

**SPECIAL MEETING OF THE  
FLORIN RESOURCE CONSERVATION DISTRICT  
BOARD OF DIRECTORS**

**Agenda**

**Tuesday, April 26, 2022**

**6:00PM**

Compliance with Government Code Section 54957.5

The Board will discuss all items on the agenda and may take action on any item listed as an "Action" item. The Board may discuss items that do not appear on the agenda, but will not act on those items unless there is a need to take immediate action and the Board determines by a two-thirds (2/3) vote that the need for action arose after posting of the agenda.

If necessary, the Meeting will be adjourned to Closed Session to discuss items on the agenda listed under "Closed Session." At the conclusion of the Closed Session, the meeting will reconvene to "Open Session."

Pursuant to the Sacramento County Shelter in Place order effective March 19, 2020, we are requiring all members of the public to participate virtually. Public participation and comment are limited to the following procedures:

- A. The electronic submission of written comments in advance to the Board Secretary ([stefani@egwd.org](mailto:stefani@egwd.org)). Those comments will be read into the record for a maximum of three (3) minutes per comment.
- B. Join Zoom Meeting: <https://us02web.zoom.us/j/86178004827> Meeting ID: 861 7800 4827  
Dial by your location

+1 669 900 6833 US (San Jose)	+1 346 248 7799 US (Houston)
+1 312 626 6799 US (Chicago)	+1 929 205 6099 US (New York)
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- C. Please press Star+9 (\*9) to raise your hand for Public Comment – Members of the audience may comment on matters that are not included on the agenda in accordance with the procedures listed above. Each person will be allowed three (3) minutes, or less if a large number of requests are received on a particular subject. No action may be taken on a matter raised under "Public Comment" until the matter has been specifically included on an agenda as an action item. Items listed on the agenda will be opened for public comment as they are considered by the Board of Directors.

**CALL TO ORDER, ROLL CALL AND PLEDGE OF ALLEGIANCE**

- 1. **Draft Budget Worksheet and Departmental Goals and Objectives for the Florin Resource Conservation District/Elk Grove Water District Fiscal Year 2022-23 Operating Budget**  
(Patrick Lee, Finance Manager/Treasurer)

Associate Director Comment

Public Comment

**Recommended Action: Review and discuss the operating budget worksheet and departmental goals and objectives for the Florin Resource Conservation District/Elk Grove Water District Fiscal Year 2022-23 Operating Budget and provide direction to staff.**

Adjourn to Regular Meeting – May 17, 2022

April 26, 2022

TO: Chair and Directors of the Florin Resource Conservation District

FROM: Patrick Lee, Finance Manager/Treasurer

SUBJECT: **DRAFT BUDGET WORKSHEET AND DEPARTMENTAL GOALS AND OBJECTIVES FOR THE FLORIN RESOURCE CONSERVATION DISTRICT/ELK GROVE WATER DISTRICT FISCAL YEAR 2022-23 OPERATING BUDGET**

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### **RECOMMENDATION**

Review and discuss the operating budget worksheet and departmental goals and objectives for the Florin Resource Conservation District/Elk Grove Water District Fiscal Year 2022-23 Operating Budget and provide direction to staff.

### **SUMMARY**

Each year staff develops the operating budget worksheet of projected revenues and estimated expenses and presents the document to the Florin Resource Conservation District (FRCD) Board of Directors (Board) for review and comment. Following the presentation and discussion, staff generally makes revisions and brings the revised documents back to the Board at a subsequent meeting(s) for further discussion prior to advancing to the Board for adoption in June.

### **DISCUSSION**

#### **Background**

The FRCD/Elk Grove Water District (District) operates on a fiscal year that runs from July 1 to June 30. Staff has completed the preparation of the District's Fiscal Year (FY) 2022-23 operating budget worksheet (Attachment 1) and the departmental goals and objectives (Attachment 2) and is bringing both to the Board for review and discussion. The preparation of the budget incorporates multiple Board meetings with public participation being encouraged. Once all comments are received, staff will incorporate the information into a final budget document and bring the final budget to the Board for adoption in June.

#### **Present Situation**

Staff is presenting the District operating budget worksheet and departmental goals and objectives for FY 2022-23 to the Board for review and comment. Comments and changes recommended by the Board will be incorporated into a final draft to be presented at the next regular Board meeting on May 17, 2022.

**DRAFT BUDGET WORKSHEET AND DEPARTMENTAL GOALS AND OBJECTIVES  
FOR THE FLORIN RESOURCE CONSERVATION DISTRICT/ELK GROVE WATER  
DISTRICT FISCAL YEAR 2022-23 OPERATING BUDGET**

Page 2

**ENVIRONMENTAL CONSIDERATIONS**

There are no direct environmental considerations associated with this report.

**STRATEGIC PLAN CONFORMITY**

This item, and all other budget related activities, conforms to the FRCD/EGWD's 2020-25 Strategic Plan. Adoption of an annual balanced budget is specifically identified as a goal in the Fiscal Responsibility section of the Strategic Plan.

**FINANCIAL SUMMARY**

The District's proposed budget for FY 2022-23 projects total operating revenues of approximately \$15.950 million and total expenses of approximately \$16.358 million including Capital Improvement and Capital Repair & Replacement Reserve contributions of approximately \$1.683 million. The projected expenses in excess of revenues are approximately \$408,774, which would be funded from operating reserves carried over from prior years.

Despite many non-discretionary cost increases, staff undertook efforts to find cost reductions as well as minimize increases and these are reflected in the FY 2022-23 budget. The budget has a decrease in total expenditures of \$4.563 million (91.78%) from the adopted budget for FY 2021-22, which was due mainly to the purchase and tenant improvements of the District's new administration office building in FY 2021-22. The major highlights are listed below, and comparisons made are against the budgeted amounts for FY 2021-22:

- Revenues for FY 2021-22 are budgeted at \$15.950 million, an increase of \$234,094 (1.49%) from prior year's budget based on the following assumptions:
  - A 3.0% revenue rate adjustment effective January 1, 2023. This revenue rate adjustment was recommended by the 2018 Water Rate Study adopted by the Board on July 18, 2018.
  - Consumption levels based on the most recent 12-month period through the end of March 31, 2022.
  - An Increase in the number of accounts is based on the most recent billing cycle through the end of March 31, 2022.

