



Goleta Water District

FY 2010-2011 FINAL OPERATING BUDGET

(As approved by the Goleta Water District Board May 25, 2010)



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Mission Statement

The mission of the Goleta Water District is:

“To provide an adequate supply of quality water at the most reasonable cost to the present and future customers within the Goleta Water District”



Forward

Overview

This budget for the fiscal year 2010-2011 is organized into two parts. Part one of the document presents the preliminary draft Operating Budget for the primary day to day operations of the Goleta Water District (District). The District's first priority is to provide for the delivery of a sufficient supply of safe water to the residents of the District.

The District will continue to be able to respond to emergency repairs required to keep the infrastructure operating as it now exists and respond to customers' requests for service. In preparing this budget staff has attempted to examine all aspects of the District's operations in an effort to assess functions, equipment, materials, and current staffing levels.

Part Two of this document examines the long-term needs of the District and provides a preliminary projection of the work that will be needed to maintain an infrastructure capable of continuing the delivery of water which meets all Federal and State quality requirements.

Depreciation is an important part of any budget document. This operating budget acknowledges that in the future, depreciation, which is a non-cash operating expense, based on the useful life of the District's major assets, should be fully funded in order to provide for the timely replacement of the District's existing infrastructure. In this way, the District's customers will benefit from having a system that continues to be well maintained. Part 2 of this budget describes what the cash needs will be in order to fund depreciation for the coming fiscal years.



The revenue streams for the District can be divided into “variable” and “fixed” segments. Variable revenues include the District’s primary source of revenue – water sales to its customers. Variable revenues are determined by both the quantity of water delivered to each customer as well as the intended purpose of the water. Another source of variable revenue for the District is the “New Water Service Fees” that are charged when customers request a new or larger meter. These sources comprise the majority of the annual variable revenues to the District. In addition, the District receives a monthly fee based upon the size of the customer’s meter and, for smaller residential customers, the average HCF per month. This monthly meter charge provides a relatively stable revenue stream, and so it is termed “fixed revenue”

The District’s expenses are heavily weighted with obligations that allow for little or no flexibility for modification. These expenses are identified as “fixed expenses” and they comprise approximately 58% of the District’s expenditures. The remainder is identified as “variable expenditures”. These have been reduced to a minimum level, while still providing for the efficient delivery of quality water to the residents of the District. In order to provide a balanced budget, it is necessary to exclude the funding of reserves, the funding of preventative maintenance, the funding of infrastructure replacement and new infrastructure. These items are discussed in Part 2 of the budget under “5 YEAR FUNDING REQUIREMENTS”.

This budget also describes the restructuring of functions dealing with water supply analysis and conservation. It is proposed that the management of these functions be housed in a new “Water Supply and Conservation Department”. This will place greater emphasis on sound planning and analysis of the District’s water resources including “Best Management Practices” (BMP) requirements established by the California Urban Water Conservation Council (CUWCC). The implementation of these standards is a prerequisite for certain Federal and State grants.

Goals and Objectives of the Budget

This budget has two primary goals:

1. To provide and allocate the financial resources of the District in an efficient and equitable manner that will sustain the safe delivery of water to our customers.
2. To describe the long term financial requirements necessary to fund a sustainable infrastructure, preventative maintenance and infrastructure replacement programs.

Budget Policy/Considerations

1. Keep expenditures below revenues – live within our means.
2. The adopted Budget may only be changed by board action.
3. Assumes \$1.0 million cash-flow savings by refinancing current debt.

Budget Implementation

1. Integrate the budget with the District's accounting system.
2. Prepare quarterly reports for the Board to review expenditures against budget.
3. Provide department managers with a management tool that identifies expenditure direction and limitations.

Capital Improvement Policy

Due to budget limitations, the FY 2010-2011 capital improvements are limited to those projects that are required by external agencies or for the immediate continued reliable operations in the District.



Proposed Expenditure Reductions from FY 2009-2010

This budget proposes expenditure reductions in four areas:

- | | |
|---|------------------|
| 1. Restructuring of Debt Service | \$ 1.00 M |
| 2. Maintenance and Equipment (Table 1.1) | \$.41 M |
| 3. Services, Studies & Supplies (Table 1.2) | \$.29 M |
| 4. Capital Improvement Projects | \$.36 M |
| 5. Total expenditure reduction | \$ 2.06 M |

This represents a 6% expenditure reduction in the variable expenditures of the District.

Table 1.1 below provides detail for the spending reductions in the category of Maintenance and Equipment.

Table 1.1 Maintenance and Equipment

	Projected 2009-10	Budget 2010-11	Change
Operations	\$835,788	\$442,400	\$(393,388)
Engineering	6,956	3,500	(3,456)
WSAC	-	2,600	2,600
Administration	21,628	7,140	(14,488)
Total	\$864,372	\$455,640	\$(408,732)

The reduction in Operations Maintenance and Equipment is planned to be accomplished by:

- Reduction in purchases of chemical feed pumps and parts; and power transmission parts for wells (\$65k)
- Reduction in contracting instrumentation trouble shooting for wells and recycled water booster pumps (\$46k)
- Elimination of project work at GSD and San Ricardo Well (\$206k)
- Consolidation of security services for treatment plant (\$30k)
- Various items of small value totaling (\$41k)

Table 1.2 Services, Studies and Supplies

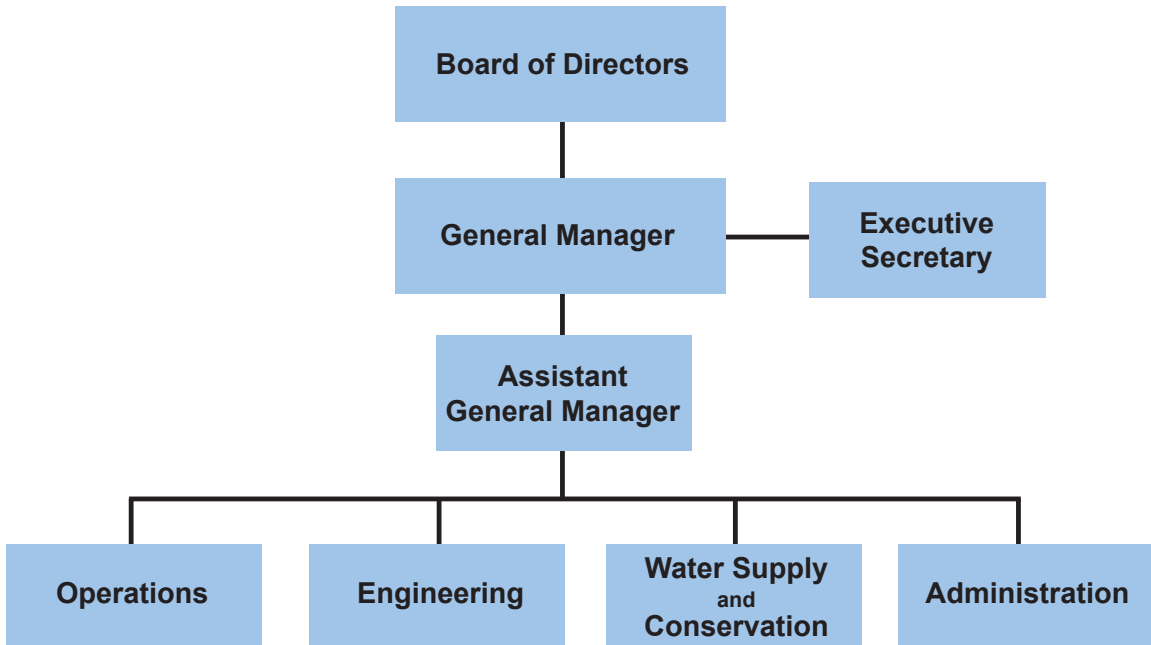
	Projected 2009-10	Budget 2010-11	Change
Operations	\$266,217	\$213,220	\$(52,997)
Engineering	407,688	120,310	(287,378)
WSAC	-	198,345	198,345
Administration	677,626	527,236	(150,390)
Total	\$1,351,531	\$1,059,111	\$(292,420)

The reductions in Services, Studies and Supplies are the results of:

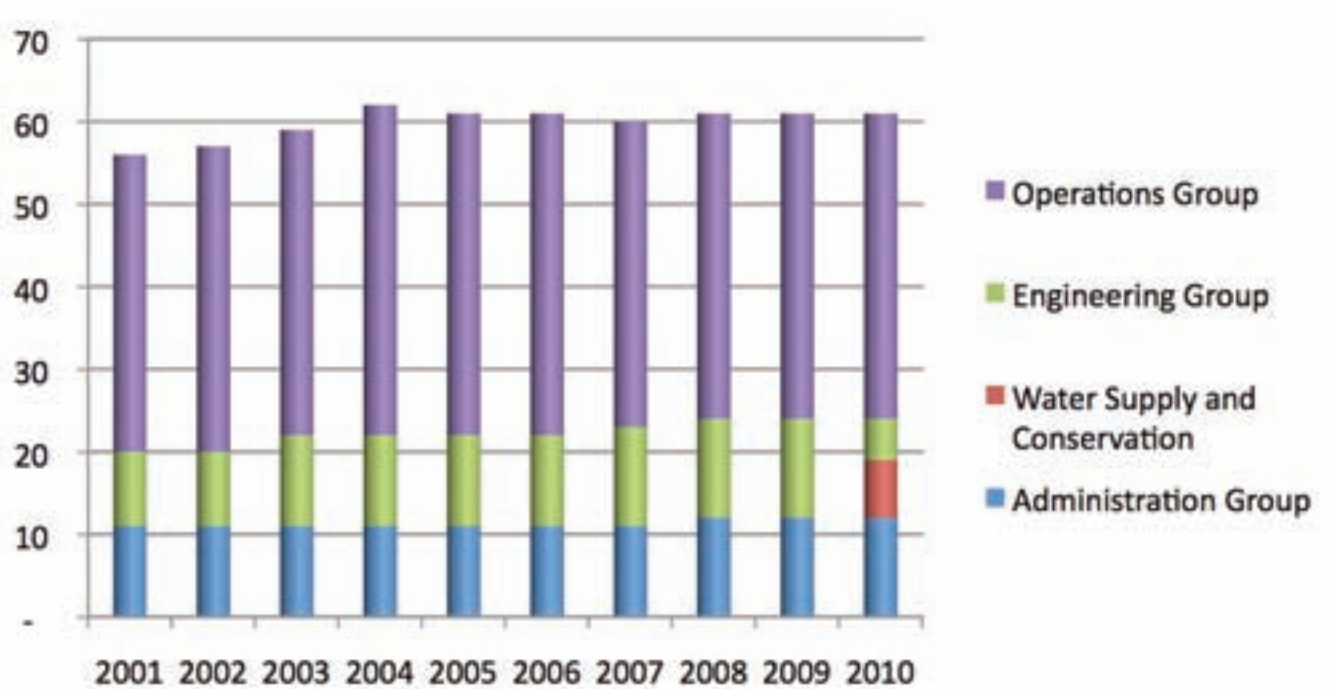
- Reduction in cost of buildings and grounds maintenance (\$182k)
- Reduction in office services and supplies, and in telephone and telemetry (\$31k)
- Reduction in continuing education costs (\$18k)
- Reduction in uncollectible accounts (\$34k)
- Reduction in consulting services (\$64k)

Overtime is not included in this budget except for critical District operations; thus, the budget reduces overtime to 1% for ten personnel in the Operations Department for emergencies.

Goleta Water District Organizational Chart



Staffing Trend



Budget Summary – FY 2010/2011

Category	Projected FY 2009/10	Budget FY 2010/11	\$ Change FY 2010/11	% Change FY 2010/11
Revenue:				
Water Sales	\$16,996,839	\$17,580,000	583,161	3.4%
Interest	0	120,000	120,000	-
New Water Service Fees	425,545	910,000	484,455	113.8%
Fees and miscellaneous	199,377	286,500	87,123	43.7%
Monthly meter charges	6,978,585	7,046,000	67,415	1.0%
Total revenues	\$24,600,346	\$25,942,500	\$1,342,154	5.5%
Fixed Expenses:				
Agency Agreements:				
CCWA State water expenses	\$7,068,083	\$7,050,555	\$(17,528)	-0.2%
COMB Cachuma water expenses	2,502,531	2,573,881	71,350	2.9%
CCRB Cachuma water expenses	725,869	449,635	(276,234)	-38.1%
GSD Recycled water	391,000	405,000	14,000	3.6%
Subtotal	\$10,687,483	\$10,479,071	\$(208,412)	-2.0%
Debt:				
GWD debt service (see note 1 below)	\$4,443,104	\$3,400,000	\$(1,043,104)	-23.5%
Department Costs:				
Water treatment costs	\$651,772	\$637,000	\$(14,772)	-2.3%
Water treatment testing	198,648	188,200	(10,448)	-5.3%
Insurance, Accounting & Auditing	183,853	196,000	12,147	6.6%
Subtotal	1,034,273	1,021,200	(13,073)	-1.3%
Total Fixed Expenses	\$16,164,860	\$14,900,271	\$(1,264,589)	-7.8%
Variable Expenses:				
Department Costs:				
Personnel expenses	\$7,852,994	\$8,009,093	\$156,099	2.0%
Legal	233,161	257,800	24,639	10.6%
Power	235,187	217,040	(18,147)	-7.7%
Maintenance & Equipment	864,372	455,640	(408,732)	-47.3%
Services, Studies & Supplies	1,351,531	1,059,111	(292,420)	-21.6%
Subtotal	\$10,537,245	\$9,998,684	\$(538,560)	-5.1%
CIP	859,602	500,000	(359,602)	-41.8%
Total Variable Expenses	\$11,396,847	10,498,684	\$(898,162)	-7.9%
Total expenditures	\$27,561,707	\$25,398,955	\$(2,162,751)	-7.8%
Surplus / (Deficit) FY 2009-10	\$(2,961,361)	\$543,545		
Projected Deficit FY 2009-10		(200,000)		
BOD Approved Surplus FY 2010-11		\$343,545		

(1) The reduction in expenditures for GWD debt service is dependent upon the restructuring of debt as approved by the Board of Directors.

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Revenues

Sources

The District's primary source of revenue is from monthly fees charged to the District's customers. One of these is based upon the amount of water delivered to customers measured in HCF's (*1 HCF = one hundred cubic feet or 748 gallons*). This fee ranges from \$0.83 per HCF to \$3.71 per HCF depending upon the quality and usage of the water delivered.

The second monthly fee is based upon the capacity of the individual customer's service. This fee ranges from a low of \$9.21 per month for a 5/8" service meter measuring an average of 4 HCFs or less, to a high of \$3,500.72 per month for a 10" service meter.

Another significant source of revenue is the "New Water Service Fees" (NWSF). This fee is levied upon customers who are connecting to the District with a new or larger meter. The charge is determined by the size of the property being served by the meter being installed.

Methodology

In projecting revenue expectations for the Fiscal Year 2010-2011, consideration was given to the historical trends of revenues and quantities of water delivered over the past five years. Consideration has also been given to the monthly variances during the fiscal year. This budget utilizes 3 primary methodologies for projecting commodity sales revenues for the budget year.

1. Five year historical trend by month, Chart 2.1 (pg. 12).
2. Five year commodity sales with extreme high and low cases and an average case, Table 2.1 (pg. 12).
3. Three year average of the 2006-2008 years with the increased rate, Table 2.2 (pg. 14).

Other revenue projections include miscellaneous fees and charges, Table 2.4 (pg. 15) and fixed charges for meter service (pg. 16).

Chart 2.1 shows the highs, lows and averages for each month's sales revenues as recorded over the past five years. This chart demonstrates the great variance in revenues not only from season to season, but also from year to year.

Historical Trends

Chart 2.1 Summary of Commodity Sales Revenues for FY 2005 to FY 2009 by month

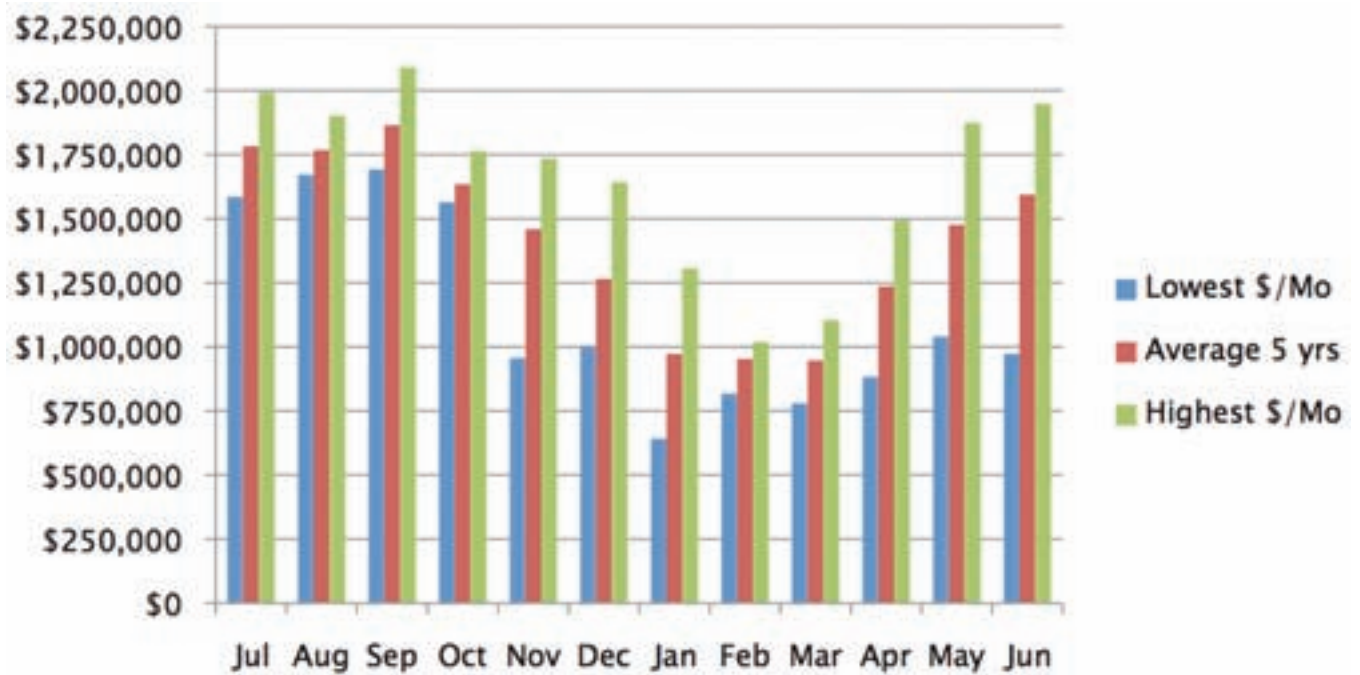


Table 2.1 below provides the numeric values used in Chart 2.1, as well as totals of the low, average and high commodity sales by month for the 5 year period beginning in fiscal year 2005. The low/high extreme cases are not expected to occur in FY 2010-2011.

