, does not respond to counseling and training efforts. The General Manager may choose to enforce an alternative measure of counseling, such as demotion, suspension, reduction in pay or termination to correct deficiencies in employee performance.

Organizational Chart



Section VII

Job Descriptions

The General Manager reviews the District's Job Descriptions annually and may add, delete, or update some or all of the descriptions, as needed, due to changes in the District's activities, needs, policies, or to modernize the language to meet current standards.

This section contains descriptions for all existing employee positions as follows:

Maintenance Superintendent
Administrative Service Manager
Engineering Technician
Pump/Regulators Specialist
Mechanic
Maintenance Foreman
Customer Service Representative
Maintenance Worker



AGENDA ITEM NO. 8.B.

DATE: September 27, 2018
TO: Board of Directors
FROM: Tammy Rudock, General Manager

SUBJECT: CONSIDER RESOLUTION 2018-20 APPROVING SALARY SCHEDULES FOR ALL MPWD PERSONNEL CLASSIFICATIONS, EFFECTIVE OCTOBER 1, 2018

RECOMMENDATION

Approve Resolution 2018-20 approving Salary Schedules for all MPWD personnel classifications, effective October 1, 2018.

FISCAL IMPACT

The maximum salary for each classification represents market median total compensation as a result of the Koff & Associates market survey and MPWD Total Compensation Study dated August 8, 2018.

Employee equity adjustments will be phased in over two fiscal years. At a maximum level the adjustments will cost a total of \$53,000 for FY 2018/2019 and \$55,000 for FY 2019/2020.

DISCUSSION

The Board ratified the letter agreement with the MPWD Employees Association in the preceding agenda item.

The attached Salary Schedule for Represented Employees – MPWD Employee Association (Exhibit C-1 to the MPWD Compensation Plan) was a provision within the letter agreement.

It is further recommended that the salary ranges for MPWD's unrepresented personnel classifications of Administrative Services Manager and Operations Manager be adjusted pursuant to the attached Salary Schedule (Exhibit C-2 to the MPWD Compensation Plan).

Attached are the Salary Schedules for Represented Employees and Unrepresented Employees – Management Exempt.

Attachments: Resolution 2018-20
MPWD Salary Schedule for Represented Employees – MPWD Employee Association
MPWD Salary Schedule for Unrepresented Employees – Management Exempt

BOARD ACTION: APPROVED:_____ DENIED:_____ POSTPONED:_____ STAFF DIRECTION:_____

UNANIMOUS_____ WARDEN_____ VELLA_____ LINVILL_____ ZUCCA_____ STUEBING_____

RESOLUTION NO. 2018-20

**APPROVING SALARY SCHEDULES
FOR ALL MPWD PERSONNEL CLASSIFICATIONS,
EFFECTIVE OCTOBER 1, 2018**

*** * ***

MID-PENINSULA WATER DISTRICT

WHEREAS, per Resolution No. 2018-19 dated September 27, 2018, the Board of Directors for the Mid-Peninsula Water District approved a Letter Agreement with the MPWD Employees Association, setting forth the terms and conditions governing salary, benefit and other employment conditions for represented employees, for a 5-year term, commencing on October 1, 2018, and ending on September 30, 2023; and

WHEREAS, in accordance with the terms of the Letter Agreement, and as a result of the Koff & Associates market survey and MPWD Total Compensation Study Report dated August 8, 2018, the salary ranges for MPWD Employee Association personnel classifications should be adjusted effective October 1, 2018, pursuant to the attached Exhibit C-1 to the MPWD Compensation Plan – Salary Schedule for Represented Employees; and

WHEREAS, the General Manager has also determined that the salary ranges for the unrepresented personnel classifications of MPWD Administrative Services Manager and Operations Manager should also be adjusted effective October 1, 2018, as a result of the Koff & Associates MPWD Total Compensation Study Report dated August 8, 2018, and pursuant to the attached Exhibit C-2 to the MPWD Compensation Plan – Salary Schedule for Unrepresented Employees – Management Exempt; and

WHEREAS, the maximum salary for each classification represents median total compensation as a result of the market survey and study.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Mid-Peninsula Water District that effective October 1, 2018, the Salary Schedule for the Represented Employees – MPWD Employee Association (Exhibit C-1 to the MPWD Compensation Plan) is hereby approved; and

BE IT FURTHER RESOLVED that effective October 1, 2018, the Salary Schedule for Unrepresented Employees – Management Exempt (Exhibit C-2 to the MPWD Compensation Plan), is hereby approved.

PASSED AND ADOPTED this 27th day of September 2018.

AYES:

NOES:

ABSENCES:

ABSTENTIONS:

PRESIDENT, BOARD OF DIRECTORS

ATTEST:

SECRETARY OF THE BOARD

REPRESENTED EMPLOYEES – MPWD EMPLOYEE ASSOCIATION

SALARY SCHEDULE – Effective October 1, 2018

| PERSONNEL CLASSIFICATION | FY 2022/2023 SALARY RANGE | FY 2021/2022 SALARY RANGE | FY 2020/2021 SALARY RANGE | FY 2019/2020 SALARY RANGE | MARKET MEDIAN FY 2018/2019 SALARY RANGE |
|-------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| Accountant | | | | | \$6,496 - \$8,444/Month \$77,947 - \$101,331/Year |
| Administrative Assistant | | | | | \$4,712 - \$6,126/Month \$56,544 - \$73,508/Year |
| Administrative Specialist | | | | | \$5,465 - \$7,104/Month \$65,574 - \$85,246/Year |
| Lead Operator | | | | | \$5,885 - \$7,650/Month \$70,616 - \$91,801/Year |
| Maintenance Technician | | | | | \$4,597 - \$5,976/Month \$55,165 - \$71,715/Year |
| Operations Supervisor | | | | | \$7,721 - \$10,038/Month \$92,654 - \$120,451/Year |
| Water System Operator | | | | | \$5,201 - \$6,762/Month \$62,414 - \$81,139/Year |



UNREPRESENTED EMPLOYEES - MANAGEMENT EXEMPT

SALARY SCHEDULE – Effective October 1, 2018

| PERSONNEL CLASSIFICATION | FY 2022/2023 SALARY RANGE | FY 2021/2022 SALARY RANGE | FY 2020/2021 SALARY RANGE | FY 2019/2020 SALARY RANGE | MARKET MEDIAN |
|--|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| | | | | | FY 2018/2019 SALARY RANGE |
| Administrative Services Manager | | | | | \$9,643 - \$12,536/Month \$115,713 - \$150,426/Year |
| Operations Manager | | | | | \$9,643 - \$12,536/Month \$115,713 - \$150,426/Year |



AGENDA ITEM NO. 8.C.

DATE: September 27, 2018

TO: Board of Directors

FROM: Tammy Rudock, General Manager

SUBJECT: PROGRESS REPORT ON MPWD 2017-2018 STRATEGIC PLAN

RECOMMENDATION

Receive progress report on MPWD 2017-2018 Strategic Plan.

FISCAL IMPACT

None.

BACKGROUND

The Board approved a two-year strategic plan on March 23, 2017, and it is attached for reference. A mid-year report on the progress of the MPWD Strategic Plan action items was initiated in 2015 and has been a resourceful review.

The progress report on 2017 Measures of Success was delivered last year on August 24, 2017 and the status of the 18 strategic priorities was summarized as follows:

| | |
|---|---------------------------------------|
| 6 were completed | Priority Nos. 4, 7, 8, 10, 13, and 14 |
| 6 were in progress and projected to be completed by December 31, 2017 | Priority Nos. 2, 5, 6, 9, 12, and 16 |
| 1 was in progress and ongoing | Priority No. 17 |
| 1 was anticipated to carry over to 2018 | Priority No. 3 |
| 2 multi-component priorities were a combination of being completed, and/or projected to be completed by December 31, 2017, and/or anticipated to carry over to 2018 | Priority Nos. 1 and 15 |
| 2 were to be determined by the Board | Priority Nos. 11 and 18 |

DISCUSSION

Attached is a report updating the status of the 2017 Measures of Success and reporting on the status of the 2018 Action Items prioritized within the MPWD Strategic Plan. The following is a summary of the report:

2017 PRIORITY OBJECTIVES (18 TOTAL)

| | |
|---|--|
| 12 are completed | Priority Nos. 3, 4, 5, 6, 7, 8, 10, 12, 13, 14, 16, 18 |
| 2 are in progress and projected to be completed by December 31, 2018 | Priority Nos. 2, 9 |
| 1 is in progress and ongoing | Priority No. 17 |
| 2 multi-component priorities are a combination of being completed, and/or projected to be completed by fiscal year end 06/30/19, and/or anticipated to carry over to 2019 | Priority Nos. 1 and 15 |
| 1 is to be determined by the Board | Priority No. 11 |

2018 ACTION ITEMS (23 TOTAL)

| | |
|---|---|
| 10 are completed | Action Item Nos. 1.C., 2.A., 2.C., 4.A., 4.C., 4.D., 5.A., 5.C., 5.D., 5.E. |
| 1 is in progress and projected to be completed by December 31, 2018 | Action Item No. 3.B. |
| 2 are in progress and ongoing | Action Item Nos. 2.B., 3.A., |
| 7 are anticipated to carry over to 2019 | Action Item Nos. 1.B., 3.E., 3.F., 4.B., 5.B., 5.F., 5.G. |
| 2 multi-component priorities are a combination of being completed, and/or projected to be completed by fiscal year end 06/30/19, and/or anticipated to carry over to 2019 | Action Items Nos. 3.C., 3.D., |
| 1 requires further direction from the Board | Action Item No. 1.A. |

A special Board meeting/strategic planning session will be scheduled in January 2019 in keeping with the two-year plan.

Attachments: MPWD 2017-2018 Strategic Plan
Progress Report dated September 20, 2018

BOARD ACTION: APPROVED:_____ DENIED:_____ POSTPONED:_____ STAFF DIRECTION:_____

UNANIMOUS_____ WARDEN_____ VELLA_____ LINVILL_____ ZUCCA_____ STUEBING_____



2017-2018 STRATEGIC PLAN

March 23, 2017

Board of Directors:

Al Stuebing, President
Dave Warden, Vice President
Louis Vella, Director
Betty L. Linvill, Director
Matt Zucca, Director

Appointed Officials:

Joan Cassman, District Counsel
Joubin Pakpour, District Engineer
Jeff Ira, District Treasurer

Executive Staff:

Tammy Rudock, General Manager
Candy Pina, Board Secretary/Administrative Services Manager
Rene Ramirez, Operations Manager

INTRODUCTION

The Mid-Peninsula Water District (MPWD) Board of Directors holds its special strategic planning session in January of each year, and this year it was on January 12, 2017. The planning session was facilitated by consultant, Julie Brown, and she started with identification by Directors and staff of the most notable MPWD 2016 accomplishments:

- MPWD Personnel Manual
- Completion of 2016 capital projects
- Rates planning process
- Operational improvements, specifically Alameda de las Pulgas water main replacement and Buckland Tanks
- No major worker's compensation issues—employees seem satisfied, happy and valued
- No significant project over-runs—staff showed expertise, institutional knowledge and managed work exceptionally
- Staff's handling of Certificates of Participation (COP) sale process for the MPWD 5-Year CIP, resulting in significant infrastructure dollars received and an outstanding credit rating (AA by S&P)
- Completion of the hydraulic model process and update, including staff collaboration and agreement on priorities
- Outstanding communications to and with board/management, staff, customers and other stakeholders
- Improved relations with City partners
- Relationships with consultants
- Improved and resourceful website

Action items were identified and discussed by staff and Directors for the 2017 Strategic Plan. Subsequently, given the nature of the action items and timing required to complete them, staff recommended and the Board approved a two-year Strategic Plan for 2017-2018, which is attached. Strategic items are prioritized in 2017 and outlined as action items in 2018. Basic measures for success are identified in Attachment 1.

For 2017, there were no changes for the MPWD Vision and Mission Statements, and Strategic Goals, and only one change to the Director Assignments for 2017 (also attached).

Staff's report dated January 12, 2017, on MPWD 2016 Accomplishments is attached for information at the end of the plan documents.



January 12, 2017

MISSION STATEMENT

The mission of the Mid-Peninsula Water District is to deliver a safe, high quality, reliable supply of water for current and future generations in a cost effective, environmentally sensitive and efficient manner.

VISION STATEMENT

The MPWD strives to be recognized by our ratepayers, the community we serve, and other agencies for our outstanding service and enlightened water conservation programs. We will employ innovative approaches to water and energy sustainability to achieve cutting edge environmental efficiency and a competitive rate structure. We will commit ourselves to provide community information and water education.

STRATEGIC GOALS

1. To effectively manage the water resources, demands and infrastructure for the District.
2. To operate the District at the highest level of service to ratepayers at the lowest expense.
3. To maintain an environment that fosters open and candid communication with the community, ratepayers, staff, and directors.
4. To keep current with water issues and industry best management standards.

2017-2018 STRATEGIC PLAN

March 23, 2017

STRATEGIC ELEMENT #1 – *External Relationships and Customer Service*

| Core Goals/Objectives | 2017 Measures of Success* | 2018 Measures of Success |
|---|--|---|
| <p><u>Goal:</u> Maintain effective working relationships with external agencies</p> <p><u>Objectives:</u> <i>Maintain appropriate agency presence in local, regional and state industry organizations and activities</i></p> <p><i>Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo</i></p> | <p>Priority No. 11: Coordinate with Belmont Chamber of Commerce for presentation of annual “State of the District” address.</p> | <p><u>Action Item 1.A.:</u> Coordinate with Belmont Chamber of Commerce for presentation of annual “State of MPWD” address.</p> <p><u>Action Item 1.B.:</u> Develop Coordination Agreement between MPWD and City of Belmont for long-term strategy.</p> |
| <p><u>Goal:</u> Maintain organizational standards that ensure a high level of service orientation for our ratepayers</p> <p><u>Objective:</u> <i>Provide ratepayers with prompt, professional and courteous service</i></p> | <p>Priority No. 10: Update MPWD website, including online bill-pay in conjunction with new Financial Management System. Report on update.</p> | <p><u>Action Item 1.C.:</u> Maintain current, user-friendly and resourceful website.</p> |

*Attachment #1 for Basic Measures of Success

STRATEGIC ELEMENT #2 – Resource Management

| Core Goals/Objectives | 2017 Measures of Success* | 2018 Measures of Success |
|---|---|--|
| <p>Goal: Ensure water quality meets desired quality standards</p> <p><i><u>Objective:</u> Water quality standards for SWRCB/Division of Drinking Water are met</i></p> | <p>Priority No. 13: Annual CCR by July 1st.</p> | <p>Action Item 2.A.: Annual CCR by July 1st.</p> |
| <p>Goal: Develop long-term resource sustainability through energy and water conservation measures</p> <p><i><u>Objectives:</u> Participate in BAWSCA water supply reliability and water conservation projects</i></p> <p><i>Develop plan for meeting SB7X per capita water demand goals (20% reduction by 2020)</i></p> <p><i>Monitor fuel and energy use to identify opportunities for improvement efficiencies</i></p> | <p>Priority No. 6: Achieve SWRCB water conservation regulation program goals and timely compliance with reporting requirements, including annual Water Conservation Report to customers by September 30th.</p> <p>Priority No. 9: Complete implementation of Sensus Customer Portal.</p> | <p>Action Item 2.B.: Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – “A California Way of Life”.</p> <p>Action Item 2.C.: Annual Water Conservation Report to customers by September 30th.</p> |