**DRAFT BUDGET WORKSHEET AND DEPARTMENTAL GOALS AND OBJECTIVES  
FOR THE FLORIN RESOURCE CONSERVATION DISTRICT/ELK GROVE WATER  
DISTRICT FISCAL YEAR 2022-23 OPERATING BUDGET**

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Page 3

- A 10% conservation factor in residential revenues due to the unknown nature of current drought conditions for FY 2022-23.
- A 5% conservation factor in non-residential revenues due to the unknown nature of drought conditions for FY 2022-23.
- Total Salaries and Benefits are budgeted at \$4.768 million, an increase of \$148,790 (3.22%) from prior year's budget mainly due to:
  - Merit increases and promotions for eligible employees.
  - Estimated 6% increase in medical premiums for all employees who have not yet reached the medical subsidy cap. 2% increase for all employees who have met the District's medical subsidy cap.
  - Staff is estimating that the April 2022 Consumer Price Index (CPI) for the three indexes used by the District to determine cost of living adjustments (COLA) will be between 7-8%. Staff is currently using a 5% COLA to project salaries and benefits for FY 2023.
- Seminars, Conventions and Travel are budgeted at \$38,247, a decrease of \$4,362 (10.24%) from prior year's budget due the 2023 California Society of Municipal Finance Officers conference being held in Sacramento resulting in no travel and lodging costs.
- Total Office and Operational Costs are budgeted at \$1.402 million, an increase of \$50,798 (3.76%) from prior year's budget mainly due to:
  - An increase in insurance premiums as projected by JPIA of \$19,000 for all programs.
  - A decrease in Building Maintenance of \$33,680 (28.42%) as a result of moving into a new administration building.
  - An increase in Equipment Maintenance of \$39,600 (36.84%) for upkeep on heavy equipment used for CIP projects.
  - An increase in fuel of \$21,750 (47.83%) due to the rising cost of fuel.
  - A decrease in non-CIP related Materials of \$27,000 (22.13%) due to prior years purchase of materials to complete hydrant valve changeouts.
  - An increase in Meters of \$46,000 (51.11%) due to anticipated new meters related to new development in SA2.
  - An increase in permits of \$21,950 (32.26%) due to an increase in permit fees to the City of Elk Grove for CIP projects.

**DRAFT BUDGET WORKSHEET AND DEPARTMENTAL GOALS AND OBJECTIVES  
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DISTRICT FISCAL YEAR 2022-23 OPERATING BUDGET**

---

Page 4

- A decrease in software updates of \$60,859 (29.38%) due to the completion of the document management project in FY 2022.
- Purchased Water is budgeted at \$3.455 million, a decrease of \$56,059 (1.60%) from prior year's budget due mainly to:
  - An estimated 3.3% rate increase in the wholesale water rate as provided by the Sacramento County Water Agency offset by a projected 10% reduction in water use due to unknown drought and conservation factors.
- Total Outside Services are budgeted at \$1.077 million, a decrease of \$73,326 (6.37%) from prior year's budget due mainly to:
  - A decrease in Water Conservation Services of \$30,000 (100.00%) due to the District anticipating using inhouse staff to enforce any conservation requirements in FY 2023.
  - A decrease in Legal Services of \$30,000 (17.14%) due to no anticipated major legal matters.
  - A decrease in Financial Consultants of \$10,000 (100.00%) due to the completion of the 2016 bond arbitrage calculation being completed in FY 2022.
- Total Equipment Rent, Taxes and Utility are budgeted at \$499,674, a decrease of \$62,066 (11.05%) from prior year's budget due mainly to:
  - A decrease in Occupancy of \$66,000 (100.00%) due to the end of the leaseback of 9257 Elk Grove Blvd because the District will be moving into its new administration building.
- Capital Improvement Funding includes contributions to the Repair & Replacement Reserve, as well as the Capital Improvement Reserve for a total of \$1.683 million. This represents a decrease of \$4.310 million (71.92%) from prior year's budget due to the completion of the District's new administrative building project.
  - The FY 2023-27 Draft Capital Improvement Plan presented to the Infrastructure Committee on April 5, 2022 included funding in the amount of \$650,000 for the Elk Grove Florin Frontage Road Water Main project. This amount is not included in the \$1.683 million reflected in the FY 2022-23 Operating Budget. It is being deferred to help offset the impact to amounts needed from reserves to cover expenses in excess of revenues for FY 2022-23.

April 26, 2022

**DRAFT BUDGET WORKSHEET AND DEPARTMENTAL GOALS AND OBJECTIVES  
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DISTRICT FISCAL YEAR 2022-23 OPERATING BUDGET**

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Page 5

- Bond interest expenses will decrease by \$119,295 (8.27%) while bond principal retirements will increase by \$120,000 (4.92%).
- There are three Board member seats up for election in FY 2023. The District has budgeted \$250,000 for potential election costs.
- This budget anticipates capitalizing \$452,180 of Salaries and Benefits for capital improvements constructed by the Distribution and Utility Divisions, which are funded in the Five-Year Capital Improvement Program. Capitalized labor is estimated at 60% of the total salaries and benefits of the Utility Division.
- The budget, as recommended, will meet bond covenant requirements as follows:
  - Covenant – 1.33 (1.15 required)
- The Board will adopt a Five-Year Capital Improvement Program (CIP) which only appropriates funding for the CIP projects scheduled in FY 2022-23.
- The District will be receiving American Rescue Plan Act funds from the City of Elk Grove in the amount of \$221,000 for the Elk Grove Blvd/Grove Street Alley Water Main project in FY 2023.

Staff is requesting any comments or changes from the Board. Any comments and recommendations will be incorporated into a final draft and presented at the next regular Board meeting to take place on May 17, 2022.

Respectfully submitted,



PATRICK LEE  
FINANCE MANAGER/TREASURER

Attachments

Attachment 1

Elk Grove Water District -- FY 2022-23 Budget

Description		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 Y-T-D - 3-31-22	FY 21-22 Projected		Ops 500	Tech Services 560	GM 610	HR 620	PM 640	Finance 650	Admin 700	FY 2022-23 Budget	Change from FY 21-22 Budget	
<b>Revenues</b>																		
Account	Description	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 Y-T-D - 3-31-22	FY 21-22 Projected		Ops 500	Tech Services 560	GM 610	HR 620	PM 640	Finance 650	Admin 700	FY 2022-23 Budget	Difference Dollars	Percentage
4100	Water Payment Revenues - Residential	\$ 12,818,495	\$ 13,479,404	\$ 14,045,721	\$ 13,437,396	\$ 10,411,475	\$ 14,153,822	5.33%							\$ 13,493,673	\$ 13,493,673	\$ 56,277	0.42%
4110	Water Payment Revenues - Commercial	1,926,887	2,040,936	2,121,459	1,878,259	1,339,128	1,820,470	-3.08%							1,921,904	1,921,904	43,645	2.32%
4120	Water Payment Revenues - Fire Service	177,326	196,357	196,456	194,563	153,193	208,257	7.04%							206,611	206,611	12,047	6.19%
4200	Meter Fees/Plan Check/Water Capacity	56,944	511,774	203,091	30,000	77,018	104,702	249.01%							126,000	126,000	96,000	320.00%
4201	Backflow Install:Fin-EGWS	8,399	6,626	24,071	10,000	16,026	21,786	117.86%							10,000	10,000	-	0.00%
4300	Fire Protection	156	-	1,560	-	1,248	1,697	0.00%							-	-	-	0.00%
4520	Door Hanger Fees	144,700	106,400	-	86,250	13,200	17,945	-79.19%							115,000	115,000	28,750	33.33%
4530	Meter Testing Fee	-	-	-	-	47	64	#DIV/0!							-	-	-	0.00%
4540	New account Fees	24,000	30,420	31,440	25,000	20,700	28,141	12.56%							25,000	25,000	-	0.00%
4550	NSF Fees	2,660	2,660	1,645	3,000	1,155	1,570	-47.66%							3,000	3,000	-	0.00%
4560	Fees & Penalties	-	-	-	-	713	969	#DIV/0!							-	-	-	0.00%
4570	Shut-off Fees	63,550	38,800	-	37,625	10,100	13,730	-63.51%							50,000	50,000	12,375	32.89%
4580	Restoration Fees	200	-	-	-	225	306	0.00%							-	-	-	0.00%
4585	Admin Citations	-	300	1,282	-	1,115	1,516	0.00%							-	-	-	0.00%
4590	Credit Card Fees	10,725	6,050	-	-	-	-	#DIV/0!							-	-	-	0.00%
4591	Release of Lien Fee	-	1,407	3,920	-	(900)	(1,224)	100.00%							-	-	-	0.00%
4700	Rental Income	-	-	34,546	15,000	16,668	16,668	100.00%							-	-	(15,000)	100.00%
4900	Customer Refunds	(368)	(2,763)	878	(1,000)	(32,160)	(43,720)	4271.97%							(1,000)	(1,000)	-	0.00%

