

**CITY OF WOODLAND
300 FIRST STREET
WOODLAND, CALIFORNIA**

**CITY COUNCIL
CLOSED SESSION AGENDA**

FEBRUARY 21, 2012

5:30 P.M.

- A. CALL TO ORDER
- B. CLOSED SESSION
 - B.1 Conference with Legal Counsel - Existing Litigation, Pursuant to
Section 54956.9(a)
Name of Case: California Clean Energy Committee v.
City of Woodland et al
 - B.2 Public Employee Performance Evaluation, Pursuant to Section
54957
Title: City Manager Evaluation
 - B.3 Public Employee Appointment, Pursuant to Section 54957
Title: City Manager

**JOINT REGULAR CITY COUNCIL /
WOODLAND FINANCE AUTHORITY**

6:30 P.M.

- A. CALL TO ORDER
- B. ROLL CALL
- C. PLEDGE OF ALLEGIANCE

D. COMMUNICATIONS-PUBLIC COMMENT

This an opportunity for the public to speak to the Council on any item other than those listed for public hearing on this agenda. Speakers are requested to use the microphone in front of the Council and to begin by stating their name, whether they reside in Woodland and the name of the organization they represent if any. The Mayor may impose a time limit on any speaker depending on the number of people wanting to speak and time available for the rest of the agenda. In the event comments are related to an item scheduled on the agenda, speakers may be required to wait to make their comments until that item is considered.

E. COMMUNICATIONS-COUNCIL/STAFF STATEMENTS AND REQUESTS

This is an opportunity for the Council Members and Staff to make comments and announcements, to express concerns, or to request Council's consideration of any items a Council Member would like to have discussed at a future Council meeting.

F. COMMITTEE REPORTS

- F.1 Receive the Minutes of the Library Board of Trustees of October 13, 2011, November 9, 2011, December 1, 2011 and January 5, 2012
- F.2 Receive the Minutes of the Planning Commission of October 20, 2011
- F.3 Receive the Minutes of the Water Resources Association board of Directors Meeting of November 14, 2011

G. PRESENTATIONS

- 1. Receive SACOG Metropolitan Transportation Plan – Sustainable Communities Strategy Presentation
- 2. Adopt Proclamation Honoring the Woodland YMCA
- 3. Adopt Proclamation declaring March 4 – 10, 2012 as “National Agriculture Week”
- 4. Receive Water Rate Advisory Committee Report

H. CONSENT CALENDAR

5. Receive the Fire Department Monthly Status Report for December 2011
6. Receive the Public Works Department Monthly Status Report for December 2011
7. Receive Internal Audit of the Sewer System Management Plan
8. Award Construction Contract for Well 28, Phase II, Project No. 10-08
9. Approve Letter of Support for International Council for Local Environmental Initiatives (ICLEI) Energy Benefits Yolo - Collaborative Purchasing for Clean Energy
10. Approve Resolution for the Joint Powers Association to Proceed with Filling the Regional Water Treatment Facility Site
11. Adopt Resolution Approving and Adopting Proposed Administrative Budget Pursuant to Health and Safety code section 34177(j)
12. Adopt Resolution Approving and Adopting Initial Draft of the Recognized Obligation Payment Schedule Pursuant to Health and Safety Code section 34177(l)

I. REPORTS OF THE CITY MANAGER

13. Receive Downtown Parking Update
14. Receive February 2012 comprehensive Water Rate Study; Set Public Hearing for Proposed Water Rate Increases for April 17, 2012
15. Review and Approve and FY12 Mid-Year Operating Budget Adjustments

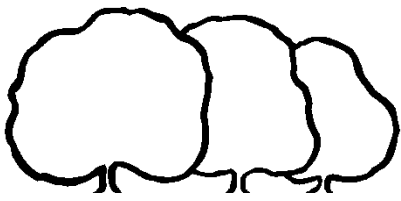
J. ADJOURN

I declare under penalty of perjury that the foregoing Agenda for the Joint Regular City Council/Woodland Finance Authority of the City of Woodland scheduled for Tuesday, February 21, 2012 was posted on February 17, 2012 in the outside display case at City Hall, 300 First Street, Woodland, CA, and was available to the public during normal business hours.

Ana B. Gonzalez, City Clerk

Upon request, agendas and documents in the agenda packet will be made available in appropriate alternative formats to persons with a disability, as required by law. Any such request must be made in writing to the Office of the City Clerk of the City of Woodland. Requests will be valid for the calendar year in which the request is received, and must be renewed prior to January 1st.

Persons needing disability-related modifications or accommodations in order to participate in public meetings, including persons requiring auxiliary aids or services, may request such modifications or accommodations by calling the Office of the City Clerk (530-661-5806) at least 48 hours prior to the meeting.



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Library Board of Trustees minutes for the October 13, 2011, November 9, 2011, December 1, 2011, and January 5, 2012 regular meetings

Report in Brief

Staff recommends that the City Council receive the Library Board of Trustees minutes for the October 13, 2011, November 9, 2011, December 1, 2011, and January 5, 2012 regular meetings.

Recommendation for Action

No action required.

Prepared by: Heather Muller
Library Services Director

Reviewed by: Woodland Library Board of
Trustees

Kevin O'Rourke
Interim City Manager

Attachments

**WOODLAND PUBLIC LIBRARY
BOARD OF TRUSTEES
Minutes, October 13, 2011**

Present: Alain Traig, Jorel Diruntorum, Tom Pavao, Kay Hodges

Staff: Heather Muller

The meeting was called to order at 4:00 p.m.

- I. Welcome Visitors
Alain welcomed Diane Adams and Bobby Harris.
- II. Public Comment: None
- III. Review of Agenda
The agenda was accepted as submitted.
- IV. Approval of Minutes
Upon motion made by Tom and seconded by Bud, the minutes of the August 30, 2011 meeting were approved.
- V. Communications
Heather reported that she is meeting with Kevin O'Rourke, the Interim City Manager, on Monday, October 17, 2011. It is anticipated that it will be approximately 17 weeks before the City Manager position is filled on a permanent basis.

Volunteer Coordinator Mike Tucker will be honored as Woodlander of the Month at a dinner on October 29, 2011.

The Friends of the Library's Basement Bookstore was voted Yolo County's Second Best Bookstore in the "Best of Yolo County" contest.

The library received a Certificate of Appreciation from the Yolo Community Housing Authority for providing computers to the public to enable them to prepare Section 8 applications.

The Public Library Association is offering an advocacy program, "Turning the Page 2.0", geared toward all levels of library staff, trustees, and Friends' groups. The training, which runs from October 31st to December 12th, consists of weekly one-hour web seminars and is available at no cost. The registration deadline is October 18th.

Diane made the Board aware of a professional handbook for library trustees that might be useful for the Board members.

VI. Old Business

A. Long Term Library Funding

A proposal for a ballot measure that would provide for a dedicated 1/8th cent sales tax for library funding beginning in 2014 has been submitted to the City Council. There are various legal and procedural issues to be resolved, but the proposal is officially in the hands of the City Council.

VII. New Business

A. Webpage contact information

Diane suggested that it might be helpful if the trustees' e-mails were added to their web page. Heather will check to see if the City might be able to set up something that would avoid having to publish the members' private e-mails.

B. NorthNet update

Heather attended a meeting on September 30 to discuss contingencies if State funding is reduced or eliminated. The discussion focused on values rather than administrative details.

C. City initiatives/goals

Heather will review the Library's input with the Interim City Manager during their upcoming meeting

D. Trustees' annual report

Upon motion made by Tom and seconded by Jorel, the Board approved the Woodland Public Library Board of Trustees Annual Report for FY2010-2011. This report will be used as the basis for Alain's report to the City Council on November 15, 2011.

VIII. Reports

A. Director: Heather will be attending the upcoming California Library Association's three-day conference that begins November 11, 2011.

B. Board

- 1) Council meeting attendance: Alain attended the October 4th meeting. The Friends of the Library were recognized at this meeting.
- 2) Individual Board Reports: Tom reported the September 17th literacy fundraiser was very successful. Diane reported that the week beginning October 16th is Friends of the Library

week and an author event featuring Jim Smith is scheduled for October 20th. Diane also reported that she and Karen Sheppard, FOL Secretary, are meeting with other Friends' groups to exchange ideas..

The meeting was adjourned at 5:14 pm
The next meeting will be November 9, 2011
Minutes prepared by Kay Hodges

**WOODLAND PUBLIC LIBRARY
BOARD OF TRUSTEES
Minutes, November 9, 2011**

Present: Alain Traig, Jorel Difuntorum, Tom Pavao, Kay Hodges

Staff: Heather Muller

The meeting was called to order at 4:00 p.m. Alain reported that the closed session pertaining to Public Employee Performance Evaluation Pursuant to Government Code Section 54957, Title: Library Services Director Evaluation had been completed.

I. Welcome Visitors
Alain welcomed Diane Adams and Bobby Harris.

II. Public Comment: None

III. Review of Agenda
The agenda was accepted as submitted.

IV. Approval of Minutes
Upon motion made by Tom and seconded by Alain, the minutes of the October 13, 2011 meeting were approved.

V. Communications

Heather reported she had taken part in the luncheon honoring Volunteer Coordinator Mike Tucker as Woodlander of the year.

An e-mail has been sent to Mayor Art Pimentel requesting that he be the bilingual Santa for the Children's Outreach program on December 8, 2011.

Acting City Manager Kevin O'Rourke has introduced Heather to Ann Cusineau, the Solano County Library Director, to exchange ideas and strategies for obtaining a sales tax increase that would benefit the library.

VI. Old Business

A. Update of Long Term Library Funding
On November 7, 2011, Alain, Bud and Heather met with Mayor Art Pimentel, Vice-Mayor Skip Davies and Kevin O'Rourke to finalize details of the proposed sales tax increase ballot initiative and begin the process of obtaining City Council approval. The specifics agreed upon are as follows:

- A 1/8% sales tax increase will be proposed to take effect at the October 2013 sunset of the prior ¼% increase.
- This sales tax increase will be dedicated exclusively to library funding, which requires approval by two-thirds plus one of the voters.
- The sales tax increase initiative will be placed on the November 2012 ballot.
- If passed, the revenue from this sales tax will not constitute the total funding for the library.

There was also discussion as to whether an indefinite sunset to the increase vs. a specific expiration date would be more conducive to gaining votes for the proposal

B. Update of state/local

It is anticipated that the "Budget Trigger" bill will be enacted due to lower than anticipated revenues, which could result in the elimination of state funding for libraries. Heather will be participating in a NorthNet Directors' meeting on Tuesday, November 15, 2011, to review the potential impacts of no state funding.

VII. New Business

A. Rose Club Sign

Upon motion made by Jorel and seconded by Tom, the Board accepted the Rose Club's request to install signage as designed and submitted. The library will incur no costs related to the installation and maintenance of this signage.

B. Food for Fines

The library will implement its annual "Food for Fines" program from November 28 through December 22, 2011. Donated goods will be given to the Food Bank of Yolo County..

VIII. Reports

A. Director: No further items.

B. Board

- 1) Council meeting attendance: None.
- 2) Individual Board Reports: None.

The meeting was adjourned at 5:00 pm
 The next meeting will be December 1, 2011
 Minutes prepared by Kay Hodges

Woodland Public Library
Board of Trustees
Meeting Minutes
December 01, 2011

Meeting Called to Order by President Alan Traig at 4:03 pm

Present: Board Members Alain Traig, Tom Pavao, Bud Goding, Jorel Diffruntorum

Staff Members: Library Director Heather Muller

Excused absence: Board Member Kay Hodges

Also Present: FOL liaison Diane Adams

The agenda was reviewed and approved without changes. The minutes were reviewed, a minor correction made and on a motion by Bud Goding, seconded by Tom Pavao, approved by acclamation.

- 1) Communications – Heather noted that the Library Website has been noted as a “cool website” in the recent CALTAC newsletter. She also requested permission to renew our CALTAC membership.
- 2) Local and statewide demographic shifts were noted and discussed in a document provided by the state library. Most notable is the continuing shift to a higher percentage Hispanic population, both locally and statewide.
- 3) Heather also noted that they were searching for a Santa Claus for the upcoming children’s event. Despite his obvious qualifications for the job, Tom Pavao declined to serve. Later, Sue Bigelow dropped by for a moment to relay the message that Santa had been found.
- 4) Heather presented a summary of the current state of Northnet with financials. The future for Northnet and other library coalitions appears very bleak, if anticipated state budget cuts are triggered by revenue shortfall.
- 5) Heather presented quotes and documentation regarding polling services for a dedicated library tax measure and detailed the methods and planning used for successful campaigns in Solano and Mendocino Counties. The price quotes for prospective voter polls are much higher than had been anticipating and well beyond the reach of support groups. Both successful campaigns utilized a paid campaign manager.
- 6) We have invited Ann Cusineau, former Solano County Library Director and recently head of the campaign for the successful initiative for their tax measure, to attend the next meeting.
- 7) Heather reported on the CLA meeting, noting that former State Librarian Susan Hildreth spoke on the current plight of both local and state libraries. Also of significance was a proposal to link all state libraries via a high speed optical fiber network.

Under New Business the Board granted, by acclamation, a request by the City to use the Leake Room for a training meeting. There being no other new business on the agenda, the meeting proceeded to reports by individual board members.

Friends liaison Diane Adams reported that the Friends have applied to First 5 for a grant for parenting kits and use of the library. Planning for the Mystery Night is proceeding on schedule.

Tom Pavaio, board liaison for Literacy, reported that the Literacy fundraiser, though well attended did not raise significant dollars. The Literacy Council has decided that, given Sue Bigelow's facility with grant writing and her success rate, that the Council will shift its focus from fund raising and concentrate on presenting the literacy message to the community

Alain reported that he had attended the Friends board meeting and presented a summary of our progress and work with City Council on the tax measure. He also communicated that the Rose Club has presented a request for signage for the Library Rose Garden. Board members had no comments other than any signage be compatible with the current décor.

There being no further business, the meeting was adjourned at approximately 5:20.

Respectfully submitted,

Bud Goding

**WOODLAND PUBLIC LIBRARY
BOARD OF TRUSTEES
Minutes, January 5, 2012**

Present: Alain Traig, Bod Goding, Tom Pavao, Kay Hodges
Staff: Heather Muller, Sue Bigelow
Excused Absence: Jorel Difuntorum

The meeting was called to order at 5:15 p.m.

- I. Welcome Visitors
Alain welcomed Diane Adams, Emily McDonald, Chris Barton, Karen Shepard, Nicole Williams, and Mary Bourguignon
- II. Public Comment: None
- III. Review of Agenda
The agenda was accepted as submitted.
- IV. Approval of Minutes
The minutes of the December 1, 2011 meeting were approved as submitted.
- V. Communications
Heather reported the Santa event was a great success attracting 250 attendees, including Mayor Art Pimentel.
The Rose Club is proposing a fundraising project that would offer for sale personalized bricks that would be placed in the rose garden.
Heather received an unsigned letter from a patron requesting that a book be withdrawn from the library. Heather provided to the patron a copy of the library's selection policy as well as information regarding the procedure for book removal requests. She has not received any response. .
- VI. New Business
 - A. Election of Board of Trustee officers
Deferred until next meeting.
 - B. Goals for library/library director
There was general discussion regarding this item and specifics will be discussed at the next meeting.

VII. Old Business

A. Budget workshop update

The workshop is scheduled for January 10,, 2012, at 6:00 pm, in City Council chambers.

B. North Net update

The current director is retiring although she will be temporarily retained on a contract basis. Delivery fees will increase due to the state funding cuts.

C. Long term funding discussion

Mary Bourguignon, who has managed several ballot initiative campaigns for the Solano County Library system, discussed her experience with these campaigns and offered suggestions for ensuring success in such campaigns.

VIII. Reports

Director: Heather will be away from the library January 11-18, 2012.

Board

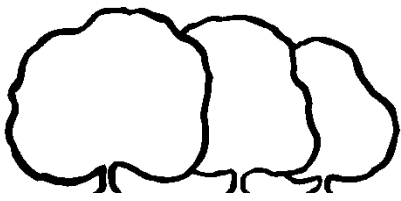
1) Council meeting attendance: Alain recently presented the annual report for the library to the City Council.

2) Individual Board Reports: Tom reported that Literacy continues to pursue funding resources.

The meeting was adjourned at 7:15 p.m.

The next meeting will be February 2, 2012.

Minutes prepared by Kay Hodges



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Planning Commission Minutes for October 20, 2011

Report in Brief

Attached are the Minutes of the Planning Commission meeting of October 20, 2011. These minutes were approved by the Commission.

Background

The Planning Commission generally meets on the third Thursday of every month unless a special meeting is requested.

Recommendation for Action

No action required. For Information only.

Prepared by: Cindy A. Norris
Principal Planner

Reviewed by: Nicholas J. Ponticello
CDD Director

Kevin O'Rourke
Interim City Manager

Attachment(s): Planning Commission Minutes October 21, 2011

CITY OF WOODLAND
PLANNING COMMISSION AGENDA
OCTOBER 20, 2011
CITY COUNCIL CHAMBERS
6:30 PM

1. Call to order
2. Roll Call
Commissioners Present: Lopez, Wurzel, Murray, Barzo,
Absent: Sanders, Gonzalez
Staff in Attendance:
P. Hanson, Senior Planner; C. Norris, Principal Planner; N. Ponticello, Community Development Director.
3. **Approval of Minutes for September 15, 2011**
Ayes: Lopez, Wurzel, Barzo,
No's:
Abstain: Murray
4. **CDD Quarterly Milestone Report.**
5. **Director's Report:** This an opportunity for the Community Development Department's Director or designee to provide the Commission with information on any items other than those listed on the Agenda.
 - *Transportation Priorities – proposed revisions*
 - *New Planning Commission appointee – Chris Holt. First meeting will be November 17, 2011*
 - *Auto Dealer fee decision at City Council on October 18, 2011*
6. **Public Comment:** This is an opportunity for the public to speak to the Commission on any item other than those listed on the Agenda. The Chairman may impose a time limit on any speaker.

None
7. **Communication - Commission Statements and Requests:** This is an opportunity for the Commission members to make comments and announcements to express concerns or to request Commission's consideration of any items a Commission member would like to have discussed at a future Commission meeting.

None
8. **Subcommittee Reports:**

PUBLIC HEARING:

9. **Clark - Ramos Tentative Parcel Map (TPM # 4997): (Continued).**
The applicant is requesting approval for a subdivision of land at 1791 East Kentucky Avenue Street (APN: 027-210-033-000) to subdivide a 72.49 acre industrial parcel into four (4) parcels. "Parcel" 1 would be approximately 17.76 acres, "Parcel" 2 would be approximately 24.44 acres, "Parcel" 3 would be approximately 15.14 acres, and "Parcel" 4 would be approximately 15.14 acres. The tentative map is categorical exemption from the provisions of CEQA as the project is considered a Class 15, Minor Land Division.

Applicant: Robert E. Clark
Environmental Document: Categorical Exemption
Staff Contact: Paul L. Hanson, AICP, Senior Planner
Recommended Action: Approve with Conditions
10. **Woodland Disposal & Recycling Facility Conditional Use Permit (CUP):** The applicant is requesting approval for a Conditional Use Permit to operate a small volume, less than 200 tons per day, wood debris chipping and

grinding recycling facility on approximately 1.8 acres of land at 1470 East Kentucky Avenue (APN:063-030-002) in the Industrial zone.

Applicant:	Bali Soin, Woodland Disposal & Recycling Company
Environmental Document:	Categorical Exemption
Staff Contact:	Paul L. Hanson, AICP, Senior Planner
Recommended Action:	Approve with Conditions

Motion: Commissioner **Murray** made a motion to approve the Woodland Disposal and Recycling Facility CUP, which was seconded by Commissioner **Wurzel**.

Ayes; Lopez, Wurzel, Murray, Barzo,

No's:

Abstain:

Motion #1: I Move that the Planning Commission approve the Woodland Disposal & Recycling Facility Conditional Use Permit based on the identified findings of fact and subject to the identified conditions of approval, by taking the following actions:

1. Confirmation of finding of exemption from the provisions of CEQA. This project is considered categorically exempt, a class 32, Infill Development. §15332 of the Public Resources Code.
2. Determine that the project, as conditioned, is consistent with the General Plan.
3. Determine that the project, as conditioned, is consistent with the Zoning Ordinance.
4. Approve the Woodland Disposal & Recycling Facility conditional use permit subject to the conditions of approval provided.
5. Direct that a CEQA Notice of Determination be filed.

NEW BUSINESS:

11. **JP Morgan Chase Bank Public Art:** The applicant, JP Morgan Chase Bank, is requesting approval for proposed public art in conjunction with the new Chase Bank at 304 Main Street.

Applicant:	JP Morgan Chase Bank
Staff Contact:	Paul L. Hanson, AICP, Senior Planner
Recommended Action:	Review

Motion: Commissioner **Lopez** made a motion to approve the Public Art Proposal, which was seconded by Commissioner **Murray**.

Ayes; Lopez, Wurzel, Murray, Barzo

No's:

Abstain:

MOTION #1 I move to approve the public art proposal from JP Morgan Chase Bank subject to the following findings:

Findings

- The public art proposal fulfills the requirements of the Community Design Standards by incorporating public art into the commercial development and;
- The public art proposal was reviewed the Woodland Planning Commission

12. **Draft Resolution Concerning Written Comments for Meetings:** At the September 15, 2011 meeting, the Planning Commission directed staff to prepare a draft resolution to allow consideration for adding language to future public notices and agendas regarding review of public comments. After consideration, an action item may be placed on the following agenda.

Ayes; Lopez, Wurzel, Murray, Barzo

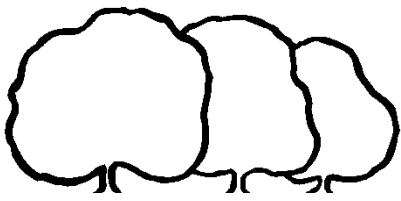
No's:

Abstain:

Motion: *The Commission requested that staff place this item on the next agenda as a formal action item.*

OLD BUSINESS:

13. Adjournment



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Water Resources Association Board of Directors Meeting Minutes
for November 2011

Report in Brief

Attached are the November 14, 2011 Water Resources Association Board of Directors Meeting Minutes. These minutes were approved at the January 9, 2012 meeting.

Background

The Water Resources Association meets quarterly and submits meeting minutes to all jurisdictions attending the meeting. Meeting Minutes are then shared with Council.

Recommendation for Action

No action required. For information only.

Prepared by: Johanna Currie
Senior Management Analyst

Reviewed by: Gregor G. Meyer
Public Works Director

Kevin O'Rourke
Interim City Manager

Attachments: November 14, 2011 Water Resources Association Board of Directors Meeting
Minutes

**MINUTES OF NOVEMBER 14, 2011
OF THE BOARD OF DIRECTORS
WATER RESOURCES ASSOCIATION OF YOLO COUNTY**

1. CALL TO ORDER & INTRODUCTIONS

The meeting was called to order at 3:00 p.m. by Chair, William Marble.

Board members present:	William Marble – City of Woodland, WRA Chair Cecilia Aguiar-Curry – City of Winters, Treasurer
Alternate members present:	Tim O'Halloran – Yolo County Flood Control & WCD Jacques De Bra – City of Davis Shelly Murphy – Colusa County Water District Duane Chamberlain – Yolo County Kurt Balasek – City of Winters Gary Sandy - University of CA, Davis
Members Agencies absent:	Dunnigan Water District City of West Sacramento Reclamation District 2035 Reclamation District 108
Associate members present:	Fran Borcalli Mike Hardesty, Reclamation District 2068
Members of the Public & Agency Staff:	Mark Cocke, City of Woodland Greg Meyer, City of Woodland Max Stevenson, Yolo County Flood Control & WCD Dave Pratt Betsy Marchand, Yocha Dehe Wintun Nation Yvonne Le Maitre, Yolo County Landowners Dianna Jensen, City of Davis John Woodling, Regional Water Authority Kyle Noderer, Yolo County Office of Emergency Services

2. APPROVAL OF AGENDA – The Board motioned, seconded and unanimously approved the agenda.

3. PUBLIC FORUM – There were no comments from the public.

4. CONSENT ITEMS - The Board motioned, seconded and unanimously approved all consent items.

- a. Approved minutes: September 19, 2011 Board meeting
- b. Received financial reports: September-October 2011
- c. Received minutes of Executive Committee: 9/6/11, 10/19/11
- d. Received minutes of Technical Committee: 9/1/11, 10/6/11

5. INFORMATIONAL ITEMS

- a. *Report from WRA Chair:* Chair Marble attended the Vineyards Water Treatment facility grand opening in October. An informative tour demonstrated how they are managing the integration of groundwater and surface water. On October 13th, he participated in the ACWA Region 4 tour of the Yolo Bypass. He had the opportunity, along with Fran Borcalli, to give a short presentation on flooding issues associated with Lower Cache Creek, the Settling Basin and the Feasibility Study. Chair Marble also discussed the Davis-Woodland Water Supply Project. On October 20, a briefing with Congressman John Garamendi was held at Conaway Ranch relative to Yolo County water issues. Chair Marble also participated on an informational panel for the Yolo County Taxpayers Association regarding the Woodland-Davis surface water project.

**MINUTES OF NOVEMBER 14, 2011
OF THE BOARD OF DIRECTORS
WATER RESOURCES ASSOCIATION OF YOLO COUNTY**

- b. *Correspondence Received:* The Colusa Basin Drainage District comment letter on the Yolo Bypass Fisheries Enhancement Planning Team was included for informational purposes. Any questions about this comment letter should be directed to Lynnel Pollock.

6. UPDATE on WATER LEGISLATION & REGULATORY ISSUES

Legislature is currently in recess. Tim O'Halloran reported that AB 339 (Huffman-Groundwater mgmt. plan) passed. The Governor did not pass SB 834 (Wolk-IRWMP) and SB 263 (Pavley-Groundwater well disclosure). ACWA's Ag Urban Water Coalition is reviewing and responding to the recently released 5th draft Delta Plan and EIR. Financing mechanisms in the Plan are still unclear. Tim and Lewis Bair have been involved in responding to SBx7-7's components on DWR's implementing guidelines agricultural water measurement and agricultural water use efficiency. Tim and Lewis are involved with a special DWR stakeholder group to quantify agricultural water use efficiency. DWR is required to report to the legislature on the water use efficiency component by January 2012. (*Post WRA meeting DWR workshop notice:* http://www.waterplan.water.ca.gov/docs/enews/2011/cwp_e-news112311.pdf). In October, the US EPA approved the Delta TMDL plan. These new TMDLs will have significant impacts on the Cache Creek Settling Basin by regulating increased sediment trapping efficiency and control. A new DWR (UC Davis) study will undertake further modeling of upper Cache Creek. Tim and Cindy Tuttle, Yolo County, will propose to the WRA Technical Committee to establish a mercury TMDL work group to monitor possible impacts to Cache Creek.

Chair Marble invited John Woodling, RWA, from the audience to give an urban regional perspective to legislative issues. John cited the following urban concerns about the Delta Plan: the creation of a flood control agency with assessment authority, ambiguity of State Board not allowing any increases in water diversions, flows criteria in the Delta and its tributaries, and the BDCP's potential to create upstream impacts resulting in reduced water supplies or higher fees. He also discussed how RWA, NCWA and others are working to create a broader ag and urban coalition to address these issues and reach out beyond the water community to business and the end users of water that will be impacted by changes to water supplies and costs. Bill asked John to elaborate on SACOG's involvement in Delta issues and their possible political clout. John also discussed his participation on the Sacramento Metro Chamber's water resources and flood protection committees that identify regional priorities and prepare information for the annual CAP-to-CAP trip to Washington, DC.

Tim summarized by commenting on the challenges of keeping track of how all the various water related processes fit together. Particularly difficult are the miss-matched planning document deadlines that require a tremendous amount of resources and are confusing to analyze. Each agency has to decide how to manage their resources depending on the potential impacts, concerns and needs of their stakeholders.

7. WRA TECHNICAL COMMITTEE (TC) UPDATE

- a. *Technical Committee Activities Update:* Jacques De Bra, TC Chair, highlighted the upcoming release of the Annual WRA Newsletter in January. The TC is reviewing the next AB 303 project submittals. Jacques summarized the activities of the Board approved WRA funded projects for FY 2011-12.
- b. *Update on Westside IRWMP/Prop. 84 Planning Grant Process:* Jacques reported on the \$1 million planning grant received by the 5-county Westside group for the development of the Westside IRWMP. The YCFCWCD is the fiscal agent, the Solano County Water Agency is the project manager and Kennedy/Jenks has been selected as the consultant team. The project is scheduled for completion by April 2013. Each of the 5 signatory county agencies will receive regular updates at key milestones throughout the IRWMP process and to provide them an opportunity for input. The scope of work includes a total of 57 public outreach meetings; approximately a third of those will focus on disadvantaged and tribal communities of Lake County. There will also be a series of sub-regional

**MINUTES OF NOVEMBER 14, 2011
OF THE BOARD OF DIRECTORS
WATER RESOURCES ASSOCIATION OF YOLO COUNTY**

meetings to outreach throughout the Westside watershed – Yolo, Solano, Napa, Lake, and Colusa counties. The WRA's total cost share is \$47,000 over a two-year period. A project website will be available to track activities and draft documents.

- c. Current AB303 Project Update: Max Stevenson, YCFCWCD, gave a short update and presentation on the regional conjunctive use enhancement project funded with an AB303 grant from 2008. The project was restarted in 2010 after the State put the grant funds on hold for two years. It is a \$250,000 grant with a \$250,000 cost share. There are 4 project tasks: 1) Pump Program; 2) Gravel Pit and Canal Recharge; 3) Water Quality and Level Monitoring and 4) Integrated Groundwater Surface water Model (IGSM). Max's presentation will focus on the IGSM task – a groundwater simulation model. The IGSM task is comprised of two projects: a Regional Surface Water Supply Project and the Cache Creek Groundwater Recharge and Recovery Project (CCGRRP). The surface water supply model investigates the surface water supply impacts to groundwater. Reduced groundwater pumping in the cities allows for an increase in groundwater levels that Max illustrated with a groundwater contour map. The CCGRRP is based on analyzing two concepts/principles: Cache Creek has tremendous recharge ability due to gravel bed and does pumping more groundwater in the summer induce more recharge in the winter. Max illustrated how this modeling tool is used for analyzing data. The majority of the 4 tasks have been completed and the remainder should be by April 2012. Max answered questions. The conjunctive use project develops monitoring, modeling and analysis tools to run simulations with existing data to better understand the county's current and future water needs.
- d. Discussion of ideas regarding the Technical Committee: Cecilia reported on discussions of the WRA Technical Committee regarding whether the needs of WRA member agencies are being addressed by the TC. The idea was presented about convening a networking session where interested parties can express ideas or requests for information. Would an evening get together to discuss water issues or existing member agency projects be of interest? Cecilia asked feedback to be emailed to Donna who will forward to the Technical Committee for discussion – WRA email: info@yolowra.org.

- 8. PRESENTATION: CENTRAL VALLEY FLOOD CONTROL ASSOCIATION ACTIVITY (CVFCA) UPDATE** – Mike Hardesty, General Manager, Reclamation District 2068 and President of the CVFCA. Mike began the presentation with an overview of each organization's purpose and activities and his affiliation. The CVFCA was formed in 1926 to maintain effective flood control systems for protection of life, property and environmental values. The Association's membership is comprised of about 100 public agencies such as reclamation districts, flood control, levee and drainage districts and local governments. The Association is governed by a geographically diverse Board of 28 directors representing both agricultural and urban interests. The CVFCA has a very small staff and exists on the grassroots efforts of its members. The Association's activities and issues are member driven. Monitoring and proposing State and Federal legislation is key to the maintenance and operation of an effective flood control system. A lobbyist is maintained on retainer. Historically the Association has been successful in bringing flood control projects to the USACE. However the rules have changed in recent years and it has become more difficult to define and implement projects for any entity. They supported a bill that brought in local cost sharing while providing more regional economic benefits.

The present focus of the Association is the Central Valley Flood Protection Plan (CVFPP). A working draft of the flood management plan is now available. Association members actively participated in all the working groups during the plan's development (Phase 1 and 2). Phase 3 was cancelled, which was an important phase. A DWR drafted document is pending review by all the stakeholders. Phase 1 and 2 working group participants received a copy of the working draft plan about a week ago and comments are due tomorrow. They provided comments on about half of the 180 page document with such short notice.

**MINUTES OF NOVEMBER 14, 2011
OF THE BOARD OF DIRECTORS
WATER RESOURCES ASSOCIATION OF YOLO COUNTY**

The Association, through the insistence of many Sacramento colleagues, also formed an Ag Stewardship Committee to assist with the CVFPP development. The purpose of the Committee is to describe and deal with agriculture issues in the CVFPP. This need became apparent during the Phase 1 and 2 workshops when the principal focus was on reducing the State's liability in high value flood areas (urban) and resources were not identified for flood protection in rural areas. In 2008, the farming communities also created the Sacramento Valley Flood Working Group to address these issues with broader stakeholder input. The group created several white and position papers with flood protection principles that need to be applied to rural areas. Those documents have been distributed to the CVFPP. Mike will make those documents available to the WRA for distribution. One issue addressed by the Working Group and acknowledged by the CVFPP is the challenge for rural areas to comply with FEMA's 100-year flood zone protection relating to levee construction and maintenance. The Association has visited Federal representatives in Washington, DC to lobby their position that "one size does not fit all" for flood protection. These issues can apply not only to agricultural areas, but small urban areas too.

Mike extended an invitation to the WRA and other Yolo County agencies to participate in the activities of the Central Valley Flood Control Association. Mike answered questions from the WRA Board and public.

- 9. UPDATE on YOLO COUNTY DELTA ACTIVITIES** - Petrea Marchand, Yolo County Intergovernmental Affairs Manager, provided an overview of the County's involvement in Delta and related activities. Petrea provided background information about the development of the Bay Delta Conservation Plan (BDCP), focusing on the proposed construction of a Delta diversion canal/tunnel and habitat protection for native fish species. As the BDCP process progressed, it became apparent that habitat restoration and conservation efforts were being focused in Yolo County, specifically in the Yolo Bypass. The BDCP proposes to flood the Yolo bypass more frequently for the benefit of juvenile and split-tail salmon. This project would also feature construction of a fish passage for adult salmon to migrate upstream, as well as removing some of the current barriers that prevent this migration. Petrea emphasized that the information she is providing today is specific to Yolo County. A technical advisory working group, the Yolo Bypass Fishery Enhancement planning team, was established in January 2011 to focus specifically on the Yolo Bypass habitat. Yolo County, at the Board of Supervisors' request, is receiving funding from 3 different State sources to conduct impact analyses of the BDCP fish habitat proposal on existing land-uses, which includes agriculture, terrestrial species habitat, flood protection and other important issues. As a result of this research, Yolo County has requested a February 15th end date to bypass flooding which supports the farmers growing cycle and economy. Negotiations with the BDCP on this date are ongoing. Petrea will forward the County's presentations prepared for the Yolo Bypass Fishery Enhancement technical group to the WRA when available. Petrea offered to give future updates on the process if the WRA Board is interested.

Yolo County is awaiting the release of a waterfowl habitat analysis and the BDCP's impacts on duck hunting clubs and other wildlife habitats. The State and County have not yet reached agreement on how BDCP habitat protection projects and land-use activities can co-exist, but they are hopeful. Decisions about the Yolo Bypass will need to be resolved, because a public draft BDCP is due by April 2012. Yolo County has also asked for funding to analyze the flood protection impacts of the fish habitat proposal on the Bypass. The County will also undertake a study on the BDCP impacts on infrastructure in the Bypass. Petrea elaborated on the cooperation between Yolo County and the Yolo Basin Foundation on Delta studies and planning related to the Bypass wildlife area's habitat, land-use and flooding issues.

The County is determining that the BDCP is integrated with the final Yolo County Natural Heritage Program's Habitat Conservation Plan/Natural Community Conservation Plan. Petrea distributed comment forms for the scoping period of the EIS/EIR for the Habitat Conservation Plan due by December 5, 2011. Comments can also be emailed to Maria Wong at volonhp@yolocounty.org.

**MINUTES OF NOVEMBER 14, 2011
OF THE BOARD OF DIRECTORS
WATER RESOURCES ASSOCIATION OF YOLO COUNTY**

Bill asked Petrea to elaborate on how the BDCP proposal is influencing the Delta Counties Coalition's efforts, specifically for Yolo County. She explained that the focus of the initial BDCP projects is in Yolo County, which is why our county is receiving more attention at the moment. Additionally Yolo County does not have major infrastructure in the proposed project area compared to the other counties. Bill likened it to the "low-hanging fruit" concept. Petrea agreed; if the BDCP is unable to reach agreement in Yolo County, then they can expect greater challenges with counties whose infrastructure will be significantly impacted by the BDCP.

Petrea answered questions throughout her update.

10. MEMBERS' REPORTS & FUTURE AGENDA ITEMS:

No reports or future agenda items were discussed.

11. NEXT MEETING DATE: January 9, 2012 from 3-5 pm, Woodland Community Center

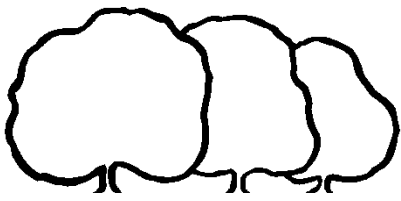
12. ADJOURNMENT - The meeting adjourned at 5:00 p.m.

Respectfully submitted,



Donna L. Gentile

Board Secretary & Administrative Coordinator



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: SACOG Metropolitan Transportation Plan – Sustainable Communities
Strategy Presentation

Report in Brief

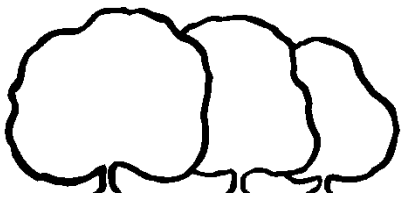
SACOG is currently finalizing their Metropolitan Transportation Plan/Sustainable Communities Strategy 2035 (MTP/SCS). They are currently seeking public comments on their draft document. This plan will shape transportation funding and land use development in the region for the next 25 years. The current project schedule shows adoption of this plan in April 2012. SACOG staff will be making a brief presentation at the Council meeting.

Staff recommends that the City Council receive this presentation and provide feedback.

Prepared by: Brent Meyer,
Principal Civil Engineer
City Engineer

Reviewed by: Nicholas J. Ponticello
CDD Director

Kevin O'Rourke
Interim City Manager



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Proclamation Honoring the Woodland YMCA

Report in Brief

On March 1 the YMCA will have completed two years at the Community and Senior Center. An open house is scheduled for Saturday, March 3, 2012 with various activities to recruit new members. The working group which includes Norm Calloway, Wayne Ginsburg, Gil Walker, Linda Hamer and Robert Salley is working with Kelly Hutchison on recruitment and Public Relation efforts.

Representative from the YMCA will be at the February 21st Council meeting to accept the proclamation.

Public Contact

Posting of the City Council agenda.

Recommendation for Action

Staff recommends that the City Council receive this proclamation honoring the Woodland YMCA.

Prepared by: Ana Gonzalez
City Clerk

Kevin O'Rourke
Acting City Manager

Attachment: Proclamation

Proclamation Honoring the Woodland YMCA

Whereas, the focus of the YMCA is on youth development, healthful living and social responsibility; and

Whereas, the Woodland YMCA has served the City and surrounding region since 1885; and

Whereas, the Woodland YMCA has operated at its College Street location for 52 years; and

Whereas, the City of Woodland and the YMCA of Superior California entered into an agreement in 2010 that enabled the Woodland YMCA to operate a health and fitness center at the Woodland Community and Senior Center.

Now, therefore, be it resolved, that the Woodland City Council commends the Woodland YMCA for its long years of outstanding service to the residents of this community; and

Be it further resolved, that the City Council congratulates the Woodland YMCA for its two years of successful operation of a health and fitness center at the Community and Senior Center; and

Be it finally resolved, that the City Council encourages city residents to join in the celebration activities at the health and fitness center on March 3, 2012.

Dated: February 21, 2012

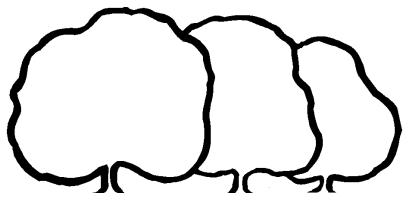
Artemio Pimentel, Mayor

Marlin H. Davies, Vice-Mayor

Martie L. Dote, Council Member

William L. Marble, Council Member

Tom Stallard, Council Member



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: National Agriculture Week

Report in Brief

Annually since 1995, the City Council has acknowledged National Agriculture Week in the City of Woodland via a Proclamation. This request comes forth on behalf of the Yolo County Farm Bureau and the Woodland Chamber of Commerce.

It is recommended that Council adopt a Proclamation declaring the week of March 4 through 10, 2012 as "National Agriculture Week" recognition in the City.

Background

Agriculture has been a significant way of life and source of income to this area for decades. Farming was one of the primary occupations for the Yolo County and continues to provide a large part of the food supply to the State. The annual income from agriculture in the County during 2010 was \$443,541,692. By comparison, the chart below shows the fluctuations in the income:

<u>Year</u>	<u>Income Generated</u>
2000	\$302,736,000
2001	\$288,579,000
2002	\$299,781,000
2003	\$304,520,000
2004	\$338,128,000
2005	\$332,720,000
2006	\$370,195,973
2007	\$453,539,019
2008	\$505,588,750
2009	\$462,132,949

The figures rise and fall comparatively relative to the economy and other factors facing agriculture today.

Each Council Member should have received an invitation to the 32nd Annual Farm City Festival Breakfast on March 7, 2012 from 7:00 a.m. to 9:00 a.m. at the Hotel Woodland. The Farm Bureau would like one of the Council Members to present this Proclamation at this breakfast.

Recommendation for Action

It is recommended that Council Proclaim the week of March 4 through 10 2012 as National Agriculture Week and select a Member of Council who would be attending the March 7th breakfast to present the Proclamation.

Kevin O'Rourke
Interim City Manager

Attachment: Proclamation

City of Woodland

Proclamation

NATIONAL AGRICULTURE WEEK

WHEREAS, agriculture is the Nation's most basic industry and its associated production, processing, and marketing segments together provide more jobs than any other industry; and,

WHEREAS, it is also very important to the local economy with Yolo County generating \$443,541,692 in agricultural sales in 2010; and,

WHEREAS, American agriculture deserves special recognition for its incredible achievements in feeding, clothing and sheltering the citizens of our country and the world; and,

WHEREAS, maintaining a healthy agricultural industry necessitates that all American consumers understand agriculture's effect on their lives and well-being; and,

WHEREAS, spring is an ideal time of year to recognize the contributions of the agricultural industry to the world;

NOW, THEREFORE, the City Council of the City of Woodland does hereby proclaim the week of March 4-10, 2012 as **NATIONAL AGRICULTURE WEEK** in the City of Woodland in recognition of the importance of agriculture to our Community.

Dated this 21st day of February, 2012

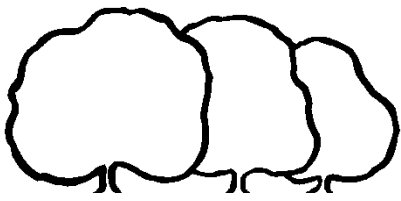
Artemio Pimentel, Mayor

Marlin H. Davies, Vice-Mayor

Martie L. Dote, Council Member

William L. Marble, Council Member

Tom Stallard, Council Member



REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Report of the Water Rate Advisory Committee

Report in Brief

At its November 3, 2009, meeting the City Council requested the formation of a Water Rate Advisory Committee (WRAC). The committee began meeting on June 16, 2010, and on April 5 2011, the WRAC presented its Report of the Water Rate Advisory Committee. At that time the Council gave City staff direction to continue working with the Water Rate Advisory Committee through the next rate study, which began in late 2011.

The WRAC participated in the rate development process and its Report to Council on that process has been completed and is attached. Staff concurs with the recommendations provided by the WRAC.

It is appropriate to acknowledge the outstanding effort contributed by the committee members. Staff recommends that the City Council receive the Report of the Water Rate Advisory Committee and provide comments, suggestions and/or direction.

Background

The Water Rate Advisory Committee was formed with a diverse cross-section of residents and business owners from Woodland. This committee began meeting on June 16, 2010, and completed its final report to the City Council on April 5, 2011. At that time, the Council gave City staff direction to continue working with the WRAC through the next rate review and development process.

Discussion

At the completion of the prior rate study, the Water Rate Advisory Committee requested that current rates and rate schedules be reviewed as additional City customers are metered. Since the completion of the previous rate study the City has installed meters for almost all water service connections (the exceptions are those with complications where the City is working with the property owners to

determine the best plan of action). In addition, approximately one-third of the customers have been billed a metered rate for one year, another one-third of the customers received sample bills and are currently billed a metered rate, and the final one-third of the customers will receive sample bills in the near future and will be billed a metered rate after the sample billing process.

HDR Engineering (HDR) was retained by the City of Woodland (City) to perform a comprehensive water rate study. The purpose of this rate study update was twofold. The first step in the analysis was to determine the adequacy of the existing water rates based on current and projected operations and maintenance costs and recent updates to the financing plan related to the regional surface water project.

A comprehensive rate study utilizing three interrelated analyses; a revenue requirement analysis, a cost of service analysis, and a rate design analysis, to address the adequacy and equity of a utility's rates was started in late 2011. Once the foundational data was collected, assembled, and specifically tailored to the City's chart of accounts, customer characteristics, and rate schedules, the WRAC was brought in to review all of the assumptions used to establish the proposed rate alternatives.

A technical subcommittee of the WRAC began meeting in early December to review assumptions surrounding the rate study and provide feedback regarding possible rate scenarios. The subcommittee looked at water consumption patterns in the community, regional surface water project cost estimates, operating budget expenses, fixed base rate versus variable consumption split within the rate structure, the usage tiers for the consumption portion of the bill, as well as various timing scenarios for the rate increases.

Once the subcommittee felt it had a solid understanding of the assumptions used in the rate study, they brought the data back to the whole WRAC for review. Through a series of meetings, both with and without staff in attendance, the WRAC provided input and gave additional direction to the rate development team. Their ideas and suggestions have been considered in the development of the draft rate study.

Tonight's report is the culmination of a great deal of work and effort on the part of the WRAC and the whole rate development team.

Public Contact

Posting of WRAC meeting notices.

Posting of the City Council agenda.

Alternatives

1. Receive the Report of the Water Rate Advisory Committee, and, if appropriate, provide comments, suggestions and/or direction for further work.

2. Do not receive the report as written and ask the WRAC to return at a later date with additional information.

Recommendation for Action

Acknowledge the outstanding effort contributed by the committee members and receive the Report of the Water Rate Advisory Committee, and, if appropriate, provide comments, suggestions and/or direction for further work.