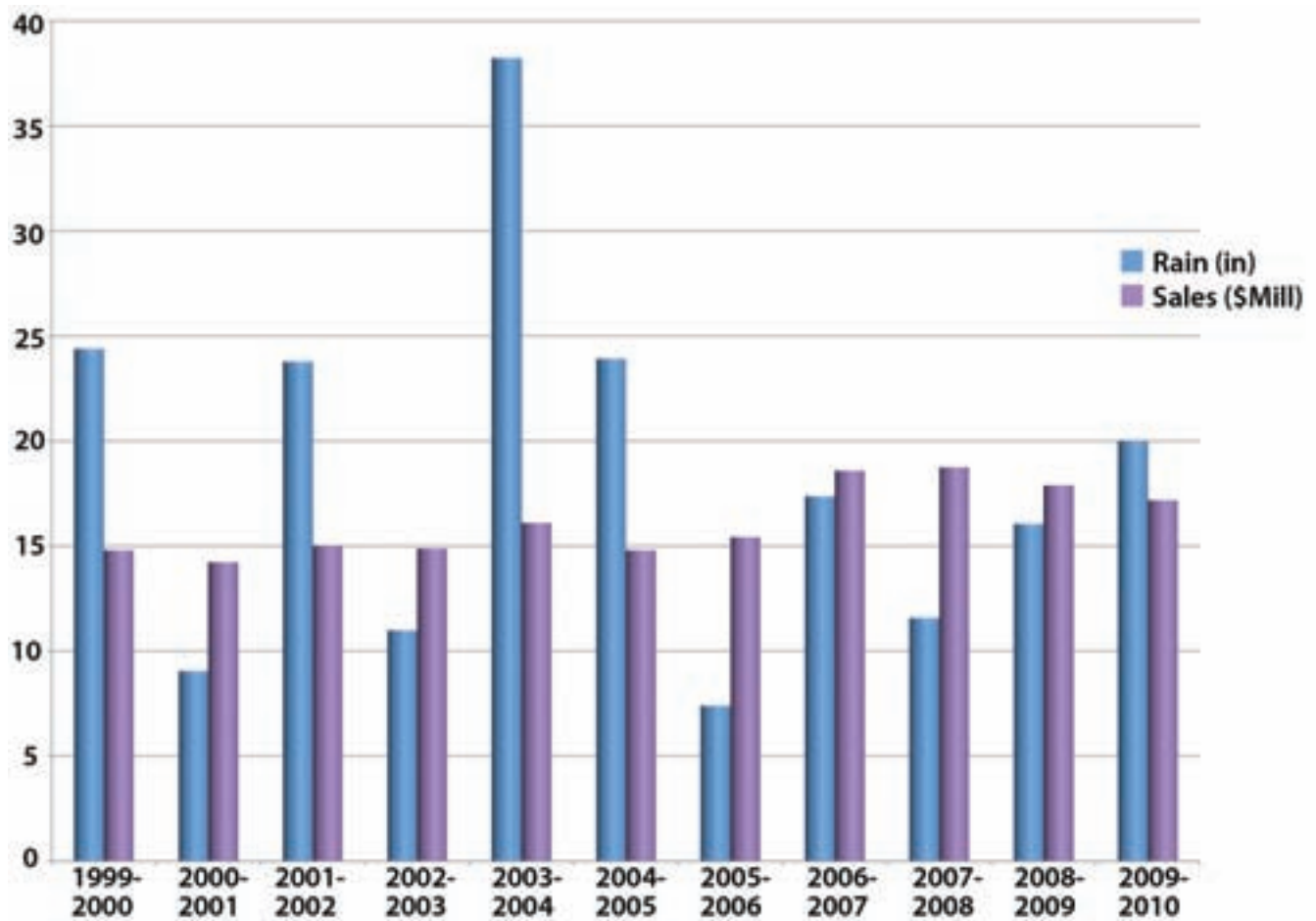
Table 2.1 FY'05-'09 Commodity Sales by Month (\$000)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Low	1586	1671	1693	1564	956	1002	642	818	779	883	1040	973	13,607
Avg	1783	1768	1865	1634	1460	1265	972	953	947	1235	1476	1594	16,952
High	1995	1902	2090	1764	1736	1643	1307	1020	1104	1494	1873	1948	19,876

Chart 2.2 compares annual rainfall to revenues from the sale of water which indicates there is only a slight influence exerted by extreme rainfall as shown in the 2003-2004 year. The apparent increase in revenues in this table is driven primarily by rate increases.

The basic rate charged to urban customers is illustrated below the table, coordinated to the appropriate time periods the rate was in effect. In November of 2001 the basic rate for urban customers was increased from \$3.13 per HCF to \$3.29 per HCF. This was increased again on July 1, 2005 to \$3.55 per HCF. The last increase occurred four years ago on July 1, 2006 when the rate was increased to the present \$3.71 per HCF.

Chart 2.2 Annual Comparison of Commodity Sales Revenue to Rainfall Totals



Basic Urban Rates:

\$3.13----->|\$3.29----->|\$3.55--|\$3.71----->|

Projections

Chart 2.3 shows the total acre feet (A.F.) of water delivered for the past 10 years and the estimated A.F. deliveries for fiscal year 2009-2010 and 2010-2011. Based on the trend lines shown, A.F. deliveries for fiscal year 2010–2011 are estimated to be near 13,700 A.F. which is equivalent to \$17.6 million.

Chart 2.3 – Ten Year Water Delivery Trend.

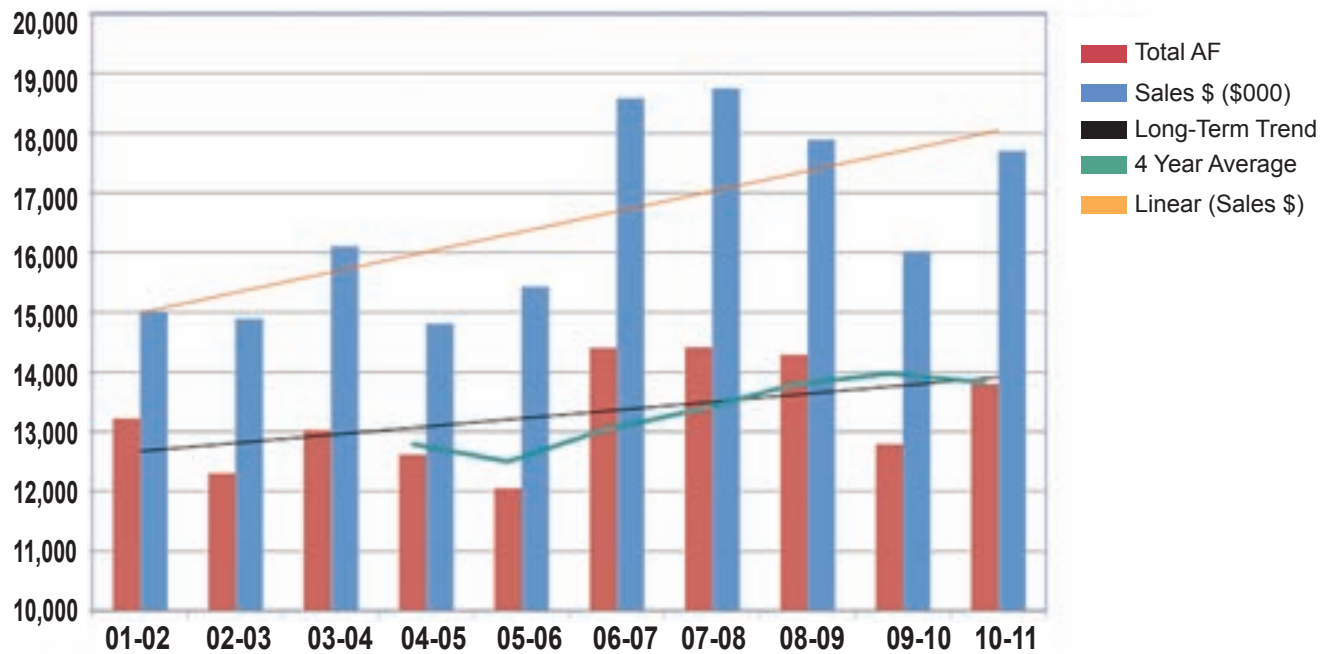


Table 2.2 shows the average of the 5-year month by month total, the ten year water delivery trend and the 3-year average with the July 2006 rate change. Based on these figures an average of these 3 values is developed.

Table 2.2 Variable Revenue Projection Methodology

Description	Monthly	Averages
Lowest individual months:	\$13.60	
Average of individual months:	\$16.95	\$16.95
Highest individual months:	\$19.90	
10 yr Water Delivery Trend Projection:		
2010-11 @ 13,700 AF		\$17.40
3 yr Average with new Commodity rate:		\$18.40
FY 2006–2007 to 2008–2009		
Average:		\$17.58

New Water Service Fees

Table 2.3 shows the ten year history of New Water Service fees. The average of the ten years is \$.85 million per year.

Table 2.3 New Water Service Fees Over 10 Years

	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	Average
Annual NWSF	.9	.8	1.2	.3	.3	.8	1.3	.5	2.1	.3	.85

Investment Revenues

The District projects \$120,000 in investment revenues from the Certificate of Participation (C.O.P.) reserve fund of \$3.5 million. Under the terms of the C.O.P.s, the District is required to maintain a security deposit account at the Bank of New York. At present the funds have been invested in the “Dreyfus Treasury & Agency Cash Management Fund”. For the fiscal year 2010-2011 the District plans to re-invest these funds in an investment vehicle to generate an estimated rate of return of 3.43%.

Fees and Charges

The District receives revenues in the form of charges and fees from various sources. Table 2.4 itemizes these revenues by source.

Table 2.4 Revenues from Miscellaneous Fees and Charges

Description	Revenues
Customers delinquent charges	\$102,000
Backflow inspection and fire service charges	\$60,000
Application and service initiation fees	\$48,000
Connection fees	\$24,000
Cell tower site rentals	\$19,500
El Capitan Mutual Water company	\$18,000
Miscellaneous non-operating revenues	\$15,000
Total Miscellaneous Revenues	\$286,500

Fixed Revenues

The District charges each customer a monthly fee based upon the capacity of the individual customer's service. This fee ranges from a low of \$9.21 per month for a 5/8" service meter measuring an average of 4 HCFs or less to a high of \$3,500.72 per month for a 10" service meter. Over the past three years revenues from this fixed fee have ranged from \$6,979,000 to \$7,086,000 and averaged \$7,046,000. The average of \$7,046,000 was used in preparing the budget for FY 2010-2011.

Table 2.5 Recap of Projected 2010-2011 Revenues

Description	Revenue
Variable Revenues	
Water sales (Projected)	\$17.58 million
NWSF	\$0.91 million
Fees and Charges	\$0.29 million
COP Reserve Investment	\$0.12 million
Fixed revenues	
Monthly Meter Charges	\$7.04 million
Total Revenues	\$25.94 million

Summary of Expenditures – FY 2010-2011

Category	Budget
Fixed Expenses:	
Agency Agreements:	
CCWA State water expenses	\$ 7,050,555
COMB Cachuma water expenses	2,573,881
CCRB Cachuma water expenses	449,635
GSD Recycled water	405,000
Subtotal	\$ 10,479,071
Debt:	
GWD debt service (see note 1 below)	\$ 3,400,000
Department Costs:	
Water treatment costs	637,000
Water treatment testing	188,200
Insurance, Accounting & Auditing	196,000
Subtotal	1,021,200
Total Fixed Expenses	\$ 14,900,271
Variable Expenses:	
Department Costs:	
Personnel expenses	8,009,090
Legal	257,800
Power	217,040
Maintenance & Equipment	455,640
Services, Studies & Supplies	1,059,111
Subtotal	\$ 9,998,684
CIP	500,000
Total Variable Expenses	\$ 10,498,684
Total expenditures	\$ 25,398,955
Projected Deficit FY 2009-10	\$ 200,000
BOD Approved Expenses FY 2010-11	\$ 25,598,955

(1) The reduction in expenditures for GWD debt service is dependent upon the restructuring of debt as approved by the Board of Directors.

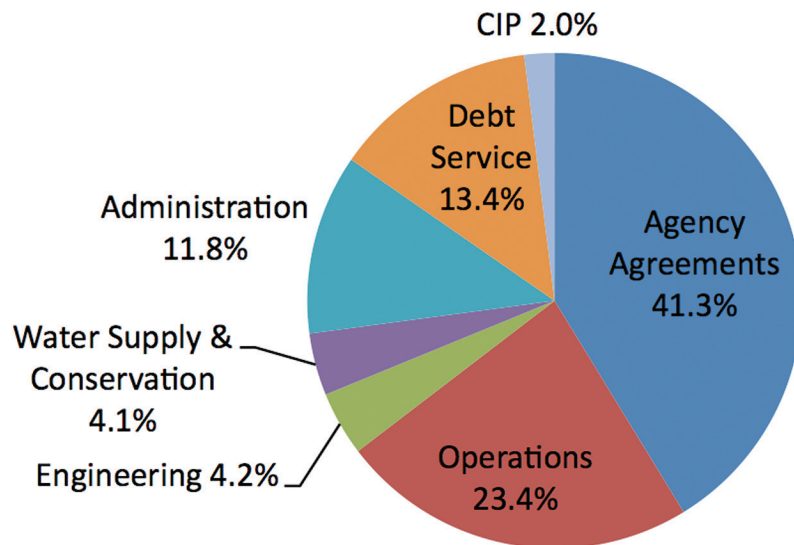
The total of Expenditures amount to \$25,398,955. This is apportioned as follows:

Table 3.1 Expenditures Breakdown

Expenditure Breakdown	Amount
Agency Agreements	\$10,479,071
Operations Department	5,933,064
Engineering Department	1,066,637
Water Supply & Conservation Department	1,032,217
Administration Department	2,987,966
Debt Service	3,400,000
CIP	500,000
Total Expenditures	\$25,398,955

Chart 3.1 provides a proportional display of the expenditures.

Chart 3.1 Total Expenditures



FIXED EXPENSES: AGENCY AGREEMENTS

Table 3.2 provides a detailed breakdown of fixed expenses for Agency Agreements.

Table 3.2 Fixed Expenses: Agency Agreements

Agency Agreements	Annual Cost
C.C.W.A.	
Operating expenses	\$1,330,410
Debt service expenses	5,720,145
Total C.C.W.A.	7,050,555
C.O.M.B.	
Operating expenses	\$1,026,281
US Bureau of Reclamation - Pass-thru	\$1,547,600
Total C.O.M.B.	2,573,881
C.C.R.B.	
Operating expenses	449,635
Debt service expenses	-
Total C.C.R.B.	449,635
G.S.D.	
Operating expenses	405,000
Debt service expenses	-
Total G.S.D.	405,000
Total Fixed expense: Agency Agreements	\$10,479,071

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OPERATIONS DEPARTMENT

Operations Department Budget Summary Detail

Category	Projected FY 2009-2010	Budget FY 2010-2011
Personnel expenses	\$4,504,126	\$4,238,445
Water Quality Materials		
Chemicals & filtering materials	651,772	637,000
Water Quality Testing		
Water quality testing, compliance	198,648	188,200
Vehicle and Equipment		
O & M purchases	559,437	301,000
Operating Supply and Services		
Purchased power	231,368	213,800
Small tools & work equipment	69,889	28,000
Tax & freight on inventory	14,809	15,000
Inventory adjustment	33,497	0
Misc. O&M Expense	17,962	0
Vehicle Equipment, Maintenance & Fuel	140,194	98,400
Operating Supplies & Services Total	507,719	355,200
Office and Administration		
Buildings & grounds maint	121,413	23,500
Office services & supplies	20,971	0
Computer systems maintenance	37,856	132,000
Postage & shipping	2,882	5,000
Telephone/Telemetry/Internet	37,702	22,720
Community relations & info	15	0
Legal fees	1,512	0
Travel & hospitality expenses	8,356	0
Continuing education, training	33,125	30,000
H R; recruiting & retention	4,678	0
Misc G & A expenses	461	0
Office and administration Total	268,971	213,220
Project Expenses, Purchases	(1,242)	0
Total Expenditures	\$6,689,431	\$5,933,065

The detail of the cost centers within this department is in the appendix on pages 1 thru 20.

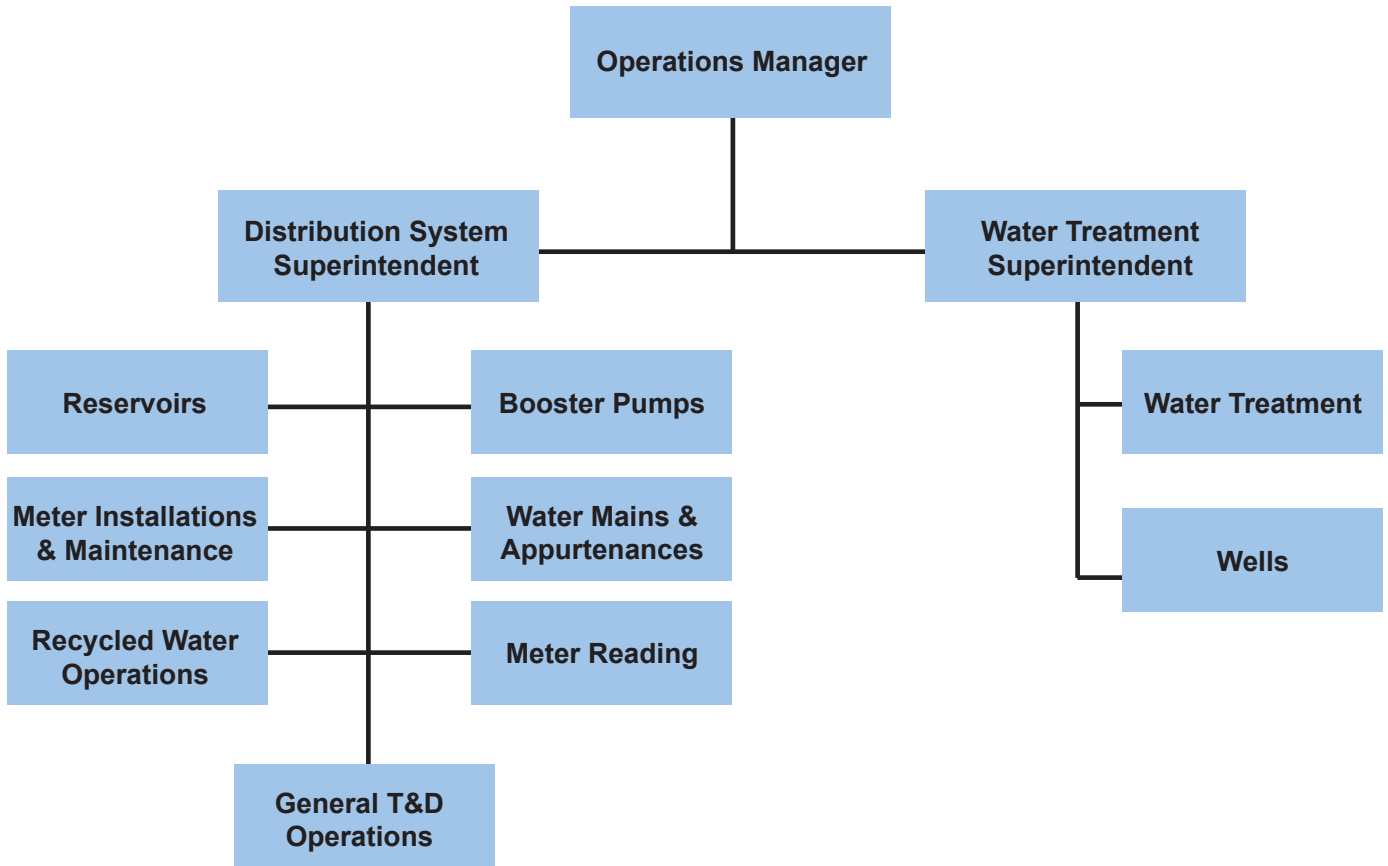
Mission Statement

It is the mission of Operations to:

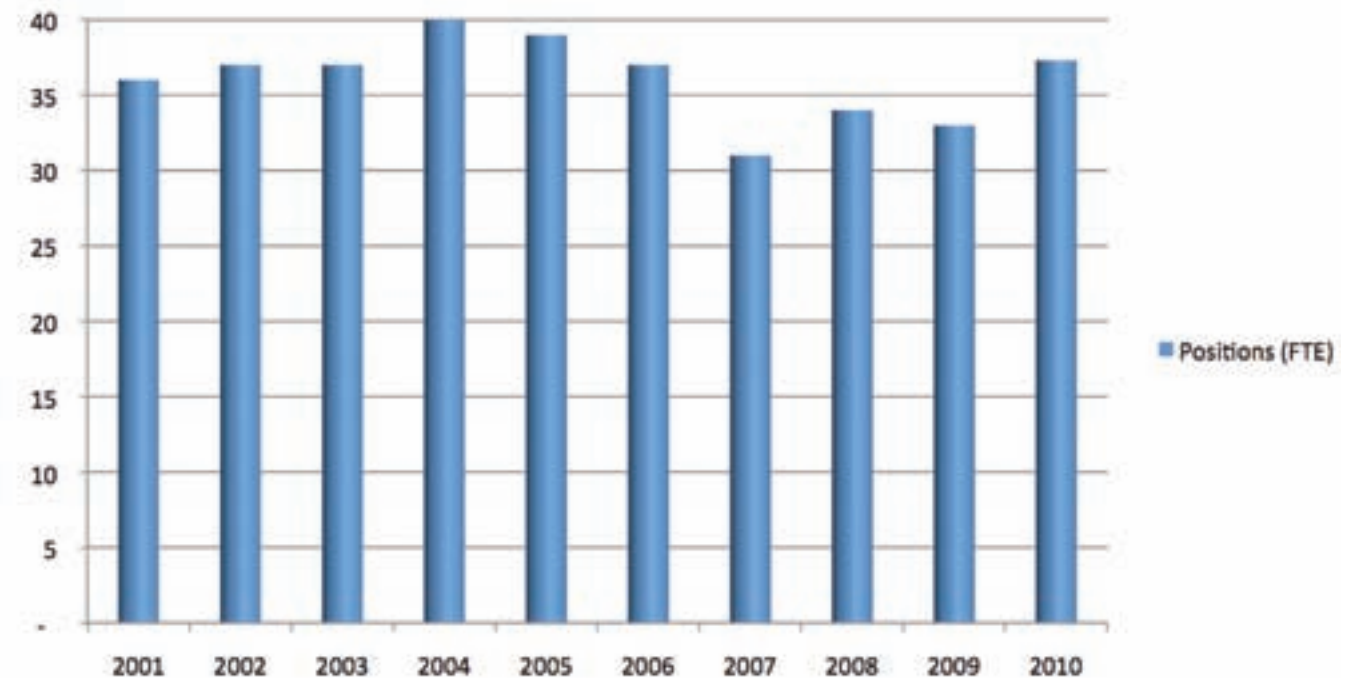
- Provide treatment of water to Federal and State standards.
- Provide maintenance of the District's infrastructure to assure the consistent flow of water to District customers.
- Provide installation and maintenance of fire hydrants in the District's service area.
- Provide installation, maintenance and reading of the District's water meters for the proper charging of water service fees.