**TOTAL GROSS REVENUES**

\$ 15,233,674	\$ 16,418,371	\$ 16,666,067	\$ 15,716,094	\$ 12,028,951	\$ 16,346,700	4.01%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,950,188	\$ 15,950,188	\$ 234,094	1.49%
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**Expenditures**

**1. Direct Expenses**

Account	Description	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 Y-T-D - 3-31-22	FY 21-22 Projected		Ops 500	Tech Services 560	GM 610	HR 620	PM 640	Finance 650	Admin 700	FY 2022-23 Budget	Difference Dollars	Percentage
<b>Salaries &amp; Benefits</b>																		
5100	Executive Salary	\$ 171,220	\$ 182,615	\$ 158,710	\$ 199,678	\$ 124,354	\$ 170,169	-14.78%			\$203,286					\$ 203,286	\$ 3,608	1.81%
5110	Exempt Salaries	581,962	566,577	571,941	646,445	376,913	515,776	-20.21%		84,681		132,064	113,761	291,370		621,875	(24,570)	-3.80%
5120	Non-Exempt Salaries	1,193,993	1,365,198	1,626,875	1,782,724	1,154,194	1,579,423	-11.40%	1,420,021	129,445		66,238		296,636		1,912,341	129,617	7.27%
5130	Overtime Compensation	43,164	33,784	26,986	43,500	25,319	34,647	-20.35%	40,000	2,000		1,500		1,500		45,000	1,500	3.45%
5140	On Call Pay	17,650	23,446	24,864	31,025	22,525	31,025	0.00%	31,025							31,025	-	0.00%
5150	Holiday Pay	111,283	113,792	117,739	129,660	122,375	122,850	-5.25%	75,323	11,676		10,467	6,101	31,291		134,858	5,198	4.01%
5160	Vacation Pay	161,000	184,761	56,922	127,644	135,628	185,596	45.40%	83,229	7,918	12,092	14,573	5,423	35,000		158,234	30,590	23.97%
5170	Personal Time Pay	106,307	91,616	238,090	103,728	93,577	128,053	23.45%	60,259	9,341	8,162	8,373	4,881	25,033		116,048	12,320	11.88%
5200	Medical Benefits	588,241	585,087	559,389	820,006	541,590	649,908	-20.74%	423,178	48,175	10,030	46,126	25,837	228,136		781,483	(38,523)	-4.70%
5195	EAP	813	928	807	874	674	809	-7.45%	495	87	29	58	29	175		874	-	0.00%
5201	EGWD Contribution H.S.A	13,251	21,092	23,700	26,300	21,100	21,100	-19.77%				23,700				23,700	(2,600)	-9.89%
5210	Dental/Vision/Life Insurance	55,117	55,654	51,985	59,815	48,668	58,401	-2.36%	34,993	3,749	3,219	4,870	2,087	11,811		60,730	915	1.53%
5220	Retirement Benefits	460,006	524,173	572,169	269,456	183,618	269,456	0.00%	143,452	16,798	22,086	20,024	8,777	70,571		281,708	12,253	4.55%
5225	Retirement Benefits - Post Employment	278,088	185,417	276,278	165,339	80,049	165,339	0.00%							186,234	186,234	20,895	12.64%
5230	Medical Tax, Social Security and SUI	47,036	49,764	52,174	64,641	38,825	53,129	-17.81%	35,553	5,823	3,703	4,631	2,558	13,862		66,129	1,489	2.30%
5240	Worker's Compensation Insurance	91,338	85,222	88,506	96,600	42,312	84,624	-12.40%	81,099	2,911	2,543	2,137	1,521	6,389		96,600	-	0.00%
5250	Education Assistance	-	-	-	2,500	-	-	-100.00%	2,500	-		-		-		2,500	-	0.00%
5260	Employee Training	18,378	19,085	15,066	43,600	9,940	13,253	-69.60%	12,000	3,000	1,200	3,000	17,500	5,000		41,700	(1,900)	-4.36%
5270	Employee Recognition	4,634	2,383	2,385	2,880	1,079	1,439	-50.05%		100	1,380	1,000	400			2,880	-	0.00%
5280	Meetings	62	847	-	3,200	-	-	-100.00%	250	250	250	200	250	-		1,200	(2,000)	-62.50%
<b>Category Subtotal</b>		<b>\$ 3,943,543</b>	<b>\$ 4,091,441</b>	<b>\$ 4,464,584</b>	<b>\$ 4,619,614</b>	<b>\$ 3,002,740</b>	<b>\$ 4,084,996</b>	<b>-11.57%</b>	<b>\$ 2,443,377</b>	<b>\$ 325,955</b>	<b>\$ 267,980</b>	<b>\$ 338,962</b>	<b>\$ 189,124</b>	<b>\$ 1,016,773</b>	<b>\$ 186,234</b>	<b>\$ 4,768,405</b>	<b>\$ 148,790</b>	<b>3.22%</b>

**Seminars, Conventions and Travel**

5300	Airfare	\$ 2,536	\$ 2,928	\$ (39)	\$ 5,660	\$ -	\$ -	-100.00%	900	900	900	1,000	450	-		\$ 4,150	\$ (1,510)	-26.68%
5310	Hotels	11,024	7,366	-	10,666	-	-	-100.00%	1,800	2,100	4,800	1,400	1,200	-		11,300	634	5.94%
5320	Meals	4,585	2,741	1,094	6,878	610	813	-88.17%	600	518	2,784	500	496	444		5,342	(1,536)	-22.33%
5330	Auto Rental	373	63	(102)	2,000	-	-	-100.00%	300	700	500	-	-	-		1,500	(500)	-25.00%
5340	Seminars & Conferences	12,588	10,256	(300)	9,675	2,251	2,251	-76.73%	1,300	650	3,100	1,600	775	1,050		8,475	(1,200)	-12.40%
5345	Seminars & Conferences - Board	725	-	-	-	-	-	0.00%								-	-	0.00%
5350	Mileage Reimbursement, Parking, Tolls	1,170	989	(20)	1,730	-	-	-100.00%	180	100	350	300	250	300		1,480	(250)	-14.45%
5375	Auto/Telephone Allowance	6,000	6,070	6,145	6,000	4,285	6,000	0.00%			6,000					6,000	-	0.00%
<b>Category Subtotal</b>		<b>\$ 39,001</b>	<b>\$ 30,413</b>	<b>\$ 6,778</b>	<b>\$ 42,609</b>	<b>\$ 7,146</b>	<b>\$ 9,064</b>	<b>-78.73%</b>	<b>\$ 5,080</b>	<b>\$ 4,968</b>	<b>\$ 18,434</b>	<b>\$ 4,800</b>	<b>\$ 3,171</b>	<b>\$ 1,794</b>	<b>\$ -</b>	<b>\$ 38,247</b>	<b>\$ (4,362)</b>	<b>-10.24%</b>