Prepared by: Gregor G. Meyer
Director Public Works

Reviewed by: Lynn Johnson,
Senior Management Analyst

Reviewed by: Doug Baxter,
Principal Civil Engineer

Kevin O'Rourke
Interim City Manager

Attachments: Water Rate Advisory Committee Report to the City Council

REPORT TO MAYOR AND CITY COUNCIL

TO: THE HONORABLE MAYOR AND CITY COUNCIL

Date: February 21, 2012

SUBJECT: Report of the Water Rate Advisory Committee

History of the Committee

The City Council voted to increase water rates at its November 3, 2009 meeting. The rate increase was to provide for infrastructure improvements, meter installation, and initial funding for the surface water project. Several residents spoke of the need for more public education about water issues at that meeting. In response, the City Council requested the formation of a Water Rate Advisory Committee as part of its approval of rate increases.

The Committee held its first meeting on June 16, 2010. Based on the Committee's purpose as outlined by City Council, the Committee established four goals:

1. Water Rate Advisory Committee members will educate themselves about City water issues.
2. Water Rate Advisory Committee members will learn the parameters of the committee, i.e. what water system changes are mandated and what changes are flexible.
3. The Water Rate Advisory Committee will provide advice and feedback on water system improvements and rates to the City Council and Public Works Department.
4. The Water Rate Advisory Committee will contribute to public education about and promote public participation in city water issues.

Current Water Rate Advisory Committee members are: Christine Casey (chair), Jon Hubble (vice-chair), Jennifer Chen, Jim Hilliard, Betty Kaelin, Bob Schoech, Yuhang Shi, Donna Slattery, and Joe Sullivan

Overview of Water Rate Advisory Committee activities in 2011

On April 5, 2011, the Water Rate Advisory Committee presented a report to the City Council describing its activities during the previous year. The report included ten recommended actions, which are listed in Appendix 1. After issuing this report in April 2011, the Water Rate Advisory Committee met in May, July, and September 2011 to track the City's progress in implementing the report recommendations and to plan outreach activities related to committee goal number 4 ("The Water Rate Advisory Committee will contribute to public education about and promote public participation in city water issues"). Key findings from these meetings are:

1. The Committee created technical and conservation sub-committees to allow members to focus more in-depth on particular issues. The technical group, chaired by Bob Schoech, emphasized rate studies, while the conservation group, chaired by Joe Sullivan, emphasized outreach and working with the City's conservation coordinator.
2. The technical group worked exclusively on the water rate study, while the conservation group ran an informational table at the Woodland Farmer's Market in August, 2011. This group is also helping to develop demonstration plantings and a tour of water-wise gardens.

3. The Committee met with City staff to receive updates on the surface water project. The Committee continued to ask questions about project costs and encouraged the City to examine all cost-saving options.

Water Rate Advisory Committee and the current water rate study

The Water Rate Advisory Committee or its technical working group met nine times from October 6, 2011 to February 9, 2012 to discuss the water rate study; our input to the study was as extensive and thorough as was possible in the allotted time. The City staff and consultants who wrote the report listened to the Committee's input and effectively answered our questions, and as a result the water rate study includes the input of the Woodland community. While an analysis of the specific revenue requirements that form the foundation of the report are beyond our expertise, these figures were reviewed by multiple independent experts (Appendix 2). Based on our discussions and questions to City staff we are confident that the projected revenue requirements are appropriate.

Throughout the water rate study process, Committee members asked many questions covering all aspects of the City's water utility. We were updated on revenue requirements as they were developed and had many opportunities to discuss those requirements with City staff and the rate study consultant. The Water Rate Advisory Committee was also asked for input on the following specific questions:

1. Should the post-2012 remaining rate increases be implemented in January rather than July? The rate study consultant advised that standard practice is to implement rate increases in low-use periods.

The Water Rate Advisory Committee agrees that winter rate increases will be more acceptable to rate payers.

2. Should we stay with three more equal rate increases following the already-approved July 2012 increase?

The Water Rate Advisory Committee felt that a series of equal rate increases would be more acceptable to the community rather than larger increases followed by small increases or vice versa. We appreciate that there are financial pros and cons to each type of rate structure and asked the rate consultant to present us with several options in this regard. After reviewing this information, we recommend a series of 17% revenue increases as the best balance of fiscal prudence and rate payer acceptance.

3. If the proposed rate increases are implemented in January rather than July, should the first rate increase be less since it will occur only six months after the July 2012 increase of 20%?

The Water Rate Advisory Committee requested that the rate consultant present us with several options in this regard. After reviewing this information, we recommend that a January 2013 rate

increase equal to planned subsequent increases will provide the best balance of fiscal prudence and rate payer acceptance.

4. Do we need to change our Cost of Service to customer classes?

The Water Rate Advisory Committee agrees with the rate consultant and City staff that we do not have enough data on metered water use to make any changes at this time.

5. Does the Water Rate Advisory Committee have any comments on continued use of the \$177M amount for the regional and local costs of the surface water project?

Capital costs, especially for the surface water project, are a major driver of the rate increases. The number of \$177M assumes full participation with the City of Davis for the current surface water project schedule but it does not reflect the expected savings from using a design-build-operate procurement process for the project. City staff recommended that the City continue to use this cost until more is known about Davis participation in the project. The Water Rate Advisory Committee concurs with this assessment, but continues to encourage all measures that might reduce the project cost. City staff has provided us with examples of how cost-savings have been achieved and has also provided us with explanations of higher than anticipated costs. We have received full explanations of all budget items we have requested.

The Water Rate Advisory Committee recommends using the \$177M figure until more information is available.

6. How do we provide equity to the traditional historic size residential lots?

The City's oldest neighborhoods have not yet started to receive sample water bills that include metered water use. These neighborhoods tend to have the largest lot sizes and the City is concerned that many of these residents will be pushed into the most expensive Tier 3 of water use because of this. The City proposed that the new rate structure eliminate Tier 3.

After much discussion, the Water Rate Advisory Committee recommended keeping a third tier and that the monthly tiers should be Tier 1: 0-1200 cubic feet; Tier 2: 1201 to 3000 cubic feet; Tier 3: greater than 3000 cubic feet. We were provided with information on tiers used by other cities and learned that this is an aggressive tier structure from a conservation standpoint. For example, Davis has two tiers, 0-3600 and over 3600. San Diego, the driest climate we looked at, is 0-1500; 1501-2800; and over 2800. There was some concern among Committee members that this structure does not give enough conservation incentives, especially to those on small lots. The opinion of City staff and the rate consultant was that the rate increases would provide that incentive. It was agreed that this question should be re-visited in the next rate study when more data is available.

7. How should we maintain predictable water revenues while encouraging conservation?

Metered water bills include a fixed portion that covers metering and delivery costs and a variable portion covering actual water consumption. A rate structure in which a large portion of the bill is

consumption-based encourages water conservation, while a rate structure with a large portion of the bill derived from the fixed portion provides the most predictable revenue. The City needs to maintain predictable revenue while also complying with the California Urban Water Conservation Council's Best Management Practice #11 (which recommends moving towards a 70:30 consumption:fixed ratio rate structure). Billing based heavily on consumption encourages conservation but can also lead to extreme variations in both consumption and revenue. Recently many California communities have had to raise rates due to lost revenue relating to reduced consumption.

Woodland lacks historical consumption records for residential use, although the City has experienced almost a 20% reduction in water use over the last four years. For revenue forecasting, City staff are making a conservative prediction of a further 20% reduction in water use due to metering and increased water rates. This is based on trends in other cities after metering and rate increases are implemented.

Woodland currently relies on a significant amount of revenue to come from the fixed portion of the bill to help maintain revenue predictability. The Water Rate Advisory Committee recommends leaving the consumption:fixed ratio where it is now, which is 46:54.

Water Rate Advisory Committee recommendations to Council

Based on Committee activities during the past year and our review of the water rate study, we make the following recommendations to the City Council:

1. Prior to the effective date of each year's rate increase, City Council should direct the City's Finance Department to provide Council a yearly adjustment of water rates based on actual water utility revenue requirements.
2. The Water Rate Advisory Committee endorses the water rate study process and feels that they were a valued member of the rate study team.
3. The Water Rate Advisory Committee feels, after full participation in the rate-setting process, that the proposed revenue increases involved the review of multiple experts and appear appropriate for the Woodland community's needs.
4. The Water Rate Advisory Committee recommends that the Council continue to remain aware of actions by the City of Davis related to their participation in the surface water project. While it is important for both communities to stay committed to the project, we recommend that at continued indications of City of Davis actions that will have a negative effect on Woodland's ratepayers, Council take steps for Woodland to seriously consider alternate courses of action.
5. The Water Rate Advisory Committee wishes to continue to advise Council on City water utility issues. We recommend that the Council provide that authorization to the Committee tonight so that we may be involved in future rate studies from the outset.
6. The Water Rate Advisory Committee recognizes the importance of public outreach and rate payer education about City water issues. The water utility bill and City web site are the most important tools available for communicating with rate payers. In our April 2010 report the Water Rate Advisory Committee recommended several changes to the bill as well as to the City web site. City staff is working on these changes, but are limited in part by programming

costs. We recommend that as much as possible, Council authorize support for Finance and Public Works to make the recommended changes. We also recommend that a Water Rate Advisory Committee member be part of the teams that are developing the new bill and web pages.

Acknowledgements

The committee would like to acknowledge the assistance and hard work of Doug Baxter, Greg Meyer, and Liz Houck (Public Works) and Lynn Johnson and Kimberly McKinney (Administrative Services) in providing us with the information needed to prepare our analysis of the water rate study. The City is fortunate to be served by such dedicated staff.

Prepared by: Christine Casey
Water Rate Advisory
Committee chair,
representing the
committee

Appendix 1

Recommendations from the 2011 Water Rate Advisory Committee report to the Woodland City Council (April 5, 2011).

1. Much of the communication between the City and residents regarding water issues has been confusing and difficult to understand; furthermore, information about water-related issues on the City's web site is currently accessed from several links rather than from a single page. We recommend a single web page, with a link prominently featured on the City's home page, from which water information is available (for an example, see the City of Davis web site: <http://cityofdavis.org/pw/water/>). The Water Rate Advisory Committee should continue to provide input on water-related communication between the City and its residents.
2. The majority of the committee is in favor of moving forward with the surface water project, while a minority of the members felt the cost was too high to justify their support. The full committee firmly believed that as the project moves forward, every effort should be made to control costs and maximize the efficient integration of the ground and surface water systems.
3. While necessary to cover the full cost of service, the water rate increases that will take place over the next five years will be a financial hardship for some residents. Every effort must be made to obtain block grant funds for bill payment assistance, to seek additional sources of payment assistance, and to promote the payment assistance program.
4. City Council must address the inequities in the current water rate structure. Many industrial users as well as condominium and multi-unit apartment residents are not fairly charged under the current rates. Where appropriate, we recommend multiple tiers within a user class that correspond to the impact of that tier on the water distribution system. For example, there is currently only one industrial user tier. A commercial office-only rate would better reflect the minimal usage of a small office compared to a restaurant or industrial plant.
5. Going forward, City Council must ensure that water, sewer, and wastewater rates are equitable for all users and reflect the full cost of efficiently providing service, maintenance, and capital improvements.
6. Water conservation education and practice must remain a priority. It is unreasonable to ask residents to conserve and pay more for water when parks and other City property are over-watered, planted inappropriately, and have broken sprinklers. Water rates should be structured to encourage conservation, and permeable paving, water-conserving landscapes, and other conservation measures must become the norm. While California's Water Efficient Landscape Ordinance and new building code includes many water conservation provisions, the City should provide a mechanism for new developments and permitted renovations to go further.
7. The Water Rate Advisory Committee should continue to function until the surface water project comes on-line and we request that City Council authorize this. The committee will serve in an advisory role to Public Works and City Council and will provide peer education to residents about the City's water system and water conservation. At least one Water Rate Advisory Committee member should be on the next sewer rate and water rate study committees, and the City should call on the committee as needed for resident feedback on other water-related projects.
8. As the surface water project comes on-line, the cost of City-provided water will increase, while the quality of the water should improve. An educational campaign must start now so

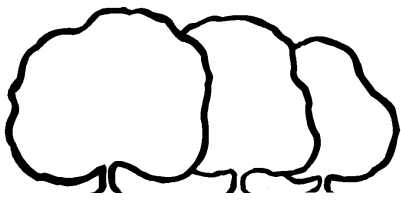
that residents can take this into account as they consider purchase of water softeners, washing machines, landscape plants, and irrigation systems.

9. City Council should direct Public Works to initiate a sewer rate study by December 2011 so that sewer rates can be more appropriately calculated based on actual use. The sewer rate study committee, which will formulate the new rate structure, should include at least one Water Rate Advisory Committee member.
10. The water bill is the single most important communication tool available to the City. We strongly recommend changes to the bill to make it more useful and that bill charges and billing inserts be restricted to water, sewer, and wastewater related matters.

Appendix 2

Firms or individuals who have provided independent review of the City of Woodland water utility revenue requirements used in the current water rate study. None of these firms or individuals will benefit from the proposed rate increases.

Firm or individual	Location	Type of review
Shawn Koorn, HDR Consulting	Bellvue, WA	Engineering and financial
West Yost Associates	Davis, CA	Engineering
Ken Dieker, Del Rio Advisors	Modesto, CA	Financial



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Fire Department Monthly Report for December, 2011

Report in Brief

The Woodland Fire Department's Monthly Status Report includes a wide variety of information in an effort to better inform the public and the City Council. This report summarizes four specific areas of the Fire Department's operation: Overtime, Incident Response, Fire Prevention, and Training. This year, the Fire Department updated its Monthly Status Report format to include a wider variety of information. The report is formatted by division (Administration, Operations, Fire Prevention, and Training) and covers the key projects and/or activities for the month.

Attached for the City Council's review is the Fire Department's Monthly Report for December 2011.

Prepared by: Shannon Collins
Management Analyst

Reviewed by: Dan Bellini
Chief of Public Safety

Kevin O'Rourke
City Manager

Attachment



Woodland Fire Department Monthly Status Report Summary – December 2011



(The Woodland Fire Department Monthly Status Report includes a wide variety of information in an effort to better inform the public and the City Council.)

	Previous Month	Current Month	Difference (+ increase/- decrease)
Cost of Overtime			
Maintain Minimum Staffing	\$24,463.89	\$16,475.73	\$7,988.16
Maintain Line BC position	\$20,391.00	\$15,244.70	\$5,146.30
Call Back Staffing	<u>\$2,123.16</u>	<u>\$864.36</u>	\$1,258.80
Total	\$46,978.05	\$32,584.79	\$14,393.26
Strike Team (reimbursable, and not included above)	\$0.00	0.00	
Total Incident Responses			
Fire	15	23	+8
EMS/Rescue	264	259	-5
Hazardous Condition	12	8	-4
Public Service	46	45	-1
Good Intentions	39	40	+1
False Alarms	<u>15</u>	<u>16</u>	+1
Total	391	391	0
Mutual/Auto-Aid/Strike Team	8	12	+4
Concurrent Incidents	114	124	+10
Fire Prevention			
Commercial Inspections	20	12	-8
Plan Reviews	9	1	-8
Business License Inspections	17	15	-2
Permitted Inspections	95	56	-44
Residential Inspections	14	3	-11
Resale Inspections	14	11	-3
Engine Company Inspections	<u>31</u>	<u>55</u>	24
Total	200	153	-47
Weed Abatement	1.5 hours	0 hours	-1.5 hours
Fire Investigations	1.4 hours	1.5 hours	+1 hours
Pub Ed Events	7	1	-6
Training Hours	836	1,232.5	+396.5 hours

Department Highlights:

The Woodland Fire Department participated in a Run Review Drill with the Woodland Memorial Hospital.

DIVISIONS

ADMINISTRATION:

Emergency Management

- *There were no activities in the month of December.*

OPERATIONS:

Incident Activity

The WFD responded to a total of **391** incidents in December. They included:

- **23 Fires**, for a current annual total of **194**. The **23 fires** included:
 - o **6** building/chemical, explosion, fire others
 - o **2** grass, vegetation, brush fires
 - o **10** dumpster, outside rubbish, trash fires
 - o **5** passenger vehicle fires
- **259 EMS/Rescues**, for a current annual total of **3,324**. The EMS/Rescues included:
 - o **32** Calls requiring medical assistance
 - o **16** EMS calls, cancelled en route or on scene
 - o **186** EMS Calls for people with injuries
 - o **16** vehicle accidents with injuries
 - o **9** motor vehicle/pedestrian accidents with or without injuries
- **8 Hazardous Conditions**, for a current annual total to **123**. The Hazardous Conditions included:
 - o **6** toxic conditions, oil or chemical spills, gas leak, hazardous conditions, other
 - o **2** electrical wiring, arcing, shorted electrical equipment
- **45 Public Service** Calls, for a current annual total of **538**. The Public Services Calls included:
 - o **3** calls to assist police or other governmental agencies
 - o **5** calls for public service
 - o **5** invalid public assistance calls
 - o **28** cover assignment, standby, move up, unauthorized burns
 - o **4** lock-out, water problems, person in distress, other
- **40 Good Intentions** calls, for a current annual total of **489**. The calls included:
 - o **20** calls that were cancelled en route or CAD error
 - o **13** no incident found on arrivals
 - o **4** Steam, smoke, odor of smoke, barbeque, authorized burning
 - o **3** good intent call, other
- **16 False Alarm** calls, for a current annual total of **238**.

Concurrent Incidents:

These are incidents that come in simultaneously where apparatus and companies (a crew consisting of a Fire Captain, Engineer, and Firefighter) are either all committed to the same incident, or committed to separate incidents at the same time called **concurrent incidents**.

The breakdown of **concurrent incidents** for December is:

2 companies committed simultaneously =	68 times
3 companies committed simultaneously =	31 times
4 companies committed simultaneously =	21 times

5 companies committed simultaneously = 1 time
6 companies committed simultaneously = 3 times

The Woodland FD received **391** calls for service in December with **124** being Concurrent Alarms = **31.6%** of the time. There were **1,561** concurrent alarms in 2011 out of **4,906** total calls meaning .32%, or almost 1 out of every 3 calls would commit two or more fire units simultaneously.

This month, our response time average for getting an initial fire engine on-scene is **5:53 Minutes** for fires and **4:41** for emergency medical services (EMS) calls.

Automatic or Mutual Aid:

Automatic Aid is provided to another agency through formal agreement and occurs automatically on **significant events** without any special request. The agencies we participate in automatic aid with are Davis, Dixon, UC Davis, West Sacramento, Rumsey Rancheria and the volunteer fire departments of Willow Oak, Yolo, and West Plainfield.

Mutual aid occurs when fire departments provide help to one another upon special request when a **significant event(s)** (large incident or multiple small incidents) take place. Every fire agency in Yolo County is a signatory to this agreement.

Total Number of Aid Given/Received Incidents in December: 12

Aid Received: 6

- **5** Davis Fire Department
- **2** Willow Oak Fire Protection District

Aid Given: 6

- **2** Willow Oak Fire Protection District
- **1** Elkhorn Fire Protection District
- **2** West Plainfield Fire Protection District
- **1** Yolo Fire Protection District

- Current annual total is **114**.

Overtime Summary

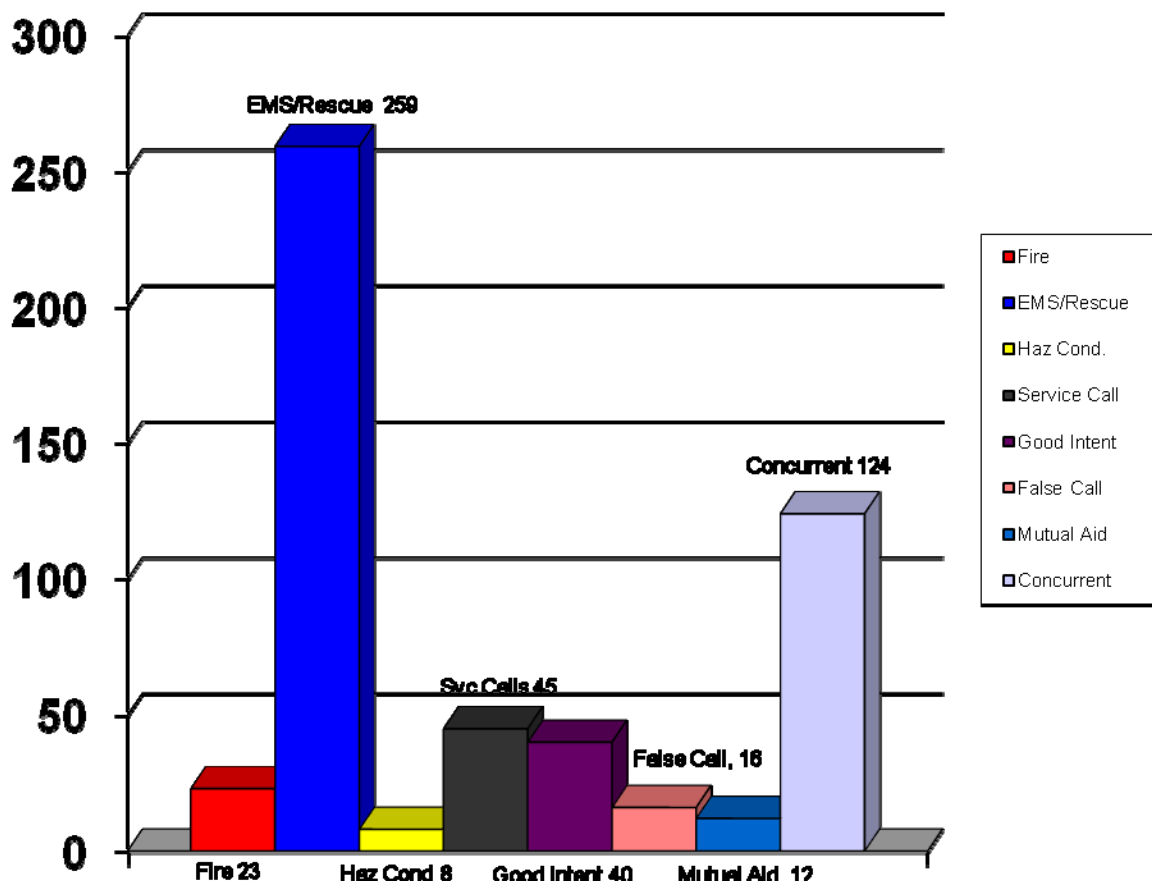
This is the third month we have been able to see the savings the SAFER Grant Firefighters have made. Our overtime expenses have again dropped significantly. However, our overtime expenses are in direct correlation to the filling of the two (2) Line Battalion Chief positions, along with daily staffing requirements and emergency call-backs for large events. As our staffing has been reduced significantly, mainly due to attrition (the hiring of 6 SAFER Firefighters has reduced that number to 10), our ability to absorb vacancies resulting from illness, vacation, and injury with on-duty relief staffing has been improved. Now we are able to absorb most vacancies, except we hire back off-duty personnel on overtime to cover the vacant Battalion Chief's positions and some line positions depending on staffing levels. Having limited on-duty staffing each day has caused a reliance on **call-back staffing** when large events or multiple small events occur.

There were a total of **854** overtime hours worked during the month of December for a total cost of **\$36,794.61**. **This includes 314 hours of coverage for two Line Battalion Chief's vacancies.** (1.0 FTE of an entry level Firefighter, wages and benefits) This includes:

- **715.5** hours of **Minimum Staffing** at a cost of **\$31,720.43** for the month of December 2011. **This includes 314 hours of coverage for two Line Battalion Chief's vacancies.** In addition this also included unusual circumstances, including worker's comp/light duty and FMLA.

- o The average hours of overtime used for the period December 2010 to December 2011 was **1,792.5** hours at a cost of **\$74,569.84**.
- **24** hours were needed for **Call-Back Staffing** at a total cost of **\$864.36** for the month of December 2011. (*Call Back Staffing is necessary to backfill the stations when a major incident occurs that depletes the minimum staffing levels*).
 - o There was an average of **54.79** hours per month used to provide Call Back Staffing at a cost of **\$2,256.55** for the period December 2010 to December 2011.

Current Month By Incident Type



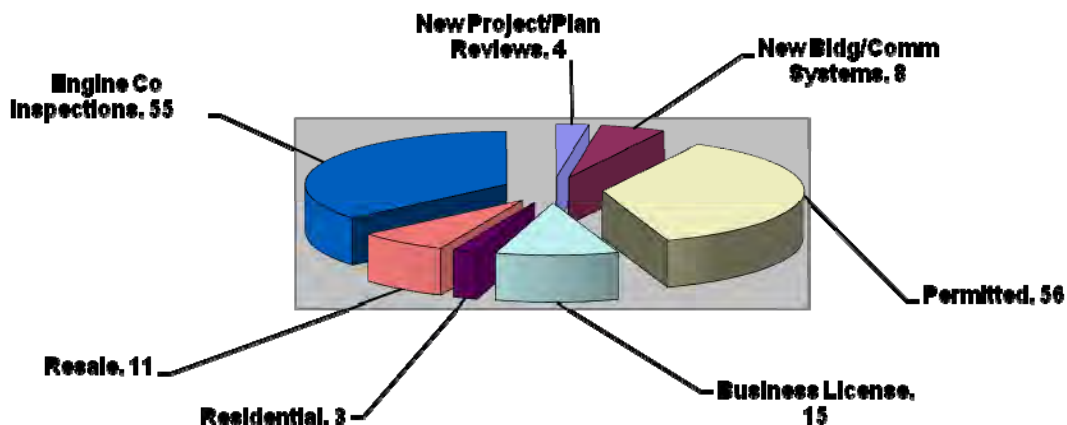
The graph above is a visual summary of the number of incidents that the Fire Department responded to during the weeks December 1, through December 31, 2011.

Total Incidents to Date for 2011 - 4,906

Average Response Time for First Due Units: Fire: 5:53 EMS: 4:41

FIRE PREVENTION:

The Fire Prevention Bureau conducts several types of inspections and plan reviews. The Bureau concentrates on New Project Development, Civil Drawing Plan Reviews, Building Inspections, On Site Water Systems, Commercial Fire Sprinklers, Residential Fire Sprinklers, Fire Alarm Inspections, Specialized Fire Protection Systems, Fire Permits, Licensed Care Facilities, Business License Inspections, Resale Inspections, Fire Investigation and Code Enforcement, Public Education and Weed Abatement.



For the month of December 2011 the Fire Prevention Specialists conducted the following inspections and plan reviews:

Commercial	
3	New Project Development Reviews
1	Plan Reviews
1	New Building Inspections
8	Commercial Fire Protection Systems
Permit	
56	Fire Permitted Annual Inspections
Business License	
15	Business License Inspections
Residential	
0	Residential Automatic Sprinkler System Plan Reviews
3	Residential Automatic Sprinkler System Inspections
11	Resale Residential Sprinkler Inspections
Engine Company	
55	Business and Mercantile Inspections

Weed Abatement

- 0 hours were spent on weed abatement activities in the month of December.

Fire Investigation/Code Enforcement

- 1.5 hours of investigation and 0.5 hours of code enforcement were performed in the month of December.

Public Education

- YCOE Early Headstart Program (12/14/11) Fire Safety Presentation

Maps

- Updated Springlake area maps behind Bel Air and at the end of Matmor.
- Created 4 back-up files for 2011.
- Updated maps on the MDCs.
- Updated all map binders that are kept on each engine (for back-up purposes)
- Sent out maps to all surrounding districts, organizations and departments that use our maps
- Completed map for the new Purity Plaza complex.
- Created maps for the Woodland Bible Church, Agriform and the Porter Building.

TRAINING:

The following is a summary of training activities conducted in the Fire Training Division during the weeks of December 1 - 31, 2011. During the month of December the following activities occurred at the Woodland Fire Department Training Division:

Training conducted at the Training Center including:

- 12 hours of Multi-Company Drills
- 12 hours of EMS Skills Testing
- 69+ hours of Fire Academy Training
- 140+ hours of Firefighting Tactics and Strategy
- 29+ hours of Engine Evolution Training

During the month of December, career staff reported a total of **933.5** hours of training, resulting in an average of **25.9** hours of training per person.

The reserve staff completed **25** hours of training in the month of December.

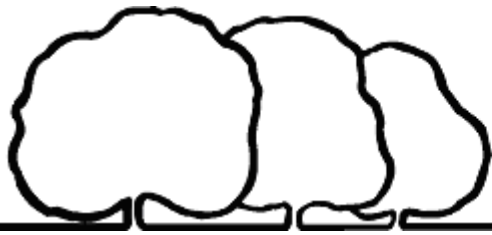
Battalion Chiefs had a total of **34** hours of training, and the Fire Prevention Staff had a total of **240** hours of training.

Highlights for the month of December:

The Woodland Fire Department participated in a Run Review Drill with the Woodland Memorial Hospital.

December ~ 2011 Training Hour(s):

Line staff	933.5
Battalion Chiefs	34.0
Fire Prevention	240.0
Reserves	25.0



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Public Works Monthly Status Report

Report in Brief

The Public Work's Department Monthly Status Report includes an executive summary of the monthly activity of all divisions within the Department. This report also includes information regarding key projects and/or activities throughout the months.

Highlights

- o Staff completed 785 hours of training in the month of December, 2011.
- o The Public Works Department has 8 Vacancies as of December 30, 2011.

The operations detail contained in these reports are for the month of December 2011; all project related information is current as of January 30, 2012.

Prepared by: Stephanie Frank
Administrative Secretary

Reviewed by: Gregor G. Meyer
Public Works Director

Kevin O'Rourke
Interim City Manager

Attachment



Public Works Department.
Monthly Status Report
Summary – December 2011

For the Month of December 2011		
Division	Service Requests	Work Orders
Administration	496	
Electrical	18	68
Environmental Services		18
Facilities	40	62
Fleet		218
Parks	8	17
Pretreatment		74
Sewer	9	95
Signs & Markings	4	54
Storm Drain	4	14
Streets	18	41
Urban Forestry	19	59
WPCF		
Water	109	168
Grand Total	725	888

Service Request – Every time a request for Public Works services is made by phone call, written request, emailed request, or an actual one-on-one request to a PW employee, a **'Service Request'** is generated. This builds a computerized record of all requests made.

Work Order – A **'work order'** is created each time a work crew or individual is assigned a task as a result of either service requests, pre-planned maintenance projects, or by other situations as they arise. This produces a database of work accomplished and the time and materials it took to do the work.

Total for Calendar Year 2011 Through 12/31/2011	
Service Requests 15,692	Work Orders Complete 11,664

***17 Working Days This Month = 43 Requests for Service per Day**

**City Offices were closed from noon December 23 through January 2 for furlough & the Christmas & New Year's holidays.*

With **725 Service Requests received**, Public Works crews handled **888 Work Orders** for the month of December. They included:

Operations & Maintenance

Administration:

- The administration team received 725 Service Requests; 496 of which were handled through the front desk, and the other 229 requests were distributed to the appropriate division. (see chart above)
 - ♦ 27 Backflow Notifications were mailed to responsible parties regarding testing requirements
 - ♦ 171 Underground Service Alert (USA's) requests processed

Electrical:

- 1 Battery Backup System Installation
- 1 Flashing Beacon Service
 - ♦ Remove/Replace Batteries
- 8 Street Light Work Orders
 - ♦ 1 Inspection
 - ♦ 4 Street Light Services
 - ♦ 2 New Installations
 - ♦ 1 Damaged Fixtures Repaired
- 12 Traffic Signal Repairs
 - ♦ Asset Management
 - ♦ 3 Installation/Upgrades
 - ♦ 1 New Signal Installation
 - ♦ 1 Pedestrian Indicator Repair
 - ♦ 4 Signal Repairs
 - ♦ 1 Timing Check
- 3 Facility Service Request
- 1 Final Inspection
- 9 Park Facility Service Requests
- 3 Lift Station Service Request
- 17 Water Pollution Control Facility Service Requests
- 8 Well Site Services (Install/Upgrade, Testing, Data Retrieval, SCADA Modification)
- Received/marked 171 Underground Service Alerts (USA's)

Environmental Services:

- 6 Green Waste Investigations
- 1 Sewer System Investigation
- 1 Storm System Investigation
- 5 Metered Consumption Investigations
- 5 Water Conservation Investigation

Facilities:

- 14 Repairs to City Hall
 - ♦ 2 Generator/Transfer Switch Tests
 - ♦ 5 HVAC Services
 - ♦ 2 Installation/Upgrades
 - ♦ 3 Lighting Services
 - ♦ 1 Lock Service
 - ♦ 1 Miscellaneous Service
- 4 Repairs to Fire Stations 1, 2 &3
 - ♦ 1 HVAC Service
 - ♦ 3 Plumbing Services
- 11 Repairs to the Library
 - ♦ 1 Damaged/Exposed Wiring Repair
 - ♦ 3 HVAC Services
 - ♦ 5 Lighting Services
 - ♦ 1 Lock Service
 - ♦ 1 Plumbing Service
- 16 Repairs to the Municipal Service Center

- ♦ 1 Furniture Assistance Service
- ♦ 3 HVAC Services
- ♦ 2 Inspections
- ♦ 1 Installation/Upgrade Service
- ♦ 4 Lighting Services
- ♦ 4 Lock Services
- ♦ 1 Plumbing Service
- 14 Repairs to the Police Department
 - ♦ 3 Inspections
 - ♦ 1 Installation Service
 - ♦ 1 Lighting Service
 - ♦ 2 Lock Services
 - ♦ 7 Plumbing Services
- 3 Repairs to the Water Pollution Control Facility
 - ♦ 1 Lighting Service
 - ♦ 1 Miscellaneous Service
 - ♦ 1 Plumbing Service

Facilities has a backlog of 49 Service Requests

Fleet:

- 218 Work Order Repairs to 92 different units (vehicles, apparatus & equipment)

Parks:

- 17 Work Orders
 - ♦ 1 Internment
 - ♦ 2 Cemetery Maintenance Services
 - ♦ 1 Chemical Testing/Calibrations
 - ♦ 2 Litter/Garbage Cleanup Services
 - ♦ 3 Park Maintenance Services
 - ♦ 1 Mowing Service
 - ♦ 1 Playground Inspection
 - ♦ 1 Pool Event Set Up
 - ♦ 1 Sports Field Prep/Maintenance
 - ♦ 2 Vandalism Repairs
 - ♦ 2 Weed Control Services

Pretreatment:

- 5 Auto Related Inspections
- 67 Food Service Related Inspections
- 2 Food Service Public Outreach Services

Sewer:

- 7 Sewer Cleanout Services
 - ♦ 1 Inspection
 - ♦ 4 Reactive Maintenance Services – Installation
 - ♦ 2 Repairs
- 56 Gravity Main Services
 - ♦ 5 Inspections
 - ♦ 35 Preventive Maintenance Service Utilizing the CCTV (Closed Circuit Television)

- 909 Events
 - o 9,915.3 Linear Feet Inspected
- ♦ 14 Preventive Maintenance service utilizing the HVVC (High Velocity Vacuum Truck)
 - o 19,291 Linear Feet
- ♦ 1 Repair
- ♦ 1 Routine Maintenance
- 25 Sewer Lateral Services
 - ♦ 2 Blockages Cleared
 - ♦ 12 Inspections
 - ♦ 2 Service Location Requests
 - ♦ 2 Preventive Maintenance Services Utilizing the CCTV (Closed Circuit Television)
 - 36 Linear Feet Inspected
 - ♦ 4 Replacement Services
 - ♦ 1 Sewer Line Rodding Service
 - ♦ 1 Root Control Service
 - ♦ 1 Sanitary Sewer Overflow Event (SSOs)
- 5 Manhole Services (flushing/repair/inspection)
- Received/marked 171 Underground Service Alerts (USA's)

Signs & Markings:

- 4 Departmental Duty Services
 - ♦ 3 Banner Services
 - ♦ 1 Community Billboard Service
- 14 Guide Sign Services
 - ♦ 1 Graffiti Removal Service
 - ♦ 3 Installations
 - ♦ 9 Routine Maintenance Services
 - 23 Signs
 - ♦ 1 Survey
- 4 Object Marker Services
 - ♦ 4 Routine Maintenance Services
 - 23 Markers
- 28 Regulatory Sign Services
 - ♦ 4 Sign Cleaning Services
 - 5 Signs
 - ♦ 7 Graffiti Removal Services
 - 9 Signs
 - ♦ 1 Installation
 - ♦ 14 Routine Maintenance Services
 - 21 Signs
 - ♦ 2 Surveys
- 2 Street Marking Services
 - ♦ 2 Marking Removal Services
 - 122 Square Feet
- 2 Warning Sign Services
 - ♦ 1 Graffiti Removal Service
 - ♦ 1 Knockdown Repair

Storm Drain:

- 5 Inlet Point Services
 - ♦ 1 Illicit Discharge
 - ♦ 4 Inspections
- 8 Lift Station Services
 - ♦ 1 Debris Grate Cleaning Service
 - ♦ 4 Inspections
 - ♦ Generator Test
 - ♦ Routine Maintenance
- 1 Open Channel Service
 - ♦ Routine Maintenance

Streets:

- 4 Road Edge Services
 - ♦ Curb & Gutter Spot Repair
 - ♦ Fence Maintenance
 - ♦ Weed Abatement
- 2 Parking Lot Service
 - ♦ 1 Pot Hole Patching Service
 - 3 Holes Patched
 - ♦ 1 Skin Patching Service
 - 255 Square Feet
- 6 Sidewalk Path Services
 - ♦ 2 Grinding Services
 - 46 Linear Feet
 - ♦ 2 Repair Service Requests
 - 37 Square Feet
 - ♦ 1 Spot Repair Service Request
 - 16 Square Feet
 - ♦ 1 Trash & Debris Clean-Up
- 27 Road Services
 - ♦ 10 Crack Sealing Services
 - 166,104 Linear Feet
 - ♦ 1 Emergency Response
 - ♦ Pot Hole Patching
 - 421 Holes Patched
 - ♦ 1 Sink Hole Service
 - 2 Square Feet
 - ♦ 2 Skin Patch Services
 - 1,202 Square Feet
 - ♦ 1 Spill Response
 - ♦ Traffic Control
 - ♦ Trash & Debris Clean-Up
 - ♦ Trench Repair
- 2 Sound Wall Service
 - ♦ Graffiti Removal
 - ♦ 1 Repair

Urban Forestry:

- 6 Abatements

- 16 Hazardous Situation Responses
- Injections
 - ◆ 5 Trees
- 4 Inspections
- 3 Tree Planting Services
- Tree Pruning
- Tree Removal Program
 - ◆ 9 Trees
- Small Tree Care
- Stump Grinding Services
- 1 Tree Rebate Processed

Water:

- Produced 261,910,200 gallons of drinking water in December
- Received/marked 171 Underground Service Alerts (USA's)
- 2 Blow-Off Valve Services
 - ◆ 1 Flushing
 - ◆ 1 Repair
- 5 Control Valve Services (exercise, locate, repair, replace, water turn off/on)
- 2 Enclosed Storage Facility Service
 - ◆ Maintenance
 - ◆ 1 Pressure Reading
- 13 Hydrant Services
 - ◆ 7 Maintenance Services
 - ◆ 4 Painting Services
 - ◆ 1 Repair Service
 - ◆ 1 Replacement
- 20 Lateral Valve Services
 - ◆ 10 Leak Detection Services
 - ◆ 1 Valve Repair Service
 - ◆ 1 Water Quality Service
 - ◆ 4 Water On/Off Services (Finance, Contractor, Homeowner Request)
- 57 Meter Services
 - ◆ 2 Meter Installations
 - ◆ 11 Meter Investigations
 - ◆ 43 Meter Repairs
- 18 Pressurized Main Services
 - ◆ 8 Investigations
 - ◆ 10 Repairs
- 50 Production Well Services
 - ◆ 19 Inspections
 - ◆ Disinfection Services
 - ◆ 24 Maintenance Services
 - ◆ Monthly Reporting
 - ◆ No3 Monitoring
 - ◆ Sampling
 - ◆ Security Services

Environmental Services

Solid Waste/Recycling

- C&D Recycling: Monitored 66 project units. Opened 1 new project and closed out 2, both with greater than 70% diversion.
- Green Waste: Issued 4 violation notices for unacceptable waste material and conducted 8 code compliance investigations. 1,257 tons of green waste collected, 38% in carts and 62% in street piles.
- Public Outreach/Assistance:
 - Provided 3 compost bin rebates.
- Special Projects:
 - *Ordinances/City Code* – No change: Drafting extensive updates.
 - *Commercial Recycling* – Preparing application to obtain CalRecycle grant funding to support a multifamily recycling program. Drafting local guidelines to complement upcoming state requirements, and documenting existing site layouts for commercial trash bins.
 - *Closure of Old Woodland Landfill* – Submitted report to RWQCB with a request for acknowledgment that landfill cells are closed, confirmation that further monitoring is unnecessary, and input on feasibility of potentially using the site for solar arrays.
 - *Environmentally Preferred Purchasing Policy* – No change. Revising draft policy based on BBK comments.
 - *Waste Advisory Committee* – Exploring potential for composting facility at Yolo County landfill with other Yolo County jurisdictions.

Water Conservation

- Public Outreach/Assistance: Provided leak-identification assistance to 4 homeowners; investigated 2 water waste complaints.
- Special Projects:
 - *Public Events* – Planning February water-wise landscape workshop and March fix-a-leak workshop.
 - *Ordinances/City Code* – No change: Drafting revisions to water conservation and drought declaration ordinances.
 - *City Infrastructure Leak Audit* – Many repairs completed in first-phase area; planning next phase.

Stormwater

- Special Projects:
 - *Municipal Permit Development* – No change. Discussing draft MS4 permit revisions with SWRCB staff as part of California Stormwater Quality Association committee.

Energy Conservation

- Special Projects:
 - *Annual GHG Inventory* – Third party verification underway.
 - *Climate Action Plan* – UCD team preparing memo on potential greenhouse gas reduction targets.
 - *Commercial Property-Assessed Clean Energy (PACE)* – Continuing to explore establishment of countywide program with Ygrene.

- *GroupEnergy* – No change. With other members of Yolo County Climate compact, considering implementation of collaborative purchasing program for residential energy efficiency upgrades for employees.
- *Sustainable Communities Planning Grant* – With CDD, beginning grant application for planning documents to address climate/sustainability issues.

Water Pollution Control Facility

Laboratory

- Collected samples and performed over 300 process control and National Pollutant Discharge Elimination System (NPDES) permit compliance tests for the wastewater treatment plant.
- Collected monthly influent, effluent and receiving water monitoring samples; submitted to contract laboratories.
- Collected samples and performed 45 tests on treatment plant storage ponds.
- Prepared monthly Discharge Monitoring Reports and electronic Self-Monitoring Reports; submitted to the Regional Water Quality Control Board (RWQCB).
- Received ELAP certification for potable water testing.
- Attended weekly process control meetings

Pretreatment

- Inspections
 - ◆ Auto Related Businesses – 6
 - ◆ Food Service Business – 68
 - ◆ Business of Concern - 1
- Business License Reviews & Inspections – 10
- Permit applications or permits – 9
- Public education & outreach visits – 32
- SSO/Illicit Discharge Committee Meeting
- DRC Meeting Attendance (Jo Ann Beal)
- Yolo County Environmental Task Force Meeting (Jo Ann Beal)
- WEF Webinar – Evaluating Outreach Activities (Jo Ann Beal & Tim Sharp)

Utility Engineering

Utility Engineering Legend:

Bolded text indicates new information

The initials enclosed in ()'s denotes the lead PW staff on the project.

(DB) Doug Baxter, Principal Civil Engineer (MS) Mark Severeid, Lab Supervisor

Project: Wastewater Treatment Plant/NPDES Permit (5 Year Renewal) (MS/DB)

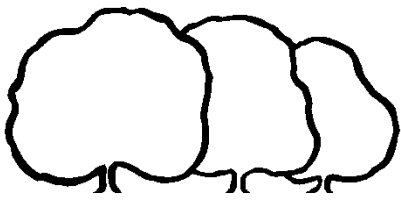
Status: In February 2009 the final NPDES permit was issued by the RWQCB. The new permit requires the City of Woodland to move to an improved source water supply. It also requires significantly more testing and studies that will substantially increase operating costs.

On April 12, 2010, Mayor Skip Davies, Councilmember Bill Marble, City Staff and City's permit writing consultant Dan Rich met with senior staff from the Regional Water Quality Control Board (RWQCB). The purpose of this City requested meeting was to verify that boron, salt and selenium final limits will be in our waste discharge permit, and that these limits will cause the City to move to an improved water quality supply or other substantially more expensive treatment processes. We discussed all the conceivable alternatives and why improving our water quality supply is the least costly viable option. RWQCB made it clear that boron, salt and selenium final limits will be in our permit. RWQCB also said that they would enforce these limits with fines to eliminate all incentives to delay moving forward and that fines could be as high as \$10 per gallon per day of wastewater not in compliance (at current flows the fines would be up to \$60,000,000 per day). Under our current permit each year we have to submit compliance reports on moving to an improved source water supply. If we delay for example 2 years and saved \$11,000,000 in interest, the fines would exceed that amount to eliminate any incentive to delay implementation of salt reduction.

On 1/5/2011, we met with Board staff to discuss the Time Schedule Order. We presented a sample TSO and they indicated their plan to prepare an administrative draft based on that document. They requested additional data on selenium and salinity to help with setting performance based limits for both constituents. We were advised that the board had made a change to how they handle TSOs; there is now a provision for extending the 5 years for up to an additional 5 years in the event the discharger is unable to be in full compliance by the end date of the order but has shown due diligence and has tried to meet the milestones set in the original order. The TSO was issued by the Executive Officer, by delegated authority of the Central Valley Regional Water Quality Control Board, on September 21, 2011. The TSO contains an interim effluent limit for selenium of 31 µg/ L which will be in force thru September 2016. The interim selenium limit should allow us to be in full Permit compliance until the completion of the surface water treatment plant.

The City of Woodland and the City of Davis evaluated the feasibility of combining treatment into a regional facility. The City of Davis is pursuing its own treatment facility. Both cities will continue to look for ways to work together when in the mutual interest of both cities.

What's Next: The surface water project will continue to be pursued. Fiscal impacts of the permit will continue to be evaluated. Staff is looking into long-term planning options. Wastewater treatment long-term planning is underway.



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Internal Audit of the City of Woodland Sewer System Management Plan

Report in Brief

In 2009 the City of Woodland met the regulatory requirements of the State of California, General Waste Discharge Requirements (GWDR) for Sanitary Sewer Systems Order 2006-0003 by completing and having certified by the City Council a Sewer System Management Plan (SSMP). The SSMP requires regular monitoring of the program, assessing the effectiveness of related activities, updating the program based on findings, and making the ongoing development of the SSMP available to the public. These objectives are accomplished during the process of an internal audit of the SSMP, and the certification and publication of that audit through this Council action.

