

Running Springs Water District Running Springs Fire Department



AGENDA ITEM 4. A.

Draft Budget
Fiscal Year 2019/2020 and 2020/2021
April 17, 2019

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Elected District Officials and Staff

Board of Directors

Tony Grabow, President
Errol Mackzum, Vice President
Mike Terry, Director
Bill Conrad, Director
Mark Acciani, Director

General Manager

Ryan Gross

Secretary to the Board of Directors, Treasurer

Joan C. Eaton

Management Team

Randy Bobroff, Water Operations Manager
George Corley, Fire Chief
Joan C. Eaton, Administration Division Supervisor
Trevor Miller, Wastewater Operations Manager
Mike Vasquez, Fire Battalion Chief

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**Running Springs Water District
Fiscal Years 2019/2020 and 2020/2021 Budget**

Executive Summary

Mission and Vision

The mission of the Running Springs Water District (RSWD or District) is to provide water, fire, emergency medical service, sewer, and other beneficial services to the community: The goal of the District shall be to do so with the highest level of integrity and ethical principles and in the most efficient and cost effective manner possible.

The vision of the District is to acquire and sustain the resources necessary to provide for the current and projected service needs of the Running Springs community in the following areas:

- Water Service: The Water Division will provide excellent water quality that consistently meets or exceeds regulatory and customer requirements and water quantity that recognizes the limited availability of supply in our area yet satisfies the essential needs of our customers.
- Fire and Emergency Medical Service: The Running Springs Fire Department will be an exemplary organization dedicated to community service and acclaimed for our hometown attentiveness as we provide fire protection and life safety services whenever called to duty.
- Wastewater Collection and Treatment Service: The Wastewater Division will provide extraordinary wastewater collection service for the Running Springs area and wastewater transmission and treatment service for the Running Springs, Arrowbear, and Green Valley Lake areas that protects the environment, complies with regulatory requirements, satisfies the needs of our customers, and provides beneficial uses for our reclaimed water.
- Administration Service: The Administration Division will provide exceptional customer service to the community and support services to all District divisions in a manner that demonstrates professionalism, utilizing advanced levels of technology.

All services will be provided in a manner that makes use of community outreach, sound management principles, responsible financial practices, and appropriate levels of technology. The Board will provide sound governance and strive to attract and retain a highly qualified, productive workforce and maintain a workplace environment where excellence is valued and where creativity, teamwork, and open communication between divisions is actively encouraged.

The District has prepared this fiscal year 2019/2020 and 2020/2021 budget with the District's mission and vision in mind and the staff and Board of Directors at the District are committed to ensuring the ongoing reliability of the extensive infrastructure that provides a foundation for the community of Running Springs. This budget continues the District's focus on operational efficiency, public health and safety, environmental stewardship and fiscal responsibility.

Budget Process & Schedule

The District Board of Directors adopts an annual budget each year and this will be the first time a two year budget is proposed. The Finance Committee and Board of Directors have reviewed the draft fiscal year 2019/2020 and 2020/2021 Division Budgets as follows:

March 20, 2019	Budget Planning & Assumptions
February 20 – April 2	Prepare Draft Budgets for fiscal year 2019-20 and 2020-21
April 10, 2019	Finance Committee Draft Budget Review
April 17, 2019	Board of Directors Draft Budget Review
April 30, 2019	Mail Prop 218 Notices
June 19, 2019	Prop 218 Public Hearing and Adoption of Two Year Budget

District Profile

The Running Springs Water District is an independent special district that was formed in 1958 and established under Division 12 of the California Water Code. In 1962, the District established a Fire Department to provide fire protection services for its service area. In 1976, a sewage disposal system was completed to provide sewer service for the District. In 1983, ambulance service was established.

Government Activities

The District's Government Activities include fire protection services for the community of Running Springs.

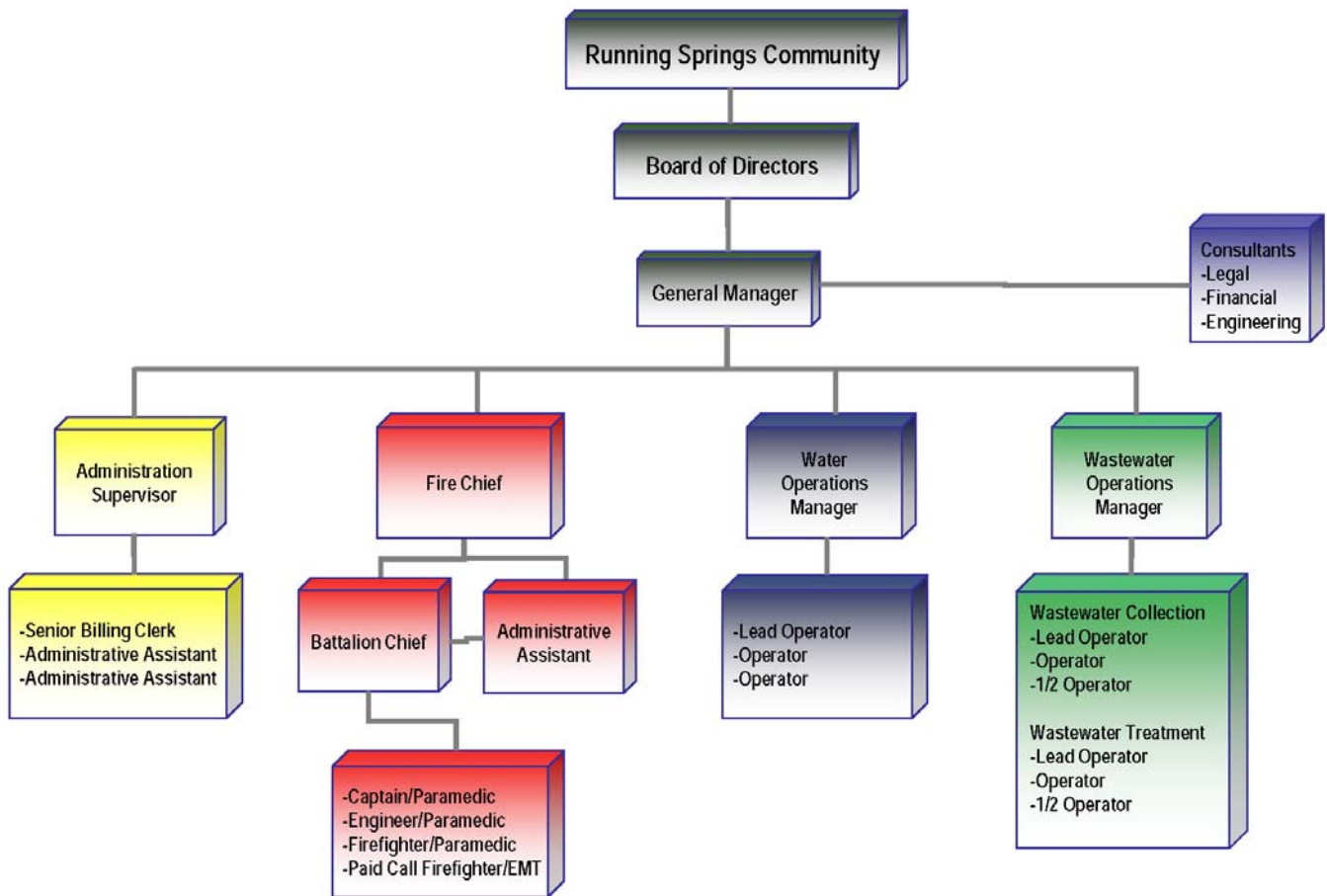
Business-Type Activities

The District's Business-Type Activities include water, ambulance and sewer services where the fees for these services typically cover all or most of the cost of operation including depreciation.

Staffing & Organizational Chart

The following figure shows the current organization of the District.

Running Springs Water District Organizational Chart



3/8/2019

Financial Policies

In 2010 the District prepared a Financial Master Plan (FMP) and Water and Wastewater Master Plan. These documents provided a basis for the strategic direction of the District but the recent economic downturn forced the District to deviate from some of the elements in these plans. In fiscal year 2018-2019 the District conducted a comprehensive rate study and prepared a Water and Wastewater Financial Plan, Rates and Capacity Fees and a Fire and Ambulance Financial Plan.

The District continues its focus on maintaining the necessary cash fund balances for the financial stability of the District and has adopted a Cash Reserve Policy as a guideline to achieve minimum cash balances in each of its reserve funds. The District's Cash Reserve Policy is a guideline for the priorities of operational revenue sources with the Operating Funds receiving the highest priority. After operational costs and debt service are covered, any free cash flow from operations moves into the Capital Improvement Funds up to an amount equal to annual depreciation plus 10%. Any remainder goes to the Rate Stabilization Funds for a balance not to exceed 20% of annual budgeted revenue.

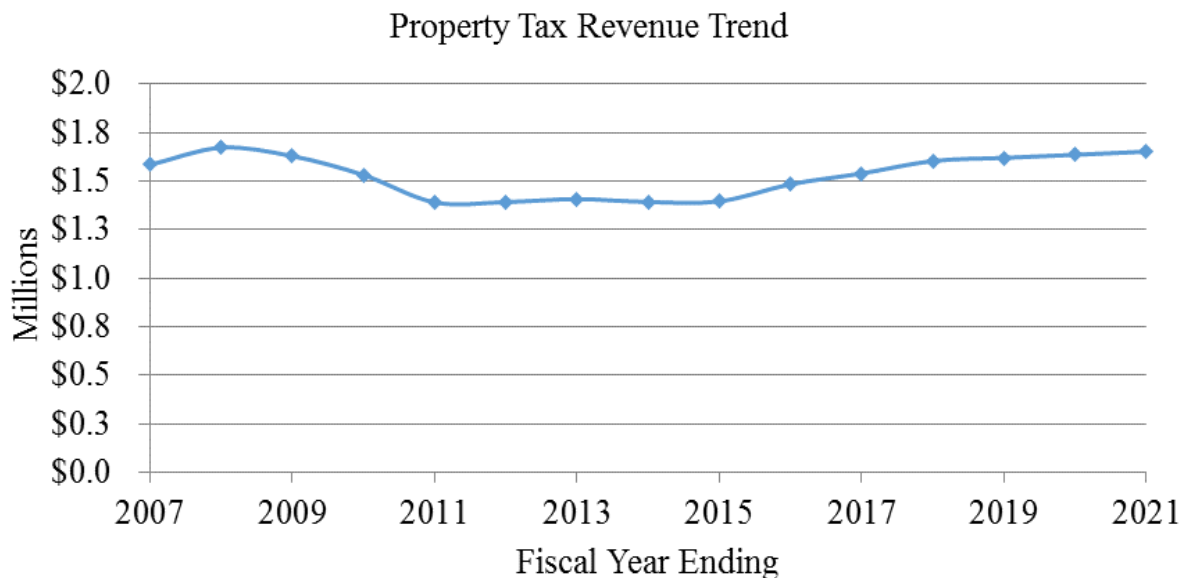
Revenue

The 2019/2020 budget includes total revenue of \$7.7 million, which is an increase of 5.1% as compared to the 2018/2019 budget. The 2020/2021 budget includes total revenue of \$7.9 million, which is an increase of 2.2% as compared to the 2019/2020 budget.

Total Revenue Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Water	\$ 2,165,672	\$ 2,233,743	3.1%	\$ 2,297,654	2.9%
Collections	\$ 1,113,579	\$ 1,038,835	-6.7%	\$ 1,073,483	3.3%
Treatment	\$ 1,230,658	\$ 1,441,369	17.1%	\$ 1,483,096	2.9%
Ambulance	\$ 859,000	\$ 891,614	3.8%	\$ 903,214	1.3%
Fire	\$ 1,992,000	\$ 2,130,300	6.9%	\$ 2,147,213	0.8%
District Total	\$ 7,360,910	\$ 7,735,861	5.1%	\$ 7,904,659	2.2%

The District’s Government Activities which includes the Fire Department are funded by a combination of property taxes and a special tax (Fire Availability Fee) that was established in 1980. Ambulance services are funded by a combination of property taxes and ambulance fees and charges. For fiscal year 2019/2020 and 2020/2021, all of the anticipated property tax revenue has been allocated to fund the Fire Department and Ambulance Services.

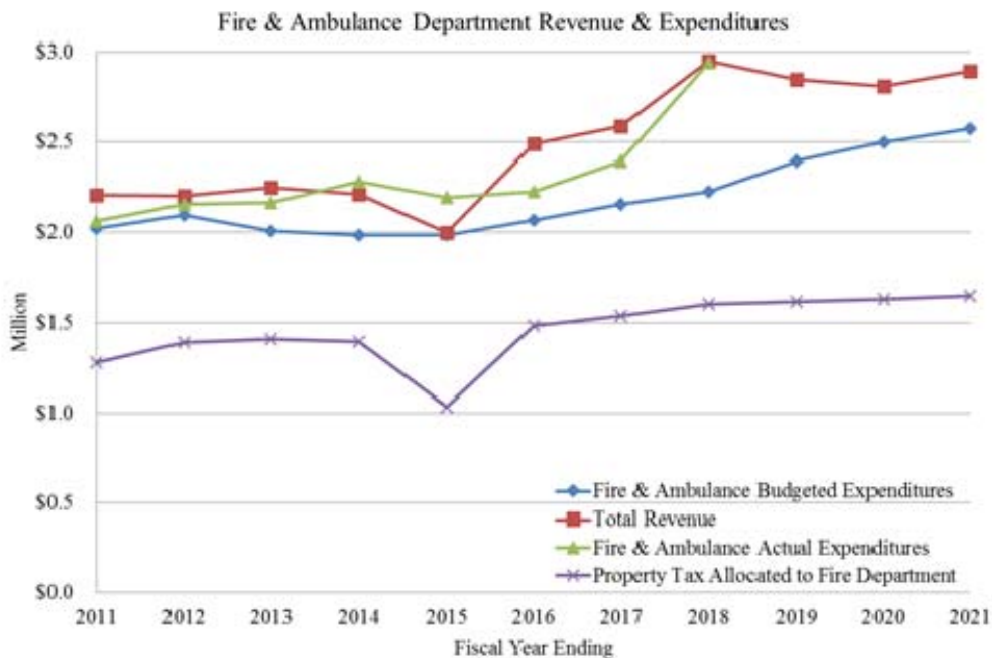
Property tax revenues are showing a slight improvement. The District anticipates property tax revenue for fiscal year 2019/2020 to increase 2% from the actual amount received in fiscal year 2017/2018. The following chart shows the historical actual property tax revenue for the District going back to 2007 and the estimated property tax revenue for the fiscal years ending 2020 and 2021.



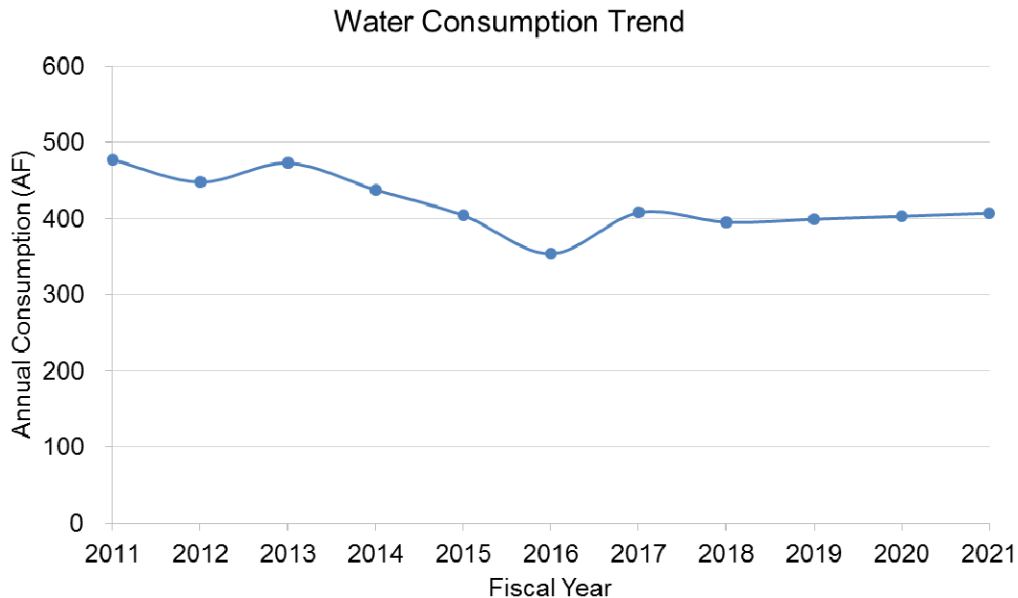
Fiscal Year Ending	Amount	% Change
2007	\$1,583,490	60%
2008	\$1,672,105	6%
2009	\$1,628,493	-3%
2010	\$1,531,039	-6%
2011	\$1,390,221	-9%
2012	\$1,391,767	0%
2013	\$1,406,699	1%
2014	\$1,392,109	-1%
2015	\$1,395,269	0.2%
2016	\$1,483,527	6.3%
2017	\$1,539,135	3.7%
2018	\$1,603,236	4.2%
2019	\$1,619,268	1.0%
2020	\$1,635,300	1.0%
2021	\$1,651,653	1.0%

FYE 2019-2021 is estimated.

The District’s Business-Type Activities or Water, Sewer and Ambulance services are funded by rates and fees with the Ambulance services being partially funded from a portion of the property tax revenue. Historically, a portion of the property tax revenue was also allocated to the water and sewer divisions, but in recent years all of property tax revenue has been allocated to the Fire Department. The Fire and Ambulance Department historical revenue and expenditures are shown graphically in the following figure.



For fiscal year 2019/2020 and 2020/2021, the District has projected water consumption to slightly increase. The following chart shows the historical water consumption for 2011-2021.



Rate & Fee Adjustments

Water rates have been adjusted to increase revenue which is needed in order to fund several deferred Capital Improvement Projects (CIP), to replace aging infrastructure and to fund cash reserves to the levels set forth in the District’s Cash Reserve Policy. Refer to Appendix A for the specific rate adjustments.

The Residential and Commercial Sewer Monthly Base Charge have also been adjusted to increase revenue which is needed in order to fund several deferred Capital Improvement Projects (CIP), to replace aging infrastructure and to fund cash reserves to the levels set forth in the District’s Cash Reserve Policy. The increase in wastewater rates is primarily due to the loss of the non-operating revenue that has been collected since 2002 from the County of San Bernardino for the disposal of leachate from the Heap’s Peak landfill. The loss of this non-operating revenue along with the need to move forward with several Capital Improvement Projects that were identified in the District’s Wastewater Master Plan, including the replacement of aging infrastructure that has been deferred is the driving force for this rate adjustment. Refer to Appendix A for the specific rate adjustments.

A copy of the Proposition 218 Notice of Public Hearing that will be mailed to all District property owners and customers notifying them of the proposed rate and fee adjustments for the fiscal years ending 2020 through 2024 is included in Appendix A. The notice contains a table that lists the specific rate and fee adjustments for the Water and Wastewater Divisions. Other miscellaneous rates and fees are included in Appendix B.