Operations Department Organizational Chart



Staffing Trend – Operations



Operations Department

Goals for FY 2010-2011

The FY 2010-2011 budget is austere. The Operations Department's goal is to provide for the distribution of properly treated water to our customers. This current budget provides for the most basic needs to accomplish this goal. This means that purchases will only be made to provide chemicals for treatment, to pay for power needs, and to keep vehicles and equipment in running condition. Purchases for repair parts or equipment replacement will be done for existing equipment where failure is imminent or would cause health and safety impacts to the public or employees. Expenditures for other repairs or preventative work may be made in the latter part of the fiscal year if it appears that there will be adequate funds available.

Accomplishments FY 2009-2010

- Replaced 1 Motor/Turbine Control Center at Garret Van Horn Reservoir control station.
- Replaced 1 Operator Interface touch-screen computer and Programmable Logic Controller at Garret Van Horn Reservoir control station.
- Installed 1 new 42 inch butterfly valve and electric actuator in the new buried vault at Garret Van Horn Reservoir control station.
- Constructed concrete stairs to replace wooden ones burned by the Jesusita fire at Barger and San Marcos Reservoirs
- Replaced 1 - 36 inch electric valve actuator in existing buried vault at Garret Van Horn Reservoir control station.
- Replaced 2 Powdered Activated Carbon chemical feed pumps and associated piping at Corona Del Mar Water Treatment Plant.
- Replaced 6 Sodium Hypochlorite Chemical feed pumps at Airport and San Antonio wells, and the Glen Annie Turnout.
- Rebuilt 1 Sodium Hypochlorite Chemical feed control panel at the Glen Annie Turnout.
- Installed 1 VFD controlled water pump and associated pressure tanks, valves, piping, instrumentation and controls at CDMWTP.
- Replace 2 reclaim booster pumps at wells.
- Replaced 1,000 feet of chemical feed tubing at CDMWTP.

- Re-piped 30 feet of reclaimed water line at Airport Well.
- Re-coated 2 Sodium Hypochlorite chemical containment basins at the San Antonio well and Glen Annie Turnout.
- Installed 2 new chemical feed booster pumps with associated electrical components and new Clav valve PRV system at University Well.
- Replaced 1 Operator Interface touch-screen panel for Glen Annie Turnout.
- Installed 1 new CDMWTP generator walkway.
- Installed 500 feet of fiber optic cabling segment for future plant radio point-to-point communications at CDMWTP.
- Replaced 1 electronic controller for water heater on laboratory side of LAC bldg.
- Replaced 1 laboratory Millipore unit for CDMWTP.
- Replaced 300 feet of 500 amp underground electrical feeders for CDMWTP.
- Modified Castilian Business Park distribution pipeline
- Constructed new transmission main valve and actuator at Garret Van Horne Reservoir
- Repaired automated actuators on Corona Reservoir effluent and by-pass valves
- Constructed Ellwood reservoir emergency by-pass connections, established automated meter reading program and retrofitted approximately 140 meters with AMR modifications
- Abandoned 12” diameter pipeline at San Marcos Rd.
- Installed or replaced 542 Meters
- Operated or replaced 249 Valves
- Repaired 105 Angle Stops
- Repaired 94 Service Line Leaks and Breaks
- Installed or Repaired 33 Fire Hydrants

The Operations Department is also charged with the responsibility of calling on customers for a variety of purposes. Table 4.1 identifies these customer service tasks and their levels of activity.

Table 4.1 Customer Service Calls

Customer Service Calls	
Non-payment shut off notices	4,739
Customer service requests	4,326
Turn on and Turn off	4,232
Re-read meters (misread, high, low usage)	388
Replace meters (stuck, change out)	284
Customer leaks	263

Table 4.2 below provides a detailed overview of the Operations Department Budget.

Table 4.2 Operations Department Budget Summary by Cost Center FY2010-2011 (\$ 000)

Description	Wells	Water Treatment	Reservoirs	Booster Pump	T&D Mains & Appurt	Meter S & I	T&D General	Recycled Water	Meter Reading	Total
Personnel Expenses	154	1253	13	13	1265	415	438	47	641	4,239
Water Quality Materials										
Chemicals & filtering materials	0	637	0	0	0	0	0	0	0	637
Water Quality Testing										
Water quality testing, compliance	6	182	0	0	0	0	0	0	0	188
Vehicle and Equipment										
O & M purchases	0	135	5	10	138	10	0	3	0	301
Operating Supply and Services										
Purchased power	80	89	1	17	5	0	0	22	0	214
Small tools & work equipment	0	3	0	0	25	0	0	0	0	28
Tax & freight on inventory	0	0	0	0	0	0	15	0	0	15
Vehicle Equipment, Maintenance & Fuel	0	2	0	0	96	0	0	0	0	98
TOTAL	80	94	1	17	126	0	15	22	0	355
Office and Administration										
Buildings & grounds maintenance	0	0	0	0	0	0	23	0	0	23
Computer systems maintenance	0	129	0	0	0	0	0	0	3	132
Postage & shipping	0	5	0	0	0	0	0	0	0	5
Telephone/Telemetry/Internet	5	6	0	1	1	0	8	0	2	23
Continuing education, training	0	12	0	0	18	0	0	0	0	30
TOTAL	5	152	0	1	19	0	31	0	5	213
Total Expenditures	245	2453	19	41	1548	425	484	72	646	5,933

Table 4.3 Operations Department Personnel – Full Time Equivalents (FTE)

Description	Wells	Water Treatment	Reservoirs	Booster Pump	T&D Mains & Appurt	Meter S & I	Meter Reading	T&D General	Recycled Water
Assistant General Manager	-	-	-	-	-	-	-	0.3	-
Operations manager	-	-	-	-	-	-	-	1.0	-
Operations Department Assistant	-	0.0	-	-	-	-	-	1.0	-
Dist SYS Superintendent	-	-	-	-	-	0.2	-	0.8	-
General Service Worker II	-	-	-	-	-	-	-	1.0	-
Meter crew Chief	-	-	-	-	-	-	1.0	-	-
Meter Spec II	-	-	-	-	-	-	1.0	-	-
Meter Spec I	-	-	-	-	-	0.0	1.0	-	-
Meter Spec I	-	-	-	-	-	0.1	0.9	-	-
Meter Spec I	-	-	-	-	-	-	1.0	-	-
Distribution Oper, Chief	-	-	-	-	1.0	0.0	-	-	-
Equipment Oper	-	0.0	0.0	-	0.6	0.3	-	-	-
Equipment Oper	0.0	0.0	-	-	0.6	0.4	-	-	-
Equipment Oper	0.0	0.1	-	-	0.6	0.3	-	-	-
Distribution Oper II	-	0.0	0.0	-	0.7	0.3	-	-	-
Distribution Oper II	-	0.0	0.0	-	0.5	0.5	-	-	-
Distribution Oper I	0.0	0.1	0.01	-	0.7	0.3	-	-	-
Distribution Oper I	0.0	0.0	0.0	-	0.4	0.4	0.2	-	-
Distribution Oper I	0.1	0.0	-	-	0.5	0.4	0.0	-	-
Distribution Oper I	0.0	0.0	-	-	0.5	0.2	0.3	-	-
Distribution SYS Oper, Chief	-	-	0.0	0.0	1.0	-	-	-	-
Distribution SYS Oper II	-	-	0.01	0.01	1.0	-	-	-	0.0
Distribution SYS Oper II	0.0	0.0	0.01	0.01	0.9	-	-	-	0.1
Distribution SYS Oper II	0.0	-	0.04	0.02	0.6	-	0.0	-	0.3
Distribution SYS Oper I	-	-	0.01	0.01	1.0	-	-	-	0.0
Water Treatment Superintendent	0.1	0.9	-	-	0.0	-	-	-	0.0
Water Treatment Oper, Chief	0.1	0.9	-	-	-	-	-	-	0.0
Water Treatment Oper II	0.1	0.9	-	-	-	-	-	-	-
Water Treatment Oper II	0.1	0.9	-	-	-	-	-	-	-
Water Treatment Oper II	0.0	1.0	-	-	-	-	-	-	-
Water Treatment Oper II	0.1	0.9	-	-	-	-	-	-	-
Water Treatment Oper I	0.1	0.9	-	-	-	-	-	-	-
Water Treatment Oper I	0.2	0.4	0.0	-	0.3	0.1	-	-	-
Water Treatment Oper I	-	-	-	-	-	-	-	-	-
Laboratory Supervisor	-	1.0	-	-	-	-	-	-	-
Water Quality Specialist II	-	1.0	-	-	-	-	-	-	-
Control SYS Technician/Oper	0.2	0.8	-	-	-	-	-	-	0.0
Control SYS Technician/Oper	0.2	0.8	0.01	0.01	-	-	-	0.0	0.0
Subtotals and F.T.E.s	1.3	10.6	0.09	0.06	10.9	3.5	5.4	4.1	0.4

Operations Department Functional Services

The following are the significant activities of the Operations Department grouped by Cost Centers:

Wells

This cost center is concerned with the District's operation of its wells. Currently there are 5 fully operational wells that the District operates and maintains for water supply and groundwater injection purposes. These wells are: Airport, El Camino, San Antonio, San Marcos and University. There are two additional wells which are in varying stages of being prepared to be operational. These wells are: Anita and San Ricardo. The District has other wells that are not functional and currently there are no plans to rehabilitate them due to their low production capabilities. These wells are: Santa Barbara Corp., Berkeley Well (in a flood zone damaged by floods), Oak Grove 1 & 2, and Shirrell.

Well operation and maintenance includes providing labor, water quality testing, chemicals for well water treatment, electrical power for running well pumps and treatment equipment, repair parts and equipment, and outside services if District staff needs help. Well discharge fees for the Goleta Sanitary District, Goleta West Sanitary District and the Regional Water Quality Control Board are also paid by this cost center.

Table 4.4 Well Personnel FTE

PERSONNEL	FTE
Distribution Operator I	0.1
Water Treatment Superintendent	0.1
Water Treatment Operator, Chief	0.1
Water Treatment Operator II	0.1
Water Treatment Operator II	0.1
Water Treatment Operator II	0.0
Water Treatment Operator II	0.1
Water Treatment Operator I	0.1
Water Treatment Operator I	0.2
Control System Technician/Operator	0.2
Control System Technician/Operator	0.2
TOTAL FTE	1.3

Water Treatment

This cost center is concerned with the operation, maintenance and repair of the District's non-well water treatment facilities which include the Corona Del Mar Water Treatment Plant, and the chlorination stations at the Glen Annie Turnout and Ellwood Canyon Goleta West Conduit.

Treatment plant operation and maintenance includes the purchase of treatment chemicals, electrical power,

labor, repair or replacement of treatment equipment, SCADA telemetry equipment and service, security guard service, security surveillance equipment, janitorial service, grounds maintenance service, building repair, vehicle maintenance, trash disposal, and propane service.

Table 4.5 Water Treatment Personnel FTE

PERSONNEL	FTE
Equipment Operator	0.1
Distribution Operator I	0.1
Water Treatment Superintendent	0.9
Water Treatment Operator, Chief	0.9
Water Treatment Operator II	0.9
Water Treatment Operator II	0.9
Water Treatment Operator II	1.0
Water Treatment Operator II	0.9
Water Treatment Operator I	0.9
Water Treatment Operator I	0.4
Water Treatment Operator I	-
Laboratory Supervisor	1.0
Water Quality Specialist II	1.0
Control System Technician/Operator	0.8
Control System Technician/Operator	0.8
TOTAL FTE	10.6

Reservoirs

This cost center is concerned with the operation and maintenance of the District’s reservoirs. Work consists of reservoir inspection and cleaning, reservoir fill control valve maintenance and repair, appurtenant facilities maintenance and repair such as stair replacement, perimeter site fence maintenance, grounds maintenance services, fire hazard vegetation control, reservoir access hatch repair or replacement and SCADA telemetry equipment and service. Operations personnel spend approximately 200 hours per year at the reservoir checking hatches are secure, leaks, excessive vegetation, and fencing for security is in good order. Twenty hours equals .01 FTE.

Table 4.6 Reservoir Personnel FTE

PERSONNEL	FTE
Distribution Operator I	0.01
Distribution System Operator II	0.01
Distribution System Operator II	0.01
Distribution System Operator II	0.04
Distribution System Operator I	0.01
Control System Technician/Operator	0.01
TOTAL FTE	0.09

Booster Pumps

This cost center is concerned with the operation and repair of the District's booster pumps to provide day to day localized neighborhood water pressure in the upper pressure zones of the District and used for the emergency distribution of water from lower zones to upper pressure zones. Electrical power, maintenance, repair or replacement of booster pumps, motors, control valves, electrical controls, power systems and SCADA telemetry equipment and service are typical items charged to this cost center. Operations personnel spend approximately 100 hours per year performing monthly maintenance inspections. The quality of the potable water is good, which reduces corrosion and maintenance efforts. Twenty hours equals .01 FTE.

Table 4.7 Booster Pumps Personnel FTE

PERSONNEL	FTE
Distribution System Operator II	0.01
Distribution System Operator II	0.01
Distribution System Operator II	0.02
Distribution System Operator I	0.01
Control System Technician/Operator	0.01
TOTAL FTE	0.06

T&D Mains & Appurtenances

This cost center is concerned with the operation, maintenance, repair and replacement of the District's distribution system. The distribution system primarily consists of pipelines, valves, fire hydrants, air relief valves, blow offs and end drains. Work consists of repair of leaks, replacement of aged valves, fire hydrants, air relief valves and construction of new pipelines.

**Table 4.8
T&D Mains &
Appurtenances**

PERSONNEL	FTE
Equipment Operator	0.6
Equipment Operator	0.6
Equipment Operator	0.6
Distribution Operator II	0.7
Distribution Operator II	0.5
Distribution Operator I	0.7
Distribution Operator I	0.5
Distribution Operator I	0.5
Distribution Operator I	0.4
Distribution Operator, Chief	1.0
Distribution System Operator, Chief	1.0
Distribution System Operator II	1.0
Distribution System Operator II	0.9
Distribution System Operator II	0.6
Distribution System Operator I	1.0
Water Treatment Operator I	0.3
Control System Technician/Operator	0.0
TOTAL FTE	10.9

Meter Services Installation and Maintenance

This cost center is concerned with the installation of new water services and meters, repair of leaking water services and meters, replacement of broken meter boxes, root clearing around meter boxes and relocating meter services and boxes.

Table 4.9 Meter Services Installation Maintenance Personnel FTE

PERSONNEL	FTE
Dist System Superintendent	0.2
Meter Spec I	0.0
Meter Spec I	0.1
Distribution Operator, Chief	0.0
Equipment Operator	0.3
Equipment Operator	0.4
Equipment Operator	0.3
Distribution Operator II	0.3
Distribution Operator II	0.5
Distribution Operator I	0.3
Distribution Operator I	0.4
Distribution Operator I	0.4
Distribution Operator I	0.4
Distribution Operator I	0.2
Water Treatment Operator I	0.1
TOTAL FTE	3.5

General Transmission & Distribution Operation and Maintenance

This cost center is concerned with the operation and maintenance of the District's vehicles used for work on the distribution system, tools and supplies, fuel purchases, remediation work, monitoring and reporting for the District's soil contamination clean-up at the operations yard, electrical power for the headquarters, labor, computer system maintenance, telephone services, employee uniform service, janitorial service, grounds maintenance, personal protective equipment, street pavement repair after district's excavation work, trash removal service, recycling service, copier service and leases, and other general expenses.

Table 4.10 General T & D Operation and Maintenance Personnel FTE

PERSONNEL	FTE
Operations manager	1.0
Operations secretary	1.0
Dist System Superintendent	0.8
General Service Worker II	1.0
Assistant General Manager	0.3
TOTAL FTE	4.1

Recycled Water Operations and Maintenance

This cost center is concerned with payment to the Goleta Sanitary District (GSD) for their operating expenses to produce recycled water which the District distributes to its customers. It also pays for the operation, maintenance and repair of the recycled water booster pumps located at the GSD site and at the Hollister Avenue Booster Pump Station. It also pays for electrical power to run the pumps, telemetry service for SCADA, repair and maintenance of computerized motor control equipment and labor.

Table 4.11 Recycled Water Operation and Maintenance Personnel FTE

PERSONNEL	FTE
Distribution System Operator II	0.1
Distribution System Operator II	0.3
TOTAL FTE	0.4

Meter Reading

This cost center is concerned with costs associated with meter reading such as labor, meter data handling and transfer equipment, computers, vehicles, cellular phone service, copier service, uniform service and bee removal from meter boxes.