Staff recommends that the City Council certify the Internal Audit of the Sewer System Management Plan (SSMP) for the past two reporting years.

Background

Internal audits of the City's SSMP are required by the GWDR every two years. The Public Works Utility Maintenance Division conducts annual performance reviews of the SSMP and combines the results of these reviews every two years to complete the internal audit. This performance review/audit process helps the SSMP document evolve over time to address identified deficiencies in the management, operation and maintenance of the sewer collection system.

The purpose of the SSMP is to provide a written framework for the management, operation, and maintenance programs executed by the City, with the ultimate goal of maintaining the level of service provided to the sewer collection system while minimizing sanitary sewer overflows (SSO).

Discussion

This Council Communication summarizes the following information for FY09/10 and FY10/11.

1. SSO history, describing the number of SSO events over the past two years
2. Summary of progress for further development of the SSMP sections or 'elements'
3. Effectiveness of the implemented SSMP elements
4. SSMP elements planned to be implemented next year
5. Improvements to the collection system over the last two years
6. Improvements to the collection system planned for the upcoming year
7. Review of performance indicators

1. SSO History

FY 9/10			
Lateral – SSO	Volume in gallons	Main-line - SSO	Volume in gallons
33	1,719	0	0
FY 10/11			
18	1,266	1	400

Over the last two years there has been a significant downward trend in SSO's, as well as the gallons released. The lateral-line SSO's have reduced by 45% and the corresponding reduction in volume released by 26%. Main-line SSO events increased from 0 in FY 9/10 to 1 in FY 10/11 with a corresponding 400 gallon spill. In aggregate, SSO's have been reduced by 42% and the volume released by 3%.

The majority of SSO events are associated with stoppages located within lateral connections to the City's main-line system wherein root intrusion and grease are the largest contributors. These two issues are being addressed through a root treatment program and the fats, oil and grease program (FOG) public outreach.

Once notified, staff response to a SSO averages less than 1 hour, including after-hours and weekends. Following a stoppage removal, the line is inspected with a closed circuit television (CCTV) to ensure the stoppage has been successfully removed, to identify the cause, and to reveal any potential pipe structural anomalies that may exist. Due to inconsistencies in documentation of the City's post-stoppage CCTV activities, an accurate average follow-up time is not available at this time. This data collection element will be resolved and accurate information will be captured for the FY11/12 audit.

2. Summary of progress for further development of the SSMP elements

The SSMP audit has identified some data elements that need refinement with regard to frequency, quality and type of data collected for both operational and analytical purposes. Additionally, some

data required for these same three purposes was inadvertently missed in the initial program development. In addition, the communication plan for the SSMP was not fully implemented. Completion of these elements is expected in FY11/12.

The Capacity Assurance Capital Improvement Plan (CACIP) is intended to ensure that the sanitary sewer system contains sufficient capacity to convey expected flows. To successfully implement this SSMP element, the technical difficulties of building and interfacing the applicable computerized database with the City's Geographic Information System (GIS) and CCTV software must first be resolved. At the end of FY 9/10 a full time GIS Technician was added, in part, to solve this issue. Also, additional sewer flow information is being collected to accurately calibrate the capacity flow model. These associated resolutions/activities are currently in process.

The 10-year Capital Improvement Plan (CIP) proposes \$16.3 million for sewer and lateral repair/replacement projects. Not all of these projects are scheduled as current rates will not support them. The unfunded projects are planned to be included in the proposed future rate study and data collection for that study was initiated at the end of FY 10/11.

3. Effectiveness of the implemented SSMP elements

The number of proactive sewer main-line repairs completed that were identified through the CCTV program greatly exceeds those repairs associated with an SSO. In other words, numerous pipeline anomalies were identified and repaired prior to becoming a stoppage and/or overflow. The majority of the City's SSO's are located within the City owned portion of laterals with roots and Orangeburg pipeline failures as the leading factors. The City began a root treatment program and created an Orangeburg Lateral Replacement CIP project in FY 9/10 to help reduce the number of stoppages/overflows in these problem areas.

Additionally, the CCTV program locates problem areas in main-lines which provide information on the infrastructure's condition, and then is utilized to schedule in-house repairs, maintenance, and/or is provided to the Community Development Department (CDD) engineering group for analysis and potential future CIP projects.

4. SSMP elements planned to be implemented next year

Construction standards may need to be reviewed with respect to installation of sewer projects in areas of high groundwater. A pipeline failure in Sycamore Ranch at the end of FY 10/11 resulted in a ~ \$350,000 repair. This significant repair expense was caused by the combination of deep sewers and high groundwater. A CCTV program for the entire area is planned for FY 10/11 to locate other potential failure points. Any discovered pattern of problems may indicate a need to modify our standards.

Work will continue on development and implementation of the CACIP module. Repair and installation of the main-line trunk flow monitors will allow for the collection of diurnal (daily) flow data needed to calibrate the sewer model. Analysis of this information will provide dry and wet weather flow volumes and their utilization of current system capacity.

Utilities and CDD plan to initiate discussions with the Infrastructure Subcommittee to gauge the level of support for new ordinances regarding lateral connections.

The SSMP audit demonstrated the need to begin formal quarterly meetings with responsible staff on the implementation and calibration of the SSMP program.

5. Improvements to the collection system over the last year

The major accomplishment in CIP implementation in FY 10/11 was the installation of 7,000 feet of sewer-lining in the Beamer and Kentucky trunk main-lines. The original pipelines were constructed using reinforced concrete pipe (RCP) and were seriously degrading due to hydrogen sulfide corrosion.

Three continuous flow monitors were installed this year on major trunk lines but two were removed during the main-line trunk lining project; therefore, data was not collected for wet weather calibration of the sewer capacity model. Other pipeline and/or manhole repairs were completed in various locations within the City; including the ~\$350,000 sinkhole/pipeline separation emergency repair in the Sycamore Ranch area.

To help manage the root problem, a preventative maintenance program was created utilizing a chemical application process. This method of root control utilizes a foaming agent applied to the pipe interior intended to kill the root penetration without damage to the offending plant/tree. This procedure required additional staff training and the acquisition of proper licensing. Overall, the program should help reduce root intrusion and the potential resulting SSO. Investigation of lateral condition and failures was initiated at the end of FY 10/11.

6. Improvements to the collection system planned for the upcoming year

The CCTV data collected in the Sycamore Ranch Area will be used to develop a rehabilitation plan and, if needed, a preventative maintenance program for the entire area. Flow monitors will be reinstalled in the Kentucky and Beamer main-line trunks to record diurnal wet and dry weather flow data for capacity analysis. Other planned repair work will be done on the Kentucky main-line trunk by replacing a section of cast-in-place sewer line with vitrified clay pipe (VCP) to alleviate a flow constriction identified through line inspections. Two new lateral cameras and a CCTV camera will be upgraded to improve reliability and increase productivity. The root foaming program will be expanded to include main-lines.

7. Review of Performance Indicators

SSMP performance indicators are used to measure performance in various areas related to the management and operation of the sewer collection system. A lead person is assigned to monitor each performance indicator by area of responsibility. Each quarter, the assigned lead person collects the data related to their assigned performance indicator(s) and provides an interim rating of the City's performance. This information is utilized to make ongoing improvements within the auditing period.

Additionally, at the end of the two year auditing period, final assessments and recommendations for performance improvement are developed. Overall, there are sixty-five performance indicators; of which twenty-eight were rated below our self-imposed targets. Most of the below-standard ratings are associated with reduced staffing/work hours, improper documentation, and CCTV - CACIP interface software. These issues will, or are, currently being addressed and, as such, the next audit should reveal a marked decrease in below target ratings.

Fiscal Impact

There are no additional budget impacts anticipated at this point.

Public Contact

Posting of the City Council agenda.

Alternative Courses of Action

1. Staff recommends that the City Council certify the Internal Audit of the Sewer System Management Plan (SSMP) for the past two reporting years.
2. Do not certify the Internal Audit of the Sewer System Management Plan (SSMP) for the past two reporting years. Give staff direction for additional data collection and/or report development.

Recommendation for Action

Staff recommends that the City Council approve Alternative No. 1

Prepared by: Tim Lloyd
Infrastructure
Superintendent

Reviewed by: Mark Cocke
Senior Civil Engineer

Reviewed by: Gregor G. Meyer
Public Works Director

Kevin O'Rourke
Interim City Manager

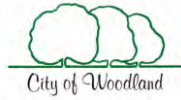
Attachment: Sewer System Management Plan Audit for FY 09/10 and FY 10/11

City of Woodland

Sewer System Management Plan Program Audit

FY 2009/2010 and FY 2010/2011

Public Works Department
11/18/2011



Memorandum

To: Kevin O'Rourke, Interim City Manager and/or Greg Meyer, Director of Public Works

From: Tim Lloyd, Utility O&M Superintendent

Date: 11/18/11

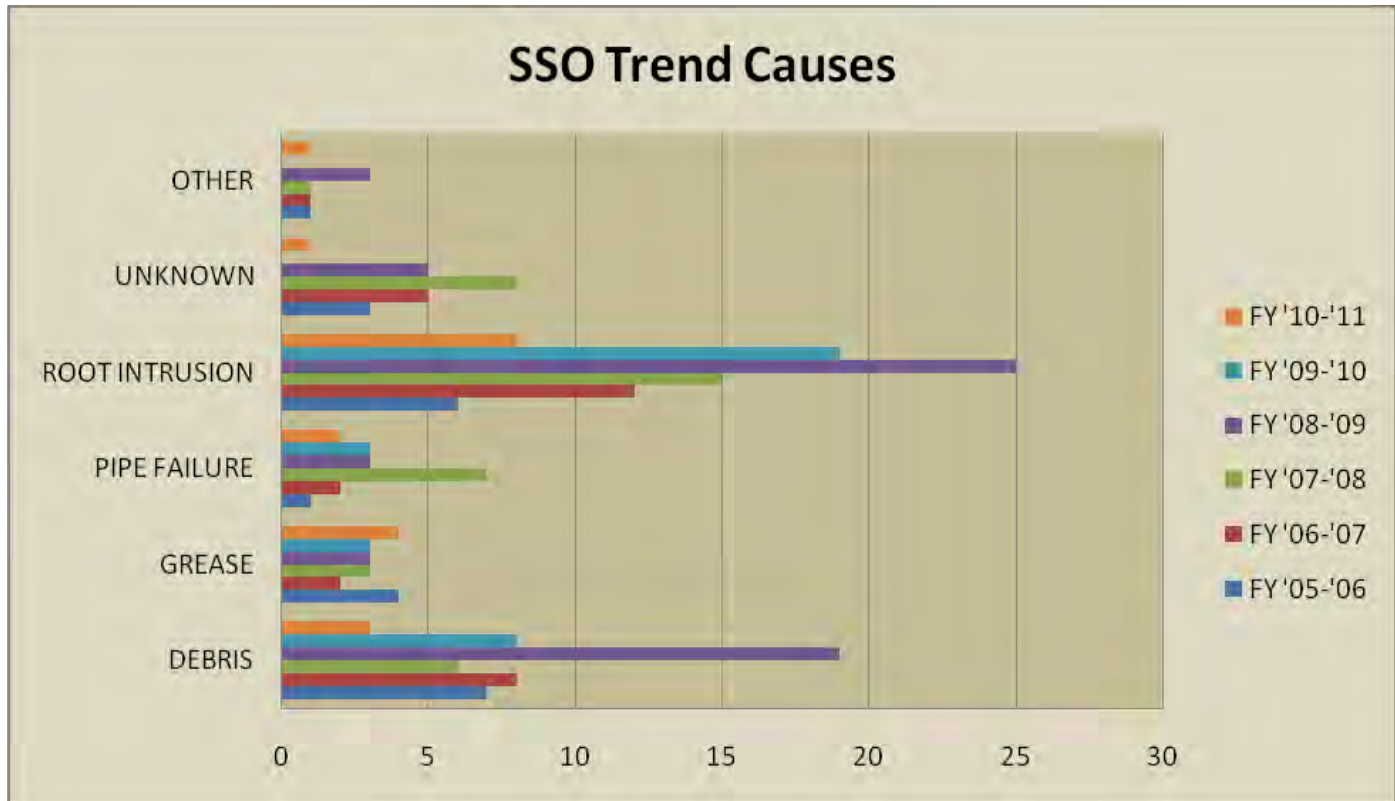
Subject: SSMP Program Audit Cover Letter
Annual SSMP Performance Review for 2009/2010 & 2010/2011

Objectives

This memorandum summarizes the performance of the City of Woodland's Sewer System Management Plan (SSMP) for FY09/10 and 10/11. The purpose of the SSMP is to provide a written framework for the management, operation, and maintenance programs executed by the City, with the ultimate goal of maintaining the level of service of the sewer collection system while minimizing sanitary sewer overflows (SSOs). This review is completed as part of the annual audit process described in sections ix and x of the City's SSMP. This process helps the SSMP document to evolve over time to address identified deficiencies in the management, operation and maintenance of the sewer collection system. This memorandum summarizes the following information:

1. SSO history, describing the number and nature of SSOs over the past six years.
2. Summary of progress of further development of the SSMP elements which have a plan and schedule for full implementation.
3. Summary How SSMP elements were implemented over last year
4. Effectiveness of the implemented SSMP elements
5. What SSMP elements are planned to be implemented next year
6. Description of additions and improvements to the collection system over the last year
7. Description of the additions and improvements to the collection system planned for the upcoming year
8. Review of performance indicators and overall summary of the past two fiscal years with proposed modifications for implementation in fiscal year 11/12 in areas in need of improvement.

SSO History



FY10-11

<u>Lateral SSO's</u>	<u>Main SSO's</u>	<u>SSO volume lateral</u>	<u>SSO volume Main</u>
18	1	1,266	400

FY09-10

<u>Lateral SSO's</u>	<u>Main SSO's</u>	<u>SSO volume lateral gallons</u>	<u>SSO volume Main</u>
33	-	1,719	-

The majority of SSO's are associated with lateral connections to the City System which in past fiscal years included private SSO's. Overall root intrusion and some debris/vandalism are being addresses through root treatment program in FY 9-10 and public outreach. All SSO response is within minutes of notification including after hours emergencies. A CCTV inspection is done of the pipes in the area that day or within 3 days. Unfortunately, documentation of the city's response was not done correctly and is not completely captured in this Audit but will be in FY11/12.

Progress on development of SSMP elements

The SSMP audit has identified some elements that need refinement in the frequency of data collection and type of data collected for both the Utility Maintenance Workers and management staff. Some elements only need to be collected on an annual basis. Some new data needs to be collected to facilitate data collection for the SSMP and analysis of future needs. Furthermore, the communication plan for the SSMP was not completely implemented and progress of finishing implementation will happen in FY11/12. Overall, the SSMP is 90% complete.

How SSMP elements were implemented over last year

The CACIP module problems have stemmed from the technical problems of building a database and interfacing it with the GIS system. At the end of Fiscal Year 9-10 a full time GIS Technician was added to work on GIS Database issues full time. This enabled progress to be made in FY 10-11 in addressing the database CCTV linkage problem. In the mean time, there is ~ \$16.3.M in the 10 year CIP plan for sewer and lateral repair/replacement. Not all of these projects are scheduled because current rates will not support them. A rate study was initiated at the end of FY 10-11.

Despite these problems, it should be noted that the number of sewer mainline repairs done because of problems identified through the CCTV program greatly exceeds the number of repairs associated with SSO's. The majority of SSO's are associated with lateral connections to the City System. The problems are dominated by roots and Orangeburg pipeline failures. The City began a root treatment program in FY 9-10 and created a CIP Orangeburg Lateral Replacement Project.

There was a pipeline failure in Sycamore Ranch at the end of FY 10-11 that cost the City ~ \$350K to repair. A CCTV program for the entire area is planned for FY 10-11. This area of deep sewers and high groundwater present a risk of failure that will require more intense monitoring and aggressive repair of defects. Any pattern of problems will indicate a need for modification of our standards with respect to installation of sewer projects in areas of high groundwater.

Effectiveness of the implemented SSMP elements

The CCTV program has helped find problems in main lines before a SSO occurs. The Operations Crew helps keep Engineering informed of pipeline failures and causes. While the documentation and communication elements of the SSMP were not fully implemented due to staff changes and technical difficulties, the use of City works and other software has helped in documenting the efforts of staff to meet the intent of the SSMP in reducing SSO's in the City.

What SSMP elements are planned to be implemented next year

There is a need to change standards to include an analysis of settlement of manholes in high groundwater areas. Work will continue on development and implementation of CACIP module. With repair and reinstallation of the trunk line flow monitors, the gathering dry and wet flow data from trunk lines to calibrate sewer model will begin. An associate engineer has been assigned to assist in implementation capital projects and data gathering. While discussions with City Council and Infrastructure have not occurred to date, these discussions are planned for FY 11-12 to discuss and gather their support for new ordinances on lateral connections to mandate the installation of cleanouts behind the walk, and elimination of private Orangeburg laterals on repair of any lateral or house sale. The SSP audit demonstrated the need to begin formal quarterly meetings with responsible staff on the implementation of the SSMP for trouble shooting and documentation.

Description of additions and improvements to the collection system over the last year

The major accomplishment in CIP implementation of the FY 10-11 Fiscal Year was the installation of 7,000 feet of sewer lining in the Beamer Trunk Line (~3,000 feet) and Combined Beamer and Kentucky Line (~4,000 feet) in Project 07-31. The original lines were constructed from RCP and were showing signs of hydrogen sulfide corrosion. In addition, three continuous flow monitors were installed this year on the three major trunk lines but two were removed and damaged during the Trunk lining project, so data was lost for wet weather calibration of the sewer model. Other repairs were done in other locations in the City, this includes a \$350k emergency repair in the Sycamore Ranch area.

The purchase of in-house foaming equipment for root control and staff training on equipment has reduced the risks for lateral SSO's because the root SSO locations are being put on a annual retreatment program. Investigation of all lateral and lateral failures was started at the end of fiscal 10-11.

Description of the additions and improvements to the collection system planned for the upcoming year

The CCTV Data Collected in the Sycamore Ranch Area will be used to develop a Rehabilitation plan for the entire area. The flow monitors will be reinstalled and wet and dry weather flow will be collected. Other planned repair work will be done on the Kentucky Trunk replacing a section of cast in place sewer line with VCP. Two new lateral cameras and a CCTV Camera head will be purchased to improve the reliability of the CCTV van and increase the amount of CCTV data gathered by the Crews. The foaming program will be expanded to also treat mainlines.

Review of Performance

Attached to this memorandum are performance indicator assessment sheets, which summarize the collection of specific data, intended to provide a basis by which performance in various areas related to the management and operation of the sewer collection system may be measured. A responsible person is assigned to each performance indicator assessment sheet. Each quarter, each responsible person collects the data related to their assigned performance indicator assessment sheet and provides an interim rating of the City's performance. At the end of the two year auditing period, final assessments

and recommendations for performance improvement are made. This process is described in section ix of the City's SSMP. Attached is a summary of the performance indicators tracked by the City and performance in each area with explanation of why goals were not met and actions taken or to be taken in the next FY for future performance improvements and modification to the SSMP. Overall, the 65 performance indicator forms had only 29 for FY09/10 and improvement with 28 performance goals below goal in FY10/11. The main issues with not meeting performance indicator goals were generally due to lack staffing, non-communication with staff on tracking for the SSMP, and the CCTV software not communicating with the CA&CIP module. These are all addressed in the summary spreadsheet and FY11/12 audit should see a marked decrease in below goals.

Conclusion

The City of Woodland is currently in compliance with all of the SSMP requirements as described in subsection D.13 of the GWDR.

Attachments:

- System Overview based on CIWQS Questionnaire
- Performance Indicator Assessment Sheets (46 forms, 23 forms /FY)
- Summary of Performance Indicator Spreadsheet FY09/10-10/11


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SSO - Questionnaire [SSO Menu](#)

Regional Water Board: Region 5S - Sacramento
 Agency: Woodland City
 Sanitary Sewer System: City of Woodland CS
 WDID: 5SSO10903

Collection System Questionnaire

*Note: All questions are required to be answered. Enter
 NA for questions that do not apply. Do not enter '/' for fraction, use
 decimal instead.*

Last updated: 2011-05-02

First updated: 2007-05-31

Collection System Questionnaire

- 1) Sanitary Sewer System Category:
- 2) What is the population served by your agency's sanitary sewer system?
- 3) What is your current annual operation and maintenance budget for sanitary sewer system facilities?
- 4) What is your current annual capital expenditure budget for sanitary sewer system facilities?

Please identify the total number of employees (technical and mechanical) for your agency's sanitary sewer system (including pump station operations) working within the different classifications listed below.

5) Entry Level (Less than 2 years experience)

Number of agency employees?

6) Journey Level (Greater than or equal 2 years experience)

Number of agency employees?

7) Supervisory Level

Number of agency employees?

8) Managerial Level

Number of agency employees?

Please identify the total number of employees who hold CWEA Certification for Collection System Maintenance and/or Plant Maintenance-Includes Mechanical Technologist and Electrical/Instrumentation for your agency's sanitary sewer system (including pump station operations) for the various Certificates and Grades levels listed below.

9) Grade I

Number of certified (Grade I Collection System Maintenance) agency employees: Number of certified (Grade I Plant Maintenance Technologist) agency employees:

10) Grade II

Number of certified (Grade II Collection System Maintenance) agency employees: Number of certified (Grade II Electrical/Instrumentation Technologist) agency employees: Number of certified (Grade II Mechanical Technologist) agency employees:

11) Grade III

Number of certified (Grade III Collection System Maintenance) agency employees: Number of certified (Grade III Electrical/Instrumentation Technologist) agency employees: Number of certified (Grade III Mechanical Technologist) agency employees:

12) Grade IV

Number of certified (Grade IV Collection System Maintenance) agency employees: Number of certified (Grade IV Electrical/Instrumentation Technologist) agency employees: Number of certified (Grade IV Mechanical Technologist) agency employees: 13) How many miles of forced mains and other pressure systems? 14) How many miles of gravity sewers? 15) Estimated total miles of laterals (upper and lower)? 16) Which portion of laterals is your agency responsible for?

(If the answer of question-15 is None, no need to answer for question-16)

17) Estimated total miles of laterals your agency is responsible for? 18) Number of service lateral connections?

19) Approximately, what percentage of your sanitary sewer system was constructed between the years of:
 (note: total must sum to 100%)

%, 2000 - Present%, 1980 - 1999

%, 1960 - 1979

%, 1940 - 1959

%, 1920 - 1939

%, 1900 - 1919

%, Before 1900

20) Estimated total miles of your sanitary sewer system not accessible by vehicle?

21) What is your total gravity sewer system cleaning production in miles/year?

22) What is your total gravity sewer system condition inspection (e.g., CCTV) production in miles/year?

Note: All questions are required to be answered.

[Export Questionnaire History To Excel](#)

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	City of Woodland SSMP Performance Indicator Summary FY 09/10-10/11						
	Performance Indicator	Ratings FY09/10	Ratings FY10/11	Reason	Action taken		
Audits	Audits						
Audits	Annual Council Presentation	Below Goal	Below Goal	Utility Superintendent vacancy	Council Presentation scheduled for 2/12		
Audits	Peer - Review of SSMP audits	Acceptable	Acceptable				
CCTV	CCTV						
CCTV	Feet inspected with CCTV / year	Below Goal	Acceptable	Staffing vacancy and CCTV software issue	GIS staff/O&M training to implement new software for CCTV		
CCTV	Pipe segments inspected / year	Below Goal	Below Goal	Staffing vacancy and CCTV software issue	GIS staff/O&M training to implement new software for CCTV		
CCTV	Footage inspected / 16 work hours	Below Goal	Acceptable	Staffing vacancy and CCTV software issue	GIS staff/O&M training to implement new software for CCTV		
CCTV	% Passing quality control check	Below Goal	Below Goal	CA&CIP not linked to CCTV data unable to implement	GIS staff/O&M training to implement new software for CCTV		
CMMS&GIS	CMMS&GIS						
CMMS&GIS	% population of key GIS attribute fields for gravity sewer mains	Below Goal	Below Goal	GIS Specialist was unaware of the requirements for tracking att	Report is on a schedule to run at the end of every quarter		
CMMS&GIS	% population of key GIS attribute fields for sewer manholes	Below Goal	Below Goal				
CMMS&GIS	Year-to-date % of CityWorks work orders that have been closed-out	Excellent	Acceptable	modified data collection to include completed wo	Going to address completing wo at tailgate		
Codes & Ordinances	Codes & Ordinances						
Codes & Ordinances	Time since last meeting to discuss list of Ordinance/Code updates based on s	Acceptable	Acceptable		Last meeting to discuss will change to informal discussions FY11/12		
Codes & Ordinances	Time since last actual update to Ordinances/Codes based on sewer-specific is	Acceptable	Acceptable		Bring this forward to the infrastructure committee after meeting on ordinance. FY11/12		
Communication Program	Communication Program						
Communication Program	% Communication Activities Completed	Below Goal	Below Goal	Utility Superintendent retiring and hiring new staff	Change responsible person to Utility Superintendent until communication plan is complete.		
Communication Program	# of Public Comment Email Responses	Below Goal	Below Goal	Utility Superintendent retiring and hiring new staff	Not a goal until the email on city website is completed		
Communication Program	% Public Comment Emails Responded To	Below Goal	Below Goal	Utility Superintendent retiring and hiring new staff	Not a goal until the email on city website is completed		
Employee Recognition	Employee Recognition						
Employee Recognition	Time since last awards/letters distribution: Operation & Maintenance staff	Good	Good				
Employee Recognition	Time since last awards/letters distribution: Engineering staff	Below Goal	Below Goal	Engineering staff does not have regular letters or awards a	track All Hands Staff Meeting Achievements		
Employee Recognition	Time since last awards/letters distribution: Management staff	Below Goal	Below Goal	Engineering staff does not have regular letters or awards ackno	track All Hands Staff Meeting Achievements		
FOG Control	FOG Control						
FOG Control	% reduction of FOG-related SSOs compared to previous year	N/A	Below Goal	First year of SSMP tracking of Private and Public SSO's, no	Possibly change the goal because 0% increase in SSO is good.		
FOG Control	Frequency of PPP permits inspections	Good	Good				
FOG Control	Annual # of FOG control public education events	Excellent	Excellent				
FOG Control	Time since last coordination meeting with Environmental Compliance and O&	Excellent	Good				
HVVC	HVVC						
HVVC	Feet cleaned / year	Good	Good				
HVVC	Pipe segments cleaned / year	Acceptable	Acceptable				
HVVC	Footage cleaned / 16 work hours	Below Goal	Below Goal	Staffing must safely set-up each cleaning which is not taken into	revise data collection method or parameters of the performance indicator FY 11/12		
HVVC	% Pipe segments pre-cleaned prior to CCTV inspection	Acceptable	Good				
Mapping	Mapping						
Mapping	Average time for redline updates	Excellent	Good				
Mapping	Time since last GIS redline markup export and update of CAD maps for field cl	Below Goal	Below Goal	Responsible Person unaware of tracking requirement.	changing goal/reporting to quarterly FY 11/12		
Mapping	Average time for rehab & replacement updates	Below Goal	Below Goal	Responsible Person unaware of tracking requirement.	changing goal/reporting to GIS responsibility FY 11/12		
Mapping	Average time for "new development" updates	Below Goal	Below Goal	Responsible Person unaware of tracking requirement.	need to have a tracking system with engineers on approval of as-built timeline		
O&M Funds	O&M Funds						
O&M Funds	Funding provided for O&M budget	Good	Good				
O&M Funds	O&M operation cost	Good	Good				
PM Effectiveness	PM Effectiveness						
PM Effectiveness	% of work orders that are emergencies	Acceptable	Acceptable				
PM Effectiveness	% of Labor and Material Costs that is Emergency	Below Goal	Below Goal		Goal to be re-adjusted for the actual cost of emergency work FY11/12		
PM Effectiveness	% of Labor and Material Costs that is Emergency Work on Private Laterals	Excellent	Excellent				
PM Frequencies	PM Frequencies						
PM Frequencies	% Completion of closed-out work orders vs. expected preventative maintenar	Below Goal	Below Goal	in Cityworks the preventative cycle created too many wor	Alter the data collection method and add a custom field to Cityworks for expected cycle of frequency FY 11/12		
PM Frequencies	Frequency of thorough lift station inspection / maintenance	Good	Acceptable				
R&R Funds	R&R Funds						
R&R Funds	Annual R/R funding provided as % of sewer system value	Excellent	Good				
R&R Funds	Annual funding provided for R/R program vs. CA&CIP cost projections	Below Goal	Below Goal	CA&CIP not linked to CCTV data unable to implement	GIS staff/O&M training to implement new software for CCTV FY11/12		
R&R Program	R&R Program						
R&R Program	% of CCTV inspected assets that have been evaluated in the CA&CIP Module	Below Goal	Below Goal	CA&CIP not linked to CCTV data unable to implement	GIS staff/O&M training to implement new software for CCTV FY11/12		
R&R Program	% of assets with risk ratings of 4 or 5 that have CIP "actions" assigned	Below Goal	Below Goal	CA&CIP not linked to CCTV data unable to implement	GIS staff/O&M training to implement new software for CCTV FY11/12		
R&R Program	% of scheduled CIPs designed or in construction	Below Goal	Below Goal	CA&CIP not linked to CCTV data unable to implement	GIS staff/O&M training to implement new software for CCTV FY11/12		

	Performance Indicator	Ratings FY09/10	Ratings FY10/11	Reason	Action taken		
R&R Program	# of line failures per 100 miles of pipe	Below Goal	Below Goal	CA&CIP not linked to CCTV data unable to implement	GIS staff/O&M training to implement new software for CCTV FY11/12		
Replacement Parts	Replacement Parts						
Replacement Parts	Frequency of Fleet equipment and replacement part inventory review	Excellent	Excellent		Changed responsible person to Equipment Services Clerk, possilbly change to annually		
Replacement Parts	Frequency of pipeline / manhole equipment and replacement part inventory	Below Goal	Below Goal	Ordering tracking was not done sufficiently	Change Responsible Person to Storeroom Clerk Larry Robles as he does the ordering FY 11/12		
Replacement Parts	Frequency of lift station equipment and replacement part inventory review	Good	Good				
SECAP	SECAP						
SECAP	Ratio of peak WWF to peak DWF	Excellent	Excellent				
SECAP	Time since last hydraulic model update	Excellent	Acceptable				
Service Requests	Service Requests						
Service Requests	Response time for urgent calls	Below Goal	Below Goal	Not currently captured in Cityworks of response time in a	Changes in procedures for entering data in cityworks to capture data is needed FY 11/12		
Service Requests	Response time for routine calls	Below Goal	Below Goal	Not currently captured in Cityworks of response time in a	Changes in procedures for entering data in cityworks to capture data is needed FY 11/12		
Service Requests	Average # of service calls / 100 miles of pipe	Excellent	Excellent				
SSO Mitigation	SSO Mitigation						
SSO Mitigation	% captured of SSO (flat, 1-5%)	Excellent	Excellent				
SSO Mitigation	% captured of SSO (steep, >5%)	Below Goal	Below Goal	Woodland is a flat area with a slope of less than 5% through	performance indicator does not apply in Woodland and should be removed FY11/12		
SSO Mitigation	Average time to investigate SSO with CCTV	Below Goal	Below Goal	work orders did not specify when the CCTV occurred. CCT	Modify data entry in Cityworks to capture time CCTV began		
SSO Mitigation	% complete on-line reporting for category 3 spills	Below Goal	Below Goal	Decision was made during the FY to stop reporting private	performance indicator does not apply and should be removed FY11/12		
SSO Prevention	SSO Prevention						
SSO Prevention	# of SSOs / 100 miles / year	Excellent	Excellent				
SSO Prevention	% reduction of SSOs from previous year	Excellent	Acceptable	0% increase			
SSO Prevention	# of repeat SSOs / 3 years	Excellent	Excellent				
SSO Response	SSO Response						
SSO Response	SSO response time during normal hours	Good	Excellent				
SSO Response	SSO response time after normal hours	Excellent	Excellent				
Staffing	Staffing						
Staffing	% of vacant positions	Below Goal	Below Goal		Fill all funded positions in fiscal year 2012		
Standards Update	Standards Update						
Standards Update	Time since last meeting to discuss list of design standard updates based on se	Acceptable	Good		Wording of last meeting to change to informal disscussions FY 11/12		
Standards Update	Time since last actual update to design standards based on sewer-specific issu	Acceptable	Acceptable				
Training	Training						
Training	Frequency of tabletop / tailgate training	Acceptable	Acceptable				
Training	Frequency of field / equipment training	Excellent	Good				
Training	Frequency of SSO response training	Excellent	Good				

Goal:**Response to Sanitary Sewer Overflows (SSOs)****Responsible Person (RP):**

O&M Supervisor

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts taken to effectively respond to SSOs. *Response time* is defined as the time of first notification or discovery of a SSO to the arrival onsite by City staff.

Data Collection Methods

1. *The average response time during normal business hours (M-F 7am-4pm).*

Data Collection Method: Determine manually from year-to-date City SSO records or using the CIWQS database. Determine response time for each event by comparing “Date and time sanitary sewer system agency was notified of or discovered spill” to “Estimated Operator arrival date/time” and calculate Response Time. SSOs that occur during normal business hours are those that are initially reported between 7am and 4 pm Monday through Friday. Determine the average response time for year-to-date incidents.

2. *The average response time after hours (M-F 4pm-7am, weekends, holidays).*

Data Collection Method: Determine manually from year-to-date City SSO records or using the CIWQS database. Determine response time for each event by comparing “Date and time sanitary sewer system agency was notified of or discovered spill” to “Estimated Operator arrival date/time” and calculate Response Time. SSOs that occur during normal business hours are those that are initially reported between 4pm and 7am, or on weekends or holidays. Determine the average response time for year-to-date incidents.

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	SSO response time during normal hours	>30 min	30 min	20 min	15 min
2	SSO response time after normal hours	<1 hr	1 hr	45 min	30 min

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
FY 10/11	Goal	1	2	1 & 2 reported in minutes.
	Value	14	21	
Annual Performance Assessment / Recommendations for Updates				
FY 10/11 Ratings: 1. Excellent – this is an improvement since last FY. 2. Excellent Recommendation #1: None. Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/18/11

Goal:**Mitigation of Sanitary Sewer Overflows (SSOs)****Responsible Person (RP):**

O&M Supervisor

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts taken to mitigate any SSOs that occur.

PIs and Data Collection Methods:

1. *The percent of SSO volume capture in flat areas (i.e. slopes of 1-5%).*

Data Collection Method: Calculate manually from either completed City of Woodland SSO report forms filed year-to-date, or from information entered into the CIWQS database. Calculate % captured volume for all categories of SSOs (including from private laterals) for which the “description of terrain surrounding the point of blockage or spill cause” is described as flat. For each SSO event, determine the “% captured” as the volume of sewage recovered and returned to the sewer system divided by the total spill volume. Then, average the % captured for all spills in the year-to-date period.

2. *The percent of SSO volume capture in steep areas (i.e. slopes greater than 5%).*

Data Collection Method: Calculate manually from either completed City of Woodland SSO report forms filed year-to-date, or from information entered into the CIWQS database. Calculate % captured volume for all categories of SSOs (including from private laterals) for which the “description of terrain surrounding the point of blockage or spill cause” is described as steep. For each SSO event, determine the “% captured” as the volume of sewage recovered and returned to the sewer system divided by the total spill volume. Then, average the % captured for all spills in the year-to-date period.

3. *Average time from an SSO event to when the line is inspected with CCTV to investigate the cause.*

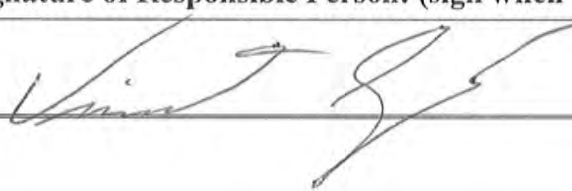
Data Collection Method: Review the central crystal report which lists all CCTV inspections that were completed year-to-date where the reason for the inspection is **identified as a follow-up to an SSO**. Manually compare this list to SSO report forms filed year-to-date. For each year-to-date SSO, determine if a corresponding follow-up CCTV inspection was completed. Manually calculate the time between when each SSO is reported to the date a follow-up CCTV inspection was calculated. If there are SSOs for which a CCTV inspection has not been conducted, calculate the time from the SSO occurrence to the current date. Average the CCTV inspection response time for all year-to-date SSOs.

4. *% of private lateral spills that are reported as category 3 spills in the CIWQS database.*

Data Collection Method: Determine the number of Category 3 (private lateral) work orders that have been completed year-to-date from the central crystal report. Compare manually to the number of category 3 spills that have been reported year-to-date through the City’s CIWQS account.

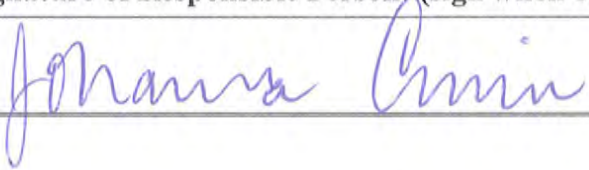
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% captured of SSO (flat, 1-5%)	<70%	70%-80%	90-90%	90-100%
2	% captured of SSO (steep, >5%)	<30%	30-50%	50-90%	90-100%
3	Average time to investigate SSO with CCTV	>1 week	5-7 days	3-5 days	< 3 days
4	% complete on-line reporting for category 3 spills	< 70%	70-80%	80-90%	90-100%

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 10-11	Goal	1	2	3	4	3. CCTV data is of the 12 recorded CCTV after SSO the response was 1 day 4. 5 private laterals occurred, 1 was reported online.
	Value	100%	N/A	12/24	20%	
Annual Performance Assessment / Recommendations for Updates						
FY 10-11 Ratings: 1. Excellent 2. Below Goal – not applicable to city terrain 3. Below Goal – difficult to capture data in cityworks although usually CCTV the day of or within 3 days of SSO. 4. Below Goal – Change of practices for reporting private SSO laterals Recommendation #1: None. Recommendation #2: Woodland is a flat area with a slope of less than 5% throughout the city, performance indicator does not apply in Woodland and should be removed. Recommendation #3: Procedures for entering data into Cityworks will be updated to achieve reporting needs to represent what is the average time from SSO to CCTV Recommendation #4: Remove performance indicator						

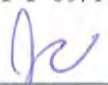
Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

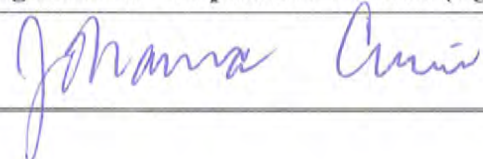
Goal:		Operation and Maintenance Budgeting			
Responsible Person (RP): Management Analyst					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to sufficiently provide and utilize funds to effectively operate and maintain the collection system. PIs and Data Collection Methods: <i>The amount of funding provided for operating and maintaining the collection system per foot of main line pipe.</i> Data Collection Method: Determine annual funds allocated for operation and maintenance of the sewage collection system, and divide by the total gravity main and pressure main pipe footage from the central crystal report. [Note: This PI only needs to be tracked on an annual basis, not a quarterly basis.] <i>The annual cost of operating and maintaining the collection system per foot of main line pipe.</i> Data Collection Method: Determine actual year-to-date sewer system O&M costs from financial accounting system, and divide by the total gravity main and pressure main pipe footage from the central crystal report. Project the cost per foot to the year-end total cost per foot.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Funding provided for O&M budget	< \$1/ft/year	\$1-\$2/ft/year	\$2-\$3/ft/year	> \$3/ft/year
2	O&M operation cost	> budget	N/A	within budget	N/A

Periodic Performance Tracking				
Date	Measured Value		Performance Assessment Comments	
FY 10/11	Goal	1	2	1. Good Rating 2. Good Rating
	Value	\$2.14/ft	\$1.76/ft	
Annual Performance Assessment / Recommendations for Updates				
Recommendation #1: none				
Recommendation #2: none				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Operation and Maintenance Budgeting			
Responsible Person (RP): Management Analyst					
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the efforts to sufficiently provide and utilize funds to effectively operate and maintain the collection system.					
PIs and Data Collection Methods: 1. <i>The amount of funding provided for operating and maintaining the collection system per foot of main line pipe.</i> Data Collection Method: Determine annual funds allocated for operation and maintenance of the sewage collection system, and divide by the total gravity main and pressure main pipe footage from the central crystal report. [Note: This PI only needs to be tracked on an annual basis, not a quarterly basis.] 2. <i>The annual cost of operating and maintaining the collection system per foot of main line pipe.</i> Data Collection Method: Determine actual year-to-date sewer system O&M costs from financial accounting system, and divide by the total gravity main and pressure main pipe footage from the central crystal report. Project the cost per foot to the year-end total cost per foot.					
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Funding provided for O&M budget	< \$1/ft/year	\$1-\$2/ft/year	\$2-\$3/ft/year	> \$3/ft/year
2	O&M operation cost	> budget	N/A	within budget	N/A

Periodic Performance Tracking				
Date	Measured Value		Performance Assessment Comments	
FY 09/10	Goal	1	2	1. Good Rating 2. Good Rating
	Value	\$2.16/ft	\$2.02/ft	
Annual Performance Assessment / Recommendations for Updates				
Recommendation #1: none				
Recommendation #2: none				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Response to Service Requests			
Responsible Person (RP): Administrative Clerk					
Description of Performance Indicator(s) (PIs):					
The PIs listed below quantify the efforts taken to effectively respond to customer service calls.					
PIs and Data Collection Methods:					
1. The average response time for an urgent call. Data Collection Method: Determine the average response time for “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call) service calls from the central crystal report.					
2. The average response time for a routine call. Data Collection Method: Determine the average response time for “priority 3” (routine) service calls from the central crystal report.					
3. Average number of service calls per 100 miles of pipe per year. Data Collection Method: Determine the total number of year-to-date service calls from the central crystal report, project to year-end totals, and determine number of calls per 100 miles of main line gravity and pressure pipe.					

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Response time for urgent calls	> 1 day	1 day	8 hours	1 hour
2	Response time for routine calls	> 1 week	1 week	3 days	1 day
3	Average # of service calls / 100 miles of pipe	> 200	150-200	100-150	< 100

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.
	Value	-	-	11	
2 nd Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.
	Value	-	-	8	
3 rd Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.
	Value	-	-	26	
4 th Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.
	Value	-	-	16	

Annual Performance Assessment / Recommendations for Updates

FY 10/11 Ratings

1. Below Goal - SOP is Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted. Not currently captured in Cityworks of response time in a unique field for reporting.
2. Below Goal - SOP is Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted. Not currently captured in Cityworks of response time in a unique field for reporting.
3. Excellent – 61 is the average # of service calls/100 mi pipe an improvement from previous FY.

Recommendation #1: Changes in procedures for entering data in cityworks to capture data is needed.

Recommendation #2: Changes in procedures for entering data in cityworks to capture data is needed.

Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Communication Program			
Responsible Person (RP):		Administration Clerk			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to communicate with the public on a regular basis concerning the development and status of the City SSMP. PIs and Data Collection Methods: 1. <i>Based on the current SSMP phase as described in the Communication Plan (Development, Implementation, Performance phases) in SSMP section xi, the percentage of communication activities completed that have been scheduled per the Communication Plan Table to-date.</i> Data Collection Method: Keep track manually. RP should develop a file for documenting communication activities and completed dates. 2. <i>Total number of year-to-date public comment email responses.</i> Data Collection Method: The City's public comment email link should be set up to deliver emails directly to the RP. The RP should keep a separate folder specifically for filing SSMP public comment emails and responses. There is no goal set for this PI. The RP only needs to document the total number of responses. 3. <i>The percentage of public comment emails received that were responded to.</i> Data Collection Method: RP will use Microsoft Outlook to determine the number of year-to-date comment emails received, and determine the number of year-to-date responses and determine the response percentage.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% Communication Activities Completed	< 70%	70-80%	80-90%	90-100%
2	# of Public Comment Email Responses	N/A	N/A	N/A	N/A
3	% Public Comment Emails Responded To	< 80%	80-90%	90-95%	95-100%

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
FY10/11	Goal	1	2	3	1. Below Goal in completing the Communication Plan
	Value	30%	N/A	N/A	
Annual Performance Assessment / Recommendations for Updates					
Below Goal rating due to limited staff time and more information needed from Utility Superintendent. However, SSMP information on schedule and SSO's are available on website. Recommendation #1: Change responsible person to Utility Superintendent until communication plan is complete. Recommendation #2: Not a goal until the email on city website is completed Recommendation #3: Not a goal until the email on city website is completed					

Signature of Responsible Person: (sign when complete)	Date:
<i>Susan R Parker</i>	11/17/11

Goal:		Maintaining Codes and Ordinances			
Responsible Person (RP): Senior Civil Engineer					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to keep the City Codes and Ordinances current with known or upcoming changes in regulatory issues. This effort involves keeping a list of recommended updates to the codes and ordinances, which is reviewed by all parties with responsibility over the collection system and updated on a consistent basis. PIs and Data Collection Methods: <i>The frequency with which the list of required/requested updates to the City Code and Ordinances is maintained and discussed with O&M, Engineering, Environmental Compliance, and Management with regard to sewer-specific issues.</i> Data Collection Method: Keep track manually. Current list of updates, and meeting notes from past meetings should be available. <i>The frequency with which the Municipal Code is revised to incorporate the list of required/requested sewer-specific updates.</i> Data Collection Method: Keep track manually. A file of completed updates and/or new ordinances specific to the sewer collection system should be kept.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last meeting to discuss list of Ordinance/Code updates based on sewer-specific issues	> 5 Years	2-5 years	1-2 years	< 1 year
2	Time since last actual update to Ordinances/Codes based on sewer-specific issues	> 10 Years	5-10 years	2-5 years	< 2 years

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
FY 09-10	Goal	1	2	1. Discussions on the need to modify the City Sewer ordinance for removal/replacement of orangeburg laterals has started.
	Value	-	-	
Annual Performance Assessment / Recommendations for Updates				
FY09-10 Ratings 1. Acceptable – time since last meeting on code update within range 2. Acceptable - time since last code update within range Recommendation #1: None. Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Maintaining Codes and Ordinances			
Responsible Person (RP):		Senior Civil Engineer			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to keep the City Codes and Ordinances current with known or upcoming changes in regulatory issues. This effort involves keeping a list of recommended updates to the codes and ordinances, which is reviewed by all parties with responsibility over the collection system and updated on a consistent basis. PIs and Data Collection Methods: 1. <i>The frequency with which the list of required/requested updates to the City Code and Ordinances is maintained and discussed with O&M, Engineering, Environmental Compliance, and Management with regard to sewer-specific issues.</i> Data Collection Method: Keep track manually. Current list of updates, and meeting notes from past meetings should be available. 2. <i>The frequency with which the Municipal Code is revised to incorporate the list of required/requested sewer-specific updates.</i> Data Collection Method: Keep track manually. A file of completed updates and/or new ordinances specific to the sewer collection system should be kept.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last meeting to discuss list of Ordinance/Code updates based on sewer-specific issues	> 5 Years	2-5 years	1-2 years	< 1 year
2	Time since last actual update to Ordinances/Codes based on sewer-specific issues	> 10 Years	5-10 years	2-5 years	< 2 years

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
FY 10/11	Goal	1	2	1. Discussions on the need to modify the City Sewer ordinance for removal/replacement of orangeburg laterals has started. Mandated installation of cleanouts @ back of walk or in parkstrip by homeowner during lateral repair needs to also be done. Have not brought this to Infrastructure Committee.
	Value	-	-	
Annual Performance Assessment / Recommendations for Updates				
FY10/11 Ratings 1. Acceptable – time since last meeting on code update within range 2. Acceptable - time since last code update within range Recommendation #1: Bring this forward to the infrastructure committee after meeting on ordinance. FY11/12 Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal: Rehabilitation and Replacement (R/R) Program

Responsible Person (RP):
Senior Civil Engineer

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts to develop and implement an R/R program. This involves developing a CA&CIP Module for continually prioritizing line segments to be identified for rehabilitation or replacement. Once prioritized line segments are identified and bundled into Capital Improvement Projects (CIPs), appropriate rehabilitation or replacement methods will be analyzed, designed, and constructed.