*Attachment #1 for Basic Measures of Success

STRATEGIC ELEMENT #3 – Infrastructure Management and Operations

| Core Goals/Objectives | 2017 Measures of Success* | 2018 Measures of Success |
|--|--|--|
| <p>Goal: Maintain operations and maintenance procedures</p> <p>Objective: <i>Develop standard operating procedures in accordance with best management practices as an organized manual</i></p> | <p>Priority No. 17: Continue development of O&M Manual.</p> | <p>Action Item 3.A.: Continue development of O&M manual.</p> <p>Action Item 3.B.: Develop business interruption/resumption procedures to include with Emergency Response Plan.</p> |
| <p>Goal: Maintain long-term capital improvement plan</p> <p>Objective: <i>Review MPWD infrastructure modeling for assessment of capital improvement priorities, and assess other fixed assets in accordance with best management practices</i></p> | <p>Priority No. 1: 5-Year CIP (2016 COP)</p> <p>A. Construct water main replacements:</p> <ol style="list-style-type: none"> 1. Karen Road; 2. Mezes Avenue; 3. Arthur Avenue; 4. South Road; and 5. Folger Drive. <p>B. Construct Hillcrest Regulating Station.</p> <p>C. Engineering design:</p> <ol style="list-style-type: none"> 1. Notre Dame Avenue Loop Closure; 2. North Road Cross Country/Davey Glen Road Improvements; 3. Civic Lane Improvements; and 4. Tahoe Drive Area Improvements. <p>D. Solicit SOQs for engineering design/construction management services for Old County Road WMR, SR 101 Crossing at PAMF Hospital, El Camino Real WMR; and Dekoven Tanks Replacement.</p> <p>E. Solicit proposals from contractors for water main replacement construction services.</p> <p>F. Solicit proposals from consultants for project inspection services.</p> <p>G. Initiate engineering design (2-year process):</p> <ol style="list-style-type: none"> 1. Old County Road WMR; 2. El Camino WMR; and 3. Dekoven Tanks Replacement. <p>Priority No. 2: Coordinate capital improvement projects with Belmont Public Works Department and its Sewer Replacement CIP and create a funding plan.</p> <ol style="list-style-type: none"> A. Francis (CIP #15-51) \$425,000; B. Davey Glenn (CIP# 15-43) \$680,000; and C. Academy (CIP# 15-53) \$270,000. <p>Priority No. 3: Continue AMI meter change-out program.</p> | <p>Action Item 3.C.: 5-Year CIP (2016 COP)</p> <p>A. Construct water main replacements:</p> <ol style="list-style-type: none"> 1. Notre Dame Avenue Loop Closure; 2. North Road Cross Country/Davey Glen Road WMR; 3. Civic Lane WMR; and 4. Tahoe Drive WMR. <p>B. Engineering design:</p> <ol style="list-style-type: none"> 1. Dekoven Tank Utilization Project; 2. Belmont Canyon Road WMR; 3. Old County Road WMR; and 4. Dekoven Tanks Replacement. <p>C. Initiate engineering design (2-year process):</p> <ol style="list-style-type: none"> 1. El Camino Real WMR. <p>Action Item 3.D.: Continue AMI meter change-out program.</p> <p>Action Item 3.E.: Demolish abandoned pump station at 1510 Folger.</p> <p>Action Item 3.F.: Initiate rehabilitation projects at MPWD Operations Center at 3 Dairy Lane: Roof, plumbing, security, and flooring.</p> |

*Attachment #1 for Basic Measures of Success

| Core Goals/Objectives | 2017 Measures of Success* | 2018 Measures of Success |
|-----------------------|--|--------------------------|
| | <p>Priority No. 4: Complete structural evaluation of abandoned pump station at 1510 Folger.</p> <p>Priority No. 5: Complete structural and seismic evaluation of MPWD Operations Center at 3 Dairy Lane.</p> | |

*Attachment #1 for Basic Measures of Success

STRATEGIC ELEMENT #4 – Human Resources Management

| Core Goals/Objectives | 2017 Measures of Success* | 2018 Measures of Success |
|--|---|---|
| <p><u>Goal:</u> Develop and maintain systems and processes for effective workforce management</p> <p><u>Objectives:</u> <i>Develop/maintain effective workforce to meet organizational needs</i></p> <p><u>Maintain:</u></p> <ul style="list-style-type: none"> ▪ <i>Appropriate communication channels with employees</i> ▪ <i>Positive work environment and employee satisfaction</i> ▪ <i>Organizational human resources policy manual</i> | <p>Priority No. 12: Approve updated employee position descriptions and present organizational overview to Board of Directors regarding staff roles and responsibilities.</p> | <p><u>Action Item 4.A.:</u> Review MPWD Personnel Manual for necessary updates/revisions.</p> <p><u>Action Item 4.B.:</u> Update employee performance evaluation tool.</p> <p><u>Action Item 4.C.:</u> Total compensation study due by March 31, 2018.</p> <p><u>Action Item 4.D.:</u> Labor negotiations; letter Agreement with MPWDEA expires September 25, 2018.</p> |
| <p><u>Goal:</u> Develop and maintain Board of Directors procedures for effective and transparent governance</p> <p><u>Objective:</u> <i>Develop and maintain Board of Directors policies and procedures</i></p> | <p>Priority No. 18: Develop bylaws for Board of Directors.</p> | |

*Attachment #1 for Basic Measures of Success

STRATEGIC ELEMENT #5 – Financial Management

| Core Goals/Objectives | 2017 Measures of Success* | 2018 Measures of Success |
|--|--|---|
| <p><u>Goal:</u> Establish and achieve annual budget trends</p> <p><u>Objectives:</u> <i>Complete annual budget process on a timely basis</i></p> <p><i>Monitor financial projections for accurate forecasting</i></p> <p><i>Maintain/monitor schedules of water rates, water capacity charges, and miscellaneous fees</i></p> <p><i>Update, monitor and implement capital plan</i></p> | <p>Priority No. 7: Develop quarterly audit report on 2016 COP financial status.</p> <p>Priority No. 8: Complete implementation of and transition to Accela/Springbrook Financial Management System (FMS), including new accounting and billing systems, including online bill-pay.</p> <p>Priority No. 14: Renew financial auditor's contract.</p> <p>Priority No. 15: Initiate development of MPWD Financial Control Policy Manual, including the following policies: A. Debt management policy, including identification/evaluation of MPWD real properties; B. Reserve policy update (2007); C. Investment policy update (2007); D. Purchasing policy update (2005);</p> <p>Priority No. 16: Create and present annual analysis of water rates within the Regional Water System.</p> | <p><u>Action Item 5.A.:</u> Continue quarterly reporting on 2016 COP financial status.</p> <p><u>Action Item 5.B.:</u> Continue development of MPWD Financial Control Policy Manual, including the following policies: A. Accounts payable/receivable policy; B. Billing/Invoicing policy; C. Cash disbursement (check-writing) policy; D. Customer Billing policy; and E. Credit card management policy.</p> <p><u>Action Item 5.C.:</u> Annual analysis of water rates within the Regional Water System.</p> <p><u>Action Item 5.D.:</u> Cost-of-service fees review and update.</p> <p><u>Action Item 5.E.:</u> Review capacity charges and water demand offset fees and consider CPI adjustments.</p> <p><u>Action Item 5.F.:</u> Solicit RFPs for Finance Plan and Rates Study to be completed by December 31, 2019.</p> <p><u>Action Item 5.G.:</u> Develop records/email retention policy.</p> |

*Attachment #1 for Basic Measures of Success

2017-2018 STRATEGIC PLAN

March 23, 2017

ATTACHMENT #1 BASIC MEASURES OF SUCCESS

| STRATEGIC ELEMENTS | CORE GOALS | BASIC MEASURES OF SUCCESS |
|--|--|---|
| #1 – External Relationships and Customer Service | <p>Maintain effective working relationships with external agencies</p> <p>Maintain organizational standards that ensure a high level of service orientation for our ratepayers</p> | <p>External relationships:</p> <ul style="list-style-type: none"> Attend HIA meetings Attend neighborhood meetings as appropriate Maintain presence at LAFCO meetings Attend local community City Council meetings Attend ACWA JPIA and Region 5 meetings Attend San Mateo CSDA meetings Attend SFPUC meetings Attend BAWSCA meetings Attend Belmont Operational coordination meetings <p>Conduct at least one community education event with BAWSCA</p> <p>Provide timely and useful customer communications</p> <p>Monitor customer satisfaction via a measurable survey</p> <p>Proactive MPWD advocacy focusing on common constituent message development and community promotion</p> |
| #2 – Resource Management | <p>Ensure water quality meets desired quality standards</p> <p>Develop long-term resource sustainability through energy and water conservation measures</p> | <ul style="list-style-type: none"> Routine water testing and monitoring should meet SWRCB/Department of Drinking Water standards Prepare and transmit timely CCR Implement feasible water quality inspection recommendations Maintain active involvement in BAWSCA water supply reliability and water conservation project activity Continue water use efficiency messaging to meet regional and statewide water conservation goals Support continued off-peak hour pumping Explore use of solar power as market costs drop |
| #3 – Infrastructure Management and Operations | Maintain operations and maintenance procedures | Monitor O&M procedures and revise as appropriate |

| STRATEGIC ELEMENTS | CORE GOALS | BASIC MEASURES OF SUCCESS |
|---------------------------------|---|---|
| | Maintain long-term capital improvement plan | Continue coordination of CIP with City of Belmont and City of San Carlos |
| #4 – Human Resources Management | <p>Develop and maintain systems and processes for effective workforce management</p> <p>Develop and maintain Board of Directors procedures for effective and transparent governance</p> | <ul style="list-style-type: none"> ▪ Monitor recruitment/retention levers for funding/implementation action ▪ Review recruitment /hiring process plans ▪ Meet and confer with MPWD Employee Association as applicable ▪ Maintain organization chart ▪ Create organizational succession plan ▪ Plan annual training plan/calendar around available budget funds ▪ Regular GM/staff meetings and communications ▪ Develop/update and maintain administrative procedures ▪ Recognize employee service milestones ▪ Celebrate employee accomplishments ▪ Monitor staff job satisfaction ▪ Review Employee Safety and Loss Prevention Program ▪ Fiscal Year safety incident and loss prevention report to Board <p>Create/maintain/update Board of Directors policies</p> <p>Review Annual Planning Schedule for Board of Directors for updates</p> |
| #5 – Financial Management | Establish and achieve annual budget trends | <p>Review proposed fiscal year SFPUC water rate charges and consider MPWD water rate adjustment</p> <p>Budget process addressing District priorities completed by June 30</p> <p>Review performance on a monthly basis so that targeted allocation is achieved</p> <p>Comprehensive budget document, including charts/graphs</p> <p>Apply for budget and/or financial transparency certification</p> <p>Incorporate capital plan priorities in annual budget</p> <p>Incorporate modeling into annual budgeting process; use tools to develop scenario that can be used as operating circumstances change</p> |



DATE: December 9, 2016

TO: MPWD Board of Directors

FROM: Tammy Rudock
General Manager

RE: Summary of Significant 2016 MPWD Accomplishments

SIGNIFICANT MPWD ACCOMPLISHMENTS IN 2016

1. FINANCE

- A. Updated the Water Financial Plan & Rates Study for FY 2016/2017, for consideration in adoption of planned rate increases effective July 1, 2016, including pass-through of SFPUC's \$0.32 CCF wholesale customer increase. The MPWD's water finance plan and cash flow projections were modified as a result of this review.
- B. Positive Financial Audit for FYE 2015/2016 and solid financial management of the MPWD's resources. Successfully managed the MPWD through another year with declining water commodity revenues as a result of the customer water conservation achievements. Delivered second GM annual report to the Board on September 22, 2016, to summarize the fiscal year-end financial status and narrow down the "big picture" reviewed by the auditor each year.
- C. Received AA rating from S&P after developing a thorough prospectus (Preliminary Official Statement) for the MPWD's \$20 million debt financing package (CIP funding).

2. CAPITAL

- A. Published MPWD's *Comprehensive System Analysis and Capital Improvement Program, FY 2016/2017 Update*, including completion of a follow-up "pay-go" analysis. (This document replaced the 2008 BKF Water Distribution Master Plan Update.)
- B. The Board of Directors, staff, and the District Engineer developed the MPWD's 5-Year CIP totaling \$20 million, which was approved on May 26, 2016. Informational summary and FAQs were created and maintained throughout the process and posted to the website.
- C. Authorized and initiated debt financing process for funding the MPWD CIP. Staff and the Municipal Finance team created the MPWD's Preliminary Official Statement.
- D. Completed the sale of COPs (Certificates of Participation) on December 7, 2016, and received nationwide competitive bid proposals from seven (7) prominent investors. The

COPs were awarded to the lowest bidder, Citigroup Global Markets, Inc. It's TIC (True Interest Cost) bid was 3.641519.

- E. Completed analysis of MPWD water storage capacity. (Board received presentation on February 25, 2016).
- F. Completed the following capital projects:
 - i. Alameda de las Pulgas Water Main Replacement capital project, in spite of "last-minute" traffic detour plan revision requested by the City of Belmont;
 - ii. Hallmark tank site seismic evaluation and strategy development report, including updated recommendations;
 - iii. Dekoven tank site seismic evaluation and strategy development report, including recommendation;
 - iv. AMI installation in Zone 1; and
 - v. Purchased and installed replacement printer/copier/scanner.
- G. The following capital projects were initiated and are in progress:
 - i. SCADA replacement project; and
 - ii. Comprehensive Financial Management System replacement.

3. ORGANIZATION/OPERATIONS

- A. Adopted new MPWD Personnel Manual effective September 23, 2016. All employee acknowledgments were signed.
- B. Completed GASB 45 OPEB (Other Post-Employment Benefits) Actuarial Valuation, including the provision for surviving spouse benefits for Tier 1 employees.
- C. Adopted the San Mateo County Hazard Mitigation Plan Update on September 22, 2016.
- D. Updated and managed the MPWD website to keep it resourceful.
- E. Continued communication sessions and safety meetings with staff (twice monthly).
- F. No worker's compensation claims were filed by employees during this rating period.
- G. Managed litigation filed against the MPWD along with liability carriers and defense teams. There was nominal financial exposure (insurance deductible) to the MPWD.
- H. Managed liability and property claims with minimal to no loss to the MPWD.

4. WATER CONSERVATION/EFFICIENCY

- A. Developed and adopted MPWD WELO (Water Efficient Landscaping Ordinance) effective February 1, 2016.
- B. Exceeded the MPWD's 20% water conservation target (achieved -25.4%) mandated by the State Water Resources Control Board for program year ending February 2016, while maintaining customer satisfaction in the delivery of MPWD services. Thereafter, the MPWD's target was a voluntary 10% like the rest of the San Francisco Regional Water System. Through November 30th, customers achieved -23.7% in water savings. There were 23 water waste complaints in 2016 through November 30th, which were resolved.
- C. Created and adopted 2015 MPWD Urban Water Management Plan and Water Shortage Contingency Plan effective July 1, 2016.