Table 4.12 Meter Reading Personnel FTE

PERSONNEL	FTE
Meter crew Chief	1.0
Meter Spec II	1.0
Meter Spec I	1.0
Meter Spec I	0.9
Meter Spec I	1.0
Distribution Operator I	0.2
Distribution Operator I	0.0
Distribution Operator I	0.3
Distribution System Operator II	0.0
TOTAL FTE	5.4

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ENGINEERING DEPARTMENT

Engineering Summary Budget

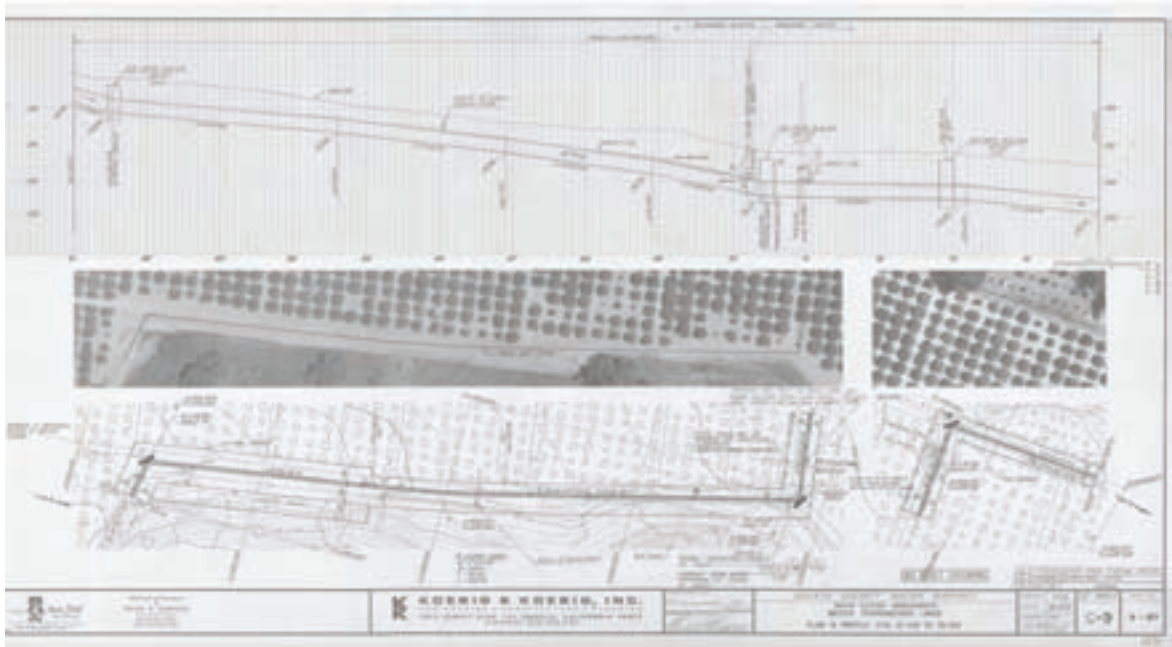
Category	Projected FY 2009-2010	Budget FY 2010-2011
Personnel expenses	\$1,429,641	\$942,827
Operating Supply and Services		
Purchased power	78	0
Small tools & work equipment	2,460	3,500
Tax & freight on inventory	0	0
Inventory adjustment	0	0
Misc. O&M Expense	0	0
Vehicle Equipment, Maintenance & Fuel	4,496	0
Operating Supplies & Services Total	7,034	3,500
Office and Administration		
Buildings & grounds maint	15,241	0
Office services & supplies	48,502	26,600
Computer systems maintenance	17,951	17,100
Postage & shipping	163	250
Telephone/Telemetry/Internet	4,188	2,500
Community relations & info	7,244	0
Legal fees	16,544	0
Travel & hospitality expenses	1,988	450
Continuing education, training	26,335	9,000
H R; recruiting & retention	7,793	0
Misc G & A expenses	1,093	0
Office and administration Total	147,042	55,900
Reports & Studies	277,190	50,000
Project Expenses	0	14,410
Total Expenditures	\$1,860,907	\$1,066,637

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

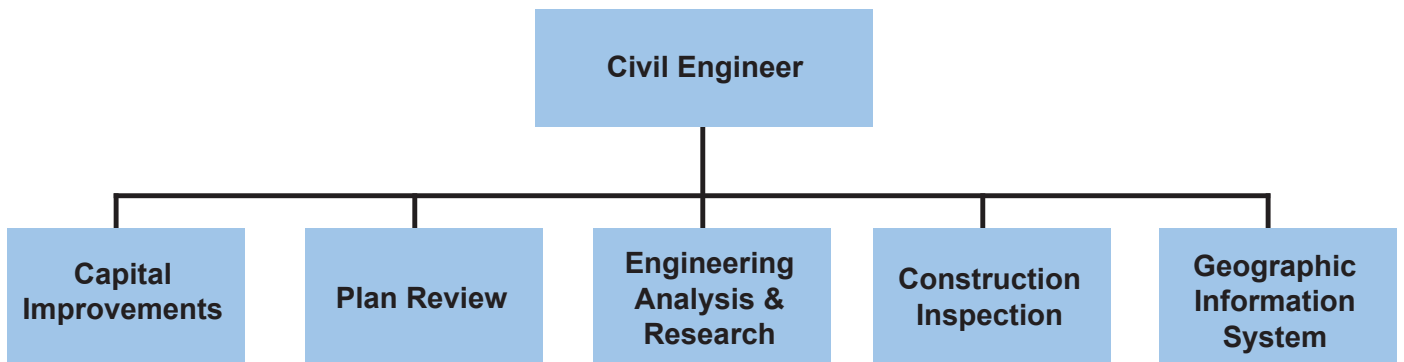
The detail of the cost centers within this department is in the appendix on pages 21 thru 28.

Mission Statement

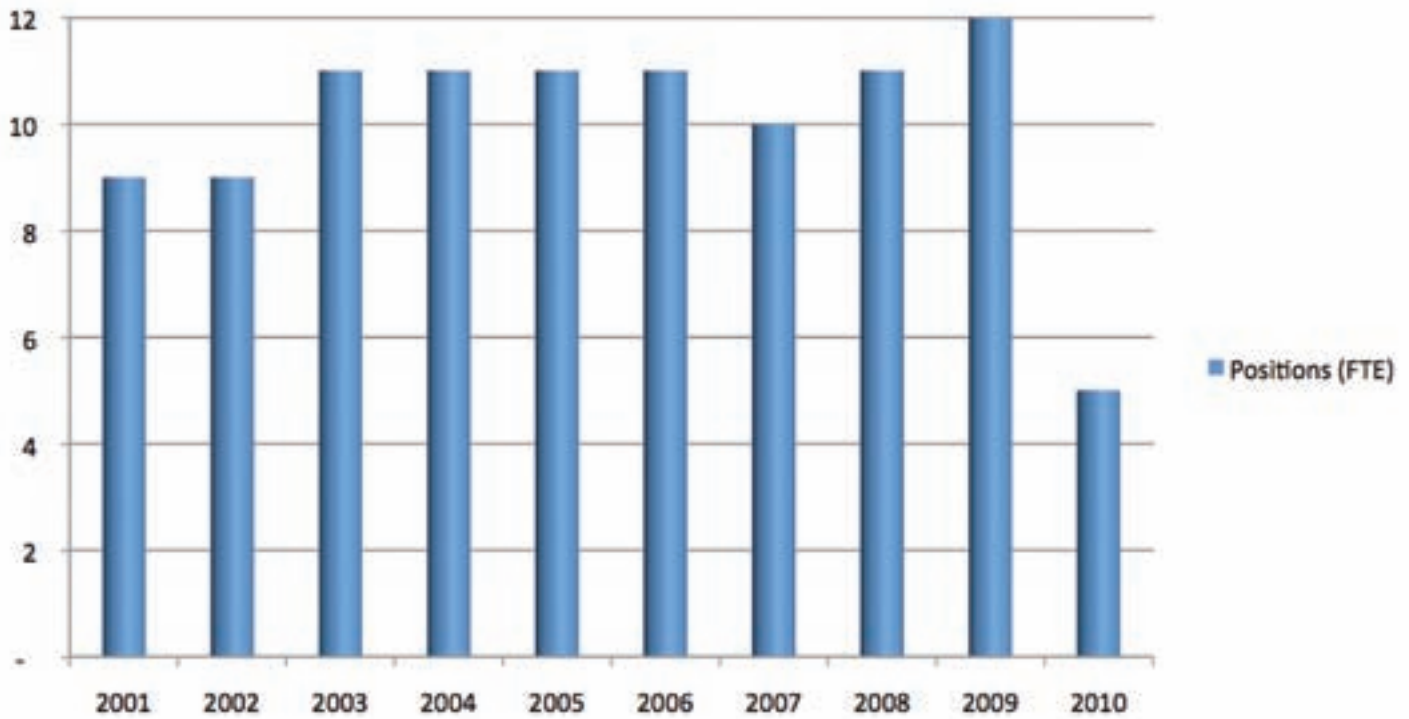
The mission of the Engineering Department is to: provide preliminary engineering, final design, construction management, and inspection of improvements to the District's water system; provide preliminary engineering, plan review, and construction inspection of developer initiated improvements; perform civil engineering analysis and research of technical aspects of the District's water system; operate and maintain the District's geographic information system and facilities records; and provide civil engineering services to the District's other Departments to support the operation, maintenance, expansion and administration of the District's water system.



Engineering Department Organizational Chart



Staffing Trend – Engineering



Engineering Department

Goals for FY 2010-2011

- Complete phase 1 construction of Cathedral Oaks at Hwy 101 Waterline Relocation Project.
- Complete electrical engineering design for GSD Recycled Water Booster Pumping Station maintenance project.
- Complete water facilities relocation work related to Santa Barbara County El Embarcadero improvements.

Accomplishments FY 2009-2010

- Completed electrical upgrades at Van Horne generating facility.
- Completed DPB1–500A power feeder repair project at Corona Del Mar Water Treatment Plant.
- Completed 2009 update of GWD Standards & Specifications.
- Completed installation of four new fire hydrants on El Colegio Road.
- Completed in-house design for Cathedral Oaks at Hwy 101 Waterline Relocation Project.
- Completed replacement of pump and motor at University Well.
- Completed down-hole cleaning (phase 1 construction) of San Ricardo Well Rehabilitation Project.
- Completed in-house design for annual waterline replacement project.
- Completed construction of North Fairview waterline replacement.
- Completed preparation of Goleta Groundwater Basin Computer Model.
- Completed transducer installation project at 10 District monitoring wells.
- Completed project to scan historic inspector mark-up drawings for Operations Department.
- Completed in-house design for installation of 12 new fire hydrants.
- Completed project to scan and organize various historic District agreements.
- Received and began processing approximately 40 applications for water service.
- Completed approximately 50 major updates to the District's GIS system.
- Produced approximately 15 facility maps for District use.
- Provided construction inspection on approximately 40 waterworks projects.
- Completed 17 on-site recycled water facilities inspections.
- Responded to 6 recycled water spill incidents.
- Completed processing of approximately 2,146 backflow test report forms.
- Conducted compliance research and witnessed initial testing for approximately 117 new backflow prevention devices.

Table 4.13 Engineering Department Personnel (FTE)

FTE	Capital Improvements	Plan Review	Engineering Analysis & Research	Inspection	G.I.S.	Total
Assistant G.M.						0.25
Civil Engineer	0.45	0.07	0.47	-	0.01	1.00
Assistant Engineer	0.10	0.05	0.35	-	0.50	1.00
Associate Engineer	0.39	0.40	0.21	-	-	1.00
Engineering Associate	0.22	0.48	0.30	-	-	1.00
Engineering Assistant	0.33	0.11	0.24	-	0.32	1.00
Inspector	-	-	-	1.00	-	1.00
Total FTE	1.49	1.11	1.57	1.00	0.83	6.25

Engineering Department Functional Services

Engineering – Capital Improvements

The Capital Improvements Group is responsible for managing the District capital improvement program. Staff conducts research, performs long range capital improvement project planning, and develops and maintains the District’s 10-year and 20-year Capital Improvement Plan. Staff prepares estimates and budgets for various improvements, and maintains the District’s Waterline Replacement records. Staff performs in-house preliminary engineering and final design for various capital improvements including the preparation of engineering calculations, construction drawings, bid documents and specifications. This also includes utility coordination, AutoCAD drafting and construction permitting for projects. The staff prepares requests for proposals, reviews proposals, selects consultants and prepares staff reports for award of professional services agreements. The staff administers consultant contracts, and reviews plans, specifications, reports, studies and invoices.

Staff also performs construction management and inspection of all capital improvement construction. Staff advertises projects for bid, conducts pre-bid meetings and public bid openings. The staff prepares reports for the award of construction contracts and issues various contractual notices. As part of their typical duties, staff performs the following: coordinates and provides general direction of the work; regular reviews of the contractors schedule; assists in resolving construction problems; evaluates contractor claims; maintains log of contractor submittals; responds to requests for information; maintains log of change orders; reviews contractor’s change order requests and invoices; participates in field meetings and preconstruction meetings; and reviews quantities on contractor’s progress payment requests. Staff prepares operations and maintenance manuals as necessary and performs closeout tasks associated with the projects.

The Capital Improvements Group participates in the preparation of grant applications for capital improvements when applicable. The staff provides technical support to the Operations and Administration Departments and performs a wide variety of research related to existing District facilities.

Engineering – Plan Review

Engineering Department staff develops conditions of approval (Preliminary Conditions Letter) for all water service applications (development projects). The group determines all public water system improvements required in order for the development project to be implemented. The developer's engineer prepares plans for all required water system improvements and staff performs plan check of these improvement plans. The plans are reviewed by staff to ensure conformance with conditions of approval and GWD standards and specifications. Easement documents are also reviewed and processed. Plans are approved and signed off by staff.

Engineering Analysis and Research

Engineering Department staff performs extensive engineering analysis and research not related to specific capital improvements or water service applications. Staff regularly provides a variety of technical support services to the Operations and Administration Departments. Staff routinely prepares reports, conducts research projects, attends staff meetings, and maintains engineering records and data. Staff performs water resources related tasks, updates the District's Standards & Specifications and performs fire flow tests. Supervisors within the Department perform staff training and supervisory functions. The Engineering Department staff performs extensive management requested research covering a wide variety of topics such as Water Service Agreements and brine waste disposal and prepares staff reports as necessary.

Engineering Construction Inspection

The Construction Inspection staff is responsible for providing inspection services for application related construction projects as well as capital improvement projects. The staff provides field consultation on Operations Department maintenance work. As part of their typical duties, the Construction Inspection staff performs the following: coordinates and provides general direction of the work; assists in resolving construction problems; evaluates contractor claims; inspects all construction sites daily; maintains daily diary and construction records; maintains record drawing data; reviews contractor's change order requests and invoices; assures that construction area is safe; participates in field and preconstruction meetings; reports field conditions that prevent progress of construction; obtains accurate field measurements of unit price items of work; and reviews quantities on Contractor's progress payment requests. Staff acts as liaisons in the field between the District and City/County inspection staff. The Construction Inspection staff participates in analysis of applications for new water service. Staff also observes the work of other agencies and non-District contractors that occur in the vicinity of District owned facilities to ensure protection of District facilities.

Engineering –Geographic Information Systems (GIS)

Our GIS system is the primary source of water system facilities information being utilized by the Engineering, Operations and Administration Departments. The information or data available on our GIS system includes, but are not limited to, customer information, water use history, and various record documents and maps in both graphical and tabular form. The GIS staff coordinates extensively with the Operations and Administration Departments.

The GIS staff is responsible for maintaining the GIS system which requires regular updates such as addition of new facilities based on the record drawings coming from developer projects, District capital improvement projects and Operations Department maintenance projects. The GIS staff processes updates such as correction of facilities location, correction of facilities ID number, and addition of missing facilities resulting from the initial data conversion. GIS staff scan and upload record documents, research and process various information requests, provide custom maps for internal use and to other government agencies such as the County of Santa Barbara, City of Goleta, City of Santa Barbara, COMB, Goleta Sanitary District, Goleta West Sanitary District and the County Fire Department. GIS staff also queries our facilities database, generates various reports, and produces updated GWD grid maps. GIS staff provides staff training in the operation and use of the District's GIS system, perform software updates, and synchronize various District computer systems.

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Water Supply and Conservation Department Budget Summary

Category	Projected FY 2009-2010	Budget FY 2010-2011
Personnel expenses	-	\$831,272
Operating Supply and Services		
O & M purchases	-	1,200
Small tools & work equipment	-	900
Misc. O&M Expense	-	500
Office services & supplies	-	1,500
Computer systems maintenance	-	3,150
Postage & shipping	-	120
Community relations & info	-	500
Operating Supply and Services Total	-	7,870
Office and Administration		
Project Expenses, Purchases	-	2,500
Projects: Purchases	-	375
Reports, Studies & Consulting		162,000
Other costs	-	28,000
Miscellaneous expenses	-	200
Office and Administration Total	-	193,075
Total Expenditures		\$1,032,217

Note: Reorganization is planned for FY 2010-11 which will combine the former Conservation staff with 5 individuals from the former Engineering Department to the new Water Supply and Conservation department.

The detail of the cost centers within this department is in the appendix on pages 29 thru 35.

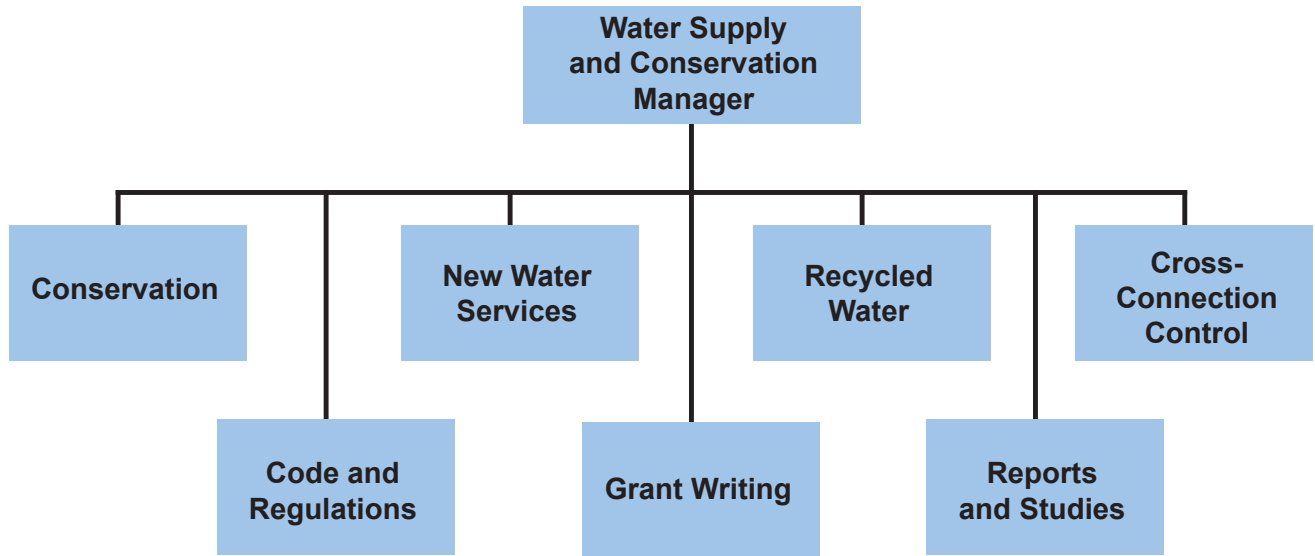
Mission Statement

The Water Supply and Conservation Department's mission is to provide the analysis of the District's water resources in order to obtain optimal management. This will be accomplished by:

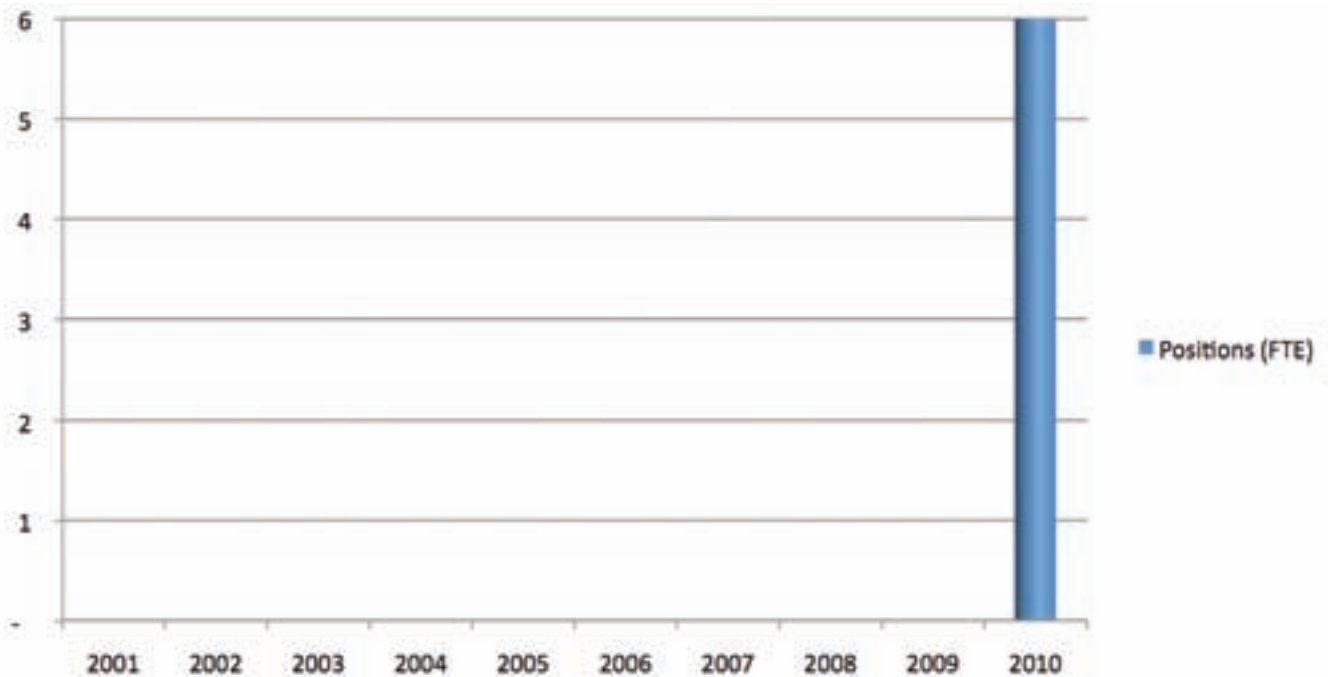
- Improving management of service-related programs and customer service.
- Working closely with new customers
- Reviewing the District's codes and regulations for consistency and effectiveness.
- Enhancing water conservation programs
- Coordinating recycled water programs
- Preparing thorough water supply and cost analytical reports
- Identifying and pursuing grant opportunities.