PIs and Data Collection Methods:

1. *The percentage of assets in the CA&CIP Module that have been CCTV inspected that have also been evaluated.*
Data Collection Method: Determine the percentage of CCTV inspected assets that have been evaluated in the CACIP from the central crystal report.
2. *The percentage of assets in the CA&CIP Module that have risk ratings from 4-5 that have a capital improvement "action" assigned.*
Data Collection Method: Determine the percentage of assets in the CACIP module with risk ratings of 4 or 5 that have capital improvement actions assigned from the central crystal report.
3. *The percentage of CIP bundles assigned to the previous year that are in design or construction.*
Data Collection Method: Manually determine the % based on determination of which CIP bundles assigned to the previous year in the CACIP Module are actually in design or construction.
4. *The number of annual main line structural pipe failures or breaks per 100 miles of pipe.*
Data Collection Method: Determine the number of SSOs caused by structural failures in gravity mains, force mains, and manholes from the central crystal report. Also determine the number of repairs or replacements of gravity mains, force mains, and manholes due to emergency structural problems from the central crystal report. Project the total number of year-to-date structural issues to year-end totals. Finally, determine the ratio of structural failures per 100 miles of pipe using the total length of sewer system gravity and pressure main piping (also found in the central crystal report).

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% of CCTV inspected assets that have been evaluated in the CA&CIP Module	< 75%	75-85%	85-95%	95-100%
2	% of assets with risk ratings of 4 or 5 that have CIP "actions" assigned	< 75%	75-85%	85-95%	95-100%
3	% of scheduled CIPs designed or in construction	< 60%	60-70%	70-80%	> 80%
4	# of line failures per 100 miles of pipe	> 4	3-4	2-3	< 2

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 09/10	Goal	1	2	3	4	1-4 Waiting for sufficient staff and software selection and implementation to meet goals.
	Value	-	-	-	-	
Annual Performance Assessment / Recommendations for Updates						
FY 09/10 Ratings 1. Below Goal - CACIP module on hold due to staff losses and software changes. 2. Below Goal - CACIP module on hold due to staff losses and software changes. Project for lining RCP Sewer and manhole rehab being developed. 3. Below Goal - CACIP module on hold due to staff losses and software changes. CIP projects for lateral replacement and annual sewer repair are included in CIP budget. 4. Below Goal - CACIP module on hold due to staff losses and software changes. However, there was no manhole SSO's this FY. But can't access the CCTV data for structural line failures. Not able to reach the goals due to lack of CCTV software connection with the CA&CIP Recommendation #1: None. Recommendation #2: None. Recommendation #3: None. Recommendation #4:None.						

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:**Rehabilitation and Replacement (R/R) Program****Responsible Person (RP):**

Senior Civil Engineer

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts to develop and implement an R/R program. This involves developing a CA&CIP Module for continually prioritizing line segments to be identified for rehabilitation or replacement. Once prioritized line segments are identified and bundled into Capital Improvement Projects (CIPs), appropriate rehabilitation or replacement methods will be analyzed, designed, and constructed.

PIs and Data Collection Methods:

1. *The percentage of assets in the CA&CIP Module that have been CCTV inspected that have also been evaluated.*

Data Collection Method: Determine the percentage of CCTV inspected assets that have been evaluated in the CACIP from the central crystal report.

2. *The percentage of assets in the CA&CIP Module that have risk ratings from 4-5 that have a capital improvement "action" assigned.*

Data Collection Method: Determine the percentage of assets in the CACIP module with risk ratings of 4 or 5 that have capital improvement actions assigned from the central crystal report.

3. *The percentage of CIP bundles assigned to the previous year that are in design or construction.*

Data Collection Method: Manually determine the % based on determination of which CIP bundles assigned to the previous year in the CACIP Module are actually in design or construction.

4. *The number of annual main line structural pipe failures or breaks per 100 miles of pipe.*

Data Collection Method: Determine the number of SSOs caused by structural failures in gravity mains, force mains, and manholes from the central crystal report. Also determine the number of repairs or replacements of gravity mains, force mains, and manholes due to emergency structural problems from the central crystal report. Project the total number of year-to-date structural issues to year-end totals. Finally, determine the ratio of structural failures per 100 miles of pipe using the total length of sewer system gravity and pressure main piping (also found in the central crystal report).

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% of CCTV inspected assets that have been evaluated in the CA&CIP Module	< 75%	75-85%	85-95%	95-100%
2	% of assets with risk ratings of 4 or 5 that have CIP "actions" assigned	< 75%	75-85%	85-95%	95-100%
3	% of scheduled CIPs designed or in construction	< 60%	60-70%	70-80%	> 80%
4	# of line failures per 100 miles of pipe	> 4	3-4	2-3	< 2

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 10/11	Goal	1	2	3	4	1-4 Waiting for sufficient staff and software selection and implementation to meet goals.
	Value	-	-	-	-	
Annual Performance Assessment / Recommendations for Updates						
FY 10/11 Ratings 1. Below Goal - CACIP module on hold due to staff losses and software changes. Waiting for GIS specialists are to be able to link the CCTV rating for condition and O&M in GIS. All condition 4 & 5 segments will then be viewed on a map 2. Below Goal - CACIP module on hold due to staff losses and software changes. CCTV data linkage is now complete. CACIP linkage is planned for FY 11-12. Project for lining RCP Sewer and manhole rehab being developed in addition to lateral replacement projects. 3. Below Goal - CACIP module on hold due to staff losses and software changes. CIP projects for lateral replacement and annual sewer repair are included in CIP budget. 4. Below Goal - CACIP module on hold due to staff losses and software changes. There was one sewer main line associated SSO's. This is a rate of 0.6 SSO's per 100 miles of sewer main line. 13 sewer main line repairs were done due to CCTV activities. 19 SSO's occurred in city lateral lines. This is a rate of 25 per 100 miles. Most were associated with roots. 32 lateral repairs were done, 13 were triggered by CCTV inspections without an SSO event. Not able to reach the goals due to lack of CCTV software connection with the CA&CIP Recommendation #1: CACIP linkage with CCTV is planned for FY 11-12. Recommendation #2: CACIP linkage with CCTV is planned for FY 11-12. Recommendation #3: CACIP linkage with CCTV is planned for FY 11-12. Recommendation #4: CACIP linkage with CCTV is planned for FY 11-12.						

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

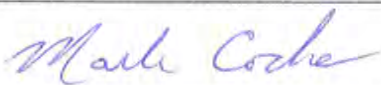
Goal:		System Evaluation and Capacity Assurance Program (SECAP)			
Responsible Person (RP): Senior Civil Engineer					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to conduct an evaluation of the system and ensure sufficient capacity to convey expected wastewater flows. PIs and Data Collection Methods: <i>Ratio of peak wet weather flow to peak dry weather flow as monitored at the WWTP</i> Data Collection Method: Collect daily flow data for the largest wet weather event at the WWTP headworks year-to-date and compare to the average daily dry weather (summer) flows as reported by WWTP operators to determine the ratio. <i>Frequency of hydraulic model updates</i> Data Collection Method: Keep track manually. Hydraulic model updates include adjustments to parcel use information, system geometry (i.e. pipe sizes, inverts, locations), updates to I/I rates, etc. RP should keep a log of hydraulic model update activities.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Ratio of peak WWF to peak DWF	> 2.0 : 1	1.7:1 – 2.0:1	1.5:1 – 1.7:1	1.3:1 – 1.5:1
2	Time since last hydraulic model update	> 24 months	18-24 months	12-18 months	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
1 st Qtr	Goal	1	2	2. Sewer model redeveloped using city landuses and specific plan.
	Value	-	-	
2 nd Qtr	Goal	1	2	
	Value	-	-	
3 rd Qtr	Goal	1	2	2. Flow monitoring done for calibration by Vestra and Water works Engineers.
	Value	-	-	
4 th Qtr	Goal	1	2	1. Relationship between ADWf and Peak daily flow is 1.29 2. Flow monitors were installed in FY 09-10. The monitors were removed during the 07-31 lining project. The monitors were broken by the contractor and are being repaired for reinstallation.
	Value	1.29:1	-	
Annual Performance Assessment / Recommendations for Updates				
FY 10/11 Ratings				
1. Excellent – annually measured				
2. Acceptable – Anticipated that hydraulic model will be updated next FY.				
Recommendation #1: None.				
Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		System Evaluation and Capacity Assurance Program (SECAP)			
Responsible Person (RP):		Senior Civil Engineer			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to conduct an evaluation of the system and ensure sufficient capacity to convey expected wastewater flows. PIs and Data Collection Methods: 1. <i>Ratio of peak wet weather flow to peak dry weather flow as monitored at the WWTP</i> Data Collection Method: Collect daily flow data for the largest wet weather event at the WWTP headworks year-to-date and compare to the average daily dry weather (summer) flows as reported by WWTP operators to determine the ratio. 2. <i>Frequency of hydraulic model updates</i> Data Collection Method: Keep track manually. Hydraulic model updates include adjustments to parcel use information, system geometry (i.e. pipe sizes, inverts, locations), updates to I/I rates, etc. RP should keep a log of hydraulic model update activities.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Ratio of peak WWF to peak DWF	> 2.0 : 1	1.7:1 – 2.0:1	1.5:1 – 1.7:1	1.3:1 – 1.5:1
2	Time since last hydraulic model update	> 24 months	18-24 months	12-18 months	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
1 st Qtr	Goal	1	2	2. Sewer model redeveloped using city landuses and specific plan.
	Value	-	1	
2 nd Qtr	Goal	1	2	
	Value	-	-	
3 rd Qtr	Goal	1	2	2. Flow monitoring done for calibration by Vestra and Water works Engineers.
	Value	-	1	
4 th Qtr	Goal	1	2	1. Relationship between ADWf and Peak daily flow is 1.36 for FY 09-10 2. Installed Flow monitor in Gibson, Kentucky and Beamer Trunk lines. Data being gathered.
	Value	1.36:1	-	
Annual Performance Assessment / Recommendations for Updates				
FY 09/10 Ratings				
1. Excellent – annually measured				
2. Excellent – 2 hydraulic model updates this year				
Recommendation #1: None.				
Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Maintain Up-to-date Standards			
Responsible Person (RP): Senior Civil Engineer					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to keep the City Standards current with regards to design and construction of the collection system. This effort involves keeping a list of recommended updates to the standards, which is reviewed by all parties with responsibility over the sewer collection system and updated on a consistent basis. PIs and Data Collection Methods: 1. <i>The frequency with which the list of required/requested updates to the standards is maintained and discussed with O&M, Engineering, Environmental Compliance and Management.</i> Data Collection Method: Keep track manually. Current list of updates, and meeting notes from past meetings should be available. 2. <i>The frequency with which the standards are revised to incorporate the list of required/requested updates.</i> Data Collection Method: Keep track manually. A file of completed updates and/or new design standards specific to the sewer collection system should be kept.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last meeting to discuss list of design standard updates based on sewer-specific issues	> 2 years	1-2 years	6 months – 1 year	< 6 months
2	Time since last actual update to design standards based on sewer-specific issues	> 5 years	2-5 years	1-2 years	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
1 st Qtr	Goal	1	2	
	Value	-	-	
2 nd Qtr	Goal	1	2	
	Value	-	-	
3 rd Qtr	Goal	1	2	
	Value	-	-	
4 th Qtr	Goal	1	2	1. meetings occurred for city wide issues in developing standards. Designs for sewer lining and manhole repair are being produced for Project 07-31 to repair ~7,000 feet of RCP sewer pipe in H2S environment. These design std. could be used in the future for city-wide application.
	Value	1	-	
Annual Performance Assessment / Recommendations for Updates				
FY 09/10 Ratings 1. Acceptable – The design standards are reviewed by staff occasionally throughout the year. 2. Acceptable – the goal is for updates to sewer standard done within 5 years. Standards were updated FY08/09. Recommendation #1: None. Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
<i>Mark Cooke</i>	11/17/11

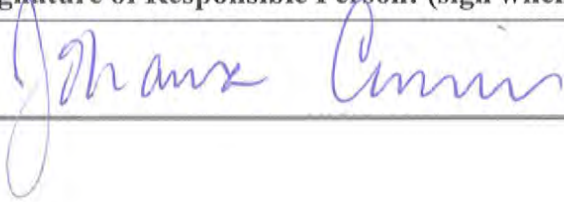
Goal:		Maintain Up-to-date Standards			
Responsible Person (RP):		Senior Civil Engineer			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to keep the City Standards current with regards to design and construction of the collection system. This effort involves keeping a list of recommended updates to the standards, which is reviewed by all parties with responsibility over the sewer collection system and updated on a consistent basis. PIs and Data Collection Methods: 1. <i>The frequency with which the list of required/requested updates to the standards is maintained and discussed with O&M, Engineering, Environmental Compliance and Management.</i> Data Collection Method: Keep track manually. Current list of updates, and meeting notes from past meetings should be available. 2. <i>The frequency with which the standards are revised to incorporate the list of required/requested updates.</i> Data Collection Method: Keep track manually. A file of completed updates and/or new design standards specific to the sewer collection system should be kept.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last meeting to discuss list of design standard updates based on sewer-specific issues	> 2 years	1-2 years	6 months – 1 year	< 6 months
2	Time since last actual update to design standards based on sewer-specific issues	> 5 years	2-5 years	1-2 years	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
1 st Qtr	Goal	1	2	
	Value	-	-	
2 nd Qtr	Goal	1	2	2. New standards for sewer available on the website November 2010.
	Value	-	1	
3 rd Qtr	Goal	1	2	
	Value	-	-	
4 th Qtr	Goal	1	2	1. A sewer line failure on Branigan Ave. replaced 540 feet of 8"VCP with 540 feet of HDPE. Our experience with the lining project helped make this choice.
	Value	1	-	
Annual Performance Assessment / Recommendations for Updates				
FY 10/11 Ratings 1. Good – The design standards were reviewed by staff within one year of last review. 2. Acceptable – Standards were update within 2 years. Recommendation #1: None. Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

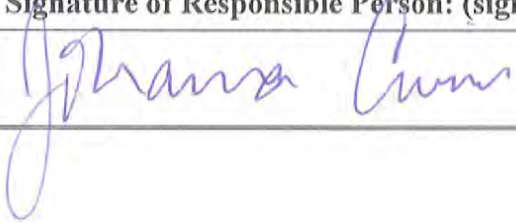
Goal:		Rehabilitation and Replacement (R/R) Funding			
Responsible Person (RP):		Management Analyst			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to provide sufficient funds for the R/R program to maintain or improve the condition of the collection system over time. PIs and Data Collection Methods: 1. <i>The percentage of the total system value as defined by GASB34 reporting budgeted for the year for R/R projects.</i> Data Collection Method: Manually compare total R/R funding provided to the value of the sewer collection system as determined by GASB34 reporting. [Note: this PI may be tracked on an annual basis, and does not need to be tracked quarterly.] 2. <i>The annual funding budgeted for R/R projects compared to the estimated funding required according to estimates produced by the CA&CIP Module.</i> Data Collection Method: Manually sum the total annual R/R funding provided vs. the funding required for the current year according to CIP bundles scheduled for the current year in the CA&CIP module. [Note: this PI may be tracked on an annual basis, and does not need to be tracked quarterly.]			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Annual R/R funding provided as % of sewer system value	<1%	1.0%-1.5%	1.5%-2.0%	>2.0%
2	Annual funding provided for R/R program vs. CA&CIP cost projections	< needs from CA&CIP analysis	Consistent with needs from CA&CIP analysis	N/A	N/A

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
FY 09/10	Goal	1	2	1. Excellent rating 2. No Rating - CCTV software is not working and CA&CIP is used in conjunction with the software
	Value	4.31%	N/A	
Annual Performance Assessment / Recommendations for Updates				
Recommendation #1: none Recommendation #2: CA&CIP needs to work with CCTV database.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Rehabilitation and Replacement (R/R) Funding			
Responsible Person (RP):		Management Analyst			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to provide sufficient funds for the R/R program to maintain or improve the condition of the collection system over time. PIs and Data Collection Methods: 1. <i>The percentage of the total system value as defined by GASB34 reporting budgeted for the year for R/R projects.</i> Data Collection Method: Manually compare total R/R funding provided to the value of the sewer collection system as determined by GASB34 reporting. [Note: this PI may be tracked on an annual basis, and does not need to be tracked quarterly.] 2. <i>The annual funding budgeted for R/R projects compared to the estimated funding required according to estimates produced by the CA&CIP Module.</i> Data Collection Method: Manually sum the total annual R/R funding provided vs. the funding required for the current year according to CIP bundles scheduled for the current year in the CA&CIP module. [Note: this PI may be tracked on an annual basis, and does not need to be tracked quarterly.]			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Annual R/R funding provided as % of sewer system value	<1%	1.0%-1.5%	1.5%-2.0%	>2.0%
2	Annual funding provided for R/R program vs. CA&CIP cost projections	< needs from CA&CIP analysis	Consistent with needs from CA&CIP analysis	N/A	N/A

Periodic Performance Tracking				
Date	Measured Value		Performance Assessment Comments	
FY 10/11	Goal	1	2	1. Good rating 2. No Rating - CCTV software is being implemented and CA&CIP is used in conjunction with the software
	Value	1.63%	N/A	
Annual Performance Assessment / Recommendations for Updates				
Recommendation #1: none Recommendation #2: CA&CIP needs to work with CCTV database and once the software and training is complete then the CA&CIP can be run with the CCTV scores.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal: Computerized Maintenance Management System (CMMS) & Graphical Information System (GIS)

Responsible Person (RP):
GIS Network Specialist

Description of Performance Indicator(s) (PIs):

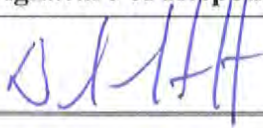
The PIs listed below quantify the efforts required to maintain a robust population of attribute data within the City GIS that can be used to supplement the City's CA&CIP Module and hydraulic modeling efforts. Additionally, the City's effort to consistently close-out work orders is quantified, to ensure that scheduled work is completed in a timely manner.

PIs and Data Collection Methods:

1. *Percentage population of key attribute data for sewer collection system assets within GIS geodatabase for gravity sewer mains.*
Data Collection Method: Determine the % of null values for the following fields in the GIS geodatabase SGravityMain table from the central crystal report: InstallDate, Material, WidthTop, UpstreamInvert, DownstreamInvert, Slope, DesignFlow, Condition, ConditionDate
2. *Percentage population of key attribute data for sewer collection system assets within GIS geodatabase for manholes.*
Data Collection Method: Determine the % of null values for the following fields in the GIS geodatabase SManhole table from the central crystal report: InstallDate, Condition, ConditionDate, Elevation, BarrelDiameter, BarrelMaterial, Depth
3. *Percentage of year-to-date CityWorks work orders that are closed or completed.*
Data Collection Method: Determine the % of year-to-date CityWorks work orders that have been closed out or marked completed from the central crystal report.

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% population of key GIS attribute fields for gravity sewer mains	< 80%	80-90%	90-95%	95-100%
2	% population of key GIS attribute fields for sewer manholes	< 80%	80-90%	90-95%	95-100%
3	Year-to-date % of CityWorks work orders that have been closed-out	< 80%	80-90%	90-95%	95-100%

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 200 of 202 closed/completed or 99%
	Value	-	-	200	
2 nd Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 222 of 235 closed/completed or 94%
	Value	-	-	222	
3 rd Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 378 of 439 closed/completed or 86%
	Value	-	-	378	
4 th Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 239 of 295 closed/completed or 81%
	Value	-	-	239	
Annual Performance Assessment / Recommendations for Updates					
FY 10-11 Ratings					
1. Below Goal – Added additional GIS staff person 1 st -3 rd quarter to update attribute info from paper maps to GIS.					
2. Below Goal – Added additional GIS staff person 1 st -3 rd quarter to update attribute info from paper maps to GIS.					
3. Acceptable – 89% closed/completed work orders.					
Recommendation #1: None.					
Recommendation #2: None.					
Recommendation #3: Tailgate meeting to discuss marking complete/closed on workorders.					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:**Computerized Maintenance Management System (CMMS) & Graphical Information System (GIS)****Responsible Person (RP):**

GIS Network Specialist

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts required to maintain a robust population of attribute data within the City GIS that can be used to supplement the City's CA&CIP Module and hydraulic modeling efforts. Additionally, the City's effort to consistently close-out work orders is quantified, to ensure that scheduled work is completed in a timely manner.

PIs and Data Collection Methods:

1. *Percentage population of key attribute data for sewer collection system assets within GIS geodatabase for gravity sewer mains.*

Data Collection Method: Determine the % of null values for the following fields in the GIS geodatabase SGravityMain table from the central crystal report: InstallDate, Material, WidthTop, UpstreamInvert, DownstreamInvert, Slope, DesignFlow, Condition, ConditionDate

2. *Percentage population of key attribute data for sewer collection system assets within GIS geodatabase for manholes.*

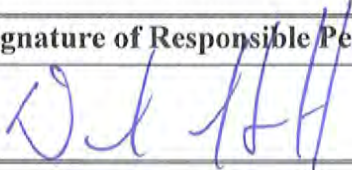
Data Collection Method: Determine the % of null values for the following fields in the GIS geodatabase SManhole table from the central crystal report: InstallDate, Condition, ConditionDate, Elevation, BarrelDiameter, BarrelMaterial, Depth

3. *Percentage of year-to-date CityWorks work orders that are closed or completed.*

Data Collection Method: Determine the % of year-to-date CityWorks work orders that have been closed out or marked completed from the central crystal report.

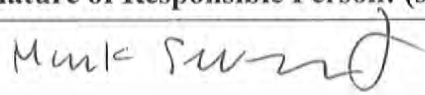
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% population of key GIS attribute fields for gravity sewer mains	< 80%	80-90%	90-95%	95-100%
2	% population of key GIS attribute fields for sewer manholes	< 80%	80-90%	90-95%	95-100%
3	Year-to-date % of CityWorks work orders that have been closed-out	< 80%	80-90%	90-95%	95-100%

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 238 of 242 closed/completed or 98%
	Value	-	-	238	
2 nd Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 229 of 237 closed/completed or 97%
	Value	-	-	229	
3 rd Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 187 of 190 closed/completed or 98%
	Value	-	-	187	
4 th Qtr	Goal	1	2	3	1. No data collected 2. No data collected 3. 190 of 191 closed/completed or 99%
	Value	-	-	190	
Annual Performance Assessment / Recommendations for Updates					
FY 09-10 Ratings Below Goal – GIS Specialist was unaware of the requirements for tracking attributes. A report must be run at the end of the quarter to capture the information. Below Goal – GIS Specialist was unaware of the requirements for tracking attributes. A report must be run at the end of the quarter to capture the information. - Excellent – 98% closed/completed work orders. Recommendation #1: None. Recommendation #2: None. Recommendation #3: None.					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

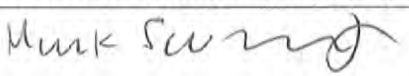
Goal:		Fats, Oils, and Grease (FOG) Control Program			
Responsible Person (RP):		Lab/Pre-Treatment Supervisor			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to operate an effective and efficient FOG control program. PIs and Data Collection Methods: <i>The percent reduction in sanitary sewer overflows (SSOs) and blockages requiring flushing attributed to FOG blockages from the previous year.</i> Data Collection Method: For the first year of tracking, simply report number of SSOs and blockages caused by FOG from the central crystal report. Report SSOs and blockages from both sewer mains and sewer laterals. After data is available from the first year of tracking, determine the year-to-date FOG-related SSOs and blockages from the central crystal report, project the number of events out to the total year, and compare to the previous year's events to determine % reduction. <i>The frequency of Pollution Prevention Program (PPP) permit holder inspections.</i> Data Collection Method: Divide the total number of PPP permit holders in the permit excel database by the number of inspection forms collected year-to-date, and project an equivalent inspection frequency in years. [Example: If there are 1,000 permit holders and 50 inspections are completed in the first 6 months of the year, the inspection frequency is: $1000 \text{ permits} / 50 \text{ inspections} / (12 \text{ mo} / 6\text{mo}) = 10 \text{ years}$] [Note: when PPP program managed through CityWorks, a query can be set up to quantify inspections completed based on work-order records rather than counting inspection forms.] <i>The number of public education outreach events conducted per year.</i> Data Collection Method: Keep track manually. Project the year-to-date activity number out to the total year. The RP should keep documentation on all FOG Control public outreach events and activities in a file which can be reviewed to determine what activities have been conducted. <i>Time since last joint Environmental Compliance and O&M meeting to review FOG-related issues in the collection system.</i> Data Collection Method: Keep track manually. RP should keep file of meeting notes and action items from meetings.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% reduction of FOG-related SSOs compared to previous year	< 0%	0-5%	5-10%	10-20%
2	Frequency of PPP permits inspections	> Annually	6-12 months	3-6 months	< Quarterly
3	Annual # of FOG control public education events	< 2	2-3	4-6	> 6
4	Time since last coordination meeting with Environmental Compliance and O&M staff	> 6 months	3-6 months	2-3 months	< 2 months

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
1 st Qtr	Goal	1	2	3	4	1. Not Available 4. Monthly meetings, no mtg in July
	Value	N/A	3 mo	1	2	
2 nd Qtr	Goal	1	2	3	4	1. Not Available
	Value	N/A	3 mo	11	3	
3 rd Qtr	Goal	1	2	3	4	1. Not Available
	Value	N/A	6 mo	48	3	
4 th Qtr	Goal	1	2	3	4	1. Not Available 4. Meetings are now bimonthly
	Value	N/A	3 mo	84	2	
Annual Performance Assessment / Recommendations for Updates FY 09/10 – Ratings 1. None 2. Good 3. Excellent 4. Excellent Pretreatment devices for businesses permitted under the City's Pollution Prevention Program are inspected on an ongoing basis: quarterly for Food Service Businesses (FSBs) and Automotive Related Businesses (ARBs). Our goal is > 50% inspection rate for each category. SSO meetings between Environmental Compliance and O&M staff have determined to meet bimonthly Recommendation #1: First year of SSMP tracking of Private and Public SSO's, no percentages available Recommendation #2: None. Recommendation #3: None. Recommendation #4: None.						

Signature of Responsible Person: (sign after annual review)	Date:
	11/17/11

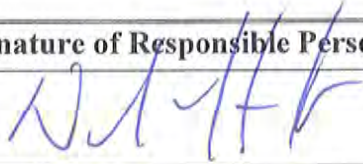
Goal:		Fats, Oils, and Grease (FOG) Control Program			
Responsible Person (RP): Lab/Pre-Treatment Supervisor					
Description of Performance Indicator(s) (PIs):					
The PIs listed below quantify the efforts to operate an effective and efficient FOG control program.					
PIs and Data Collection Methods:					
1. <i>The percent reduction in sanitary sewer overflows (SSOs) and blockages requiring flushing attributed to FOG blockages from the previous year.</i>					
Data Collection Method: For the first year of tracking, simply report number of SSOs and blockages caused by FOG from the central crystal report. Report SSOs and blockages from both sewer mains and sewer laterals. After data is available from the first year of tracking, determine the year-to-date FOG-related SSOs and blockages from the central crystal report, project the number of events out to the total year, and compare to the previous year's events to determine % reduction.					
2. <i>The frequency of Pollution Prevention Program (PPP) permit holder inspections.</i>					
Data Collection Method: Divide the total number of PPP permit holders in the permit excel database by the number of inspection forms collected year-to-date, and project an equivalent inspection frequency in years. [Example: If there are 1,000 permit holders and 50 inspections are completed in the first 6 months of the year, the inspection frequency is: 1000 permits / 50 inspections / (12 mo / 6mo) = 10 years] [Note: when PPP program managed through CityWorks, a query can be set up to quantify inspections completed based on work-order records rather than counting inspection forms.]					
3. <i>The number of public education outreach events conducted per year.</i>					
Data Collection Method: Keep track manually. Project the year-to-date activity number out to the total year. The RP should keep documentation on all FOG Control public outreach events and activities in a file which can be reviewed to determine what activities have been conducted.					
4. <i>Time since last joint Environmental Compliance and O&M meeting to review FOG-related issues in the collection system.</i>					
Data Collection Method: Keep track manually. RP should keep file of meeting notes and action items from meetings.					
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% reduction of FOG-related SSOs compared to previous year	< 0%	0-5%	5-10%	10-20%
2	Frequency of PPP permits inspections	> Annually	6-12 months	3-6 months	< Quarterly
3	Annual # of FOG control public education events	< 2	2-3	4-6	> 6
4	Time since last coordination meeting with Environmental Compliance and O&M staff	> 6 months	3-6 months	2-3 months	< 2 months

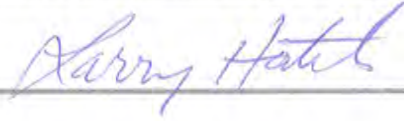
Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
1 st Qtr	Goal	1	2	3	4	1. One (1) incident. This time period last year: 1 incident. 4. Quarterly meetings
	Value	N/A	3 mo	24	1	
2 nd Qtr	Goal	1	2	3	4	1. No Incidents. This time last year: 3 incidents. 2. Program was short-staffed this quarter. We focused on FSBs.
	Value	N/A	3 mo	4	1	
3 rd Qtr	Goal	1	2	3	4	1. One (1) incident. This time period last year: 1 incident. 2. Program was short-staffed this quarter. We focused on ARBs.
	Value	N/A	6 mo	10	1	
4 th Qtr	Goal	1	2	3	4	1. Four (4) incidents. This time period last year: 1 incident. 2. Program was short-staffed this quarter. We focused on FSBs. 4. Meeting held twice this quarter
	Value	N/A	6 mo	6	2	
Annual Performance Assessment / Recommendations for Updates						
FY 10/11 – Ratings						
1. Below Goal - Six incidents last year, six incidents this year. 0% reduction, 0% increase.						
2. Good						
3. Excellent						
4. Good						
First year of SSMP tracking % reduction of Private and Public SSO's. Pretreatment devices for businesses permitted under the City's Pollution Prevention Program are inspected on an ongoing basis: quarterly for Food Service Businesses (FSBs) and Automotive Related Businesses (ARBs). Our goal is > 50% inspection rate for each category. Short staffed for 3 quarters. SSO meetings between Environmental Compliance and O&M staff have determined to Quarterly.						
Recommendation #1: Possibly change the goal because 0% increase in SSO is good.						
Recommendation #2: None.						
Recommendation #3: None.						
Recommendation #4: None.						

Signature of Responsible Person: (sign after annual review)	Date:
	11/17/11

Goal:		System Mapping			
Responsible Person (RP):		GIS Network Specialist / CAD Administrator			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to provide up-to-date maps of assets in the collection systems and other applicable facilities (i.e., stormwater facilities, waterways, etc.). This effort involves completing map change requests in a timely fashion. Map change requests come from three sources; namely, 1) variations observed in the field, 2) changes from rehabilitation or replacement, and 3) additional assets from new development. PIs and Data Collection Methods: <i>The average time to update GIS maps based on redlines received from O&M staff in the field through Redline Process.</i> Data Collection Method: Determine the average completion time for field staff redline map updates completed in the year-to-date period from the central crystal report. <i>Time since the last feature class export for redline changes from the GIS mapping system was completed for updating of the CAD mapping system due to redline markups made in the field.</i> Data Collection Method: Keep track manually. <i>The average time to update CAD/GIS maps based on as-builts received from rehabilitation or replacement projects.</i> Data Collection Method: Keep track manually from map change request forms (MCRs) filed within the year-to-date. <i>The average time to update CAD/GIS maps based on as-builts received from new development.</i> Data Collection Method: Keep track manually from map change request forms (MCRs) filed within the year-to-date.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Average time for redline updates	> 2 months	1-2 months	1 month – 2 weeks	< 2 weeks
2	Time since last GIS redline markup export and update of CAD maps for field changes completed	> 3 months	2-3 months	1-2 months	< 1 month
3	Average time for rehab & replacement updates	> 3 months	2-3 months	1-2 months	< 1 month
4	Average time for “new development” updates	> 6 months	3-6 months	2-3 months	< 2 months

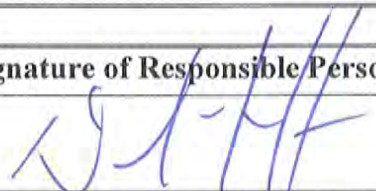
Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
1 st Qtr	Goal	1	2	3	4	
	Value	16 days	-	-	-	
2 nd Qtr	Goal	1	2	3	4	
	Value	17 days	-	-	-	
3 rd Qtr	Goal	1	2	3	4	
	Value	13 days	-	-	-	
4 th Qtr	Goal	1	2	3	4	2. June imported GIS to CAD 4. Parkside and Gibson Ogden, 2 phases each
	Value	15 days	1	1	4	
Annual Performance Assessment / Recommendations for Updates						
FY 10/11 Ratings - Good – 15 days average of the year, average does include holidays and weekends. - Below Goal – Redline Updates to CADD were done in June of 2010. - Below Goal – Rehab and Replacement Updates to CADD, Map Change Request Form not used. Change to Redlines through GIS. - Below Goal – New Development Updates to CADD, Map Change Request Form not used. Difficult to track date when as-builts are actually received entirely. Recommendation #1: None. Recommendation #2: CAD maps are not utilized as often, consider changing goal/reporting to quarterly. Recommendation #3: CAD maps are not utilized as often, consider changing goal/reporting to GIS responsibility. Recommendation #4: May need to have a tracking system with engineers on approval of as-built timeline.						

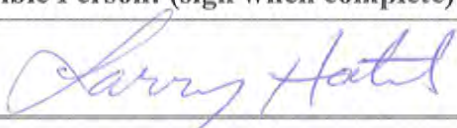
Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		System Mapping			
Responsible Person (RP):		GIS Network Specialist / CAD Administrator			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to provide up-to-date maps of assets in the collection systems and other applicable facilities (i.e., stormwater facilities, waterways, etc.). This effort involves completing map change requests in a timely fashion. Map change requests come from three sources; namely, 1) variations observed in the field, 2) changes from rehabilitation or replacement, and 3) additional assets from new development. PIs and Data Collection Methods: <i>The average time to update GIS maps based on redlines received from O&M staff in the field through Redline Process.</i> Data Collection Method: Determine the average completion time for field staff redline map updates completed in the year-to-date period from the central crystal report. <i>Time since the last feature class export for redline changes from the GIS mapping system was completed for updating of the CAD mapping system due to redline markups made in the field.</i> Data Collection Method: Keep track manually. <i>The average time to update CAD/GIS maps based on as-builts received from rehabilitation or replacement projects.</i> Data Collection Method: Keep track manually from map change request forms (MCRs) filed within the year-to-date. <i>The average time to update CAD/GIS maps based on as-builts received from new development.</i> Data Collection Method: Keep track manually from map change request forms (MCRs) filed within the year-to-date.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Average time for redline updates	> 2 months	1-2 months	1 month – 2 weeks	< 2 weeks
2	Time since last GIS redline markup export and update of CAD maps for field changes completed	> 3 months	2-3 months	1-2 months	< 1 month
3	Average time for rehab & replacement updates	> 3 months	2-3 months	1-2 months	< 1 month
4	Average time for “new development” updates	> 6 months	3-6 months	2-3 months	< 2 months

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
1 st Qtr	Goal	1	2	3	4	
	Value	6 days	-	-	-	
2 nd Qtr	Goal	1	2	3	4	
	Value	7 days	-	-	-	
3 rd Qtr	Goal	1	2	3	4	
	Value	15 days	-	-	-	
4 th Qtr	Goal	1	2	3	4	
	Value	7 days	-	-	-	
Annual Performance Assessment / Recommendations for Updates						
FY 09/10 Ratings 1. Excellent – 8 days average of the year, average does include holidays and weekends. 2. Below Goal – Redline Updates to CADD were not tracked this FY. Responsible Person unaware of tracking requirement. 3. Below Goal – Rehab and Replacement Updates to CADD were not tracked this FY. Responsible Person unaware of tracking requirement. 4. Below Goal – New Development Updates to CADD were not tracked this FY. Responsible Person unaware of tracking requirement. Recommendation #1: None. Recommendation #2: None. Recommendation #3: None. Recommendation #4: None.						

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Replacement Parts			
Responsible Person (RP): Equipment Services Clerk / Utility Maintenance Worker / WPCF Operator					
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the efforts to ensure that adequate reserves of replacement parts are available to respond to foreseeable emergency situations that may arise within the collection system.					
PIs and Data Collection Methods: 1. <i>Frequency with which the inventory of necessary equipment and replacement parts for fleet vehicles is reviewed and updated, and new parts ordered if needed.</i> Data Collection Method: Report generated through Fleet Software System semi-annually. 2. <i>Frequency with which the inventory of necessary equipment and replacement parts for pipeline and manhole repairs is reviewed and updated, and new parts ordered if needed.</i> Data Collection Method: Keep track manually. 3. <i>Frequency with which the inventory of necessary equipment and replacement parts for lift stations is reviewed and updated, and new parts ordered if needed.</i> Data Collection Method: Keep track manually.					
		Below Goal	Acceptable	Good	Excellent
1	Frequency of Fleet equipment and replacement part inventory review	>Annually	Annually / Semi-annually	Semi-annually / Quarterly	> Quarterly
2	Frequency of pipeline / manhole equipment and replacement part inventory review	>Annually	Annually / Semi-annually	Semi-annually / Quarterly	> Quarterly
3	Frequency of lift station equipment and replacement part inventory review	>Annually	Annually / Semi-annually	Semi-annually / Quarterly	> Quarterly

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	1. Continued routine repairs and maintenance. Parts inventory was maintained to assure maximum operation of crucial equipment. 2. no parts needed this quarter 3. Reviewed Inventory
	Value	Qtrly	1	1	
2 nd Qtr	Goal	1	2	3	1. Continued routine repairs and maintenance. Parts inventory was maintained to assure maximum operation of crucial equipment. 2. no parts needed this quarter 3. Reviewed Inventory
	Value	Qtrly	1	1	
3 rd Qtr	Goal	1	2	3	1. Continued routine repairs and maintenance. Parts inventory was maintained to assure maximum operation of crucial equipment. 2. re-ordered sewer pipe and fittings to replenish supplies on hand for lateral replacements 3. Reviewed Inventory
	Value	Qtrly	2	1	
4 th Qtr	Goal	1	2	3	1. Continued routine repairs and maintenance. Parts inventory was maintained to assure maximum operation of crucial equipment. 2. ordered more clean out supplies and fittings 3. Reviewed Inventory
	Value	Qtrly	1	1	
Annual Performance Assessment / Recommendations for Updates					
FY 10/11 Ratings					
1. Excellent					
2. Below Goal – Ordering tracking was not done sufficiently, new finance system to help.					
3. Good - Spare pump for Gibson pump station and redundant pump for Spring Lake Pump station. Bypass pumping capabilities for both pump stations utilizing 2 available gas powered pumps.					
Recommendation #1: Fleet has preventative maintenance requirements already in place possibly change reporting to annually.					
Recommendation #2: Change Responsible Person to Storeroom Clerk Larry Robles as he does the ordering					
Recommendation #3: None.					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11
Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Replacement Parts			
Responsible Person (RP): Equipment Services Clerk / Utility Maintenance Worker / WPCF Operator					
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the efforts to ensure that adequate reserves of replacement parts are available to respond to foreseeable emergency situations that may arise within the collection system.					
PIs and Data Collection Methods: 1. <i>Frequency with which the inventory of necessary equipment and replacement parts for fleet vehicles is reviewed and updated, and new parts ordered if needed.</i> Data Collection Method: Report generated through Fleet Software System semi-annually. 2. <i>Frequency with which the inventory of necessary equipment and replacement parts for pipeline and manhole repairs is reviewed and updated, and new parts ordered if needed.</i> Data Collection Method: Keep track manually. 3. <i>Frequency with which the inventory of necessary equipment and replacement parts for lift stations is reviewed and updated, and new parts ordered if needed.</i> Data Collection Method: Keep track manually.					
		Below Goal	Acceptable	Good	Excellent
1	Frequency of Fleet equipment and replacement part inventory review	>Annually	Annually / Semi-annually	Semi-annually / Quarterly	> Quarterly
2	Frequency of pipeline / manhole equipment and replacement part inventory review	>Annually	Annually / Semi-annually	Semi-annually / Quarterly	> Quarterly
3	Frequency of lift station equipment and replacement part inventory review	>Annually	Annually / Semi-annually	Semi-annually / Quarterly	> Quarterly

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	1. Performed routine repairs and maintenance. Parts inventory was maintained to assure maximum operations of crucial equipment 2. The financial system was unable to capture the information 3. Reviewed Inventory
	Value	Qtrly	-	1	
2 nd Qtr	Goal	1	2	3	1. Continued program. Successful transition was made to maintain SSMP form field and sort parameters during software changeover from Transman to FASTER. 2. The financial system was unable to capture the information 3. Reviewed Inventory
	Value	Qtrly	-	1	
3 rd Qtr	Goal	1	2	3	1. Continued program via routine repairs and maintenance, and establishing min/max reorder points for parts inventory. 2. The financial system was unable to capture the information 3. Reviewed Inventory
	Value	Qtrly	-	1	
4 th Qtr	Goal	1	2	3	1. Continued program via routine repairs and maintenance, establishing min/max reorder points for parts inventory, and established automatic reordering of parts that reach min/max thresholds. 2. ordered pipe and fittings for lateral replacements 3. Reviewed Inventory
	Value	Qtrly	1	1	

Annual Performance Assessment / Recommendations for Updates

FY 09/10 Ratings

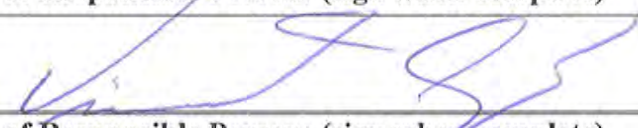
1. Excellent
2. Below Goal – Ordering tracking was not done sufficiently, new finance system to help.
3. Good - Spare pump for Gibson pump station and redundant pump for Spring Lake Pump station.
Bypass pumping capabilities for both pump stations utilizing 2 available gas powered pumps.

Recommendation #1: None

Recommendation #2: None.

Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11
Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal: Closed Circuit Television (CCTV) Inspections

Responsible Person (RP):
Utility Supervisor

Description of Performance Indicator(s) (PIs):

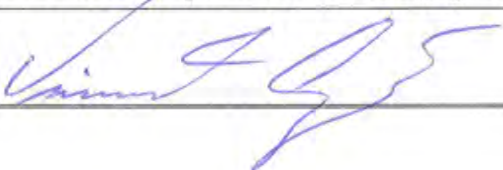
CCTV inspections are conducted using a standardized protocol to supply sufficient data for use in capital improvement project planning. The PIs listed below quantify efforts to complete CCTV work according to system-wide inspection frequency goals, and to complete the work both efficiently and with high quality.

PIs and Data Collection Methods:

- The total footage of the collection system inspected per year with CCTV.*
Data Collection Method: Determine year-to-date CCTV inspection footage production from central crystal report, and project to year-end production.
- The total number of pipe segments inspected with CCTV per year.*
Data Collection Method: Determine year-to-date CCTV inspection pipe production from central crystal report, and project to year-end production.
- The average footage inspected per 16 hours of work (one full day for a crew of 2).*
Data Collection Method: Determine year-to-date CCTV effort hours expended from central crystal report, and divide by 16 to determine the number of equivalent 16-hour blocks worked. Divide the year-to-date footage inspected (also from central crystal report) by the number of 16 hour blocks worked to determine average daily crew production.
- The percentage of CCTV surveys that pass quality control standards (not more than one defect omitted per 100 feet of pipe inspected) by Utilities Engineering during review using the CACIP Module.*
Data Collection Method: Determine total number of CCTV inspections completed in the year-to-date with a “pass” or “fail” in the QA/QC field from the central crystal report. Calculate the percent passing as those inspections with a “pass” divided by the total number with either a “pass” or “fail” assigned.

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Feet inspected with CCTV / year	< 100,000	100,000-170,000	170,000-200,000	> 200,000
2	Pipe segments inspected / year	< 400	400-600	600-800	> 800
3	Footage inspected / 16 work hours	<1500	1500-1750	1750-2000	> 2000
4	% Passing quality control check	< 90%	90%	95%	98%

Periodic Performance Tracking						
Date	Measured Value				Performance Assessment Comments	
FY 10-11	Goal	1	2	3	4	2. Staffing vacancies attributed to low number of inspections
	Value	125,976	375	1,665	N/A	4. QA/QC field not in use because CCTV has not been implemented with CA&CIP module.
Annual Performance Assessment / Recommendations for Updates						
FY 10-11 Ratings: 1. Acceptable 2. Below Goal 3. Acceptable 4. Below Goal Recommendation #1: Filling vacancies will increase the amount of pipe inspected Recommendation #2: Filling vacancies will increase the amount of pipe inspected Recommendation #3: Filling vacancies will increase the amount of pipe inspected Recommendation #4: Anticipate CA&CIP linkage to CCTV module FY 11/12						

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal: Closed Circuit Television (CCTV) Inspections

Responsible Person (RP):

Utility Supervisor

Description of Performance Indicator(s) (PIs):

CCTV inspections are conducted using a standardized protocol to supply sufficient data for use in capital improvement project planning. The PIs listed below quantify efforts to complete CCTV work according to system-wide inspection frequency goals, and to complete the work both efficiently and with high quality.

PIs and Data Collection Methods:

1. *The total footage of the collection system inspected per year with CCTV.*

Data Collection Method: Determine year-to-date CCTV inspection footage production from central crystal report, and project to year-end production.