- D. Participated in numerous community events, including Belmont National Night Out, Belmont Earth Day, San Carlos Earth Day, and Belmont Public Works Day to maintain water efficiency awareness.
- E. Co-sponsored three community education events with BAWSCA at MPWD:
 - i. *Xeriscaping and Hydrozoning* (April 9, 2016);
 - ii. *Soils and Invasive Species* (May 7, 2016); and
 - iii. *Drip Irrigation* (October 22, 2016)

5. BOARD OF DIRECTORS

- A. Created professional report format for adopted MPWD 2016 Strategic Plan and supporting documents.
- B. Developed Annual Planning Schedule for Board of Directors. Approved on April 28, 2016.
- C. Coordinated Board development activity:
 - i. “State of the District Address” delivered on April 27, 2016, followed by open house and reception;
 - ii. Completed Myers-Briggs Type Indicator Assessment, including Communication and Leadership Dynamics session on May 25, 2016; and
 - iii. Consolidated MPWD Board elections with even-numbered statewide elections on September 22, 2016.



2017-2018 STRATEGIC PLAN PROGRESS REPORT September 27, 2018

2017 MEASURES OF SUCCESS AND 2018 ACTION ITEMS

| | |
|--|---|
| Strategic Element #1 – External Relationships and Customer Service | PRIORITY NOS. 10, 11 ACTION ITEMS 1.A., 1.B., 1.C |
| Strategic Element #2 – Resource Management | PRIORITY NOS. 6, 9, 13 ACTION ITEMS 2.A., 2.B., 2.C. |
| Strategic Element #3 – Infrastructure Management and Operations | PRIORITY NOS. 1, 2, 3, 4, 5, 17 ACTION ITEMS 3.A., 3.B., 3.C., 3.D., 3.E., 3.F. |
| Strategic Element #4 – Human Resources Management | PRIORITY NOS. 12, 18 ACTION ITEMS 4.A., 4.B., 4.C., 4.D. |
| Strategic Element #5 – Financial Management | PRIORITY NOS. 7, 8, 14, 15, 16 ACTION ITEMS 5.A., 5.B., 5.C., 5.D., 5.E., 5.F., 5.G. |

2017 MEASURES OF SUCCESS

| PRIORITY NO. | MEASURE | 2018 STATUS |
|--------------|---|---|
| 1 | <p>5-Year CIP (2016 COP)</p> <p>A. Construct water main replacements:</p> <ol style="list-style-type: none"> 1. Karen Road; 2. Mezes Avenue; 3. Arthur Avenue; 4. South Road; and 5. Folger Drive. <p>B. Construct Hillcrest Regulating Station.</p> <p>C. Engineering design:</p> <ol style="list-style-type: none"> 1. Notre Dame Avenue Loop Closure; 2. North Road Cross Country/Davey Glen Road Improvements; 3. Civic Lane Improvements; and 4. Tahoe Drive Area Improvements. <p>D. Solicit SOQs for engineering design/construction management services for Old County Road WMR, SR 101 Crossing at PAMF Hospital, El Camino Real WMR; and Dekoven Tanks Replacement.</p> <p>E. Solicit proposals from contractors for water main replacement construction services.</p> <p>F. Solicit proposals from consultants for project inspection services.</p> <p>G. Initiate engineering design (2-year process):</p> <ol style="list-style-type: none"> 1. Old County Road WMR; 2. El Camino WMR; and 3. Dekoven Tanks Replacement. | <p>A. Completed.</p> <p>B. Engineering design at 90%. Projected completion by 06/30/19.</p> <p>C. Engineering design completed. Projected completion by 06/30/19.</p> <p>D. Completed. Professional Services Contract for Dekoven Tanks Replacement scheduled for Board consideration by November meeting.</p> <p>E. Will go out to bid for FY 2018/2019 CIP (Item C) in October 2018.</p> <p>F. MPWD Operations staff continued construction inspection services on CIP projects. Completed solicitation for CM/CI (Construction Management/Construction Inspection) services and professional services agreements for Old County Road WMR, SR 101 Crossing at PAMF Hospital, and El Camino Real WMR projects.</p> <p>G. In progress. Old County Road WMR at 30% engineering design; El Camino WMR at 60% engineering design; and SR 101 Crossing at PAMF at 90% engineering design. Dekoven Tanks Replacement project will start in October 2018.</p> |

| PRIORITY NO. | MEASURE | 2018 STATUS |
|---------------------|---|--|
| 2 | Coordinate capital improvement projects with Belmont Public Works Department and its Sewer Replacement CIP and create a funding plan. A. Francis (CIP #15-51) \$425,000; B. Davey Glenn (CIP# 15-43) \$680,000; and C. Academy (CIP# 15-53) \$270,000. | MPWD portion of coordinated project near completion (by October 31, 2018). |
| 3 | Continue AML meter change-out program. | Completed in FY 2017/2018. |
| 4 | Complete structural evaluation of abandoned pump station at 1510 Folger. | Completed. |
| 5 | Complete structural and seismic evaluation of MPWD Operations Center at 3 Dairy Lane. | Completed, including amendment to add geotechnical services for liquefaction analysis. |
| 6 | Achieve SWRCB water conservation regulation program goals and timely compliance with reporting requirements, including annual Water Conservation Report (WCR) to customers by September 30 th . | Completed. |
| 7 | Develop quarterly audit report on 2016 COP financial status. | Completed. |
| 8 | Complete implementation of and transition to Accela/Springbrook Financial Management System (FMS), including new accounting and billing systems, and online bill-pay. | Completed. |
| 9 | Complete implementation of Sensus Customer Portal. | Near completion and formal launch (by 10/31/18). |
| 10 | Update MPWD website, including online bill-pay in conjunction with new Financial Management System. Report on update. | Completed. |
| 11 | Coordinate with Belmont Chamber of Commerce for presentation of annual "State of the District" address. | To be determined by Board. |
| 12 | Approve updated employee position descriptions and present organizational overview to Board of Directors regarding staff roles and responsibilities. | Completed (approved by Board on November 17, 2017). |
| 13 | Annual CCR by July 1 st . | Completed. |
| 14 | Renew financial auditor's contract. | Completed. |
| 15 | Initiate development of MPWD Financial Control Policy Manual, including the following policies: A. Debt management policy, including identification/evaluation of MPWD real properties; B. Reserve policy update (2007); | A. Completed. B. Completed. C. Projected completion by 06/30/19. D. Projected completion by 06/30/19. |

| PRIORITY NO. | MEASURE | 2018 STATUS |
|---------------------|---|--|
| | C. Investment policy update (2007); D. Purchasing policy update (2005); | |
| 16 | Create and present annual analysis of water rates within the Regional Water System. | MPWD water rates were not increased in FY 2017/2018. Completed during MPWD Water Rate Update in March 2018 (for FY 2018/2019). |
| 17 | Continue development of O&M Manual. | In progress and ongoing. Operations team leaders reviewed SOPs and manual development on a monthly basis. |
| 18 | Develop bylaws for Board of Directors. | Completed. |

2018 ACTION ITEMS

| ITEM NO. | ACTION | 2018 STATUS |
|----------|---|--|
| 1.A. | Coordinate with Belmont Chamber of Commerce for presentation of annual "State of MPWD" address. | To be determined by Board. |
| 1.B. | Develop Coordination Agreement between MPWD and City of Belmont for long-term strategy. | Further direction needed during 2019-2020 Strategic Planning process. |
| 1.C. | Maintain current, user-friendly and resourceful website. | Completed. |
| 2.A. | Annual CCR by July 1 st . | Completed. |
| 2.B. | Comply with DDW/SWRCB regulations: Long-Term Urban Water Conservation Policy – "A California Way of Life". | In progress. Coordinated with BAWSCA consultant and member agencies for consistent data presentation and reporting. |
| 2.C. | Annual Water Conservation Report to customers by September 30 th . | Completed. |
| 3.A. | Continue development of O&M manual. | In progress and ongoing. Operations team leaders continued SOP development. |
| 3.B. | Develop business interruption/resumption procedures to include with Emergency Response Plan. | In progress. Consultant selected and project kick-off meeting accomplished. Project completion by 12/31/18. |
| 3.C. | <ol style="list-style-type: none"> 1. FY 2018/2019 5-Year CIP (2016 COP): <ol style="list-style-type: none"> A. Notre Dame Avenue Loop Closure; B. North Road Cross Country/Davey Glen Road WMR; C. Civic Lane WMR; and D. Tahoe Drive WMR. 2. Engineering Design: <ol style="list-style-type: none"> A. Dekoven Tank Utilization Project; B. Belmont Canyon Road WMR; C. Old County Road WMR; and D. Dekoven Tanks Replacement Project. 3. Initiate engineering design (2-year process) for El Camino Real WMR. | <ol style="list-style-type: none"> 1. In progress. Engineering design at 90% and bid documents reviewed by District Counsel. 2. In progress. Old County Road WMR at 30% engineering design. Dekoven Tanks Replacement project will start in October 2018. 3. El Camino WMR at 60% engineering design. |
| 3.D. | Continue AMI meter change-out program. | FY 2018/2019 in progress. Zones 2 and 3 projected completion by 06/30/19. |
| 3.E. | Demolish abandoned pump station at 1510 Folger. | To be considered during FY 2018/2019 Mid-Year Budget Review process. |
| 3.F. | Initiate rehabilitation project at MPWD Operations Center at 3 Dairy Lane. | In progress and to be coordinated with sale of MPWD surplus real property as funding source. |

| ITEM NO. | ACTION | 2018 STATUS |
|-----------------|---|---|
| 4.A. | Review MPWD Personnel Manual for necessary updates/revisions. | Completed during labor negotiations and revisions to be ratified by Board at its 09/27/18 regular meeting. |
| 4.B. | Update employee performance evaluation tool. | In progress after completion of labor negotiations. Contracted with Koff & Associations. |
| 4.C. | Total Compensation Study due by March 31, 2018. | Completed in August 2018. |
| 4.D. | Labor negotiations – Letter Agreement with MPWD Employee Association expires September 25, 2018. | Letter Agreement extended to 09/30/18. Bargaining completed and Letter Agreement for 5-year term on Board's 09/27/18 regular meeting agenda for ratification. |
| 5.A. | Continue quarterly reporting on 2016 COP financial status. | Completed. |
| 5.B. | Continue development of MPWD Financial Control Policy Manual, including the following policies: <ol style="list-style-type: none"> 1. Accounts payable/receivable; 2. Billing/Invoicing; 3. Cash disbursement (check writing); 4. Customer billing; and 5. Credit card management. | In progress and proposed for carry over to 2019. |
| 5.C. | Annual analysis of water rates within the Regional Water System. | Completed during MPWD Water Rate Update in March 2018. |
| 5.D. | Cost-of-service fees review and update. | Completed. |
| 5.E. | Review capacity charges and water demand offset fees and consider adjustments. | Completed. |
| 5.F. | Solicit RFPs for Finance Plan and Rate Study to be completed by December 31, 2019. | In progress and proposed for carry over to 2019. |
| 5.G. | Develop records/email retention policy. | In progress. MPWD files and locations were inventoried. |



TO: Board of Directors

FROM: Tammy A. Rudock
General Manager

DATE: September 27, 2018

MANAGER'S REPORT

FOLLOW-UP FROM 08/23/18 REGULAR BOARD MEETINGS

- New MPWD Employment Application was finalized and recruitments will be advertised beginning next month for three (3) Water Service Operators.
- Ordinance No. 119 Amending Attachment "A" to the MPWD Water Service Ordinance No. 103 regarding Rates and Charges, and specifically Miscellaneous Fees, effective January 1, 2019, was posted to the website.

UPDATE ON SURPLUS REAL PROPERTY

District Counsel and staff are in the process of reviewing San Mateo County property records to identify local public agencies that will receive a notification from the MPWD declaring available surplus real property located at 1513-1515 Folger in Belmont and the "F" Street vacant parcel in San Carlos. District Counsel is also drafting a sales contract for the broker to use once the requisite time period passes after the mailing of the notifications.

Finally, District Counsel is preparing a notification to the encroaching property owner regarding the fence relocation at the MPWD's 1510 Folger property.

SAN MATEO COUNTY ELECTION SERVICES AGREEMENT

Attached is a copy of the agreement for information.

POLICY FOR HYDRANTS PAINTED FOR 1976 CELEBRATION ("HAPPY HYDRANTS")

Staff is trying to get this project squeezed into the workload and would like Board direction on the parameters for the draft policy.

WATER CONSERVATION SUMMARY

Water consumption for August 2018 was down 15.4% when compared to 2013.

The R-GPCD (Residential-Gallons per Capita per Day) was 106.3 (compared to 122.7 in 2013).

Cumulative water savings from July 1, 2018 through August 31, 2018 (compared to 2013) was -15.5%.

PUBLIC SERVICE ETHICS EDUCATION (AB 1234)

The due dates (in alphabetical order) for certification renewal of Public Service Ethics education, required every two (2) years by AB 1234:

- Joan Cassman March 9, 2019
- Jeff Ira December 7, 2018
- Betty Linvill December 27, 2018
- Joubin Pakpour December 7, 2018
- Candy Pina December 20, 2018
- Rene Ramirez December 15, 2018
- Tammy Rudock December 28, 2018
- Julie Sherman December 31, 2018
- Al Stuebing December 17, 2018
- Louis Vella December 26, 2018
- Dave Warden January 12, 2019
- Matt Zucca April 16, 2019

For compliance, training should be completed on or before the due date, and the certificate turned in to the MPWD.

Here is the link to the FPPC free online ethics training: <http://localethics.fppc.ca.gov/login.aspx>

3-MONTH “LOOK AHEAD” FOR BOARD MEETINGS

OCTOBER 25, 2018

- Receive Quarterly Reconciliation Report on 2016 COP Financing for period July 1, 2018 through September 30, 2018, and Quarterly Project Fund Report through September 30, 2018.
- Receive annual financial audit report for Fiscal Year End June 30, 2018. Post to website.
- Consider professional services contract for structural engineering design of Dekoven Tanks Replacement Project.
- Review and approve Conflict of Interest Code (every even-numbered year).

NOVEMBER 14, 2018

- Consider approval of annual Board meeting schedule for 2019. Post to website.
- Receive annual PARS performance review and report on investment strategy for the MPWD Public Agencies Post-Employment Benefits Trust.
- Select a date and time for Strategic Planning Meeting in January 2019 to establish MPWD 2019-2010 Strategic Plan.

DECEMBER 20, 2018

- Retiring Director Service Appreciation Resolution and Reception for Betty Linvill - 11 Years (2007-2018).
- Election of officers.
- Receive BAWSCA report (from November meeting).

UPCOMING MEETINGS/EVENTS

BAWSCA Water Management Meeting (Foster City): October 4, 2018

HIA Meeting (Belmont): October 4, 2018

ACWA JPIA 2018 Fall Conference & Exhibition (San Diego): November 26-30, 2018

ACWA JPIA 2019 Fall Conference & Exhibition (Monterey): May 6-10, 2019

**SERVICE AGREEMENT FOR THE PROVISION OF ELECTION SERVICES
BETWEEN THE MID-PENINSULA WATER DISTRICT AND
SAN MATEO COUNTY CHIEF ELECTIONS OFFICER & ASSESSOR - COUNTY CLERK - RECORDER**

This agreement, entered into this 25th day of September, 2018, by and between the Mid-Peninsula Water District (the "District") and San Mateo County Chief Elections Officer & Assessor – County Clerk – Recorder (the "Chief Elections Officer");

WHEREAS, it is necessary and desirable that the Chief Elections Officer be retained for the purpose of conducting an election, described in more detail below, relating to the District; and

WHEREAS, the District has asked the Chief Elections Officer to conduct an election on November 6, 2018.

NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:

SERVICES TO BE PERFORMED BY THE DISTRICT:

- 1) Within the time frame set by statute, the District will request the Board of Supervisors, through the Chief Elections Officer, to conduct an election relating to the District on November 6, 2018 and will request the services of the Chief Elections Officer in relation to that election.
- 2) The District will prepare and deliver to the Chief Elections Officer the ballot pamphlet information containing, as applicable, the ballot measure and tax rate statement.
- 3) The District, if applicable, will review and sign off on the official ballot wording for measures.
- 4) The District will complete any other non-delegable tasks required by law in relation to the election.
- 5) The District shall maintain records/maps regarding the boundaries of the District and will notify the Chief Elections Officer of any changes/additions to those boundaries.

SERVICES TO BE PERFORMED BY CHIEF ELECTIONS OFFICER:

- 1) The Chief Elections Officer will publish the Notice of Election and, if applicable, the Notice to File Arguments For or Against any measure.
- 2) The Chief Elections Officer will select the sample and official ballot printer(s) and translators.
- 3) The Chief Elections Officer will prepare and deliver all election information to the printers and translators.
- 4) The Chief Elections Officer will determine the appropriate translation and transliteration of all pertinent documents.
- 5) The Chief Elections Officer will issue, receive, and process vote by mail ballots.
- 6) The Chief Elections Officer will set up ADA compliant Vote Centers, publish any required notices, and conduct the election.
- 7) The Chief Elections Officer will provide services for any official recount or election contest, if applicable.
- 8) The Chief Elections Officer will conduct all aspects of the Canvass of Votes Cast. Pursuant to Section 10262 of the Elections Code, the Chief Elections Officer will submit a Certificate of Chief Elections Officer to the District's governing body certifying the results of the election.

- 9) The Chief Elections Officer will conduct other various and miscellaneous election-related activities directly required to conduct the election itself. To the extent that the District has obligations under law to perform various duties that relate to the election beyond those directly involved with conducting the election, those duties remain the responsibility of the District. If the District wishes to have any such duties performed by the Chief Elections Officer, the parties must mutually agree in advance in writing to have the Chief Elections Officer perform such duties. By way of example only, if the District is required to send certain notices or adopt resolutions relating to the election, those duties remain duties of the District.

TERMS

This agreement shall be in effect for the performance of all services incident to the preparation and conduct of the election to be held on November 6, 2018, including before and after said election date.

In the event the Chief Elections Officer is unable to perform services required under this Agreement as a result of employer/employee relation conditions, vendor conditions, or other conditions beyond the control of the Chief Elections Officer, the Chief Elections Officer will be relieved of all obligations under this Agreement. The Chief Elections Officer may terminate this agreement after giving 72 hours written notice, at which time the Chief Elections Officer will be relieved of all obligations under this agreement.

This agreement can be terminated by the District upon 30 days written notice.

COST FOR SERVICES

In consideration of the performance of services and supplies provided by the Chief Elections Officer, including 1) any and all costs incurred during a recount or election contest that are not reimbursed by the voter requesting the recount or filing the contest as specified in the Elections Code and 2) any other costs associated with the election, such as return postage costs and costs for ensuring voter accessibility, the Superintendent and/or District shall pay to the Chief Elections Officer a sum equal to the full cost of the election, including all such services, supplies, and other costs.

The Chief Elections Officer shall send an itemized invoice to the District for all services provided pursuant to this Agreement after the election is conducted and all related costs are determined. Payment on the full amount of the invoice shall be due and the District shall submit payment to the County of San Mateo within forty-five (45) days of the date of the invoice (the "Due Date"). If the amount is not paid in full within this time, interest shall accrue monthly at a rate of 0.25% per month (equivalent to 3% annually) on the unpaid balance starting at the Due Date. Thereafter, invoices will be sent and shall be payable within thirty (30) days of the date of the invoice, with interest being added each month for any unpaid balance.

DISTRICT

Signature: _____

Date: 9/25/18

Print Name: _____

Title: _____

COUNTY

Signature: _____

Date: _____

Print Name: _____

Title: _____



TO: Board of Directors

FROM: Candy Pina

DATE: September 27, 2018

ADMINISTRATIVE SERVICES MANAGER'S REPORT

FINANCIAL REPORTING:

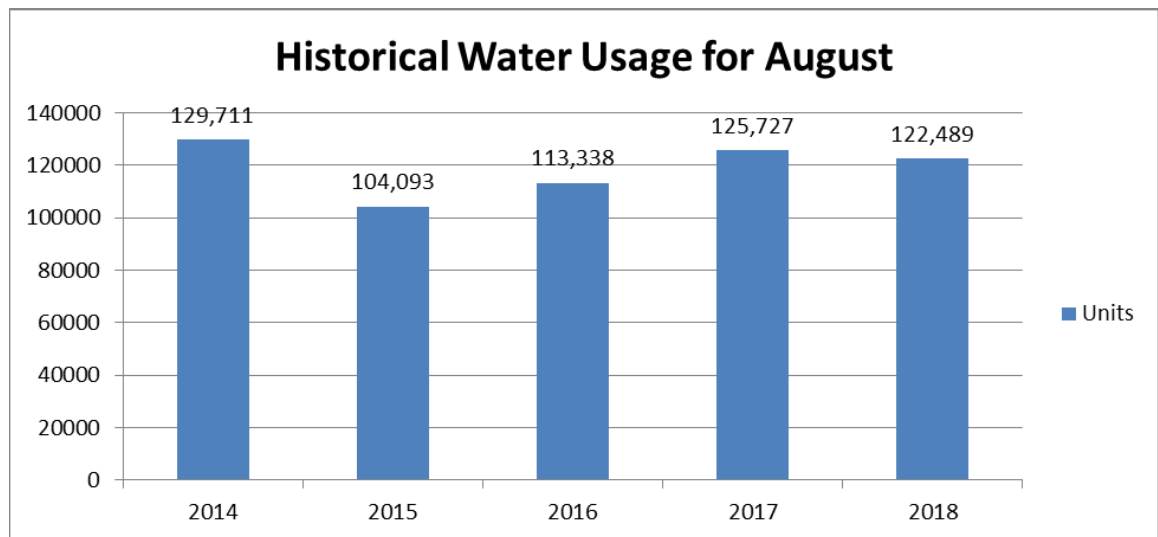
1) Schedule of Cash and Investments:

| SCHEDULE OF CASH AND INVESTMENTS | | |
|----------------------------------|-----------------------|-----------------------|
| CASH ACCOUNT | BALANCE @ 08/31/18 | BALANCE @ 09/20/18 |
| PETTY CASH | \$400 | \$400 |
| CASH DRAWER | \$200 | \$200 |
| WELLS FARGO CHECKING | \$470,854 | \$226,986 |
| LAIF | \$5,578,999 | \$6,078,999 |
| BNY INSTALLMENT ACCOUNT | \$301,838 | \$501,838 |
| TOTAL | \$6,352,291 | \$6,808,423 |

| Reserve Account | Balance @ 08/31/2016 | Balance @ 08/31/2017 | Balance @ 08/31/2018 | Budget for Reserve Policy |
|---|-------------------------|-------------------------|-------------------------|---------------------------------|
| Capital Reserves | | | \$ 1,628,999 | \$ 1,500,000 |
| Working Capital Reserves | | | \$ 1,500,000 | \$ 1,500,000 |
| TOTAL RESERVE FUNDS | \$ 4,055,161 | \$ 5,490,511 | \$ 3,128,999 | \$ 3,000,000 |
| Committed Capital Pay-Go | | | \$ 500,000 | \$ 500,000 |
| PARS OPEB Liability* | | | \$ 750,000 | \$ 1,500,000 |
| PARS PRSP Pension Liability | | | \$ 1,200,000 | \$ 1,600,000 |
| APPROVED RESERVE EXP | | | \$ 2,450,000 | \$ 3,600,000 |
| TOTAL RESERVE FUNDS | \$ 4,055,161 | \$ 5,490,511 | \$ 5,578,999 | \$ 6,600,000 |
| * Paid \$375,000 in May 2018 and June 2018 so reduced liability by that amount. | | | | |
| ** Paid \$400,000 in August 2018 so reduced liability by that amount. | | | | |

2) **Water Revenue Report:**

| WATER REVENUES for FISCAL YEAR 2018/2019 | | | | | |
|---|----------------|-------------------------|----------------------|----------------------|--------------|
| Month | Total Units | Water Commodity Charges | Fixed System Charges | Total Water Revenues | Misc Rev |
| JUL | 122,334 | 1,020,243 | 221,322 | 1,241,565 | 1,309 |
| AUG | 122,489 | 1,064,995 | 240,529 | 1,305,524 | 1,302 |
| TOTAL | 244,823 | 2,085,238 | 461,851 | 2,547,089 | 2,611 |



CONFERENCES, TRAINING, & MEETINGS:

- 1) Jeanette Kalabolas: 09/05/18 - SB 606 & AB 1688 Listening Session on Water Conservation & Drought Planning
- 2) Jeanette Kalabolas: 09/06/18 – BAWSCA WMR Meeting
- 3) Candy Pina: 09/06/18 – HIA meeting
- 4) Jeanette Kalabolas/Laura Ravello/Misty Malczon/Candy Pina: 09/10/18 – Office Staff Quarterly Off-Site Meeting
- 5) Misty Malczon: 09/12/18 - Meeting with John Davidson on messaging related to fees
- 6) Jeanette Kalabolas/Laura Ravello/Misty Malczon/Candy Pina: 09/13/18 – Safety Meeting/RAP session
- 7) Candy Pina: 09/14/18 – Leadership Essentials Webinar
- 8) Misty Malczon/Candy Pina: 09/17/18 – Meeting with Kristy Sparks with Ray Morgan related to billing invoices
- 9) Candy Pina: 09/18/18 – JPIA Employee Benefits Renewal Webinar
- 10) Candy Pina: 09/19/18 – JPIA Leave of Absence Conference

- 11) Jeanette Kalabolas: 09/20/18 – WSO AWWA Water Loss Validation Conference Call
- 12) Candy Pina: 09/21/18 – Meeting with Jen Dermon of C.G. Uhlenberg
- 13) Misty Malczon/Candy Pina: 09/25/18 – Meeting with Kristy Sparks with Ray Morgan related to billing invoices
- 14) Jeanette Kalabolas: 09/28/18 – Bay Pointe Landscape Meeting related to the design of MPWD's entrance

TEAM BUILDING ACTIVITIES:

We continued to celebrate birthdays and participated in Trivia and Wellness Program activities.



TO: Board of Directors

FROM: Rene A. Ramirez, Operations Manager

DATE: September 27, 2018

OPERATIONS REPORT – August

Projects:

- During August staff was able to install 25 AMI meters in Zone 2 or 3. Overall, the District-wide AMI installation is at 61.3% of completion;
- Staff provided daily inspection to and participated in weekly meetings as construction progresses on the joint project with City of Belmont. Through the end of August, the contractor has completed their pipe construction work under all streets and is working on new customer service lines, including new meters. The contractor intends on being finished with water infrastructure work by end of September;
- Interviewed four (4) firms before selecting a structural engineering firm, Bayez and Patel, to provide structural engineering services for the Dekoven Tanks Replacement Project (CIP: 08-1621-CP). Staff's intent is to discuss scope of work and fee during September and bring a professional services contract to the Board in October;
- Carried out three (3) de-briefing phone calls with the structural engineering firms not selected for 08-1621-CP;
- Met with the District Engineer to go over the 90% plans for the 2018 Water Main Replacement Project;
- Conducted a workshop at our office with engineering consultants for the SR101 Crossing at PAMF (04-1621-CP) regarding boring findings and trenchless design, and discussed the potential effects on the project due to corrosion soil and high-voltage lines along Shoreway Road;
- Constructed new 1.5-inch service for 2718 Belmont Canyon Road;
- Constructed new 1-inch service for 2405 Monserat Avenue; and
- Installed an auto flushing station at the end of Carlmont Drive for water quality purposes.

Maintenance:

- Responded to and completed 278 USA (underground service alerts) requests and identified infrastructure before digging in the streets or easements. The previous month we marked 267 locations, which was 4% more than July;
- Read meters in zones without AMI;

- Completed street repairs following service leak at 2321 Buena Vista;
- Repaired main break at 3409 Lower Lock Road;
- Completed a service repair at 2516 Carmelita Avenue;
- Repaired a leaking fire hydrant at Old County Road and Crestview Avenue;
- Replaced a broken water line valve #1042 at Alameda de las Pulgas and Alden Street;
- Repaired leaking fire hydrant at 2726 San Ardo Way;
- Repaired leaking service at 1335 Shoreway Road;
- Replaced rotted service saddle leaking at 1201 Shoreway Road;
- Replaced non-working curb stop at 2407 Carmelita Avenue;
- Collected a requisite 55 water samples for bacteriological testing – all samples were absent of coliform bacteria contamination;
- Continue to routinely monitor water system dead-ends continued for disinfectant residual; and
- Monitored for signs of nitrification within our tanks, sample stations and dead ends continues as a part of regular water quality monitoring. One of two tanks at the following tank sites was removed from service for maintenance work and to maintain water quality: Buckland, Exbourne and Dekoven.

System Repairs:

| Date | Location | Event | Material | Installation Date | Estimated Water Loss (Gals.) |
|-------------|------------------------|-------------------|-----------------|--------------------------|-------------------------------------|
| 8/3 | 3409 Lower Lock | Main Break | CIP | 1956 | >5,000 |
| | | | | | |

Development:

Staff is currently working with developers on 61 development projects:

Mixed Use Commercial/Multi-Family Residential:

- o 576-600 El Camino Real – Fire and domestic backflows installed, met with general contractor regarding meter manifold installation;
- o 400-490 El Camino Real – Awaiting AMI conduit installation;
- o 1325 Old County Rd. – Project application put on hold, re-submitting larger project exceeding 250 units; letter of intent provided;
- o 800 Belmont Ave. – Contacted by developer, tentative plans;
- o 815 Old County Rd. – Contacted by developer tentative plans;
- o 1300 El Camino Real - Currently reviewing plans, letter of intent provided; and
- o 803-815 Belmont Ave – Contacted by developer regarding existing facilities and available fire flows. Additional information requested on parking lot parcels.

Commercial:

- o 539 Harbor Blvd. – Updated installation quote;

- 1201 Shoreway Road – Domestic/Fire services installed awaiting hydrant relocation;
- 554 El Camino – Approved plans, awaiting Backflow preventer installation;
- 1477 El Camino Real – Currently reviewing their plans;
- Belmont Ave Parcel APN's – (2) awaiting plans;
- 1500 Ralston Ave. – Currently reviewing plans;
- 2200 Carlmont Dr. – Installation in progress;
- 1400 Alameda de las Pulgas – Submittals approved;
- 1306-1308 Old County Rd– Submittals approved;
- 1888 Ralston – Awaiting payment;
- 1 Twin Pines Lane- Backflow assembly tested, inspection completed;
- 612 Mountain view - Awaiting plans
- 617 Mountain View – Installation complete;
- 800 Old County Rd- Awaiting plans
- 400 Industrial Road – Installations complete, backflow assembly installed and tested; and
- 2710 Ralston Ave. – Awaiting plans.