Water Supply and Conservation Department Organizational Chart



Staffing Trend – Water Supply and Conservation



Water Supply & Conservation Department

Goals for FY 2010-2011

Water Conservation

In this budget the goal of the Water Conservation Program for FY 2010-2011 is to fully implement the California Urban Water Conservation Council (CUWCC) BMPs, which will enable the District to be in compliance with the Urban Water Management Planning Act and the United States Bureau of Reclamation guidelines. This will require increased funding compared to years past as the labor and program costs for the Water Conservation Program for Fiscal year 2009-2010 were reduced and thus the BMPs were not fully implemented.

It should be noted that Rauch Communication Consultants (RCC) public outreach services, including the production of the District newsletter, website maintenance and a press program will now be included in the Conservation Budget. These services, totaling \$29,650, were previously part of other areas of the budget as they are indirectly related to conservation.

Code and Regulations

The goal for this activity is to review the District's code identifying and prioritizing the areas of the code that need further development. Then a plan will be developed to implement the improvements identified.

New Water Services

The goals of the New Water Services team are to streamline the application process, facilitating efficient processing of developer and individual projects for potable and recycled water. This will provide higher quality customer service, resulting in increased positive customer relations. This also results in more expedient collections of revenues. An integral part of streamlining the application process will be to update the District Code sections pertaining to new water service. Other priorities for the upcoming fiscal year are:

- Build stronger communications and working relationships with fellow agencies
- Efficiently reorganize the documentation and processing of applications
- Create an internal New Water Service procedures manual
- Streamline the application forms creating less confusion for the applicant
- Update the District website application portion to be more user friendly

Grant Writing

The goal of the grant writing activity is to seek out and apply for grants from federal and state sources that will assist in the maintenance of the District's infrastructure and the working of its operations.

Recycled Water

The District's goal is to strengthen customer relations with education and oversight of the 19 approved users of recycled water. We will continue to educate the public on the use of recycled water as a larger recycled water program equals less potable water produced and consumed, which therefore strengthens the District's water conservation program.

Reports and Studies

This department will be responsible for analytic studies and reports. The goal of this group is to assist the engineering department in the development of the Water Supply Management Plan, and to take the lead responsibility for the Urban Water Management Plan.

Cross-Connection and Control

The Goleta Water District's Cross-Connection Control Program is responsible for protecting the public water system within the District's jurisdiction. Once water passes from the main distribution system onto a customer's property (through a District meter) the water is then considered 'used'. To ensure that water does not flow from the customer's property back into the main distribution system, a backflow prevention assembly (BPA) is required to be installed at the customer's meter. To determine the hazard and if a BPA is required, sites are surveyed by the District's Cross-Connection Specialist. There are approximately 2200 assemblies monitored by the District's Cross-Connection Control Program and required to be tested annually by District code and CA State Title 17.

Accomplishments FY 2009-2010

Conservation

In the fiscal year 2009-2010, the conservation program staff anticipates completing the following endeavors:

- Utility Operations Programs
 - 5 Courtesy Letters were sent to customers with suspected leaks
- Public Outreach Programs
 - 4 conservation billing messages printed on all customer bills
 - 7 Newsletter articles on conservation
 - 4 Conservation press releases – in conjunction with the Family of Santa Barbara County Water Providers
 - 3 Public events: Lemon Festival, SB Home Show, and Earth Day
 - 1 Graywater workshop for professional installers
 - 3 Gardenwise Guys Television Shows - Executive producer
 - Green Business Santa Barbara County sponsor
 - Radio, print, and online Summer Media Campaign ads - co-sponsored with the Family of Santa Barbara County Water Providers

- School Education Programs
 - 14 Elementary School classroom presentations, reaching 670 students
 - 3 Goleta Unified School District Health Fair visits, reaching 500 students
 - 2 Elementary School Science Nights, reaching 100 students
 - 3 Jr. High and High School Science Fair Special Awards given
 - 9 High schools participated in the Santa Barbara County Water Awareness High School Video Contest, reaching 800+ students
- Residential Programs
 - 100+ Single Family water checkups provided to customers
 - 30+ Multi-Family water checkups provided to customers at 7 different sites
 - 65+ Landscape water surveys
 - Provide incentives to purchase WaterSense clothes washers
- Commercial Programs
 - Green Business Program – sponsor and staff support
 - 12 Water checkups provided for commercial customers, with 7 required for Green Business Program certification
 - 4 High Efficiency Washer rebates
- Landscape Programs
 - 5 Smart Landscape Rebates, totaling \$2,540.15 (4 pending rebates)
 - Green Gardener Program – sponsor and staff support
- 125+ informational packets mailed to agricultural customers with water efficiency information including California Irrigation Management Information System (CIMIS) and well pump testing info

New Water Services

- Processed 16 applications for water service resulting in New Water Service Fees totaling \$342,583.36
- Accurate and consistent reporting of monthly State Water allocations
- Located District's original water agreements, created a comprehensive electronic index and filing system, and then placed the documents in one vaulted location
- Successfully implemented cross training of staff for recycled water and cross connection responsibilities providing better service for District customers.
- Initiation of a study to determine appropriate application fees

Table 4.14 Water Supply and Conservation Personnel Distribution

	Conservation	Codes & Regulations	New Water Services	Grant Writing	Recycled Water	Reports and Studies	Cross-Connection Inspection	Total
Assistant G. M. Manager	.15	.15	.20	.10	.05	.30	.05	1.00
Recycle/Cross Connection Specialist II					.40		.60	1.00
Engineering Assistant	.75			.25				1.00
Engineering Technician	1.00							1.00
Engineering Technician			.69	.10	.06	.04	.11	1.00
Engineering Technician			1.00					1.00
Total FTE's	1.90	.15	1.89	.45	.51	.34	.76	6.25

Water Supply & Conservation Department Functional Services

Conservation

A large part of the Water Conservation Program is public outreach, customer service and education which enhances public understanding and perception of the District and its mission. For example, if a customer calls with concern over having a high water bill, a conservation staff member will go to the person's home, perform a water checkup and often determine the cause of the leak or increased consumption. Another example is providing exhibits at local elementary school "Science Nights" and festivals, where staff educate students and their parents about water conservation related issues. Offering water conservation rebates is another way of improving the public's perception of the District as customers feel they are being rewarded for conserving this precious natural resource.

The Water Conservation Program is currently staffed with 1.25 full-time employees (FTEs) and in the past has been between zero and approximately 5 FTEs since the drought of 1988-1991. Since that time, the conservation measures have evolved and become more stringent, sophisticated and technologically advanced. The volume of work has thus increased and caused the Conservation Program to become out of compliance with the California Urban Water Conservation Council's (CUWCC) Best Management Practices (BMPs) and reporting of the Agricultural Water Management Council's (AWMC) Efficient Water Management Practices (EWMPs). The 2005 Water Conservation Plan recommended one full-time Water Conservation Program Coordinator and two technicians to perform water audits, other BMPs and additional conservation measures.

The reduced staff attempts to implement all facets of the GWD Water Conservation Program, which consists of the urban and agricultural conservation measures outlined below.

- URBAN - Implement and report on the Best Management Practices as set forth by the California Urban Water Conservation Council with the following programs:
 - Utility Operations Programs
 - Support and enforce water waste prevention
 - Water Loss Control – Perform water audit and water balance analysis annually and validate periodically
 - Customer leaks – provide phone calls and courtesy letters to customers with suspected leaks
 - Meter retrofit – Identify intra- and inter-agency disincentives or barriers to retrofitting mixed use commercial accounts with dedicated landscape meters
 - Support conservation rate structures
 - Public Outreach Programs
 - Conservation information included with customer billings
 - Newsletter articles on conservation
 - Conservation press releases
 - Attending public events (Earth Day, Home Show, etc.)
 - Gardenwise Guys Television Show – sponsor and staff support
 - Summer Media Campaign
 - SB County Regional Water Efficiency Program – coordinate with regional purveyors to send a consistent message
 - School Education Programs
 - Provide elementary school classroom presentations and materials
 - High School Video Contest
 - Residential Programs
 - Residential assistance program –Single Family Residential (SFR) and Multifamily Residential (MFR) water checkups provide extensive customer service by assisting urban customers with high water bills and providing leak inspection, water efficiency suggestions, and showerheads
 - Landscape water survey - site-specific landscape water surveys to check irrigation system and timers, for maintenance and repair needs and assist with customer’s irrigation scheduling.
 - Provide incentives to purchase WaterSense clothes washers
 - Provide incentives for residential construction meeting WaterSense Specifications

- Commercial Programs
 - Green Business Program – sponsor and staff support
 - Water audits for commercial customers
 - Incentives for water saving devices
- Landscape Programs
 - Smart Landscape Rebate Program – \$74,000 Grant-funded program with a staff-time match
 - Green Gardener Program – sponsor and staff support
 - Landscape water budgets – provide water budgets monthly to all accounts with dedicated landscape meters
- AGRICULTURAL - Implement and report on the Efficient Water Management Practices (EWMPs) as set forth by the Agricultural Water Management Council as follows:
 - Mail information to agricultural water customers annually
 - Evapotranspiration information
 - Well pump-testing information
 - Report on the EWMPs annually

Water Conservation Program staff also assist with sending, receiving, and compiling United States Bureau of Reclamation (USBR) Crop Report Summary data and participates in the Urban Water Management Plan process. They also process Information Requests and mail, order office supplies, and perform other administrative tasks.

With two full time personnel in the program it is the intent to implement all aspects of the Water Conservation Program as outlined above.

Code and Regulations

The department will review the District’s code and make appropriate recommendations for amendments. This will be an interactive and coordinated process with other departments.

New Water Service

The New Water Service Group receives all applications for new water service. Along with receiving these applications, the group is responsible for properly processing them which includes performing a thorough staff analysis for the project. Any improvement plans required by the District specifications will be checked for compliance and approval by staff. The New Water Service Group provides support for both the Administration and Operations Departments as needed.

Grant Writing

The department will work with the Operations and Engineering Departments to seek grant opportunities and develop grant proposals.

Recycled Water Services

The Recycled Water Program (RWP) staff is responsible for oversight of the 19 approved users of recycled water for the irrigation of schools, golf courses, commercial buildings, and residential common areas as required by CA State Recycled Water Regulations and District Code Title 7. In addition, there are three sites which use recycled water for toilet flushing. Each user site must appoint two user supervisors, who must be trained and kept informed of CA State and District regulations. Staff schedules and conducts quarterly meetings with the user supervisors as well as annual meetings to inspect the user sites and on-site recycled water facilities. Whenever a new recycled water user site is added or an existing user site is modified, the user must submit an Application for Water Service. Staff participates in the analysis process, performs plan check, construction inspection, final inspection, and finalization of record drawings in coordination with Santa Barbara County Department of Environmental Health Services. Quarterly reports are submitted to the Regional Water Quality Control Board (RWQCB) documenting the deliveries of recycled water and the customer's compliance with the applicable State and District requirements. Research, reading, and attending various workshops and conferences are necessary to maintain the knowledge and proficiency of the staff.

The District's permit with the RWQCB Order 97-06 requires that the District employ a Recycled Water Coordinator. This position requires the following certifications: D2 (CA Distribution); and Cross-Connection Specialist (AWWA).

Reports and Studies

The department will be responsible for studies as shown in Table 4.15 below:

Table 4.15 2010–11 Reports, Studies & Consulting

2010-11 Reports, Studies & Consulting	
Groundwater Basin Modeling	\$50,000
Water Supply Management Plan	\$50,000
Urban Water Management Plan	\$30,000
Public Information Consulting	\$32,000
Total	\$162,000

Cross Connection Control

The Cross Connection Program (CCP) staff is responsible for protecting the District's potable water distribution system from cross connections and backflow conditions. CCP staff ensures that the owner of a property that requires a backflow assembly will install, test, and maintain the assembly as required by CA Title 22 and by District Code Title 6. Staff conducts research to determine which properties are in need of a backflow prevention assembly. Staff schedule and perform inspections to ensure assemblies are installed in a timely manner in accordance with District standards, and that a certified individual performs the required testing. Extensive record keeping, required by CA state standards is performed to keep the program in compliance. Compliance also consists of but is not limited to data entry, filing of the test report forms, and ensuring that the certified testers remain eligible by keeping certification and calibration documents on file with the District.

Whenever an Application for Water Service is submitted to the District, staff is involved in processing the Application. Staff participates in the analysis process and plan check. Plan review is performed to determine if backflow protection is required, and what type. Inspections are also required for this type of installation, as is the record keeping and verification of testers. As with the Recycled Water Program, research, reading, and attending various workshops and conferences are necessary to maintain the knowledge and proficiency of the staff. Coordination with Santa Barbara County Department of Environmental Health Services is also frequently required.

State law requires water purveyors implement a Cross Connection Program. The program coordinator is required to possess the following certifications: D2 (CA Distribution); Cross-Connection Specialist (AWWA); and Certified Backflow Tester (AWWA).

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Administration Department

Administration Department Summary Budget Detail

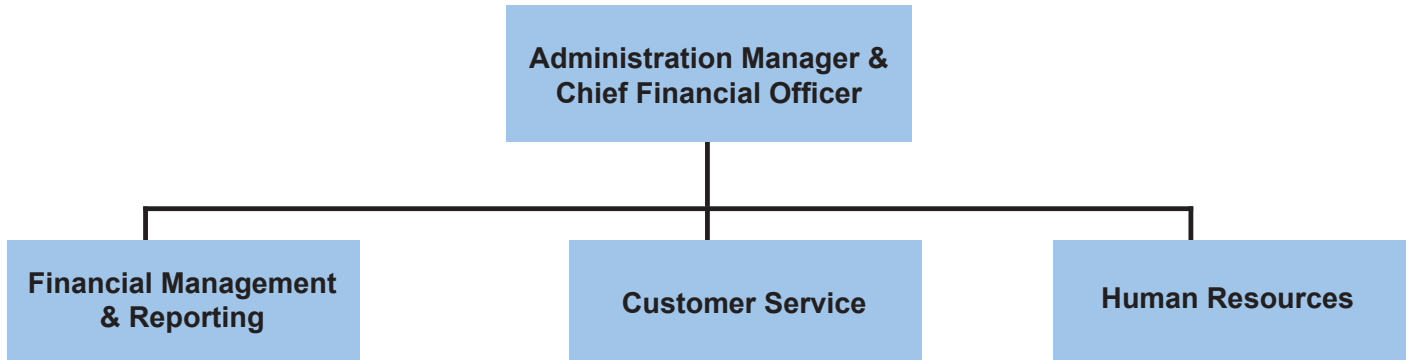
Category	Projected FY 2009/10	Budget FY 2010/11
Personnel expenses	\$1,919,227	\$1,996,550
Legal Expense		
Legal Expense	215,105	257,800
Audit, Accounting & Insurance		
Audit & Accounting Expense	18,620	38,000
Insurance Expense	165,233	158,000
Audit & Accounting Expense Total	183,853	196,000
Operating Supply and Services		
Purchased power	3,741	3,240
Small tools & work equipment	202	300
O&M Purchases	49,674	28,000
Vehicle Equipment, Maintenance & Fuel	2,799	6,840
Operating Supply and Services Total	56,416	38,380
Office and Administration		
Buildings & grounds maint	68,842	-
Office services & supplies	126,606	152,422
Computer systems maintenance	53,148	53,900
Postage & shipping	82,536	650
Telephone/Telemetry/Internet	27,805	28,704
Community relations & info	63,152	51,000
Directors fees	61,473	58,800
Directors election expenses	-	50,000
Travel & hospitality expenses	13,270	4,560
Continuing education, training	33,065	35,400
H R; recruiting & retention	27,000	7,800
Uncollectible accounts	39,781	6,000
Misc G & A expenses	49,901	50,000
Office and Administration Total	646,579	499,236
Total Expenditures	\$3,021,180	\$2,987,966

The detail of the cost centers within this department is in the appendix on pages 36 thru 43.

Mission Statement

It is the mission of the Administration Department to provide meaningful financial information to the public, the Board of Directors and to management; to provide superior customer service and to manage our human resources in the best interest of the District.

Administration Department Organizational Chart



Staffing Trend – Administration

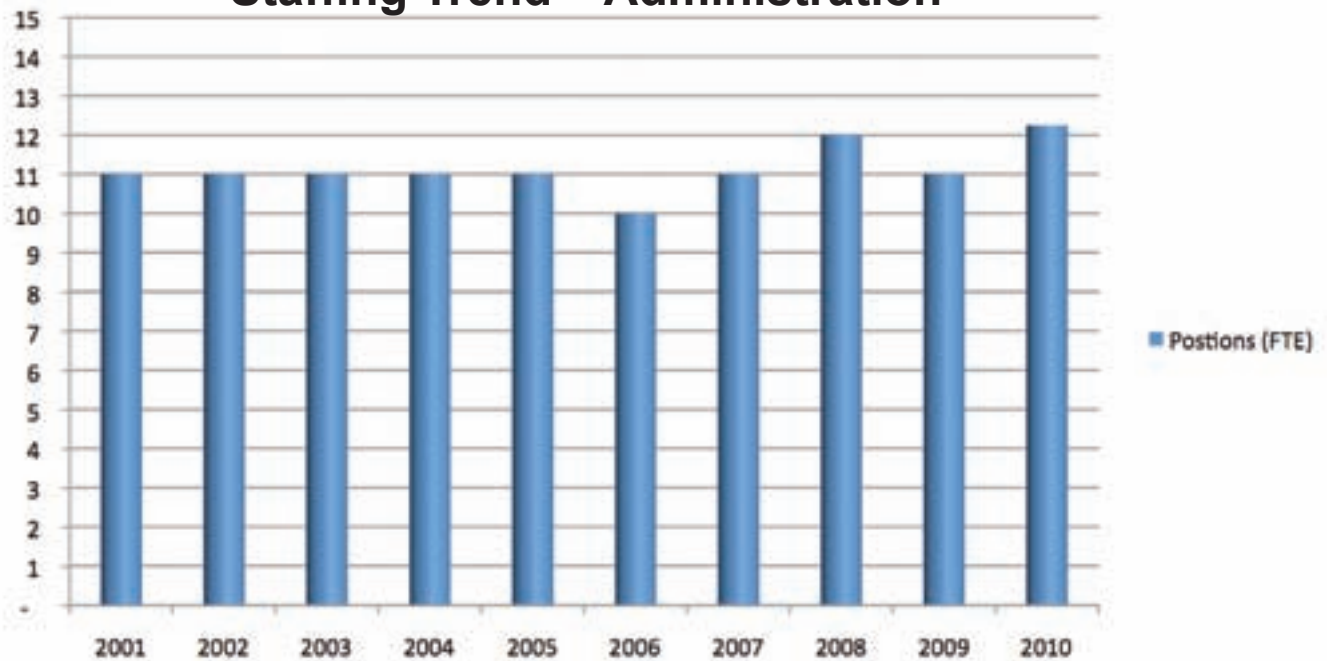


Table 4.16 Administration Personnel Distribution

	Financial Management & Reporting	Customer Services	Human Resources	Totals
General Manager	-	-	-	1.00
Assistant G.M.	-	-	-	0.25
Executive Secretary	-	-	-	1.00
Administrative Manager	0.80	0.10	0.10	1.00
Accounting Supervisor	1.00	-	-	1.00
Accountant	1.00	-	-	1.00
Accountant	0.97	0.03	-	1.00
Accounts Receivable	1.00	-	-	1.00
Accounts Payable	1.00	-	-	1.00
Customer Service Supervisor	-	1.00	-	1.00
Customer Service Specialist	-	1.00	-	1.00
Human Resource Manager	0.04	-	0.96	1.00
Administrative Assistant	0.04	-	0.96	1.00
Total FTEs	5.85	2.13	2.02	12.25

Administration Department

Goals for FY 2010-2011

The following represent goals for the Administration Department for 2010-2011

- Eliminate the need for excel labor spreadsheets used for recording payroll labor distribution in the general ledger. Create the interface between ADP and Great Plains general ledger eliminating 30-40 hours of manual work each month.
- Staff will continue to improve on their knowledge of the functionality of new HRB Solution software. This increased knowledge will allow the staff to improve on data transfer between HRB software and the payroll system as well as improving reporting and analytical capabilities.
- Implement procedures developed in 2009-2010 to assign past due customers to collections.
- Staff will review the District's treasury and banking service needs and make recommendations to the Board if changes are needed to our existing banking relations.
- Working with the Engineering Department, improve the process for capital project close outs on a timely basis.
- Review District Code regarding billing due dates and recommend changes.