2. *The total number of pipe segments inspected with CCTV per year.*

Data Collection Method: Determine year-to-date CCTV inspection pipe production from central crystal report, and project to year-end production.

3. *The average footage inspected per 16 hours of work (one full day for a crew of 2).*

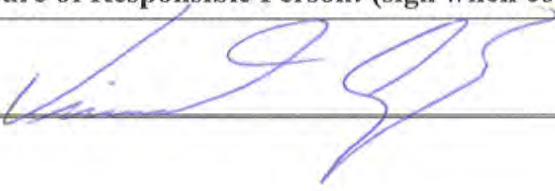
Data Collection Method: Determine year-to-date CCTV effort hours expended from central crystal report, and divide by 16 to determine the number of equivalent 16-hour blocks worked. Divide the year-to-date footage inspected (also from central crystal report) by the number of 16 hour blocks worked to determine average daily crew production.

4. *The percentage of CCTV surveys that pass quality control standards (not more than one defect omitted per 100 feet of pipe inspected) by Utilities Engineering during review using the CACIP Module.*

Data Collection Method: Determine total number of CCTV inspections completed in the year-to-date with a "pass" or "fail" in the QA/QC field from the central crystal report. Calculate the percent passing as those inspections with a "pass" divided by the total number with either a "pass" or "fail" assigned.

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Feet inspected with CCTV / year	< 100,000	100,000-170,000	170,000-200,000	> 200,000
2	Pipe segments inspected / year	< 400	400-600	600-800	> 800
3	Footage inspected / 16 work hours	<1500	1500-1750	1750-2000	> 2000
4	% Passing quality control check	< 90%	90%	95%	98%

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 09-10	Goal	1	2	3	4	1 & 2. Staffing vacancies & CCTV software issues attributed to low number of inspections
	Value	89,346	310	732	N/A	4. QA/QC field not in use because CCTV has not been implemented with CA&CIP module.
Annual Performance Assessment / Recommendations for Updates						
FY 09/10 Ratings: - Below Goal - Below Goal - Below Goal - Below Goal Recommendation #1: Fixing software issues and filling vacancies will increase the amount of pipe inspected Recommendation #2: Fixing software issues and filling vacancies will increase the amount of pipe inspected Recommendation #3: Fixing software issues and filling vacancies will increase the amount of pipe inspected Recommendation #4: None.						

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:**Mitigation of Sanitary Sewer Overflows (SSOs)****Responsible Person (RP):**

O&M Supervisor

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts taken to mitigate any SSOs that occur.

PIs and Data Collection Methods:

1. *The percent of SSO volume capture in flat areas (i.e. slopes of 1-5%).*

Data Collection Method: Calculate manually from either completed City of Woodland SSO report forms filed year-to-date, or from information entered into the CIWQS database. Calculate % captured volume for all categories of SSOs (including from private laterals) for which the “description of terrain surrounding the point of blockage or spill cause” is described as flat. For each SSO event, determine the “% captured” as the volume of sewage recovered and returned to the sewer system divided by the total spill volume. Then, average the % captured for all spills in the year-to-date period.

2. *The percent of SSO volume capture in steep areas (i.e. slopes greater than 5%).*

Data Collection Method: Calculate manually from either completed City of Woodland SSO report forms filed year-to-date, or from information entered into the CIWQS database. Calculate % captured volume for all categories of SSOs (including from private laterals) for which the “description of terrain surrounding the point of blockage or spill cause” is described as steep. For each SSO event, determine the “% captured” as the volume of sewage recovered and returned to the sewer system divided by the total spill volume. Then, average the % captured for all spills in the year-to-date period.

3. *Average time from an SSO event to when the line is inspected with CCTV to investigate the cause.*

Data Collection Method: Review the central crystal report which lists all CCTV inspections that were completed year-to-date where the reason for the inspection is **identified as a follow-up to an SSO**. Manually compare this list to SSO report forms filed year-to-date. For each year-to-date SSO, determine if a corresponding follow-up CCTV inspection was completed. Manually calculate the time between when each SSO is reported to the date a follow-up CCTV inspection was calculated. If there are SSOs for which a CCTV inspection has not been conducted, calculate the time from the SSO occurrence to the current date. Average the CCTV inspection response time for all year-to-date SSOs.

4. *% of private lateral spills that are reported as category 3 spills in the CIWQS database.*

Data Collection Method: Determine the number of Category 3 (private lateral) work orders that have been completed year-to-date from the central crystal report. Compare manually to the number of category 3 spills that have been reported year-to-date through the City’s CIWQS account.

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% captured of SSO (flat, 1-5%)	<70%	70%-80%	90-90%	90-100%
2	% captured of SSO (steep, >5%)	<30%	30-50%	50-90%	90-100%
3	Average time to investigate SSO with CCTV	>1 week	5-7 days	3-5 days	< 3 days
4	% complete on-line reporting for category 3 spills	< 70%	70-80%	80-90%	90-100%

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 09-10	Goal	1	2	3	4	3. 24 out of 46 SSO were CCTV but can't capture time CCTV occurred for 22 of the work orders. 4. 10 private lateral SSO's and 5 reported on-line
	Value	99%	N/A	24/46	50%	
Annual Performance Assessment / Recommendations for Updates						
FY 09-10 Ratings: 1. Excellent – generally sewer captures 100% of any spill. 2. Below Goal – Not applicable to Woodland. 3. Below Goal – 22 work orders did not specify when the CCTV occurred. CCTV is at the spill site but difficulty in capturing the time in the work orders. 4. Below Goal – Decision was made during the FY to stop reporting private lateral SSO's on-line as no other city does report private lateral SSO's Recommendation #1: None. Recommendation #2: Woodland is a flat area with a slope of less than 5% throughout the city, performance indicator does not apply in Woodland and should be removed. Recommendation #3: Modify data entry in Cityworks to capture time CCTV began Recommendation #4: Change or remove performance indicator.						

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:**Response to Sanitary Sewer Overflows (SSOs)****Responsible Person (RP):**

O&M Supervisor

Description of Performance Indicator(s) (PIs):

The PIs listed below quantify the efforts taken to effectively respond to SSOs. *Response time* is defined as the time of first notification or discovery of a SSO to the arrival onsite by City staff.

Data Collection Methods

1. *The average response time during normal business hours (M-F 7am-4pm).*

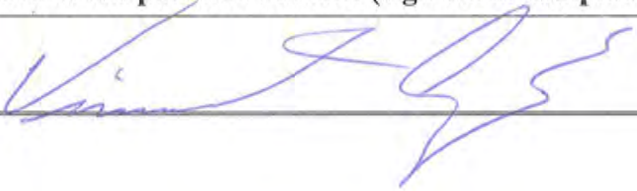
Data Collection Method: Determine manually from year-to-date City SSO records or using the CIWQS database. Determine response time for each event by comparing “Date and time sanitary sewer system agency was notified of or discovered spill” to “Estimated Operator arrival date/time” and calculate Response Time. SSOs that occur during normal business hours are those that are initially reported between 7am and 4 pm Monday through Friday. Determine the average response time for year-to-date incidents.

2. *The average response time after hours (M-F 4pm-7am, weekends, holidays).*

Data Collection Method: Determine manually from year-to-date City SSO records or using the CIWQS database. Determine response time for each event by comparing “Date and time sanitary sewer system agency was notified of or discovered spill” to “Estimated Operator arrival date/time” and calculate Response Time. SSOs that occur during normal business hours are those that are initially reported between 4pm and 7am, or on weekends or holidays. Determine the average response time for year-to-date incidents.

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	SSO response time during normal hours	>30 min	30 min	20 min	15 min
2	SSO response time after normal hours	<1 hr	1 hr	45 min	30 min

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
FY 09/10	Goal	1	2	1 & 2 reported in minutes.
	Value	17	21	
Annual Performance Assessment / Recommendations for Updates				
FY 09/10 Ratings: - Good - Excellent Recommendation #1: None. Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/18/11

Goal:	High Velocity Vacuum Cleaning (HVVC)
Responsible Person (RP): Utility Supervisor	
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the effort to periodically clean hot spot pipes and support CCTV inspection by pre-cleaning pipes.	
PIs and Data Collection Methods: 1. <i>The total footage of the collection system cleaned per year with HVVC.</i> Data Collection Method: Determine year-to-date HVVC footage production from central crystal report, and project to year-end production. 2. <i>The total number of pipe segments cleaned with HVVC per year.</i> Data Collection Method: Determine year-to-date HVVC pipe cleaning production from central crystal report, and project to year-end production. 3. <i>The average footage cleaned per 16 hours of work (one full day for a crew of 2).</i> Data Collection Method: Determine year-to-date HVVC effort hours expended from central crystal report, and divide by 16 to determine the number of equivalent 16-hour blocks worked. Divide the year-to-date footage cleaned (also from central crystal report) by the number of 16 hour blocks worked to determine average daily crew production. 4. <i>The percentage of CCTV inspections that were conducted where pre-cleaning was completed.</i> Data Collection Method: Determine the number of year-to-date CCTV inspections that have been pre-cleaned from the central crystal report, and compare to the total number of year-to-date CCTV inspections completed (also from central crystal report).	

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Feet cleaned / year	< 170,000	170,000-200,000	200,000-250,000	> 250,000
2	Pipe segments cleaned / year	< 700	700-900	900-1000	> 1000
3	Footage cleaned / 16 work hours	<3000	3000-4000	4000-5000	> 5000
4	% Pipe segments pre-cleaned prior to CCTV inspection	< 70%	70-80%	80-90%	> 90%

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 10-11	Goal	1	2	3	4	
	Value	232,561	715	2,157	86%	

Annual Performance Assessment / Recommendations for Updates

FY 10-11 Ratings:

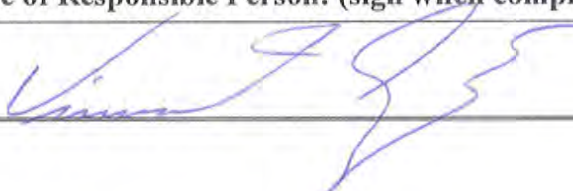
1. Good
2. Acceptable
3. Below Goal – Staffing must safely set-up each cleaning which is not taken into consideration
4. Good – this is an improvement from the previous FY

Recommendation #1:

Recommendation #2:

Recommendation #3: Possibly revise data collection method or parameters of the performance indicator

Recommendation #4:

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:	High Velocity Vacuum Cleaning (HVVC)
Responsible Person (RP): Utility Supervisor	
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the effort to periodically clean hot spot pipes and support CCTV inspection by pre-cleaning pipes.	
PIs and Data Collection Methods: 1. <i>The total footage of the collection system cleaned per year with HVVC.</i> Data Collection Method: Determine year-to-date HVVC footage production from central crystal report, and project to year-end production. 2. <i>The total number of pipe segments cleaned with HVVC per year.</i> Data Collection Method: Determine year-to-date HVVC pipe cleaning production from central crystal report, and project to year-end production. 3. <i>The average footage cleaned per 16 hours of work (one full day for a crew of 2).</i> Data Collection Method: Determine year-to-date HVVC effort hours expended from central crystal report, and divide by 16 to determine the number of equivalent 16-hour blocks worked. Divide the year-to-date footage cleaned (also from central crystal report) by the number of 16 hour blocks worked to determine average daily crew production. 4. <i>The percentage of CCTV inspections that were conducted where pre-cleaning was completed.</i> Data Collection Method: Determine the number of year-to-date CCTV inspections that have been pre-cleaned from the central crystal report, and compare to the total number of year-to-date CCTV inspections completed (also from central crystal report).	

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Feet cleaned / year	< 170,000	170,000-200,000	200,000-250,000	> 250,000
2	Pipe segments cleaned / year	< 700	700-900	900-1000	> 1000
3	Footage cleaned / 16 work hours	< 3000	3000-4000	4000-5000	> 5000
4	% Pipe segments pre-cleaned prior to CCTV inspection	< 70%	70-80%	80-90%	> 90%

Periodic Performance Tracking						
Date	Measured Value					Performance Assessment Comments
FY 09-10	Goal	1	2	3	4	
	Value	226,807	717	2,350	73%	

Annual Performance Assessment / Recommendations for Updates

FY 09-10 Ratings:

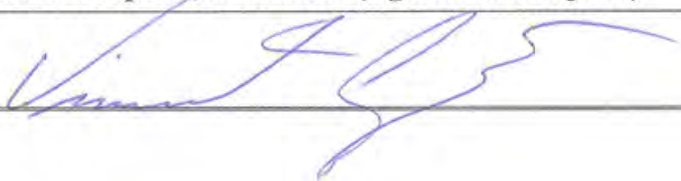
1. Good
2. Acceptable
3. Below Goal – Staffing must safely set-up each cleaning which is not taken into consideration
4. Acceptable

Recommendation #1:

Recommendation #2:

Recommendation #3: Possibly revise data collection method or parameters of the performance indicator

Recommendation #4:

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Preventative Maintenance Effectiveness			
Responsible Person (RP): O&M Supervisor					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the effectiveness of the preventative maintenance program in limiting time and expenses required to respond to emergency calls and failures of the sanitary sewer system. PIs and Data Collection Methods: <i>The percentage of work orders that are emergency.</i> Data Collection Method: Determine from central crystal report. Emergency work orders include the following CityWorks priority categories: “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call). <i>The percentage of accountable labor and material costs that are attributed to emergency work versus regular preventative maintenance work.</i> Data Collection Method: Determine from central crystal report. Emergency work orders include the following CityWorks priority categories: “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call). <i>The percentage of accountable labor and material costs that are attributed to emergency work on private laterals.</i> Data Collection Method: Determine the total year-to-date work order costs (labor and materials) for all “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call) work orders associated with sewer laterals from the central crystal report. Determine the percentage of the total year-to-date work order costs (also from central crystal report) associated with the sewer collection system these “lateral emergency” work orders represent.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% of work orders that are emergencies	> 40%	30-40%	20-30%	< 20%
2	% of Labor and Material Costs that is Emergency	> 30%	20-30%	10-20%	0-10%
3	% of Labor and Material Costs that is Emergency Work on Private Laterals	> 20%	10-20%	5-10%	0-5%

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
FY 10/11	Goal	1	2	3	
	Value	31%	38%	0.5%	

Annual Performance Assessment / Recommendations for Updates

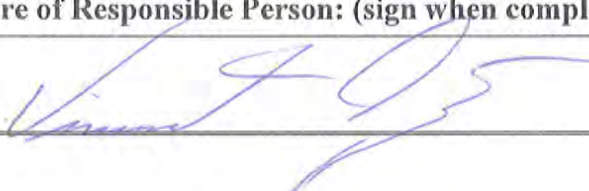
FY 10-11

1. Acceptable
2. Below Goal
3. Excellent

Recommendation #1: None.

Recommendation #2: Goal might need to be re-adjusted for the actual cost of emergency work

Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Preventative Maintenance Effectiveness				
Responsible Person (RP): O&M Supervisor						
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the effectiveness of the preventative maintenance program in limiting time and expenses required to respond to emergency calls and failures of the sanitary sewer system.						
PIs and Data Collection Methods:						
1. <i>The percentage of work orders that are emergency.</i> Data Collection Method: Determine from central crystal report. Emergency work orders include the following CityWorks priority categories: “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call).						
2. <i>The percentage of accountable labor and material costs that are attributed to emergency work versus regular preventative maintenance work.</i> Data Collection Method: Determine from central crystal report. Emergency work orders include the following CityWorks priority categories: “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call).						
3. <i>The percentage of accountable labor and material costs that are attributed to emergency work on private laterals.</i> Data Collection Method: Determine the total year-to-date work order costs (labor and materials) for all “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call) work orders associated with sewer laterals from the central crystal report. Determine the percentage of the total year-to-date work order costs (also from central crystal report) associated with the sewer collection system these “lateral emergency” work orders represent.						
	Performance Indicators		Rating			
			Below Goal	Acceptable	Good	Excellent
1	% of work orders that are emergencies		> 40%	30-40%	20-30%	< 20%
2	% of Labor and Material Costs that is Emergency		> 30%	20-30%	10-20%	0-10%
3	% of Labor and Material Costs that is Emergency Work on Private Laterals		> 20%	10-20%	5-10%	0-5%

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
FY 09/10	Goal	1	2	3	
	Value	33%	31%	4%	

Annual Performance Assessment / Recommendations for Updates
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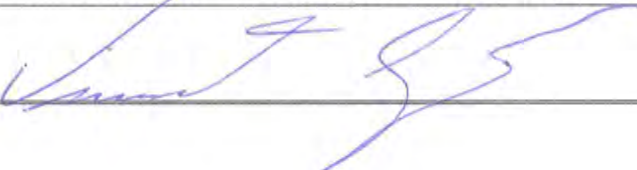
FY 09-10

1. **Acceptable**
2. Below Goal
3. Excellent

Recommendation #1: None.

Recommendation #2: None.

Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Frequency of Preventative Maintenance (PM) Activities			
Responsible Person (RP): O&M Supervisor					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the effort to ensure that work orders are being created to accurately document preventative maintenance activities, and that preventative maintenance activities are being completed as planned by management. PIs and Data Collection Methods: 1. <i>Compare the number of closed-out work orders in the CMMS to the number of flushing and inspection work orders that should have been generated if all of the pipes on the weekly and quarterly cleaning routes were completed and determine the completion %.</i> Data Collection Method: Determine the total number of year-to-date closed-out preventative maintenance CCTV inspection and hydroflushing work orders from the central crystal report. Compare the number of closed-out work orders to the number of work orders that were expected based on the number of assets on the weekly and quarterly inspection and cleaning routes (excel files). 2. <i>Frequency of thorough electrical and mechanical inspections of lift stations.</i> Data Collection Method: Keep track manually. Determine the number of thorough electrical/mechanical inspections conducted over the previous 2-year period for each lift station to determine the inspection frequency. Report the average inspection frequency for all lift stations. [Note: when lift station work orders are being managed through CityWorks, a query can be set up to determine the number of work orders completed over the last 2-year period and calculate the average inspection frequency.]			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% Completion of closed-out work orders vs. expected preventative maintenance work orders	< 75%	75-85%	85-95%	95-100%
2	Frequency of thorough lift station inspection / maintenance	> Biannually	Every 4-6 months	Every 3-4 months	< Quarterly

Periodic Performance Tracking					
Date	Measured Value			Performance Assessment Comments	
FY10-11	Goal	1	2		
	Value	N/A	4		

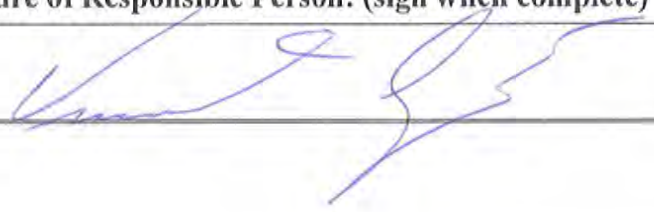
Annual Performance Assessment / Recommendations for Updates

FY 10-11 Ratings

1. Below Goal – Unnecessary duplication in the tracking system was determined that expected preventative maintenance work orders will only be created during the preventative maintenance, adding custom field to track in cityworks in next to address performance. 3,128 assets had preventative maintenance which is an increase from previous FY.
2. Acceptable – Electrical visited sewer lift stations quarterly and WPCF maintains sewer lift stations routinely but does not track inspections in Cityworks

Recommendation #1: Alter the data collection method and add a custom field to Cityworks for expected cycle of frequency.

Recommendation #2: WPCF maintenance of the lift stations should be tracked manually or through Cityworks for reporting

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:	Frequency of Preventative Maintenance (PM) Activities
Responsible Person (RP): O&M Supervisor	
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the effort to ensure that work orders are being created to accurately document preventative maintenance activities, and that preventative maintenance activities are being completed as planned by management.	
PIs and Data Collection Methods: 1. <i>Compare the number of closed-out work orders in the CMMS to the number of flushing and inspection work orders that should have been generated if all of the pipes on the weekly and quarterly cleaning routes were completed and determine the completion %.</i> Data Collection Method: Determine the total number of year-to-date closed-out preventative maintenance CCTV inspection and hydroflushing work orders from the central crystal report. Compare the number of closed-out work orders to the number of work orders that were expected based on the number of assets on the weekly and quarterly inspection and cleaning routes (excel files). 2. <i>Frequency of thorough electrical and mechanical inspections of lift stations.</i> Data Collection Method: Keep track manually. Determine the number of thorough electrical/mechanical inspections conducted over the previous 2-year period for each lift station to determine the inspection frequency. Report the average inspection frequency for all lift stations. [Note: when lift station work orders are being managed through CityWorks, a query can be set up to determine the number of work orders completed over the last 2-year period and calculate the average inspection frequency.]	

	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% Completion of closed-out work orders vs. expected preventative maintenance work orders	< 75%	75-85%	85-95%	95-100%
2	Frequency of thorough lift station inspection / maintenance	> Biannually	Every 4-6 months	Every 3-4 months	< Quarterly

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
FY09-10	Goal	1	2		
	Value	N/A	4		

Annual Performance Assessment / Recommendations for Updates

FY 09-10 Ratings

1. Below Goal – The decision was made that in Cityworks the preventative cycle created too many work orders which was confusing and difficult to manage for O &M Staff. The inspections are frequent and managed through the calendar. 1,900 assets had preventative maintenance.
2. Good – Electrical visited sewer lift stations quarterly and WPCF maintains sewer lift stations routinely but does not track inspections in Cityworks

Recommendation #1: Alter the data collection method and add a custom field to Cityworks for expected cycle of frequency.

Recommendation #2:None,

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Prevention of Sanitary Sewer Overflows (SSOs)			
Responsible Person (RP):		O&M Supervisor			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts taken to prevent the occurrence of SSOs. PIs and Data Collection Methods: <i>The number of SSOs per 100 miles of gravity sewer mains per year.</i> Data Collection Method: Determine the number of SSO events that occurred year-to-date that are attached to gravity mains, force mains, manholes, and lift stations from the central crystal report. Project the number of SSOs to year-end totals. Divide this number by the total footage of gravity mains and force mains in the City (also available on the central crystal report). <i>The percent reduction in SSOs from the previous year.</i> Data Collection Method: Determine the number of SSO events that occurred year-to-date that are attached to gravity mains, force mains, manholes, and lift stations from the central crystal report. Project the number of SSOs to year-end totals and compare to the number of SSOs that occurred last year to determine the % reduction. <i>The number of repeat SSOs in a three year period.</i> Data Collection Method: Review the central crystal report which lists all SSOs by asset type over the last three year period, sorted by Facility ID. Manually determine the number of repeat SSOs.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	# of SSOs / 100 miles / year	>5	5	3.5	2.3
2	% reduction of SSOs from previous year	< 0%	0-5%	5-10%	> 10%
3	# of repeat SSOs / 3 years	>0	-	-	0

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
	Goal	1	2	3	
FY09-10	Value	0.4	50%	0	

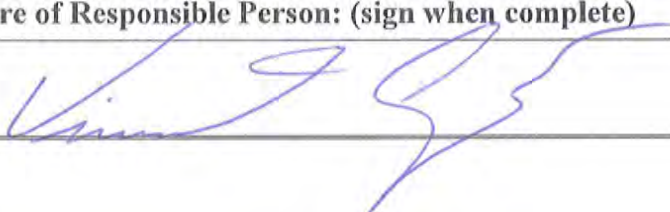
Annual Performance Assessment / Recommendations for Updates**FY 09-10**

1. Excellent – only 1 Main SSO occurrence
2. Excellent – 2 Main SSO occurrences last FY vs. 1 Main SSO occurrence this FY
3. Excellent – no repeat Main SSO occurrences in the last 3 fiscal years

Recommendation #1: None.

Recommendation #2: None.

Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Prevention of Sanitary Sewer Overflows (SSOs)			
Responsible Person (RP):		O&M Supervisor			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts taken to prevent the occurrence of SSOs. PIs and Data Collection Methods: <i>The number of SSOs per 100 miles of gravity sewer mains per year.</i> Data Collection Method: Determine the number of SSO events that occurred year-to-date that are attached to gravity mains, force mains, manholes, and lift stations from the central crystal report. Project the number of SSOs to year-end totals. Divide this number by the total footage of gravity mains and force mains in the City (also available on the central crystal report). <i>The percent reduction in SSOs from the previous year.</i> Data Collection Method: Determine the number of SSO events that occurred year-to-date that are attached to gravity mains, force mains, manholes, and lift stations from the central crystal report. Project the number of SSOs to year-end totals and compare to the number of SSOs that occurred last year to determine the % reduction. <i>The number of repeat SSOs in a three year period.</i> Data Collection Method: Review the central crystal report which lists all SSOs by asset type over the last three year period, sorted by Facility ID. Manually determine the number of repeat SSOs.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	# of SSOs / 100 miles / year	>5	5	3.5	2.3
2	% reduction of SSOs from previous year	< 0%	0-5%	5-10%	> 10%
3	# of repeat SSOs / 3 years	>0	-	-	0

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
	Goal	1	2	3	
FY10-11	Value	0.4	0%	0	

Annual Performance Assessment / Recommendations for Updates
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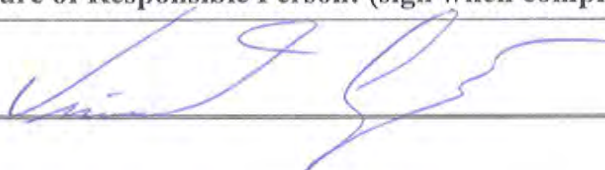
FY 10-11

1. **Excellent – only 1 Main SSO occurrence**
2. **Acceptable – 1 Main SSO occurrences last FY vs. 1 Main SSO occurrence this FY**
3. **Excellent – no repeat Main SSO occurrences in the last 3 fiscal years**

Recommendation #1: None.

Recommendation #2: None.

Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		SSMP Audits and Updates			
Responsible Person (RP):		O&M Superintendent			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify efforts to present the findings of SSMP performance evaluations to City Council and other peer agencies, with the purpose of receiving valuable feedback on performance and possible improvements to existing procedures and programs. PIs and Data Collection Methods: 1. <i>Was an annual report prepared and presented to City Council based on the SSMP performance indicator review process?</i> Data Collection Method: Keep track manually. 2. <i>The frequency with which a peer-review of the City SSMP, a SSMP Audit, or SSMP performance evaluation (i.e. annually summary of performance indicator tracking process) is completed by a comparable agency.</i> Data Collection Method: Keep track manually. A file of all peer reviews should be kept.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Annual Council presentation	No	Yes	-	-
2	Time since last peer-review of SSMP, SSMP Audits, or SSMP Performance Evaluations	> 5 years	2-5 years	1-2 years	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
Fiscal year 10/11	Goal	1	2	1. Below goal due to retirement of O&M Superintendent 2. New SSMP approved by Council, peer review not needed. <i>at this time</i>
	Value	no	-	
Annual Performance Assessment / Recommendations for Updates				
Recommendation #1: Due to staffing changes and limited resources presentation scheduled fiscal year 2012 for last two fiscal years. Recommendation #2: Fiscal year 10/11, peer review start in two years.				

Signature of Responsible Person: (sign when complete)	Date:
<i>JN Lloyd</i>	11/18/11

Goal:		Employee Recognition			
Responsible Person (RP):		O&M Superintendent			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to publicly recognize employees for exceptional work and provide a rewards system (gift certificates, cash, etc.) as part of the program. PIs and Data Collection Methods: <i>The frequency with which awards are distributed to O&M staff.</i> Data Collection Method: Keep Track Manually <i>The frequency with which awards are distributed to Engineering staff.</i> Data Collection Method: Keep Track Manually <i>The frequency with which awards are distributed to Management staff.</i> Data Collection Method: Keep Track Manually			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last awards/letters distribution: Operation & Maintenance staff	< 6 months	6 months	1 Quarter	1 month
2	Time since last awards/letters distribution: Engineering staff	< 6 months	6 months	1 Quarter	1 month
3	Time since last awards/letters distribution: Management staff	< 6 months	6 months	1 Quarter	1 month

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	
	Value	-	N/A	N/A	
2 nd Qtr	Goal	1	2	3	
	Value	-	N/A	N/A	
3 rd Qtr	Goal	1	2	3	
	Value	5	N/A	N/A	
4 th Qtr	Goal	1	2	3	
	Value	4	N/A	N/A	
Annual Performance Assessment / Recommendations for Updates					
FY 09-10 Ratings: Good – Total of 9 letters of acknowledgement received by O & M Staff Below Goal – Engineering staff does not have regular letters or awards acknowledging achievement. However, monthly All Hands Staff Meeting acknowledge achievement of any employee. Below Goal – Management Staff does not participate in regular letter or awards acknowledging achievement. However, monthly All Hands Staff Meeting acknowledge achievement of any employee. Monetary Awards are not given due to budgeting but letter of acknowledgement for achieving a new certification for work is given instead to O&M Staff. Recommendation #1: None. Recommendation #2: Remove Performance Indicator or track All Hands Staff Meeting Achievements Recommendation #3: Remove Performance Indicator or track All Hands Staff Meeting Achievements					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Employee Recognition			
Responsible Person (RP):		O&M Superintendent			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to publicly recognize employees for exceptional work and provide a rewards system (gift certificates, cash, etc.) as part of the program. PIs and Data Collection Methods: <i>The frequency with which awards are distributed to O&M staff.</i> Data Collection Method: Keep Track Manually <i>The frequency with which awards are distributed to Engineering staff.</i> Data Collection Method: Keep Track Manually <i>The frequency with which awards are distributed to Management staff.</i> Data Collection Method: Keep Track Manually			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last awards/letters distribution: Operation & Maintenance staff	< 6 months	6 months	1 Quarter	1 month
2	Time since last awards/letters distribution: Engineering staff	< 6 months	6 months	1 Quarter	1 month
3	Time since last awards/letters distribution: Management staff	< 6 months	6 months	1 Quarter	1 month

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	
	Value	1	N/A	N/A	
2 nd Qtr	Goal	1	2	3	
	Value	-	N/A	N/A	
3 rd Qtr	Goal	1	2	3	
	Value	2	N/A	N/A	
4 th Qtr	Goal	1	2	3	
	Value	1	N/A	N/A	
Annual Performance Assessment / Recommendations for Updates					
FY 10-11 Ratings: Good – Total of 4 letters of acknowledgement received by O & M Staff Below Goal – Engineering staff does not have regular letters or awards acknowledging achievement. However, monthly All Hands Staff Meeting acknowledge achievement of any employee. Below Goal – Management Staff does not participate in regular letter or awards acknowledging achievement. However, monthly All Hands Staff Meeting acknowledge achievement of any employee. Monetary Awards are not given due to budgeting but letter of acknowledgement for achieving a new certification for work is given instead to O&M Staff. Recommendation #1: None. Recommendation #2: Remove Performance Indicator or track All Hands Staff Meeting Achievements Recommendation #3: Remove Performance Indicator or track All Hands Staff Meeting Achievements					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		SSMP Audits and Updates			
Responsible Person (RP):		O&M Superintendent			
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify efforts to present the findings of SSMP performance evaluations to City Council and other peer agencies, with the purpose of receiving valuable feedback on performance and possible improvements to existing procedures and programs. PIs and Data Collection Methods: 1. <i>Was an annual report prepared and presented to City Council based on the SSMP performance indicator review process?</i> Data Collection Method: Keep track manually. 2. <i>The frequency with which a peer-review of the City SSMP, a SSMP Audit, or SSMP performance evaluation (i.e. annually summary of performance indicator tracking process) is completed by a comparable agency.</i> Data Collection Method: Keep track manually. A file of all peer reviews should be kept.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Annual Council presentation	No	Yes	-	-
2	Time since last peer-review of SSMP, SSMP Audits, or SSMP Performance Evaluations	> 5 years	2-5 years	1-2 years	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
Fiscal year 09/10	Goal	1	2	1. Below goal due to retirement of O&M Superintendent 2. New SSMP approved by Council, peer review not needed. at this time
	Value	no	-	
Annual Performance Assessment / Recommendations for Updates				
Recommendation #1: Due to staffing changes and limited resources presentation scheduled fiscal year 2012 for last two fiscal years. Recommendation #2: Fiscal year 09/10, peer review start in two years.				

Signature of Responsible Person: (sign when complete)	Date:
	11/18/11

Goal:		Staff Training			
Responsible Person (RP): O&M Superintendent		Description of Performance Indicator(s) (PIs):			
Description of Performance Indicator(s) (PIs):					
The PIs listed below quantify the effort required to ensure that regular training takes place.					
PIs and Data Collection Methods:					
1. <i>The frequency with which tabletop / tailgate training meetings are conducted by the O&M staff.</i> Data Collection Method: Keep track manually of tabletop / tailgate meetings completed year-to-date, and calculate the average frequency of the trainings during that same time period.					
2. <i>The frequency with which field / equipment training exercises are conducted by the O&M staff.</i> Data Collection Method: Keep track manually of field / equipment training exercise training completed year-to-date, and calculate the average frequency of the trainings during that same time period.					
3. <i>The frequency with which field, equipment or tabletop / tailgate training is conducted that includes training on SSO response procedures outlined in the OERP.</i> Data Collection Method: Keep track manually of all tabletop, tailgate, field, or equipment trainings that involve SSO response that have been completed year-to-date, and calculate the average frequency of trainings during that same time period.					
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Frequency of tabletop / tailgate training	< Biweekly	Biweekly	Weekly	>Biweekly
2	Frequency of field / equipment training	<Bimonthly	Bimonthly	Monthly	>Monthly
3	Frequency of SSO response training	<Quarterly	Quarterly	Bimonthly	Monthly

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	
	Value	10	6	1	
2 nd Qtr	Goal	1	2	3	
	Value	11	5	2	
3 rd Qtr	Goal	1	2	3	
	Value	12	4	1	
4 th Qtr	Goal	1	2	3	
	Value	8	3	3	
Annual Performance Assessment / Recommendations for Updates					
FY 10-11 Ratings: 1. Acceptable – Friday Tailgate meetings with staffing limitations have increased this FY 2. Excellent - performed trainings on various equipment, tools and operations 3. Good – training and SSO meetings Recommendation #1: None. Recommendation #2: None. Recommendation #3: None.					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

10/11

Goal:		Staffing			
Responsible Person (RP): O&M Superintendent					
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the efforts to fill all funded positions within the Utility Maintenance, Environmental Operations, and Utilities Engineering Divisions of the Department of Public Works to meet the necessary effort required to implement the City SSMP.					
PIs and Data Collection Methods: 1. <i>The percentage of vacant staff positions in the divisions listed above.</i> Data Collection Method: Keep track manually.					
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% of vacant positions	> 10%	10%	5%	All filled

10/11

Periodic Performance Tracking			
Date	Measured Value		Performance Assessment Comments
Qtr - 1	Goal	1	The Sewer Group had 2 vacancies: 1 - UMW I/II, 1 - UMW III
	Value	2	
Qtr - 2	Goal	1	The Sewer Group had 2 vacancies: 1 - UMW I/II, 1 - UMW III
	Value	2	
Qtr - 3	Goal	1	The Sewer Group had 1 vacancy: 1 - UMW III
	Value	1	
Qtr - 4	Goal	1	The Sewer Group had 1 vacancy: 1 - UMW III
	Value	1	
Annual Performance Assessment / Recommendations for Updates			
FY 10/11 RATINGS			
The sewer section averaged 12% vacancy** – below goal			
** The 12% vacancy rate does not include temporary employees. The sewer section had an additional 1.8 FTE's of temporary employees this fiscal year which equates to an average 8.75% vacancy rate for the unit.			
Recommendation #1: Fill all funded positions in fiscal year 2012			

Signature of Responsible Person: (sign when complete)	Date:
<i>JN Lloyd</i>	11/18/11

9/10

Goal:		Staffing			
Responsible Person (RP): O&M Superintendent					
<u>Description of Performance Indicator(s) (PIs):</u> The PIs listed below quantify the efforts to fill all funded positions within the Utility Maintenance, Environmental Operations, and Utilities Engineering Divisions of the Department of Public Works to meet the necessary effort required to implement the City SSMP.					
<u>PIs and Data Collection Methods:</u> 1. <i>The percentage of vacant staff positions in the divisions listed above.</i> Data Collection Method: Keep track manually.					
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% of vacant positions	> 10%	10%	5%	All filled

9/10

Periodic Performance Tracking			
Date	Measured Value		Performance Assessment Comments
Qtr - 1	Goal	1	The Sewer Group had 1 vacancy: 1 - UMW I
	Value	1	
Qtr - 2	Goal	1	The Sewer Group had 3 vacancies: 2 - UMW I/II and 1 - UMW III
	Value	3	
Qtr - 3	Goal	1	The Sewer Group has 3 vacancies: 1 - Infrastructure Superintendent, 1 - UMW I/II and 1 - UMW III
	Value	3	
Qtr - 4	Goal	1	The Sewer Group has 3 vacancies: 1 - Infrastructure Superintendent, 1 - UMW I/II and 1 - UMW III
	Value	3	
Annual Performance Assessment / Recommendations for Updates			

FY09/10

The sewer section averaged 20% vacancy** – below goal

** The 20% vacancy rate does not include temporary employees. The sewer section had an additional 1.85 FTE's of temporary employees this fiscal year which equates to a 17% vacancy rate.

Recommendation #1: Fill all funded positions in fiscal year 2012

Signature of Responsible Person: (sign when complete)	Date:
<i>SN Lloyd</i>	11/18/11

Goal:	Staff Training
Responsible Person (RP): O&M Superintendent	Description of Performance Indicator(s) (PIs):
<u>Description of Performance Indicator(s) (PIs):</u>	
The PIs listed below quantify the effort required to ensure that regular training takes place.	
<u>PIs and Data Collection Methods:</u>	
1. <i>The frequency with which tabletop / tailgate training meetings are conducted by the O&M staff.</i> Data Collection Method: Keep track manually of tabletop / tailgate meetings completed year-to-date, and calculate the average frequency of the trainings during that same time period.	
2. <i>The frequency with which field / equipment training exercises are conducted by the O&M staff.</i> Data Collection Method: Keep track manually of field / equipment training exercise training completed year-to-date, and calculate the average frequency of the trainings during that same time period.	
3. <i>The frequency with which field, equipment or tabletop / tailgate training is conducted that includes training on SSO response procedures outlined in the OERP.</i> Data Collection Method: Keep track manually of all tabletop, tailgate, field, or equipment trainings that involve SSO response that have been completed year-to-date, and calculate the average frequency of trainings during that same time period.	

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
1 st Qtr	Goal	1	2	3	
	Value	9	9	2	
2 nd Qtr	Goal	1	2	3	
	Value	10	9	6	
3 rd Qtr	Goal	1	2	3	
	Value	4	5	5	
4 th Qtr	Goal	1	2	3	
	Value	10	3	2	
Annual Performance Assessment / Recommendations for Updates					
FY 09-10 Ratings: 1. Acceptable – Friday Tailgate meetings with staffing limitations 2. Excellent - performed trainings on various equipment, tools and operations 3. Excellent – training and SSO meetings Recommendation #1: None. Recommendation #2: None. Recommendation #3: None.					

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Communication Program			
Responsible Person (RP): Administration Clerk					
Description of Performance Indicator(s) (PIs):		The PIs listed below quantify the efforts to communicate with the public on a regular basis concerning the development and status of the City SSMP. PIs and Data Collection Methods: 1. <i>Based on the current SSMP phase as described in the Communication Plan (Development, Implementation, Performance phases) in SSMP section xi, the percentage of communication activities completed that have been scheduled per the Communication Plan Table to-date.</i> Data Collection Method: Keep track manually. RP should develop a file for documenting communication activities and completed dates. 2. <i>Total number of year-to-date public comment email responses.</i> Data Collection Method: The City's public comment email link should be set up to deliver emails directly to the RP. The RP should keep a separate folder specifically for filing SSMP public comment emails and responses. There is no goal set for this PI. The RP only needs to document the total number of responses. 3. <i>The percentage of public comment emails received that were responded to.</i> Data Collection Method: RP will use Microsoft Outlook to determine the number of year-to-date comment emails received, and determine the number of year-to-date responses and determine the response percentage.			
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	% Communication Activities Completed	< 70%	70-80%	80-90%	90-100%
2	# of Public Comment Email Responses	N/A	N/A	N/A	N/A
3	% Public Comment Emails Responded To	< 80%	80-90%	90-95%	95-100%

Periodic Performance Tracking					
Date	Measured Value				Performance Assessment Comments
FY09/10	Goal	1	2	3	1. Below Goal in completing the Communication Plan
	Value	20%	N/A	N/A	
Annual Performance Assessment / Recommendations for Updates					
Below Goal rating due to Utility Superintendent retiring and hiring new staff. However, SSMP was presented and approved by council.					
Recommendation #1: Goal may need to be adjusted due to limited staff time					
Recommendation #2: Not a goal until the email on city website is completed					
Recommendation #3: Not a goal until the email on city website is completed					

Signature of Responsible Person: (sign when complete)	Date:
<i>Susan R. Parker</i>	11/17/11

Goal:		Response to Service Requests						
Responsible Person (RP): Administrative Clerk								
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the efforts taken to effectively respond to customer service calls.								
PIs and Data Collection Methods:								
1. The average response time for an urgent call. Data Collection Method: Determine the average response time for “priority 1” (emergency), “priority 2” (urgent), and “priority 9” (on-call) service calls from the central crystal report.								
2. The average response time for a routine call. Data Collection Method: Determine the average response time for “priority 3” (routine) service calls from the central crystal report.								
3. Average number of service calls per 100 miles of pipe per year. Data Collection Method: Determine the total number of year-to-date service calls from the central crystal report, project to year-end totals, and determine number of calls per 100 miles of main line gravity and pressure pipe.								
	Performance Indicators				Rating			
					Below Goal	Acceptable	Good	Excellent
1	Response time for urgent calls				> 1 day	1 day	8 hours	1 hour
2	Response time for routine calls				> 1 week	1 week	3 days	1 day
3	Average # of service calls / 100 miles of pipe				> 200	150-200	100-150	< 100
Periodic Performance Tracking								
Date	Measured Value				Performance Assessment Comments			
1 st Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.			
	Value	-	-	15				
2 nd Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.			
	Value	-	-	16				
3 rd Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.			
	Value	-	-	17				
4 th Qtr	Goal	1	2	3	1 & 2. Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted.			
	Value	-	-	25				

Annual Performance Assessment / Recommendations for Updates

FY 09/10 Ratings

1. Below Goal - SOP is Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted. Not currently captured in Cityworks of response time
2. Below Goal - SOP is Front desk must establish live contact with the Supervisor (or designate). No voice mail or e-mail will be accepted. Not currently captured in Cityworks of response time
3. Excellent – 73 is the average # of service calls/100 mi pipe

Recommendation #1: Changes in procedures for entering data in cityworks to capture data is needed.

Recommendation #2: Changes in procedures for entering data in cityworks to capture data is needed.

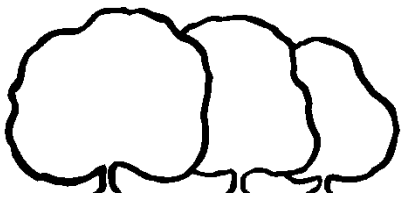
Recommendation #3: None.

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11

Goal:		Maintain Up-to-date Standards			
Responsible Person (RP): Senior Civil Engineer					
Description of Performance Indicator(s) (PIs): The PIs listed below quantify the efforts to keep the City Standards current with regards to design and construction of the collection system. This effort involves keeping a list of recommended updates to the standards, which is reviewed by all parties with responsibility over the sewer collection system and updated on a consistent basis.					
PIs and Data Collection Methods: 1. <i>The frequency with which the list of required/requested updates to the standards is maintained and discussed with O&M, Engineering, Environmental Compliance and Management.</i> Data Collection Method: Keep track manually. Current list of updates, and meeting notes from past meetings should be available. 2. <i>The frequency with which the standards are revised to incorporate the list of required/requested updates.</i> Data Collection Method: Keep track manually. A file of completed updates and/or new design standards specific to the sewer collection system should be kept.					
	Performance Indicators	Rating			
		Below Goal	Acceptable	Good	Excellent
1	Time since last meeting to discuss list of design standard updates based on sewer-specific issues	> 2 years	1-2 years	6 months – 1 year	< 6 months
2	Time since last actual update to design standards based on sewer-specific issues	> 5 years	2-5 years	1-2 years	< 1 year

Periodic Performance Tracking				
Date	Measured Value			Performance Assessment Comments
1 st Qtr	Goal	1	2	
	Value	-	-	
2 nd Qtr	Goal	1	2	2. New standards for sewer available on the website November 2010.
	Value	-	1	
3 rd Qtr	Goal	1	2	
	Value	-	-	
4 th Qtr	Goal	1	2	1. A sewer line failure on Branigan Ave. replaced 540 feet of 8"VCP with 540 feet of HDPE. Our experience with the lining project helped make this choice.
	Value	1	-	
Annual Performance Assessment / Recommendations for Updates				
FY 10/11 Ratings 1. Good – The design standards were reviewed by staff within one year of last review. 2. Acceptable – Standards were update within 2 years. Recommendation #1: None. Recommendation #2: None.				

Signature of Responsible Person: (sign when complete)	Date:
	11/17/11



REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Well Replacement-Well 28, Phase II, Project No. 10-08; Award
Construction Contract

Report in Brief

On January 25, 2012 6 bids for construction of the Well Replacement Project on Freeman Park were received. The new Yolo County Courthouse project which will be constructed on the 3.75 acre block south of Main Street between Fifth and Sixth Streets, will displace the existing Well 1 (445 Fifth Street). Well 1 will be replaced with a new well (Well 28) at Freeman Park, located north of the existing Well 1 between Court Street and Main Street. On October 18, 2011, Council approved plans and specifications for the project, and authorized bid advertisement for Phase II. There are two Phases in the Project (I/II).

Staff recommends that the City Council award the Construction Contract in the amount of \$1,244,000 to Mascon, Incorporated, 8550 Tiogawoods Drive, Sacramento, CA.

Background

Well 1 is located in central Woodland and is considered to be one of the City's top producing wells both in production and water quality. Replacement of the well was not considered until the Court project needed the well to be abandoned. Construction of the replacement well is necessary to maintain the City's capability to meet water demands by supplying adequate flow to the downtown area while also maintaining adequate fire flows.

Phase I involves drilling of a test hole and the production hole, and is currently underway. Phase II involves equipping of the well with a building, on-site facilities, pump, motor, pipes and connection to the City water system.

As part of the Court's construction budget, the State has agreed to reimburse the City \$750,000 for part of the costs to relocate the well. The total budget is \$2,753,000, which consists of \$1,753,000 from Fund 210 Water Enterprise, \$750,000 from Fund 821 Former Redevelopment/Successor Agency Bond Fund and \$250,000 from Fund 520 Former Redevelopment/Successor Agency. Award authorization at this time for Phase II is crucial to meet the courthouse project schedule.