Account	Description	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 Y-T-D - 3-31-22	FY 21-22 Projected		Ops 500	Tech Services 560	GM 610	HR 620	PM 640	Finance 650	Admin 700	FY 2022-23 Budget	Difference Dollars	Percentage
<b>Office &amp; Operational</b>																		
5410	Advertising	\$ 5,033	\$ 5,200	\$ 15,660	\$ 16,500	\$ 6,674	\$ 8,899	-46.07%				\$ 2,000	\$ 2,000		\$ 13,200	\$ 17,200	\$ 700	4.24%
5415	Association Dues	133,306	118,649	150,003	132,097	123,943	123,943	-6.17%	1,000	700	300			540	131,819	134,359	2,262	1.71%
5420	Insurance	54,500	91,118	100,008	106,700	95,520	95,520	-10.48%							125,700	125,700	19,000	17.81%
5425	Licenses, Certifications, Fees	2,969	8,304	4,530	4,370	3,512	4,683	7.15%	2,000	-	200	-	500	1,100		3,800	(570)	-13.04%
5430	Repairs & Maintenance - Automotive	34,719	33,476	34,544	35,500	20,750	27,667	-22.07%	35,000	-					500	35,500	-	0.00%
5432	Repairs & Maintenance - Building	28,691	45,258	46,975	118,500	40,819	54,425	-54.07%	50,000						34,820	84,820	(33,680)	-28.42%
5434	Repairs & Maintenance - Computers	35,060	20,927	4,422	16,225	10,656	14,208	-12.43%	9,250	1,575				9,825		20,650	4,425	27.27%
5435	Repairs & Maintenance - Equipment	99,860	114,022	108,307	107,500	87,279	116,372	8.25%	140,000	1,500				-	5,600	147,100	39,600	36.84%
5438	Fuel	38,956	34,343	33,622	45,470	33,030	44,040	-3.14%	65,000	1,500				720		67,220	21,750	47.83%
5440	Materials	64,740	12,239	180,257	122,000	58,941	78,588	-35.58%	90,000						5,000	95,000	(27,000)	-22.13%
5445	Chemicals	39,418	42,547	37,126	45,000	32,414	43,219	-3.96%	55,000							55,000	10,000	22.22%
5450	Meter Repairs	64,073	129,363	123,132	90,000	41,973	55,964	-37.82%	136,000							136,000	46,000	51.11%
5453	Permits	47,486	56,416	49,677	68,050	81,487	91,487	34.44%	90,000						-	90,000	21,950	32.26%
5455	Postage	55,593	60,709	61,230	82,675	44,249	58,999	-28.64%		75		100	16,500		60,600	77,275	(5,400)	-6.53%
5460	Printing	13,067	7,022	9,255	26,800	5,474	7,299	-72.77%		200		100	15,500	7,500		23,300	(3,500)	-13.06%
5465	Safety Equipment	5,381	19,620	9,771	15,500	7,584	10,112	-34.76%	15,000				10,000			25,000	9,500	61.29%
5470	Software Programs & Updates	156,644	115,622	104,412	207,114	132,856	177,141	-14.47%	47,368	36,665		4,000		58,222		146,256	(60,859)	-29.38%
5475	Supplies	24,674	26,796	17,844	30,920	14,673	19,564	-36.73%	14,000	800		1,000	120	20,500	-	36,420	5,500	17.79%
5480	Telephone	32,310	25,996	26,189	30,900	15,992	23,988	-22.37%	15,000					13,020		28,020	(2,880)	-9.32%
5485	Tools	17,059	7,857	12,709	11,000	12,860	17,147	55.88%	15,000						-	15,000	4,000	36.36%
5490	Clothing Allowance	8,576	2,713	3,809	7,700	2,880	3,840	-50.13%	7,000	700						7,700	-	0.00%
5491	EGWD Other Clothing	5,687	11,177	12,647	13,000	7,082	10,623	-18.28%	13,000							13,000	-	0.00%
5493	Water Conservation Materials	6,224	-	-	18,000	228	304	-98.31%					18,000			18,000	-	0.00%
	<b>Category Subtotal</b>	<b>\$ 974,026</b>	<b>\$ 989,374</b>	<b>\$ 1,146,128</b>	<b>\$ 1,351,521</b>	<b>\$ 880,876</b>	<b>\$ 1,088,030</b>	<b>-19.50%</b>	<b>\$ 799,618</b>	<b>\$ 43,715</b>	<b>\$ 500</b>	<b>\$ 7,200</b>	<b>\$ 62,620</b>	<b>\$ 111,427</b>	<b>\$ 377,239</b>	<b>\$ 1,402,320</b>	<b>\$ 50,798</b>	<b>3.76%</b>
5495	<b>Purchased Water</b>	<b>\$ 2,777,344</b>	<b>\$ 2,965,638</b>	<b>\$ 3,243,299</b>	<b>\$ 3,511,320</b>	<b>\$ 2,379,041</b>	<b>\$ 3,336,360</b>	<b>-4.98%</b>	<b>\$ 3,455,261</b>							<b>\$ 3,455,261</b>	<b>\$ (56,059)</b>	<b>-1.60%</b>
<b>Outside Services</b>																		
5505	Administration Services	\$ 3,820	\$ 6,419	\$ 6,239	\$ 3,250	\$ 3,598	\$ 4,797	47.61%				\$ 3,800		\$ 300		\$ 4,100	\$ 850	26.15%
5510	Bank Charges	159,130	168,810	166,475	190,208	129,898	173,197	-8.94%						185,600		185,600	(4,608)	-2.42%
5515	Billing Services	19,228	20,869	24,328	25,500	14,760	23,947	-6.09%						25,500		25,500	-	0.00%
5520	Contracted Services	345,052	351,356	479,176	507,150	308,484	462,726	-8.76%	57,000	3,000	-	17,000	64,500		362,910	504,410	(2,740)	-0.54%
5523	Water Conservation Services	-	-	-	30,000	-	-	-								-	(30,000)	100.00%
5525	Accounting Services	34,860	28,514	26,960	30,000	15,666	30,000	0.00%						30,000		30,000	-	0.00%
5530	Engineering	68,671	174,660	96,828	60,000	13,136	63,136	5.23%		50,000						50,000	(10,000)	-16.67%
5535	Legal Services	118,159	94,361	63,310	175,000	19,061	28,592	-83.66%			145,000					145,000	(30,000)	-17.14%
5540	Financial Consultants	10,421	1,750	(955)	10,000	-	-	-100.00%								-	(10,000)	-100.00%
5545	Community Relations	16,958	7,650	-	9,200	1,095	1,460	-84.13%			1,200		9,500			10,700	1,500	16.30%
5552	Misc. Medical	2,648	1,174	3,338	2,500	2,574	3,432	37.28%				2,000				2,000	(500)	-20.00%
5550	Pre-employment	46	1,185	493	1,000	613	817	-18.27%				1,000				1,000	-	0.00%
5555	Janitorial	7,655	14,753	26,874	30,400	19,779	29,669	-2.41%	7,000						14,200	21,200	(9,200)	-30.26%
5560	Bond Administration	3,800	5,770	7,890	7,050	3,500	3,500	-50.35%							7,050	7,050	-	0.00%
5570	Security	20,874	21,691	20,916	29,100	6,212	9,318	-67.98%	27,000						4,972	31,972	2,872	9.87%
5575	Sampling	32,094	40,494	37,003	40,000	16,500	22,000	-45.00%	58,500							58,500	18,500	46.25%
5580	Board Secretary/Treasurer	-	-	-	-	-	-	0.00%								-	-	0.00%
	<b>Category Subtotal</b>	<b>\$ 843,416</b>	<b>\$ 939,456</b>	<b>\$ 958,876</b>	<b>\$ 1,150,358</b>	<b>\$ 554,876</b>	<b>\$ 856,591</b>	<b>-25.54%</b>	<b>\$ 149,500</b>	<b>\$ 53,000</b>	<b>\$ 146,200</b>	<b>\$ 23,800</b>	<b>\$ 74,000</b>	<b>\$ 241,400</b>	<b>\$ 389,132</b>	<b>\$ 1,077,032</b>	<b>\$ (73,326)</b>	<b>-6.37%</b>