- Develop a procedures manual for Administration functions and Purchasing.
- Improve customer invoice layout to enhance clarity for customers.
- Review staffing needs.
- Review accounting policy, personnel manual and memorandum of understanding language to ensure all are in agreement in regard to vacation & sick day accruals.
- Assist management in the negotiation of the union contract that will expire 6/20/11.
- Human Resources and the safety committee will increase safety inspections of Goleta Water District facilities, including remote locations.

Accomplishments FY 2009-2010

The following accomplishments represent improvements the Administration Department made during 2009-2010:

- Staff successfully completed the upgrade and conversion of accounting history to the Great Plains/ Diamond Version 10 software.
- Staff developed procedures to expedite transfer of past due accounts to collections (implementation pending).
- Staff developed financial documents and provided verbiage in the preparation of Appendix D for the COMB Second Barrel Bond Offering.
- Staff increased their knowledge of the financial reporting system within Great Plains which allowed for more detailed financial data to be provided to the Board of Directors and District management. This information includes an improved revenue and expense statement and cash flow report.
- Staff provided to the District's auditors the financial records on time and on budget. The District received a clean opinion and no management exceptions were noted in the final audit reports.
- Staff developed procedures to return deposits to credit worthy customers.
- Existing staff absorbed the work of an accounting clerk reducing the work force by one.
- Staff improved by 10 days the preparation time for the monthly financial reporting
- Staff researched, analyzed, and implemented corrections to a billing error which occurred in July 2007.
- Staff researched, analyzed and refunded to inactive customers the overpayment of final bill or deposits on account.
- Staff upgraded the payroll system and the HR tracking system.
- Staff implemented the remote capture system using Santa Barbara Bank and Trust's All Time Deposit System.
- Staff developed an accounts receivable ageing report that provides additional information to management and the Board of Directors.
- Staff improved the Cash Disbursements listing for management and Board of Directors.
- Staff implemented new phone procedures for emergencies.

- Staff was successful in meeting all criteria for a reduction in insurance premiums with ACWA/JPIA.
- Staff provided the employees with successful employee events.

Administration Department Functional Services

The major functions of the Administration Department include providing timely, accurate and meaningful financial information to the public, the Board of Directors and District management; maintaining the District's computer networks; providing excellent customer service to the District's over 16,000 customers; recruiting, hiring and retaining the best qualified individuals; providing the District's 60 employees with a safe and healthy work environment; and working with ACWA/JPIA personnel on risk management and workers' compensation matters.

Financial Management and Reporting

The accounting staff maintains the financial records of the District, including preparation of unaudited monthly financial reports and preparation of annual financial statements. The annual financial statements are audited by an independent C.P.A firm. Staff processes payroll for the District's sixty employees, accounts payable for the District's purchases and invoices over 16,000 customers and processes the related payments each month. The accounting staff is responsible for cash management and reporting on the District's investments in accordance with the District's code. Working with management and other departments, the accounting staff prepares an annual budget each year which is subject to Board of Director's approval.

The District's computer network consists of 8 servers, 50 individual workstations, 10 laptop computers and 25 printers & copiers. The District's general ledger software is Microsoft Great Plains. The District's utility billing software is Diamond Municipal Systems and the payroll calculation is outsourced to ADP Payroll. The District generally engages an outside consultant to assist with networking issues.

Customer Service

The Customer Service Department is comprised of two employees: a Customer Service Supervisor and a Customer Service Representative. Customer Service staff handles the processing of over 16,000 payments monthly, answering phone inquiries and accepts payments from walk-in customers. The customer service supervisor manages water service termination due to nonpayment and manages collection. The supervisor refunds deposits to credit worthy customers in accordance with the District code. The customer service department is responsible for identifying delinquent customers. Customers are issued credits due to leaks in compliance with District Code.

Human Resources

The Human Resources group is comprised of two employees: a Human Resource Administrator and an administrative assistant. Human Resource is responsible for the recruiting, training and retention of the best qualified individuals for the District. The District provides a benefit package to its employees and Human Resources works with ACWA/JPIA to manage all aspects of the benefits package. This is to ensure both current and eligible retirees receive the best possible benefits at a reasonable cost to the District. The Human Resource Administrator, also working with JPIA, manages risk management including workers compensation. The Human Resource Administrator coaches and counsels supervisors and employees ensuring that personnel issues are handled professionally and efficiently which reduces the District's legal risk. All but ten of the District's employees are represented by SEIU Local 620. The Human Resource Administrator participates in labor negotiations and provides extensive analysis to the District's negotiating team. The Human Resource Administrator also coordinates any District sponsored social event.

Capital Improvement Program

The Capital Improvement Program is administered by the Engineering Department. For this budget year, five projects and purchases are identified in Table 5.1. Three of these projects (Cathedral Oaks Overcrossing, SB County El Embarcadero, San Antonio Well) are being pursued out of necessity because they are responsive to State or County projects that affect the District's infrastructure. The Old Town Goleta Project is required to replace undersized water lines and the RW Booster Pump project will replace obsolete variable frequency drives and the existing programmable logic controllers.

Table 5.1: 2010-2011 Projects and Purchases

Projects & Purchases	
Cathedral Oaks Hwy 101 Overcrossing Project	\$250,000
Old Town Goleta Waterline Replacement Project	\$75,000
RW Booster Pump Station Electrical Upgrades (Phase 1)	\$55,000
SB County El Embarcadero Improvements Project	\$40,000
San Antonio Well Purchase	\$80,000
Total	\$500,000

PRELIMINARY PROJECT WORKSHEET

Project Name: Cathedral Oaks Rd & Hwy 101 Overcrossing Project (Phase 1)

Project Number: 08-3850 (Ph 1)



Project Description

Phase 1 of this project includes relocation of approximately 500’ of potable waterline in Hollister Avenue as a result of the City of Goleta/Caltrans Cathedral Oaks Road & Highway 101 Overcrossing Project. Temporary modifications to the District’s existing recycled waterline in Hollister Avenue are included. (Future realignment of the existing recycled waterline will be required.) The District’s project will also include installation of casing pipes in the proposed Highway 101 overcrossing and UPRR overhead bridges for future potable and recycled waterline work.

Need for Project

The City of Goleta, in conjunction with Caltrans, is constructing a new crossing over Highway 101 by extending Cathedral Oaks Road from Calle Real over the freeway to Hollister Avenue. Hollister Avenue is being realigned as part of this project. Significant grade changes are involved in the realignment of Hollister Avenue. As a result of the realignment and grade changes on Hollister Avenue, approximately 500’ of the District’s existing potable and recycled waterlines must be relocated. Without the relocation, existing District potable and recycled water customers will be out of service.

Project Budget

FY 2010-2011

Construction	\$232,000
Engineering (in-house)	
Constr. Management, Testing & Inspection	\$8,000
Subtotal:	\$230,000
Contingency	\$10,000
Total Budget:	\$250,000

Project Schedule

Engineering: 2009; Construction: 2010. (See also Worksheet for Phase 2)

PRELIMINARY PROJECT WORKSHEET

Project Name: Waterline Replacement Project FY 2005-06 – Old Town Goleta
 Project Number: 05-3607 B



Project Description

Abandon 3 different sections of deteriorated and undersized 2” diameter steel waterlines in the Old Town area of Goleta, and relocate service lines and meters. Existing waterlines and meters are located in easements on private property. Over the years, fences, walls and other obstructions have been constructed over the waterlines, creating problems for meter reading and maintenance.

Need for Project

Three sections of undersized 2” steel waterline are in areas where walls and other obstructions have been built on top of them over the years. These waterlines are too small for their locations and current conditions and they need to be abandoned, which requires relocating water meters and service lines.

Project Budget

FY 2010-2011

Construction	\$70,000
Engineering (in-house)	0
Constr. Management, Testing & Inspection	\$2,000
Subtotal:	\$72,000
Contingency	\$3,000
Total Budget:	\$75,000

Project Schedule

Engineering: 2010; Construction: 2011-12.

PRELIMINARY PROJECT WORKSHEET

Project Name: GSD Recycled Water Booster Pumping Station Electrical Upgrades

Project Number: 09-3915



Project Description

Replace 3 Variable Frequency Drives (VFD) at the Goleta Water District's Recycled Water Booster Pumping Station (located at the Goleta Sanitary District). Also, design electrical modifications for a future 125 HP pump, supply new software for the Programmable Logic Controller, install updated Arc Flash Protection equipment.

Need for Project

The four existing VFD's and the existing PLC are obsolete and no longer supported by the original manufacturer. Spare parts are no longer available. One VFD has failed and is out of service. Another VFD has frequent problems and shutdowns. The other two drives are considered marginal but functional. If more than one VFD fails, the District would not be able to meet system demands. If there is a major failure in this system, all of the recycled water customers would be without recycled water.

Project Budget

FY 2010-2011

Construction	0
Engineering	\$55,000
Constr. Management, Testing & Inspection	0
Subtotal:	\$55,000
Contingency (+/- 10%)	0
Total Budget:	\$55,000

Project Schedule

Engineering: 2010; Construction: 2011

PRELIMINARY PROJECT WORKSHEET

Project Name: Santa Barbara County El Embarcadero Improvements
 Project Number: 07-3738



Project Description

This project involves relocating District water facilities in response to the Santa Barbara County street and storm drain improvement project in Isla Vista. Install offsets (at least one) on existing waterlines, relocate fire hydrant, relocate water meters and raise valve cans to the proposed new finished grade on El Embarcadero and surrounding streets in Isla Vista.

Need for Project

The County of Santa Barbara is planning improvements to this particular area of Isla Vista, including the addition of a new storm drain, curb, gutter and sidewalk improvements, and the undergrounding of existing overhead utilities. The District will have to relocate and adjust existing facilities to conform with the proposed improvements.

Project Budget

FY 2010-2011

Construction	\$33,000
Engineering (in-house)	
Constr. Management, Testing & Inspection	\$2,000
Subtotal:	\$35,000
Contingency (+/- 15%)	\$5,000
Total Budget:	\$40,000

Project Schedule

Engineering: 2010; Construction: 2011.

PRELIMINARY PROJECT WORKSHEET

Project Name: Purchase of San Antonio Well Site

Project Number 00-3311



Project Description

This project consists of the Goleta Water District purchase of the San Antonio Well site from the County of Santa Barbara.

Need for Project

In 2006, GWD completed major upgrades at the San Antonio Well site, and the well is currently in service. The site improvements included architectural, structural, electrical and instrumentation upgrades, as well as new pump, treatment and injection systems. The San Antonio Well is now one of the District’s highest producing wells.

The County of Santa Barbara owns the San Antonio Well site property. The Goleta Water District’s lease agreement with the County has now expired, and the District is negotiating with the County to purchase the well property.

Project Budget

FY 2010-2011

Purchase payment, FY 2010-2011	\$80,000
Total Purchase Price:	In negotiation

Project Schedule

Property Purchase 2010 through 2013.

Part 2:

5-Year Funding Requirements

The budget development process that staff utilized depended a great deal on the key staff of the District to provide input on a variety of areas. Staff was asked to describe their departmental mission, functions, goals and accomplishments. In addition staff was asked to assess their areas of responsibility and provide scenarios for budget reductions. As a result of this exercise, it was determined that there were several areas within the district that required a plan for long term funding. This budget examines the five year period beginning in fiscal year 2011-2012 only as a starting point, recognizing that in many cases the funding process will continue several more years into the future.

The functional areas where a long term funding program should be initiated are located in the District's operations department, capital improvement projects and financial administration.

The Operations and Engineering department were asked to assess the District's infrastructure to determine and describe the relative condition of pipes, valves, pumps, reservoirs, wells, motors, meters, vehicles, computers and all other infrastructure, equipment and materials that are needed to deliver safe and reliable water to our customers. The Administration Department will present to the board a financing plan for consideration at a later date.

Once the infrastructure information was developed it was then assimilated into the beginnings of a five year projection of funding needs. These funding projections are identified in the following way:

1. Maintenance Program
 - a. Responsive repairs
 - b. Preventative maintenance
2. Capital Improvements Program
 - a. Infrastructure Replacement
 - b. New infrastructure

Table 6.3 provides the proposed 5 year plan for preventative maintenance.

Table 6.4 provides the proposed 5 year plan for infrastructure replacement

Table 6.5 provides the proposed 5 year plan for new infrastructure.

The District has a "Post Employment Medical Benefit Program," but there is no long term plan for funding it other than on a pay-as-you-go basis.

Finally, the District's Code requires a contingency reserve equal to six months of operating expenses. This reserve is currently not funded.

Table 6.1 provides the overall funding requirements for Maintenance, Capital Improvements, Post Employment Medical Benefits and Contingency Reserve.

Table 6.1 5-Year funding Requirements (\$millions)

Description	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	Total
Maintenance						
Responsive repairs	.2	.2	.2	.2	.2	1.0
Preventative Maintenance (1)	.5	.5	.5	.5	.5	2.5
Capital Improvements Program(2)						
Infrastructure replacement (3)	4.7	4.7	4.7	4.7	4.7	23.5
New infrastructure (2)	.5	2.5	2.1	1.9	3.0	10.0
Post Employment Medical Benefits	2.0	2.0	2.0	2.0	2.0	10.0
Contingency Reserve	2.6	2.6	2.6	2.6	2.6	13.0
Totals	10.5	12.5	12.1	11.9	13.0	60.0

- (1) Need the development of a preventative maintenance program plan
- (2) Need to develop an Infrastructure Replacement and New Infrastructure plan.
- (3) This is the proposed methodology for the “funding of depreciation” and represents the cost of our current infrastructure pro-rated over 40 years. Until there is a comprehensive “Infrastructure Replacement and New Infrastructure Plan” developed, staff cannot project actual annual costs and has estimated these needs. In the interim, certain immediate needs have been identified and are listed in *Table 6.2*.

5-Year Funding Requirements

Maintenance Program

Responsive Repairs

Responsive repairs are a necessary part of the operations of the District. Currently, because the FY 2010-2011 budget is austere, the Operations Department strategy is to provide properly treated and distributed water to our customers and preserve as much of the funding available to respond to immediate needs. Purchases should only be made to repair what has failed, provide chemicals for treatment, pay for power needs, and keep vehicles and equipment in running condition. This general strategy will be followed for other aspects of operations. Purchases for repair parts or equipment replacement before they actually fail will be done for that existing equipment when failure is imminent and would cause health and safety impacts to the public or employees. Expenditures for other preventative work may be made in the latter part of the fiscal year if it appears that there will be adequate funds available. Expenditures are estimated to be \$200,000 per year. Going forward, beginning in 2011-2012, responsive repairs will be in place along with a preventative maintenance program.

Preventative Maintenance

BUDGET OUTLOOK FOR FY 2011-2012 TO FY 2015-2016

A major portion of the District's distribution system is nearly 60 years old and is beginning to show its age. Evidence of the aging process is the increasing frequency of water main breaks, service line breaks, valves which do not operate reliably or leak, pipelines located in the foothills which are being exposed by erosion or are threatened by earth movement, and meters which are nearing the end of their service life.

There was a period of time in years past that maintenance and upgrades were not routinely performed because funds were not available and the system was newer and less troublesome. However, this lack of planful attention has created a backlog of maintenance work that needs to be accomplished from now forward. If the District does not develop a planned approach to preventative maintenance, the infrastructure will continue to deteriorate resulting in a less reliable treatment and distribution system and greater costs for repairs and maintenance.

Fortunately the water treatment plant has recently been significantly refurbished, but there are still some critical areas that need further attention.

The relatively new recycled water distribution system largely constructed in the early 1990's is deteriorating at an accelerated rate as compared to the potable water distribution system. This is largely due to the high salinity of the water which aggressively corrodes metal used in pumps, valves and pipelines. Adding to the problem is that proper corrosion protection measures were not provided in its construction. In addition, computerized pump control systems are outdated and have been malfunctioning and need updating. The recycled water system needs constant repair and a high level of maintenance. It will be an on-going process.



The budget outlook for the 5 years beyond fiscal year 2010-2011 includes work to maintain distribution and treatment facilities such as replacing corroding pressure regulating valves, replacing chemical feed lines, replacing meters which have measured large amounts of water and are wearing out, replacing chemical feed pumps, and replacing valves which do not operate properly. The five year funding projection also includes work to incrementally upgrade the District's aging infrastructure such as replacing a portion of the 40 + year old valves, replacing old fire hydrants, installing radio read meters (AMR), replacing troublesome polybutylene water service lines, and replacing the Granulated Activated Carbon used in the CDMWTP water filters.

The list of items on this five year funding projection is what is known at this time, as we go forward it should be expected that more needed work will become evident and should be added to this list.

5-Year Capital Improvements

Preventative Maintenance

Table 6.2 is a summary of preventative maintenance by cost center that has been identified as required in the next five fiscal years.