Residential:

- 1829 Oak Knoll – Installation scheduled;
- 2828 Monroe - Currently reviewing their plans;
- 410 Oxford way – Currently reviewing their plans;
- 10 Notre Dame Place – Pre-construction meeting scheduled;
- 3828 Naughton Ave - Awaiting payment;
- 1919 Oak Knoll Dr. – Currently reviewing their plans;
- 1630 Robin Whipple – Currently reviewing their plans;
- 2720 Belmont Canyon Rd – Plans approved, awaiting payment;
- 2515 Carlmont Dr. - Currently reviewing their plans;
- 1105 Tahoe – Payment received
- 2856 San Juan - Plans approved, fee schedule provided;
- 2009 Mezes – Currently reviewing their plans;
- 2723 Monserat – Currently reviewing their plans;
- 796 Miramar Terrace - Currently reviewing their plans;
- 2114 Cipriani – Currently reviewing their plans;
- Bishop Road development – Installed 1 of 3, Awaiting plans on remaining lots;
- 4 Tioga Way – Awaiting plans;
- Talbryn Dr. parcel - Developer requesting system information;
- Ralston Parcel - Developer requesting system information;
- 2620 Ponce – Currently reviewing their plans;
- 1320 Talbryn Lane Development- Awaiting connection fees;
- 2689 Comstock – Installed, awaiting backflow installation;
- 3918 Christian Dr. – Plans approved;
- 517 Middlesex Road - Currently reviewing their plans;
- 665 South - Currently reviewing plans;
- 713 Alameda – Awaiting payment;

- 853 Alameda – Plans approved;
- 857 Alameda – Plans approved;
- 861 Alameda – Currently reviewing their plans;
- 2723 Wemberly - Currently reviewing their plans;
- 2514 Carmelita – Installation scheduled;
- 3900 Marsten – Currently reviewing their plans;
- 3405 Hillcrest – Installation scheduled;
- 1121 Notre Dame – Installation completed; and
- 3900 Christian – Currently reviewing their plans;
- 1136 North Ct – Installation completed, awaiting backflow install;
- 1234 North Rd – Awaiting scheduling; and
- 3105 Marburger – Awaiting plans.

Administration:

- Attended the Pakpour Consulting Group third quarter luncheon with other Special District staff to share and discuss topics we all have in common;
- Some members of Operations attended the SFPUC Joint Water Quality meeting;
- Two Operations Team members took a field trip to Turlock and Stockton to meet with truck body builders to discuss the District's needs for a replacement service truck budgeted in FY19;
- Met with District Engineer to discuss modifications, from last meeting, to the District's Standard Details and Specifications;
- Responded to the City of Belmont's request for comments and feedback to their storm water improvement plans;
- Jonathan Anderson travelled to Kansas City to represent the District at the APWA National Convention Equipment "Rodeo" competition;
- Continued to actively managing five (5) engineering design contracts related to the CIP; and
- Continued to actively manage power use for pumping operations.



AGENDA ITEM NO. 9.B.2.

DATE: September 27, 2018

TO: Board of Directors

FROM: Tammy Rudock, General Manager
Candy Pina, Administrative Services Manager

SUBJECT: RECEIVE GENERAL MANAGER'S ANNUAL REPORT FOR FISCAL YEAR ENDED JUNE 30, 2018

RECOMMENDATION

Receive General Manager's annual report for FYE 2017/2018.

FISCAL IMPACT

None.

DISCUSSION

Staff will present a fiscal year-end review on the following topics:

- Financial/budget summary;
- Capital program;
- LAIF reserves; and
- Litigation update.

BOARD ACTION: APPROVED:_____ DENIED:_____ POSTPONED:_____ STAFF DIRECTION:_____

UNANIMOUS_____ WARDEN_____ VELLA_____ LINVILL_____ ZUCCA_____ STUEBING_____



MANAGER'S ANNUAL REPORT FOR FISCAL YEAR ENDED JUNE 30, 2018

MPWD Regular Meeting - September 27, 2018

Tammy Rudock, General Manager

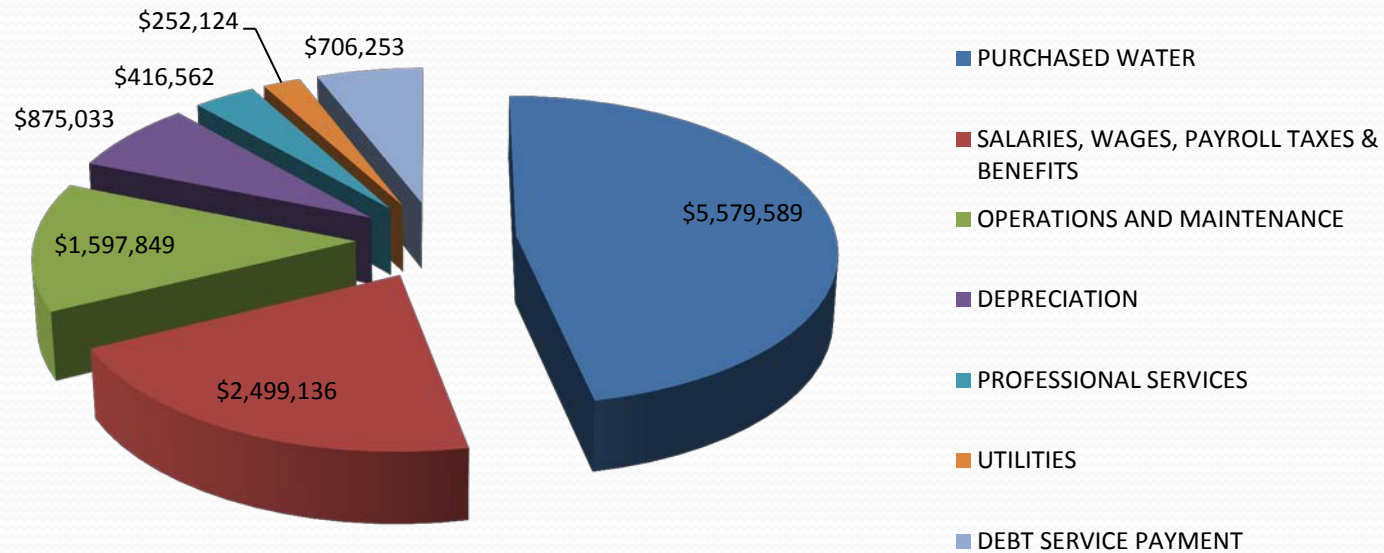
MPWD FYE JUNE 30, 2018

- **FINANCIAL SUMMARY:**

- **Operating Revenues - \$13,623,810***
 - FYE 2016/2017: \$12,212,952
 - FYE 2015/2016: \$10,582,037
 - FYE 2014/2015: \$ 9,922,395
- **Operating Expenditures - \$11,926,546*** (Includes Depreciation \$875,033, Debt Service Payment \$706,253)
 - FYE 2016/2017: \$11,280,481 (Depreciation - \$903,949)
 - FYE 2015/2016: \$ 9,677,627 (Depreciation - \$910,362)
 - FYE 2014/2015: \$ 9,302,934 (Depreciation - \$912,979)
- **Difference* - \$1,697,264 → TRANSFER TO CAPITAL**

**Unaudited*

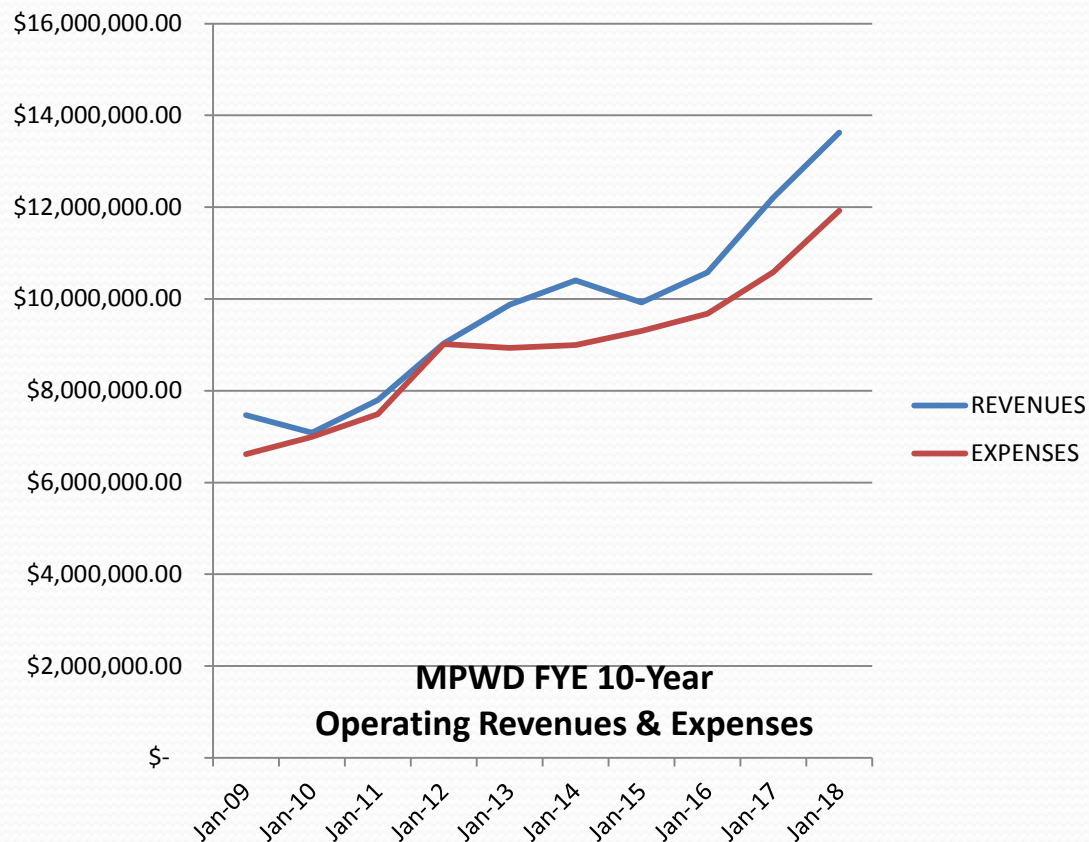
FYE 2018 OPERATING EXPENDITURES



OPERATING EXPENDITURES BY PERCENTAGES – FYE 2018

- Purchased Water = 46.8%
- Salaries, Wages, Payroll Taxes, and Benefits = 21.0%
- Operations and Maintenance = 13.4%
- Depreciation = 7.3%
- Debt Service = 5.9%
- Professional Services = 3.5%
- Utilities = 2.1%

| Date | REVENUES | EXPENSES |
|--------|------------------|------------------|
| Jun-09 | \$ 7,469,669.14 | \$ 6,615,610.89 |
| Jun-10 | \$ 7,082,219.49 | \$ 6,995,624.15 |
| Jun-11 | \$ 7,793,617.75 | \$ 7,487,137.09 |
| Jun-12 | \$ 9,028,135.98 | \$ 9,014,267.14 |
| Jun-13 | \$ 9,875,688.50 | \$ 8,934,651.49 |
| Jun-14 | \$ 10,404,867.50 | \$ 8,992,980.21 |
| Jun-15 | \$ 9,922,394.78 | \$ 9,302,929.84 |
| Jun-16 | \$ 10,582,036.90 | \$ 9,677,631.84 |
| Jun-17 | \$ 12,212,952.00 | \$ 10,584,529.00 |
| Jun-18 | \$ 13,623,810.00 | \$ 11,926,546.00 |



FY 2017/2018 CAPITAL PROGRAM

- CAPITAL OUTLAY/PROJECTS
 - Capital Revenues:
 - \$ 875,033 Depreciation Budgeted Expenditure
 - \$1,697,264 Operations Net Transfer to Capital (Budgeted transfer from Capital Reserves was \$481,496)
 - \$2,419,517 total transferred to Capital Reserves (Budgeted transfer to Capital Reserves was \$0)
 - Capital Expenditures: \$152,780*
 - Compared to FY 2016/2017: \$ 975,565
 - Compared to FY 2015/2016: \$1,362,802
 - Compared to FY 2014/2015: \$1,704,515

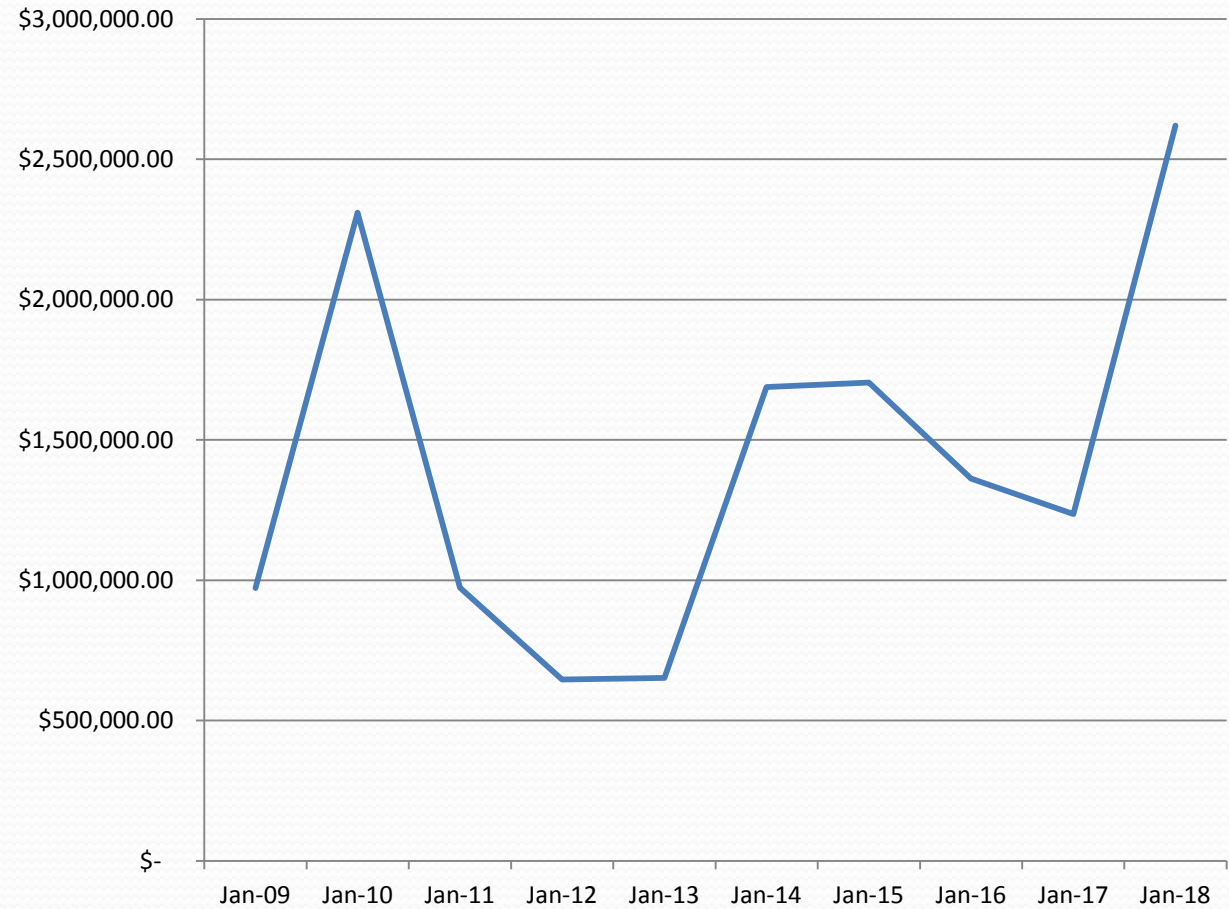
**Unaudited*

FY 2017/2018 CAPITAL PROGRAM COMPLETED

- Capital Projects – Work in Progress (WIP) & Outlay :
 - 2017 Joint WMR and Belmont Sewer Rehab (Pay-Go Portion) - \$38,025
 - 2017 Water Main Replacement CIP (Pay-Go Portion) - \$96,251
 - Miscellaneous Capital Projects/Outlay - Replacement Printer/Scanner/Copier - \$18,504