A copy of the Ambulance Fees for fiscal year 2019/2020 is also included in Appendix C.

Expenditures

The District's goal is to maintain the highest level of service at the lowest possible cost. Operating expenses are the on-going day to day costs of providing water, fire, emergency medical service, sewer and other beneficial services to the community and are funded by rates, fees and property taxes. Detailed lists of operating expenses for each division are included in the subsequent sections of this budget document.

The fiscal year 2019/2020 budget includes total expenses of \$6.69 million which reflects a 0.5% decrease from the 2018/2019 budget. The fiscal year 2020/2021 budget includes total expenses of \$6.88 million which reflects a 2.9% increase from the 2019/2020 budget.

Expenditure Summary by Department (Including Depreciation Expense)					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Water	\$ 1,852,466	\$ 1,852,655	0.0%	\$ 1,905,247	2.8%
Collections	\$ 1,068,649	\$ 899,752	-15.8%	\$ 922,695	2.5%
Treatment	\$ 1,277,627	\$ 1,249,418	-2.2%	\$ 1,281,051	2.5%
Ambulance	\$ 631,883	\$ 666,848	5.5%	\$ 688,595	3.3%
Fire	\$ 1,890,248	\$ 2,016,360	6.7%	\$ 2,081,582	3.2%
District Total	\$ 6,720,873	\$ 6,685,033	-0.5%	\$ 6,879,170	2.9%

Direct costs are budgeted for each division based on actual costs and staff time tracked for the prior two to three year period and indirect costs are allocated based on an administrative services time study.

Personnel Expense

The fiscal year 2019/2020 and 2020/2021 budgets include 24 full-time equivalent (FTE) positions. The fiscal year 2019/2020 budget includes a total personnel expense of \$4.2 million which reflects a 0% change from the 2018/2019 budget primarily due to the elimination of one position. The fiscal year 2020/2021 budget includes total personnel expense of \$4.3 million which reflects a 3.5% increase from the 2019/2020 budget. Increases in personnel expense are primarily due to increases in salaries, pension expense and health insurance.

CalPERS Pension

The District is a member of the California Public Employee Retirement System (CalPERS) which is the nation's largest public pension fund with investments of over \$355 billion in both domestic and international markets and one of the largest private equity investors in the world.

Since 1969, the District has participated in the CalPERS defined benefit plan. The District has four distinct plans within the Miscellaneous and Safety Risk Pools as follows:

- 2.7% @ 55 (16 Full Time Miscellaneous)
- 2.0% @ 62 (1 Full Time Miscellaneous PEPRAs) – all new employees who are not members of CalPERS before January 2013
- 3.0% @ 50 (6 Full Time and 4 Part Time Safety)
- 2.7% @ 57 (1 Full Time and 7 Part Time Safety PEPRAs) – all new employees who are not members of CalPERS before January 2013

2018-2019 CalPERS Pension Contribution Rates				
Plan	Employer	Employee	Total	Number of Employees
Miscellaneous - Classic	12.212%	7.952%	20.164%	16
Miscellaneous - PEPRAs	6.842%	6.250%	13.092%	1
Safety – Classic	20.556%	8.989%	29.545%	6 FT + 4 PT
Safety - PEPRAs	12.141%	12.000%	24.141%	1 FT + 7 PT

CalPERS has implemented many pension plan changes over the past few years to ensure its sustainability including the following:

- Public Employee's Pension Reform Act (PEPRA) (effective 2012-13)
- Assumption Changes in mortality rate (effective 2016-17)
- Investment/Discount Rate Changes (effective 2017-18)
- Risk Mitigation Policy (effective 2017-18, suspended until 2020-21)
- Amortization Policy (effective 2018-19)

Of the plan changes above, assumption changes, investment/discount rate changes, and the amortization policy all directly impact the District's annual pension expense.

Capital Improvement Plan

The District has a five year capital improvement plan that is included in each division's budget. Refer to the tables at the end of each division's budget for a specific list of the planned five year capital improvement projects. Several capital improvement projects that were recommended in the 2010 Water and Sewer Master Plans have been deferred due to lack of available funding. There are also several key water system improvement projects that continue to be deferred such as replacing aging back yard steel water mains and rehabilitating or replacing water storage tanks.

The fiscal year 2019/2020 and 2020/2021 budgets include total capital expenditures of \$1.5 million and \$0.68 million respectively. The projects are funded by the Capital Improvement Plan Reserve Funds.

Capital Improvement Plan Summary		
	2019-20 Budget	2020-21 Budget
Water	\$ 627,500	\$ 172,000
Collections	\$ 209,000	\$ 183,000
Treatment	\$ 324,000	\$ 198,400
Ambulance	\$ 235,000	\$ 35,000
Fire	\$ 168,341	\$ 96,000
District Total	\$ 1,563,841	\$ 684,400

Debt

The District has three debt issuances from 2015, 2016 and 2018 have been included in this budget. One is an installment sale agreement with the State Water Resources Control Board (SWRCB) Clean Water State Revolving Fund (CWSRF) Program for the Sewer Lift Station Nos. 1-3 Improvements in the amount of \$2,800,000 on a 20 year term at a 1.9% interest rate. The second is an installment sale agreement with the Municipal Finance Corporation for a \$550,000 loan to help fund the construction of the Ayers Acres Groundwater Well Backbone Infrastructure Project with a 10 year term at a 3.4% interest rate. The third is a CWSRF Green Project Reserve Financing with 50% principal forgiveness for the District’s Automatic Meter Reading (AMR) Technology Upgrade Project. This is an \$800,000 loan with a 20 year term at an interest rate of 1.8% and \$400,000 of the principal will be forgiven.

These three debt service issuances will help to spread the costs of this major capital outlay over the life of the projects and not burden the existing rate payers all at once. This is done mainly because these facilities provide services over many years, their large dollar costs can be difficult to pay for all at once and different generations of rate payers benefit from the facilities.

The District also has a bond issuance in its Assessment District No. 10 which is a water only service area in the southeastern part of the District also known as Rimwood Ranch and has a principal and interest balance of approximately \$350,000 in limited obligation improvement bonds outstanding with the final payment due in 2023.

Conclusion

The fiscal year 2019/2020 and 2020/2021 budget as developed by District staff is balanced and funds the District’s costs to maintain services and its capital improvement plan. The budget is consistent with the Board’s policy direction and continues to support the District’s mission to provide water, fire, emergency medical service, sewer, and other beneficial services to the community with the highest level of integrity and ethical principles and in the most efficient and cost effective manner possible.

Financial Summary

The following financial summary section includes a Combined Statement of Revenues, Expenses and Changes in Net Position for Fiscal Year 2019-20 and 2020-21 for each fund.

A Comparative Statement of Revenues, Expenses and Change in Net Position is also included for each fund that shows the Fiscal Year 2016-17 and 2017-18 actuals compared to the Fiscal Year 2018-19, 2019-20 and 2020-21 Budgets.

Five-year operating and cash flow projections are also included for water and wastewater and a ten-year operating and cash flow projection is included for Fire and Ambulance.

Fiscal Year 2019-20 Budget

Combined Statements of Revenues, Expenses and Changes in Net Position

	Water	Sewer Collection	Sewer Treatment	Ambulance	Fire	Total
<u>OPERATING REVENUES</u>						
Service Charges	1,271,170	1,056,046	790,857	575,000	-	3,693,073
Usage Charges	828,345	-	139,324	-	-	967,669
Property Tax	-	-	-	-	1,635,300	1,635,300
Arrowbear & CSA 79 Charges	-	-	359,623	-	-	359,623
GEMT, IGT & Other Reimbursements	-	-	-	307,614	240,000	547,614
Other Revenues	37,000	11,460	8,540	4,000	22,000	83,000
Total Operating Revenues	2,136,515	1,067,506	1,298,344	886,614	1,897,300	7,286,280
<u>OPERATING EXPENSES</u>						
Salaries and Benefits	684,736	391,017	447,554	454,614	1,507,960	3,485,881
Operations & Maintenance	417,108	148,712	331,570	90,622	227,765	1,215,777
Administrative Services	467,561	135,073	145,463	103,902	187,024	1,039,025
Depreciation Expense	283,250	224,950	324,830	17,710	93,610	944,350
Total Operating Expenses	1,852,655	899,752	1,249,418	666,848	2,016,360	6,685,033
NET OPERATING INCOME	283,860	167,754	48,927	219,766	(119,060)	601,247
<u>NON-OPERATING REVENUES</u>						
Availability Charges	42,000	8,022	5,978	-	205,000	261,000
Connection & Capacity Charges	16,146	6,470	4,822	-	-	27,438
Investment Income	18,000	5,272	3,928	5,000	28,000	60,200
Miscellaneous Income	25,000	860	641	-	-	26,500
Arrowbear & CSA 79 CIP	-	-	127,656	-	-	127,656
Leasing Revenue	11,204	-	-	-	-	11,204
Interest on Long-term Debt	(15,122)	(49,294)	-	-	-	(64,416)
Total Non-operating Revenue	97,228	(28,671)	143,025	5,000	233,000	449,582
NET INCOME (LOSS)	381,088	139,083	191,951	224,766	113,940	1,050,828
<u>TOTAL REVENUES</u>	2,233,743	1,038,835	1,441,369	891,614	2,130,300	7,735,861
<u>TOTAL EXPENSES</u>	1,852,655	899,752	1,249,418	666,848	2,016,360	6,685,033
CHANGE IN NET POSITION	381,088	139,083	191,951	224,766	113,940	1,050,828
<u>CASH CONSIDERATIONS</u>						
Depreciation Non-Cash Expense	283,250	224,950	324,830	17,710	93,610	944,350
Principal Loan Payments	(69,672)	(122,243)	-	-	-	(191,915)
Capital Projects & Fixed Assets	(627,500)	(209,000)	(324,000)	(235,000)	(168,341)	(1,563,841)
CHANGE IN CASH BALANCE	(32,834)	32,791	192,781	7,476	39,209	239,423

Fiscal Year 2020-21 Budget

Combined Statements of Revenues, Expenses and Changes in Net Position

	Water	Sewer Collection	Sewer Treatment	Ambulance	Fire	Total
<u>OPERATING REVENUES</u>						
Service Charges	1,309,305	1,087,728	814,583	586,500	-	3,798,116
Usage Charges	853,195	-	143,504	-	-	996,699
Property Tax	-	-	-	-	1,651,653	1,651,653
Arrowbear & CSA 79 Charges	-	-	370,412	-	-	370,412
GEMT, IGT & Other Reimbursements	-	-	-	307,614	240,000	547,614
Other Revenues	38,110	11,804	8,796	4,000	22,000	84,710
Total Operating Revenues	2,200,610	1,099,531	1,337,295	898,114	1,913,653	7,449,204
<u>OPERATING EXPENSES</u>						
Salaries and Benefits	708,702	404,703	463,219	470,525	1,560,739	3,607,887
Operations & Maintenance	431,707	153,917	343,175	93,340	234,598	1,256,737
Administrative Services	481,588	139,125	149,827	107,020	192,635	1,070,196
Depreciation Expense	283,250	224,950	324,830	17,710	93,610	944,350
Total Operating Expenses	1,905,247	922,695	1,281,051	688,595	2,081,582	6,879,170
NET OPERATING INCOME	295,364	176,837	56,244	209,519	(167,929)	570,034
<u>NON-OPERATING REVENUES</u>						
Availability Charges	42,000	8,022	5,978	-	205,000	261,000
Connection & Capacity Charges	16,630	6,664	4,966	-	-	28,261
Investment Income	18,360	5,377	4,007	5,100	28,560	61,404
Miscellaneous Income	25,000	860	641	-	-	26,500
Arrowbear & CSA 79 CIP	-	-	130,209	-	-	130,209
Leasing Revenue	11,484	-	-	-	-	11,484
Interest on Long-term Debt	(16,431)	(46,972)	-	-	-	(63,402)
Total Non-operating Revenue	97,044	(26,049)	145,801	5,100	233,560	455,456
NET INCOME (LOSS)	392,407	150,788	202,045	214,619	65,631	1,025,490
<u>TOTAL REVENUES</u>	2,297,654	1,073,483	1,483,096	903,214	2,147,213	7,904,659
<u>TOTAL EXPENSES</u>	1,905,247	922,695	1,281,051	688,595	2,081,582	6,879,170
CHANGE IN NET POSITION	392,407	150,788	202,045	214,619	65,631	1,025,490
<u>CASH CONSIDERATIONS</u>						
Depreciation Non-Cash Expense	283,250	224,950	324,830	17,710	93,610	944,350
Principal Loan Payments	(72,953)	(124,565)	-	-	-	(197,518)
Capital Projects & Fixed Assets	(372,000)	(183,000)	(320,000)	(35,000)	(40,341)	(950,341)
CHANGE IN CASH BALANCE	230,704	68,173	206,875	197,329	118,900	821,980

Fiscal Years 2019-20 and 2020-21 Budget

Comparative Statements of Revenues, Expenses and Changes in Net Position

Combined Total District

	2016-17	2017-18	2018-19	2019-20	2020-21	2019-20 vs.	2020-21 vs.
DISTRICT TOTAL	Actual	Actual	Budget	Budget	Budget	2018-19	2019-20
						Budget	Budget
<u>OPERATING REVENUES</u>							
Service Charges	3,250,399	3,356,598	3,637,587	3,693,073	3,798,116	55,486	105,042
Usage Charges	829,502	864,738	932,841	967,669	996,699	34,828	29,030
Property Tax	1,539,135	1,603,236	1,585,000	1,635,300	1,651,653	50,300	16,353
Arrowbear & CSA 79 Charges	312,529	363,264	353,622	359,623	370,412	6,001	10,789
GEMT, IGT & Other Reimbursements	194,171	689,198	410,000	547,614	547,614	137,614	-
Other Revenues	170,530	123,777	83,455	83,000	84,710	(455)	1,710
Total Operating Revenues	6,296,266	7,000,811	7,002,505	7,286,280	7,449,204	283,774	162,924
						4.1%	2.2%
<u>OPERATING EXPENSES</u>							
Salaries and Benefits	3,435,661	3,565,390	3,536,732	3,485,881	3,607,887	(50,851)	122,006
Operations & Maintenance	1,084,677	1,111,321	1,173,105	1,215,777	1,256,737	42,672	40,960
Administrative Services*	964,161	1,532,664	1,026,812	1,039,025	1,070,196	12,213	31,171
Depreciation Expense	779,459	895,799	984,224	944,350	944,350	(39,874)	-
Total Operating Expenses	6,263,958	7,105,174	6,720,873	6,685,033	6,879,170	(35,840)	194,137
NET OPERATING INCOME	32,308	(104,364)	281,632	601,247	570,034	319,614	(31,213)
						-0.5%	2.9%
<u>NON-OPERATING REVENUES</u>							
Availability Charges	261,019	254,554	257,750	261,000	261,000	3,250	-
Connection & Capacity Charges	5,382	5,382	27,438	27,438	28,261	-	823
Investment Income	16,623	41,851	27,000	60,200	61,404	33,200	1,204
Miscellaneous Income	46,794	86,052	26,500	26,500	26,500	-	-
Arrowbear & CSA 79 CIP	94,224	39,120	73,527	127,656	130,209	54,129	2,553
Leasing Revenue	10,636	(119,410)	11,060	11,204	11,484	144	280
Interest on Long-term Debt	(21,499)	(136,085)	(64,871)	(64,416)	(63,402)	455	1,014
Total Non-operating Revenue	413,179	171,464	358,404	449,582	455,456	91,177	5,874
NET INCOME (LOSS)	445,487	67,101	640,037	1,050,828	1,025,490	410,792	(25,339)
<u>TOTAL REVENUES</u>							
	6,709,445	7,172,275	7,360,910	7,735,861	7,904,659	374,952	168,798
<u>TOTAL EXPENSES</u>							
	6,263,958	7,105,174	6,720,873	6,685,033	6,879,170	(35,840)	194,137
CHANGE IN NET POSITION**	445,487	67,101	640,037	1,050,828	1,025,490	410,792	(25,339)
<u>CASH CONSIDERATIONS</u>							
Depreciation Non-Cash Expense	779,459	895,799	984,224	944,350	944,350	(39,874)	-
Principal Loan Payments	(55,198)	(176,234)	(172,007)	(191,915)	(197,518)	(19,908)	(5,604)
Capital Projects & Fixed Assets	(387,719)	(314,952)	(966,500)	(1,563,841)	(950,341)	(597,341)	613,500
CHANGE IN CASH BALANCE	782,029	471,713	485,754	239,423	821,980	(246,331)	582,558

*Administrative Services were backed out and are estimated for 2016-17 and 2017-18

**Change in net position is different for fire due to inflow/outflow, compensated absences and pension liability

Fiscal Years 2019-20 and 2020-21 Budget

Comparative Statements of Revenues, Expenses and Changes in Net Position

Water Proprietary Fund

WATER PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
<u>OPERATING REVENUES</u>							
Service Charges	1,125,783	1,177,963	1,227,077	1,271,170	1,309,305	44,093	38,135
Usage Charges	727,487	757,676	817,936	828,345	853,195	10,409	24,850
Other Revenues	52,989	52,659	37,000	37,000	38,110	-	1,110
Total Operating Revenues	1,906,259	1,988,298	2,082,013	2,136,515	2,200,610	54,502	64,095
						2.6%	3.0%
<u>OPERATING EXPENSES</u>							
Salaries and Benefits	601,671	623,990	656,722	684,736	708,702	28,014	23,966
Operations & Maintenance	346,081	343,530	399,684	417,108	431,707	17,424	14,599
Administrative Services*	650,658	834,585	530,258	467,561	481,588	(62,697)	14,027
Depreciation Expense	208,942	241,771	265,802	283,250	283,250	17,448	-
Total Operating Expenses	1,807,352	2,043,876	1,852,466	1,852,655	1,905,247	189	52,591
NET OPERATING INCOME	98,907	(55,578)	229,547	283,860	295,364	54,312	11,504
						0.0%	2.8%
<u>NON-OPERATING REVENUES</u>							
Availability Charges	45,321	39,817	38,750	42,000	42,000	3,250	-
Connection & Capacity Charges	5,382	5,382	16,146	16,146	16,630	-	484
Investment Income	3,593	12,158	6,000	18,000	18,360	12,000	360
Miscellaneous Income	17,594	2,254	25,000	25,000	25,000	-	-
Leasing Revenue	10,636	10,840	11,060	11,204	11,484	144	280
Interest on Long-term Debt	(16,232)	(14,548)	(13,297)	(15,122)	(16,431)	(1,825)	(1,309)
Total Non-operating Revenue	66,294	55,903	83,659	97,228	97,044	13,569	(184)
NET INCOME (LOSS)	165,201	325	313,206	381,088	392,407	67,881	11,320
<u>TOTAL REVENUES</u>							
	1,972,553	2,044,201	2,165,672	2,233,743	2,297,654	68,071	63,911
<u>TOTAL EXPENSES</u>							
	1,807,352	2,043,876	1,852,466	1,852,655	1,905,247	189	52,591
<u>CHANGE IN NET POSITION</u>							
	165,201	325	313,206	381,088	392,407	67,881	11,320
<u>CASH CONSIDERATIONS</u>							
Depreciation Non-Cash Expense	208,942	241,771	265,802	283,250	283,250	17,448	-
Principal Loan Payments	(48,650)	(50,318)	(52,043)	(69,672)	(72,953)	(17,629)	(3,281)
Capital Projects & Fixed Assets	(121,810)	(57,249)	(388,500)	(627,500)	(372,000)	(239,000)	255,500
CHANGE IN CASH BALANCE	203,682	134,529	138,465	(32,834)	230,704	(171,299)	263,539