Discussion

On January 25, 2012, the City opened the following bids:

Bidder's Name	Base Bid Amount	Total Bid	Notes
Mascon Incorporated	\$1,244,000.00	\$1,244,000.00	
JJM Engineering	\$1,287,413.00	\$1,287,413.00	
Mountain Cascade	\$1,359,000.00	\$1,359,000.00	
RE Smith	\$1,385,000.00	\$1,385,000.00	
Auburn Construction	\$1,439,300.00	\$1,439,300.00	
Sierra National Construction	\$1,469,000.00	\$1,469,000.00	
Engineer's Estimate	\$1,471,000.00		

Staff has performed due diligence in reviewing the bids and all bids comply with the technical submittal requirements.

Construction is to start in mid March 2012. The performance period in the contract is 240 days which excludes weekends, holidays and allows for weather-delay time extensions.

Fiscal Impact

The project is budgeted in the Capital Budget approved in the FY 09/10 thru FY 11/12 Capital Budget. Currently the well project is budgeted for \$2,503,000; the total budget needed is \$2,753,000, including the estimate for the construction work of \$1,244,000.00. The difference between the total project budget and the construction contract represents the amount budgeted for design, construction management and construction contingency. The difference between the approved Capital Budget and total budget needed will be funded by Water Enterprise Fund 210 from other projects that were under budget.

The project is funded according to the following amounts and ratios:

Fund	Amount	Ratio
Former Redevelopment/Successor Agency Bond Fund:	\$750,000	27%
Former Redevelopment/Successor Agency:	\$250,000	9%
Water Enterprise:	\$1,753,000	64%
Total:	\$2,753,000	100%

There is no impact to the General Fund.

Public Contact

Posting of the City Council agenda.

Alternative Courses of Action

1. Award the Construction Contract in the amount of \$1,244,000 to Mascon, Incorporated, 8550 Tiogawoods Drive, Sacramento, CA.
2. Reject all bids, reduce the scope and redesign to reduce costs and re-advertise the reduced scope project. This will delay the start of construction until about June 2012 and may cost up to an additional \$100,000 in staff time and consultant costs.

Recommendation for Action

Staff recommends that the City Council award the Construction Contract in the amount of \$1,244,000 to Mascon, Incorporated, 8550 Tiogawoods Drive, Sacramento, CA.

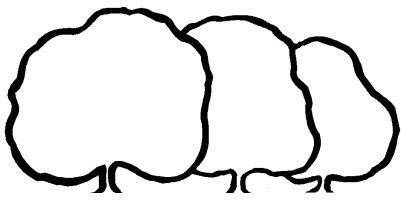
Prepared by: Clara Olmedo
Associate Engineer

Reviewed by: Doug Baxter
Principal Engineer

Reviewed by: Nicholas J. Ponticello
CDD Director

Reviewed by: Kim McKinney
Finance Officer

Kevin O'Rourke
Interim City Manager



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: ICLEI Energy Benefits Yolo – Collaborative Purchasing for
Clean Energy

Report in Brief

The member jurisdictions of the Yolo County Climate Change Compact (Yolo Climate Compact) – Yolo County, Davis, West Sacramento, Winters, and Woodland - are interested in offering their collective employee pool the opportunity to participate in a “collaborative purchasing for clean energy” program. The basic model of this program is that the employees who choose to participate in the program use their group purchasing power to obtain residential solar energy installations and energy efficiency upgrades for their homes at substantially discounted rates. The types of energy upgrades that may be obtained depend on the participants’ needs and interests but typically include insulation, double-paned windows, weather stripping, and upgrades to more efficient heating-air conditioning systems. The program is being offered by the non-profit International Council for Local Environmental Initiatives (ICLEI) and would be administered under ICLEI’s auspices by GroupEnergy, which pioneered the collaborative-purchasing model for energy upgrades for employee groups. Yolo County and the cities would have no role in the program except to provide the means for ICLEI/GroupEnergy to conduct initial outreach to employee groups to launch the program, for example, through emails and flyers and arranging for meeting locations. By helping local residents (employees) to gain access to reduced-cost energy upgrades, the program would help Woodland and the other Yolo County jurisdictions reduce regional greenhouse gas (GHG) emissions while incurring no agency costs.

Staff recommends that the City Council approve the Letter of Support for ICLEI Energy Benefits Yolo – Collaborative Purchasing for Clean Energy.

Background

In April 2008, the City Council adopted Resolution No. 4906 stating a long-term commitment to increasing energy efficiency and reducing GHG emissions in municipal operations and on a community-wide basis. Through the resolution, the City committed to joining the Yolo Climate

Compact to work with other local jurisdictions to coordinate energy efficiency and GHG emission reduction strategies on a regional basis, and the City pledged to develop and implement plans and policies for reducing community-wide energy use and GHG emissions.

The City has promoted improvements in energy efficiency in its operations and programs and has also promoted community awareness of and participation in energy efficiency in the community at large, most recently through the countywide Yolo Energy Watch effort and the statewide Energy Upgrade California program. These efforts are intended to help lower community energy use and associated GHG emissions. Nevertheless, significant barriers to energy savings persist in the form of up-front costs, the complexity of the process to identify and purchase renewable energy systems and energy efficiency upgrades, and customer inertia.

The October 2011 Yolo Climate Compact meeting included a presentation by Jessie Denver, Chief Executive Officer of GroupEnergy, about how group purchasing power can significantly lower the cost of energy efficiency and solar energy systems, and how the installation of these technologies can be facilitated through GroupEnergy's employee collaborative-purchasing model, helping organizations make progress toward achieving their sustainability goals in the process. GroupEnergy piloted its model with the City of San Jose Employee Solar Group Buy Pilot Program, subsequently named SunShares. Current programs include implementing the model with Adobe and the Bay Area Climate Collaborative SunShares Program in California and nationwide with the 250,000-employee workforce of Bank of America.

ICLEI is an international association of local governments that provides technical consulting, training, and information services to help government organizations share knowledge and develop local initiatives to achieve sustainability objectives. Since the GroupEnergy presentation to the Yolo Climate Compact, ICLEI has contracted with GroupEnergy to provide the collaborative purchasing program as a service to its government agency members. Because both Davis and West Sacramento are members of ICLEI and of the Yolo Climate Compact, ICLEI is offering the program to the group of Yolo Climate Compact jurisdictions.

Representatives from Yolo County and the county municipalities have met again with Jessie Denver to explore the program further. Based on our interest, ICLEI/GroupEnergy has provided the Yolo Climate Compact with a technical proposal for a collaborative employee purchasing program called ICLEI Energy Benefit Yolo that outlines details for project design, administration, and team organization.

ICLEI/GroupEnergy has asked that the interested jurisdictions provide a letter of support or resolution expressing interest in providing the group-buy program to their employees.

Discussion

ICLEI Energy Benefits Yolo is described by ICLEI/GroupEnergy as a turnkey ("soup to nuts") process that gives employees the opportunity to form a purchasing collaborative and obtain discounted group rates for energy efficiency improvements and/or solar installations for their

properties; involves employees in the collaborative purchasing process; and entails no cost, other than minimal staff time, or financial or legal liability to the City. Following is an outline of the proposed process:

1. **Program awareness:** GroupEnergy would create a custom campaign tailored to the Yolo County jurisdictions to generate interest and participation. Outreach is integral to the process because the more group members that join, the higher the potential savings will be. The approach includes creating a website where participants can sign up and track the progress of the group-buy process, which will also provide data on estimated energy savings and avoided GHG emissions. Also included are workshops and webinars, through which GroupEnergy explains the benefits of home energy improvements and the collective buying model and provides information on available incentives, rebates, and financing options. The PG&E Sustainable Communities program would assist with education and outreach related to Energy Upgrade California.
2. **Soliciting bids:** An important part of the model is involving group participants in the decision process. GroupEnergy assists with the process of researching appropriate energy service providers, solicits contractor bids, and then serves as the participant group's technical advisor and organizes a small team from within the group to select the winning service provider on behalf of the entire group. Installation contracts are then executed between individual participants and the selected service provider at the group-negotiated discounted rates.
3. **Project Installation:** GroupEnergy works with the selected service provider to ensure minimal disruption to group participants' homes and daily routines.

According to information provided by GroupEnergy, this collaborative purchasing model has in prior projects demonstrated the ability to substantially reduce costs and other barriers to installing renewable energy systems and energy efficiency measures to the benefit of participating employees.

The ICLEI Energy Benefits Yolo program is designed to be voluntary and non-exclusive, and to entail no obligation on the part of the county and cities, aside from minimal assistance in providing for initial delivery of program information to employee groups. Facilitating this opportunity for the employees of the Yolo County jurisdictions could provide a substantial benefit to participating employees at no cost to the jurisdictions, would reinforce the purpose and goals of the Yolo Climate Compact, could help the individual jurisdictions progress toward meeting our respective GHG-reduction goals, and would serve as a model to promote innovative energy efficiency programs elsewhere.

The Yolo County Administrator provided ICLEI/GroupEnergy with a letter of support for the program on January 20, the Winters City Council passed a resolution of support on February 7, and Davis staff has scheduled a request for council support on the February 21 Davis City Council meeting agenda.

Fiscal Impact

None. Minimal staff time would be needed to facilitate initial GroupEnergy outreach to the staff.

Public Contact

Posting of the City Council agenda.

Council Committee Recommendation

This effort was discussed at November and February meetings of the City Council Energy Committee. The committee endorsed the effort.

Alternative Courses of Action

1. Approve the Letter of Support for ICLEI Energy Benefits Yolo – Collaborative Purchasing for Clean Energy.
2. Do not approve the letter of support, and provide alternative direction to staff.

Recommendation for Action

Staff recommends that the City Council approve Alternative No. 1.

Prepared by: Roberta Childers
Environmental Resource Analyst

Reviewed by: Gregor G. Meyer
Public Works Director

Kevin O'Rourke
Interim City Manager

Attachment: Letter of Support for ICLEI Energy Benefits Yolo – Collaborative Purchasing for Clean Energy

[Needs to be put on City letterhead]

February 21, 2012

Jessie Denver
ICLEI/GroupEnergy
155 Grand Avenue, 3rd Floor
Oakland, CA 94612

Dear Ms. Denver:

The City of Woodland is pleased to offer this letter of support to ICLEI Energy Benefits Yolo – Collaborative Purchasing for Clean Energy. We understand that this program has the potential to substantially reduce costs and other barriers to installing renewable energy systems and energy efficiency upgrades in Woodland and other local communities.

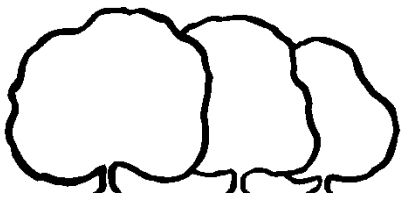
The City recognizes that up-front costs, the complexity of the process to identify and purchase renewable energy systems and energy efficiency upgrades, and customer inertia present significant barriers to employees who may be interested in upgrades to reach their personal energy efficiency goals.

By extending to our employees the opportunity of participating in this collaborative purchasing program, the City will be advancing collaborative efforts at reducing regional contributions to greenhouse gas emissions in addition to facilitating the opportunity for employees to realize potentially significant cost savings in energy efficiency upgrades.

We look forward to working with you to extend this opportunity to City employees. If you have any questions, please contact Roberta Childers at 530-661-2060 or Roberta.childers@cityofwoodland.org.

Sincerely,

Artemio Pimentel
Mayor



REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Approve Resolution to Proceed with Design and Fill of the Regional Water Treatment Facility Site by the Woodland Davis Clean Water Agency

Report in Brief

On December 20, 2011, Dennis Diemer, JPA General Manager, presented a timeline for construction of the Regional Water Treatment Facility (RWTF) to Council. The timeline showed what needed to take place in order to insure that the City could meet its regulatory deadline for selenium. As part of the presentation, milestone dates for Council approval of JPA actions were listed. The Council approval of a resolution authorizing the JPA to proceed with design and contract approval of filling the RWTF site with soil material from the North Ponds is one of those milestone actions.

Staff recommends that the City Council approve the resolution for the JPA to proceed with design and all contracting for filling the RWTF site this summer.

Background

The City Council as a member to the JPA has agreed to approve milestone actions of the Woodland-Davis Clean Water Agency as part of the JPA agreement. Dennis Diemer has asked the City Council to approve a Resolution approving the design and contract for filling the site of the RWTF and removing this work from the Design/Build/Operate (DBO) contract. Filling in the RWTF site will facilitate the construction of the RWTF by allowing the filled site to consolidate and settle for a year. This will reduce the wait time for the DBO contractor when the RWTF is built in 2013-2015.

The Project work will include the following:

- Designing the drainage system, designing the necessary crossings, geotechnical design for the earth fill, designing the earth fill, construction management and contracting out the work.
- Dewatering the site and installing a drainage system to drain the site 3 feet below the planned excavation depth as a separate contract.
- Excavation of ~400,000 cubic yards of material from the North Pond # 1 – 8.

- Placement and compaction of this material at the RWTF site.
- Installation of storm water pollution prevention and pollution control for the South Canal.

Discussion

Dennis Diemer's December 20, 2011 presentation covered the need to continue with the process of building the RWTF to insure timely completion of the project. This project is one of the "critical path" items identified in his presentation. Approval of this Resolution will allow this portion of the project to proceed through summer. Starting the dewatering process as soon as possible will insure the best price for the earthwork contractor by removing the uncertainty of site conditions prior to bid. It is far easier for the contractor to bid on a dewatered site than one with surface water over the proposed excavation area. The JPA's estimated cost for this portion of the project is ~\$3.4M dollars. This will allow the DBO contractor to reduce the uncertainty associated with the site conditions.

The requested resolution allows the entire project to proceed. Alternatively, the design, dewatering, construction management contract, and earthwork contract could be approved separately. Given that this is a "critical path project" it makes more sense to approve the entire process and not go back to Council three more times.

Fiscal Impact

Using the North Ponds as a fill source for the RWTF has been judged to be the most cost effective source of fill material for the Project. Using this site saves the Project at least \$500,000.

Public Contact

Posting of the City Council agenda.

Commission Recommendation

None.

Council Committee Recommendation

None.

Alternative Courses of Action

1. Approve the resolution for the JPA to proceed with design and all contracting for filling the RWTF site this summer.
2. Approve the design, dewatering contract, construction management contract and earthwork contract as separate resolutions.

SUBJECT: Approve Resolution to Proceed with Design and Fill of the Regional
Water Treatment Facility Site by the Woodland Davis Clean Water
Agency

PAGE: 3

ITEM:

Recommendation for Action

Staff recommends that the City Council approve Alternative No. 1 the resolution for the JPA to proceed with design and all contracting for filling the RWTF site this summer. .

Prepared by: Mark Cocke
Senior Civil Engineer

Reviewed by: Doug Baxter
Principal Civil Engineer

Reviewed by: Nicholas J. Ponticello
CDD Director

Kevin O'Rourke
Interim City Manager

Attachments: Resolution
Request for Milestone Approval Letter

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF WOODLAND
AUTHORIZING WOODLAND-DAVIS CLEAN WATER AGENCY
TO PROCEED WITH FINAL ENGINEERING AND CONSTRUCTION
OF REGIONAL WATER TREATMENT FACILITY SITE FILL WORK
FOR DAVIS-WOODLAND WATER SUPPLY PROJECT**

WHEREAS, the Cities of Davis and Woodland entered into a joint powers agreement in 2009 and formed the Woodland-Davis Clean Water Agency (“Agency”) to undertake and implement a project (the “Project”) to divert water from the Sacramento River, transmit the water for treatment to a new water treatment facility, and deliver treated surface water to the Cities of Davis and Woodland and possibly to the University of California, Davis for use in their respective service areas;

WHEREAS, section 7.2 of the joint powers agreement provides that the Agency will secure the written approval of the Davis and Woodland City Councils before proceeding with certain major Project milestones, including final engineering and construction of Project facilities;

WHEREAS, for the reasons explained in the letter from Agency General Manager Dennis Diemer dated February 9, 2012, the Agency has decided to proceed with work to fill and raise the Regional Water Treatment Facility (RWTF) site this summer and to exclude that work from the major Project construction contract to be considered for approval later; and,

WHEREAS, the Agency has requested the City Council to authorize final engineering and construction of the RWTF site fill work;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Woodland that it authorizes the Agency to proceed with the final engineering and construction of the RWTF site fill work as described in the letter from Mr. Diemer dated February 9, 2012.

PASSED AND ADOPTED by the City Council of the City of Woodland on the 21st day of February 2012 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Mayor

Attest:

City Clerk

February 9, 2012

Mr. Kevin O'Rourke
Interim City Manager
City of Woodland
300 First Street
Woodland CA 95695

Subject: Authorization to Proceed with Final Design and Construction of Site Fill for
Regional Water Treatment Facility

Dear Mr. O'Rourke:

The Woodland-Davis Clean Water Agency requests the City Council to authorize final design and construction of the site filling for the Regional Water Treatment Facility (RWTF) portion of the Davis Woodland Water Supply Project (Project). This site will be raised above the projected 200-year flood elevation to protect the RWTF as required by state law.

The filling of the RWTF site is a necessary step in preparation for the RWTF construction which is scheduled to begin in late 2013/early 2014. For optimum soil settling and monitoring of the RWTF site, and to minimize the risks faced by the RWTF constructor and the associated costs that would be passed on to the Agency, the site should be filled at least one year prior to construction. Geotechnical monitoring equipment will be installed as an essential element of this fill project to provide very precise and detailed information on the settlement of the site after it has been filled. Because the summer of 2012 will be the last dry period in the period of over a year prior to construction, the Agency would like to fill the site this summer. To fill the site this summer, final design needs to be completed this spring.

If approved, the Agency will take the lead on the design and construction of the RWTF site filling. The cost for final design is estimated at \$115,000 and is within the Agency 2011-12 budget. The post-June 30, 2012 planned construction work is planned to be included in the Agency's 2012-13 budget, as explained to your council in December.

Section 7.2 of the Agency joint powers agreement provides that the Agency will secure the written approval of the Davis and Woodland City Councils before proceeding with specified major project milestones, including final engineering of project facilities. Because approval and implementation of the RWTF site filling involves final engineering and construction of some of the project facilities, the Agency needs your City Council's authorization to proceed with the final design and construction.

The Agency therefore requests your written authorization to proceed with this design and construction work. We have prepared and enclosed a proposed resolution for your use. Thank you for your cooperation in this manner. Please contact me if you any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dennis Diemer", with a long horizontal flourish extending to the right.

Dennis Diemer
General Manager

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF WOODLAND
AUTHORIZING WOODLAND-DAVIS CLEAN WATER AGENCY
TO PROCEED WITH FINAL ENGINEERING AND CONSTRUCTION
OF REGIONAL WATER TREATMENT FACILITY SITE FILL WORK
FOR DAVIS-WOODLAND WATER SUPPLY PROJECT**

WHEREAS, the Cities of Davis and Woodland entered into a joint powers agreement in 2009 and formed the Woodland-Davis Clean Water Agency (“Agency”) to undertake and implement a project (the “Project”) to divert water from the Sacramento River, transmit the water for treatment to a new water treatment facility, and deliver treated surface water to the Cities of Davis and Woodland and possibly to the University of California, Davis for use in their respective service areas;

WHEREAS, section 7.2 of the joint powers agreement provides that the Agency will secure the written approval of the Davis and Woodland City Councils before proceeding with certain major Project milestones, including final engineering and construction of Project facilities;

WHEREAS, for the reasons explained in the letter from Agency General Manager Dennis Diemer dated February 9, 2012, the Agency has decided to proceed with work to fill and raise the Regional Water Treatment Facility (RWTF) site this summer and to exclude that work from the major Project construction contract to be considered for approval later; and,

WHEREAS, the Agency has requested the City Council to authorize final engineering and construction of the RWTF site fill work;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Woodland that it authorizes the Agency to proceed with the final engineering and construction of the RWTF site fill work as described in the letter from Mr. Diemer dated February 9, 2012.

PASSED AND ADOPTED by the City Council of the City of Woodland on the ____ day of _____ 2012 by the following vote:

AYES:

NOES:

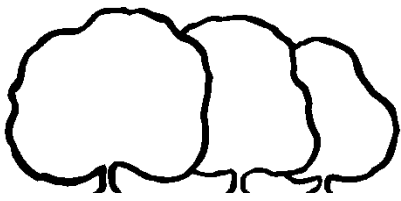
ABSTAIN:

ABSENT:

Mayor

Attest:

City Clerk



City of Woodland

REPORT TO CITY COUNCIL

AGENDA ITEM

TO: Honorable Mayor and Members of the City Council,
Serving as the Successor Agency to the Dissolved
Redevelopment Agency of the City of Woodland

DATE: February 21, 2012

SUBJECT: Consideration of Resolution No. ____ approving and adopting a
proposed administrative budget pursuant to Health and Safety Code
section 34177(j)

Report in Brief

The City elected to become the successor agency to the Agency by Resolution No. 6043, dated January 10, 2012. As a requirement for dissolution of Redevelopment Agencies per Assembly Bill 1X 26, the Agency adopted the EOPS by Resolution No. 12-01 on January 31, 2012 reflecting payments for Enforceable Obligations prior to the effective date of the Recognized Obligation Payment Schedule (ROPS) of May 1, 2012.

Pursuant to Health and Safety Code section 34177(j), as modified by the Supreme Court's opinion in the Legal Action, the City, as successor agency, is required to prepare a proposed administrative budget covering the period from February 1, 2012, through June 30, 2012.

Staff is recommending that the City, as successor agency, adopt Resolution No. ____ approving and adopting the proposed administrative budget pursuant to Health and Safety Code section 34177 (j).

Background

On June 28, 2011, as part of the 2011-2012 State of California budget bill, companion bills Assembly Bill 1X 26 ("AB 26") and Assembly Bill 1X 27 ("AB 27") were enacted, dissolving the Redevelopment Agency of the City of Woodland ("Agency"), unless the City of Woodland ("City") elected to participate in the "Alternative Voluntary Redevelopment Program" established by AB 27 and paid an annual "community remittance" payment to the County of Yolo. On July 18, 2011, a Petition for Writ of Mandate was filed in the Supreme Court of the State of California in the matter of *California Redevelopment Association, et al. v. Ana Matosantos, et al.*, Case No. S194861 ("Legal Action"), challenging the constitutionality of AB 26 and AB 27 on behalf of cities, counties and redevelopment agencies. On December 29, 2011, the Supreme Court issued its opinion in the Legal Action, upholding AB 26, invalidating AB 27, extending certain statutory deadlines under

Health and Safety Code Sections 34170 through 34191, and dissolving all redevelopment agencies throughout the State, effective February 1, 2012.

Discussion

The City elected to become the successor agency to the Agency by Resolution No. 6043, dated January 10, 2012. One of the responsibilities of the City, as successor agency, is to prepare a proposed administrative budget and submit it to the City's oversight board for approval. According to Health and Safety Code section 34177(j), the administrative budget is to include all of the following: (i) estimated amounts for the City's administrative costs for the upcoming six-month fiscal period; (ii) proposed sources of payment for the costs identified in (i); and (iii) proposals for arrangements for administrative and operations services provided by a city, county, city and county, or other entity.

Pursuant to Health and Safety Code section 34177(j), as modified by the Supreme Court's opinion in the Legal Action, the City, as successor agency, is required to prepare a proposed administrative budget covering the period from February 1, 2012, through June 30, 2012. This proposed administrative budget is to be submitted to the City's oversight board for approval ("Approved Administrative Budget"). Under Health and Safety Code section 34177(k), the City is to provide administrative cost estimates, from the Approved Administrative Budget, that are to be paid from property tax revenues deposited in the Redevelopment Property Tax Trust Fund, to the Yolo County Auditor-Controller for the upcoming six-month fiscal period.

Fiscal Impact

No City funds are involved with the adoption of the proposed administrative budget.

Public Contact

Posting of the City Council agenda on City's website www.cityofwoodland.org and various city kiosk locations.

Alternative Courses of Action

1. Approve the attached City Council resolution approving and adopting the a proposed administrative budget pursuant to Health and Safety Code section 34177(j).
2. None.

SUBJECT: Consideration of Resolution No. ____ approving and adopting
a proposed administrative budget pursuant to Health and Safety
Code section 34177(j)

PAGE: 3

Recommendation for Action

It is recommended that the City, as successor agency, adopt Resolution No. ____ approving and adopting the proposed administrative budget pursuant to Health and Safety Code section 34177(j).

Prepared by: Wendy Ross
Economic Development Manager

Reviewed by: Nicholas J. Ponticello,
Community Development Director

Reviewed by: Kim McKinney
Finance Officer

Kevin O'Rourke
Executive Director

Attachments:

1. City Council Resolution No. ____ approving and adopting the proposed administrative budget pursuant to Health and Safety Code section 34177(j).
2. Proposed Administrative Budget

RESOLUTION NO. ____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WOODLAND, SERVING AS THE SUCCESSOR AGENCY TO THE DISSOLVED REDEVELOPMENT AGENCY OF THE CITY OF WOODLAND, APPROVING AND ADOPTING A PROPOSED ADMINISTRATIVE BUDGET PURSUANT TO HEALTH AND SAFETY CODE SECTION 34177(j)

WHEREAS, pursuant to Health and Safety Code section 34173(d), the City of Woodland (“Successor Agency”) elected to become the successor agency to the Redevelopment Agency of the City of Woodland by Resolution No. 6043 on January 10, 2012; and

WHEREAS, Health and Safety Code section 34177(j), as modified by the Supreme Court decision in *California Redevelopment Association, et al. v. Ana Matosantos, et al.*, Case No. S194861, requires the Successor Agency to prepare a proposed administrative budget covering the period from February 1, 2012, through June 30, 2012 and submit it to the oversight board for approval; and

WHEREAS, pursuant to Health and Safety Code section 34177(k), upon approval of the administrative budget by the oversight board, the Successor Agency is required to provide administrative cost estimates, from the approved administrative budget, that are to be paid from property tax revenues deposited in the Redevelopment Property Tax Trust Fund, to the Yolo County Auditor-Controller for each fiscal period covered by the administrative budget; and

WHEREAS, all other legal prerequisites to the adoption of this Resolution have occurred.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF WOODLAND, SERVING AS THE SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY OF THE CITY OF WOODLAND, DOES HEREBY RESOLVE AS FOLLOWS:

Section 1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.

Section 2. Approval of Proposed Administrative Budget. The Successor Agency hereby approves and adopts the proposed administrative budget covering the period from February 1, 2012, through June 30, 2012, in substantially the form attached to this Resolution as Exhibit A, as required by Health and Safety Code Section 34177.

Section 3. Transmittal of Proposed Administrative Budget. The City Manager is hereby authorized and directed to take any action necessary to carry out the purposes of this Resolution and comply with applicable law regarding the proposed administrative budget, including submitting the proposed administrative budget to the Successor Agency’s oversight board, and upon oversight board approval of the administrative budget, the provision of administrative cost estimates, from the approved administrative budget, that are to be paid from

property tax revenues deposited in the Redevelopment Property Tax Trust Fund, to the Yolo County Auditor-Controller.

Section 5. Effectiveness. This Resolution shall take effect immediately upon its adoption.

PASSED, APPROVED AND ADOPTED at a regular meeting of the City of Woodland, serving as the successor agency to the Redevelopment Agency of the City of Woodland on the ____ day of _____, 2012, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Mayor

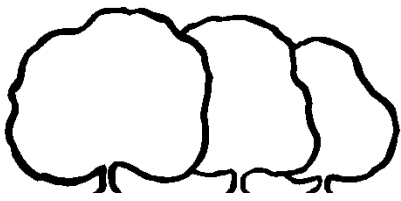
ATTEST:

City Clerk

EXHIBIT A

PROPOSED ADMINISTRATIVE BUDGET

[Attached behind this page]



City of Woodland

REPORT TO CITY COUNCIL

AGENDA ITEM

TO: Honorable Mayor and Members of the City Council,
Serving as the Successor Agency to the Dissolved
Redevelopment Agency of the City of Woodland

DATE: February 21, 2012

SUBJECT: Consideration of Resolution No. ____ approving and adopting an initial draft of the Recognized Obligation Payment Schedule pursuant to Health and Safety Code section 34177(l)

Report in Brief

The City elected to become the successor agency to the Agency by Resolution No. 6043, dated January 10, 2012. As a requirement for dissolution of Redevelopment Agencies per Assembly Bill 1X 26, the Agency adopted the EOPS by Resolution No. 12-01 on January 31, 2012 reflecting payments for Enforceable Obligations prior to the effective date of the Recognized Obligation Payment Schedule (ROPS) of May 1, 2012.

One of the responsibilities of the City, as successor agency, is to prepare a Recognized Obligation Payment Schedule ("ROPS"). Only payments required pursuant to the ROPS may be made by the successor agency, after May 1, 2012.

Staff is recommending that the City, as successor agency, adopt Resolution No. ____ approving and adopting the initial draft of the Recognized Obligation Payment Schedule pursuant to Health and Safety Code section 34177(l).

Background

On June 28, 2011, as part of the 2011-2012 State of California budget bill, companion bills Assembly Bill 1X 26 ("AB 26") and Assembly Bill 1X 27 ("AB 27") were enacted, dissolving the Redevelopment Agency of the City of Woodland ("Agency"), unless the City of Woodland ("City") elected to participate in the "Alternative Voluntary Redevelopment Program" established by AB 27 and paid an annual "community remittance" payment to the County of Yolo. On July 18, 2011, a Petition for Writ of Mandate was filed in the Supreme Court of the State of California in the matter of *California Redevelopment Association, et al. v. Ana Matosantos, et al.*, Case No. S194861 ("Legal Action"), challenging the constitutionality of AB 26 and AB 27 on behalf of cities, counties

and redevelopment agencies. On December 29, 2011, the Supreme Court issued its opinion in the Legal Action, upholding AB 26, invalidating AB 27, extending certain statutory deadlines under Health and Safety Code Sections 34170 through 34191, and dissolving all redevelopment agencies throughout the State, effective February 1, 2012.

Discussion

One of the responsibilities of the City, as successor agency, is to prepare a Recognized Obligation Payment Schedule (“ROPS”), which sets forth the nature, amount, and source(s) of payment of all “enforceable obligations” of the Agency (as defined by law) to be paid by the successor agency after the Agency’s dissolution, covering the forward-looking six month fiscal period, except for the initial draft of the ROPS, which is to cover the period from February 1, 2012, through June 30, 2012. Only payments required pursuant to the ROPS may be made by the successor agency, after May 1, 2012.

The “enforceable obligations” listed in the ROPS may include the following: bonds; loans legally required to be repaid pursuant to a payment schedule with mandatory repayment terms; payments required by the federal government, preexisting obligations to the state or obligations imposed by state law; judgments, settlements or binding arbitration decisions that bind the agency; legally binding and enforceable agreements or contracts; contracts or agreements necessary for the continued administration or operation of the agency, including agreements to purchase or rent office space, equipment and supplies; and amounts borrowed from or payments owing to the Low and Moderate Income Housing Fund of a redevelopment agency, which had been deferred as of June 29, 2011. However, the ROPS is to exclude pass-through payments to be made by the county after dissolution of the Agency and any agreements, contracts or arrangements between the City and the Agency, except any of the following agreements between the City and the Agency: (1) any written agreements between the City and the Agency entered into prior to December 31, 2010, solely for the purpose of securing or repaying indebtedness obligations to third parties; and (2) loan agreements entered into between the Agency and the City within two years of the date of creation of the Agency.

Pursuant to Health and Safety Code section 34177(l)(2), as modified by the Supreme Court’s opinion in the Legal Action, the City, as successor agency, is required to prepare an initial draft of the ROPS covering the period from February 1, 2012, through June 30, 2012, by March 1, 2012. This draft is submitted to an external auditor (pursuant to Health and Safety Code section 34182, either the county auditor-controller or its designee), for review and certification as to its accuracy (“Certified ROPS”). The Certified ROPS is submitted to and duly approved by the oversight board (“Approved ROPS”). The Approved ROPS is finally submitted to the county auditor-controller, the State Controller’s office and the State Department of Finance, and posted on the City’s website.

The City, as successor agency, has prepared the initial draft of the ROPS covering the period from February 1, 2012 through June 30, 2012. It needs to be submitted to an external auditor for review and certification.

Fiscal Impact

No City funds are involved with the adoption of the initial draft of the ROPS. The initial draft of the ROPS simply lists existing Agency obligations.

Public Contact

Posting of the City Council agenda on City's website www.cityofwoodland.org and various city kiosk locations.

Alternative Courses of Action

1. Approve the attached City Council resolution approving and adopting the initial draft of the Recognized Obligation Payment Schedule pursuant to Health and Safety Code section 34177(1).
2. None.

Recommendation for Action

It is recommended that the City, as successor agency, adopt Resolution No. ____ approving and adopting the initial draft of the Recognized Obligation Payment Schedule pursuant to Health and Safety Code section 34177(l).

Prepared by: Wendy Ross
Economic Development Manager

Reviewed by: Nicholas J. Ponticello,
Community Development Director

Reviewed by: Kim McKinney
Finance Officer

Kevin O'Rourke
Executive Director

Attachments:

1. City Council Resolution No. ____ approving and adopting the initial draft of the Recognized Obligation Payment Schedule pursuant to Health and Safety Code section 34177(l)
2. Initial Draft Recognized Obligation Payment Schedule (ROPS)

RESOLUTION NO. ____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WOODLAND, SERVING AS THE SUCCESSOR AGENCY TO THE DISSOLVED REDEVELOPMENT AGENCY OF THE CITY OF WOODLAND, APPROVING AND ADOPTING AN INITIAL DRAFT OF THE RECOGNIZED OBLIGATION PAYMENT SCHEDULE PURSUANT TO HEALTH AND SAFETY CODE SECTION 34177(l)

WHEREAS, pursuant to Health and Safety Code section 34173(d), the City of Woodland (“Successor Agency”) elected to become the successor agency to the Redevelopment Agency of the City of Woodland by Resolution No. 6043 on January 10, 2012; and

WHEREAS, Health and Safety Code section 34177(l)(2), as modified by the Supreme Court decision in *California Redevelopment Association, et al. v. Ana Matosantos, et al.*, Case No. S194861, requires the Successor Agency to prepare an initial draft of the recognized obligation payment schedule (“ROPS”) by March 1, 2012, covering the period from February 1, 2012 through June 30, 2012; and

WHEREAS, Health and Safety Code section 34177(l)(2) requires the Successor Agency to submit the initial draft of the ROPS to an external auditor, either the Yolo County Auditor-Controller or its designee, for the auditor’s review and certification as to its accuracy; and

WHEREAS, Health and Safety Code section 34177(l)(2) requires the Successor Agency to submit the ROPS certified by the external auditor (“Certified ROPS”) to the Successor Agency’s oversight board for its approval, and upon such approval, the Successor Agency is required to submit a copy of the approved ROPS (“Approved ROPS”) to the Yolo County Auditor-Controller, the California State Controller, and the State of California Department of Finance, and post the Approved ROPS on the Successor Agency’s website; and

WHEREAS, all other legal prerequisites to the adoption of this Resolution have occurred.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF WOODLAND, SERVING AS THE SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY OF THE CITY OF WOODLAND, DOES HEREBY RESOLVE AS FOLLOWS:

Section 1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.

Section 2. CEQA Compliance. The approval of the initial draft of the ROPS through this Resolution does not commit the Successor Agency to any action that may have a significant effect on the environment. As a result, such action does not constitute a project subject to the requirements of the California Environmental Quality Act.

Section 3. Approval of Initial Draft of the ROPS. The Successor Agency hereby approves and adopts the initial draft of the ROPS, in substantially the form attached to this Resolution as Exhibit A, as required by Health and Safety Code Section 34177.

Section 4. Transmittal of Initial Draft of the ROPS. The City Manager is hereby authorized and directed to take any action necessary to carry out the purposes of this Resolution and comply with applicable law regarding the initial draft of the ROPS, including submitting the initial draft of the ROPS to the Yolo County Auditor-Controller, or its designee, the submission of the Certified ROPS to the Successor Agency's oversight board, upon the oversight board's formation, the submission of the Approved ROPS to the Yolo County Auditor-Controller, the California State Controller, and the State of California Department of Finance, and posting the Approved ROPS on the Successor Agency's website.

Section 5. Effectiveness. This Resolution shall take effect immediately upon its adoption.

PASSED, APPROVED AND ADOPTED at a regular meeting of the City of Woodland, serving as the successor agency to the Redevelopment Agency of the City of Woodland on the ____ day of _____, 2012, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Mayor

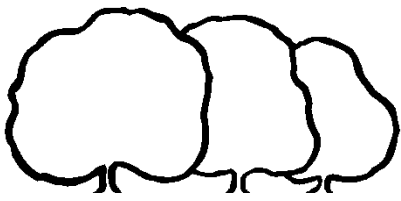
ATTEST:

City Clerk

EXHIBIT A

INITIAL DRAFT OF THE RECOGNIZED OBLIGATION PAYMENT SCHEDULE

[Attached behind this page]



REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Downtown Parking Update – Red Curbing

Report in Brief

Staff has received comments regarding the placement of parking space signing and striping on Main Street and the associated enforcement of these parking spaces. Public Works, Police, and Community Development staff has reviewed the current status of these parking spaces and have the following update to City Council.

Staff recommends that City Council receive this downtown parking update and provide comments regarding this issue.

Background

During the early 1990's, the current downtown improvements were constructed. At that time, the current "paired" parking configuration was put in place. This parking configuration consists of two adjacent parking spaces 20' in length followed by an 8' section of red curbing. The benefit of this parking layout is that it provides 28' of room to negotiate a parallel parking maneuver while using an average length of parking space of only 24'. By using this configuration, the City is able to provide 1-2 additional spaces for each block length (compared to using 28' spacing). The allowance for additional parking space length allows vehicles to quickly and efficiently move into their space, which minimizes the disruption to traffic and reduces the possibility of rear end collisions. This is an important design feature considering the high volume of traffic on Main Street and the history of rear end collisions prior to the implementation of this parking configuration. Another design feature that needs to be considered is the current location of street furniture (light poles, street trees, benches, trash cans). These items were specifically placed at the red curb locations in order to eliminate conflicts with passenger doors.

Paired parking is an acknowledged parking standard. A quick internet survey found that it is in use or has been in use in the cities of Stockton and Salinas as well as other locations. It is included in multiple traffic engineering reference manuals which imply the common use of this parking configuration. Additionally it is included in the Manual on Uniform Traffic Control Devices (MUTCD) which is the nationwide standard for street signing and striping.

A lunchtime survey of the parking patterns in downtown showed that most vehicles park into the spaces by pulling forward (about 85%) while 15% park parallel by backing up. For the vehicles that back up into the spaces, some were passed by the following vehicle (and thereby encroached into the opposing lane or into the median) and others blocked traffic.

Enforcement issues

There have been complaints regarding the enforcement of the paired parking stalls. Given the questions/complaints regarding enforcement, we have included a listing of what is and what is not legal regarding parking in these spaces:

- It is legal to have your vehicle overhang beyond the parking tee into the red curbing area as long as the axle does not encroach into the red zone
- For very long vehicles, it is legal to have your axle in the red zone as long as your vehicle uses the entire space (the opposite end of the vehicle should be at the parking tee)

Because of the questions regarding enforcement issues, parking enforcement typically takes a picture of all parking tickets.

The request has been made to get rid of the red curbing and leave everything else as it is. If the red curbing were to be removed then it would only change the type of ticket that drivers receive. They would still receive a ticket for parking outside of their parking stall (the cost of the violation would be reduced from \$40 to \$30). Removing the red curbing could lead to complaints that drivers were not adequately warned of the violation.

Discussion

Alternatives discussion

Other alternatives that have been suggested/considered:

- Consider shortening the red curbing and lengthening the parking spaces: This would consist of changing from the current spacing (20', 8', 20') to a spacing of 21' (parking), 6' (red curb), 21' (parking). This would provide 27' of maneuvering space instead of 28'. This would address some of the concerns that have been raised regarding the length of parking spots while still providing efficient movement into and out of the spaces. This could slightly increase the number of back in parking movements.
- Restripe downtown parking with 28' spaces: This would address concerns about vehicles having enough room to efficiently maneuver into traffic spaces. However, this restriping would eliminate 1-2 spaces/block length. Depending on the spacing layout, there could be conflicts with passenger doors and street furniture.
- Eliminate red curbing and have 24' car spacing: Considering the high volume of traffic on Main Street and the previous history of rear end accidents, there would be concerns with this

alternative. Depending on the exact spacing of parking spaces, there could be conflicts between passenger doors and street furniture.

- Eliminate red curbing and leave parking tees as is: As noted above, this would only change the type of ticket that illegal parkers receive.

Other Discussion Points

If the red curbing were to be removed, the cost would be approximately \$1,000. The cost of removing and replacing parking tees with a different layout is approximately \$10,000.

If there is a desire to change the layout of downtown parking, this process would likely be very staff intensive. We anticipate having multiple public outreach meetings to discuss the preferred options.

Some of the concern regarding this issue could be addressed by educating the public on the use of this parking configuration and on what parking practices are legal or illegal.

Fiscal Impact

If City Council direction is to modify the downtown parking configuration, there would be maintenance costs as noted above as well as staff time. Depending on the level of public outreach, staff time for facilitating the public process and implementing the change could cost in the range of \$5,000 to 15,000. The cost of the improvement and staff time would be paid out of existing operational budgets although this would likely lead to an impact to other maintenance activities.

Public Contact

Posting of the Council Agenda

Recommendation for Action

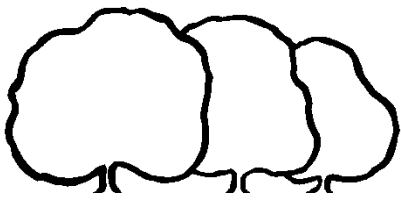
Staff recommends that City Council receive this downtown parking update and provide comments regarding this issue.

Prepared by: Brent Meyer, PE, TE
Principal Civil Engineer/City Engineer

Reviewed by: Tom Davis
Traffic Sergeant

Reviewed by: Nicholas J. Ponticello
CDD Director

Kevin O'Rourke
Interim City Manager



REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: 2012 Water Rate Study and Set Public Hearing

Report in Brief

In November 2009, City Council approved a series of water rate increases to fund deferred maintenance of our water system, improve water pressure throughout the City, and begin addressing water quality issues through the Surface Water Supply Project. Additionally, the adopted rates complied with State law that requires consumption based billing in order to facilitate water conservation throughout California. The last of the approved rate increases will take effect this July.

During the review of the 2009 Water Rate Study, staff recommended that we revisit the need for additional water rate increases once the Surface Water Supply Project was further along in concept and design and the City had gathered enough water consumption data to refine the cost of service analysis and optimize the rate structure.

In October 2011, the City contracted with HDR Engineering, Inc. to prepare an updated, comprehensive Water Rate Study. Staff has been working with Shawn Koorn from HDR; our Financial Advisor, Ken Dieker of Del Rio Advisors; and the City's Water Rate Advisory Committee (WRAC) to bring to you the 2012 Water Rate Study including the recommended rate increases.

Staff recommends that the City Council receive the February 2012 Comprehensive Water Rate Study and set April 17, 2012 as the Public Hearing date for the proposed water rate increases.

Background

With the revenue increases generated from the 2009 water rate increases, City staff has been busy repairing and replacing aging water infrastructure, rehabilitating failing water wells and improving water pressure with the new elevated water tank. Additionally, the City has secured water rights for the Sacramento River and selected a location for the water intake structure for the Surface Water Supply Project and is moving closer to issuing proposals for a design/build process for the regional water facility.

Water meters have been installed on the majority of properties and approximately 9300 customers are now being billed for water based on consumption. The remaining properties will begin consumption based billing in the fall. Throughout the meter installation process, water conservation staff has been working in the community to educate residents on water conservation practices and to help identify major leaks in the water system. The water consumption data has been incorporated into the rate model to optimize the residential rate structure through the sizing of the blocks/tiers to reflect actual metered consumption data. Also included in the rate design is an assumption of continued conservation as customers get used to consumption based billing.

As part of the approval of the 2009 water rates, the Council requested the development of a Water Rate Advisory Committee. That committee began meeting in early 2010 and presented its first report to Council in April 2011. With the commencement of the current water rate study, staff reconvened the WRAC to assist in the process of the Water Rate Study including seeking specific recommendations from them at key points in the rate design process. The WRAC reviewed many key issues including: the timing of future rate increases including the decision to implement rate increases in January as opposed to July; the phasing of the increases; a review of the cost of service by customer class; and the sizing of the consumption tiers to encourage water conservation. Christine Casey, WRAC Chairwoman, will present their report to Council on February 21st during presentations. Staff feels that the WRAC has been a key part of the water rate design process and believe their insight into the community has been invaluable as we move forward with the difficult fee decisions.

In conjunction with the 2009 water rate increases, the City established a Utility Rate Assistance Program. The program covers three (3) months of assistance at \$15/month towards the base water rate. The Program started out with \$15,000 in September of 2010. The most participants that we have had in any three month period is 15, however the program has typically only had 1-5 participants in any 3 month cycle. As of the end of January 2012, we have \$5,760 remaining of the original \$15,000. We will continue to monitor this program and expand funding as available based on demand.

Discussion

The HDR rate study and proposed water revenue increases of 17% beginning January 1, 2013; January 1, 2014; January 1, 2015; and January 2016 are necessary to properly implement financial planning for having a sustainable water system that utilizes the higher quality Sacramento River water along with our existing well water during peak demand. Staff believes the HDR rate study and the proposed series of increases responsibly provides sufficient revenue that meets the following conditions:

- Provides the responsible debt service and responsible levels of long-term borrowing to minimize rate increases and provides for addressing current critical capital projects.
- Allows the City to continue with the Surface Water Supply Project so that the project will be completed in time to meet water discharge regulations and prevent enormous fines from the State Water Quality Control Board.

- Maintains reasonable and responsible reserve fund levels for the water utility.
- Provides improved water quality through the use of surface water including reduced cost to treat hard water, improved taste and favorable impact on landscaping.
- Responsibly addresses on-going maintenance and replacement of aging water infrastructure including pipelines, pumps, and wells.

In accordance with Proposition 218, notifications of the proposed rate changes will be mailed to property owners and customers of record during the week of February 27th. Community meetings will be held at 6:30 p.m. on February 28, March 1, March 5, March 7, and March 8. Information about the proposed water rates and specific locations for the community meetings was included on letters sent to property owners and customers of record on February 16, 2012.

Fiscal Impact

Adoption of the proposed rate structure change and rate increases will generate revenue sufficient to meet our operational and capital needs through FY 2016. Capital projects will be funded in part with water utility revenue and partially through the issuance of bonds. Additionally, a sufficient revenue stream will be generated to allow multiple phased debt issuances that will fund the Surface Water Supply Project.