Account	Description	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 Y-T-D - 3-31-22	FY 21-22 Projected	Ops 500	Tech Services 560	GM 610	HR 620	PM 640	Finance 650	Admin 700	FY 2022-23 Budget	Difference Dollars	Percentage	
<b>Equipment Rent, Taxes and Utilities</b>																		
5610	Occupancy	\$ -	\$ -	\$ 17,000	\$ 72,000	\$ 60,000	\$ 72,000	100.00%						\$ 6,000	6,000	(66,000)	100.00%	
5620	Equipment Rental	16,075	21,236	23,727	35,360	21,351	32,027	-9.43%	\$ 18,000					12,074	30,074	(5,286)	-14.95%	
5710	Property Taxes	1,116	995	967	3,500	2,918	2,918	-16.63%						4,000	4,000	500	14.29%	
5740	Electricity	292,047	402,747	409,242	407,200	271,069	432,016	6.09%	400,000					10,200	410,200	3,000	0.74%	
5750	Natural Gas	779	725	903	900	1,165	1,748	94.17%						2,000	2,000	1,100	122.22%	
5760	Sewer & Garbage	23,982	32,748	47,928	42,780	34,734	52,101	21.79%	30,000					17,400	47,400	4,620	10.80%	
	<b>Category Subtotal</b>	<b>\$ 333,999</b>	<b>\$ 458,451</b>	<b>\$ 499,767</b>	<b>\$ 561,740</b>	<b>\$ 391,237</b>	<b>\$ 592,809</b>	<b>5.53%</b>	<b>\$ 448,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 51,674</b>	<b>\$ 499,674</b>	<b>\$ (62,066)</b>	<b>-11.05%</b>	
	<b>Gross O&amp;M Expenses</b>	<b>\$ 8,911,329</b>	<b>\$ 9,474,773</b>	<b>\$ 10,319,431</b>	<b>\$ 11,237,163</b>	<b>\$ 7,215,916</b>	<b>\$ 9,967,851</b>	<b>-11.30%</b>	<b>\$ 7,300,836</b>	<b>\$ 427,638</b>	<b>\$ 433,114</b>	<b>\$ 374,762</b>	<b>\$ 328,915</b>	<b>\$ 1,371,394</b>	<b>\$ 1,004,279</b>	<b>\$ 11,240,938</b>	<b>\$ 3,776</b>	<b>0.03%</b>
	<b>Less: Capitalized Labor</b>	<b>\$ (317,676)</b>	<b>\$ (273,456)</b>	<b>\$ (292,028)</b>	<b>\$ (400,192)</b>	<b>\$ (221,427)</b>	<b>\$ (303,005)</b>	<b>-24.29%</b>	<b>\$ (452,180)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (452,180)</b>	<b>\$ (51,988)</b>	<b>12.99%</b>	
	<b>Net O&amp;M Expenses</b>	<b>\$ 8,593,653</b>	<b>\$ 9,201,317</b>	<b>\$ 10,027,403</b>	<b>\$ 10,836,970</b>	<b>\$ 6,994,489</b>	<b>\$ 9,664,845</b>	<b>-10.82%</b>	<b>\$ 6,848,656</b>	<b>\$ 427,638</b>	<b>\$ 433,114</b>	<b>\$ 374,762</b>	<b>\$ 328,915</b>	<b>\$ 1,371,394</b>	<b>\$ 1,004,279</b>	<b>\$ 10,788,758</b>	<b>\$ (48,212)</b>	<b>-0.44%</b>
	<b>Net Revenues</b>	<b>\$ 6,640,021</b>	<b>\$ 7,217,054</b>	<b>\$ 6,638,664</b>	<b>\$ 4,879,123</b>	<b>\$ 5,034,462</b>	<b>\$ 6,681,854</b>	<b>36.95%</b>							<b>\$ 5,161,430</b>	<b>\$ 282,306</b>	<b>5.79%</b>	

**2. Capital Improvement Funding**

**2. Cap**

3560	Repair & Replacement Reserve	\$ 492,048	\$ 778,658	\$ 2,340,867	\$ 2,030,000	\$ 1,449,084	\$ 2,030,000	0.00%						\$ 1,583,000	\$ 1,583,000	\$ (447,000)	-22.02%
3565	Long-Term Capital Improvement Reserve	424,242	359,981	618,929	3,963,028	690,699	3,963,028	0.00%						100,000	100,000	(3,863,028)	-97.48%
	Contribution to Reserves	-	-	-	-	-	-	0.00%						-	-	-	0.00%
	<b>TOTAL CAPITALIZED EXPENSES</b>	<b>\$ 916,290</b>	<b>\$ 1,138,639</b>	<b>\$ 2,959,796</b>	<b>\$ 5,993,028</b>	<b>\$ 2,139,783</b>	<b>\$ 5,993,028</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,683,000</b>	<b>\$ 1,683,000</b>	<b>\$ (4,310,028)</b>	<b>-71.92%</b>