*Administrative Services were backed out and are estimated for 2016-17 and 2017-18

Fiscal Years 2019-20 and 2020-21 Budget

Comparative Statements of Revenues, Expenses and Changes in Net Position

Wastewater Collections Proprietary Fund

COLLECTIONS PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
<u>OPERATING REVENUES</u>							
Service Charges	951,803	1,013,473	1,077,219	1,056,046	1,087,728	(21,173)	31,681
Usage Charges	56,108	58,884	63,198	-	-	(63,198)	-
Other Revenues	25,815	19,380	5,500	11,460	11,804	5,960	344
Total Operating Revenues	1,033,726	1,091,737	1,145,917	1,067,506	1,099,531	(78,411)	32,025
						-6.8%	3.0%
<u>OPERATING EXPENSES</u>							
Salaries and Benefits	503,591	504,896	541,066	391,017	404,703	(150,049)	13,686
Operations & Maintenance	97,267	113,985	148,147	148,712	153,917	564	5,205
Administrative Services*	(82,962)	232,146	126,686	135,073	139,125	8,387	4,052
Depreciation Expense	160,324	229,966	252,749	224,950	224,950	(27,799)	-
Total Operating Expenses	678,220	1,080,993	1,068,649	899,752	922,695	(168,897)	22,943
NET OPERATING INCOME	355,506	10,744	77,269	167,754	176,837	90,486	9,082
						-15.8%	2.5%
<u>NON-OPERATING REVENUES</u>							
Availability Charges	8,036	7,134	7,700	8,022	8,022	322	-
Connection & Capacity Charges			6,211	6,470	6,664	260	194
Investment Income		859	4,500	5,272	5,377	772	105
Miscellaneous Income	(220,279)	397,432	825	860	860	34	-
Interest on Long-term Debt		(120,625)	(51,574)	(49,294)	(46,972)	2,279	2,323
Total Non-operating Revenue	(212,243)	284,800	(32,338)	(28,671)	(26,049)	3,667	2,622
NET INCOME (LOSS)	143,263	295,544	44,931	139,083	150,788	94,153	11,705
<u>TOTAL REVENUES</u>	821,483	1,376,537	1,113,579	1,038,835	1,073,483	(74,744)	34,647
<u>TOTAL EXPENSES</u>	678,220	1,080,993	1,068,649	899,752	922,695	(168,897)	22,943
CHANGE IN NET POSITION	143,263	295,544	44,931	139,083	150,788	94,153	11,705
<u>CASH CONSIDERATIONS</u>							
Depreciation Non-Cash Expense	160,324	229,966	252,749	224,950	224,950	(27,799)	-
Principal Loan Payments	-	(119,137)	(119,963)	(122,243)	(124,565)	(2,279)	(2,323)
Capital Projects & Fixed Assets	-	(31,620)	(169,500)	(209,000)	(183,000)	(39,500)	26,000
CHANGE IN CASH BALANCE	303,587	374,752	8,216	32,791	68,173	24,574	35,382

*Administrative Services were backed out and are estimated for 2016-17 and 2017-18

Fiscal Years 2019-20 and 2020-21 Budget

Comparative Statements of Revenues, Expenses and Changes in Net Position

Wastewater Treatment Proprietary Fund

TREATMENT PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
<u>OPERATING REVENUES</u>							
Service Charges	624,321	671,663	713,290	790,857	814,583	77,567	23,726
Usage Charges	45,907	48,178	51,707	139,324	143,504	87,617	4,180
Arrowbear & CSA 79 Charges	312,529	363,264	353,622	359,623	370,412	6,001	10,789
Other Revenues	3,672	8,376	21,955	8,540	8,796	(13,415)	256
Total Operating Revenues	986,429	1,091,481	1,140,575	1,298,344	1,337,295	157,770	38,950
						13.8%	3.0%
<u>OPERATING EXPENSES</u>							
Salaries and Benefits	446,874	463,613	466,900	447,554	463,219	(19,346)	15,664
Operations & Maintenance	256,445	272,122	332,692	331,570	343,175	(1,122)	11,605
Administrative Services*	240,140	239,333	137,988	145,463	149,827	7,475	4,364
Depreciation Expense	287,789	306,641	340,047	324,830	324,830	(15,217)	-
Total Operating Expenses	1,231,248	1,281,709	1,277,627	1,249,418	1,281,051	(28,210)	31,633
NET OPERATING INCOME	(244,819)	(190,228)	(137,053)	48,927	56,244	185,979	7,317
						-2.2%	2.5%
<u>NON-OPERATING REVENUES</u>							
Availability Charges	6,398	6,915	6,300	5,978	5,978	(322)	-
Connection & Capacity Charges			5,081	4,822	4,966	(260)	145
Investment Income	-	927	4,500	3,928	4,007	(572)	79
Miscellaneous Income**	243,599	(332,697)	675	641	641	(35)	-
Arrowbear & CSA 79 CIP	94,224	39,120	73,527	127,656	130,209	54,129	2,553
Gain/(Loss) on Disposal of Assets	-	(136,975)	-	-	-	-	-
Interest on Long-term Debt	(4,124)	-	-	-	-	-	-
Total Non-operating Revenue	340,097	(422,710)	90,083	143,025	145,801	52,941	2,776
NET INCOME (LOSS)	95,278	(612,938)	(46,969)	191,951	202,045	238,920	10,093
<u>TOTAL REVENUES</u>							
	1,326,526	668,771	1,230,658	1,441,369	1,483,096	210,711	41,727
<u>TOTAL EXPENSES</u>							
	1,231,248	1,281,709	1,277,627	1,249,418	1,281,051	(28,210)	31,633
<u>CHANGE IN NET POSITION</u>							
	95,278	(612,938)	(46,969)	191,951	202,045	238,920	10,093
<u>CASH CONSIDERATIONS</u>							
Depreciation Non-Cash Expense	287,789	306,641	340,047	324,830	324,830	(15,217)	-
Capital Projects & Fixed Assets	(219,600)	(66,122)	(193,500)	(324,000)	(320,000)	(130,500)	4,000
CHANGE IN CASH BALANCE	163,467	(372,419)	99,578	192,781	206,875	93,203	14,093

*Administrative Services were backed out and are estimated for 2016-17 and 2017-18

**Miscellaneous Income includes \$334,197 transfer to Collections in FY 2017-18

Fiscal Years 2019-20 and 2020-21 Budget

Comparative Statements of Revenues, Expenses and Changes in Net Position

Ambulance Proprietary Fund

AMBULANCE PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
<u>OPERATING REVENUES</u>							
Service Charges	548,492	493,499	\$620,000	575,000	586,500	(45,000)	11,500
GEMT, IGT & Other Reimbursements	59,977	301,393	235,000	307,614	307,614	72,614	-
Other Revenues	71,400	29,201	4,000	4,000	4,000	-	-
Total Operating Revenues	679,869	824,093	859,000	886,614	898,114	27,614	11,500
						3.2%	1.3%
<u>OPERATING EXPENSES</u>							
Salaries and Benefits	447,978	369,485	440,917	454,614	470,525	13,697	15,911
Operations & Maintenance	242,543	208,548	81,151	90,622	93,340	9,471	2,719
Administrative Services*	51,676	64,660	72,799	103,902	107,020	31,103	3,117
Depreciation Expense	41,880	35,341	37,016	17,710	17,710	(19,306)	-
Total Operating Expenses	784,077	678,035	631,883	666,848	688,595	34,965	21,747
NET OPERATING INCOME	(104,208)	146,058	227,117	219,766	209,519	(7,351)	(10,247)
						5.5%	3.3%
<u>NON-OPERATING REVENUES</u>							
Investment Income	1,448	2,632	-	5,000	5,100	5,000	100
Miscellaneous Income	170	110	-	-	-	-	-
Gain/(Loss) on Disposal of Assets	-	6,725	-	-	-	-	-
Interest on Long-term Debt	(1,143)	(912)	-	-	-	-	-
Total Non-operating Revenue	475	8,555	-	5,000	5,100	5,000	100
NET INCOME (LOSS)	(103,733)	154,613	227,117	224,766	214,619	(2,351)	(10,147)
<u>TOTAL REVENUES</u>	680,344	832,648	859,000	891,614	903,214	32,614	11,600
<u>TOTAL EXPENSES</u>	784,077	678,035	631,883	666,848	688,595	34,965	21,747
CHANGE IN NET POSITION	(103,733)	154,613	227,117	224,766	214,619	(2,351)	(10,147)
<u>CASH CONSIDERATIONS</u>							
Depreciation Non-Cash Expense	41,880	35,341	37,016	17,710	17,710	(19,306)	-
Principal Loan Payments	(6,548)	(6,779)	-	-	-	-	-
Capital Projects & Fixed Assets	-	-	(215,000)	(235,000)	(35,000)	(20,000)	200,000
CHANGE IN CASH BALANCE	(68,401)	183,175	49,133	7,476	197,329	(41,657)	189,853

*Administrative Services were backed out and are estimated for 2016-17 and 2017-18

Fiscal Years 2019-20 and 2020-21 Budget

Comparative Statements of Revenues, Expenses and Changes in Net Position

Fire Department Governmental Fund

FIRE GOVERNMENTAL FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
<u>OPERATING REVENUES</u>							
Property Tax	1,539,135	1,603,236	1,585,000	1,635,300	1,651,653	50,300	16,353
GEMT, IGT & Other Reimbursements	134,194	387,805	175,000	240,000	240,000	65,000	-
Other Revenues	16,654	14,161	15,000	22,000	22,000	7,000	-
Total Operating Revenues	1,689,983	2,005,202	1,775,000	1,897,300	1,913,653	122,300	16,353
						6.9%	0.9%
<u>OPERATING EXPENSES</u>							
Salaries and Benefits	1,435,546	1,603,405	1,431,128	1,507,960	1,560,739	76,833	52,779
Operations & Maintenance	142,341	173,136	211,431	227,765	234,598	16,335	6,833
Administrative Services*	104,649	161,940	159,081	187,024	192,635	27,943	5,611
Depreciation Expense	80,524	82,080	88,609	93,610	93,610	5,001	-
Total Operating Expenses	1,763,061	2,020,561	1,890,248	2,016,360	2,081,582	126,111	65,222
NET OPERATING INCOME	(73,078)	(15,359)	(115,248)	(119,060)	(167,929)	(3,811)	(48,869)
						6.7%	3.2%
<u>NON-OPERATING REVENUES</u>							
Availability Charges	201,264	200,688	205,000	205,000	205,000	-	-
Investment Income	11,582	25,275	12,000	28,000	28,560	16,000	560
Miscellaneous Income	5,710	18,953	-	-	-	-	-
Total Non-operating Revenue	218,556	244,916	217,000	233,000	233,560	16,000	560
NET INCOME (LOSS)	145,478	229,557	101,752	113,940	65,631	12,189	(48,309)
<u>TOTAL REVENUES</u>							
	1,908,539	2,250,118	1,992,000	2,130,300	2,147,213	138,300	16,913
<u>TOTAL EXPENSES</u>							
	1,763,061	2,020,561	1,890,248	2,016,360	2,081,582	126,111	65,222
CHANGE IN NET POSITION**	145,478	229,557	101,752	113,940	65,631	12,189	(48,309)
<u>CASH CONSIDERATIONS</u>							
Depreciation Non-Cash Expense	80,524	82,080	88,609	93,610	93,610	5,001	-
Capital Projects & Fixed Assets	(46,309)	(159,961)		(168,341)	(40,341)	(168,341)	128,000
CHANGE IN CASH BALANCE	179,693	151,676	190,361	39,209	118,900	(151,152)	79,691

*Administrative Services were backed out and are estimated for 2016-17 and 2017-18

**Change in net position is different from financial statements for fire due to inflow/outflow, compensated absences and pension liability

Operating Projection

The District relies on projections of operating revenues and expenses to determine cash availability for capital improvement projects and to determine if cash reserve goals will be met. These projections also serve as a strategic plan for rate setting. The operating projections included in this budget for each fund assumes that the rate increases will be necessary resulting in the following change in operating revenue:

Proprietary Fund	2019-20	2020-21	2021-22	2022-23	2023-24
Water	3%	3%	3%	3%	3%
Wastewater	3%	3%	3%	3%	3%

Projections for personnel and other operating expenses include maximum anticipated increases as detailed below in accordance with the recent rate study and other known or anticipated factors. Operating projections suggest that the Water Enterprise will be meeting all its cash reserve funding goals by the end of fiscal year 2018-19, if expenses hold and there is no increase in consumption. The Wastewater Enterprise is expected to meet all of its cash targets in fiscal year 2020-21. Please see the Fund Balance section of this budget for further information.

O&M (Cost) Inflation	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
General	Budget	Budget	3.0%	3.0%	3.0%	3.0%
Salary	Budget	Budget	3.0%	3.0%	3.0%	3.0%
Benefits	Budget	Budget	4.0%	4.0%	4.0%	4.0%
Electricity	Budget	Budget	5.0%	5.0%	5.0%	5.0%
Water Purchase Cost Escalation						
Arrowbear Park County Water District (APCWD)	Budget	Budget	2.0%	2.0%	2.0%	2.0%
Crestline Lake Arrowhead Water Agency (CLAWA)	Budget	Budget	2.0%	2.0%	2.0%	2.0%

The following tables list the projected five year operating cash flow for each division.

Five Year Water Operating Cash Flow

Line		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1	Service Charge Revenue	1,227,373	1,228,016	1,228,839	1,229,663	1,230,488
2	Volumetric Revenue	790,395	790,905	791,416	791,927	792,438
3						
4	FY 2020	\$60,533	\$60,568	\$60,608	\$60,648	\$60,688
5	FY 2021		\$62,385	\$62,426	\$62,467	\$62,508
6	FY 2022			\$64,299	\$64,341	\$64,384
7	FY 2023				\$66,271	\$66,315
8	FY 2024					\$68,305
9	Revenue Adjustments	\$60,533	\$122,952	\$187,332	\$253,727	\$322,200
10	Total Revenue from Rates	\$2,078,302	\$2,141,874	\$2,207,588	\$2,275,317	\$2,345,125
11	Credit Card Fee Revenue	\$1,571	\$1,575	\$1,579	\$1,583	\$1,587
12	Meter Turn-on & Shut-Off Charge	\$17,043	\$17,085	\$17,128	\$17,171	\$17,214
13	Delinquent Fees	\$20,050	\$20,100	\$20,150	\$20,201	\$20,251
14	Admin Expense Reimbursements	\$0	\$0	\$0	\$0	\$0
15	Water Service Standby/Avail Charges	\$38,750	\$38,847	\$38,944	\$39,041	\$39,139
16	Connection Charges	\$3,180	\$3,188	\$3,196	\$3,204	\$3,212
17	Interest Income	\$16,687	\$17,498	\$23,114	\$31,244	\$32,732
18	Misc Income	\$25,000	\$25,063	\$25,125	\$25,188	\$25,251
19	San Bernardino Library Leasing	\$11,204	\$11,232	\$11,260	\$11,288	\$11,316
20	Total Revenue	\$2,211,787	\$2,276,462	\$2,348,084	\$2,424,237	\$2,495,827
21						
22	Expenses					
23	Salaries and Benefits	\$694,577	\$717,911	\$742,044	\$767,006	\$792,824
24	Repairs & Maint, Supplies, Utilities	\$30,652	\$31,572	\$32,519	\$33,494	\$34,499
25	Pumping Power and Vehicles	\$6,600	\$6,798	\$7,002	\$7,212	\$7,428
26	Water Purchases	\$289,074	\$272,854	\$279,490	\$286,290	\$293,260
27	Water Testing & Analysis	\$23,358	\$24,059	\$24,781	\$25,524	\$26,290
28	Administrative	\$543,407	\$559,709	\$576,500	\$593,796	\$611,609
29	Subtotal Expenses	\$1,587,668	\$1,612,902	\$1,662,336	\$1,713,322	\$1,765,910
30						
31	Net Revenue	\$624,119	\$663,559	\$685,749	\$710,916	\$729,917
32						
33	Debt Service	\$89,384	\$89,384	\$89,384	\$89,384	\$89,384
34						
35	Capital Projects	\$631,000	\$391,750	\$182,000	\$172,000	\$932,000
36						
37	Net Cash Flows (All Reserves)	\$ (96,265)	\$ 182,426	\$ 414,365	\$ 449,532	\$ (291,467)
38	Debt Coverage Ratio	6.98	7.42	7.67	7.95	8.17

*This table is from the 2019 Rate Study and may vary slightly from budget.

Five Year Wastewater Operating Cash Flow

Line	Wastewater Revenue	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1	WW Fixed Charge (Include IR&R)	\$1,808,379	\$1,809,580	\$1,810,781	\$1,811,984	\$1,813,187
2	Volumetric Revenue	\$127,060	\$127,136	\$127,213	\$127,289	\$127,366
3	Total Revenue Adjustments	\$58,063	\$117,946	\$179,704	\$243,396	\$309,080
4	Total Revenue from Rates	\$1,993,502	\$2,054,662	\$2,117,699	\$2,182,669	\$2,249,633
5	Other and Non-Operating Revenue					
6	Delinquent Charges & Service Fees	\$12,607	\$12,638	\$12,670	\$12,701	\$12,733
7	Outside Service Agrmnt Charges	\$0	\$0	\$0	\$0	\$0
8	Other Service Fees	\$0	\$0	\$0	\$0	\$0
9	Arrowbear O&M Reimbursement	\$156,673	\$161,373	\$166,214	\$171,201	\$176,337
10	CSA 79 O&M Reimbursement	\$195,335	\$201,195	\$207,231	\$213,448	\$219,851
11	Property Taxes	\$0	\$0	\$0	\$0	\$0
12	Sewer Service Availability Charges	\$14,020	\$14,040	\$14,061	\$14,081	\$14,101
13	Sewer Hot Taps and Septic Dumping	\$1,504	\$1,508	\$1,511	\$1,515	\$1,519
14	Interest	\$18,226	\$22,348	\$27,145	\$31,755	\$37,528
15	Total Revenue	\$2,391,867	\$2,467,764	\$2,546,531	\$2,627,370	\$2,711,702
16	Check					
17	Expenses					
18	Personnel Expense - Collection	\$387,834	\$400,830	\$414,271	\$428,172	\$442,548
19	Services and Supplies - Collection	\$285,442	\$294,005	\$302,825	\$311,910	\$321,267
20	Personnel Expense - Treatment	\$447,555	\$460,982	\$474,811	\$489,055	\$503,727
21	Services and Supplies - Treatment	\$478,818	\$493,183	\$507,978	\$523,217	\$538,914
22	Subtotal Expenses	\$1,599,649	\$1,649,000	\$1,699,886	\$1,752,354	\$1,806,456
23	Check					
24	Net Revenue	\$792,218	\$818,764	\$846,645	\$875,015	\$905,245
25						
26	Total Debt Service	\$171,537	\$171,537	\$171,537	\$171,537	\$171,537
27						
28	Total Capital Improvement Projects*	\$367,798	\$462,108	\$350,442	\$538,305	\$285,442
29						
30	Net Cash Flow	\$252,883	\$185,119	\$324,666	\$165,173	\$448,266
31	* CIP Shown includes Running Springs' Share of Treatment Projects					

*This table is from the 2019 Rate Study and may vary slightly from budget.