Table 6.2 5-Year Plan for Preventative Maintenance

Cost Center	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
Wells Operations & Maintenance	7,233	7,233	7,233	7,233	7,233	\$36,165
Water Treatment	119,773	119,773	119,773	119,773	119,773	\$598,865
Reservoirs Operations and Maintenance	4,768	4,768	4,768	4,768	4,768	\$23,840
Booster Pumps Operations & Maintenance	1,274	1,274	1,274	1,274	1,274	\$6,370
T&D Mains & Appurtenances	164,673	164,673	164,673	164,673	164,673	\$823,365
Meters - Service, Installation	125,243	125,243	125,243	125,243	125,243	\$626,215
General T&D Operations & Maintenance	52,335	52,335	52,335	52,335	52,335	\$261,675
Recycled Water Operations & Maintenance	27,837	27,837	27,837	27,837	27,837	\$139,185
Total Preventative Maintenance	503,136	503,136	503,136	503,136	503,136	\$2,515,680

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5-Year Capital Improvements

Infrastructure Replacement

Table 6.3 5-Year Plan for Infrastructure Replacement

Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total Project Cost (\$)
GSD RW Booster Pumping Sta. Electrical Upgrades	\$60,000	\$210,000	-	-	-	\$270,000
Anita Wellhead Treatment Project	\$75,000	\$375,000	-	-	-	\$450,000
Meters	\$33,000	\$110,000	\$110,000	\$110,000	\$110,000	\$473,000
Goleta Beach Recycled Waterline Project	-	-	\$200,000	-	\$600,000	\$800,000
Cathedral Oaks Rd. & Hwy 101 Overcrossing Project (Phase 2)	\$900,000	-	-	-	-	\$900,000
Computers & Plant Communications	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$195,000
Pumps, Motors, Compressors	\$89,000	\$89,000	\$89,000	\$89,000	\$89,000	\$445,000
Valves	\$46,000	\$1,429,000	\$1,429,000	\$1,429,000	\$1,429,000	\$5,762,000
Annual Waterline Replacement Project	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$1,442,000	\$2,452,000	\$2,067,000	\$1,867,000	\$2,467,000	\$10,295,000

5-Year Capital Improvements

Table 6.4 Extended Plan for Infrastructure Replacement

Project Name	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total Project Cost (\$)
Cathedral Oaks Rd. & Hwy 101 Overcrossing Project	\$400,000					\$900,000
GWD-City of Santa Barbara Interconnect Project	\$900,000	\$300,000				\$1,200,000
New ASR Wells Project (2 wells)	\$500,000	\$1,500,000	\$2,000,000			\$4,000,000
CDMWTP-Creek Crossing Improvement Project				\$200,000	\$700,000	\$900,000
CDMWTP-Backwash Basin, Sludge Bed & Filter Trough Imp. Project				\$700,000	\$1,000,000	\$1,700,000
1 MG Recycled Water Reservoir Project				\$800,000	\$200,000	\$2,300,000
Annual Waterline Replacement Project	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$2,000,000	\$2,000,000	\$2,200,000	\$1,900,000	\$2,100,000	\$12,000,000

New Infrastructure

Table 6.5 New Infrastructures

Project Name	Total Project Cost
Treated Water to Goleta West Conduit	\$ 8,000,000
2 nd Transmission Main from CDMWTP to Cathedral Oaks @ Camino Laguna Vista	\$11,000,000
Total Costs	\$19,000,000

5-Year Funding Requirements

Unfunded Post Employment Medical Benefits

The Governmental Accounting Standards Board (GASB No. 45) requires recording a liability for expected future costs for health, dental and vision care insurance for retirees. The total liability for this obligation is presently at \$11.07 million and if completely funded over the next five years would exceed two million dollars per year. However, funding can be done on a pay-as-you-go basis. Since the pay-as-you-go obligation for FY 2010-2011 is \$269,000 the District will fund the plan on a pay-as-you-go basis for now. The remaining balance is an unfunded liability of \$10.8 million and the unfunded portion required to be recorded for the FY 2010-2011 is \$874,000.

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Contingency Operating Reserve

Basis of Requirement

Each month the administrative manager is required by GWD code section 4.090 A. to submit a report which includes the following language from GWD code section 4.08.090B:

“The deposits and investments of the District safeguard the principal and maintain the liquidity needs of the District, providing the District with the ability to meet expenditure requirements for the next six months.”

The GWD code then makes reference to the Government Code section 53646 (b) (3)....

53646.(b)(3) The quarterly report shall include a statement denoting the ability of the local agency to meet its pool's expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or may, not be available.

Analysis

With an annual expenditures total of approximately \$26,000,000, such a reserve should then be a minimum of \$13,000,000.

In order to achieve this amount over a five year period it would be necessary to set aside \$2,600,000 per year.

As a reserve for “expenditures” this amount would need to be adjusted to include planned capital improvements or other extraordinary events.

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Operations Department 2010-11 Cost Center Budget with Explanations

200 Well Operations and Maintenance		<u>Projected</u>	<u>Budget</u>	Appendix
Category		FY 2009/10	FY 2010/11	Note
Personnel expenses		<u>111,557</u>	<u>153,890</u>	200-1
Water Quality Materials				
Chemicals & filtering materials		<u>33,541</u>	<u>-</u>	200-2
Water Quality Testing				
Water quality testing, compliance		<u>27,619</u>	<u>6,200</u>	200-3
Vehicle and Equipment				
O & M purchases		<u>63,347</u>	<u>-</u>	200-4
Operating Supply and Services				
Purchased power		89,602	80,000	200-5
Small tools & work equipment		74	-	
Misc. O&M Expense		112	-	
Vehicle Equip, Maintenance & Fuel		250	-	
Operating Supplies & Services		<u>90,038</u>	<u>80,000</u>	
Office and Administration				
Telephone/Telemetry/Internet		4,062	5,000	
Legal fees		<u>1,418</u>	<u>-</u>	
Office and administration		<u>5,480</u>	<u>5,000</u>	
Total Expenditures		<u>331,582</u>	<u>245,090</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 200 Wells Operations & Maintenance

Note 200-1

The plan is to operate the wells minimally in 2010-2011. We will run the wells enough to sample water quality to ensure it meets the California Department of Health Services standards. Also, to exercise the motors and pumps to assure they remain in good working order. The number of employees that are budgeted to this cost center equate to 1.3 full time equivalents. The overall budget for FY2010-11 includes minimum overtime. The overall budget for Operations personnel costs is budgeted down 6% for FY 2010-2011.

Note 200-2

The plan is to operate the wells minimally in 2010-2011. The water from the wells testing will not be introduced to the main water supply to customers; therefore, chemicals are not needed.

Note 200-3

The plan is to operate the wells minimally in 2010-2011. We will reduce testing of the wells to a level that still insures we meet the California Department of Health Services standards.

Note 200-4

The plan is to operate the wells minimally in 2010-2011. Typical material purchases for this cost center are chemical feed pumps, motor bushings, pump bushings, valves for chemical feed systems, water flow control, electrical control equipment such as solenoids, switches, to maintain or repair treatment equipment. The maintenance performed in 2009-2010, and stocked parts allow the District to reduce the budget for 2010-2011.

Note 200-5

The plan is to operate the wells minimally in 2010-2011, therefore, reducing the amount of electricity needed.

Water Treatment Plant - 400 CDM		Projected	Budget	Appendix
Category		FY 2009/10	FY 2010/11	Note
Personnel expenses		<u>1,454,814</u>	<u>1,252,497</u>	400-1
Water Quality Materials				
Chemicals & filtering materials		<u>617,691</u>	<u>637,000</u>	400-2
Water Quality Testing				
Water quality testing, compliance		<u>171,029</u>	<u>182,000</u>	400-3
Vehicle and Equipment				
O & M purchases		<u>163,925</u>	<u>135,000</u>	400-4
Operating Supply and Services				
Purchased power		90,385	88,800	
Small tools & work equipment		21,176	3,000	400-5
Misc. O&M Expense		11,640	-	400-6
Vehicle Equip, Maintenance & Fuel		<u>29,203</u>	<u>2,000</u>	400-7
Operating Supplies & Services		<u>152,404</u>	<u>93,800</u>	
Office and Administration				
Buildings & grounds maint		54,577	-	400-8
Office services & supplies		8,101	-	400-9
Computer systems maintenance		10,252	129,000	400-10
Postage & shipping		2,448	5,000	
Telephone/Telemetry/Internet		15,274	6,000	
Travel & hospitality expenses		5,055	-	
Continuing education, training		12,541	12,000	
H R; recruiting & retention		423	-	
Misc G & A expenses		75	-	
Office and administration		<u>108,746</u>	<u>152,000</u>	
Total Expenditures		<u>2,668,609</u>	<u>2,452,297</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 400 Water Treatment

Note 400-1

The number of employees that are budgeted to this cost center equate to 10.6 full time equivalents. The budget for FY2010-11 includes minimum overtime. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Note 400-2

Primary cost increase is due to use of more expensive and higher quality Powdered Activated Carbon (PAC) which is very effective in reducing Trihalomethanes (THMs), feed rate is also more than previously used. All chemicals are used for mandatory treatment of water and vendor contracts are by competitive bid.

Note 400-3

Lab testing is required by California Department of Public Health Services (CDPHS). The District's lab at the water treatment plant does some testing but outside labs perform the majority of tests. It is anticipated that more testing will be done in 2010-2011 as the District continues to search for the optimal usage point of the Powdered Activated Carbon.

Note 400-4

The District plans to save \$30k by providing security coverage with our own personnel by re-arranging work schedules.

OPERATIONS DEPARTMENT

Notes to the budget presentation

Note 400-5

The District will purchase only the tools not in inventory and required to perform breakdown repairs only. The recent purchases of tools and small equipment have been of high quality so they should last longer.

Note 400-6

The miscellaneous purchases this year are not anticipated to be repeated this year. These purchases have been for the maintenance of water softening and paint equipment.

Note 400-7

Funding at this level will increase the interval between services for vehicles. Vehicles will be serviced on breakdown of equipment or taken out of service until funds are found for repairs.

Note 400-8

Building and ground maintenance will be administered by District personnel. Outside janitorial service has already been cancelled and District personnel will now perform this service.

Note 400-9

We will review the need for our 3 copiers in 2 locations costing approximately \$8k/yr. Office supplies will be bought sparingly.

Note 400-10

These funds provide for new SCADA repair and maintenance contract.

Operations Department 2010-11 Cost Center Budget with Explanations

510 Reservoir Operations and Maintenance		<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses		<u>6,352</u>	<u>12,824</u>	510-1
Vehicle and Equipment				
O & M purchases		<u>6,529</u>	<u>5,000</u>	
Operating Supply and Services				
Purchased power		13,738	1,000	510-2
Small tools & work equipment		<u>33</u>	<u>-</u>	
Operating Supplies & Services		<u>13,771</u>	<u>1,000</u>	
Office and Administration				
Buildings & grounds maint		13,353	-	
Telephone/Telemetry/Internet		<u>745</u>	<u>240</u>	
Office and administration		<u>14,098</u>	<u>240</u>	
Total Expenditures		<u>40,750</u>	<u>19,064</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 510 Reservoirs Operation and Maintenance

Note 510-1

The number of employees are budgeted to this cost center equate to .1 full time equivalents. This .1 equates to 200 man hours. The 2010-11 budgets do not include transfer of wages from other departments. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Note 510-2

Reservoir pumps were run in FY09-10 for Trihalomethane well distribution but are not needed in FY10-1.

Operations Department 2010-11 Cost Center Budget with Explanations

Booster Pumps Operations		<u>Projected</u>	<u>Budget</u>	Appendix
520	and Maintenance	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Category				
Personnel expenses		<u>9,836</u>	<u>12,824</u>	520-1
Vehicle and Equipment				
O & M purchases		<u>19,189</u>	<u>10,000</u>	
Operating Supply and Services				
Purchased power		<u>11,253</u>	<u>17,000</u>	
Operating Supplies & Services		<u>11,253</u>	<u>17,000</u>	
Office and Administration				
Telephone/Telemetry/Internet		<u>1,016</u>	<u>1,000</u>	
Office and administration		<u>1,016</u>	<u>1,000</u>	
Total Expenditures		<u>41,294</u>	<u>40,824</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 520 Booster Pumps Operations & Maintenance

Note 520-1

The number of employees that are budgeted to this cost center equate to .1 full time equivalents. This .1 equates to 200 man hours. The 2010-11 budgets do not include transfer of wages from other departments. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Operations Department 2010-11 Cost Center Budget with Explanations

530 T&D Mains & Appurtenances	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	<u>470,935</u>	<u>1,265,321</u>	530-1
Vehicle and Equipment			
O & M purchases	<u>75,032</u>	<u>138,000</u>	530-2
Operating Supply and Services			
Purchased power	4,314	5,000	
Small tools & work equipment	101	25,000	530-3
Vehicle Equip, Maintenance & Fuel	<u>-</u>	<u>96,000</u>	
Operating Supplies & Services	<u>4,415</u>	<u>126,000</u>	
Office and Administration			
Computer systems maintenance	362	-	
Telephone/Telemetry/Internet	3,198	1,080	
Continuing education, training	180	18,000	530-4
Office and administration	<u>3,740</u>	<u>19,080</u>	
Total Expenditures	<u>554,122</u>	<u>1,548,401</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 530 T&D Mains & Appurtenances

Note 530-1

The number of employees that are budgeted to this cost center equate to 10.9 full time equivalents. Employees were coding their labor hours in 2009-2010 to the wrong cost center. They are now charging to the correct cost center. Overall, the number of employees in the operations department has not changed. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Note 530-2

Work in this section primarily consists of pipeline leak repair, distribution system modification such as pipeline relocation, valve replacement, air relief valve installation or replacement, fire hydrant repair or replacement, and other work on the distribution system excluding pump stations and reservoirs. Materials and services for pipelines, fire hydrants, valves, trench backfill, excavation spoils disposal, pavement repair, de-chlorination tablets, etc. The District has noticed an upward trend in corrosion leaks and valve failure. Based on this trend we have increased this year's budget.

Materials previously purchased in cost center 590 T&D general are budgeted here. Purchases will be for breakdowns only. Tool and equipment purchases will be curtailed and the District will use what is on hand. Distribution system parts such as angle stops, fire hydrants, valves and pipe couplings will be taken from stock.

Note 530-3

We have moved the 2010-11 budget from cost center 590 T&D General to 530 to coincide with the movement of 9.6 FTEs to this cost center. The District will purchase only the tools not in inventory and required to perform breakdown repairs only. The recent purchases of tools and small equipment have been of high quality so they should last longer.

Note 530-4

We have moved the 2010-11 budget from cost center 590 T&D General to 530 to coincide with the movement of 9.6 FTEs to this cost center. This is training for required certifications.

Operations Department 2010-11 Cost Center Budget with Explanations

540 Meters Service & Install	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	<u>336,354</u>	<u>414,648</u>	540-1
Vehicle and Equipment			
O & M purchases	<u>57,206</u>	<u>10,000</u>	540-2
Operating Supply and Services			
Small tools & work equipment	10	-	
Vehicle Equip, Maintenance & Fuel	<u>67</u>	<u>-</u>	
Operating Supplies & Services	<u>77</u>	<u>-</u>	
Office and Administration			
Buildings & grounds maint	<u>350</u>	<u>-</u>	
Office and administration	<u>350</u>	<u>-</u>	
Reports & Studies	<u>(1,242)</u>	<u>-</u>	
Total Expenditures	<u><u>392,745</u></u>	<u><u>424,648</u></u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 540 Meter Installation and Maintenance

Note 540-1

The number of employees that are budgeted to this cost center equate to 3.5 full time equivalents. Overall, the number of employees in the operations department has not changed. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Note 540-2

We will utilize current inventory of parts and meters and only purchase on an emergency basis in 2010-2011.

Operations Department 2010-11 Cost Center Budget with Explanations

590	T&D General	<u>Projected</u>	<u>Budget</u>	<u>Appendix</u>
	<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
	Personnel expenses	<u>1,583,626</u>	<u>438,207</u>	590-1
	Water Quality Materials			
	Chemicals & filtering materials	<u>540</u>	<u>-</u>	
	Vehicle and Equipment			
	O & M purchases	<u>157,711</u>	<u>-</u>	590-2
	Operating Supply and Services			
	Small tools & work equipment	46,664	-	590-3
	Tax & freight on inventory	14,809	15,000	
	Inventory adjustment	33,497	-	590-4
	Misc. O&M Expense	6,182	-	590-5
	Vehicle Equip, Maintenance & Fuel	105,802	-	590-6
	Operating Supplies & Services	<u>206,954</u>	<u>15,000</u>	
	Office and Administration			
	Buildings & grounds maint	37,618	23,500	590-7
	Office services & supplies	11,415	-	590-8
	Computer systems maintenance	22,322	-	590-9
	Postage & shipping	337	-	
	Telephone/Telemetry/Internet	10,190	8,000	
	Legal fees	94	-	
	Travel & hospitality expenses	2,860	-	
	Continuing education, training	17,898	-	590-10
	H R; recruiting & retention	4,255	-	
	Misc G & A expenses	336	-	
	Office and administration	<u>107,325</u>	<u>31,500</u>	
	Total Expenditures	<u>2,056,156</u>	<u>484,707</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 590 General T&D Operations & Maintenance

Note 590-1

The number of employees that are budgeted to this cost center equate to 4.1 full time equivalents. Employees (approximately 10) were coding their labor hours in 2009-2010 to this cost center and should have coded their hours to 530 T&D Mains & Appurtenances. They are now charging to the correct cost center. Overall, the number of employees in the operations department has not changed. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Note 590-2

The budget for 2010-11 has been moved to cost center 530 T&D Mains & Appurtenances to coincide with the movement of 9.6 FTEs from this cost center.

Note 590-3

The budget for 2010-11 has been moved to cost center 530 T&D Mains & Appurtenances to coincide with the movement of 9.6 FTEs from this cost center.

Note 590-4

Internal control and reporting procedures will be greatly enhanced to avoid reporting losses on inventory items.

Note 590-5

The miscellaneous materials purchased in FY 2009-10 do not need to be purchased in 2010-11.

OPERATIONS DEPARTMENT

Notes to the budget presentation

Note 590-6

Vehicles service intervals will be extended and equipment purchased on breakdown of equipment or taken out of service until funds are found for repairs.

Note 590-7

Building and ground maintenance will be moved in-house. HVAC maintenance has already been absorbed by District employees. Janitorial services for Goleta office has been budgeted for half the year at \$22,500.

Note 590-8

We will review the need for our copier costing approximately \$4k/yr. Early in 2009-2010 budget year furniture related items totaling \$3k were purchased that will not be repeated this year. Office supplies will be bought sparingly.

Note 590-9

We do not anticipate any computer related purchases in FY 2010-11.

Note 590-10

Budget for 2010-11 has been moved to cost center 530 T&D Mains & Appurtenances to coincide with the movement of 9.6 FTEs.

Operations Department 2010-11 Cost Center Budget with Explanations

600 Recycled Water Operations and Maintenance		<u>Projected</u>	<u>Budget</u>	Appendix
Category		FY 2009/10	FY 2010/11	Note
Personnel expenses		<u>110,486</u>	<u>47,022</u>	600-1
Vehicle and Equipment				
O & M purchases		<u>15,940</u>	<u>3,000</u>	600-2
Operating Supply and Services				
Purchased power		22,076	22,000	
Small tools & work equipment		80	-	
Misc. O&M Expense		<u>28</u>	<u>-</u>	
Operating Supplies & Services		<u>22,184</u>	<u>22,000</u>	
Office and Administration				
Buildings & grounds maint		15,509	-	600-3
Office services & supplies		6	-	
Telephone/Telemetry/Internet		1,140	-	
Community relations & info		<u>15</u>	<u>-</u>	
Office and administration		<u>16,670</u>	<u>-</u>	
Total Expenditures		<u>165,280</u>	<u>72,022</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 600 Recycled Water Operations & Maintenance

Note 600-1

The number of employees that are budgeted to this cost center equate to .4 full time equivalents. This .4 equates to 800 man hours. Overall, the number of employees in the operations department has not changed. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Note 600-2

Materials in this area will be purchased on breakdowns only. The anticipated spare part should be in our inventory. Pumps were replaced this year and should not need repair or replacement this coming year.

Note 600-3

Building and ground maintenance will be moved in-house and provided by District employees.

Operations Department 2010-11 Cost Center Budget with Explanations

750	Meter Reading	<u>Projected</u>	<u>Budget</u>	<u>Appendix</u>
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses		<u>420,166</u>	<u>641,209</u>	750-1
Vehicle and Equipment				
	O & M purchases	<u>558</u>	<u>-</u>	
Operating Supply and Services				
	Small tools & work equipment	1,751	-	
	Vehicle Equipment, Maintenance & Fuel	<u>4,872</u>	<u>400</u>	
	Operating Supplies & Services	<u>6,623</u>	<u>400</u>	
Office and Administration				
	Buildings & grounds maint	6	-	
	Office services & supplies	1,449	-	
	Computer systems maintenance	4,920	3,000	
	Postage & shipping	97	-	
	Telephone/Telemetry/Internet	2,077	1,400	
	Travel & hospitality expenses	441	-	
	Continuing education, training	2,506	-	
	Misc G & A expenses	<u>50</u>	<u>-</u>	
	Office and administration	<u>11,546</u>	<u>4,400</u>	
Total Expenditures		<u>438,893</u>	<u>646,009</u>	

OPERATIONS DEPARTMENT

Notes to the budget presentation

Cost Center 750 Meter Reading

Note 750-1

The number of employees that are budgeted to this cost center equate to 5.4 full time equivalents. A meter reading department allocation will not be transferred in 2010-2011 to the customer service budget. There are not any allocations to any department in 2010-2011. Overall, the number of employees in the operations department has not changed. The overall budget for Operations for personnel costs is budgeted down by 6% for FY 2010-11.