MPWD FYE 10-Year Net Change Capital

| Date | MPWD FYE 10-Year Net Change Capital |
|--------|--|
| Jun-09 | \$ 972,409 |
| Jun-10 | \$ 2,309,837 |
| Jun-11 | \$ 973,124 |
| Jun-12 | \$ 646,582 |
| Jun-13 | \$ 652,334 |
| Jun-14 | \$ 1,688,251 |
| Jun-15 | \$ 1,704,515 |
| Jun-16 | \$ 1,362,802 |
| Jun-17 | \$ 1,236,089 |
| Jun-18 | \$ 2,619,824 |



FYE June 30, 2018

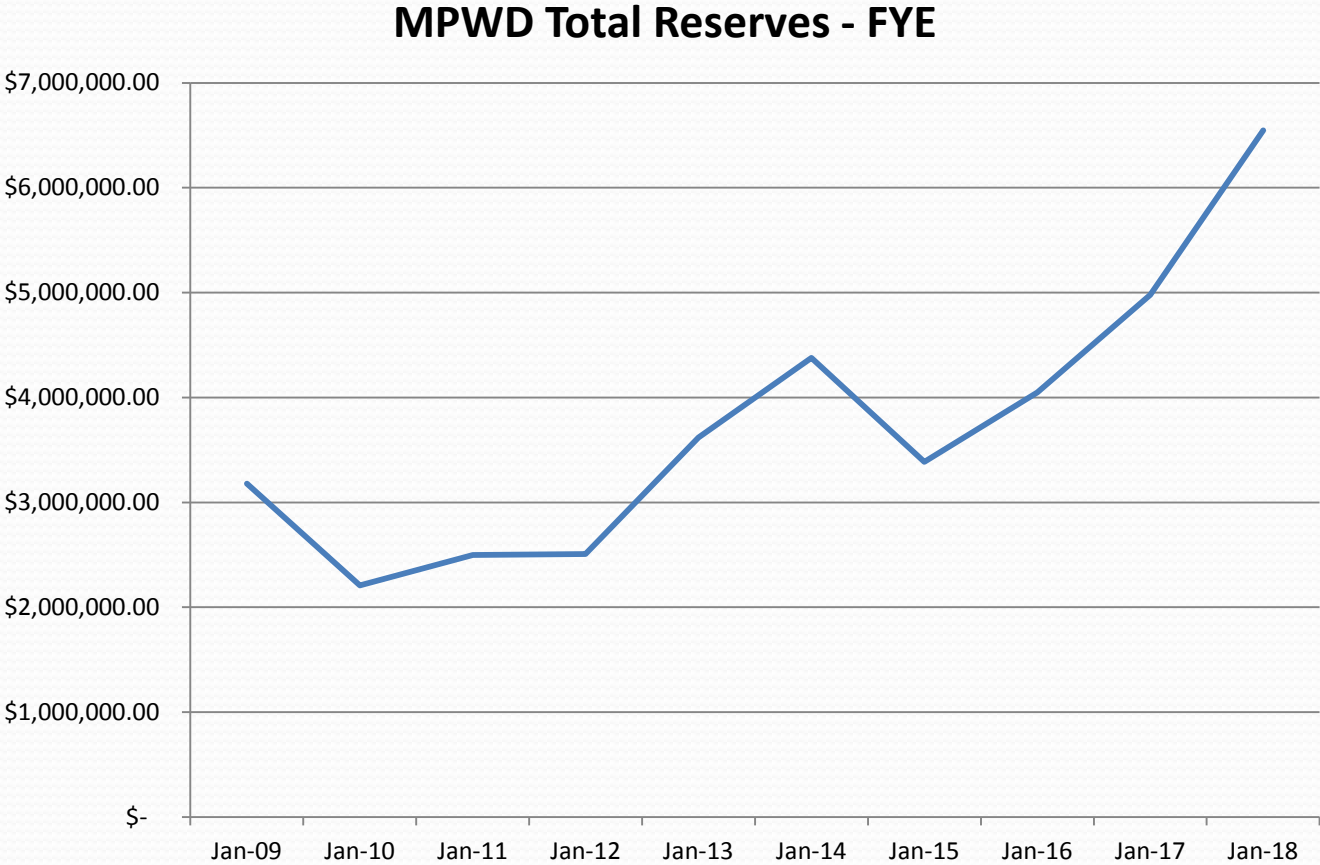
NET CHANGE IN CAPITAL

| | <u>June 30, 2018</u> | <u>June 30, 2017</u> | Amount Increase (Decrease) |
|-------------------------------|----------------------|----------------------|---|
| Land | \$ 1,045,264 | \$ 1,045,264 | \$ - |
| Construction in Progress | 3,865,728 | 1,478,675 | 2,387,053 |
| Utility Plant in Service | 41,163,223 | 40,242,250 | 920,973 |
| Vehicles | 1,505,117 | 1,685,412 | (180,295) |
| Computer System | 421,288 | 253,886 | 167,402 |
| Capital Asset at Cost | 48,000,620 | 44,705,487 | 3,295,133 |
| Less Accumulated Depreciation | (27,343,350) | (26,668,041) | 675,309 |
| Capital Assets, Net | <u>\$ 20,657,270</u> | <u>\$ 18,037,446</u> | <u>\$ 2,619,824</u> |

MPWD LAIF RESERVES – FYE 2018

| Reserve Account | Balance @ 06/30/2016 | Balance @ 06/30/2017 | Balance @ 06/30/2018 | Budget for Reserve Policy |
|-----------------------------|-------------------------|-------------------------|-------------------------|---------------------------------|
| Capital Reserves | | | \$ 1,447,072 | \$ 1,500,000 |
| Working Capital Reserves | | | \$ 1,500,000 | \$ 1,500,000 |
| TOTAL RESERVE FUNDS | \$ 4,049,652 | \$ 4,978,363 | \$ 2,947,072 | \$ 3,000,000 |
| Committed Capital Pay-Go | | | \$ 500,000 | \$ 500,000 |
| PARS OPEB Liability | | | \$ 1,500,000 | \$ 1,500,000 |
| PARS PRSP Pension Liability | | | \$ 1,600,000 | \$ 1,600,000 |
| APPROVED RESERVE EXP | | | \$ 3,600,000 | \$ 3,600,000 |
| TOTAL RESERVE FUNDS | \$ 4,049,652 | \$ 4,978,363 | \$ 6,547,072 | \$ 6,600,000 |

| Date | MPWD Total Reserves - FYE | |
|--------|---------------------------|--------------|
| Jun-09 | \$ | 3,179,932.35 |
| Jun-10 | \$ | 2,207,751.07 |
| Jun-11 | \$ | 2,499,122.58 |
| Jun-12 | \$ | 2,509,151.79 |
| Jun-13 | \$ | 3,617,717.36 |
| Jun-14 | \$ | 4,376,967.23 |
| Jun-15 | \$ | 3,387,030.52 |
| Jun-16 | \$ | 4,049,651.92 |
| Jun-17 | \$ | 4,978,363.47 |
| Jun-18 | \$ | 6,547,072.00 |



LITIGATION – FY 2017/2018

- One litigation matter was initiated in FY 2017/2018:
Reverend Thomas Felactu and Constantina Felactu v. MPWD, et al., Case No. 18CIV01226,
Superior Court of California, San Mateo County



Co-sponsored by **BANSCA**
Bay Area Native Supply & Conservation Agency

Free

DO-IT-YOURSELF WORKSHOP

Design-It-Yourself Native Garden – with Sheri Osaka

HOSTED AT MPWD: You are finally ready to remove your lawn in order to save water, lower your maintenance time, and create habitat. But you want to create the design yourself. Come to this talk and learn the principles of garden design. See an example of a design from start to finish. And get ready to put pencil to paper! Attendees should bring scissors and tape.

Tuesday, October 16, 2018 • 6:00-8:00 pm • 3 Dairy Lane, Belmont

COMPLIMENTARY GIFT

REGISTER TODAY! 650-349-3000 or MidPeninsulaWater.org/workshops

**MID-PENINSULA WATER DISTRICT
BUDGET FOR YEAR 2018-2019
SUMMARY**

| DESCRIPTION | APPROVED FY 2018-2019 BUDGET \$ | ACTUALS 7/1/2018 8/31/18 | REMAINING BALANCE/ (OVER BUDGET) | Target YTD % 17.0% |
|--|---------------------------------------|--------------------------------|--|-------------------------|
| | | | | Y-T-D % OF BUDGET |
| OPERATING REVENUE | | | | |
| WATER COMMODITY CHARGES | 9,200,000 | 2,085,238 | 7,114,762 | 22.7% |
| FIXED SYSTEM CHARGES | 2,880,000 | 461,851 | 2,418,149 | 16.0% |
| FIRE SERVICE CHARGES | 14,000 | 2,611 | 11,389 | 18.6% |
| SERVICE LINE & INSTALLATION CHARGES | 10,000 | - | 10,000 | NA |
| MISCELLANEOUS OPERATING | 10,000 | - | 10,000 | NA |
| PROPERTY TAX REVENUE | 268,000 | 1,355 | 266,645 | 0.5% |
| TOTAL OPERATING REVENUE | 12,382,000 | 2,551,055 | 9,830,945 | 20.6% |
| WATER SYSTEM CAPACITY CHARGES | 250,000 | - | 250,000 | NA |
| WATER DEMAND OFFSET CHARGES | 65,000 | - | 65,000 | NA |
| MISCELLANEOUS NON-OPERATING | 10,000 | 11,275 | (1,275) | 112.8% |
| INTEREST REVENUE - LAIF | 25,000 | 9,927 | 15,073 | 39.7% |
| INTEREST REVENUE - COP | 150,000 | 46,697 | 103,303 | 31.1% |
| LEASE OF PHYSICAL PROPERTY | 155,000 | 41,560 | 113,441 | 26.8% |
| LANDSCAPE PERMIT REVENUE | 11,200 | - | 11,200 | NA |
| TOTAL NON-OPERATING REVENUE | 666,200 | 109,458 | 556,742 | 16.4% |
| TOTAL REVENUE | 13,048,200 | 2,660,514 | 10,387,686 | 20.4% |
| OPERATING EXPENDITURES (OP EXP) | | | | |
| SALARIES & WAGES | 2,096,385 | 271,012 | 1,825,373 | 12.9% |
| PAYROLL TAXES & BENEFITS | 1,034,131 | 137,626 | 896,505 | 13.3% |
| PURCHASED WATER | 5,654,624 | 1,161,437 | 4,493,187 | 20.5% |
| OUTREACH & EDUCATION | 95,634 | 129 | 95,505 | 0.1% |
| M&R - OPS SYSTEM | 474,777 | 43,994 | 430,783 | 9.3% |
| M&R - FACILITIES & EQUIPMENT | 172,700 | 26,227 | 146,473 | 15.2% |
| MAJOR MAINTENANCE | 31,050 | - | 31,050 | NA |
| OFFICE SUPPLIES & EQUIPMENT | 292,022 | 50,530 | 241,492 | 17.3% |
| MEMBERSHIP & GOV FEES | 215,915 | 38,751 | 177,164 | 17.9% |
| BAD DEBT & CLAIMS | 17,595 | 21,625 | (4,030) | 122.9% |
| UTILITIES | 316,917 | 40,820 | 276,097 | 12.9% |
| PROFESSIONAL SERVICES | 420,676 | 97,093 | 323,583 | 23.1% |
| TRAINING/TRAVEL & RECRUITMENT | 61,575 | 4,172 | 57,403 | 6.8% |
| RESTRICTED EARNINGS | 125,000 | 56,623 | 68,377 | 45.3% |
| DEBT SERVICE TRUSTEE FEES & EXPENSES | - | - | - | N/A |
| DEBT SERVICE 2016 COPs | 1,051,500 | 116,486 | 935,014 | 11.1% |
| TOTAL OP EXP LESS DEPRECIATION (DEPREC) | 12,060,501 | 2,066,526 | 9,993,975 | 17.1% |
| TOTAL OP REVENUE LESS OP EXP & DEPREC | 987,699 | 593,988 | 393,711 | 60.1% |
| DEPRECIATION | 931,500 | 143,568 | 787,932 | 15.4% |
| TOTAL OP REVENUE LESS OP EXP | 56,199 | 450,420 | (394,221) | 801.5% |
| NET TRANSFERS TO CAPITAL | (56,199) | (450,420) | 394,221 | 801.5% |
| NET RESULTS OF OPERATIONS | 157 | - | - | |

MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

| |
|-----------------------|
| Target YTD % 17.0% |
|-----------------------|

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED FY 2018-2019 BUDGET \$ | ACTUAL 7/1/2018 8/31/2018 | REMAINING BALANCE/ (OVER BUDGET) | Y-T-D % OF BUDGET |
|-------------------|---|---------------------------------------|---------------------------------|--|-------------------------|
| 4010 | Water Commodity Charges (A) | 9,200,000 | 2,085,238 | 7,114,762 | 22.7% |
| 4020 | Fixed System Charges | 2,880,000 | 461,851 | 2,418,149 | 16.0% |
| 4030 | Fire Service Charges | 14,000 | 2,611 | 11,389 | 18.6% |
| 4050 | Service Line & Installation Charges | 10,000 | - | 10,000 | NA |
| 4080 | Miscellaneous Operating | 10,000 | - | 10,000 | NA |
| 4000 | TOTAL WATER CHARGES | 12,114,000 | 2,549,700 | 9,564,300 | 21.0% |
| 4202 | Property Tax Revenue | 268,000 | 1,355 | 266,645 | 0.5% |
| 4200 | OTHER OPERATING REVENUE | 268,000 | 1,355 | 266,645 | 0.5% |
| | TOTAL OPERATING REVENUE | 12,382,000 | 2,551,055 | 9,830,945 | 20.6% |
| 4060 | Water System Capacity Charges | 250,000 | - | 250,000 | NA |
| 4070 | Water Demand Offset Charges | 65,000 | - | 65,000 | NA |
| 4090 | Miscellaneous - Non Operating (B) | 10,000 | 11,275 | (1,275) | 112.8% |
| 4102 | Interest Revenue- LAIF (C) | 25,000 | 9,927 | 15,073 | 39.7% |
| 4103 | Interest Revenue-COP Funds (C) | 100,000 | 46,697 | 53,303 | 46.7% |
| 4100 | INTEREST REVENUE | 125,000 | 56,623 | 68,377 | 45.3% |
| 4201 | Lease of Physical Property | 155,000 | 41,560 | 113,441 | 26.8% |
| 4208 | Landscape Plan Permit Review | 5,000 | - | 5,000 | NA |
| 4200 | OTHER NON-OPERATING REVENUE | 160,000 | 41,560 | 118,441 | 26.0% |
| 4000 | TOTAL NON-OPERATING REVENUE | 610,000 | 109,458 | 500,542 | 17.9% |
| | TOTAL OPERATING & NON-OP REVENUE | 12,992,000 | 2,660,514 | 10,331,486 | 20.5% |
| 6011 | Salaries & Wages | 2,000,000 | 260,651 | 1,739,349 | 13.0% |
| 6012 | Director Compensation | 11,385 | 1,200 | 10,185 | 10.5% |
| 6010 | GROSS REGULAR WAGES | 2,011,385 | 261,851 | 1,749,534 | 13.0% |
| 6017 | CAPITAL SALARY & WAGES reversed | - | - | - | |
| 6021 | Overtime Labor | 45,000 | 3,023 | 41,977 | 6.7% |
| 6022 | Standby Labor | 40,000 | 6,138 | 33,862 | 15.3% |
| 6020 | SUB-TOTAL SALARY & WAGES | 2,096,385 | 271,012 | 1,825,373 | 12.9% |
| 6031 | FICA/Medicare PR Tax | 159,849 | 20,259 | 139,590 | 12.7% |
| 6038 | ACWA Health Care | 430,723 | 64,842 | 365,881 | 15.1% |
| 6039 | ACWA Dental | 32,179 | 4,711 | 27,468 | 14.6% |
| 6040 | ACWA Vision | 4,638 | 822 | 3,816 | 17.7% |
| 6041 | ACWA Life/AD&D | 4,577 | 888 | 3,689 | 19.4% |
| 6042 | Standard LDL/SDL Disability | 18,000 | 2,277 | 15,723 | 12.7% |
| 6043 | Workers' Comp Insurance | 41,400 | 6,080 | 35,320 | 14.7% |
| 6044 | Unemployment | 158 1,066 | - | 1,066 | NA |
| 6045 | CALPERS Retirement - ER 2%@55 | 164,625 | 44,213 | 120,412 | 26.9% |

MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

| |
|-----------------------|
| Target YTD % 17.0% |
|-----------------------|

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED FY 2018-2019 BUDGET \$ | ACTUAL 7/1/2018 8/31/2018 | REMAINING BALANCE/ (OVER BUDGET) | Y-T-D % OF BUDGET |
|-------------------|--|---------------------------------------|---------------------------------|--|-------------------------|
| 6046 | Retirees' ACWA Health Care (D) | - | 9,740 | (9,740) | NA |
| 6047 | Directors' ACWA Health Care | 115,133 | 20,092 | 95,041 | 17.5% |
| 6049 | Medical Reimbursement | 1,066 | 91 | 975 | 8.5% |
| 6050 | Employee Service Recognition | 10,350 | 121 | 945 | 11.4% |
| 6051 | Safety Incentive Program | 15,525 | 680 | 14,845 | 4.4% |
| 6052 | Uniforms | 35,000 | 4,201 | 30,799 | 12.0% |
| 6053 | PARS OPEB Expense | - | - | - | NA |
| 6030 | TOTAL PAYROLL TAXES & BENEFITS | 1,034,131 | 179,016 | 845,831 | 17.3% |
| 6054 | CAPITAL PAYROLL, TAXES & BENEFITS | | (41,390) | 41,390 | N/A |
| 6000 | PERSONNEL COSTS | 3,130,516 | 408,638 | 2,712,594 | 13.1% |
| 6101 | SFPUC Treated Water (A) | 5,100,000 | 1,063,913 | 4,036,087 | 20.9% |
| 6102 | BAWSCA (Debt Service Surcharges) | 476,000 | 84,480 | 391,520 | 17.7% |
| 6103 | Rates Stabilization | - | - | - | NA |
| 6104 | SFPUC Water Service Charge | 78,624 | 13,044 | 65,580 | N/A |
| 6100 | PURCHASED WATER | 5,654,624 | 1,161,437 | 4,493,187 | 20.5% |
| 6301 | Water Conservation Program | 7,452 | 67 | 7,385 | 0.9% |
| 6302 | School Conservation Program | 7,452 | - | 7,452 | NA |
| 6303 | Public Outreach & Education | 15,525 | 301 | 15,224 | 1.9% |
| 6305 | HET Rebates | 20,441 | (321) | 20,762 | -1.6% |
| 6306 | Washing Machine Rebates | - | - | - | NA |
| 6307 | Lawn-Be-Gone Rebates | 39,434 | 82 | 39,352 | 0.2% |
| 6308 | Rain Barrel Rebates | 5,330 | - | 5,330 | NA |
| 6304 | TOTAL WATER CONSERVATION REBATES | 65,205 | (238) | 65,443 | -0.4% |
| 6300 | OUTREACH/EDUCATION | 95,634 | 129 | 95,505 | 0.1% |
| 6401 | Water Quality | 60,000 | 5,070 | 54,930 | 8.4% |
| 6402 | Pumping | 50,000 | 2,632 | 47,368 | 5.3% |
| 6403 | Storage Tanks | 10,661 | 782 | 9,879 | 7.3% |
| 6404 | Mains/Distribution | 207,000 | 20,305 | 186,695 | 9.8% |
| 6405 | Meters & Service | 31,982 | 4,786 | 27,196 | 15.0% |
| 6406 | Fire Hydrants | 33,048 | 4,679 | 28,369 | 14.2% |
| 6407 | Regulator Stations | 6,396 | - | 6,396 | NA |
| 6408 | Safety | 34,114 | 5,204 | 28,910 | 15.3% |
| 6409 | SCADA Maintenance | 15,991 | 82 | 15,909 | 0.5% |
| 6410 | Generator Maintenance | 25,585 | 455 | 25,130 | 1.8% |
| 6400 | M&R - OPS SYSTEMS | 474,777 | 43,994 | 430,783 | 9.3% |
| 6501 | M&R-Buildings&Grounds | 99,143 | 15,972 | 83,171 | 16.1% |
| 6502 | M&R- Equipment&Tools | 22,387 | 4,712 | 17,675 | 21.0% |
| 6503 | M&R- Vehicles & Large Equipment | 20,255 | 978 | 19,277 | 4.8% |
| 6504 | M&R - Fuel | 30,915 | 4,565 | 26,350 | 14.8% |
| 6500 | M&R - FACILITIES & EQUIPMENT | 172,700 | 26,227 | 146,473 | 15.2% |
| 6601 | Cathodic Protection Survey | | - | - | NA |

MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED

| |
|-----------------------|
| Target YTD % 17.0% |
|-----------------------|

| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED FY 2018-2019 BUDGET \$ | ACTUAL 7/1/2018 8/31/2018 | REMAINING BALANCE/ (OVER BUDGET) | Y-T-D % OF BUDGET |
|-------------------|--|---------------------------------------|---------------------------------|--|-------------------------|
| 6602 | Leak Detection Survey | 31,050 | - | 31,050 | NA |
| 6600 | MAJOR MAINTENANCE | 31,050 | - | 31,050 | NA |
| 6701 | Office Supplies | 15,991 | 1,574 | 14,417 | 9.8% |
| 6702 | Insurance- Liability/Vehicles | 82,800 | 12,099 | 70,701 | 14.6% |
| 6703 | Postage | 8,528 | 254 | 8,274 | 3.0% |
| 6704 | Printing/Printing Supplies | 10,350 | (1,129) | 11,479 | -10.9% |
| 6705 | Equipment Services/Maintenance | 20,700 | 2,457 | 18,243 | 11.9% |
| 6706 | Computer Supplies & Upgrades | 33,120 | 2,954 | 30,166 | 8.9% |
| 6707 | Security & Safety | 11,461 | 1,923 | 9,538 | 16.8% |
| 6708 | Other Fees | 533 | - | 533 | NA |
| 6709 | Customer Credit Card Svs Fees (E) | 108,539 | 30,398 | 78,141 | 28.0% |
| 6700 | OFFICE SUPPLIES & EQUIP | 292,022 | 50,530 | 241,492 | 17.3% |
| 6801 | Dues & Publications | 31,759 | 6,970 | 24,789 | 21.9% |
| 6802 | Gov't Fees & Licenses | 30,893 | 4,624 | 26,269 | 15.0% |
| 6803 | BAWSCA Membership Assessments | 78,660 | 12,221 | 66,439 | 15.5% |
| 6804 | Env Health - Cross Connection Inspection | 33,048 | 5,583 | 27,465 | 16.9% |
| 6805 | Software License | 41,555 | 9,352 | 32,203 | 22.5% |
| 6800 | MEMBERSHIP & GOV FEES | 215,915 | 38,751 | 177,164 | 17.9% |
| 6901 | Bad Debt (F) | 7,245 | 21,575 | (14,330) | 297.8% |
| 6902 | Claims | 10,350 | 50 | 10,300 | 0.5% |
| 6900 | BAD DEBT & CLAIMS | 17,595 | 21,625 | (4,030) | 122.9% |
| 7001 | Utilities-Internet/Cable | 10,350 | 974 | 9,376 | 9.4% |
| 7002 | Utilities-Cellular Telephones | 12,633 | 1,706 | 10,927 | 13.5% |
| 7003 | Utilities-Electric-Pumping | 234,531 | 28,443 | 206,088 | 12.1% |
| 7004 | Utilities-Electric-Bldgs&Grounds | 25,585 | 4,477 | 21,108 | 17.5% |
| 7005 | Utilities-Telephones | 25,875 | 4,175 | 21,700 | 16.1% |
| 7006 | Utilities-Sewer - NPDES | 7,943 | 1,045 | 6,898 | 13.2% |
| 7000 | UTILITIES | 316,917 | 40,820 | 276,097 | 12.9% |
| 7101 | Prof Serv - District Counsel | 77,625 | 11,903 | 65,722 | 15.3% |
| 7102 | Prof Serv - District Engineer | 67,275 | 16,944 | 50,331 | 25.2% |
| 7103 | Prof Serv - IT | 20,441 | 4,102 | 16,339 | 20.1% |
| 7104 | Prof Serv- Annual Finance Audit (G) | 19,665 | 12,000 | 7,665 | 61.0% |
| 7105 | Prof Serv - Mngmt Consult | - | 42 | (42) | NA |
| 7106 | Prof Serv- Accounting & Payroll | 22,511 | 2,560 | 19,951 | 11.4% |
| 7107 | Prof Serv- Customer Billing | 74,779 | 14,747 | 60,032 | 19.7% |
| 7109 | Prof Serv - Answering Svs | 5,175 | 562 | 4,613 | 10.9% |
| 7110 | Prof Serv - Miscellaneous | 129,375 | 33,933 | 95,442 | 26.2% |
| 7111 | Prof Serv - District Treasurer | 3,830 | 300 | 3,530 | 7.8% |
| 7100 | PROFESSIONAL SERVICES | 420,676 | 97,093 | 323,583 | 23.1% |
| 7201 | Director Travel | 160 5,175 | - | 5,175 | NA |
| 7202 | Director Expense | 1,035 | - | 1,035 | NA |

**MID-PENINSULA WATER DISTRICT
OPERATIONS BUDGET FOR YEAR 2018-2019
DETAILED**

| | | | | | Target YTD % 17.0% |
|---------------------------------------|---|---------------------------------------|---------------------------------|--|-------------------------|
| ACCOUNT NUMBER | ACCOUNT DESCRIPTION | APPROVED FY 2018-2019 BUDGET \$ | ACTUAL 7/1/2018 8/31/2018 | REMAINING BALANCE/ (OVER BUDGET) | Y-T-D % OF BUDGET |
| 7203 | Elections | 15,000 | - | 15,000 | NA |
| 7204 | Employee Travel/Training | 33,120 | 2,491 | 30,629 | 7.5% |
| 7205 | Meetings Expense | 7,245 | 1,680 | 5,565 | 23.2% |
| 7200 | TRAINING & TRAVEL | 61,575 | 4,172 | 57,403 | 6.8% |
| 7302 | Restricted Earnings Expense - Interest LAIF & COP (B) | 125,000 | 56,623 | 68,377 | 45.3% |
| 7300 | RESTRICTED EARNINGS EXPENSE | 125,000 | 56,623 | 68,377 | 45.3% |
| 8001 | Working Reserves: Capital | - | - | - | NA |
| 8002 | Working Reserves: Operating | - | - | - | NA |
| 8000 | RESERVES | - | - | - | NA |
| 9010 | DEPRECIATION | 931,500 | 143,568 | 787,932 | 15.4% |
| 9011 | DEBT SERVICE TRUSTEE FEES & EXPENSES | - | - | - | NA |
| 9012 | DEBT SERVICE 2017-2018 COPs | 1,051,500 | 116,486 | 935,014 | 11.1% |
| SUB-TOTAL - OPERATING EXPENSES | | 9,861,485 | 1,801,455 | 8,060,030 | 18.3% |
| TOTAL OPERATING EXPENSES | | 12,992,000 | 2,210,094 | 10,772,623 | 17.0% |
| NET OPERATING SURPLUS/(LOSS) | | | | | |
| TRANSFER TO CAPITAL | | - | 450,420 | (441,137) | |

(A) Water revenues are at 22.7% and water purchases are at 20.9%. Water revenues is a preliminary number. Revenue does not include the second half of the month.

(B) Fire Flow Revenue totaling \$1,979; PG&E Reimbursement for work not completed totaling \$6,029; Project vehicle revenue totaling \$2,273.

(C) LAIF and COP funds generating more interest revenue than expected.

(D) Currently not paying retiree benefits out of the PARS OPEB account but will be this fiscal year.

(E) More customers are using credit cards to pay their monthly water bills. This will be reduced when a \$3 fee is added to the credit card fees.

(F) First month since the implementation of the new financial management system to send customers to collections.

(G) Field work for the audit completed.