**3. Nonoperating (Revenue) / Expenses**

**3. Nonop**

6440	Depreciation	-	-	-	-	-	-	0.00%						-	-	-	0.00%
6450	Amortization	-	-	-	-	-	-	0.00%						-	-	-	0.00%
7300	Debt Service (Bond Interest Expense)	1,726,795	1,627,405	1,466,868	1,442,499	1,442,499	1,442,499	0.00%						1,323,204	1,323,204	(119,295)	-8.27%
7320	Offering Expense - Deferred Charges	-	-	-	-	-	-	0.00%						-	-	-	0.00%
2500	Bond Retirement	2,070,000	2,165,000	2,300,000	2,440,000	2,440,000	2,440,000	0.00%						2,560,000	2,560,000	120,000	4.92%
9700	Capital Grants	-	-	-	-	-	-	#DIV/0!						(221,000)	(221,000)	(221,000)	100.00%
9910	Interest Earned	(213,052)	(221,048)	(88,328)	(25,000)	(27,633)	(27,633)	10.53%						(25,000)	(25,000)	-	0.00%
9911	Unrealized Gains/Losses	(198,473)	(90,446)	18,479	-	(260,142)	(346,856)	-100.00%						-	-	-	0.00%
9920	Other (Income)/expenses	(39,929)	(40,580)	(165,572)	-	(20,915)	(20,915)	0.00%						-	-	-	0.00%
3500	Contribution from Operating Reserves	-	-	-	-	-	-	0.00%						-	-	-	0.00%
9920	Other Expenses (Toilet Program Costs, Other Income)	-	-	-	-	-	-	#DIV/0!						-	-	-	0.00%
9950	Election Costs	2,008	-	1,887	-	-	-	0.00%						250,000	250,000	250,000	0.00%
9970	Rebate Program	-	-	-	-	-	-	0.00%						-	-	-	0.00%
	<b>TOTAL OTHER EXPENSES</b>	<b>\$ 3,347,349</b>	<b>\$ 3,440,331</b>	<b>\$ 3,533,334</b>	<b>\$ 3,857,499</b>	<b>\$ 3,573,809</b>	<b>\$ 3,487,095</b>	<b>-9.60%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,887,204</b>	<b>\$ 3,887,204</b>	<b>\$ 29,705</b>	<b>0.77%</b>

**TOTAL EXPENDITURES**

<b>\$ 12,857,292</b>	<b>\$ 13,780,287</b>	<b>\$ 16,520,533</b>	<b>\$ 20,687,497</b>	<b>\$ 12,708,081</b>	<b>\$ 19,144,968</b>	<b>-7.46%</b>	<b>\$ 6,848,656</b>	<b>\$ 427,638</b>	<b>\$ 433,114</b>	<b>\$ 374,762</b>	<b>\$ 328,915</b>	<b>\$ 1,371,394</b>	<b>\$ 6,574,483</b>	<b>\$ 16,358,962</b>	<b>\$ (4,328,535)</b>	<b>-20.92%</b>
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**DISTRICT REVENUES IN EXCESS OF EXPENDITURES**

<b>\$ 2,376,382</b>	<b>\$ 2,638,084</b>	<b>\$ 145,534</b>	<b>\$ (4,971,403)</b>	<b>\$ (679,130)</b>	<b>\$ (2,798,268)</b>	<b>-43.71%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (408,774)</b>	<b>\$ 4,562,629</b>	<b>91.78%</b>
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**TRANSFERS (TO)/FROM RESERVES**

<b>\$ (2,376,382)</b>	<b>\$ (2,638,084)</b>	<b>\$ (145,534)</b>	<b>\$ 4,971,403</b>	<b>\$ 679,130</b>	<b>\$ 2,798,268</b>	<b>-43.71%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 408,774</b>	<b>(4,562,629)</b>	
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**NET BUDGET EXCESS/(DEFICIENCY)**

<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
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## OFFICE OF THE GENERAL MANAGER

The General Manager superintends the District, ensuring that the policies and directives of the Board of Directors are carried out as assigned. The General Manager leads the entire staff with a subset of managers informally called the Leadership Team.

### **FY 2021-22 ACCOMPLISHMENTS**

- Implemented a new District-wide records management and document storage system.
- Substantially completed the tenant improvements of the new administration building.
- Compiled a comprehensive history of the Florin Resource Conservation District, some of which is now displayed on the District's website.
- Completed a cybersecurity checkup and review.
- Completed an update of the District's source capacity and completed the Well Siting and Design Study.
- Seamlessly transitioned the District from the retirement of the previous General Manager.

### **FY 2022-23 GOALS AND OBJECTIVES**

#### **GENERAL OBJECTIVES**

- Provide leadership to ensure that the District overall mission and values are accomplished.
- Provide the Board of Directors timely support and information.
- Ensure that all water facilities and programs are operated in compliance with all applicable standards.
- Promote continued innovation and creativity in providing services in a more effective and cost-efficient manner.
- Maintain effective long-term financial and operational plans.
- Implement sound fiscal policies, budgets, and controls.
- Maintain effective coordination, cooperation, and communication with local governments, State and Federal agencies and continue involvement in civic, professional and community affairs.
- Motivate employees and encourage teamwork throughout the organization.

#### **Specific Key Objectives**

- Complete a Water Rate Study to develop water rates for calendar years 2024-28.
- Conduct an independent District-wide compensation study.
- Establish and implement a District-wide Exceptional Customer Service Program.
- Explore groundwater sustainability projects through partnerships.
- Implement an Employee Self-Service portal for District staff.

- Develop a Well Replacement plan based on the findings of the Well Siting and Design Study.
- Proactively manage water conservation in our District.

**FY 2022-23 PERFORMANCE MEASURES**

<b>MEASURE</b>	<b>2021 ACTUAL</b>	<b>2022 TARGET</b>	<b>2022 ESTIMATE</b>	<b>2023 TARGET</b>
<i># OF EMPLOYEE CHECK-IN SESSIONS</i>	0	30	30	36
<i># OF BOARD MEMBER CHECK-IN SESSIONS</i>	0	16	16	18
<i># OF ON-SITE DISTRICT JOB VISITS</i>	10	26	26	39
<i># OF CITY COORDINATED MEETINGS</i>	0	3	3	4
<i># OF OUTSIDE AGENCY COORDINATION MEETINGS</i>	12	12	12	15

# HUMAN RESOURCES DEPARTMENT

The Human Resources Department is responsible for handling confidential personnel matters, including recruitment, hiring, training and development, policy development and compliance, and employee benefits. The Human Resources Department makes certain that employee matters are handled fairly, equitably and without discrimination according to District policies and state and federal regulations.

## FY 2021-22 ACCOMPLISHMENTS

- Procured a furnishings package for the new administration building.
- Completed a conversion of stored paper files to stored digital files.
- Implementation of the (ESS) Employee Self-Service portal.
- Completed job descriptions update.
- Completed recruitments for two positions: Distribution Operator I and Engineering Technician I.
- Updated various provisions within the District’s Employee Policy Manual.
- Developed a comprehensive Wellness Program using grant funding obtained by ACWA JPIA.

## FY 2022-23 GOALS AND OBJECTIVES

- Conduct an independent District-wide compensation study.
- Facilitate Administration and Technical Services Divisions move to the new administration building.
- Coordinate the grand opening of the new administration building.
- Develop a plan to convert to a digital hiring process and on-boarding.
- Update and enhance the employee orientation process.
- Develop standard operating procedures (SOP) for Board Secretary and Human Resources duties.
- Complete the review of staffing requirements and conduct the recruitment of qualified candidates for vacant positions.