Engineering Summary Budget

All Cost Centers	<u>Projected</u>	<u>Budget</u>	Appendix
Category	FY 2009-	FY 2010-	Note
Personnel expenses	<u>1,429,641</u>	<u>942,827</u>	Eng-Note-1
Operating Supply and Services			
Purchased power	78	0	
Small tools & work equipment	2,460	3,500	
Vehicle Equip Maintenance & Fuel	<u>4,496</u>	<u>0</u>	
Operating Supplies & Services	<u>7,034</u>	<u>3,500</u>	
Office and Administration			
Buildings & grounds maint	15,241	0	Eng-Note-2
Office services & supplies	48,502	26,600	Eng-Note-3
Computer systems maintenance	17,951	17,100	
Postage & shipping	163	250	
Telephone/Telemetry/Internet	4,188	2,500	
Community relations & info	7,244	0	
Legal fees	16,544	0	Eng-Note-4
Travel & hospitality expenses	1,988	450	
Continuing education, training	26,335	9,000	Eng-Note-5
H R; recruiting & retention	7,793	0	
Misc G & A expenses	<u>1,093</u>	<u>0</u>	
Office and administration Total	<u>147,042</u>	<u>55,900</u>	
Reports & Studies	277,190	50,000	Eng-Note-6
Project Expenses	<u>0</u>	<u>14,410</u>	
Total Expenditures	<u><u>1,860,907</u></u>	<u><u>1,066,637</u></u>	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

ENGINEERING DEPARTMENT

Notes to the budget presentation

Engineering – all Cost Centers

Eng-Note 1

This budget includes the transfer of five employees to the new department Water Supply and Conservations.

Eng-Note 2

Buildings and grounds maintenance is now the sole responsibility of the Operations Department and is budgeted accordingly.

Eng-Note 3

Office services & supplies have been reduced to the minimum.

Eng-Note 4

Legal fee are now budgeted in cost center 910 – Board of Directors

Eng-Note 5

Education and training is limited in 2010-2011 to maintain certifications and licenses.

Eng-Note 6

The District has budgeted \$50k for a study of infrastructure of the Goleta Water District. Primary work is to be done by staff.

Engineering Department - Conservation Budget with Explanations

See Note below - Conservation	<u>Projected</u>		<u>Appendix</u>
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	118,800	-	
Operating Supply and Services			
Purchased power	78	-	
O&M Expenses	1,580	-	
Small tools & work equipment	130	-	
Vehicle Equip Maintenance & Fuel	1,154	-	
Operating Supplies & Services	2,942	-	
Office and Administration			
Office services & supplies	6,946	-	
Postage & shipping	136	-	
Telephone/Telemetry/Internet	524	-	
Community relations & info	5,494	-	
Continuing education, training	19,512	-	
Office and administration	32,612	-	
Total Expenditures	154,354	-	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department. Budget and Actual amounts for 09-10 are part of Engineering.

Engineering Capital Improvement Budget with Explanations

841 Capital Improvements	<u>Projected</u>	<u>Budget</u>	Appendix
Category	FY 2009/10	FY 2010/11	Note
Personnel expenses	<u>1,310,841</u>	<u>222,147</u>	
Operating Supply and Services			
Small tools & work equipment	750	1,000	
Vehicle Equip Maintenance & Fuel	<u>3,342</u>	<u>-</u>	
Operating Supplies & Services	<u>4,092</u>	<u>1,000</u>	
Office and Administration			
Buildings & grounds maint	15,241	-	
Office services & supplies	41,556	14,000	
Computer systems maintenance	17,951	-	
Postage & shipping	27	175	
Telephone/Telemetry/Internet	3,664	1,000	
Community relations & info	1,750	-	
Legal fees	16,544	-	
Travel & hospitality expenses	1,988	300	
Continuing education, training	6,823	5,500	
H R; recruiting & retention	7,793	-	
Misc G & A expenses	<u>1,093</u>	<u>-</u>	
Office and administration	<u>114,430</u>	<u>20,975</u>	
Reports & Studies	277,190	-	
Other costs	<u>-</u>	<u>5,000</u>	
Total Expenditures	<u><u>1,706,553</u></u>	<u><u>249,122</u></u>	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

Engineering Plan Review Budget with Explanations

843	Plan Review	<u>Projected</u>	<u>Budget</u>	Appendix
	<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
	Personnel expenses	<u>-</u>	<u>160,228</u>	
	Operating Supply and Services			
	Small tools & work equipment	<u>-</u>	<u>200</u>	
	Operating Supplies & Services	<u>-</u>	<u>200</u>	
	Office and Administration			
	Office services & supplies	<u>-</u>	<u>1,500</u>	
	Office and administration	<u>-</u>	<u>1,500</u>	
	Total Expenditures	<u><u>-</u></u>	<u><u>161,928</u></u>	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

Engineering Department Analysis & Research Budget with Explanations

845 Analysis and Research	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	-	262,299	
Operating Supply and Services			
Small tools & work equipment	-	200	
Operating Supplies & Services	-	200	
Office and Administration			
Office services & supplies	-	5,200	
Postage & shipping	-	75	
Telephone/Telemetry/Internet	-	1,000	
Travel & hospitality expenses	-	150	
Office and administration	-	6,425	
Reports & Studies	-	50,000	
Projects: Purchases	-	2,210	
Total Expenditures	-	321,134	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

Engineering Department Inspection Budget with Explanations

847 Construction Inspection	<u>Projected</u>	<u>Budget</u>	Appendix
Category	FY 2009/10	FY 2010/11	Note
Personnel expenses	<u>-</u>	<u>146,044</u>	
Operating Supply and Services			
Small tools & work equipment	<u>-</u>	<u>300</u>	
Operating Supplies & Services	<u>-</u>	<u>300</u>	
Office and Administration			
Office services & supplies	<u>-</u>	<u>400</u>	
Continuing education, training	<u>-</u>	<u>1,500</u>	
Office and administration	<u>-</u>	<u>1,900</u>	
Total Expenditures	<u><u>-</u></u>	<u><u>148,244</u></u>	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

Engineering Department G.I.S. Budget with Explanations

849 Geographic Information System	<u>Projected</u>	<u>Budget</u>	Appendix
Category	FY 2009/10	FY 2010/11	Note
Personnel expenses	<u>-</u>	<u>152,109</u>	
Operating Supply and Services			
Small tools & work equipment	<u>-</u>	<u>1,800</u>	
Operating Supplies & Services	<u>-</u>	<u>1,800</u>	
Office and Administration			
Office services & supplies	-	5,500	
Computer systems maintenance	-	17,100	
Telephone/Telemetry/Internet	-	500	
Continuing education, training	<u>-</u>	<u>2,000</u>	
Office and administration	<u>-</u>	<u>25,100</u>	
Projects: Purchases	<u>-</u>	<u>7,200</u>	
Total Expenditures	<u><u>-</u></u>	<u><u>186,209</u></u>	

Note: Reorganization is planned for FY 2010-11 which will move 5 individuals from the Engineering Department to the new Water Supply and Conservation department.

Water Supply & Conservation Budget With Explanations

Water Conservation		<u>Projected</u>	<u>Budget</u>	<u>Appendix</u>
300	Programs	FY 2009/10	FY 2010/11	Note
<u>Category</u>				
Personnel expenses		<u>-</u>	<u>229,118</u>	
Operating Supply and Services				
	O & M purchases	-	1,200	
	Small tools & work equipment	-	100	
	Office services & supplies	-	1,500	
	Postage & shipping	-	120	
	Community relations & info	<u>-</u>	<u>500</u>	
	Operating Supply and Services	<u>-</u>	<u>3,420</u>	
	Other costs	-	28,000	
	Miscellaneous expenses	<u>-</u>	<u>200</u>	
Total Expenditures		<u><u>-</u></u>	<u><u>260,738</u></u>	

Water Supply & Conservation Budget With Explanations

310 Codes and Regulations	<u>Projected</u>	<u>Budget</u>	<u>Appendix</u>
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	-	39,240	
Operating Supply and Services			
Small tools & work equipment	-	250	
Misc. O&M Expense	-	250	
Office services & supplies	-	-	
Computer systems maintenance	-	630	
Operating Supply and Services	-	1,130	
Project Expenses, Purchases	-	500	
Projects: Purchases	-	75	
Total Expenditures	-	40,945	

Note: Reorganization is planned for FY 2010-11 which will combine the former Conservation staff with 5 individuals from the former Engineering Department to the new Water Supply and Conservation department.

Water Supply & Conservation Budget With Explanations

320	New Water Services	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses		-	228,156	
Operating Supply and Services				
	Small tools & work equipment	-	250	
	Misc. O&M Expense	-	250	
	Computer systems maintenance	-	630	
	Operating Supply and Services	-	1,130	
	Project Expenses, Purchases	-	500	
	Projects: Purchases	-	75	
Total Expenditures		-	229,861	

Water Supply & Conservation Budget With Explanations

330	Grant Writing	<u>Projected</u>	<u>Budget</u>	Appendix
	Category	FY 2009/10	FY 2010/11	<u>Note</u>
	Personnel expenses	<u>-</u>	<u>75,852</u>	
	Total Expenditures	<u>-</u>	<u>75,852</u>	

Note: Reorganization is planned for FY 2010-11 which will combine the former Conservation staff with 5 individuals from the former Engineering Department to the new Water Supply and Conservation department.

Water Supply & Conservation Budget With Explanations

340 Recycled Water Programs	<u>Projected</u>	<u>Budget</u>	<u>Appendix</u>
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	-	77,415	
Operating Supply and Services			
Small tools & work equipment	-	100	
Computer systems maintenance	-	630	
Operating Supply and Services	-	730	
Project Expenses, Purchases	-	500	
Projects: Purchases	-	75	
Total Expenditures	-	78,720	

Note: Reorganization is planned for FY 2010-11 which will combine the former Conservation staff with 5 individuals from the former Engineering Department to the new Water Supply and Conservation department.

Water Supply & Conservation Budget With Explanations

350	Reports and Studies	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses		-	73,040	
	Reports, Studies & Consulting	-	162,000	Note 350-1
Total Expenditures		<u>-</u>	<u>235,040</u>	

Note: Reorganization is planned for FY 2010-11 which will combine the former Conservation staff with 5 individuals from the former Engineering Department to the new Water Supply and Conservation department.

Note 350-1

2010-11 Reports, Studies & Consulting	
Groundwater Basin Modeling	\$ 50,000
Water Supply Management Plan	\$ 50,000
Urban Water Management Plan	\$ 30,000
Public Information Consulting	<u>\$ 32,000</u>
Total	<u>\$ 162,000</u>

Water Supply & Conservation Budget With Explanations

360 Cross Connection Control	<u>Projected</u>	<u>Budget</u>	<u>Appendix</u>
<u>Category</u>	<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
Personnel expenses	-	108,450	
Operating Supply and Services			
Small tools & work equipment	-	200	
Computer systems maintenance	-	1,260	
Operating Supply and Services	-	1,460	
Project Expenses, Purchases	-	1,000	
Projects: Purchases	-	150	
Total Expenditures	-	111,060	

Administration Department 2010-11 Budget with Explanations

710	Customer Service	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
	Personnel expenses	<u>275,807</u>	<u>229,824</u>	710-1
	Legal Expense			
	Legal Expense	<u>1,463</u>	<u>-</u>	
	Office and Administration			
	Buildings & grounds maint	250	-	
	Office services & supplies	43,301	104,014	710-2
	Computer systems maintenance	5,361	2,400	
	Postage & shipping	75,153	560	710-3
	Telephone/Telemetry/Internet	772	-	
	Community relations & info	13,897	-	710-4
	Continuing education, training	42	-	
	Uncollectible accounts	<u>39,781</u>	<u>6,000</u>	710-5
	Office and Administration Total	<u>178,557</u>	<u>112,974</u>	
	Total Expenditures	<u><u>455,827</u></u>	<u><u>342,799</u></u>	

ADMINISTRATION DEPARTMENT

Notes to the Budget Presentation

Cost Center 710 - Customer Service

Note 710-1

Budgeted wage amounts do not include overtime or the transfer of employee time between cost centers. The meter reading department allocation will not be transferred to the customer service budget.

Note 710-2

This is primarily the cost of printing and mailing of monthly bills, which was previously distributed among several accounts.

Note 710-3

This account now represents the District's postage and mailing costs excluding the printing and mailing of monthly bills which is now part of Note 710-2.

Note 710-4

This money was spent on newsletters and billing inserts. This is now part of Water Supply and Conservation department,

Note 710-5

Staff has instituted revised procedures to reduce the amount of losses.

Administration Department 2010-11 Budget with Explanations

810 Financial Management and Reporting	Category	<u>Projected</u> FY 2009/10	<u>Budget</u> FY 2010/11	Appendix Note
	Personnel expenses		<u>1,495,687</u>	<u>1,065,695</u>
Audit, Accounting & Insurance				
	Audit & Accounting Expense	2,500	3,000	
	Insurance Expense	<u>165,233</u>	<u>158,000</u>	
	Audit, Accounting & Insurance	<u>167,733</u>	<u>161,000</u>	
Operating Supply and Services				
	Purchased power	3,741	3,240	
	Small tools & work equipment	202	300	
	O&M Purchases	49,674	28,000	
	Vehicle Equipment, Maintenance & Fuel	<u>2,799</u>	<u>6,840</u>	
	Operating Supply and Services	<u>56,416</u>	<u>38,380</u>	
Office and Administration				
	Buildings & grounds maint	68,592	-	810-2
	Office services & supplies	82,768	47,166	810-3
	Computer systems maintenance	46,287	50,000	
	Postage & shipping	7,332	-	
	Telephone/Telemetry/Internet	26,057	27,600	
	Community relations & info	49,255	51,000	810-4
	Travel & hospitality expenses	12,770	-	810-5
	Continuing education, training	27,733	27,900	
	H R; recruiting & retention	25,897	-	810-6
	Misc G & A expenses	756	-	
	Office and Administration	<u>347,447</u>	<u>203,666</u>	
Total Expenditures		<u>2,067,283</u>	<u>1,468,741</u>	

ADMINISTRATION DEPARTMENT

Notes to the Budget Presentation

Cost Center 810 - Financial Management and Reporting

Note 810-1

Budgeted wage amounts do not include overtime and exclude the General Manager and Executive Secretary whom are now in the cost center 910-Board of Directors. This budget also transfers the duties of payroll and benefits management to the Human Resources cost center 870. The budgeted amounts for payroll taxes are reduced in alignment with the reduction in wage amounts.

Note 810-2

Buildings and grounds maintenance is now the sole responsibility of the Operations Dept and is budgeted accordingly.

Note 810-3

Staff will be seeking new banking relationships to reduce costs.

Note 810-4

This money is to be used for a Prop 218 study.

Note 810-5

There are no expected recruiting needs for this cost center.

Administration Department 2010-11 Budget with Explanations

870	Human Resources	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
	Personnel expenses	<u>147,733</u>	<u>287,302</u>	870-1
	Legal Expense			
	Legal Expense	<u>3,550</u>	<u>7,800</u>	
	Office and Administration			
	Office services & supplies	537	1,242	
	Computer systems maintenance	1,500	1,500	
	Postage & shipping	51	90	
	Telephone/Telemetry/Internet	976	1,104	
	Travel & hospitality expenses	500	960	
	Continuing education, training	5,290	6,000	
	H R; recruiting & retention	1,103	7,800	
	Misc G & A expenses	109	-	
	Reports & Studies	<u>49,036</u>	<u>50,000</u>	
	Office and Administration Total	<u>59,102</u>	<u>68,696</u>	
	Total Expenditures	<u>210,385</u>	<u>363,798</u>	

ADMINISTRATION DEPARTMENT

Notes to the Budget Presentation

Cost Center 870 – Human Resources

Note 870-1

Budgeted wage amounts do not include overtime. This budget includes the transfer of the duties of payroll from cost center 810 – Financial Management & Reporting to the Human Resources cost center 870. The budgeted amounts for payroll taxes are increased in alignment with the increase in wage amounts.

Administration Department 2010-11 Budget with Explanations

910	Board of Directors	<u>Projected</u>	<u>Budget</u>	Appendix
<u>Category</u>		<u>FY 2009/10</u>	<u>FY 2010/11</u>	<u>Note</u>
	Personnel expenses	<u>-</u>	<u>413,729</u>	910-1
	Legal Expense			
	Legal Expense	<u>210,092</u>	<u>250,000</u>	910-2
	Audit, Accounting & Insurance			
	Audit & Accounting Expense	<u>16,120</u>	<u>35,000</u>	910-3
	Office and Administration			
	Directors' fees and expenses	61,473	108,800	910-4
	Travel & hospitality expenses	-	3,600	
	Continuing education, training	<u>-</u>	<u>1,500</u>	
	Office and Administration Total	<u>61,473</u>	<u>113,900</u>	
	Total Expenditures	<u>287,685</u>	<u>812,629</u>	

ADMINISTRATION DEPARTMENT

Notes to the Budget Presentation

Cost Center 910 – Board of Directors

This is a new cost center which previously was included as a part of 810-Accounting and Information Technology.

Note 910-1

Budgeted wage amounts do not include overtime and include the General Manager and Executive Secretary wage and benefit costs that are now in the cost center 910-Board of Directors.

Note 910-2

The District's legal expenses are now shown as a part of the new cost center 910-Board of Directors. The \$40k increase in the budget for 2010-2011 is based on an estimate provided to senior management.

Note 910-3

A change in auditors, coupled with additional requests being anticipated, results in an increased amount being budgeted.

Note 910-4

Directors' fees and expenses include \$50k for this year's election costs.

Listing of Acronyms and Abbreviations Used in Budget Document

ACWA	Association of California Water Agencies
AF	Acre Feet
AMR	Automated Meter Reading
AWMC	Agricultural Water Management Council
AWWA	American Water Works Association
BMP	Best Management Practices
BNY	Bank of New York
BPA	Backflow Prevention Assembly
CCRB	Cachuma Conservation and Release Board
CCWA	Central Coast Water Authority
CDM	Corona Del Mar Water Treatment Plant
CDMWTP	Corona Del Mar Water Treatment Plant
CIP	Capital Improvement Projects
COMB	Cachuma Operations and Maintenance Board
COP	Certificates of Participation
CDPHS	California Department of Public Health Services
CUCWCC	California Urban Water Conservation Council
DWR	Department of Water Resources
DWRCB	Department of Water Resource Control Board
EWMPs	Efficient Water Management Practices
F T E	Full time equivalent
FY	Fiscal Year
G & A	General and Administrative
GASB	Governmental Accounting Standards Board
GIS	Geographic Information System
GSD	Goleta Sanitary District
GWC	Goleta Water Code
GWC	Goleta West Conduit
GWD	Goleta Water District
GWSD	Goleta West Sanitary District
H R	Human Resources
HCF	Hundred Cubic Feet
HVAC	Heating, Ventilation and Air Conditioning
JPIA	Joint Powers Insurance Authority
MFR	Multi Family Residence
O & M	Operations and Maintenance
PAC	Powdered Activated Carbon
RW	Recycled Water
RWQCB	Regional Water Quality Control Board
SCADA	System Control and Data Acquisition
SEIU	Service Employees International Union
SFR	Single Family Residence
T & D	Transmission and Distribution
WSAC	Water Supply & Conservation