**MID-PENINSULA WATER DISTRICT
STATEMENT OF REVENUES & EXPENSES
PREVIOUS YEAR COMPARISON**

| | Jul 18 - Aug 18 | Jul 17 - Aug 17 | \$ Change | % Change |
|-----------------------------|-----------------|-----------------|-------------|-----------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| OPERATING REVENUE | 2,551,055.20 | 2,808,676.35 | -257,621.15 | -9.17% |
| INTEREST INCOME | 56,623.49 | 34,701.70 | 21,921.79 | 63.17% |
| OTHER INCOME | 52,834.82 | 20,369.45 | 32,465.37 | 159.38% |
| Total Income | 2,660,513.51 | 2,863,747.50 | -203,233.99 | -7.1% |
| Expense | | | | |
| PERSONNEL COSTS | 408,638.42 | 350,160.60 | 58,477.82 | 16.7% |
| PURCHASED WATER | 1,161,437.10 | 1,112,971.20 | 48,465.90 | 4.36% |
| OUTREACH/EDUCATION | 129.39 | 525.01 | -395.62 | -75.36% |
| M&4 - OPS SYSTEMS | 43,993.78 | 40,226.19 | 3,767.59 | 9.37% |
| FACILITIES & EQUIPMENT (A) | 26,226.64 | 12,306.35 | 13,920.29 | 113.12% |
| OFFICE SUPPLIES & EQUIPMENT | 50,529.97 | 43,705.17 | 6,824.80 | 15.62% |
| MEMBERSHIP & GOV FEES | 38,751.18 | 35,778.10 | 2,973.08 | 8.31% |
| BAD DEBT & CLAIMS (B) | 21,624.79 | -590.36 | 22,215.15 | 3,762.98% |
| UTILITIES | 40,820.07 | 33,182.06 | 7,638.01 | 23.02% |
| PROFESSIONAL SERVICES (C) | 97,093.07 | 63,014.82 | 34,078.25 | 54.08% |
| TRAINING & TRAVEL | 4,171.55 | 6,483.70 | -2,312.15 | -35.66% |
| Total Expense | 1,893,415.96 | 1,697,762.84 | 195,653.12 | 11.52% |
| Net Ordinary Income | 767,097.55 | 1,165,984.66 | -398,887.11 | -34.21% |
| Other Income/Expense | | | | |
| Other Expense | | | | |
| DEPRECIATION | 143,567.69 | 135,814.22 | 7,753.47 | 5.71% |
| COP Financing Costs | 116,486.40 | 117,817.46 | -1,331.06 | -1.13% |
| Total Other Expense | 260,054.09 | 253,631.68 | 6,422.41 | 2.5% |
| Net Revenue/(Expenses) | 507,043.46 | 912,352.98 | -405,309.52 | -44.4% |

RECONCILIATION TO OPERATING BUDGET

Adjustments to Increase Net Operating Surplus

| | |
|--|-------------------|
| Interest Income - LAIF & COP Interest | -56,623.49 |
| Total Adjustments to Increase Net Operating Surplus | -56,623.49 |
| Net Revenue/(Expenses) | 507,043.46 |
| Net Operating Surplus/(Loss) Transfer to Capital | 450,419.97 |

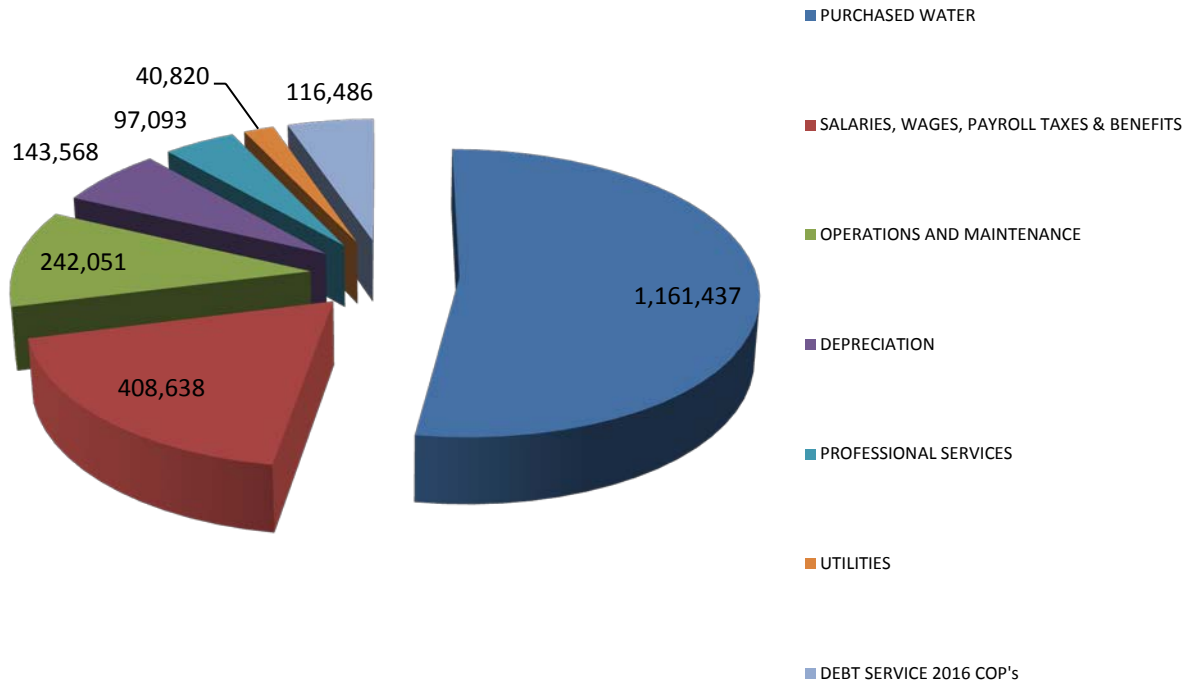
(A) Tree Trimming at Buckland Tank totaling \$5,100 in FY2018/2019; Various meter upgrade costs totaling \$3,229 pulled from Operations and put into Projects Costs for Fixed Assets in FY2017/2018.

(B) Bad Debt Claims were not assessed in 2017-2018 due to new Financial Management System. So all were recognized in 2018/2019.

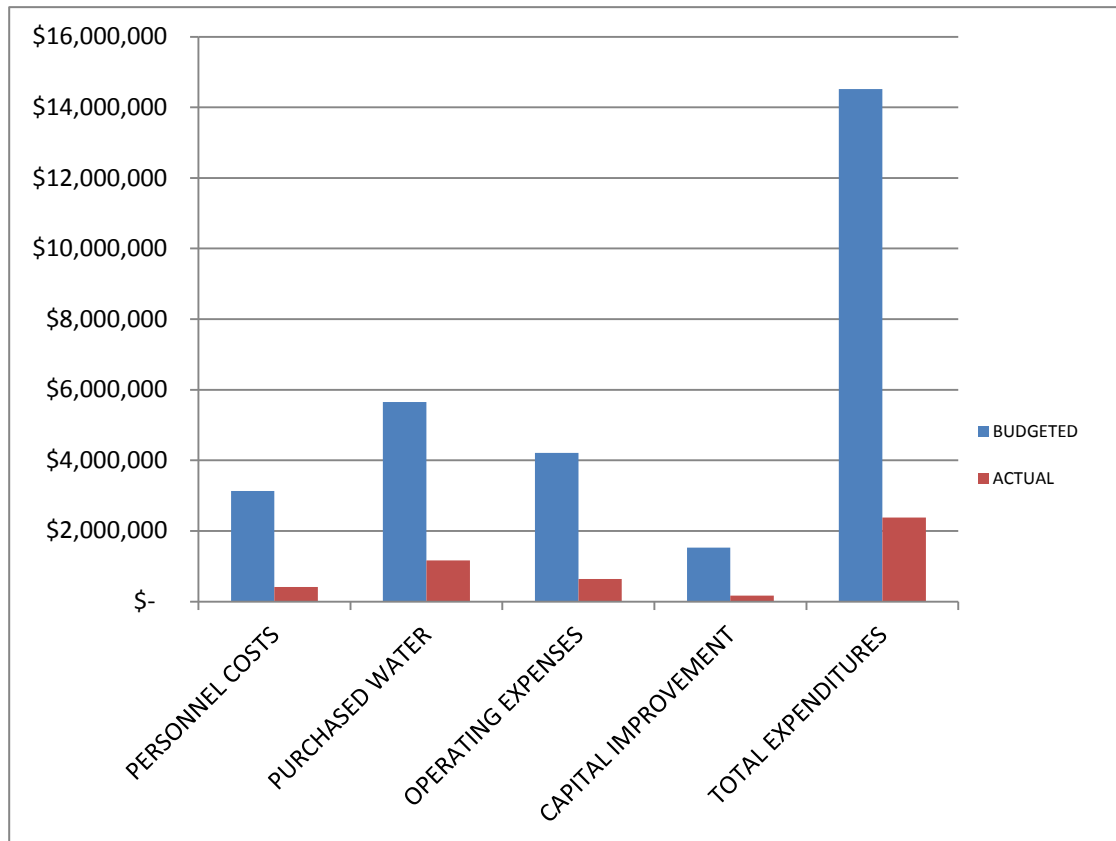
(C) Engineering Costs increased by \$10,000; IT costs increased by \$2,000; Comp Study included totaling \$4,550; Miscellaneous Fee Study totaling \$2,200 and Temp costs increased by \$7,400.

MID-PENINSULA WATER DISTRICT
ACTUAL OPERATING EXPENDITURES SUMMARY
Aug-18

| OPERATING EXPENDITURES | ACTUAL \$ | % OF TOTAL |
|---|------------------|-------------------|
| PURCHASED WATER | 1,161,437 | 52.6% |
| SALARIES, WAGES, PAYROLL TAXES & BENEFITS | 408,638 | 18.5% |
| OPERATIONS AND MAINTENANCE | 242,051 | 11.0% |
| DEPRECIATION | 143,568 | 6.5% |
| PROFESSIONAL SERVICES | 97,093 | 4.4% |
| UTILITIES | 40,820 | 1.8% |
| DEBT SERVICE 2016 COP's | 116,486 | 5.3% |
| TOTAL OPERATING EXPENDITURES | 2,210,094 | 100% |



2018/2019 BUDGET vs ACTUAL TOTAL EXPENDITURES Aug-18



| | BUDGETED | ACTUAL | BUDGETED % OF TOTAL | ACTUAL % OF TOTAL |
|---------------------------|----------------------|---------------------|---------------------------|-------------------------|
| TOTAL EXPENDITURES | | | | |
| PERSONNEL COSTS | \$ 3,130,516 | \$ 408,638 | 22% | 17% |
| PURCHASED WATER | \$ 5,654,624 | \$ 1,161,437 | 39% | 49% |
| OPERATING EXPENSES | \$ 4,206,860 | \$ 640,018 | 29% | 27% |
| CAPITAL IMPROVEMENT | \$ 1,526,500 | \$ 167,114 | 11% | 7% |
| TOTAL EXPENDITURES | \$ 14,518,500 | \$ 2,377,208 | 100% | 100% |

**MID-PENINSULA WATER DISTRICT
BUDGET FOR FY 2018-2019
Capital Projects**

| DESCRIPTION | APPROVED FY 2018-2019 BUDGET \$ | ACTUAL 7/1/2018 8/31/2018 | REMAINING BALANCE/ (OVER BUDGET) | Target YTD % 17.0% |
|---|---------------------------------------|---------------------------------|--|-------------------------|
| | | | | Y-T-D % OF BUDGET |
| CAPITAL IMPROVEMENTS - WORK IN PROCESS (WIP) | | | | |
| 2017 Joint WMR and Belmont Sewer Rehab Project (Pay-Go Portion) | 500,000 | 19,917 | 480,083 | 4.0% |
| AMI Meter Change Out Program | 778,500 | - | 778,500 | 0.0% |
| CAPITAL IMPROVEMENTS - WIP TOTAL | 1,278,500 | 114,474 | 1,164,026 | 9.0% |
| CAPITAL OUTLAY | | | | |
| Replacement Mini-Excavator for Operations | 50,000 | 45,998 | 4,002 | 92.0% |
| Replacement Service Truck for Operations | 148,000 | - | | |
| Miscellaneous Capital Outlay/Projects | 50,000 | 6,642 | 43,358 | 13.3% |
| CAPITAL OUTLAY TOTAL | 248,000 | 52,640 | 47,360 | 21.2% |
| CAPITAL IMPROVEMENTS & CAPITAL OUTLAY TOTAL | 1,526,500 | 167,114 | 1,211,386 | 10.9% |
| DEPRECIATION | 931,500 | 143,568 | 787,932 | 15.4% |
| TRANSFER FROM OPS | - | 450,420 | (450,420) | N/A |
| TRANSFER (TO)/FROM CAPITAL RESERVES | 595,000 | (426,874) | 1,021,874 | -69.5% |
| CAPITAL OUTLAY/CAPITAL PROJECTS | (1,526,500) | (167,114) | (1,359,386) | 10.9% |
| NET RESULTS OF CAPITAL | - | (0) | 0 | N/A |

**MID-PENINSULA WATER DISTRICT
STATEMENT OF NET POSITION
PREVIOUS YEAR COMPARISON**

| | 31-Aug-18 | 31-Aug-17 | \$ Change | % Change |
|---------------------------------------|----------------|----------------|----------------|----------|
| ASSETS | | | | |
| CURRENT ASSETS | | | | |
| Total Checking/Savings | 6,342,290.84 | 24,803,482.09 | -18,461,191.25 | -74.43% |
| Total COP Funds | 16,184,870.49 | 0.00 | 0.00 | 100.0% |
| Total Accounts Receivable | 1,299,503.60 | 1,301,664.59 | -2,160.99 | -0.17% |
| Total Other Current Assets | 284,629.65 | 260,132.27 | 24,497.38 | 9.42% |
| TOTAL CURRENT ASSETS | 24,111,294.58 | 26,365,278.95 | -2,253,984.37 | -8.55% |
| FIXED ASSETS | | | | |
| Fixed Assets | 44,208,881.51 | 43,605,770.38 | 603,111.13 | 1.38% |
| Accumulated Depreciation | -27,486,917.80 | -26,803,854.96 | -683,062.84 | -2.55% |
| Construction in Progress | 4,126,264.31 | 1,352,377.51 | 2,773,886.80 | 205.11% |
| TOTAL FIXED ASSETS | 20,848,228.02 | 18,154,292.93 | 2,693,935.09 | 14.84% |
| TOTAL OTHER ASSETS | 1,210,079.34 | 803,133.00 | 406,946.34 | 50.67% |
| TOTAL ASSETS | 46,169,601.94 | 45,322,704.88 | 846,897.06 | 1.87% |
| LIABILITIES & EQUITY | | | | |
| LIABILITIES | | | | |
| CURRENT LIABILITIES | | | | |
| Total Accounts Payable | 79,489.42 | 235,265.43 | -155,776.01 | -66.21% |
| Total Other Current Liabilities | 2,160,863.51 | 1,974,382.77 | 186,480.74 | 9.45% |
| TOTAL CURRENT LIABILITIES | 2,240,352.93 | 2,209,648.20 | 30,704.73 | 1.39% |
| LONG TERM LIABILITIES | | | | |
| Total COP Financing Debt (B) | 17,910,000.00 | 18,255,000.00 | -345,000.00 | -1.89% |
| Total COP Premium (B) | 883,704.50 | 914,986.10 | -31,281.60 | -3.42% |
| Total Other Long Term Liabilities (B) | 3,085,175.00 | 1,765,634.45 | 1,319,540.55 | 74.74% |
| TOTAL LONG TERM LIABILITIES | 21,878,879.50 | 20,935,620.55 | 943,258.95 | 4.51% |
| TOTAL LIABILITIES | 24,119,232.43 | 23,145,268.75 | 973,963.68 | 4.21% |
| EQUITY | | | | |
| 3000 - Opening Bal Equity | 0.00 | 0.00 | 0.00 | 0.0% |
| 3800 - RESERVES * | 5,578,998.77 | 5,690,511.28 | -111,512.51 | -1.96% |
| 3940 - Fund Bal Invest in Util Plant | 20,848,228.02 | 17,911,524.93 | 2,936,703.09 | 16.4% |
| Net Assets (A) | -4,376,857.28 | -1,424,600.08 | -2,952,257.20 | -207.23% |
| TOTAL EQUITY | 22,050,369.51 | 22,177,436.13 | -127,066.62 | -0.57% |
| TOTAL LIABILITIES & EQUITY | 46,169,601.94 | 45,322,704.88 | 846,897.06 | 1.87% |

(A) CalPERS Net Pension Liability - GASB 68 requirement.

(B) COP Financing Debt and Debt Premium total \$19,185,626.90.