Public Contact

Water Rate Advisory Committee Meetings: December 15, 2011, January 5, 2012, January 19, 2012, January 23, 2012 and February 9, 2012.

Staff has made many presentations to community groups regarding water system challenges and the Surface Water Supply Project.

Posting of the City Council Agenda.

Alternative Courses of Action

1. Receive the February 2012 Comprehensive Water Rate Study and set April 17, 2012 as the Public Hearing date for the proposed water rate increases.
2. Do not set April 17, 2012 as a Public Hearing for the proposed water rate increases and direct staff how to proceed.

Recommendation for Action

Staff recommends that the City Council approve Alternative No. 1.

Prepared by: Lynn Johnson
Sr. Management Analyst

Reviewed by: Greg Meyer
Public Works Director

Reviewed by: Kimberly McKinney
Finance Officer

Kevin O'Rourke
Interim City Manager

Attachment: 2012 Comprehensive Water Rate Study

Draft Final Report
City of Woodland

Comprehensive Water Rate Study
February 2012



HDR *Prepared by:*
HDR Engineering, Inc.

February 9, 2012

Ms. Kimberly McKinney
Finance Officer
City of Woodland
300 First Street
Woodland, California 95695

Subject: City of Woodland Comprehensive Draft Final Water Rate Study

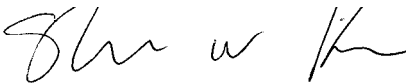
Dear Ms. McKinney:

HDR Engineering, Inc. (HDR) is pleased to present the draft final report on the comprehensive water rate study conducted for the City of Woodland (City). A key objective in developing the City's comprehensive water rate study was to develop a financial plan and rates that generate sufficient revenue to fund the operating and capital needs of the water utility, specifically the impacts of meeting the funding requirements of the surface water project. A second objective of this study was to determine the appropriateness of the current rates by conducting a cost of service analysis and reviewing the structure of the rates. Finally, rate structures were developed to collect the target revenue levels based on the results of the study. This report outlines the approach, methodology, findings, and conclusions of the comprehensive rate study process.

This report was developed utilizing the City's accounting, budget documents, capital improvement plan, surface water design costs, and customer characteristics. HDR has relied on this information to develop our analyses that form our findings, conclusions, and recommendations. At the same time, this study was developed utilizing generally accepted water rate setting principles established by the American Water Works Association (AWWA). The conclusions and recommendations contained within this report are intended to provide a financial plan that meets the operating and capital needs of the City's water utility. Finally, this report provides the basis for developing and implementing rates that are cost-based, defensible, and equitable to the City's customers.

We appreciate the assistance provided by City staff in the development of this study. More importantly, we appreciate working with City of Woodland's staff, management, Water Rate Advisory Committee (WRAC), and City Council on this project.

Sincerely yours,



Shawn Koorn
Associate Vice President
HDR Engineering, Inc.

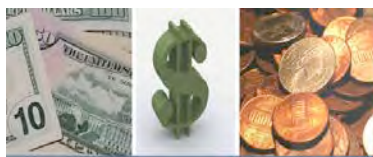


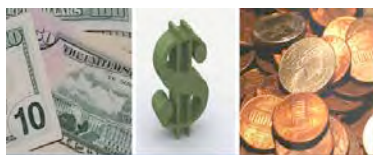
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Technical Appendix A –Rate Study Analysis

Technical Appendix B –Bill Comparisons



Executive Summary

Introduction

HDR Engineering (HDR) was retained by the City of Woodland (City) to perform a comprehensive water rate study. The purpose of this rate study update was two fold. The first step in the analysis was to determine the adequacy of the existing water rates based on current and projected O&M costs and recent updates to the financing plan related to the Surface Water project. Secondly, at the completion of the prior rate study the Water Rate Advisory Committee (WRAC) has requested that current rates and rate schedules be reviewed as additional City customers are metered.

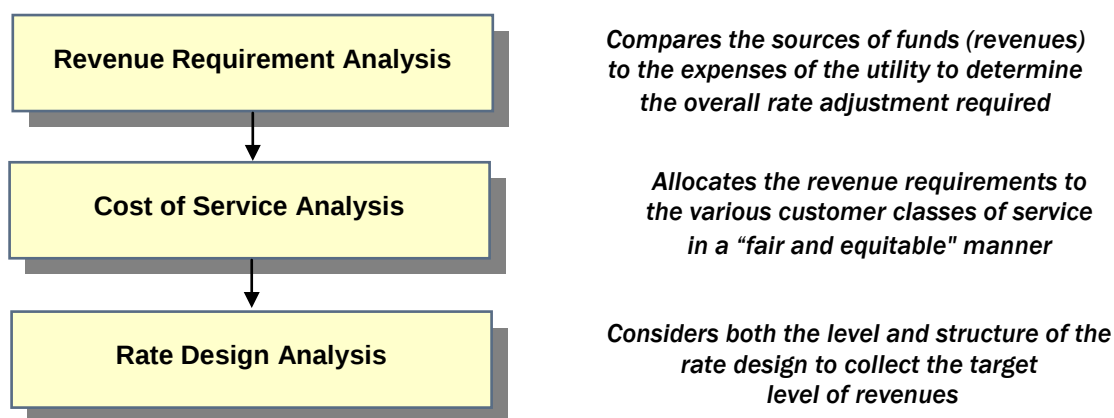
Since the completion of the previous rate study the City has installed meters on almost all customers, the exceptions are those with complications where the City is working with the property owners to determine the best plan of action. In addition, approximately one third of the customers have been billed a metered rate for one year, another one third of the customers received sample bills and are currently billed a metered rate, and the final one third of the customers will receive sample bills in the near future and will be billed a metered rate after the sample billing process.

This section of the report will provide a brief overview of the analysis undertaken for the water rate study update as well as provide a summary of the conclusions and recommendations.

Overview of the Rate Study Process

A comprehensive rate study typically utilizes three interrelated analyses to address the adequacy and equity of a utility's rates. These three analyses are a revenue requirement analysis, a cost of service analysis, and a rate design analysis.

Figure ES – 1
Overview of the Comprehensive Water Rate Analyses



Each of the above analyses was completed for the City water rate study update. The analysis is specifically tailored to the City's chart of accounts, customer characteristics, and rate schedules.

Key Water Rate Study Results

A comprehensive review of the City's water rates was undertaken. The utility was financially evaluated on a stand alone basis. That is, no subsidies between the City's other utilities, or funds, should occur. By viewing the water utility on a stand alone basis, the need to adequately fund both O&M and capital infrastructure must be balanced against the rate impacts to customers.

Based on the technical analysis undertaken as part of this study, the following findings, conclusions, and recommendations were noted.

- A revenue requirement analysis was developed for the City for Fiscal Years (FY) 2012 - 2021. However, the focus of the study was on FY 2012 through FY 2016.
- Rates are proposed to be implemented in January of each year, starting January 2013.
- With the previously adopted revenue adjustment of 20% in July 2012, a revenue transition plan was developed to begin implementing a new series of revenue adjustments in January of 2013.
- Multiple revenue transition plans were presented to the WRAC and staff. The recommended transition plan is annual adjustments of 17.0% in January of each year for 2013 through 2016.
- Total local water capital projects for the time period of FY 2012 - FY 2016 total approximately \$13.5 million. Local capital projects will be funded through a combination of previously issued long-term debt, additional long-term debt, reserves, and rates.
- Surface Water Project (SWP) capital projections for FY 2012 - FY 2016 total approximately \$144.9 million. Projects are funded through new long-term debt issues.
- Capital costs associated with the SWP assume the City of Davis participation.
- Minor cost of service differences exist between the various classes of service. Given the overall level of proposed revenue adjustments, lack of metered data for all customers, along with a recommendation from the WRAC to implement across the board adjustments, no cost of service changes are proposed at this time.
- The sizing of the rate structure blocks was reviewed and recommended to be adjusted for the next rate implementation period.
- Proposed rates were developed for FY 2013 through FY 2016 using the proposed January implementation schedule.
- In FY 2016, the City should review the need for additional revenue adjustments. This timing will also coincide with the completion of the surface water project construction and rates can be revised to reflect any changes in the construction costs or O&M projections for the surface water project.

Summary of the Revenue Requirement Analysis

A revenue requirement analysis sums the utility's operating and capital expenses and compares it to the total revenues of the utility. The basis for the operating expenses is the City's Fiscal Year (FY) 2012 budget. Future years operating expenses were escalated to reflect assumed inflationary figures by cost category (salaries, benefits, materials and supplies, etc.). In addition to the current budget expenses also included within the operating expenses are

increases for future positions and known additional operating expenses. These additional operating expenses were based on the City's long range planning documents. In some cases, these expenses were one time expenses and were not escalated into future years. While operational savings will most likely be achieved on the well system once the surface water project is operational, the addition of new distribution storage tanks will also require additional maintenance that is not incurred at the current time. Therefore, the water wells and tanks O&M costs are expected to remain constant in future projections only increasing due to assumed inflation. The next rate study the City performs will review this issue in more detail, which would be recommended in FY 2017 once the surface water project is constructed.

Along with funding annual operating expenses, an important aspect of the water revenue requirement is the funding of the local capital improvement plan and the Surface Water Project. The City anticipates funding for these projects will be from a combination of long-term debt financing, reserves, rates, and connection fees. A key aspect of the local capital improvement funding is maintaining an adequate level of rate funded capital. A general rule of thumb is to fund an amount greater or equal to annual depreciation expense. In this way, the City is funding the replacement of depleted infrastructure on an annual basis. For the City's analysis, it was determined that during the time period reviewed annual depreciation levels would not be reached given the impact on rates and the expenditures related to the surface water project. Therefore, it was determined that the City would fund one million dollars per year for renewal and replacement projects through rates. Any additional funding needs would be financed through long-term debt. For the surface water project it is assumed that it will be funded entirely through long-term debt. Provided below in Table ES-1 is a summary of the local capital improvement funding analysis followed by Table ES-2 a summary of the surface water project funding plan.

Table ES – 1
Summary of the Local Capital Funding Plan (\$000's)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Local Capital Improvements										
Capital Projects	\$2,500	\$2,564	\$757	\$3,948	\$3,767	\$2,531	\$2,670	\$4,474	\$972	\$932
Transfer To/From Reserves	<u>0</u>	<u>26</u>	<u>233</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>28</u>	<u>68</u>
Total Local Capital Improvements	\$2,500	\$2,590	\$990	\$3,948	\$3,767	\$2,531	\$2,670	\$4,474	\$1,000	\$1,000
Less Funding Sources										
Existing 2011 Bond Proceeds	\$1,700	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MPFP Fees	0	0	0	0	0	0	0	0	0	0
New Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,948</u>	<u>2,767</u>	<u>1,531</u>	<u>1,670</u>	<u>3,474</u>	<u>0</u>	<u>0</u>
Total Funding Sources	\$1,700	\$1,600	\$0	\$2,948	\$2,767	\$1,531	\$1,670	\$3,474	\$0	\$0
Rate Funded Capital Improvements	\$800	\$990	\$990	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

As shown in Table ES-1 the annual rate funded capital remains at \$1 million per year starting in FY 2015. At the completion of the surface water project the City should consider increasing the annual level of rate funded capital to meet future renewal and replacement needs.

Provided below in Table ES-2 is a summary of the surface water funding plan.

Table ES – 2
Summary of the Surface Water Funding Plan (\$000's)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Surface Water Capital	\$13,300	\$18,408	\$50,943	\$45,557	\$16,729	\$14,722	\$1,518	\$658	\$684	\$712
Less Funding Sources										
Existing 2011 Bond Proceeds	\$4,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Debt Service	<u>9,000</u>	<u>18,408</u>	<u>50,943</u>	<u>45,557</u>	<u>16,729</u>	<u>14,722</u>	<u>1,518</u>	<u>658</u>	<u>684</u>	<u>712</u>
Total Funding Sources	\$13,300	\$18,408	\$50,943	\$45,557	\$16,729	\$14,722	\$1,518	\$658	\$684	\$712
Rate Funded Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

As shown in the Table ES-2 the entire surface water project is being funded through long-term debt.

Based on the current, and projected, operating expenses combined with the capital funding plans a revenue requirement can be developed. Provided below in Table ES-3 is a summary of the water revenue requirement developed for the City.

Table ES – 3

Summary of Water Utility Revenue Requirement (\$000's)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Sources of Funds										
Calculated Rate Revenues	\$10,356	\$10,418	\$10,480	\$10,543	\$10,648	\$10,755	\$10,863	\$10,971	\$11,081	\$11,214
Miscellaneous Revenues	20	20	20	20	20	20	20	20	20	20
Total Sources of Funds	\$10,376	\$10,438	\$10,501	\$10,563	\$10,669	\$10,775	\$10,883	\$10,992	\$11,101	\$11,234
Applications of Funds										
Total O&M Expenses ^[1]	\$5,910	\$6,364	\$6,571	\$6,844	\$7,233	\$7,448	\$7,811	\$8,151	\$8,513	\$8,895
Capital Funded Through Rates	800	990	990	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Debt Service - Existing	324	324	1,086	612	612	474	474	474	474	474
Debt Service - New	0	0	0	140	309	404	516	796	796	796
Total Revenue Requirement w/o SWP	\$7,034	\$7,678	\$8,647	\$8,596	\$9,154	\$9,326	\$9,801	\$10,421	\$10,783	\$11,164
Surface Water Project O&M Expenses	\$0	\$0	\$0	\$0	\$3,861	\$6,205	\$6,453	\$6,711	\$6,980	\$7,259
Annual Surface Water Debt Service	1,445	1,786	1,979	5,877	8,638	9,719	10,592	12,891	13,302	13,299
Less SWP Fees	(229)	(229)	(229)	(229)	(382)	(382)	(382)	(382)	(382)	(459)
Total SWP Revenue Requirement	\$1,216	\$1,557	\$1,749	\$5,647	\$12,116	\$15,542	\$16,663	\$19,220	\$19,899	\$20,099
Total Revenue Requirement w. SWP	\$8,250	\$9,235	\$10,396	\$14,243	\$21,270	\$24,868	\$26,464	\$29,641	\$30,682	\$31,264
Transfers to Reserves	\$2,126	\$4,349	\$5,590	\$4,568	\$956	(\$301)	(\$907)	(\$3,055)	(\$3,025)	(\$2,437)
Net Revenue Requirement w. SWP	\$10,376	\$13,584	\$15,985	\$18,811	\$22,226	\$24,567	\$25,557	\$26,586	\$27,656	\$28,827
Cumulative Balance/(Deficiency) of Funds Without a Rate Increase	\$0	(\$3,146)	(\$5,485)	(\$8,248)	(\$11,557)	(\$13,792)	(\$14,674)	(\$15,594)	(\$16,555)	(\$17,593)
Cumulative Adjust. as % of Rate Revenues	0.0%	30.2%	52.3%	78.2%	108.5%	128.2%	135.1%	142.1%	149.4%	156.9%

[1] O&M related to the water wells and tanks will be revisited in FY 2017 when the surface water project is on line to revise the difference in the well pumping costs when surface water is operating.

It is important to note the annual deficiencies in the Table ES-3 are cumulative. That is, any adjustments in the initial years will reduce the deficiency in the later years. The projected time period was over FY 2012 through FY 2021; however, the focus of the rate study is to review a five-year time period of FY 2012 through FY 2016. If no revenue adjustments are implemented, over the next 10 year time period, revenues will need to be increased by approximately \$17.6 million to adequately and properly fund the City's water utility O&M and capital infrastructure needs. It should be noted that this level of revenue is necessary to support the assumed level of long-term debt financing and meet the funding requirements imposed by the bonding community.

To implement the needed adjustments, a revenue transition plan was developed. The revenue adjustments are primarily the result of funding local O&M and capital improvements as well as the Surface Water Project and the resulting debt service. Several alternative revenue transition plans were developed and discussed with staff and the WRAC. In addition, HDR worked closely with the City's Financial Advisor (FA) to develop the long-term debt financing plan. In discussion with the WRAC, City staff, and the City's FA, a four-year revenue transition plan has been developed and recommended for implementation.

In addition to the development of the revenue transition plan, a key discussion was the timing of the rate implementation. Generally it is recommended that rate proposals be implemented in winter billing months. This is done for two reasons. First, it is a period in which the customer's bills are typically the lowest and therefore result in the least amount of bill increase (i.e., no summer watering). Secondly, this allows sufficient time for the City to provide information and outreach to the customers of the rate impacts as a result of the proposed rates. In discussion with City staff and the WRAC it is proposed that the rates are implemented in January of each year. The first proposed revenue adjustment will occur on January 1, 2013, followed by annual increases at the start of each year (January 1) during the next three-year period. Provided in Table ES-4 is the proposed water utility revenue transition plan for the projected time period.

Table ES - 4 Water Utility –Revenue Transition Plan					
	July 1, 2012	January 1, 2013	January 1, 2014	January 1, 2015	January 1, 2016
Proposed Revenue Adjustment ¹	20.0%	17.0%	17.0%	17.0%	17.0%

[1] The July 1, 2012 revenue adjustment has been adopted by the City Council.

It is important to note that the proposed revenue transition plan does not imply that each customer will receive the same percentage increase in their bill. As discussed in the rate design section of the Executive Summary and later sections in the report, the bill impacts will vary from customer to customer as a result of the proposed consumption rate structure changes, the proposed fixed meter charge adjustments, and each individual customer's actual consumption.

Based on the revenue requirement analysis developed, HDR recommends the City increase the overall revenue levels of the water utility at this time. After designing multiple transition alternatives for the City and WRAC to review, it was determined that annual revenue adjustments of 17.0% each year beginning January 1, 2013 through January 1, 2016.

Summary of Cost of Service Analysis

A water cost of service analysis determines the equitable allocation of the water revenue requirement to the various customer classes of service. The objective of the water cost of service analysis is different from determining the revenue requirement. A revenue requirement analysis determines the utility's overall financial needs, while the cost of service analysis determines the fair and equitable manner to collect that revenue requirement.

The basis for the allocation of costs between the various customer classes of service is outlined in the AWWA M1 Manual. The methodology results in the classification and allocation of costs based on each customer class's proportional share of the average day needs, peak day needs, customer related needs, and fire protection related needs.

The development of customer classes of service is generally based on the current rate schedules. These generally take the form of residential, multi-family, commercial, irrigation, and industrial. However, the City also has a large user class of service. This customer uses significant amounts of water on a daily basis and does not have a large peak use. For that reason, they are included in a separate class of service to represent the economies of scale from large water purposes.

For this study the industrial customers were separated out from the commercial class of service, in the prior study this customer class was included with the commercial class of service. This was done to review the cost impacts that this customer may place on the system. Moving forward the City may want to set up separate rate schedules for these various customer classes of service to provide an appropriate price signal as to what their costs are on the system. At this time it is not proposed that separate rates be developed for each individual class of service. Rather, this analysis provides information to City staff in making future rate schedules, and adjustments, as further customer data becomes available (i.e., additional years of consumption data). A summary of the water utility cost of service analysis for FY 2012 is shown in Table ES-5.

Table ES – 5 Summary of the FY 2012 Cost of Service Analysis (\$000s)				
Class of Service	Present Rate Revenues	Allocated Costs	\$ Difference	% Difference
Single Family	\$6,336	\$8,757	(\$2,420)	38.2%
Multi-Family	1,126	1,296	(171)	15.2%
Commercial	1,185	1,376	(190)	16.1%
Institutional	612	827	(215)	35.2%
Industrial	49	54	(5)	9.6%
Large User	439	445	(6)	1.4%
Landscape	671	809	(138)	20.6%
Total	\$10,418	\$13,564	(\$3,146)	30.2%

The cost of service analysis results indicate minor cost of service differences between the customer classes of service. A simple guideline in dealing with cost of service results is that a customer class is paying their fair allocation of costs if the costs of service results for that customer group are within $\pm 5\%$ of the overall adjustment. This range of values is used as the

cost of service is based on one year of consumption data, expenses, and other customer characteristics.

When reviewing Table ES-5 it would appear that minor cost of service adjustments could be made to the various customer classes of service. However, it is not recommended that the results shown in Table ES-5 be implemented at this time for a couple of reasons. First, the development of the cost of service is based on the average and peak day needs of the City's customers. Currently the City does not have metered consumption data for all its customers, specifically only one year of metered data for approximately one third of the residential customers. As a result estimates were used in the development of the cost of service analysis for total consumption. Given this lack of data the cost of service may not reflect the results that would be seen when all customers are metered and the analysis is updated. Second, this is the first cost of service study completed where the institutional and industrial customers are separated out into their own customer classes, and customer may change their patterns given the level of the proposed revenue adjustments.

As noted previously, the City could begin to move towards rates by class of service noted in Table ES-5, but maintain the same rate structure at this time. In this way, future rate analyses could begin to refine the rates by class of service to reflect the costs imposed by each customer class.

Summary of the Rate Designs

The final step of the comprehensive water rate study process is the design of water rates to collect the desired levels of revenue, based on the results of the revenue requirement and cost of service analysis. Based on limited metered data and proposed revenue adjustments to begin in January 2013, no cost of service adjustments are recommended at this time. Therefore, the proposed revenue adjustments were applied equally among each customer class of service.

At this time the priority of the City is to generate an adequate level of funding for the water utility operating and capital needs. Presently the City has four rate schedules; one for residential customers, one for multi-family, commercial, institutional, and industrial customers, one for large users, and one for landscape customers. The residential customers are currently charged either a fixed flat rate based on lot size or a fixed meter charge based on meter size plus a three-tiered consumption rate. There are also two types of charges for the non-residential customers, flat rate and metered. The flat rate customers are charged a simple fixed flat rate each month. The metered customers are charged a fixed meter rate which varies by meter size and a uniform consumption charge. The multi-family, commercial, institutional, and industrial customers have the same uniform charge; large user customers and landscape customers have a separate uniform rate. Presented below in Table ES-6 is a summary of the adopted water rate schedules.

**Table ES – 6
Present Water Rates**

Customer Class	July 1, 2011	July 1, 2012
<u>Flat Rate Customers</u>		
<i>Residential</i>		
<5,000 Square Feet	\$34.30	\$41.15
5,000 - 10,000 Square Feet	42.35	50.80
>10,000 Square Feet	50.05	60.05
<i>Non-Residential</i>	\$34.60	\$41.50
<u>Metered Customers</u>		
<i>All Customer Classes by Meter Size</i>		
$\frac{3}{4}$ " – 2"	\$20.00	\$24.00
3"	37.60	45.10
4"	62.60	75.10
6"	125.00	150.00
<i>Consumption (per CCF)</i>		
<i>Residential</i>		
0 – 12 CCF	\$1.25	\$1.50
13 – 20 CCF	1.50	1.95
Above 20 CCF	1.90	2.55
<i>Multi-Family, Commercial, Institutional & Industrial</i>	\$2.15	\$2.35
<i>Large User</i>	\$2.10	\$2.30
<i>Landscape</i>	\$2.35	\$2.80

Note: 1 CCF = 100 cubic feet (cf) = 748 gallons

As can be seen in Table ES-6 the present rates show the flat rate customer charges and the metered charges for each customer class. All customers are scheduled to be metered by the end of FY 2013 and will no longer have a flat rate customer charge. For the metered customers, meter rates vary by size and are the same for each customer class.

Key to the rate designs was a discussion on the appropriate level of revenue collected through the fixed vs. consumption charge, billing unit definitions, and the sizing of the tiers for the residential rate structure. Several discussions with City staff and the WRAC addressed both issues and several alternatives were provided for review.

The level of revenues collected through the fixed and consumption charges is essentially a policy decision that will allow the rate structure to meet the City's goals and objectives. Currently, the City collects approximately 46% of its metered residential revenue through the fixed meter base rate charges. While some conservation goals would suggest a lower proportion of revenues to be collected through the fixed meter base rate charges, it is important to remember that City customers are still transitioning to a metered rate and the higher fixed charge allows for a smoother transition to metered rates and revenue stability during this time of transition. Several alternative rate designs were provided to City staff and the WRAC with various levels of fixed vs. consumption levels. In the end, primarily to minimize rate impacts and for the transition to metered rates, it was determined that the current level of fixed revenues would be maintained for the proposed rate structures. During the next rate

study the City can review this assumption and determine if it still meets the current rate design goals and objectives.

In discussion with the WRAC it determined that instead of reporting the billed units in ccf (hundred cubic feet), it would be reported in cf (cubic feet). This is how the meters record the units and it is adjusted for billing and on customer bills. The WRAC felt that it would be a start in simplifying the customer bills and help with customer understanding. It should be noted that the units for billing are not critical to the process. That is whether the City bills in ccf, cf, or gallons, the important aspect is that the consumption charge reflect those units. Given this discussion, the proposed rates are shown in cf in the following tables.

The sizing of the residential tiers was also discussed and several alternatives developed. HDR provided a review, and summary, of the available consumption data to provide a recommendation to City staff and the WRAC on the sizing of the tiers. The proposed adjustments to the second and third tiers of the residential rate structure reflect the actual metered data analysis for residential customers and future customers connecting to the system. Members of the WRAC were concerned of the sizing of the tiers and the impacts it may have on conservation and customer bills. Given the discussion with staff and the WRAC it is recommended that the City adjust the size of the second and third tiers, to include up to 3,000 cf in the second tier and over 3,000 cf in the third tier, but monitor the consumption in each tier and revise them as necessary in future rate proposals.

Presented below are the proposed rates for the proposed revenue transition plan. The proposed annual revenue adjustments are 17.0% per year assuming a January 1st implementation. The annual revenue adjustments are applied to the overall level of rate revenue to be collected. The residential consumption charge tiers were adjusted to capture the most recent metered, and projected, usage patterns for the residential customer class. Table ES-7 shows the proposed residential rates for the four year revenue transition period.

Table ES - 7 Proposed Residential Water Rates				
Customer Class	January 2013	January 2014	January 2015	January 2016
<u>Flat Rate Customers</u>				
<5,000 SF	\$50.95	N/A	N/A	N/A
5,000 - 10,000 SF	62.90	N/A	N/A	N/A
>10,000 SF	74.35	N/A	N/A	N/A
<u>Metered Customers</u>				
¾" - 2"	\$28.75	\$33.00	\$38.75	\$45.25
3"	54.00	62.00	72.80	85.10
4"	89.95	103.30	121.30	141.60
6"	179.70	206.30	242.20	282.80
Consumption (per CF)				
0 - 1,200 CF	\$0.0191	\$0.0219	\$0.0264	\$0.0315
1,201 - 3,000 CF	0.0248	0.0283	0.0341	0.0406
Above 3,000 CF	0.0325	0.0371	0.0447	0.0536

As seen in Table ES-7, the residential second and third consumption tiers change from the existing 2,000 cf to the proposed 3,000 cf. This adjustment was in an attempt to reflect more accurately the usage patterns for the residential customers between indoor, outdoor, and excessive use. A typical residential customer currently uses approximately 1,700 cf a month on an annual average, approximately 1,200 cf in the winter and 2,000 cf in the summer.

However, given that the typical residential customer consumption is also based on a projection of un-metered consumption, it is reasonable to assume that once customers are metered the City will see additional conservation on a per customer basis over the next several years. In the development of the rates the analysis has assumed conservation savings in each year. These conservation savings are partly a result of metering all customers, and partly as a result of customer response to higher bills (price elasticity). Given the proposed rates in Table ES-7, and the assumed conservation savings Table ES-8 provides a summary of the typical customer's bill.

Table ES – 8 Typical Residential Monthly Water Bill					
	July 2012	January 2013	January 2014	January 2015	January 2016
Typical Customer					
Average Monthly Consumption - CF	1,700	1,700	1,600	1,600	1,500
Calculation of the Monthly Bill					
Meter Charge	\$24.00	\$28.75	\$33.00	\$38.75	\$45.25
Tier 1 (Tier 1 Rate X 1,200 cf)	18.00	22.92	26.28	31.68	37.80
Tier 2 (Tier 2 Rate X 500/400/300 cf)	<u>9.75</u>	<u>12.40</u>	<u>11.32</u>	<u>13.64</u>	<u>12.18</u>
Proposed Monthly Bill	\$51.75	\$64.07	\$70.60	\$84.07	\$95.23

As can be seen from Table ES-8 the monthly rates will increase to just over \$95.00 for the typical customer assuming conservation. This level of assumed conservation has been incorporated into the development of the proposed rate designs. In reference to Table ES-8, in the winter period the bill will be less, and in the summer period the bill may be greater depending on specific customer consumption.

The City also provides water service to non-residential customers. The non-residential rates also reflect the proposed increase of 17.0% annually during the revenue transition period. The meter charges are the same for the non-residential customers as the residential customers. However, the non-residential customers are charged a uniform rate. That is, a rate that remains the same regardless of the amount of consumption. Similar to the residential rate structure the proposed rates are shown in cf rather than ccf. Table ES-9 provides proposed rates for all the non-residential customer class.

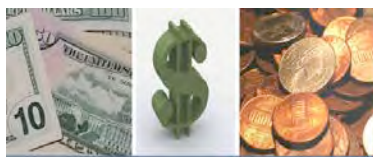
Table ES – 9
Proposed Non-Residential Water Rates

Customer Class	January 1, 2013	January 1, 2014	January 1, 2015	January 1, 2016
<u>Flat Rate Customers</u>				
<i>Non-Residential</i>	\$50.36	N/A	N/A	N/A
<u>Metered Customers</u>				
<i>³/₄" – 2"</i>	\$28.75	\$33.00	\$38.75	\$45.25
<i>3"</i>	54.00	62.00	72.80	85.10
<i>4"</i>	89.95	103.30	121.30	141.60
<i>6"</i>	179.70	206.30	242.20	282.80
Consumption (per CF)				
<i>Multi-Family, Commercial, Industrial, & Institutional</i>	\$0.0286	\$0.0329	\$0.0392	\$0.0466
<i>Large User</i>	0.0277	0.0324	0.0380	0.0445
<i>Landscape</i>	0.0325	0.0371	0.0447	0.0536

As can be seen the rate structure did not change, the uniform rate is maintained, only the level of rates was adjusted to collect to meet the overall target revenue levels for each year. As mentioned previously, rates will be implemented each year beginning January 1st. The revenue transition plan assumes an overall revenue target of 17.0% annually over the revenue transition period.

Summary of the Water Rate Study

This completes the analysis for the City's water utility. It is recommended that overall revenues be increased annually by 17.0% each January starting in 2013 and ending in 2016. A full and complete discussion of the development of the comprehensive water rate study and the proposed revenue adjustments can be found in following sections of this report.



Section 1 Introduction

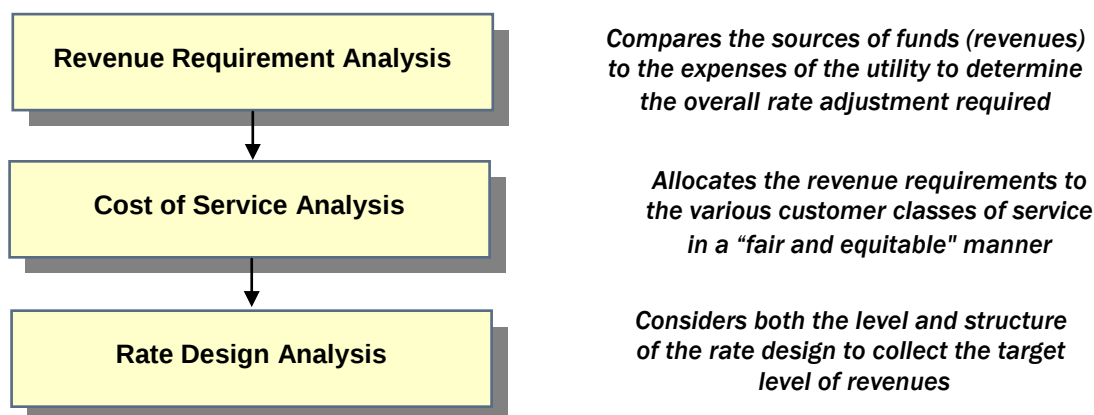
1.1 Introduction

The City of Woodland (City) retained HDR Engineering, Inc. (HDR) to perform a comprehensive rate study for its water utility. A comprehensive rate study determines the adequacy of the existing water rates and provides the basis for adjustments to meet the City's future operating and capital needs. Rates set too low may result in insufficient funds to maintain system integrity. The study provides a rational basis for making adjustments to the level of revenues; as well as, addressing the fairness and equity of current rates between the various customer classes of service. This report describes the methodology used to analyze the City's water rates and summarizes the findings, conclusions and recommendations of this study.

1.2 Overview of the Rate Study Process

This comprehensive study consists of three interrelated analyses performed for the water utility. Figure 1-1 provides an overview of these analyses.

Figure 1 – 1
Overview of the Comprehensive Water Rate Analyses



A revenue requirement analysis is concerned with the overall funding sources and expenses of the utility. From this analysis, a determination can be made as to the overall level of revenues needed to prudently fund the utility. Next, a cost of service analysis is performed to equitably allocate the revenue requirements to the various types of customers served (e.g., residential, commercial, etc.). Finally, once an overall level of revenues is determined and an equitable allocation of those costs, the last step of the rate study process is the design of rates to collect the appropriate level of revenues while considering the other rate design goals and objectives of the utility (e.g., revenue stability, conservation, etc.). As a part of this study, HDR developed each of these analyses to analyze the City's current water rates. In developing these analyses, "generally accepted" cost of service and rate setting techniques were utilized and then tailored to specifically reflect the City's water system, customers and their usage characteristics.

1.3 Report Organization

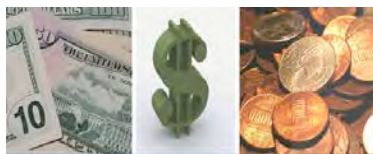
This report is organized as follows:

- Section 2 provides an overview of the utility rate setting process.
- Section 3 reviews the revenue requirement analysis.
- Section 4 reviews the cost of service analysis.
- Section 5 reviews the rate design analysis.

A technical appendix is attached at the end of the report which provides the technical analyses used in the preparation of this report.

1.4 Summary

This report will review the comprehensive water rate analysis prepared for the City. This report has been developed utilizing generally accepted water rate setting methodologies. The next section of the report will provide a brief overview of the general rate setting process that was used to set water rates for the City.



Section 2

Overview of the Rate Setting Process

2.1 Introduction

This section provides background information about the rate setting process, including descriptions of generally accepted principles, types of utilities, methods of determining revenue requirement, the cost of service approach, and rate design. This information is useful for gaining a better understanding of the details presented in Sections 3 through 5.

2.2 Generally Accepted Rate Setting Principles

As a practical matter, there should be a general set of principles around which rates are set. These guiding principles may be items such as setting rates that are cost-based, etc. These types of principles may be referred to as “global principles” since they should be utilized by all utilities (e.g., water, sewer, solid waste, etc.) in the development of their rates.

Provided below is a brief listing of the global principles around which the City should consider setting its utility rates:

- Cost-based, equitable, and set at a level that meets the utility’s full revenue requirement
- Easy to understand and administer
- Designed to conform with generally accepted rate setting techniques
- Stable in their ability to provide adequate revenues for meeting the utility’s financial, operating, and regulatory requirements
- Established at a level that is stable from year-to-year from a customer’s perspective

These guiding principles will be utilized within this study to help develop water rates that are cost-based and equitable.

2.3 Types of Utilities

Utilities are generally divided into two types:

- **Public utilities** are usually owned by a city, county, or special district, and are theoretically operated at zero profit. A public utility is locally owned since its customers are also its owners. As a point of reference, the City’s water utility is a public utility.

“Public Utilities are... theoretically operated at zero profit. As a point of reference, the City’s water utility is a public utility.”

Public utilities are capitalized or financed by issuing debt and soliciting funds from customers through direct capital contributions or user rates. Public or municipal utilities are typically exempt from state and federal income taxes. A publicly elected city council or board of trustees usually regulates public utilities.

- **Private utilities** are “for profit” enterprises and are owned by a private company and/or stockholders. The shareholders are, in essence, the owners of the private utility. Therefore, the owners of a private utility may not be customers or local citizens, but rather numerous individuals or shareholders spread across the United States.

A private utility is capitalized by issuing stock to the general public. Private utilities are taxable entities. Given their for profit status, their rates and operations are generally regulated by a state public utility commission or other regulatory body.

The analysis developed herein has been based on the methodology generally utilized by a municipal or public water utility.

2.4 Determining the Revenue Requirement

Because public and private utilities have very different administrative and financial characteristics, their methods differ for determining revenue requirements and setting rates.

2.4.1 Public Utilities

Most public utilities use the “cash basis” approach for establishing their revenue requirement and setting rates. This approach conforms to most public utility budgetary requirements and the calculation is easy to understand. A public utility:

- Totals its cash expenditures for a period of time to determine required revenues.
- Adds operation and maintenance (O&M) expenses to any applicable taxes and/or transfer payments to determine total operating expenses. Operation and maintenance expenses include the materials, electricity, labor, supplies, etc. needed to keep the utility functioning.
- Calculates capital costs by adding debt service payments (principal and interest) to capital improvements financed with rate revenues. In lieu of including capital improvements financed with rate revenues, a utility sometimes includes depreciation expense to stabilize annual revenue requirement.

Under the “cash basis” approach to accounting, the sum of the capital and operating expenses equals the utility’s revenue requirement during any period of time (see Table 2-1).

Note that the two portions of the capital expense component (debt service and capital improvements financed from rates) are necessary under the “cash basis” approach because utilities generally cannot finance all their capital facilities with long-term debt. An exception occurs if a public utility provides service to a wholesale or contract customer. In this situation, a public utility could use the “utility basis” approach (see Table 2-1) to earn a fair return on its investment.

Table 2 – 1 Cash versus Utility Basis Comparison			
Cash Basis		Utility Basis (Accrual)	
+	O&M Expense	+	O&M Expense
+	Taxes or Transfer Payments	+	Taxes or Transfer Payments
+	Capital Improvements Financed with Rate Revenues ($\geq$ Depreciation Expense)	+	Depreciation Expense
+	Debt service (Principal + Interest)	+	Return on Investment
=	Total Revenue Requirement	=	Total Revenue Requirement

2.4.2 Private Utilities

Most private utilities use a “utility basis” or accrual approach for establishing revenue requirement and setting rates (see Table 2-1). A private utility typically:

- Totals its O&M expenses, taxes, and depreciation expense for a period of time. Depreciation expense is a means of recouping the cost of capital facilities over their useful lives and generating internal cash.
- Adds a fair return on investment.

Private utilities must pay state and federal income taxes along with any applicable property, franchise, sales, or other form of revenue taxes. The return portion of this type of revenue requirement pays for the private utility's interest expense on indebtedness, provides funds for a return to the utility's shareholders in the form of dividends, and leaves a balance for retained earnings and cash flow purposes.

In summary, a revenue requirement analysis provides a comparison between the current sources of funds and the expenses of the utility. The analysis provides an overall measure of the adequacy of the utility's existing rates. In contrast to this, the next analytical step is a cost of service which attempts to equitably allocate the revenue requirement to the various customer groups served by the utility.

2.5 Analyzing Cost of Service

After the total revenue requirement is determined, it is equitably allocated to the users of the service. The allocation, usually analyzed through a cost of service study, reflects the cost relationships for producing and delivering services.

A cost of service study requires three steps:

1. Costs are **functionalized** or grouped into the various cost categories related to providing service (e.g., source of supply, treatment, transmission, distribution, etc.). This step is largely accomplished by the utility's accounting system.
2. The functionalized costs are then **classified** to specific cost components. Classification refers to the arrangement of the functionalized data into cost components. For example, a water utility's costs are typically classified as commodity (average day), capacity (peak day), fire protection, and/or customer-related.
3. Once the costs are classified into components, they are **allocated** to the customer classes of service (e.g., residential, multi-family, commercial). The allocation is based on each customer class' relative contribution to the cost component. For example, customer-related costs are allocated to each class of service based on the total number of customers in that class of service. Once costs are allocated, the required revenues for achieving cost-based rates can be determined.

In summary, the cost of service equitably allocates the revenue requirement to each customer class of service based upon that customer group's specific facility requirements and usage characteristics. This allocation of total revenue requirements (costs) results in an equitable assignment of costs to each customer group for purposes of designing rates.

2.6 Designing Rates

Rates that meet the utility's objectives are designed based on the results of the revenue requirement and cost of service analyses. This results in rates that are cost-based and equitable to the City's customers. However, rate design may also consider factors, other than cost of service. These other rate design considerations may include items such as ability to pay, continuity of past rate philosophy, economic development, ease of administration, and customer understanding.

In designing rates, consideration is given to both the level and the structure of the rates. Level refers to the amount of revenue to be collected from the rates design, while structure is the way in which it is collected via the fixed and consumption charges of the rate design. Multiple options or alternatives exist for the structure of the rate design.

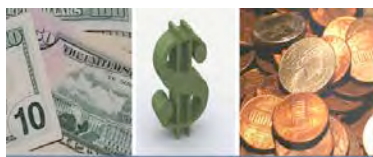
2.7 Economic Theory and Rate Setting

One of the major justifications for a comprehensive rate study is founded in economic theory. Economic theory suggests that the price of a commodity must roughly equal its cost if equity among customers is to be maintained. This statement's implications on utility rate designs are significant. For example, a water utility usually incurs capacity (peak day)-related costs in meeting its peak day requirements. It follows that the customers who cause maximum peak day demands should pay for those demand-related facilities in proportion to their contribution to maximum demands. Emphasis on seasonal and marginal cost-based utility rates embraces this economic concept. When costing and pricing techniques are refined, consumers have a more accurate picture of what the commodity costs to produce and deliver. This price-equals-cost concept provides the basis for the subsequent analysis and comments.

“Economic theory suggests that the price of a commodity must roughly equal its cost if equity among customers is to be maintained.”

2.8 Summary

This section of the report has provided a brief introduction to the general principles, techniques, and economic theory used to set water rates. These principles and techniques will become the basis for the City's analysis. The next section will review the development of the City's water revenue requirement analysis.



Section 3

Development of the Revenue Requirement

3.1 Introduction

This section describes the development of the revenue requirement analysis for the City's water utility. The revenue requirement analysis is the first analytical step in the comprehensive water rate study process. This analysis determines the adequacy of the City's overall water rates. From this analysis, a determination can be made as to the overall level of water rate adjustment needed to provide adequate and prudent funding for both operating and capital needs. One of the main objectives of a water rate study is to develop fair and equitable rates while attempting to minimize the impacts to the utility's customers.

In developing the water revenue requirement, it was assumed the utility must financially "stand on its own" and be properly funded. As a result, the revenue requirement as developed herein assumes the full and proper funding needed to operate and maintain the system on a financially sound and prudent basis.

Provided below is a detailed discussion of the development of the revenue requirement analysis for the City's water utility and the key steps in that analysis.

"... the revenue requirement as developed herein assumes the full and proper funding needed to operate and maintain the system on a financially sound and prudent basis."

3.2 Determining the Time Period and Approach

The first step in calculating the revenue requirement for the water utility was to establish a time frame for the revenue requirement analysis. For this study, the revenue requirement was developed for the projected ten-year time period of Fiscal Year (FY) 2012 – FY 2021. Reviewing a multi-year time period is generally recommended in an attempt to identify any major operating or capital expenses that may be on the horizon. By anticipating future financial requirements, the City can begin planning for these changes sooner, thereby minimizing short-term rate impacts and overall long-term rates. While a ten year plan was developed the focus of this study was on the next four year period of January 2013 through January 2016. This time period also coincides with the construction of the surface water project

The second step in determining the revenue requirement for the City was to decide on the basis of accumulating costs. For the City's revenue requirement, a "cash basis" approach was utilized. The "cash basis" approach is the most commonly used methodology by municipal utilities to set their revenue requirement and was the method used in the previous rate study. Section 2 of this report provided a simple overview of the cash basis methodology. The revenue requirement developed for the City was customized to follow the City's system of accounts (budget documents). However, in general, even with these modifications, the City's revenue requirement still contains the four basic cost components of a cash basis methodology. Table 3-1 provides a summary of the "cash basis" approach used to develop the City's water revenue requirement.

Table 3 – 1
Overview of the Water Utility Cash Basis Revenue Requirements

+	Water Operation and Maintenance Expenses
✓	Bill and Collect
✓	Water Conservation
✓	Water Wells and Tanks O&M
✓	Water Distribution System
✓	Technology Services Support
✓	Operations Admin
✓	Additions and Deletions
+	Capital Funded Through Rates ^[1]
+	Debt Service (P + I) – Existing and Future
+	Surface Water O&M and Net Debt
±	<u>Transfer to Reserves</u>
=	Total Water Revenue Requirement
-	<u>Miscellaneous Revenues</u>
=	Net Revenue Requirement (Balance Required from Rates)

[1] Net Capital Funded Through Rates

+	Total Water Capital Improvement Projects
	Funding Sources Other than Rates
✓	Reserves
✓	Developer Contributed
✓	Growth Fees (MPFP/SWS Fee)
-	<u>✓ Long term debt issues</u>
=	Net Capital Improve. Funded From Rates

Given a time period around which to develop the revenue requirement and a method to accumulate the appropriate costs, the focus then shifts to the development and projection of the revenues and expenses of the City's water utility.

The primary financial inputs in this process were the City's historical billing records, adopted operating budget and capital improvement plan, and the surface water cost projections. Presented below is a detailed discussion of the steps and key assumptions contained in the development of the projections of the City's revenues and expenses.

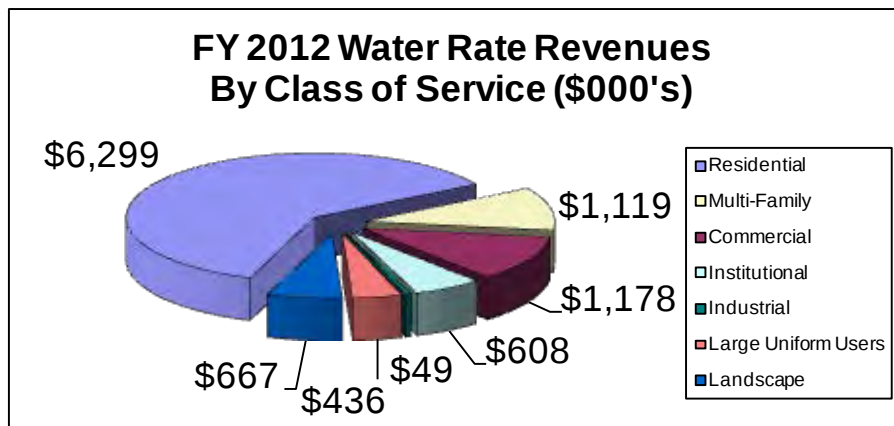
3.3 Projection of Revenues

The next step in developing the revenue requirement was to develop a projection of revenues. This projection includes rate revenues, at current rate levels, and other miscellaneous revenues. The purpose of projecting revenues at present rate levels is to obtain a baseline measure of the adequacy of the existing rates, before consideration of any revenue adjustments.