Five Year Fire & Ambulance Operating Cash Flow

Line No.	Fire and Ambulance Cash Flow	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1	Fire					
2	Property Tax	\$1,635,300	\$1,651,653	\$1,668,170	\$1,684,851	\$1,701,700
3	Fire Availability Charges (Special Tax Assessment)	\$205,000	\$205,000	\$205,000	\$205,000	\$205,000
4	Hazard Abatement Program Revenue	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
5	Ambulance					
6	Ambulance Service Fees	\$1,125,000	\$1,125,000	\$1,125,000	\$1,125,000	\$1,125,000
7	Ground Emergency Medical Transportation (GEMT) Reimb	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000
8	Intergovernmental Transfer (IGT) Reimb	\$77,614	\$77,614	\$77,614	\$77,614	\$77,614
9	Other Revenue					
10	Total Revenue from Rates	\$3,222,914	\$3,239,267	\$3,255,784	\$3,272,465	\$3,289,314
11	Other Revenue (Plan Check Fees, Grants, Comm Contrib)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
12	Interest Income	\$31,945	\$34,138	\$36,867	\$34,599	\$29,376
13	Fire Outside District Assignments Reimb Income	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
14	Ambulance Late Fees	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
15	Ambulance Contractual Allowance	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000
16	Total Revenue	\$2,888,859	\$2,907,405	\$2,926,650	\$2,941,064	\$2,952,689
17						
18	Fire Expenses					
19	Personnel	\$1,507,960	\$1,559,776	\$1,613,409	\$1,668,924	\$1,726,390
20	Other Expenses	\$413,084	\$425,477	\$438,241	\$451,388	\$464,930
21	Ambulance Expenses					
22	Personnel	\$454,614	\$468,252	\$482,300	\$496,769	\$511,672
23	Other Expenses	\$195,799	\$201,673	\$207,723	\$213,955	\$220,373
24	Subtotal Expenses	\$2,571,457	\$2,655,177	\$2,741,673	\$2,831,036	\$2,923,365
25						
26	CIP Expenditures	\$275,341	\$61,250	\$86,000	\$450,000	\$244,408
27						
28	Net Cash Flows	\$42,061	\$190,978	\$98,978	-\$339,972	-\$215,084

*This table is from the 2019 Rate Study and may vary slightly from budget.

Fund Balance Summary as of March 31, 2019

Fire & Ambulance Department	
Fire Department Operating Reserve	1,268,563
Ambulance Department Operating Reserve	145,952
Subtotal Fire & Ambulance Department Operating Reserve Funds	1,414,515
Recommended Operating Reserve Fund Target (6 Months Operating Expenses)	1,112,969
Fire & Ambulance Department Operating Reserve Surplus / (Shortfall)	301,547
Wastewater Division	
Wastewater Capital Improvement Project Reserve	287,199
Wastewater System Connection & Capacity Charges	193,983
CWSRF Loan Agreement 14-813 Debt Reserve (Restricted for SLS 1-3 Debt Service)	171,537
Wastewater Operating Reserve Fund	554,896
Recommended Operating Reserve Fund Target (4 Months Operating Expenses)	554,896
Wastewater Operating Reserve Surplus / (Shortfall)	-
Water Division	
Water Capital Improvement Project Reserve	504,495
Water System Connection & Capacity Charges	18,348
Water Infrastructure R&R Reserve (MFC Debt Reserve)	65,341
Water Operating Reserve	528,461
Recommended Operating Reserve Fund Target (4 Months Operating Expenses)	528,461
Water Operating Reserve Surplus / (Shortfall)	-
Assessment Districts Restricted Funds	
Water Assessment District No. 9 Construction Funds	28,169
Water Assessment District No. 10 Construction Funds	26,421
Water Assessment District No. 10 O&M	62,165
Water Assessment District No. 10 Bond Reserve Fund	113,074
Subtotal Assessment Districts	229,829
Total District Designated & Operating Reserve Funds	3,738,775
Assessment District Funds	229,829
Combined Pooled Cash	3,968,604
Checking Account (General)	182,485
LAIF	3,657,445
York Insurance Deposit	14,601
BNY Mellon (AD #10 Bond Reserve)	113,074
Petty Cash	1,000
Combined Pooled Cash	3,968,604

Rates & Fees

The District is committed to providing the highest quality water and wastewater services at the lowest possible rates for our customers. To meet this commitment, the District engaged an independent rate consultant to perform a water wastewater rate study and evaluate the infrastructure, programs, and operations and maintenance costs of the District’s water and wastewater services and the rates necessary to recover the costs of those services for the next five years. A cost of service and rate study demonstrates what it costs the District to provide these services and the appropriate rates to fairly and appropriately allocate the costs of providing them to our customers. The District’s 2019 Rate Study, Cash Reserve Policy, Financial and Facilities Master Plans, as well as the draft fiscal year 2019/2020 and 2020/2021 District budgets were used as the basis upon which the amount of the proposed rates and fees was calculated. The rate increases were not the only measures used to generate a balanced budget. Other measures required to balance the budget included reductions in operating expenses where possible and deferral of nonessential activities and projects.

The proposed water rate structure has five customer classes; residential, commercial, schools, irrigation, and private fire service (i.e. customers who have private fire suppression systems/hydrants) and is comprised of two components; a fixed monthly base charge and a variable consumption charge. The base charge is determined on the basis of the size of the water meter serving a property (in inches) and is designed to recover a portion of the District’s fixed costs of operating and maintaining the water system. The consumption charge is imposed per unit of delivered water, with one unit equal to one cubic foot (cf), or 7.48 gallons, and is calculated to recover a portion of the District’s fixed costs and its variable costs of providing water service.

The proposed wastewater rate structure has two customer classes; commercial and residential and is comprised two components; a fixed monthly sewer base charge and a variable sewer volumetric charge. The sewer base charge is determined on a per equivalent dwelling unit basis and is designed to recover a portion of the District’s fixed costs of operating and maintaining the wastewater system. The sewer volumetric charge is based on a customer’s estimated monthly wastewater discharge and is designed to recover a portion of the District’s fixed costs and its variable costs of providing wastewater services. The proposed water and wastewater rate adjustments are identified in the tables below.

CURRENT WASTEWATER RATES & CHARGES (7/1/2018 – 6/30/2019)	PROPOSED WASTEWATER RATES, CHARGES AND EFFECTIVE DATES (7/1/2019 – 6/30/2024)				
Residential & Commercial Sewer Monthly Base Charge per equivalent dwelling unit (EDU)	Residential & Commercial Sewer Monthly Base Charge per equivalent dwelling unit (EDU)				
7/1/2018 – 6/30/2019	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
\$44.49	\$50.98	\$52.51	\$54.08	\$55.71	\$57.38
	*For commercial camps with greater than 1.3 times the 102 gpd/EDU multiply EDU by factor of 1.25				
Sewer Usage (Volumetric) Charge:	Sewer Volumetric Charges (\$ per cubic foot)				
7/1/2018 – 6/30/2019	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
Residential: 15% of water usage charge	\$0.0099	\$0.0102	\$0.0105	\$0.0109	\$0.0112
Commercial: 1/3 of water usage charge					
Infrastructure Repair & Replacement Monthly Charge	Infrastructure Repair & Replacement Monthly Charge				
\$5.25 per month per EDU	Rolled into Fixed Monthly Charges				

CURRENT WATER RATES & CHARGES (7/1/2018 – 6/30/2019)		PROPOSED WATER RATES, CHARGES AND EFFECTIVE DATES (7/1/2019 – 6/30/2024)					
Residential/Commercial Monthly Base Charge		Residential/Commercial/Irrigation Monthly Base Charge (\$/Meter Size)					
Water Meter Size (inches)	\$/month	Water Meter Size (inches)	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
5/8" x 3/4"	\$31.42	5/8" x 3/4"	\$34.19	\$35.22	\$36.28	\$37.36	\$38.49
1"	\$70.77	1"	\$79.01	\$81.38	\$83.82	\$86.33	\$88.93
1-1/2"	\$136.29	1-1/2"	\$153.70	\$158.31	\$163.06	\$167.95	\$172.99
2"	\$214.95	2"	\$243.33	\$250.63	\$258.15	\$265.89	\$273.87
3"	\$463.97	3"	\$482.34	\$496.81	\$511.72	\$527.07	\$542.88
Water Consumption Charge (\$/per cubic foot)		Water Consumption Charge per cubic foot (\$/cf): (1 cf = 7.48 gallons)					
7/1/2018 – 6/30/2019			7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
\$0.0469			\$0.0483	\$0.0498	\$0.0513	\$0.0528	\$0.0544
Fire Service Water Meter Monthly Base Charge		Fire Service Water Meter Monthly Base Charge					
Meter Size (inches)	\$/month	Meter Size (inches)	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
1" & smaller	\$15.75	1" & smaller	\$3.20	\$3.30	\$3.40	\$3.50	\$3.60
1-1/2"	\$26.21	1-1/2"	\$5.40	\$5.56	\$5.73	\$5.90	\$6.07
2"	\$43.58	2"	\$9.18	\$9.46	\$9.74	\$10.03	\$10.34
3"	\$60.95	3"	\$22.77	\$23.45	\$24.16	\$24.88	\$25.63
4"	\$78.32	4"	\$46.20	\$47.59	\$49.02	\$50.49	\$52.00
6"	\$95.65	6"	\$130.30	\$134.21	\$138.24	\$142.39	\$146.66
8"	\$113.02	8"	\$275.36	\$283.62	\$292.13	\$300.89	\$309.92
Infrastructure Repair & Replacement Monthly Charge		Infrastructure Repair & Replacement Monthly Charge					
\$1.88 per month per EDU		Rolled into Fixed Monthly Charges					
Landscape Irrigation Meter Monthly Charge		Landscape Irrigation Meter Monthly Charge:					
Water Meter Size (inches)	\$/month	See Irrigation Monthly Base Charge above					
5/8" x 3/4"	\$13.13						
1"	\$32.78						
1-1/2"	\$65.54						
2"	\$104.87						

The District purchases wholesale water from Crestline-Lake Arrowhead Water Agency (CLAWA) and Arrowbear Park County Water District (APCWD). These costs are recovered through the proposed water consumption charge. Commencing July 1, 2019, and at any time through and including June 30, 2024, the District is also proposing to automatically pass through any increases in the rates of the wholesale water that are imposed on the District by either CLAWA or APCWD (each a Wholesale Pass Through Increase). Any Wholesale Pass Through Increase will only impact the rates of the District's proposed water consumption charge and shall not increase the rates of the water consumption charge then in effect by more than eight (8) percent. Prior to implementing any Wholesale Pass Through Increases, the District will provide written notice of the rate increases to customers not less than 30 days prior to their effective date.

For an average District customer who uses 500 cubic feet or 3,740 gallons of water per month, the monthly impacts would be as follows for the period of July 1, 2019 through June 30, 2020:

CURRENT RATES & FEES (7/1/2018-6/30/2019)		PROPOSED RATES & FEES (7/1/2019-6/30/2020)	
Water Rates			
Monthly Water Base Charge	\$31.42	Monthly Water Base Charge	\$34.19
Monthly Water Usage Charge	\$23.45	Monthly Water Usage Charge	\$24.15
Infrastructure Repair/Replacement Charge	\$1.88		
Total Water Charges:	\$56.75	Total Water Charges:	\$58.34
Wastewater Rates			
Monthly Sewer Base Charge	\$44.49	Monthly Sewer Base Charge	\$50.98
Monthly Sewer Usage (Volumetric) Charge	\$3.52	Monthly Sewer Volumetric Charge	\$4.46
Infrastructure Repair/Replacement Charge	\$5.25		
Total Sewer Charges:	\$53.26	Total Sewer Charges:	\$55.44
Total Water & Sewer Charges			
Total Current Water & Sewer Charges:	\$110.01	Total Proposed Water & Sewer Charges:	\$113.78

As you can see from the information in the table above, for an average use customer with a ¾-inch water meter, the proposed rate and fee adjustments for the fiscal year ending 2020 would result in a \$3.77 per month increase in the total bill for water and sewer services.

Administration Division

Vision: The Running Springs Water District Administration Division will provide exceptional customer service to the community and support services to all District divisions in a manner that demonstrates professionalism, utilizing advanced levels of technology.

As part of the Administration Division, the General Manager is responsible for the overall management of the District. The General Manager is responsible for the effective management and administration of all aspects of the District's operations such as; developing and maintaining short and long range plans for the District, preparing the budget, directing the operation of efficient administrative control and accounting procedures, staffing plans, employee relations officer, personnel transactions, managing consultants, board meetings, public relations, emergency planning, legal compliance, legislative matters and execution of Board policy.

Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
General Administration	
Administrative Costs (District-Wide) <ul style="list-style-type: none"> • Administrative Support – All Divisions • Professional Services (Engineering & Financial Consultants, Legal Counsel) • Paychex Payroll Reporting • Public Notices/Public Records Requests • Insurance/Property Liability/Workers Comp • Computer Technical Support • Office Supplies & Materials/Furniture & Equipment • Printing & Publications • Memberships & Subscription • Office Utilities & Janitorial Service 	<ul style="list-style-type: none"> • Review & Update District Policies • Develop & Maintain Short & Long Range Plans • Refine Administration Procedures Manual • Obtain Funds to Support Plans • Evaluate Outside Funding & Grant Options
Board Administration	
<ul style="list-style-type: none"> • Public Records Act Requests • Board Meeting Administration • Form 700 Statements of Economic Interest • Maintain Resolutions, Ordinances & Minutes • Registrar of Voters/Board Election Coordination • Director Training 	<ul style="list-style-type: none"> • Records Management/Retention Program • Implement & Enforce Board Policy • Recommend New Policies & Procedures • Records Retention Implementation
Customer Service	
<ul style="list-style-type: none"> • Customer Relations • Customer Correspondence • Customer Payments • Billing 	<ul style="list-style-type: none"> • Continue to Improve Customer Service • Cross Training Staff • Refine Administration Procedures • Records Retention Implementation

<ul style="list-style-type: none"> • Accounts Payable • Accounts Receivable • Customer Account Analysis 	<ul style="list-style-type: none"> • Refine Administration for AMR Project • Prepare for SB 998 (Restrictions Water Service Discontinuation)
Public Outreach & Information	
<ul style="list-style-type: none"> • Provide Public Outreach Support to all Divisions • Design/Distribution of Public Outreach Materials/District Newsletters • District Representation at Community Events 	<ul style="list-style-type: none"> • Fine Tune District Website • Inform Customers on District Core Functions
Budget & Finance	
<ul style="list-style-type: none"> • Prepare Annual Budget • Annual Financial Audit • Payroll Processing • Accounts Payable • Accounts Receivable • Investment & Fund Balance Administration • Availability/Standby Charges to Tax Roll • Maintain General Ledger • Billing • Cash Management & Projections • Financial Reporting & Analysis • State Controller's Compensation Reporting 	<ul style="list-style-type: none"> • Improve Financial Reporting Capabilities • Continue to Explore Investment Options • Refine Budget & Investment Policies • Recommend/Develop Policies & Procedures • Records Retention Implementation • Refine allocation of Administrative Costs • Ambulance Billing Procedures Manual • Tyler Technologies Efficiency and Productivity Training
Personnel & Risk Management	
<ul style="list-style-type: none"> • Human Resources • Succession Planning • Staffing Plans • Benefits Administration • Medical Reimbursement Administration • Health/Life/Disability Insurance Admin. • Property & Liability Insurance Admin. • Workers Compensation Administration • CalPERS (Pension Administration) • Risk Management & Loss Control • Employee Recruitment & Retention • Employee Development, Orientation & Training • Employee & Labor Relations 	<ul style="list-style-type: none"> • Continue to Administer Employee/Labor Relations & Benefits • Records Retention Implementation • Annual Staff Training/Target Safety • Update Emergency Plan Manual
Information Technology	
<ul style="list-style-type: none"> • Administer Computer Support Services 	<ul style="list-style-type: none"> • Continue to Administer Support Services/Liaison for Computer Technical Issues and Upgrades

Budgeted Operating Expense Details

Administrative Expenditure Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Personnel Expense	\$ 697,791	\$ 748,345	7.2%	\$ 774,537	3.5%
Services and Supplies	\$ 378,156	\$ 290,680	-23.1%	\$ 300,854	3.5%
District Total	\$ 1,075,947	\$ 1,039,025	-3.4%	\$ 1,075,391	3.5%

ADMINISTRATION	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget		2020-21 vs. 2019-20 Budget	
Wages	457,630	471,628	492,275	505,404	523,093	13,129	3%	17,689	3%
Medicare Tax (FICA)	6,636	6,839	7,138	7,328	7,585	190	3%	256	3%
Workers Comp	-	-	-	5,000	5,175	5,000		175	4%
Group Insurance	34,408	43,787	58,215	66,313	68,634	8,098	14%	2,321	3%
CalPERS Retirement	125,000	136,524	140,163	164,299	170,050	24,136	17%	5,750	3%
Director's Compensation	8,550	8,550	8,000	8,700	9,005	700	9%	305	4%
Education & Seminars	1,500	1,500	1,500	3,000	3,105	1,500	100%	105	3%
Memberships & Subscriptions	2,500	3,500	3,000	3,000	3,105	-	0%	105	3%
Fees & Permits	10,000	10,310	10,310	10,310	10,671	-	0%	361	3%
Professional Services	216,828	196,900	263,200	182,900	189,302	(80,300)	-31%	6,401	3%
Repair & Maintenance (Main Office)	12,000	12,320	12,320	12,070	12,492	(250)	-2%	422	3%
Office Supplies & Expenses	57,060	62,326	62,326	57,700	59,720	(4,626)	-7%	2,019	3%
Utilities (Telephone, Heat & Lights)	16,000	18,160	17,500	13,000	13,455	(4,500)	-26%	455	3%
Total Administrative Expenses	948,112	972,344	1,075,947	1,039,025	1,075,391	(36,922)	-3%	36,366	3%

*Does not include depreciation non-cash expense.