## FY 2022-23 PERFORMANCE MEASURES

MEASURE	2021 ACTUAL	2022 TARGET	2022 ESTIMATE	2023 TARGET
# OF BOARD/COMMITTEE MEETINGS SCHEDULED	21	17	10	20
# OF STAFF REPORTS REVIEWED	216	150	168	220
# OF BOARD/COMMITTEE PACKETS ASSEMBLED	14	22	15	25

*# OF FORM 700 RECEIVED AND FILED*

*# BOARD MEMBER ORIENTATION*

*# BOARD MEMBERS PARTICIPATED IN REQUIRED TRAINING*

*# PUBLIC RECORD REQUESTS RESPONDED TO*

*# OF RECRUITMENTS CONDUCTED*

*# NEW EMPLOYEES HIRED*

*# EMPLOYEE ON-BOARDING AND ORIENTATIONS  
CONDUCTED*

*# EMPLOYEES PROMOTED*

*# EMPLOYEE REQUIRED TRAINING SESSIONS*

*# EMPLOYEES PARTICIPATED IN WELLNESS PROGRAM*

17	15	0	15
2	0	0	3
3	5	5	5
2	1	1	2
4	1	4	1
1	2	2	1
1	2	2	1
5	3	1	5
0	2	2	0
12	10	10	13

# PROGRAM MANAGER DEPARTMENT

The Program Manager manages special programs and projects as assigned by the General Manager, including water conservation, safety, legislative tracking and lobbying, grant acquisition, and public information and outreach.

## FY 2021-22 ACCOMPLISHMENTS

- Completed and certified with the Environmental Protection Agency the 2020 Emergency Response Plan.
- Worked with Senator Eggman to pass Senate Bill 427 Water Theft Legislation to broaden the authority of Water Districts to impose fines and penalties for water theft.
- Obtained Cal OSHA 30 Certification.
- Passed Resolution declaring remnant properties as surplus.
- Established a communications plan to publish three water drops per year.
- Maintained a comprehensive safety program designed to reduce risk and comply with all regulatory requirements.

## FY 2022-23 GOALS AND OBJECTIVES

- Develop a water education program.
- Track and monitor legislation that may impact District operations in coordination with CSDA, RWA and ACWA.
- Lead the District-wide Exceptional Customer Service Program.
- Upgrade the District’s Asset Management Program software.
- Lead and facilitate an emergency response plan tabletop exercise.
- Complete a WaterSMART grant application for Advanced Metering Infrastructure (AMI).
- Perform customer outreach to achieve water conservation in alignment with State goals.

## FY 2022-23 PERFORMANCE MEASURES

MEASURE	2021 ACTUAL	2022 TARGET	2022 ESTIMATE	2023 TARGET
<i># OF SAFETY MEETINGS</i>	30	26	30	26
<i># OF WATER DROP NEWSLETTERS PUBLISHED</i>	2	3	3	3
<i>NUMBER OF BILL INSERTS DISTRIBUTED</i>	6	6	6	6

## **FINANCE AND ADMINISTRATIVE DEPARTMENTS**

The Finance Department is responsible for maintaining the fiscal stability in a manner consistent with generally accepted accounting principles and statutory requirements. Included in the Financial Department's duties are: customer service, accounts payable, billing and accounts receivable, general ledger maintenance, capital assets records, investment activity, accounting, budget development and monitoring, development of cash flow models, debt service, revenue and expenditure forecasting, payroll, financial reporting and coordination with external financial audits. Finance also oversees the general and administrative functions of the District and its administrative building, including purchasing/procurement management, risk management, equipment rent, supplies and building maintenance.

### **FY 2021-22 ACCOMPLISHMENTS**

- Completed an update of the District's Reserve Policy to ensure the adequacy of District's operating and future capital reserve requirements to meet operating needs resulting from unforeseen disruptions and to fund future capital projects.
- Developed and implemented electronic payroll timesheets to streamline the payroll process.
- Developed and implemented new protocols to validate customer authenticity during voice calls to increase security over customer information.
- Completed an IT Security Assessment to determine the state of the District's IT system and infrastructure and resolved issued identified.
- Applied for and received approximately \$246,000 to cover customer arrearages due to COVID through the State's Water and Wastewater Arrearages Program.
- Applied for and received authorization to participate in the State's Low Income Housing Water Assistance Program to provide funding for customer arrearages.
- Achieved the GFOA Certificate of Excellence in Financial Reporting for the 13<sup>th</sup> consecutive year.
- Achieved the GFOA Distinguished Budget Presentation Award for the 3<sup>rd</sup> consecutive year.

### **FY 2022-23 GOALS AND OBJECTIVES**

- Complete and analysis to address the District's future system needs.
- Complete a water rate study to develop water rates for calendar year 2024-2028.
- Complete a cost and feasibility analysis for outsourcing customer payments through lockbox.
- Complete the re-certification of the District for the Special District Leadership Foundation District Transparency Certificate of Excellence.
- Complete a cost and feasibility analysis on the implementation of customer text alerts and push notification.

- Complete a cost and feasibility analysis for the implementation of customer ACH draft payments through the use of debit and credit cards.

**FY 2022-23 PERFORMANCE MEASURES**

<b>MEASURE</b>	<b>2021 ACTUAL</b>	<b>2022 TARGET</b>	<b>2022 ESTIMATE</b>	<b>2023 TARGET</b>
<i># OF ACCOUNTS PAYABLE CHECKS ISSUED</i>	2099	2200	2150	2200
<i># OF PAYROLLS COMPLETED ON TIME</i>	26	26	26	26
<i># OF NEW ACCOUNTS OPENED</i>	981	800	684	900
<i># OF CUSTOMER REFUNDS ISSUED</i>	568	600	600	600
<i># OF CUSTOMERS RECEIVING PAPERLESS BILLS</i>	2302	2400	2513	2725



# TECHNICAL SERVICES DEPARTMENT

The Technical Services Department provides planning, engineering, construction management, Operations technical support, and district-wide geographic information system (GIS) services. Technical Services Department is also responsible for developing and administering the District’s Capital Improvement Program (CIP).

## FY 2021-22 ACCOMPLISHMENTS

- Supported the District’s consultant with data collection and information to complete the Well Siting and Design Study.
- Completed approximately 90 percent of the CIP projects identified in the FY 2021-22 CIP budget.
- Developed GIS mapping products to improve field staff efficiency and effectiveness in District asset inspection and maintenance operations.
- Updated the District’s Standard Construction Detail Drawings.
- Incorporated DocuSign for all District contracts making the execution of contracts efficient and secure.

## FY 2022-23 GOALS AND OBJECTIVES

- Update the District’s Standard Construction Specifications.
- Develop a Master Plan for aging water mains that identifies when water mains should be targeted for replacement.
- Explore using annual or multi-year contracts on recurring tasks to make the District’s bidding and contracting processes more efficient.
- Incorporate the earmarking of funds needed to complete future major CIP projects as part of the asset management planning process.