The percent allocation of administrative services expenses to each division is based on a combination of an administrative services time study and percent of O&M expenses for each division. The following is the current allocation in the fiscal year 2019-20 and 2020-21 budgets:

- Water = 45%
- Wastewater Collections = 13%
- Wastewater Treatment = 14%
- Ambulance = 10%
- Fire = 18%

Employee Classifications and Wage Scales

RUNNING SPRINGS WATER DISTRICT						
ADMINISTRATION DIVISION						
2019-20 HOURLY WAGE SCHEDULE						
Exempt Positions						
CLASSIFICATION		STEP				
		A	B	C	D	E
ADMINISTRATION SUPERVISOR 3	Hourly	\$64.78	\$66.40	\$68.06	\$69.76	\$71.50
Board Secretary, Treasurer	Monthly	\$11,229	\$11,509	\$11,797	\$12,092	\$12,393
	Annual	\$134,742	\$138,112	\$141,565	\$145,101	\$148,720
ADMINISTRATION SUPERVISOR 2	Hourly	\$41.56	\$42.60	\$43.67	\$44.76	\$45.88
Board Secretary	Monthly	\$7,204	\$7,384	\$7,569	\$7,758	\$7,953
Treasurer	Annual	\$86,445	\$88,608	\$90,834	\$93,101	\$95,430
ADMINISTRATION SUPERVISOR 1	Hourly	\$32.74	\$33.56	\$34.40	\$35.26	\$36.14
Board Secretary	Monthly	\$5,675	\$5,817	\$5,963	\$6,112	\$6,264
Treasurer	Annual	\$68,099	\$69,805	\$71,552	\$73,341	\$75,171
Non-Exempt Positions						
CLASSIFICATION		STEP				
		A	B	C	D	E
SENIOR BILLING CLERK	Hourly	\$27.86	\$28.56	\$29.27	\$30.00	\$30.75
	Monthly	\$4,829	\$4,950	\$5,073	\$5,200	\$5,330
	Annual	\$57,949	\$59,405	\$60,882	\$62,400	\$63,960
ADMINISTRATIVE ASSISTANT 3	Hourly	\$25.75	\$26.43	\$27.09	\$27.77	\$28.47
	Monthly	\$4,463	\$4,581	\$4,696	\$4,813	\$4,935
	Annual	\$53,560	\$54,974	\$56,347	\$57,762	\$59,218
ADMINISTRATIVE ASSISTANT 2	Hourly	\$22.76	\$23.33	\$23.91	\$24.51	\$25.12
	Monthly	\$3,945	\$4,044	\$4,144	\$4,248	\$4,354
	Annual	\$47,341	\$48,526	\$49,733	\$50,981	\$52,250
ADMINISTRATIVE ASSISTANT 1	Hourly	\$20.12	\$20.62	\$21.14	\$21.67	\$22.21
	Monthly	\$3,487	\$3,574	\$3,664	\$3,756	\$3,850
	Annual	\$41,850	\$42,890	\$43,971	\$45,074	\$46,197

Five-Year Capital Improvement Program (CIP) Plan

Administration Division 5-Year CIP Plan						
Project Description	2020	2021	2022	2023	2024	TOTAL
Paint Interior of Administration Building		\$5,000				\$5,000
Paint Exterior of Administration Building	\$10,000					\$10,000
Replace RSWD Administration Building Sign	\$5,000					\$5,000
Replace Industrial Carpet Administration Building					\$10,000	\$10,000
Administration Projects Subtotal	\$15,000	\$5,000	\$0	\$0	\$10,000	\$30,000

Water Division

Vision: The Running Springs Water Division will provide excellent water quality that consistently meets or exceeds regulatory and customer requirements and water quantity that recognizes the limited availability of supply in our area yet satisfies the essential needs of our customers.

Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
Operations & Maintenance Administration	
<ul style="list-style-type: none"> • Manage safe & reliable water supplies • Operation & Maintenance (O&M) of over 43 miles of water pipelines • Manage security in the distribution system • Public health protection • Maintain a good relationship with customers & employees • Operate efficiently & meet customer expectations • Technical advice & training of system operators • Day to day management of the system • Reporting to State & Local regulatory agencies 	<ul style="list-style-type: none"> • Improve safety & emergency response programs • Manage backflow prevention & cross connection program for 90+ devices • Access source & storage facilities to meet today's standards • Reduce power for pumping costs • Succession Planning • Records Retention Implementation
Regulatory Compliance	
<ul style="list-style-type: none"> • Monitor State Water Boards regulatory requirements • Monitor South Coast Air Quality Management District (AQMD) requirements • Monitor Certified Unified Program Agency (CUPA) requirements • Monitor disinfection, treatment, sampling & lab analysis • Update, revise & review safety practices & programs within the District 	<ul style="list-style-type: none"> • Continue monitoring updates & requirements from State & Local regulatory agencies to maintain compliance in the District
Repair & Maintenance	
<ul style="list-style-type: none"> • Preventative maintenance of water system • Annual valve maintenance • Leak detection program & repairs • Box & valve repairs • Annual dead end main flushing program • Conduct weekly distribution sampling • Fire hydrant repairs 	<ul style="list-style-type: none"> • Review District Operating plan with the State Water Boards • Underground Service Alerts (USA) • Continue monitoring Automatic Meter Reading (AMR) system

Water Division Core Functions & FY 2019/2020 Goals & Objectives (continued)

Core Functions	Goals & Objectives
Groundwater Wells	
<ul style="list-style-type: none"> • O&M of 11 vertical & 16 horizontal groundwater wells • O&M of 5 remote treatment plants • Monitor well head protection • Monitor source water protection plan • Conduct weekly sampling of sources 	<ul style="list-style-type: none"> • Continue researching sources for future water well development
Pump Stations & Storage Tanks	
<ul style="list-style-type: none"> • O&M of 8 booster pump stations • O&M of 11 water storage tanks • O&M of 5 fore bays & 2 hydro-pneumatic systems • O&M of 3 standby generators 	<ul style="list-style-type: none"> • Annual inspection, cleaning and repairs of a minimum of two water storage tanks • Improve security, safety & access to storage tanks • Install transfer pumps between CLAWA and the Nob Hill 1MG Tank • Replace Nob Hill Hydro System
SCADA System	
<ul style="list-style-type: none"> • O&M of Supervisory Control & Data Acquisition (SCADA) system for remote management of storage tanks & pump stations 	<ul style="list-style-type: none"> • Upgrade SCADA at Nob Hill Hydro & 1MG tank site & building for complete remote management of transfer pumps & Hydro system
Vehicle Maintenance	
<ul style="list-style-type: none"> • Maintain safe operating vehicles for all weather conditions • O&M of snow cats & backhoe • O&M of main office generator & portable emergency generator 	<ul style="list-style-type: none"> • Continue current maintenance schedule
Safety, Training & Certifications	
<ul style="list-style-type: none"> • Maintain required certifications • Emergency operations training • Safety training 	<ul style="list-style-type: none"> • Provide opportunities for training & classes to maintain District approved certifications • Provide annual training for emergency response & preventative maintenance • Provide safety training at least weekly to minimize injuries & to ensure a safe work environment

Budgeted Operating Expense Details

Water Expenditure Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Personnel Expense	\$ 656,722	\$ 684,736	4.3%	\$ 708,702	3.5%
Operations & Maintenance	\$ 400,685	\$ 417,108	4.1%	\$ 431,707	3.5%
Administrative Services	\$ 530,258	\$ 467,561	-11.8%	\$ 481,588	3.0%
District Total	\$ 1,587,665	\$ 1,569,405	-1.2%	\$ 1,621,997	3.4%

WATER PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget		2020-21 vs. 2019-20 Budget	
Wages	397,627	408,951	434,210	435,237	450,470	1,027	0%	15,233	3%
Medicare Tax (FICA)	11,031	10,118	6,296	6,311	6,532	15	0%	221	4%
Workers Comp	13,513	14,834	21,539	23,908	24,745	2,369	11%	837	3%
Group Insurance	58,336	55,701	59,663	57,537	59,551	(2,126)	-4%	2,014	3%
CalPERS Retirement	119,930	133,543	133,164	160,263	165,873	27,099	20%	5,609	3%
Uniforms	1,234	843	1,850	1,480	1,532	(370)	-20%	52	4%
Education & Seminars	2,096	981	3,000	3,000	3,105	-	0%	105	3%
Fuel & Oil	5,767	6,207	9,833	9,820	10,164	(13)	0%	344	3%
Property/Liability Insurance	19,501	23,435	26,529	27,856	28,831	1,326	5%	975	3%
Memberships & Subscriptions	4,651	3,530	2,575	2,350	2,432	(225)	-9%	82	4%
Miscellaneous Supplies, Tools & Expenses	3,475	2,383	4,745	4,548	4,707	(197)	-4%	159	3%
Permits & Fees	32,185	19,274	17,535	22,535	23,324	5,000	29%	789	3%
Repair & Maintenance (Water System)	6,210	5,718	21,450	21,342	22,088	(108)	-1%	747	4%
Office Utilities - SCADA & Cell Phone	12,281	11,187	8,770	450	466	(8,320)	-95%	16	3%
Utilities - Power for Pumping	51,695	52,565	73,800	72,000	74,520	(1,800)	-2%	2,520	4%
Vehicle Maintenance	8,020	3,546	6,600	6,600	6,831	-	0%	231	3%
Water Purchases	176,493	184,559	200,000	218,750	226,406	18,750	9%	7,656	3%
Water Testing & Analysis	23,706	30,145	25,848	27,858	28,833	2,010	8%	975	4%
Administrative Services	650,658	834,585	530,258	467,561	481,588	(62,697)	-12%	14,027	3%
Total Water Expenses	1,598,410	1,802,105	1,587,665	1,569,405	1,621,997	(18,259)	-1%	52,591	3%

*Does not include depreciation non-cash expense.

Employee Classifications and Wage Scales

RUNNING SPRINGS WATER DISTRICT						
WATER DIVISION						
2019-20 HOURLY WAGE SCHEDULE						
Exempt Positions						
CLASSIFICATION		STEP				
		A	B	C	D	E
OPERATIONS MANAGER 3	Hourly	\$64.78	\$66.40	\$68.06	\$69.76	\$71.50
D3 & T2	Monthly	\$11,229	\$11,509	\$11,797	\$12,092	\$12,393
	Annual	\$134,742	\$138,112	\$141,565	\$145,101	\$148,720
OPERATIONS MANAGER 2	Hourly	\$50.94	\$52.22	\$53.52	\$54.86	\$56.23
Water Distribution Grade 3	Monthly	\$8,830	\$9,051	\$9,277	\$9,509	\$9,747
Water Treatment Grade 2	Annual	\$105,955	\$108,618	\$111,322	\$114,109	\$116,958
OPERATIONS MANAGER 1	Hourly	\$45.03	\$46.16	\$47.31	\$48.49	\$49.70
Water Distribution Grade 3	Monthly	\$7,805	\$8,001	\$8,200	\$8,405	\$8,615
Water Treatment Grade 2	Annual	\$93,662	\$96,013	\$98,405	\$100,859	\$103,376
Non-Exempt Positions						
CLASSIFICATION*		STEP				
		A	B	C	D	E
COMPLIANCE/SAFETY OPERATOR 3	Hourly	\$35.49	\$36.37	\$37.28	\$38.21	\$39.16
Grade 3 Distribution, Grade 2 Treatment	Monthly	\$6,152	\$6,304	\$6,462	\$6,623	\$6,788
Collection System Maintenance Grade 1	Annual	\$73,819	\$75,650	\$77,542	\$79,477	\$81,453
OPERATOR 3	Hourly	\$32.40	\$33.21	\$34.04	\$34.89	\$35.76
Grade 3 Distribution	Monthly	\$5,616	\$5,756	\$5,900	\$6,048	\$6,198
Grade 2 Treatment	Annual	\$67,392	\$69,077	\$70,803	\$72,571	\$74,381
OPERATOR 2	Hourly	\$28.60	\$29.32	\$30.05	\$30.80	\$31.57
Grade 3 Distribution	Monthly	\$4,957	\$5,082	\$5,209	\$5,339	\$5,472
Grade 1 Treatment	Annual	\$59,488	\$60,986	\$62,504	\$64,064	\$65,666
OPERATOR 1	Hourly	\$23.36	\$23.94	\$24.54	\$25.15	\$25.78
Grade 2 Distribution	Monthly	\$4,049	\$4,150	\$4,254	\$4,359	\$4,469
Grade 1 Treatment	Annual	\$48,589	\$49,795	\$51,043	\$52,312	\$53,622
OPERATOR IN TRAINING	Hourly	\$20.64	\$21.16	\$21.69	\$22.23	\$22.79
Entry Level / No Certification Required	Monthly	\$3,578	\$3,668	\$3,760	\$3,853	\$3,950
	Annual	\$42,931	\$44,013	\$45,115	\$46,238	\$47,403

Five-Year Capital Improvement Program (CIP) Plan

Water Division 5-Year CIP Plan						
Project Description	2020	2021	2022	2023	2024	TOTAL
Replace Nob Hill Hydropneumatic Pumping System	\$ 300,000					\$ 300,000
Nob Hill & CLAWA Tank Interconnection Improvements	\$ 300,000					\$ 300,000
Groundwater Pumping Equipment Replacements	\$ 20,000					\$ 20,000
Annual Inventory Replacement	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 37,500
Relocate Back Lot Meters (80 Total)		\$ 32,000	\$ 32,000	\$ 32,000		\$ 96,000
Replace 4X4 Vehicle Unit # 60 with 1 Ton Service Truck						\$ -
Replace Water & Fire 50Kw Generator shared cost 50%		\$ 25,000				\$ 25,000
Replace Rowco Booster's and Building		\$ 200,000				\$ 200,000
Replace 4X4 Vehicle Unit # 68		\$ 35,000				\$ 35,000
Nob Hill 0.133 MG Tank Rehabilitation		\$ 80,000				\$ 80,000
Replace Ford 555 Backhoe (Unit #42)			\$ 60,000			\$ 60,000
Vehicle & Equipment Storage Building at Harris Property			\$ 30,000			\$ 30,000
Replace 4X4 Vehicle Unit # 58 Flatbed Snowplow			\$ 60,000			\$ 60,000
Rowco 0.3 MG Tank Rehabilitation				\$ 90,000		\$ 90,000
Replace 4X4 Vehicle Unit # 76				\$ 50,000		\$ 50,000
Replace Rowco 0.1 MG Tanks with one 0.5 MG Tank					\$ 650,000	\$ 650,000
Nob Hill 1 MG Tank Rehabilitation					\$ 167,000	\$ 167,000
Replace 1965 Thiokol Snow Cat with Truck Mounted Tracks					\$ 50,000	\$ 50,000
Replace Portable 50Kw Generator					\$ 40,000	\$ 40,000
Replace Portable Compressor and Jackhammer					\$ 25,000	\$ 25,000
Water Division Improvements Subtotal	\$ 627,500	\$ 379,500	\$ 189,500	\$ 179,500	\$ 939,500	\$ 2,315,500

Vehicle & Equipment Replacement Schedule

Water Division Vehicle & Equipment Replacement Schedule							
Vehicle Description	Year	Mileage	Hours	Use Status	Replacement Year	Age (Years)	Replacement Cost
Water & Fire Complex Generator	1984		918	Limited	2021	35	\$50,000
Ford 4x4 Ranger Truck (Unit #68)	2001	82,941		Daily	2021	18	\$35,000
Ford 4X4 Plow Truck (Unit #58)	1997	126,172		Utility	2022	22	\$60,000
Ford 555 Backhoe (Unit #42)	1990		3,740	Treatment	2022	29	\$120,000
Portable Cat Generator	1996		177	Limited	2026	23	\$40,000
Ford 4X4 Ranger Truck (Unit #76)	2007	49,850		Daily	2027	12	\$50,000
Portable Compressor	1998		599	Limited	2028	21	\$25,000
Ford 4X4 Ranger Truck (Unit #82)	2011	35,048		Daily	2031	8	\$35,000
Ford 4X4 Ranger Truck (Unit #83)	2011	26,549		Daily	2031	8	\$35,000
Portable Welder	2002		151	Limited	2032	17	\$10,000
Ford 575E Backhoe (Unit #59)	1998		4,498	Special	Deferred	21	\$120,000
Thiokol - Snow Cat (Unit #36)	1965		819	Winter	Deferred	54	\$100,000

Wastewater Collections Division

Vision: The Running Springs Wastewater Division will provide extraordinary wastewater collection service for the Running Springs area and wastewater transmission and treatment service for the Running Springs, Arrowbear, and Green Valley Lake areas that protects the environment, complies with regulatory requirements, satisfies the needs of our customers, and provides beneficial uses for our reclaimed water.

Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
Operations & Maintenance Administration	
<ul style="list-style-type: none"> • Manage, repair & replacement of wastewater collection system • Ensure the California Integrated Water Quality System (CIWQS) requirements pertaining to Sanitary Sewer Overflow (SSO) reporting procedures are adhered to • Customer service related to service orders • Ensure Fats, Oils & Grease (FOG) program is administered 	<ul style="list-style-type: none"> • Respond to USA to accurately mark sewer mains to prevent contractors, or agencies from exposing or destroying infrastructure • Maintain accurate records of all preventative maintenance, maps & improvements • Inspect all Food Service Establishments (FSE's) to ensure full compliance with FOG. ordinance • Maintain compliance with state, regional & local requirements of sewer collection system • Ensure a safe, efficient & educated work force • Maintain an outstanding level of customer service
Repair & Maintenance	
<ul style="list-style-type: none"> • Preventative maintenance • Inspection & maintenance of 60 miles of sewer collection pipeline • Clean 1.75 miles per year of sewer collection pipeline identified hot spots • Inspection of sewer manholes & lift station wet wells for infiltration & inflow (I&I) & degradation 	<ul style="list-style-type: none"> • Investigate smoke testing program to minimize illegal connections & I&I • Clean & video inspect sewer collection pipeline & manholes • Repair several mainline deficiencies identified in CCTV work throughout the District • Repair broken mortar on sewer manhole grade rings throughout the District
Sewer Collection System	
<ul style="list-style-type: none"> • O&M of over 60 miles of sewer collection pipeline • O&M of 2.25 miles of sewer force mains • O&M of over 2,000 sewer manholes • Raise manholes to ensure proper accessibility • Control odors to minimize harmful & corrosive gasses & customer complaints 	<ul style="list-style-type: none"> • Reduce I&I by sealing manhole & cleanout lids throughout the District • Prevent sewer backups or spills by cleaning known hot spots every three months • Install locking manhole covers at key inspection & hot spot locations

Wastewater Collection Division Core Functions, Goals & Objectives (continued)

Core Functions	Goals & Objectives
Sewer Lift Stations	
<ul style="list-style-type: none"> • O&M of 9 sewer lift stations • O&M of 8 standby generators Control odors to minimize harmful & corrosive gasses & customer complaints 	<ul style="list-style-type: none"> • General maintenance, monthly testing, inspection & repairs of 7 lift station generators and 1 portable generator • Inspect pumps for performance, efficiency & premature wear to prevent failures
SCADA System	
<ul style="list-style-type: none"> • O&M of Supervisory Control & Data Acquisition (SCADA) system 	<ul style="list-style-type: none"> • Testing at least monthly of SCADA alarms to ensure proper performance • Testing at least monthly of AD 2000 back up alarms to ensure proper performance
Vehicle Maintenance	
<ul style="list-style-type: none"> • O&M of District vehicles & equipment 	<ul style="list-style-type: none"> • General maintenance of all Division vehicles & equipment • Inspections weekly, monthly & annually of all vehicles & equipment to ensure maximum operation & efficiency
Safety, Training & Certifications	
<ul style="list-style-type: none"> • Maintain required certifications • Emergency operations training • Safety training 	<ul style="list-style-type: none"> • Provide opportunities for training & classes to maintain District approved certifications • Provide monthly, bi-annual & annual training for emergency response & preventative maintenance • Provide safety training at least weekly to minimize injuries & to ensure a safe work environment • Work closely with District Compliance Safety Officer to improve Safety Program

Budgeted Operating Expense Details

Wastewater Collections Expenditure Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Personnel Expense	\$ 541,066	\$ 391,017	-27.7%	\$ 404,703	3.5%
Operations & Maintenance	\$ 148,147	\$ 148,712	0.4%	\$ 153,917	3.5%
Administrative Services	\$ 126,686	\$ 135,073	6.6%	\$ 139,125	3.0%
District Total	\$ 815,899	\$ 674,802	-17.3%	\$ 697,745	3.4%

COLLECTIONS PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
Wages	353,468	338,860	360,050	254,469	263,376	(105,581) -29%	8,906 3%
Medicare Tax (FICA)	2,305	4,317	5,221	3,690	3,819	(1,531) -29%	129 3%
Workers Comp	10,847	11,829	18,447	20,476	21,193	2,029 11%	717 3%
Group Insurance	36,634	38,880	38,134	22,200	22,977	(15,934) -42%	777 4%
CalPERS Retirement	99,822	109,986	117,734	88,702	91,806	(29,032) -25%	3,105 3%
Uniforms	514	1,023	1,480	1,480	1,532	- 0%	52 4%
Education/Seminars	910	844	1,000	2,000	2,070	1,000 100%	70 4%
Fuel & Oil	4,415	4,452	6,190	6,515	6,743	325 5%	228 4%
Property/Liability Insurance	11,247	14,493	16,233	17,045	17,641	812 5%	597 3%
Memberships & Subscriptions	4,335	4,841	5,521	5,077	5,255	(444) -8%	178 3%
Office Supplies	648	4,860	7,130	1,000	1,035	(6,130) -86%	35 4%
Permits/Fees	11,079	10,917	11,806	11,806	12,219	- 0%	413 3%
Collection System Maintenance	4,818	19,558	28,550	28,670	29,673	120 0%	1,003 3%
Sewer Lift Station Repair & Maintenance	32,287	23,408	34,110	31,128	32,217	(2,982) -9%	1,089 3%
Miscellaneous Supplies	437	2,073	5,043	5,993	6,203	950 19%	210 4%
Utilities	21,054	25,890	26,014	32,928	34,080	6,914 27%	1,152 3%
Vehicle & Equipment Maintenance	6,037	2,649	6,550	6,550	6,779	- 0%	229 3%
Administrative Services	(82,962)	232,146	126,686	135,073	139,125	8,387 7%	4,052 3%
Total Wastewater Collections Expenses	517,896	851,027	815,899	674,802	697,745	(141,097) -17%	22,943 3%

*Does not include depreciation non-cash expense.

Employee Classifications and Wage Scales

RUNNING SPRINGS WATER DISTRICT						
COLLECTIONS DIVISION						
2019-20 HOURLY WAGE SCHEDULE						
Non-Exempt Positions						
CLASSIFICATION*		STEP				
		A	B	C	D	E
LEAD OPERATOR	Hourly	\$35.49	\$36.37	\$37.28	\$38.21	\$39.16
Collection System Maintenance Grade 3/4	Monthly	\$6,152	\$6,304	\$6,462	\$6,623	\$6,788
Plant Maintenance Grade 1	Annual	\$73,819	\$75,650	\$77,542	\$79,477	\$81,453
Mechanical Technologist Grade 1						
OPERATOR 3	Hourly	\$32.40	\$33.21	\$34.04	\$34.89	\$35.76
Collection System Maintenance Grade 3	Monthly	\$5,616	\$5,756	\$5,900	\$6,048	\$6,198
Plant Maintenance Grade 1	Annual	\$67,392	\$69,077	\$70,803	\$72,571	\$74,381
OPERATOR 2	Hourly	\$28.60	\$29.32	\$30.05	\$30.80	\$31.57
Collection System Maintenance Grade 2	Monthly	\$4,957	\$5,082	\$5,209	\$5,339	\$5,472
Plant Maintenance Grade 1	Annual	\$59,488	\$60,986	\$62,504	\$64,064	\$65,666
OPERATOR 1	Hourly	\$23.36	\$23.94	\$24.54	\$25.15	\$25.78
Collection System Maintenance Grade 1	Monthly	\$4,049	\$4,150	\$4,254	\$4,359	\$4,469
Plant Maintenance Grade 1	Annual	\$48,589	\$49,795	\$51,043	\$52,312	\$53,622
OPERATOR IN TRAINING	Hourly	\$20.64	\$21.16	\$21.69	\$22.23	\$22.79
Entry Level / No Certification Required	Monthly	\$3,578	\$3,668	\$3,760	\$3,853	\$3,950
	Annual	\$42,931	\$44,013	\$45,115	\$46,238	\$47,403

Five-Year Capital Improvement Program (CIP) Plan

Wastewater Collections Division 5-Year CIP Plan						
Project Description	2020	2021	2022	2023	2024	TOTAL
Collection System Improvements - I&I Reduction						
Annual line cleaning and video inspection	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
Seal coat sewer manholes 5 per year at \$1,500 each	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 37,500
Point repairs utilizing pipe liner 5 per year at \$1,500 each	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 37,500
Point repairs (in house) 10 per year at \$500 each O&M	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Purchase new sewer manhole lids 20 per year at \$400 each	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 40,000
Collection System - I&I Improvements Subtotal	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 290,000
Pump Stations						
Replace Generator Control at SLS #7	\$ 5,000					\$ 5,000
Upgrade SCADA Screens at Sewer Lift Stations Nos. 7, 8 & 9	\$ 15,000					\$ 15,000
Upgrade SCADA system shared cost 50% with water. Total \$50,000 (internet based comms)					\$25,000	\$ 25,000
Install flow meter and vault at Sewer Lift Station 7		\$ 35,000				\$ 35,000
Upgrade control panels and SCADA at Sewer Lift Stations Nos. 7, 8 & 9	\$ 21,000					\$ 21,000
Pump Stations Subtotal	\$ 41,000	\$ 35,000	\$ -	\$ -	\$ 25,000	\$ 101,000
Pipeline Rehab & Replacement						
Wagon Wheel Easement E-W between MH's 108 and 109				\$ 150,000		\$ 150,000
Increase 120' of mainline from 10" to 15" on school trunk MH 52-51		\$ 20,000				\$ 20,000
Pipeline Rehab & Replacement Subtotal	\$ -	\$ 20,000	\$ -	\$ 150,000		\$ 170,000
Other Wastewater System Improvements						
Annual Inventory Replacement	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Purchase new bypass pump equipment	\$ 20,000					\$ 20,000
Purchase service bed and crane for utility	\$ 28,000			\$ 30,000		\$ 58,000
Purchase used CCTV Inspection equipment	\$ 60,000			\$ 30,000		\$ 90,000
Replace Unit 70 light utility service truck				\$ 30,000		\$ 30,000
Replace dump truck shared cost 1/3 each division. Water, WWC, WWT \$75,000				\$ 24,975		\$ 24,975
Replace Unit 77 light utility service truck					\$ 30,000	\$ 30,000
Replace Unit 75 medium utility / snow plow / jetter tow / service truck					\$ 50,000	\$ 50,000
Replace Unit 84 light utility service truck					\$ 30,000	\$ 30,000
Replace portable air compressor and jackhammer						\$ -
Replace Collection Building generator					\$ 5,000	\$ 5,000
Replace Unit 69 with full size pump service truck with crane		\$ 70,000				\$ 70,000
Vehicle and equipment storage building at Harris Property			\$ 30,000			\$ 30,000
Purchase new backhoe tractor shared cost 50%			\$ 60,000			\$ 60,000
Other Wastewater System Improvements Subtotal	\$ 110,000	\$ 72,000	\$ 92,000	\$ 116,975	\$ 117,000	\$ 507,975
Collections Division Improvements Subtotal	\$ 209,000	\$ 185,000	\$ 150,000	\$ 324,975	\$ 200,000	\$ 1,068,975

Vehicle & Equipment Replacement Schedule

Collections Division Vehicle & Equipment Replacement Schedule							
Vehicle Description	Year	Mileage	Hours	Use Status	Replacement Year	Age (Years)	Replacement Cost
Air Compressor	1985		1,230	Limited	2019	34	\$25,000
Utility Truck (Unit # 70)	2003	67,596		Daily	2023	16	\$30,000
Utility Truck (Unit # 77)	2007	47,183		Daily	2024	12	\$30,000
Medium Utility Truck (Unit # 75)	2007	17,813		As-Needed	2024	12	\$50,000
Utility Truck (Unit # 84)	2011	25,915		Daily	2024	8	\$30,000
Dump Truck (Unit # 62)	1995	121,500		Limited	2025	24	\$75,000
Collections Building Generator	2008		51	Limited	2028	11	\$5,000
Hydro	2010		110	Limited	2030	9	\$50,000

Wastewater Treatment Division

Vision: The Running Springs Wastewater Division will provide extraordinary wastewater collection service for the Running Springs area and wastewater transmission and treatment service for the Running Springs, Arrowbear, and Green Valley Lake areas that protects the environment, complies with regulatory requirements, satisfies the needs of our customers, and provides beneficial uses for our reclaimed water.

Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
Operations & Maintenance Administration	
<ul style="list-style-type: none"> • Manage treatment plant & disposal facilities • Maintain compliance with Santa Ana Regional Water Quality Control Board (SARWQCB) Waste Discharge Requirements (WDR) • Maintain United States Forest Service (USFS) Special Use Permit (SUP) • Train staff on new processes & procedures • Review & implement staff recommended process & procedure changes • Reporting to regulatory agencies 	<ul style="list-style-type: none"> • Implement changes identified by continued process evaluation
Repair & Maintenance	
<ul style="list-style-type: none"> • Preventative maintenance • Perform necessary repairs revealed by routine / preventative maintenance • Respond to equipment / machinery failures 	<ul style="list-style-type: none"> • Upgrade SCADA System • Replace Fine Bubble Aeration System in MBR 2 • Perform Annual MBR take down & mechanical inspection
Wastewater Treatment Plant	
<ul style="list-style-type: none"> • O&M of 1MGD MBR plant • Perform process control laboratory analysis • Manage disposal of 648 wet tons per year of biosolids • Continue to evaluate treatment processes to maintain an efficient operation • Respond to after hour emergencies & equipment failures • Complying with unfunded mandates from regulatory agencies 	<ul style="list-style-type: none"> • Continue to evaluate effluent reuse options • Optimize New US500 OMUs in MBR 1
Treated Wastewater Disposal Facilities	
<ul style="list-style-type: none"> • O&M of 1.58 miles of outfall pipeline • O&M of 18 acre disposal site • O&M of 13 percolation ponds 	<ul style="list-style-type: none"> • Grade roads around ponds to maintain access

**Wastewater Treatment Division Core Functions, Goals & Objectives
(continued)**

Core Functions	Goals & Objectives
SCADA System	
<ul style="list-style-type: none"> • O&M of Supervisory Control & Data Acquisition (SCADA) system to provide remote monitoring & operation of treatment plant processes & disposal facilities • Log, analyze & archive operational data • Continued improvement of process automation 	<ul style="list-style-type: none"> • Evaluate SCADA system • Upgrade SCADA based on the continuing treatment process evaluation
Safety, Training & Certifications	
<ul style="list-style-type: none"> • Maintain required certifications • Emergency operations training • Safety training 	<ul style="list-style-type: none"> • Provide opportunities for training & classes to maintain District approved certifications • Provide monthly, bi-annual & annual training for emergency response & preventative maintenance • Provide safety training at least weekly to minimize injuries & to ensure a safe work environment • Work closely with District Compliance Safety Officer to improve Safety Program

Budgeted Operating Expense Details

Wastewater Treatment Expenditure Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Personnel Expense	\$ 466,900	\$ 447,554	-4.1%	\$ 463,219	3.5%
Operations & Maintenance	\$ 332,692	\$ 331,570	-0.3%	\$ 343,175	3.5%
Administrative Services	\$ 137,988	\$ 145,463	5.4%	\$ 149,827	3.0%
District Total	\$ 937,580	\$ 924,588	-1.4%	\$ 956,221	3.4%

TREATMENT PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget		2020-21 vs. 2019-20 Budget	
Wages	327,972	314,512	\$325,150	283,580	293,505	(41,570)	-13%	9,925	3%
Medicare Tax (FICA)	4,026	4,403	4,716	4,112	4,256	(604)	-13%	144	4%
Workers Comp	10,093	10,816	17,265	19,165	19,835	1,900	11%	671	4%
Group Insurance	20,626	43,668	24,637	40,485	41,902	15,848	64%	1,417	3%
CalPERS Retirement	83,287	89,289	94,022	99,103	102,572	5,081	5%	3,469	3%
Uniforms	871	925	1,110	1,110	1,149	-	0%	39	3%
Education/Seminars	783	574	1,000	2,500	2,588	1,500	150%	88	4%
Effluent Disposal Site Maintenance	4,649	1,700	4,000	4,000	4,140	-	0%	140	4%
Fuel & Oil	5,852	1,888	7,150	7,150	7,400	-	0%	250	3%
Property/Liability Insurance	11,247	11,993	13,587	14,266	14,765	679	5%	499	4%
Memberships & Subscriptions	3,638	5,076	3,253	2,835	2,934	(418)	-13%	99	4%
Permits/Fees (Treatment)	26,122	28,982	30,736	27,403	28,362	(3,333)	-11%	959	4%
Permits/Fees (SLS #2)	-	-	1,710	1,710	1,770	(0)	0%	60	4%
Interceptor Pipeline Maintenance	2,642	4,824	8,125	8,125	8,409	-	0%	284	4%
SLS #2 & Interceptor Pipeline Maintenance	-	-	4,500	5,700	5,900	1,200	27%	199	3%
Treatment Plant Maintenance	28,707	42,740	65,500	67,000	69,345	1,500	2%	2,345	4%
Biosolids Handling & Disposal	60,693	66,291	56,740	57,040	59,036	300	1%	1,996	3%
Miscellaneous Supplies	9,628	6,604	6,693	7,443	7,704	750	11%	261	4%
Office Supplies	796	5,352	5,500	6,500	6,728	1,000	18%	227	3%
Utilities (Joint Use Facilities)	82,365	80,337	93,228	93,228	96,491	-	0%	3,263	4%
Utilities (SLS #2)	-	-	6,120	6,120	6,334	-	0%	214	4%
Vehicle & Equipment Maintenance	5,040	3,716	10,650	6,350	6,572	(4,300)	-40%	222	3%
Wastewater Testing & Analysis	14,282	12,047	14,200	14,200	14,697	-	0%	497	3%
Administrative Services	240,140	239,333	137,988	145,463	149,827	7,475	5%	4,364	3%
Total Wastewater Treatment Expenses	943,459	975,068	937,580	924,588	956,221	(12,992)	-1%	31,633	3%

*Does not include depreciation non-cash expense.

Employee Classifications and Wage Scales

RUNNING SPRINGS WATER DISTRICT						
TREATMENT DIVISION						
2019-20 HOURLY WAGE SCHEDULE						
Exempt Positions						
CLASSIFICATION		STEP				
		A	B	C	D	E
OPERATIONS MANAGER 3	Hourly	\$64.78	\$66.40	\$68.06	\$69.76	\$71.50
Grade 4 WWTP Operator	Monthly	\$11,229	\$11,509	\$11,797	\$12,092	\$12,393
Collection System Maintenance Grade 2	Annual	\$134,742	\$138,112	\$141,565	\$145,101	\$148,720
OPERATIONS MANAGER 2	Hourly	\$52.72	\$54.04	\$55.39	\$56.78	\$58.20
Grade 3 WWTP Operator	Monthly	\$9,138	\$9,367	\$9,601	\$9,842	\$10,088
Collection System Maintenance Grade 2	Annual	\$109,658	\$112,403	\$115,211	\$118,102	\$121,056
Mechanical Technologist Grade 1						
OPERATIONS MANAGER 1	Hourly	\$46.60	\$47.77	\$48.96	\$50.18	\$51.44
Grade 3 WWTP Operator	Monthly	\$8,077	\$8,280	\$8,486	\$8,698	\$8,916
Collection System Maintenance Grade 2	Annual	\$96,928	\$99,362	\$101,837	\$104,374	\$106,995
Mechanical Technologist Grade 1						
Non-Exempt Positions						
CLASSIFICATION*		STEP				
		A	B	C	D	E
LEAD OPERATOR	Hourly	\$36.71	\$37.63	\$38.57	\$39.53	\$40.52
Grade 3 WWTP Operator	Monthly	\$6,363	\$6,523	\$6,685	\$6,852	\$7,023
Collection System Maintenance Grade 2	Annual	\$76,357	\$78,270	\$80,226	\$82,222	\$84,282
Mechanical Technologist Grade 1						
OPERATOR 3	Hourly	\$32.45	\$33.26	\$34.09	\$34.94	\$35.81
Grade 3 WWTP Operator	Monthly	\$5,625	\$5,765	\$5,909	\$6,056	\$6,207
Grade 1 Collections	Annual	\$67,496	\$69,181	\$70,907	\$72,675	\$74,485
OPERATOR 2	Hourly	\$28.64	\$29.36	\$30.09	\$30.84	\$31.61
Grade 2 WWTP Operator	Monthly	\$4,964	\$5,089	\$5,216	\$5,346	\$5,479
Grade 1 Collections	Annual	\$59,571	\$61,069	\$62,587	\$64,147	\$65,749
OPERATOR 1	Hourly	\$23.36	\$23.94	\$24.54	\$25.15	\$25.78
Grade 1 WWTP Operator	Monthly	\$4,049	\$4,150	\$4,254	\$4,359	\$4,469
Grade 1 Collections	Annual	\$48,589	\$49,795	\$51,043	\$52,312	\$53,622
OPERATOR IN TRAINING	Hourly	\$20.64	\$21.16	\$21.69	\$22.23	\$22.79
Entry Level / No Certification Required	Monthly	\$3,578	\$3,668	\$3,760	\$3,853	\$3,950
	Annual	\$42,931	\$44,013	\$45,115	\$46,238	\$47,403

Five-Year Capital Improvement Program (CIP) Plan

Wastewater Treatment Division 5-Year CIP Plan

Project Description	2020	2021	2022	2023	2024	TOTAL
Upgrade screenings conditioning equipment at headworks	\$ 120,000					\$ 120,000
Upgrade grit removal system at headworks	\$ 165,000					\$ 165,000
Mixer & Submersible Pump Rebuilds	\$ 20,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 130,000
Upgrade, R&R Treatment SCADA, Pumps, Mixers, Etc.	\$ 40,000					\$ 40,000
Replacement Fine Bubble Aeration System MBR 2	\$ 7,500					\$ 7,500
Solids Handling Loading Area Improvements	\$ 15,000					\$ 15,000
Plant Road Paving (54,000 SF)	\$ 1,000	\$ 150,000				\$ 151,000
Replacement of Disposal Ponds Piping & Valve Structures		\$ 150,000				\$ 150,000
Grit Removal Equipment			\$ 300,000			\$ 300,000
Replace UV System				\$ 350,000		\$ 350,000
Utility Truck Unit 69 Replacement		\$ 35,000				\$ 35,000
Plow Truck Unit 39 Replacement			\$ 35,000			\$ 35,000
Utility Truck Unit 67 Replacement				\$ 35,000		\$ 35,000
Utility Truck Unit 80 Replacement					\$ 35,000	\$ 35,000
Wheel Loader Replacement					\$ 150,000	\$ 150,000
Generator & ATS Replacement					\$ 150,000	\$ 150,000
Treatment Plant Improvements Subtotal	\$ 368,500	\$ 355,000	\$ 365,000	\$ 415,000	\$ 365,000	\$ 1,868,500
Net Cost to RS Rate Payers (62%):	\$ 228,470	\$ 220,100	\$ 226,300	\$ 257,300	\$ 226,300	\$ 1,158,470

Vehicle & Equipment Replacement Schedule

Treatment Division Vehicle & Equipment Replacement Schedule							
Vehicle Description	Year	Mileage	Hours	Use Status	Replacement Year	Age (Years)	Replacement Cost
Plant Utility (Unit # 69)	2001	53,205		Daily	2021	18	\$35,000
Plant Plow Truck (Unit #39)	1990	26,618		Limited	2022	29	\$35,000
Plant Utility (Unit # 67)	1999	91,672		Daily	2023	20	\$25,000
Plant Utility (Unit # 80)	2008	23,162		Daily	2024	11	\$25,000
Backup Power Generator	1979		911	Limited	2024	40	\$150,000
John Deere Loader	1992		2,942	3 times/week	2024	27	\$150,000
Plant Utility (Unit # 85)	2011	7,876		Daily	2025	8	\$40,000
Ford Sport Tract/Utility (Unit # 78)	2007	18,441		Daily	2027	12	\$35,000
Bobcat Skid Steer	2014			Daily	2040	5	\$75,000

Fire Department

Vision: The Running Springs Fire Department will be an exemplary organization dedicated to community service and acclaimed for our hometown attentiveness as we provide fire protection and life safety services whenever called to duty.

Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
Fire Department	
<ul style="list-style-type: none"> • The protection of life & property within the boundaries of the Fire District. • The prevention of public losses by education, public awareness & an active fire suppression & prevention program. • Maintaining the safety & welfare of the Firefighters that work for the Fire Department. • The pre-planning of emergencies to reduce losses in the event of a local disaster. • To be an active participant in the Fire Service & with other emergency service agencies, to meet the needs of the public. • Maintaining a positive involvement within the community by the Fire Department. 	<ul style="list-style-type: none"> • To reduce cost of maintaining the programs of the Fire Department whenever possible. • Maintain staffing numbers to meet the needs of the community & to maintain the mission of the Fire Department. • Reduction of job related injuries. • Conduct 2 to 5 community functions such as an Open House, Christmas Function, Community Emergency Response Team (CERT) Meetings, Senior Blood Pressure Testing, etc. during the fiscal year.

Fire Department Core Functions, Goals & Objectives (continued)

Core Functions	Goals & Objectives
Hazard Abatement Program	
<ul style="list-style-type: none"> • Reduce the potential harm to human life & the destruction of property by the abatement of hazardous fire receptive fuels that would pose a threat within the Fire District. • Awareness to the public of the dangers of not abating & decreasing fire hazards on their property. • Advocate fire safe communities by education & enforcement of the Hazard Abatement Program. • Continue to be an active member of the interagency efforts of hazardous fuels reduction. 	<ul style="list-style-type: none"> • Compliance of 100% of the reduction of fire fuel hazards & needed abatement in the Community of Running Springs. • Inspect 100% of the properties within the Fire District for compliance with the hazard abatement program. • Continue to pursue & support cost recovery efforts to support the expenditures of management of non-compliant properties of the hazard abatement program.
Vehicle Maintenance	
<ul style="list-style-type: none"> • To have & maintain a fleet of vehicles to meet the demands of the Fire Department's mission. • To have vehicles with suitable equipment, to provide for the safety & needs of the public & the Fire Department's employees. 	<ul style="list-style-type: none"> • To pursue cost cutting measures for the operation & the owning of vehicles needed for the operations of the Fire Departments mission. • To pursue cost cutting measures for maintaining & owning emergency equipment needed in the operations of the Fire Departments mission.
Training	
<ul style="list-style-type: none"> • Continued training & maintaining skills of the fire staff to provide the best & safest service possible to the public & the emergency service employees of the Fire Department. • Continued learning of new skills & technology to enhance the ability to protect life & property, while protecting Fire Department employees from hazards. 	<ul style="list-style-type: none"> • Train & maintain skills & abilities of staff to 100% of current standards. • Recruit & train 2 to 5 new Paid Call Firefighters (PCFs) during the fiscal year.

Budgeted Operating Expense Details

Fire Expenditure Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Personnel Expense	\$ 1,431,128	\$ 1,507,960	5.4%	\$ 1,560,739	3.5%
Operations & Maintenance	\$ 211,431	\$ 227,765	7.7%	\$ 234,598	3.0%
Administrative Services	\$ 159,081	\$ 187,024	17.6%	\$ 192,635	3.0%
District Total	\$ 1,801,639	\$ 1,922,750	6.7%	\$ 1,987,972	3.4%

FIRE GOVERNMENTAL FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget	2020-21 vs. 2019-20 Budget
Wages	852,403	1,076,955	807,142	832,217	861,344	25,074	3%
Medicare Tax (FICA)	11,279	14,269	11,704	12,067	12,489	364	3%
Workers Comp Insurance	41,923	38,276	58,910	65,390	67,679	6,480	11%
Group Insurance	88,914	84,855	90,066	94,066	97,358	4,000	4%
CalPERS Retirement	438,117	384,031	457,305	498,220	515,658	40,915	9%
Uniform Allowance	2,911	5,019	6,000	6,000	6,210	-	0%
Education, Training & Seminars	4,969	6,574	13,500	13,500	13,905	-	0%
Fuel & Oil	6,819	8,955	12,318	13,780	14,193	1,463	12%
Hazard Abatement Program	7,934	8,000	8,000	10,000	10,300	2,000	25%
Property/Liability Insurance	12,095	14,271	15,791	15,791	16,265	-	0%
Memberships & Subscriptions	2,775	4,868	3,695	5,825	6,000	2,130	58%
Office Supplies	3,594	4,704	7,980	8,000	8,240	20	0%
Fees & Permits	4,434	4,211	4,500	4,500	4,635	-	0%
Dispatching Services	37,617	41,371	51,114	57,000	58,710	5,886	12%
General Station Maintenance	3,013	6,655	9,500	9,500	9,785	-	0%
Safety Clothing, Supplies & Equipment	16,141	27,115	27,300	30,200	31,106	2,900	11%
Utilities - Electric, Gas, Phone, Trash	20,310	18,657	21,733	22,669	23,349	936	4%
Vehicle & Equipment Repair & Maintenance	22,641	27,756	36,000	37,000	38,110	1,000	3%
Administrative Services	104,649	161,940	159,081	187,024	192,635	27,943	18%
Total Fire Expenses	1,682,537	1,938,481	1,801,639	1,922,750	1,987,972	121,111	7%

*Does not include depreciation non-cash expense.

Employee Classifications and Wage Scales

RUNNING SPRINGS WATER DISTRICT													
FIRE DEPARTMENT													
2019-20 HOURLY WAGE SCHEDULE													
Non-Exempt Positions													
CLASSIFICATION*		STEP											
		A	A-1	B	B-1	C	C-1	D	D-1	E	E-1	F	F-1
CAPTAIN/PARAMEDIC (56 Hour Work Week)	Hourly	\$30.18	\$30.93	\$31.70	\$32.49	\$33.30	\$34.13	\$34.98	\$35.85	\$36.75	\$37.67	\$38.61	\$39.58
	Monthly	\$7,520	\$7,707	\$7,899	\$8,095	\$8,297	\$8,504	\$8,716	\$8,933	\$9,157	\$9,386	\$9,620	\$9,862
	Annual	\$90,238	\$92,481	\$94,783	\$97,145	\$99,567	\$102,049	\$104,590	\$107,192	\$109,883	\$112,633	\$115,444	\$118,344
ENGINEER/PARAMEDIC (56 Hour Work Week)	Hourly	\$27.11	\$27.79	\$28.49	\$29.20	\$29.93	\$30.68	\$31.45	\$32.24	\$33.05	\$33.88	\$34.73	\$35.60
	Monthly	\$6,755	\$6,924	\$7,099	\$7,276	\$7,458	\$7,644	\$7,836	\$8,033	\$8,235	\$8,442	\$8,654	\$8,870
	Annual	\$81,059	\$83,092	\$85,185	\$87,308	\$89,491	\$91,733	\$94,036	\$96,398	\$98,820	\$101,301	\$103,843	\$106,444
FIREFIGHTER/PARAMEDIC (56 Hour Work Week)	Hourly	\$24.90	\$25.52	\$26.16	\$26.79	\$27.46	\$28.16	\$28.86	\$29.58	\$30.32	\$31.08	\$31.86	\$32.66
	Monthly	\$6,204	\$6,359	\$6,518	\$6,675	\$6,842	\$7,017	\$7,191	\$7,370	\$7,555	\$7,744	\$7,938	\$8,138
	Annual	\$74,451	\$76,305	\$78,218	\$80,102	\$82,105	\$84,198	\$86,291	\$88,444	\$90,657	\$92,929	\$95,261	\$97,653
ADMINISTRATIVE ASSISTANT (40-hr Work Week)	Hourly	\$29.72	\$30.46	\$31.22	\$32.00	\$32.80	\$33.62	\$34.46	\$35.32	\$36.20	\$37.10	\$38.03	\$38.98
	Monthly	\$5,151	\$5,280	\$5,411	\$5,547	\$5,685	\$5,827	\$5,973	\$6,122	\$6,275	\$6,431	\$6,592	\$6,756.53
	Annual	\$61,818	\$63,357	\$64,938	\$66,560	\$68,224	\$69,930	\$71,677	\$73,466	\$75,296	\$77,168	\$79,102	\$81,078

RUNNING SPRINGS WATER DISTRICT						
FIRE DEPARTMENT						
2019-20 HOURLY WAGE SCHEDULE						
Non-Exempt Positions (NEW HIRES)						
CLASSIFICATION*		STEP				
		A	B	C	D	E
CAPTAIN/PARAMEDIC (56 Hour Work Week)	Hourly	\$32.36	\$33.17	\$34.00	\$34.85	\$35.72
	Monthly	\$8,063	\$8,265	\$8,472	\$8,683	\$8,900
	Annual	\$96,756	\$99,178	\$101,660	\$104,202	\$106,803
ENGINEER/PARAMEDIC (56 Hour Work Week)	Hourly	\$27.92	\$28.62	\$29.33	\$30.07	\$30.82
	Monthly	\$6,957	\$7,131	\$7,308	\$7,492	\$7,679
	Annual	\$83,481	\$85,574	\$87,697	\$89,909	\$92,152
FIREFIGHTER/PARAMEDIC (56 Hour Work Week)	Hourly	\$24.09	\$24.69	\$25.31	\$25.94	\$26.59
	Monthly	\$6,002	\$6,152	\$6,306	\$6,463	\$6,625
	Annual	\$72,029	\$73,823	\$75,677	\$77,561	\$79,504

*Proposed new hire wage schedule. Existing staff remains on current wage schedule.

FIRE DEPARTMENT							
2019-20 HOURLY WAGE SCHEDULE							
Exempt Positions							
CLASSIFICATION*		STEP					
		A	B	C	D	E	F
CHIEF (40-hr Work Week)	Hourly	\$67.15	\$68.83	\$70.55	\$72.31	\$74.12	\$80.38
	Monthly	\$11,639	\$11,931	\$12,229	\$12,534	\$12,847	\$13,933
	Annual	\$139,672	\$143,166	\$146,744	\$150,405	\$154,170	\$167,190
BATTALION CHIEF (40-hr Work Week)	Hourly	\$59.34	\$60.83	\$62.35	\$63.91	\$65.51	
	Monthly	\$10,286	\$10,544	\$10,807	\$11,078	\$11,355	
	Annual	\$123,427	\$126,526	\$129,688	\$132,933	\$136,261	

Five-Year Capital Improvement Program (CIP) Plan

Fire Department 5-Year CIP Plan						
Project Description	2020	2021	2022	2023	2024	TOTAL
Replace Staff Vehicle (2003 Dodge)	\$ 55,000					\$ 55,000
Radios 800mhz x 6	\$ 48,000					\$ 48,000
Furniture (Recliners)/ Kitchen Table	\$ 3,200					\$ 3,200
Command Tablets	\$ 2,500					\$ 2,500
Breathing Apparatus Purchase- 3 SCBAs	\$ 15,000					\$ 15,000
Radios VHF Digital x 6	\$ 15,000					\$ 15,000
15 Voice Amps for SCBA Masks	\$ 4,641					\$ 4,641
Replace Water & Fire 50Kw Generator shared cost 50%	\$ 25,000					\$ 25,000
New Windows downstairs Station 50 (double pane)		\$ 2,000				\$ 2,000
Exterior Paint Station 50		\$ 4,000				\$ 4,000
Replace Concrete Aprons at Station 50 and Station 51		\$ 50,000				\$ 50,000
Kitchen Remodel			\$ 6,000			\$ 6,000
Replace (2005 Chevrolet Utility)			\$ 55,000			\$ 55,000
Replace 1999 Type 1 KME Engine (E-51)				\$ 500,000		\$ 500,000
Replace 2003 KME Pumper					\$ 500,000	\$ 500,000
Fire Department Subtotal	\$ 168,341	\$ 56,000	\$ 61,000	\$ 500,000	\$ 500,000	\$ 1,285,341

Vehicle & Equipment Replacement Schedule

Fire & Ambulance Department Vehicle & Equipment Replacement Schedule							
Vehicle Description	Year	Mileage	Hours	Use Status	Replacement Year	Age (Years)	Replacement Cost
2005 Chevrolet Utility	2005	45035		Daily	2012	14	\$50,000
2007 Chevy MA50A	2007	113579		Daily	2020	12	\$150,000
2007 Chevy MA51	2009	88855		Daily	2025	10	\$150,000
2003 Dodge	2003	79702		Daily	2019	16	\$55,000
1999 KME Pumper	2000	130001		Daily	2023	19	\$500,000
2003 KME Pumper	2003	15102		Daily	2024	16	\$500,000
2005 BME Engine	2005	13525		Daily	2025	14	\$500,000
2015 Ford F450 Squad 51	2015	19321		Daily	2025	4	\$100,000
2016 Ford F450 MA50	2016	61091		Daily	2026	3	\$200,000
1969 Thiokol Snow Cat 51	2011		835	Winter	n/a	8	Donation
1985 Thiokol Snow Cat 51A	2011		824	Winter	n/a	8	Donation
1993 Chevy Cheyenne	1993	113,078		Daily/Winter	2019	26	\$50,000
		Quantity					
Zoll E Series	2004	3	\$25,000	Daily	2019	15	\$85,000
2001 TNT Rescue Tool	2000	1 Set	\$13,873	Daily	2019	19	\$20,000
Breathing Support	2002	1	\$24,000	Daily	2019	17	\$35,000
Oxygen Generator	2012	1	\$20,000	Daily	2019	7	\$25,000
Sparky Suit	1991	1	\$1,358	Daily	2021	28	\$2,000
CAFS in Squad 51	2006	1	\$7,920	Daily	2021	13	\$12,000
Honda Snow Blower	2015	1	\$1,358	Winter	2025	4	\$3,500
SCOTT Packs w/full components	2018	15	\$4,500	Daily	2030	1	\$70,000
SCBA Masks	2018	13	\$300	Daily	2030	1	\$5,000
RIC Pack	2018	3	\$2,650	Daily	2030	1	\$5,000
SCBA Bottles/ Spare	Varied	3	\$500	Daily	Variable		\$2,000
		Quantity					
Personal Computer/Chief	2011	1	\$800	Daily	2019	8	\$1,000
Personal Computer/Chief	2014	1	\$800	Daily	2019	5	\$1,000
Clothes Dryer Sta. 50	1989	1	\$400	Daily	2019	30	\$1,000
Washing Machine Sta.50	2013	1	\$446	Daily	2019	6	\$1,000
Continental Extractor	2008	1	\$7,500	Daily	2023	11	\$12,000
Personal Computer/ Admin	2018	1	\$1,500	Daily	2023	1	\$2,000
Personal Computer/ST. 50	2019	1	\$1,200	Daily	2024	0	\$1,500
Personal Computer Training	2019	1	\$2,000	Daily	2024	0	\$2,500
Washing Machine Sta. 51	2016	1	\$650	Daily	2036	3	\$1,000
Clothes Dryer Sta. 51	2016	1	\$650	Daily	2036	3	\$1,000

Ambulance Division

Vision: The Running Springs Fire Department will be an exemplary organization dedicated to community service and acclaimed for our hometown attentiveness as we provide fire protection and life safety services whenever called to duty.

Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
Ambulance Service	
<ul style="list-style-type: none"> • The protection of life & bodily harm by rendering aid to the sick & injured. • Maintaining a highly efficient staff to provide pre-hospital medical attention to the public we provide service to. • Maintaining & using medical emergency equipment to serve the needs of the public. 	<ul style="list-style-type: none"> • Dedication to community service and hometown attentiveness as we provide fire protection and life safety services whenever called to duty. • Continue to pursue & support cost recovery efforts to support the expenditures to maintain the Ambulance Service. • Seek out additional revenue sources to support the Ambulance Service.
Vehicle Maintenance	
<ul style="list-style-type: none"> • To have & maintain a fleet of vehicles to meet the demands of the Fire Department's mission. • To have vehicles with suitable equipment, to provide for the safety & needs of the public & the Fire Department's employees. 	<ul style="list-style-type: none"> • To pursue cost cutting measures for the operation & the owning of vehicles needed for the operations of the Fire Departments mission. • To pursue cost cutting measures for maintaining & owning emergency equipment needed in the operations of the Fire Departments mission.
Training	
<ul style="list-style-type: none"> • Continued training & maintaining skills of the fire staff to provide the best & safest service possible to the public & the emergency service employees of the Fire Department. • Continued learning of new skills & technology to enhance the ability to protect life & property, while protecting Fire Department employees from hazards. 	<ul style="list-style-type: none"> • Train & maintain skills & abilities of staff to 100% of current standards.

Budgeted Operating Expense Details

Ambulance Expenditure Summary					
	2018-19 Budget	2019-20 Budget	% Change From Prior Year	2020-21 Budget	% Change From Prior Year
Personnel Expense	\$ 440,917	\$ 454,614	3.1%	\$ 470,525	3.5%
Operations & Maintenance	\$ 81,151	\$ 90,622	11.7%	\$ 93,794	3.5%
Administrative Services	\$ 72,799	\$ 103,902	42.7%	\$ 107,020	3.0%
District Total	\$ 594,867	\$ 649,138	9.1%	\$ 671,338	3.4%

AMBULANCE PROPRIETARY FUND	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget	2019-20 vs. 2018-19 Budget		2020-21 vs. 2019-20 Budget	
Wages	441,651	364,508	434,615	448,116	463,800	13,501	3%	15,684	3%
Medicare Tax (FICA)	6,327	4,977	6,302	6,498	6,725	196	3%	227	3%
Fuel & Oil	7,329	6,764	10,895	10,245	10,604	(650)	-6%	359	3%
Property/Liability Insurance	7,232	9,619	11,057	11,057	11,444	-	0%	387	4%
Memberships & Subscriptions	3,435	5,435	4,795	12,800	13,248	8,005	167%	448	3%
Equipment Repair & Maintenance	2,774	7,778	3,500	3,700	3,830	200	6%	130	3%
Medical Supplies	22,539	17,658	24,000	25,800	26,703	1,800	8%	903	3%
Miscellaneous Supplies & Expenses	7,138	6,095	6,000	6,000	6,210	-	0%	210	3%
Office Supplies	1,622	372	1,700	1,700	1,760	-	0%	59	3%
Communications	1,417	1,848	2,304	2,320	2,401	16	1%	81	3%
Vehicle Repair & Maintenance	16,299	13,999	16,900	17,000	17,595	100	1%	595	4%
Uncollectable Accounts	187,641	151,133	-	-	-	-	-	-	-
Administrative Services	51,676	64,660	72,799	103,902	107,020	31,103	43%	3,117	3%
Total Ambulance Expenses	757,080	654,845	594,867	649,138	671,338	54,271	9%	22,200	3%

*Does not include depreciation non-cash expense.

Five-Year Capital Improvement Program (CIP) Plan

Ambulance Division 5-Year CIP Plan							
Project Description	2020	2021	2022	2023	2024	TOTAL	
Replace MA50A (2007 Chevrolet)	\$ 210,000					\$ 210,000	
Oxygen Generator		\$ 35,000				\$ 35,000	
Replace Zoll M Series Monitors	\$ 25,000		\$ 25,000			\$ 50,000	
Auto Pulse			\$ 15,000			\$ 15,000	
Replace MA51 (2007 Chevrolet)					\$210,000	\$ 210,000	
Ambulance Department Subtotal	\$ 235,000	\$ 35,000	\$ 40,000	\$ -	\$ 210,000	\$ 520,000	

Appendix A – Draft Proposition 218 Notice FYE 2020-2024



DRAFT FOR REVIEW PURPOSES ONLY

RUNNING SPRINGS WATER DISTRICT

31242 Hilltop Boulevard • P.O. Box 2206
Running Springs, CA 92382

NOTICE OF PUBLIC HEARING ON PROPOSED WATER AND WASTEWATER RATE ADJUSTMENTS

The Board of Directors of the Running Springs Water District (District) will be holding a public hearing on June 19, 2019 at 6:00 p.m. at the District office, 31242 Hilltop Blvd., Running Springs to consider adjusting the rates of its water and wastewater service charges. If adopted, the rates will be in effect beginning July 1, 2019, and will be adjusted each July 1 thereafter through and including July 1, 2023.

REASONS FOR THE PROPOSED RATE ADJUSTMENTS

The District is committed to providing the highest quality water and wastewater services at the lowest possible rates for our customers. To meet this commitment, the District engaged an independent rate consultant to perform a water and wastewater rate study that evaluates the infrastructure, programs, and operations and maintenance costs of the District's water and wastewater systems and services and the rates necessary to recover the costs of those services for the next five years. A cost of service and rate study demonstrates what it costs the District to provide these services and the appropriate rates to fairly and appropriately allocate the costs of providing them to our customers. The District's 2019 Rate Study, Cash Reserve Policy, Financial and Facilities Master Plans, as well as the draft fiscal year 2019/2020 and 2020/2021 District budgets were used as the basis upon which the proposed rates and charges were calculated. The rate adjustments were not the only measures used to generate a balanced budget. Other measures required to balance the budget included reductions in operating expenses where possible and deferral of nonessential activities and projects.

The results of the rate study demonstrate that adjustments in the water and wastewater rates are needed to recover increases in the costs of providing water and wastewater services. These costs include, among others, the costs of needed repairs and replacements of aging water and wastewater infrastructure and the costs of developing additional local groundwater supplies.

PROPOSED RATES AND THE BASIS UPON WHICH THEY ARE CALCULATED

The proposed water rate structure has five customer classes - residential, commercial, schools and irrigation - and is comprised of three components - a fixed monthly base charge, a variable volumetric charge, and a fixed monthly private fire service water meter base charge. The base charge is determined on the basis of the size of the water meter serving a property (in inches) and is designed to recover a portion of the District's fixed costs of operating and maintaining the water system, such as billings and collections, and repairs and replacements of infrastructure. The volumetric charge is the same for all customer classes and is imposed per unit of delivered water, with one unit equal to one cubic foot (cf), or 7.48 gallons. The volumetric charge is calculated to recover a portion of the District's fixed costs and its variable costs of purchasing and providing water service. The private fire service water meter base charge is only imposed on customers who have private fire suppression systems. It is designed to recover the proportionate share of the costs of sizing the water system necessary to provide private fire suppression service and the costs of managing and inspecting backflow prevention devices for these private systems.

Under the current water rate structure, a different rate for the base charge is imposed on landscape irrigation customers than is imposed on all other customers, and a different rate for the consumption charge is imposed on customers who are served by but are located outside of the District's boundaries. Under the proposed rate structure, the same base charge and volumetric charge rates will be applicable to all customers. The current water rate structure also imposes a fixed monthly infrastructure repair and replacement charge to fund water infrastructure projects. The charge is proposed to be eliminated from the District's water rate structure. As proposed under the new rate structure, the costs of repairing and replacing water infrastructure will be recovered from the District's base charge.

The proposed wastewater rate structure has two customer classes - commercial and residential - and is comprised of two components - a fixed monthly sewer base charge and a variable sewer volumetric charge. The sewer base charge is determined on a per equivalent dwelling unit (EDU) basis and is designed to recover a portion of the District's fixed costs of operating and maintaining the wastewater system. The sewer volumetric charge is based on a customer's estimated monthly wastewater discharge and is designed to recover a portion of the District's fixed costs and its variable costs of providing wastewater services. The method for estimating customers' wastewater discharge is proposed to be revised under the new wastewater rate structure from a percentage of the billed monthly water usage.

Under the current wastewater rate structure, a different rate for the volumetric charge is imposed on commercial customers than is imposed on residential customers. Under the proposed rate structure, the same wastewater volumetric charge rates will be applicable to all customers. The current wastewater rate structure also imposes a fixed monthly infrastructure repair and replacement charge to fund wastewater infrastructure projects. This charge is proposed to be eliminated from the District's wastewater rate structure. As

proposed under the new rate structure, the costs of repairing and replacing wastewater infrastructure will be recovered from the District's monthly sewer base charge. The proposed water and wastewater rate adjustments are identified in the tables below.

CURRENT RESIDENTIAL, COMMERCIAL, AND IRRIGATION CUSTOMERS' MONTHLY WATER BASE CHARGE RATES (\$/METER SIZE)			
Meter Size	Residential and Commercial	Monthly Infrastructure Repair and Replacement Charge	Irrigation
5/8"X 3/4"	\$31.42	\$1.88/EDU	\$13.13
1"	\$70.77	\$1.88/EDU	\$32.78
1 1/2"	\$136.29	\$1.88/EDU	\$65.54
2"	\$214.95	\$1.88/EDU	\$104.87
3"	\$463.97	\$1.88/EDU	—

PROPOSED RESIDENTIAL, COMMERCIAL, AND IRRIGATION CUSTOMERS' MONTHLY WATER BASE CHARGE RATES (\$/METER SIZE)					
Meter Size	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
5/8" x 3/4"	\$34.19	\$35.22	\$36.28	\$37.36	\$38.49
1"	\$79.01	\$81.38	\$83.82	\$86.33	\$88.93
1 1/2"	\$153.70	\$158.31	\$163.06	\$167.95	\$172.99
2"	\$243.33	\$250.63	\$258.15	\$265.89	\$273.87
3"	\$482.34	\$496.81	\$511.72	\$527.07	\$542.88

CURRENT AND PROPOSED PRIVATE FIRE SERVICE WATER METER BASE CHARGE (\$/METER SIZE)						
Meter Size	Current	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
1" and smaller	\$15.75	\$3.20	\$3.30	\$3.40	\$3.50	\$3.60
1 1/2"	\$26.21	\$5.40	\$5.56	\$5.73	\$5.90	\$6.07
2"	\$43.58	\$9.18	\$9.46	\$9.74	\$10.03	\$10.34
3"	\$60.95	\$22.77	\$23.45	\$24.16	\$24.88	\$25.63
4"	\$78.32	\$46.20	\$47.59	\$49.02	\$50.49	\$52.00
6"	\$95.65	\$130.30	\$134.21	\$138.24	\$142.39	\$146.66
8"	\$113.02	\$275.36	\$283.62	\$292.13	\$300.89	\$309.92

CURRENT AND PROPOSED WATER VOLUMETRIC CHARGE RATES (\$/CF)*						
Current Inside the District	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023	
\$0.0469	\$0.0483	\$0.0498	\$0.513	\$0.0528	\$0.0544	
Current Outside the District**						
\$0.0519	\$0.0483	\$0.0498	\$0.513	\$0.0528	\$0.0544	

*One cubic foot (CF) = 7.48 gallons.

CURRENT RESIDENTIAL AND COMMERCIAL WASTEWATER RATES AND CHARGES			
Customer Class	Monthly Base Charge	Sewer Volumetric Charge	Monthly Infrastructure Repair and Replacement Charge
Residential	\$44.49	15% of Monthly billed Water Consumption Charge	\$5.25/EDU
Commercial	\$44.49	1/3 of Monthly billed Water Consumption Charge	\$5.25/EDU

PROPOSED RESIDENTIAL AND COMMERCIAL WASTEWATER RATES AND CHARGES					
	July 1, 2019	July 1, 2020	July 1, 2021	July 1, 2022	July 1, 2023
Monthly Base Charge (\$/EDU)	\$51.00	\$52.53	\$54.10	\$55.73	\$57.40
Sewer Volumetric Charge (\$/CF)	\$0.0099	\$0.0102	\$0.0105	\$0.0108	\$0.0111

*For commercial camps with greater than 1.3 times the 102 gpd/EDU multiply EDU by factor of 1.25

The District purchases wholesale water from Crestline-Lake Arrowhead Water Agency (CLAWA) and Arrowbear Park County Water District (APCWD). These costs are recovered through the proposed water volumetric charge. In developing its rates, the District included projected increases in these wholesale water costs as part of its long-range financial plan. To ensure that there are sufficient revenues to provide water services to our customers, the District is also proposing to annually pass through to our customers: (1) any increases in the rates for wholesale water and any other charges that either CLAWA or APCWD imposes on the District that are greater than those projected in the District’s long-range financial plan (each a “Pass Through Adjustment”). A Pass Through Adjustment will only impact the rates of the water volumetric charge set forth in the tables above. If approved by the Board of Directors, the District may implement a Pass Through Adjustment for either CLAWA or APCWD rate increases for a five-year period commencing July 1, 2019, and at any time through and including June 30, 2024. Provided, however, that: (1) any increase in the water volumetric charge described above as a result of any Pass Through Adjustment for either a CLAWA rate increase or a APCWD increase shall not exceed 8% per year; and (2) in no event shall the rates be increased as a result of a Pass Through Adjustment by more than the cost of providing water service. Prior to implementing any Pass Through Adjustment, the District will provide written notice to customers not less than 30 days prior to their effective date.

WHAT THIS MEANS TO OUR AVERAGE CUSTOMERS WATER & SEWER BILL

If approved, after July 1, 2019, for an average District customer who uses 500 cubic feet (3,740 gallons) of water per month, the monthly impacts would be as follows:

CURRENT RATES & CHARGES (7/1/2018-6/30/2019)		PROPOSED RATES & CHARGES (7/1/2019-6/30/2020)	
Water Rates			
Monthly Water Base Charge	\$31.42	Monthly Water Base Charge	\$34.19
Monthly Water Volumetric Charge	\$23.45	Monthly Water Volumetric Charge	\$24.15
Infrastructure Repair/Replacement Charge	\$1.88		
Total Water Charges:	\$56.75	Total Water Charges:	\$58.34
Wastewater Rates			
Monthly Sewer Base Charge	\$44.49	Monthly Sewer Base Charge	\$50.98
Monthly Sewer Volumetric Charge	\$3.52	Monthly Sewer Volumetric Charge	\$4.46
Infrastructure Repair/Replacement Charge	\$5.25		
Total Sewer Charges:	\$53.26	Total Sewer Charges:	\$55.44
Total Water & Sewer Charges			
Total Current Water & Sewer Charges:	\$110.01	Total Proposed Water & Sewer Charges:	\$113.78

As you can see from the information in the table above, for an average use customer with a 3/4-inch water meter, **the proposed rate and fee adjustments for the fiscal year ending 2020 would result in a \$3.77 per month increase in the total bill for water and sewer services.** The proposed rates and charges being considered for the fiscal years ending 2020-2024 are as indicated in the table on Page 2.

PUBLIC HEARING

A public hearing to consider the proposed water and wastewater rates and charges will be held at a regular meeting of the Running Springs Water District Board of Directors on June 19, 2019 at 6:00 p.m. at the District office, 31242 Hilltop Blvd., Running Springs, CA. At the hearing, the RSWD Board of Directors will consider adoption of a resolution that adjusts the water and wastewater rates and charges as set forth in this notice. Any record owner of a parcel upon which the rates and charges are proposed for imposition, or any tenant directly responsible for the payment of water and/or wastewater service charges (i.e., a customer of record), may submit a written protest to the proposed rate adjustments; provided, however, only one protest will be counted per identified parcel. A valid protest must: (1) be in writing; (2) identify the specific rate increase or increases for which the protest is being submitted; (3) provide the location of the identified parcel (by service address or assessor’s parcel number) sufficient to identify the property where service is provided; and (4) provide the name and signature of the property owner of record as shown on the last equalized assessment roll used by the County of San Bernardino for assessing taxes, or the name and signature accompanied by written evidence that the signer is the owner if he or she is not identified as the owner of record on the last tax roll, or the name and signature of the tenant responsible for paying the water and/or wastewater bills for service. All valid written protests must be received by the District prior to close of the June 19, 2019 public hearing, which will occur when all public testimony on the proposed rates has been concluded. Any protest submitted by email or other electronic means will not be counted as a valid written protest. Written protests may be mailed, or personally delivered to:

Running Springs Water District
P.O. Box 2206, 31242 Hilltop Blvd.
Running Springs, CA 92382

Written protests may also be delivered at the public hearing. Please identify on the front of the envelope for any protest, whether mailed or submitted in person, that the enclosed letter is for the Public Hearing on Proposed Rate Increases.

The Board of Directors will consider all valid written protests timely submitted and hear and consider all public comments made at the public hearing. Oral comments at the public hearing will not qualify as formal protests unless accompanied by a written protest. At the conclusion of the public hearing, the Board of Directors will determine whether to adopt the proposed rate increases and Pass Through Adjustments described in this notice. If, after the close of the public hearing, written protests against the proposed rate increases and Pass Through Adjustments as outlined above are not presented by a majority of the record owners and customers of record of the identified parcels upon which they are proposed to be imposed, the Board of Directors will be authorized to impose the rate adjustments and Pass Through Adjustments.

A WORD ABOUT YOUR WATER BILL

Please note that in the RSWD rate structure an important impact on your bill is the amount of water you use each day. As our customer, you may lower your bill by reducing the amount of water that you use. District staff is available to talk with you about your specific water conservation needs. Please feel free to contact us at (909) 867-2766 about your conservation needs or any questions you may have regarding the proposed rates.

NOTE: This notice was mailed using information contained on the last equalized assessment roll obtained from the County of San Bernardino. You may receive more than one copy if you own multiple properties or own property under more than one name. While District policy holds property owners responsible for payment of the Districts bills for water and/or wastewater, if the property in question is occupied by a tenant that you hold directly responsible for payment of the District's bills for water and/or wastewater service, please forward this notice to that tenant.

Appendix B – Miscellaneous Fees and Charges (BEING REVISED IN RATE STUDY)

FEE	RSWD FY 2019/2020
Delinquent Fee	\$6.00 or 3% if greater
Collect in Field	\$17.50
Shut off/Lock Meter	\$35
Unlock After Hours	\$35
Lien Fee	\$50
Water Off/On Fee (due to leak or by customer request)	\$17.50 each visit
Turn on After Hours	\$35
Return Check Fee	\$20
Meter Reconnection	\$150 + unpaid Loan pmts
Collection Fee	\$30
Plan Check Fees	\$50 water/sewer \$75 Fire
New Installation/ Capacity Fees Water: Sewer:	\$5,382 \$5,646
Annual Availability Improved Parcels Unimproved/Water Unimproved/Sewer	\$65 \$30 \$10

Appendix C – Ambulance Service Fees