## FY 2022-23 PERFORMANCE MEASURES

MEASURE	2021 ACTUAL	2022 TARGET	2022 ESTIMATE	2023 TARGET
<i>% OF PROJECTS COMPLETED IN ANNUAL CIP</i>	65%	100%	80%	100%
<i>% OF PROJECTS COMPLETED UNDER BUDGET</i>	75%	100%	70%	100%
<i>% OF SUCCESSFUL RESPONSES TO OUTSIDE INFORMATION REQUESTS</i>	100%	100%	100%	100%
<i># OF MONTHLY OPERATIONS REPORTS COMPLETED ON TIME</i>	12	12	12	12

# INFORMATION TECHNOLOGY

The District does not have a formal Information Technology (IT) department or staff but considers the operations of IT to be an essential function. The District contracts its Information Technology (IT) services to an IT Professional that reports to the General Manager, who is responsible for information services, including development and support of computers and software, information network, program development, office telecommunications, office security, and office systems. All hardware and software IT costs are budgeted for and directly charged to each department based on actual costs for equipment and software. Contract costs are budgeted for and paid out of the Administrative Budget, as such, there are no expenditures to report for Information Technology.

## FY 2021-22 ACCOMPLISHMENTS

- Installed 11,310 security patches to servers and systems.
- Maintained and patched all user software as needed to keep systems operating at peak efficiency. Server system uptime (24x7x365) averaged at 99.323% uptime (and average downtime of 4h 56m 43s per month; this accounts for downtime to patch/reboot systems during off-hours).
- Completed and closed out 11783 help desk tickets - an increase of 100.767%.
- Completed a security scan of all the district's network assets for twelve consecutive months and fixed any major flaws found. Vulnerabilities found, patched, or fixed reduced by 49.59%.
- Implemented the district's Digital Records Policy (from the IT end). This involved setting up a new hardware with tape drives and special Write One Read Many (WORM) tapes (two physical servers, one for on-site, one for off-site; setting up a new document management server system; setting up shared folders with special permissions on each folder; bulk renaming documents both in the shared folders and in the document management system; setting up an automated procedure to upload final public records to the document management software, setting up automated software to verify PDF documents for conformance to standards (and for corruption);
- Assisted Technology Crest in conducting a cyber security review/audit of the District's Information Technology Systems.
- Assisted the Finance Department in the research and implementation a new Internet and Phone contract for the new Administrative Building located on Waterman Road.
- Assisted the General Manager in the research and implementation of access controls for the new Administrative Building.
- Completed the roll-out of two factor authentication to security server and workstation/laptop logins as well as Office cloud products.
- Completed a project with iHydrant to get all iHydrant data imported into SCADA. Created an automated solution to accomplish this.

**FY 2022-23 GOALS AND OBJECTIVES**

- Set up automated disaster recovery response and test response systems to test the effectiveness of the server and system backups.
- Implement any findings and recommendations from the Cyber Security Review.
- Assist in the implementation of a new CMS if that is what is decided upon.
- Get the networking and IT Infrastructure created for the new Admin building. Includes setting up and implementing a new phone system.
- Assist with the implementation of the new access control system for the new Admin building.
- Reduce the outstanding cyber security vulnerabilities (High and Medium) to below 40

**FY 2022-23 PERFORMANCE MEASURES**

<b>MEASURE</b>	<b>2021 ACTUAL</b>	<b>2022 TARGET</b>	<b>2022 ESTIMATE</b>	<b>2023 TARGET</b>
<i>SYSTEM UPTIME (MONTHLY AVERAGE)</i>	99.8%	99.0%	99.3%	99.0%
<i>HELP DESK TICKETS CLOSED</i>	7,135	7,200	8,695	8,500
<i>OUTSTANDING CYBER SECURITY VILNERABILITIES</i>	92	80	79	70

# OPERATIONS DEPARTMENT

The Operations Department, overseen by the General Manager, consists of the Treatment, Distribution, and Utility Divisions. The purpose of the Operations Department is to operate and maintain all facilities in a manner that safeguards public and employee health, complies with all regulatory requirements, and ensures outstanding customer service. The Operations Department is also responsible for the delivery of water to District customers as well as operating and maintaining the District's pipelines and facilities. This department includes the functions of water quality, system maintenance, planning, operations, inspection, and safety.

## TREATMENT DIVISION

The Treatment Division oversees the operation and maintenance of the District's water supply and treatment facilities to ensure safe and reliable water supplies to ratepayers. Responsibilities of the Treatment Division include maintaining strict compliance with all state and federal regulatory agencies with the intent of safeguarding public health and the environment; managing all water quality sampling and reporting to local, state and federal agencies; and maintaining water production and equipment maintenance records and reports

## DISTRIBUTION DIVISION

The Distribution Division oversees the operation and maintenance of the District's water distribution facilities to ensure the reliable and safe distribution of water to ratepayers. Responsibilities of the Distribution Division include maintenance of 1,610 fire hydrants to ensure reliable fire flows during emergencies; and maintenance and exercising of 1,843 valves to ensure that every valve is checked and exercised every three years. The Distribution Division also conducts monthly meter readings, responds to all customer service requests, performs corrective maintenance, repairs leaks that occur in the water distribution system, and facilitates the District's backflow/cross-connection program.

## UTILITY DIVISION

The Utility Division oversees the implementation of the capital improvement program for the District's water system. Responsibilities of the Utility Division are to replace the District's aging water mains on a pay-as-you-go basis.

## FY 2021-22 ACCOMPLISHMENTS

- Operated and maintained the District's water supply, treatment, and distribution system in a safe and reliable manner during the COVID-19 pandemic.
- Installed 3,100 linear feet of new water main pipeline, substantially completing the Backyard Water Mains Replacement project.

- Completed over 800 water quality samples on raw and treated water throughout the system as required by state and federal regulations.
- Maintained the District’s backflow/cross-connection program.
- Completed the rehabilitation of Well 14D.
- Conducted the District’s ongoing valve exercising and hydrant maintenance program.
- Repaired or replaced 14 water distribution valves that were identified as being defective in the valve exercising program.

**FY 2022-23 GOALS AND OBJECTIVES**

- Install 3,100 linear feet of new water main pipeline.
- Develop construction methods and practices that reduce the installed cost per linear foot of water main pipeline from current levels after adjusting for inflation.
- Become proficient with the new cold planer and restoring small areas of damaged pavement.
- Enhance the District’s valve-exercising program to include valves on transmission mains.
- Develop standard operating procedures for valve exercising, hydrant maintenance, and meter maintenance.
- Develop a maintenance program for the water filtration media used at the District’s water treatment plants.

**FY 2022-23 PERFORMANCE MEASURES**

<b>MEASURE</b>	<b>2021 ACTUAL</b>	<b>2022 TARGET</b>	<b>2022 ESTIMATE</b>	<b>2023 TARGET</b>
<i>LINEAR FEET OF NEW WATERMAIN INSTALLED</i>	3000	3000	3300	3100
<i># OF WATER DISTRIBUTION VALVES EXERCISED</i>	1524	1524	1524	1524
<i># OF WATER DISTRIBUTION HYDRANTS EXERCISED</i>	552	552	552	552
<i># OF WEEKS PREVENTATIVE MAINTENANCE PROGRAM FOR WATER TREATMENT PLANTS FULLY COMPLETED</i>	52	52	52	52