3.3.1 Projection of Rate Revenues

In general, the process of projecting the rate revenues at present rate levels involved developing projected consumption/billing units for each customer group (i.e., residential, multi-family, commercial). The consumption and billing units were based on the most recent 12 month period of actual data. At the current time a majority of the City's customers are metered with approximately one third of the residential customers remaining to receive a consumption based water bill. It is assumed that all customers will be metered by the end of FY 2013.

In order to develop long-term revenue projections customer and consumption data was developed for the test period. While almost all non-residential accounts are billed a metered rate, at the time of the rate study, only one third of the residential customers were billed a metered rate. Given that not all customers are metered projections of consumption were made to project annual revenues. These assumptions were based on one year of metered data for one third of the customers, six-months of sample billing data for one third of the customers, and estimates of the consumption for the remaining one third of the residential customers. The billing units for each customer class of service were then multiplied by the applicable current rates. This method of independently calculating revenues assures the



projected revenues used within the analysis tie to the projected consumption.

A majority of the City's rate revenues are derived from residential customers. Currently, the City has five major classes of service: residential, multi-family, commercial, large user, and

landscape. However, for this study institutional and industrial customers were split out for cost of service purposes. In total, at present rates, the City is projected to receive approximately \$10.4 million in rate revenue in FY 2012. Over the planning horizon of this study, customer growth is expected to be 0.6% in FY 2013 through FY 2015 and 1.0% per year thereafter until FY 2021 when growth increases to 1.2%, resulting in projected total rate revenues of approximately \$11.2 million in FY 2021.

3.3.2 Projection of Other Revenues

In addition to rate revenues, the City also receives a variety of miscellaneous revenues which include fees, licenses, & permits, shut-off notices, shut-off fees, and interest on fund balance. The utility is projected to receive approximately \$20,400 in miscellaneous revenues in FY 2012. Miscellaneous revenues are expected to remain flat over the course of the projected time period.

3.3.3 Total Revenues

On a combined basis, taking into account the rate revenues along with miscellaneous revenues, the City's total projected revenues are expected to be approximately \$10.4 million in FY 2012, increasing slightly to approximately \$11.2 by FY 2021.

3.4 Projection of Operation and Maintenance Expenses

Operation and maintenance (O&M) expenses are incurred by the City to operate and maintain the existing plant in service. The costs incurred in this area are expensed during the current fiscal year and are not capitalized or depreciated.

In general, operation and maintenance expenses are grouped into a number of major functional categories (see Table 3-1). To begin the process of projecting O&M expenses over the ten-year planning horizon, escalation factors were developed. Escalation factors were

developed for the basic types of expenses the City incurs: personnel, labor, benefits – medical, benefits - other, supplies/services, materials & supplies, equipment, education & meetings, other, utilities and miscellaneous expenses. Because of the recent large escalations in medical benefit costs the escalation factor from medical benefits was assumed to be nine percent per year over the planning horizon. The other escalation factors used were in the range of two to five percent per year, depending on the type of cost, and recent inflationary trends.

To project future O&M expenses, the first step was to determine the functional categories for purposes of projecting costs. HDR reviewed the City's FY 2012



budget and determined it contained sufficient detail to develop the revenue requirement analysis. Therefore, in developing this analysis, HDR maintained the overall functional nature of the City's system of accounts (i.e., salaries and wages, chemicals, supplies, etc.).

Given the functionalized FY 2012 O&M expenses, HDR then escalated the O&M expenses based on the previously mentioned escalation factors. In addition to the current budget expenses also included within the operating expenses are increases for future positions and known additional operating expenses. These additional operating expenses were based on the City's long range planning documents. In some cases, these expenses were one time expenses and were not escalated into future years. While operational savings will most likely be achieved on the well system once the surface water project is operational, the addition of new distribution storage tanks will also require additional maintenance that is not incurred at the current time. Therefore, the water wells and tanks O&M costs are expected to remain constant in future projections only increasing due to assumed inflation. The next rate study the City performs will review this issue in more detail, which would be recommended in FY 2017 once the surface water project is constructed.

Total operation and maintenance expenses for the City are projected to be approximately \$5.9 million in FY 2012. O&M expenses are projected to increase to approximately \$8.9 million by FY 2021 primarily as a result of assumed inflation over the ten-year time period.

3.5 Capital Funded Through Rates

A utility typically has two basic types of capital improvement projects to consider: renewals and replacements and growth-related projects. A utility may also need to make "regulatory" or "mandated" improvements. These may be required by Federal or State legislation (e.g., Safe Drinking Water Act). The City's most recent water capital improvement plan (CIP) and surface water project costs were used to develop the capital funding analysis for the City.

An important aspect of the water revenue requirements was the funding of local capital improvements while at the same time providing adequate funds to finance the surface water project. Provided below in Table 3-2 and Table 3-3 is the summary of the local capital and surface water project funding analyses.

Table 3 – 2
Summary of the Local Capital Funding Plan (\$000's)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Local Capital Improvements										
Capital Projects	\$2,500	\$2,564	\$757	\$3,948	\$3,767	\$2,531	\$2,670	\$4,474	\$972	\$932
Transfer To/From Reserves	<u>0</u>	<u>26</u>	<u>233</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>28</u>	<u>68</u>
Total Local Capital Improvements	\$2,500	\$2,590	\$990	\$3,948	\$3,767	\$2,531	\$2,670	\$4,474	\$1,000	\$1,000
Less Funding Sources										
Existing 2011 Bond Proceeds	\$1,700	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MPFP Fees	0	0	0	0	0	0	0	0	0	0
New Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,948</u>	<u>2,767</u>	<u>1,531</u>	<u>1,670</u>	<u>3,474</u>	<u>0</u>	<u>0</u>
Total Funding Sources	\$1,700	\$1,600	\$0	\$2,948	\$2,767	\$1,531	\$1,670	\$3,474	\$0	\$0
Rate Funded Capital Improvements	\$800	\$990	\$990	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

As shown in Table 3-2 the annual rate funded capital remains at \$1 million per year starting in FY 2016. Any additional capital needs are funded through long-term debt. At the completion of the surface water project the City should consider increasing the annual level of rate funded capital to meet future renewal and replacement needs when existing rate levels are adequate to increase the funding. If additional renewal and replacement capital needs are necessary revenue adjustments may be required to prudently fund those improvements. Provided below in Table 3-3 is a summary of the surface water funding plan. All surface water improvements are funded through long-term debt.

Table 3 – 3
Summary of the Surface Water Funding Plan (\$000's)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Surface Water Capital	\$13,300	\$18,408	\$50,943	\$45,557	\$16,729	\$14,722	\$1,518	\$658	\$684	\$712
Less Funding Sources										
Existing 2011 Bond Proceeds	\$4,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Debt Service	<u>9,000</u>	<u>18,408</u>	<u>50,943</u>	<u>45,557</u>	<u>16,729</u>	<u>14,722</u>	<u>1,518</u>	<u>658</u>	<u>684</u>	<u>712</u>
Total Funding Sources	\$13,300	\$18,408	\$50,943	\$45,557	\$16,729	\$14,722	\$1,518	\$658	\$684	\$712
Rate Funded Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

There are a number of different methods that may be used to fund the City's capital projects. Among the methods that may be used to finance these capital improvement projects are long-term debt, grants, growth related fees, reserves, and rates.

A general financial guideline that can be used to determine proper funding levels for rate funded capital is that, at a minimum, a utility should fund an amount equal to or greater than annual depreciation expenses. Annual depreciation expense reflects the current investment in the plant that is being depreciated or "losing" its useful life. Therefore, this portion of plant investment needs to be replaced to maintain the existing level of infrastructure. It must be kept in mind that, in theory, annual depreciation expense reflects an investment in infrastructure an average of fifteen (15) years ago, assuming a 30-year useful (depreciable) life. Simply funding an amount equal to annual depreciation expense will not be sufficient to replace the existing or depreciated facility. Therefore, consideration should be given to funding within rates some amount greater than annual depreciation expense for renewals and replacements. Whenever possible, the City should be funding capital projects from rates in an amount that is greater than annual depreciation expense.

A general financial guideline that can be used to determine proper funding levels for rate funded capital is that, at a minimum, a utility should fund an amount equal to or greater than annual depreciation expenses."

The City's local capital improvement plan totals approximately \$25.1 million over the ten year time period. The funding sources of these projects are assumed to be rates and long-term debt. No growth related fees (MPFP) were used to fund the local capital improvements. If the City determines that growth related fees are applicable to funding these projects they can be used to offset the annual debt service related to funding the improvements.

The capital costs for Surface Water Project totals approximately \$163.2 million over the ten year period. The funding sources for this project are assumed to be from long-term debt. The debt service for this revenue bond will be paid in part by development fees and part by rates. In this way new growth will fund its equitable share of the surface water project costs.

3.6 Projection of Annual Debt Service

Debt service relates to the principal and interest obligations of the water utility when financing capital projects with long-term debt issues. The City currently has two outstanding loans: a CEC and a ARRA Loan. The annual debt service payment for the CEC loan is approximately \$138,000 per year; however, the final payment is in FY 2016. The annual debt service payment for the ARRA loan is approximately \$473,000 per year. The City is currently anticipating additional long-term debt to fund local capital. This new long-term debt will increase the total debt service payment by about \$795,000 million by FY 2019.

In addition to funding local capital improvements the City has assumed long-term debt to fund the Surface Water Project. The additional annual debt service payment for the Surface Water Project increases annually based on the timing of the issues and will be approximately \$13.0 million at the end of the ten year period. The annual debt service payments remain at this level from FY 2021 assuming no additional long-term borrowing.

3.7 Summary of the Revenue Requirement

Given the above projections of revenues and expenses, a summary of the revenue requirement for the City's water utility can be developed. In developing the final revenue requirement, consideration was given to the financial policies and financial planning considerations of the City. In particular, emphasis was placed on attempting to minimize rates, yet still have adequate funds to support the operational activities and capital projects throughout the projected time period. Presented in Table 3-4 is a summary of the water revenue requirement. Detailed exhibits of the water revenue requirement analysis can be found in the Technical Appendices.

Table 3 – 4
Summary of Water Utility Revenue Requirement (\$000's)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Sources of Funds										
Calculated Rate Revenues	\$10,356	\$10,418	\$10,480	\$10,543	\$10,648	\$10,755	\$10,863	\$10,971	\$11,081	\$11,214
Miscellaneous Revenues	20	20	20	20	20	20	20	20	20	20
Total Sources of Funds	\$10,376	\$10,438	\$10,501	\$10,563	\$10,669	\$10,775	\$10,883	\$10,992	\$11,101	\$11,234
Applications of Funds										
Total O&M Expenses ^[1]	\$5,910	\$6,364	\$6,571	\$6,844	\$7,233	\$7,448	\$7,811	\$8,151	\$8,513	\$8,895
Capital Funded Through Rates	800	990	990	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Debt Service - Existing	324	324	1,086	612	612	474	474	474	474	474
Debt Service - New	0	0	0	140	309	404	516	796	796	796
Total Revenue Requirement w/o SWP	\$7,034	\$7,678	\$8,647	\$8,596	\$9,154	\$9,326	\$9,801	\$10,421	\$10,783	\$11,164
Surface Water Project O&M Expenses	\$0	\$0	\$0	\$0	\$3,861	\$6,205	\$6,453	\$6,711	\$6,980	\$7,259
Annual Surface Water Debt Service	1,445	1,786	1,979	5,877	8,638	9,719	10,592	12,891	13,302	13,299
Less SWP Fees	(229)	(229)	(229)	(229)	(382)	(382)	(382)	(382)	(382)	(459)
Total SWP Revenue Requirement	\$1,216	\$1,557	\$1,749	\$5,647	\$12,116	\$15,542	\$16,663	\$19,220	\$19,899	\$20,099
Total Revenue Requirement w. SWP	\$8,250	\$9,235	\$10,396	\$14,243	\$21,270	\$24,868	\$26,464	\$29,641	\$30,682	\$31,264
Transfers to Reserves	\$2,126	\$4,349	\$5,590	\$4,568	\$956	(\$301)	(\$907)	(\$3,055)	(\$3,025)	(\$2,437)
Net Revenue Requirement w. SWP	\$10,376	\$13,584	\$15,985	\$18,811	\$22,226	\$24,567	\$25,557	\$26,586	\$27,656	\$28,827
Cumulative Balance/(Deficiency) of Funds Without a Rate Increase	\$0	(\$3,146)	(\$5,485)	(\$8,248)	(\$11,557)	(\$13,792)	(\$14,674)	(\$15,594)	(\$16,555)	(\$17,593)
Cumulative Adjust. as % of Rate Revenues	0.0%	30.2%	52.3%	78.2%	108.5%	128.2%	135.1%	142.1%	149.4%	156.9%

[1] O&M related to the water wells and tanks will be revisited in FY 2017 when the surface water project is on line to revise the difference in the well pumping costs when surface water is operating.

It is important to note the annual deficiencies in the Table 3-4 are cumulative. That is, any adjustments in the initial years will reduce the deficiency in the later years. The projected time period was over FY 2012 through FY 2021; however, the focus of the rate study is to review a five-year time period of FY 2012 through FY 2016. If no revenue adjustments are implemented, over the next 10 year time period, revenues will need to be increased by approximately \$17.6 million to adequately and properly fund the City's water utility O&M and capital infrastructure needs. It should be noted that this level of revenue is necessary to support the assumed level of long-term debt financing and meet the funding requirements imposed by the bonding community.

3.8 Revenue Transition Plan

To implement the needed adjustments, a revenue transition plan was developed. The revenue adjustments are primarily the result of funding local O&M and capital improvements as well as the Surface Water Project and the resulting debt service. Several alternative revenue transition plans were developed and discussed with staff and the WRAC. In addition, HDR worked closely with the City's Financial Advisor (FA) to develop the long-term debt financing plan. In discussion with the WRAC, City staff, and the City's FA, a four-year revenue transition plan has been developed and recommended for implementation. Provided in Table 3-5 is a summary of the alternative transition plans discussed with City staff and the WRAC.

Table 3 - 5					
Alternative Revenue Transition Plan					
	January 1, 2013	January 1, 2014	January 1, 2015	January 1, 2016	January 1, 2017
Alternative 1	10.0%	20.0%	20.0%	20.0%	3.0%
Alternative 2	20.0%	20.0%	20.0%	8.0%	3.0%
Alternative 3	0.0%	25.0%	25.0%	20.0%	8.0%
Alternative 4	17.0%	17.0%	17.0%	17.0%	3.0%

Each of the revenue transition plans would meet the capital funding needs as well as the bonding requirements of the assumed new long-term debt. In discussion with City staff and the WRAC it was determined that alternative 4 would provide the smoothest transition of rates over the next four year period.

In addition to the development of the revenue transition plan, a key discussion was the timing of the rate implementation. Generally it is recommended that proposed increases in revenues be implemented in winter billing months. This is done for two reasons. First, it is a period in which the customer's bills are typically the lowest and therefore result in the least amount of bill increase (i.e., no summer watering). Secondly, this allows sufficient time for the City to provide information and outreach to the customers of the rate impacts as a result of the proposed revenue increase. In discussion with City staff and the WRAC it is proposed that the rates are implemented in January of each year. The first proposed revenue adjustment will occur on January 1, 2013, followed by annual increases at the start of each year (January 1) during the next three-year period. Provided in Table ES-4 is the proposed water utility revenue transition plan for the projected time period.

Table ES – 4					
Water Utility –Revenue Transition Plan					
	July 1, 2012	January 1, 2013	January 1, 2014	January 1, 2015	January 1, 2016
Proposed Revenue Adjustment ¹	20.0%	17.0%	17.0%	17.0%	17.0%

[1] The July 1, 2012 revenue adjustment has been adopted by the City Council.

It is important to note that the proposed revenue transition plan does not imply that each customer will receive the same percentage increase in their bill. As discussed in the rate design section of the Executive Summary and later sections in the report, the bill impacts will vary from customer to customer as a result of the proposed consumption rate structure changes, the proposed fixed meter charge adjustments, and each individual customer's actual consumption.

3.9 Debt Service Coverage

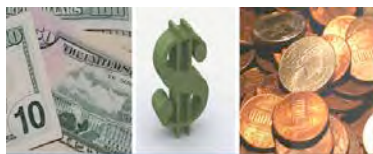
The debt service coverage (DSC) ratio is a financial measure of the utility's ability to repay outstanding debt. The City must maintain a minimum of a 1.20 DSC on outstanding revenue bonded debt when including growth related revenues. Without growth related revenues a target of 1.1 must be maintained. Failure to meet the minimum DSC for an outstanding debt obligation is considered to be technical default, making the revenue bonds callable or payable upon demand. Therefore, it is critical that the utility meet this legal requirement. On this basis, the net revenue of the (gross revenue of the utility less operating and maintenance expenses) must currently equal at least 1.20 times the City's annual revenue bond debt service payments.

3.10 Consultant's Recommendations

Based on the revenue requirement analysis developed, HDR recommends the City increase the overall revenue levels of the water utility at this time. After designing multiple transition alternatives for the City and WRAC to review, it was determined that annual revenue adjustments of 17.0% each year beginning January 1, 2013 through January 1, 2016. If these adjustments are not made, the City will not have adequate funds available for the current capital plan or Surface Water Project.

3.11 Summary

This section of the report has provided a discussion of the City's revenue requirement analysis. The revenue requirement developed a financial plan to support the City's operating and capital infrastructure requirements. The next section will discuss the cost of service analysis developed for the City.



Section 4

Development of the Cost of Service

4.1 Introduction

In the previous section, the revenue requirement analysis focused on the total sources and application of funds required to adequately fund the City's water utility. This section will discuss the development of the cost of service analysis. A cost of service analysis is concerned with the equitable allocation of the total revenue requirement between the various customer classes of service (e.g., residential, commercial, etc.). The previously developed revenue requirement was utilized in the development of the cost of service analysis.

In recent years, increasing emphasis has been placed on cost of service studies by government agencies, customers, utility regulatory commissions, and other parties. This interest has been generated in part by continued inflationary trends, increased operating and capital expenditures, and concerns of equity in rates among customers. Following the generally-accepted guidelines and principles of a cost of service analysis will inherently lead to rates which are equitable, cost-based, and not viewed as arbitrary or capricious in nature.

"Following the generally accepted guidelines and principles of a cost of service analysis will inherently lead to rates which are equitable, cost-based, and not viewed as arbitrary or capricious in nature."

4.2 Objectives of a Cost of Service Study

There are two primary objectives in conducting a cost of service study:

- Equitably allocate the revenue requirement among the customer classes of service
- Derive average unit costs for subsequent rate designs

The objectives of the water cost of service analysis are different from determining revenue requirement. As noted in the previous section, a revenue requirement analysis determines the utility's overall financial needs, while the cost of service study determines the fair and equitable manner to collect the revenue requirement.

A cost of service analysis is also utilized to develop rate designs that properly reflect the costs incurred by the City. For example, a water utility incurs costs related to average day, peak day, fire protection, and customer-related cost components. A water utility must build sufficient capacity to meet summer peak day needs. Therefore, those customers creating this summer peak requirement should pay their equitable share of the cost to meet this peak demand. Each of these types of costs may be collected in a slightly different manner as to allow for the development of rates that collect costs in the same manner as they are incurred.

4.3 Determining the Customer Classes of Service

The first step in a cost of service study is to determine the customer classes of service. Currently, the City has a separate rate schedule for residential customers, non-residential customers (commercial, multi-family, industrial, etc.), landscape only customers, and large use customers. During the previous cost of service study the multi-family and institutional customers were split out as separate customer class of services. For this study, industrial customers were also split out to review the costs associated with providing this set of

customer's water service. Based on the rate schedules, and customer characteristics and usage patterns, the following customer classes of service used within the water cost of service analysis are as follows:

- Residential
- Multi-Family
- Commercial
- Institutional
- Industrial
- Large User
- Landscape

In determining classes of service for cost of service purposes, the objective is to group customers together into similar or homogeneous groups based upon facility requirement and/or flow characteristics.

4.4 General Cost of Service Procedures

In order to determine the cost to serve each customer class of service on the City's system, a cost of service analysis is conducted. The American Water Works Association provides a summary of the various methodologies that can be used to equitably allocate costs between customer groups. Based on these methodologies, a cost of service study utilizes a three-step approach to review costs. These were previously discussed in our generic discussion in Section 2, and take the form of functionalization, classification, and allocation. Provided below is a detailed discussion of the water cost of service study conducted for the City, and the specific steps taken within the analysis.

"... a cost of service study utilizes a three step approach to review costs... and take the form of functionalization, classification, and allocation."

4.4.1 Functionalization of Costs

The first analytical step in the cost of service process is called functionalization. Functionalization is the arrangement of operating expenses (O&M and capital) and asset (plant) data by major operating functions within each utility (e.g., treatment, pumping, distribution). Within this study, the functionalization of the cost data was primarily accomplished through the City's system of accounts.

4.4.2 Classification of Costs

The second analytical task performed in a water cost of service study is the classification of the costs. Classification determines why the expenses were incurred or what type of need is being met. The City's plant accounts and revenue requirement were reviewed and classified using the following cost classifiers:

- **Commodity Related Costs:** Commodity costs are those costs which tend to vary with the total quantity of water consumed by a customer. Commodity costs are those incurred under average load (average day) conditions and are generally specified for a period of time such as a month or year. Chemicals or electricity used in the treatment of water is an example of a commodity-related cost, since these costs tend to vary based upon the total flow of water.

- **Capacity Related Costs:** Capacity costs are those which vary with peak demand, or the maximum rates of flow to customers (peak day). System capacity is required when there are large demands for water placed upon the system (e.g., summer lawn watering). For water utilities, capacity related costs are generally related to the sizing of facilities needed to meet a customer's maximum water demand at any point in time. For example, portions of distribution storage tanks and mains (pipes) must be adequately sized for this particular type of requirement.
- **Customer Related Costs:** Customer costs are those cost which vary with the number of customers on the water system. They do not vary with system output or consumption levels. These costs are also sometimes referred to as readiness to serve or availability costs. Customer costs may also sometimes be further classified as either actual or weighted. Actual customer costs vary proportionally, from customer to customer, with the addition or deletion of a customer regardless of the size of the customer. An example of an actual customer cost is postage for mailing bills. This cost does not vary from customer to customer, regardless of the size or consumption characteristics of the customer. In contrast, a weighted customer cost reflects a disproportionate cost, from customer to customer, with the addition or deletion of a customer. Examples of weighted customer costs are items such as meter maintenance expenses, where a large industrial customer requires a significantly more expensive meter than a typical residential or commercial customer.
- **Public Fire Protection Related Costs:** Public fire protection costs are those costs related to the public fire protection functions. Usually, such costs are those related to public fire hydrants and the over-sizing of mains and distribution storage tanks for fire protection purposes.
- **Revenue Related Costs:** Certain costs associated with the utility may vary with the amount of revenue received. An example is a utility tax based upon the amount of revenues received by the utility.
- **Direct Assignments:** Certain costs associated with operating the system may be directly traced to a specific customer or class of service (e.g., bad debt expenses). In this case, these costs are then directly assigned to that specific class of service. This assures that other classes of service will not be allocated any costs for those significant facilities from which they do not

Terminology of a Water Cost of Service Analysis

Functionalization – The arrangement of the cost data by functional category (e.g., source of supply, treatment, etc.).

Classification – The assignment of functionalized costs to cost components (e.g., commodity, capacity, customer and fire protection related).

Allocation – Allocating the classified costs to each class of service based upon each class's proportional contribution to that specific cost component.

Commodity Costs – Costs that are classified as commodity related vary with the total flow of water (e.g., chemical use at a treatment plant).

Capacity Costs – Costs classified as capacity related vary with peak day or peak hour usage. Facilities are often designed and sized around meeting peak demands.

Fire Protection Costs – Costs that are related to fire protection services (e.g., hydrants).

Customer Costs – Costs classified as customer related vary with the number of customers on the system, e.g., metering costs.

Direct Assignment – Costs that can be clearly identified as belonging to a specific customer group or group of customers.

benefit.

4.4.3 Development of Allocation Factors

Once the classification process is complete, and the customer class of service have been defined, the various classified costs are allocated to each customer class of service. The City's classified costs were allocated to the various customer groups using the following allocation factors.

- **Commodity Allocation Factor:** As noted earlier, commodity-related costs vary with the total flow of water. Since not all customers are metered, an estimate for un-metered customers was developed. For the metered customers the metered sales from the most recent historical year were used along with the last six months of the residential sample billing. For those customers that were not metered an estimate was developed based on current metered customers of the same type along with a comparison to the total production less metered sales and losses. In this way, the total estimated consumption tied back to the total production of water for the City for the most recent year. Therefore, the commodity allocation factor was based on the projected total consumption plus losses for each class of service for the projected test period.
- **Capacity Allocation Factor:** The capacity allocation factor was developed based on the assumed contribution to peak day use of each class. Peak day use by customer group was estimated using assumed peaking factors for each customer group. For the City's study, the peaking factor was defined as the relationship between peak day contribution and average day use and determined for each customer group based upon a review of the average month to peak month usage. Given an estimated peaking factor, the peak day contribution for each class of service was developed.
- **Customer Allocation Factor:** Customer costs vary with the number of customers on the system. Two basic types of customer allocation factors were identified – actual and weighted. The allocation factors for actual customers were based on the projection of the number of customers developed within the revenue requirement. The weighted customer allocation factors is also broken down further into two factors which attempt to reflect the disproportionate costs associated with serving different types of customers. The first weighted customer factor is for customer service and accounting. This weighted customer allocation factor takes into account the fact that it may take more time to read a meter and process a bill for specific customers. For the City's study all customers were assumed to be equal for the customer service and billing allocation factor. The second weighted customer allocation factor is for meters and services. This factor attempts to reflect the different costs associated with providing larger sized meters. For example, there is a significant cost difference associated with replacing a 3/4" meter compared to a 6" meter. This cost difference is reflected within the allocation factor.
- **Public Fire Protection Allocation Factor:** The development of the allocation factor for public fire protection expenses involved an analysis of each class of service and their fire flow requirements. The analysis took into account the gallon per minute fire flow requirements in the event of a fire, along with the duration of the required flow. The fire flow rates used within the allocation factor were based upon industry standards and the City's recent water master planning documents. For this study, it has been assumed that minimum fire flow requirements for residential customers is 1,000 gallons per minute (gpm), 3,000 gpm for multi-family, commercial, institutional, and industrial customers, and 3,500 gpm for large users. The minimum fire flow requirements are then multiplied by the number of

customers in each class of service, and the assumed duration of the fire, to determine each class' prorated fire flow requirements.

- **Revenue Related Allocation Factor:** The revenue related allocation factor was developed from the projected rate revenues for FY 2012 for each customer group. These same revenues were used within the revenue requirement analysis previously discussed in Section 4.

Given the development of the allocation factors, the final step in the cost of service study is to allocate the classified costs to the various customer classes of service.

4.5 Functionalization and Classification of Water Plant in Service

The first step of the cost of service is the functionalization and classification of water plant in service. In performing the functionalization of plant in service, HDR utilized the City's historical plant records. Once the plant assets were functionalized, the analysis shifted to classification of the asset. The classification process included reviewing each group of assets and determining which cost classifiers the assets were related to. For example, the City's assets were classified as: capacity-related, commodity-related, customer-related, revenue-related, public fire protection-related or direct assignment. Provided below is a brief discussion of the classification process used.

Source of supply and treatment plant assets were classified between commodity and capacity-related costs. The percentage split between commodity and capacity was based on the ratio of system average day production to system peak day production. Consumption that is related to average day use is considered to be commodity related, and consumption that is over and above average day use is considered capacity related. Source of supply and treatment assets were classified as 39% commodity related and 61% capacity related. This classification reflects the City's high peak summer demand (capacity needs) in relation to their average day use (commodity needs).

Storage tanks were classified between capacity and fire protection related as storage tanks meet two specific needs. Storage tanks provide water during peak use periods and also supply water in case of a fire. The percentage split between capacity and fire protection was based upon fire flow storage requirements as a percentage of total available storage capacity. The storage tank facilities were classified as 90% capacity related and 10% fire protection related.

Water distribution lines (mains) are typically assumed to meet three types of needs on the system; customer related, capacity related, and fire protection related. First, a distribution system must be in place to meet a customer's minimum requirements for water. This portion of the distribution main plant investment is considered customer related, or a function of the number of customers on the system. Next, a portion of the distribution mains is considered a function of peak flow requirements on the system. Distribution mains must be sized to adequately meet the peak flows demanded by customers. This portion of the distribution main plant investment is considered capacity related. Finally, distribution mains must also be sized for fire flow requirements. This final portion of over-sizing for distribution plant investment is classified as public fire protection related. The classification of distribution mains was based on an economic analysis or "minimum system" analysis. This analysis determined that 33% of the water mains were a function of the customers on the system, 60% were in place to meet peak demand requirements, and finally, 7% of the sizing was to meet fire flow demands.

Table 4-1 shows a summary of the basic functionalization and classification of the City's major water plant items. A more detailed exhibit of the City's functionalization and classification of plant investment can be found in the Technical Appendix, Exhibit 11.

Table 4- 1
Summary of the Classification of Water Plant in Service

Plant Description	Capacity Related	Commodity Related	Customer Related	Fire Protection
Source of Supply	61%	39%	0%	0%
Storage	90%	0%	0%	10%
Transmission/Distribution	0%	60%	33%	7%

4.6 Functionalization and Classification of Operating Expenses

Operating expenses are generally functionalized and classified in a manner similar to the corresponding plant account. For example, maintenance of distribution mains is typically classified in the same manner (classification percentages) as the plant account for distribution mains. This approach to classification of operating expenses was used for this analysis.

For the City's study, the revenue requirement for FY 2012 were functionalized, classified, and allocated. As noted earlier, the City utilized a cash basis revenue requirement, which was comprised of operation and maintenance expenses, debt service, and rate funded capital. A more detailed review of the classification of revenue requirement can be found in the Technical Appendix, Exhibit 14.

4.7 Major Assumptions of the Cost of Service Study

A number of key assumptions were used within the City's cost of service study. Below is a brief discussion of the major assumptions used.

- The test period used for the cost of service analysis was FY 2012. The revenue and expense data was previously developed within the revenue requirement study.
- A cash basis approach was utilized which conforms to generally accepted water cost of service approaches and methodologies.
- The classification of plant in service was developed based on generally accepted cost allocation techniques.
- Customer usage figures used within this study were provided for each class of service from historical usage information provided by the City. For the un-metered customers an estimate was developed based on available test meter data and a comparison to the system total production less metered sales and system losses.
- Capacity allocation factors were estimated based upon the relationship of each customer group's average month to peak month usage characteristic, along with certain estimates of the relationship by class of service.

4.8 Summary of the Cost of Service Results

In summary form, this cost of service analysis began by functionalizing the City's plant asset records and then the revenue requirement. The functionalized plant and expense accounts were then classified into their various cost components. The individual classification totals were then allocated to the various customer groups based upon the appropriate allocation factors. The allocated expenses for each customer group were then aggregated to determine each customer group's overall revenue responsibility. A summary of the detailed cost responsibility developed for each class of service is shown in Table 4-2.

Table 4 – 2
Summary of the FY 2012 Cost of Service Analysis (\$000s)

Class of Service	Present Rate Revenues	Allocated Costs	\$ Difference	% Difference
Single Family	\$6,336	\$8,757	(\$2,420)	38.2%
Multi-Family	1,126	1,296	(171)	15.2%
Commercial	1,185	1,376	(190)	16.1%
Institutional	612	827	(215)	35.2%
Industrial	49	54	(5)	9.6%
Large User	439	445	(6)	1.4%
Landscape	671	809	(138)	20.6%
Total	\$10,418	\$13,564	(\$3,146)	30.2%

The allocation of costs determines the facilities and costs allocated to each customer class reflected their respective benefit. The cost of service analysis results indicate minor cost of service differences between the customer classes of service. A simple guideline in dealing with cost of service results is that a customer class is paying their fair allocation of costs if the costs of service results for that customer group are within $\pm 5\%$ of the overall adjustment. This range of values is used as the cost of service is based on one year of consumption data, expenses, and other customer characteristics.

When reviewing Table 4-2 it would appear that minor cost of service adjustments could be made to the various customer classes of service. However, it is not recommended that the results shown in Table 4-2 be implemented at this time for a couple of reasons. First, the development of the cost of service is based on the average and peak day needs of the City's customers. Currently the City does not have metered consumption data for all its customers, specifically only one year of metered data for approximately one third of the residential customers. As a result estimates were used in the development of the cost of service analysis for total consumption. Given this lack of data the cost of service may not reflect the results that would be seen when all customers are metered and the analysis is updated. Second, this is the first cost of service study completed where the industrial customers are separated out into their own customer class, and the customers may change their patterns with the proposed revenue adjustments.

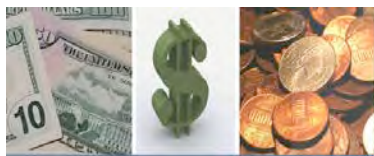
As noted previously, the City could begin to move towards rates by class of service noted in Table 4-2, but maintain the same rate structure at this time. In this way, future rate analyses could begin to refine the rates by class of service to reflect the costs imposed by each customer class.

4.9 Consultant's Conclusions and Recommendations

While the cost of service results show minor cost differences between the customer classes of service it is recommended that no adjustments be made at this time. At this time it is recommended that the City implement the revenue transition plan to fund the operating and capital needs of the water utility. As the City begins billing all customers a metered rate the cost of service analysis can be updated and rates adjusted at that time to reflect the cost of service when a majority of customers are metered.

4.10 Summary

This section of the report has provided an analysis of the cost of service developed for City of Woodland. This analysis was prepared using generally accepted cost of service techniques. The next section of the report will discuss the development of the water rate designs for the various customer classes of service.



Section 5

Development of the Water Rate Designs

5.1 Introduction

The final step of the comprehensive water rate study process is the design of water rates to collect the desired levels of revenues, based upon the results of the revenue requirement and cost of service analysis. In reviewing water rate designs, consideration is given to the level of the rates and the structure of the rates.

5.2 Rate Design Criteria and Considerations

Prudent rate administration dictates that several criteria must be considered when setting utility rates. Some of these rate design criteria are listed below:

- Rates which are easy to understand from the customer's perspective
- Rates which are easy for the utility to administer
- Consideration of the customer's ability to pay
- Continuity, over time, of the rate making philosophy
- Policy considerations (encourage conservation, economic development, etc.)
- Provide revenue stability from month to month and year to year
- Promote efficient allocation of the resource
- Equitable and non-discriminatory (cost-based)

Many contemporary rate economists and regulatory agencies feel the last consideration, cost-based rates, should be of paramount importance and provide the primary guidance to utilities on rate structure and policy.

It is important that the City provide its customers with a proper price signal as to what their consumption or usage is costing. This goal may be approached through rate level and structure. When developing the proposed rate designs, all the above listed criteria were taken into consideration. However, it should be noted that it is difficult, if not impossible, to design a rate that meets all the goals and objectives listed above. For example, it may be difficult to design a rate that takes into consideration the customer's ability to pay, and one which is cost-based. In designing rates, there are always trade-offs between the goals and objectives.

5.3 Review of the Overall Revenue Adjustments

As indicated in the revenue requirement and the cost of service analyses, the priority for the water utility was to adjust and transition the overall level of the revenues to meet financial needs. Therefore, the results of the revenue requirement analysis were the primary basis for establishing the revenue transition plan. In addition, since no cost of service adjustments were recommended at this time, the proposed overall revenue adjustments will be used to generate the proposed rates.

5.4 Rate level vs. Rate Structure

The rate level refers to the amount of total revenues collected from a customer class of service, or as a total for the system. The rate structure refers to how the individual customer

classes are charged or billed for their use of the system. The rate structure generally takes the form of a fixed charge and a consumption charge. In the City's case there is a monthly meter charge that varies by meter size, plus a consumption charge for all water use.

Several discussions with City staff and the WRAC reviewed the level of revenues to collect from the fixed and variable charges and different revenue alternatives were provided to City staff and the WRAC for review. The level of revenues collected through the fixed and consumption charge is a policy decision that allows the rate structure to meet the City's goals and objectives. Currently, the City collects approximately 46% of its metered residential revenue through the fixed meter base rate charges. While some conservation goals would suggest a lower proportion of revenues to be collected through the fixed meter base rate charges, it is important to remember that City customers are still transitioning to a metered rate and the higher fixed charge allows for a smoother transition to metered rates and revenue stability during this time of transition. Several alternative rate designs were provided to City staff and the WRAC with various levels of fixed vs. consumption levels. In the end, primarily to minimize rate impacts and for the transition to metered rates, it was determined that the current level of fixed revenues would be maintained for the proposed rate structures. During the next rate study the City can review this assumption and determine if it still meets the current rate design goals and objectives.

5.5 Present and Proposed Water Rates

In developing the proposed rate designs, the City's existing rate structures were reviewed. Presently the City has four different metered rate schedules; one for residential customers, one for multi-family, commercial, institutional, and industrial customers, one for large users, and one for landscape customers. The residential customers are currently charged either a fixed flat rate based on lot size, in square feet, or a fixed meter charge based on meter size plus a three-tiered consumption rate. There are also two types of charges for the non-residential customers, flat rate and metered. The flat rate customers are charged a fixed flat rate each month. The metered customers are charged a monthly fixed meter charge which varies by meter size and a uniform consumption charge. The multi-family, commercial, institutional, and industrial customers have the same uniform charge; large user customers and landscape customers have separate uniform rates. Presented below in Table 5-1 is a summary of the present water rate schedules.

Table 5 – 1 Present Water Rates		
Customer Class	July 1, 2011	July 1, 2012
<u>Flat Rate Customers</u>		
<i>Residential</i>		
<5,000 Square Feet	\$34.30	\$41.15
5,000 - 10,000 Square Feet	42.35	50.80
>10,000 Square Feet	50.05	60.05
<i>Non-Residential</i>	\$34.60	\$41.50
<u>Metered Customers</u>		
<i>All Customer Classes by Meter Size</i>		
¾" – 2"	\$20.00	\$24.00
3"	37.60	45.10
4"	62.60	75.10
6"	125.00	150.00
<i>Consumption (per CCF)</i>		
<i>Residential</i>		
0 – 12 CCF	\$1.25	\$1.50
13 – 20 CCF	1.50	1.95
Above 20 CCF	1.90	2.55
<i>Multi-Family, Commercial, Institutional & Industrial</i>	\$2.15	\$2.35
<i>Large User</i>	\$2.10	\$2.30
<i>Landscape</i>	\$2.35	\$2.80

Note: 1 CCF = 100 cubic feet (cf) = 748 gallons

As can be seen in Table 5-1 the present rates show the flat rate customer charges and the metered charges for each customer class. All customers are scheduled to be metered by the end of FY 2013 and will no longer have a flat rate customer charge. For the metered customers, meter rates vary by size and are the same for each customer class.

In discussion with the WRAC it determined that instead of reporting the billed units in ccf (hundred cubic feet) as shown in Table 5-1, it would be reported in cf (cubic feet). This is how the City meters record the units and it is adjusted for billing and customer bills. The WRAC felt that it would be a start in simplifying the customer bills and help with customer understanding. It should be noted that the units for billing are not critical to the process. That is whether the City bills in ccf, cf, or gallons, the important aspect is that the consumption charge reflect those units. Given this discussion, the proposed rates are shown in cf in the following tables.

The sizing of the residential tiers was also discussed and several alternatives developed. HDR provided a review, and summary, of the available consumption data to provide a recommendation to City staff and the WRAC on the sizing of the tiers. The proposed adjustments to the second and third tiers of the residential rate structure reflect the actual metered data analysis for residential customers and future customers connecting to the system. Members of the WRAC were concerned of the sizing of the tiers and the impacts it may have on conservation and customer bills. Given the discussion with staff and the WRAC it is recommended that the City adjust the size of the second and third tiers, to include up to

3,000 cf in the second tier and over 3,000 cf in the third tier, but monitor the consumption in each tier and revise them as necessary in future studies. Previously these tiers were set at 2,000 cf.

Presented below are the proposed rates for the proposed revenue transition plan. The proposed annual revenue adjustments are 17.0% per year assuming a January 1st implementation. The residential consumption charge tiers were adjusted to capture the most recent metered, and projected, usage patterns for the residential customer class. Table 5-2 shows the proposed residential rates for the four year revenue transition period.

Table 5 – 2 Proposed Residential Water Rates				
Customer Class	January 2013	January 2014	January 2015	January 2016
<u>Flat Rate Customers</u>				
<5,000 Square Feet	\$50.95	N/A	N/A	N/A
5,000 - 10,000 Square Feet	62.90	N/A	N/A	N/A
>10,000 Square Feet	74.35	N/A	N/A	N/A
<u>Metered Customers</u>				
¾" – 2"	\$28.75	\$33.00	\$38.75	\$45.25
3"	54.00	62.00	72.80	85.10
4"	89.95	103.30	121.30	141.60
6"	179.70	206.30	242.20	282.80
Consumption (per CF)				
0 – 1,200 CF	\$0.0191	\$0.0219	\$0.0264	\$0.0315
1,201 – 3,000 CF	0.0248	0.0283	0.0341	0.0406
Above 3,000 CF	0.0325	0.0371	0.0447	0.0536

As seen in Table 5-2, the residential second and third consumption tiers change from the existing 2,000 cf to the proposed 3,000 cf. This adjustment was in an attempt to reflect more accurately the usage patterns for the residential customers between indoor, outdoor, and excessive use. A typical residential customer currently uses approximately 1,700 cf a month on an annual average, approximately 1,200 cf in the winter and 2,000 cf in the summer.

However, given that the typical residential customer consumption is also based on a projection of un-metered consumption, it is reasonable to assume that once customers are metered conservation will occur. In the development of the rates the analysis has assumed conservation savings in each year. These conservation savings are partly a result of metering all customers, and partly as a result of customer response to higher bills (price elasticity). Given the proposed rates in Table 5-2, and the assumed conservation savings Table 5-3 provides a summary of the typical customer's bill.

Table 5 – 3
Typical Residential Monthly Water Bill

	July 2012	January 2013	January 2014	January 2015	January 2016
Typical Customer					
Average Monthly Consumption - CF	1,700	1,700	1,600	1,600	1,500
Calculation of the Monthly Bill					
Meter Charge	\$24.00	\$28.75	\$33.00	\$38.75	\$45.25
Tier 1 (Tier 1 Rate X 1,200 cf)	18.00	22.92	26.28	31.68	37.80
Tier 2 (Tier 2 Rate X 500/400/300 cf)	<u>9.75</u>	<u>12.40</u>	<u>11.32</u>	<u>13.64</u>	<u>12.18</u>
Proposed Monthly Bill	\$51.75	\$64.07	\$70.60	\$84.07	\$95.23

As can be seen from Table 5-3 the monthly rates will increase to just over \$95.00 with the assumed conservation. This level of assumed conservation has been incorporated into the development of the proposed rate designs. In reference to Table 5-3, in the winter period the bill will be less, and in the summer period the bill may be greater depending on specific customer consumption.

The City also provides water service to non-residential customers. The non-residential rates also reflect the proposed increase of 17.0% annually during the revenue transition period. The meter charges are the same for the non-residential customers as the residential customers. However, the non-residential customers are charged a uniform rate. That is, a rate that remains the same regardless of the amount of consumption. Similar to the residential rate structure the proposed rates are shown in cf rather than ccf. Table 5-4 provides proposed rates for all the non-residential customer class.

Table 5 – 4
Proposed Non-Residential Water Rates

Customer Class	January 1, 2013	January 1, 2014	January 1, 2015	January 1, 2016
<u>Flat Rate Customers</u>				
Non-Residential	\$50.36	N/A	N/A	N/A
<u>Metered Customers</u>				
¾" – 2"	\$28.75	\$33.00	\$38.75	\$45.25
3"	54.00	62.00	72.80	85.10
4"	89.95	103.30	121.30	141.60
6"	179.70	206.30	242.20	282.80
Consumption (per CF)				
Multi-Family, Commercial, Industrial, & Institutional	\$0.0286	\$0.0329	\$0.0392	\$0.0466
Large User	0.0277	0.0324	0.0380	0.0445
Landscape	0.0325	0.0371	0.0447	0.0536

As can be seen the rate structure for the non-residential customers did not change, the uniform rate is maintained, only the level of rates was adjusted to collect to meet the overall target revenue levels for each year. As mentioned previously, rates will be implemented each year beginning January 1st. The revenue transition plan assumes an overall revenue target of 17.0% annually over the revenue transition period.

5.6 Summary of Water Rate Study

This section of the report has discussed the development of the water rate designs and completes the comprehensive water rate study. The results of the comprehensive rate study indicated that water rates are deficient for the projected time period reviewed. It is recommended that overall revenues be increased annually by 17.0% each January starting in 2013 and ending in 2016. The implementation of overall revenue adjustments, as shown in the revenue transition plan, should generate the additional revenue needed to meet the water utility's future operating and capital needs, along with the City's financial and rate setting policies.



Technical Appendix A – Rate Study Analysis

**City of Woodland
Water Utility
Exhibit 1
Summary of the Revenue Requirement**

	Budget FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Projected FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenues										
Rate Revenues	\$10,355,517	\$10,417,650	\$10,480,156	\$10,543,037	\$10,648,467	\$10,754,952	\$10,862,501	\$10,971,126	\$11,080,838	\$11,213,808
Miscellaneous Revenues	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400
Total Revenues	\$10,375,917	\$10,438,050	\$10,500,556	\$10,563,437	\$10,668,867	\$10,775,352	\$10,882,901	\$10,991,526	\$11,101,238	\$11,234,208
Expenses										
Operations and Maintenance Expense	\$5,910,025	\$6,364,206	\$6,570,623	\$6,843,760	\$7,232,915	\$7,448,214	\$7,811,466	\$8,151,365	\$8,513,022	\$8,894,669
Capital Funded Through Rates	800,000	990,000	990,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Debt Service	323,992	323,992	1,085,892	751,964	921,111	878,028	989,907	1,269,734	1,269,734	1,269,734
Total Expenses	\$7,034,017	\$7,678,198	\$8,646,515	\$8,595,724	\$9,154,026	\$9,326,242	\$9,801,372	\$10,421,099	\$10,782,756	\$11,164,404
Less: Existing Connection Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue Requirement without SWP	\$7,034,017	\$7,678,198	\$8,646,515	\$8,595,724	\$9,154,026	\$9,326,242	\$9,801,372	\$10,421,099	\$10,782,756	\$11,164,404
Balance/(Deficiency) of Funds without SWP	\$3,341,900	\$2,759,852	\$1,854,041	\$1,967,713	\$1,514,841	\$1,449,110	\$1,081,529	\$570,427	\$318,482	\$69,804
Total Incr. as a % of Pres. Rates without SWP	-32.3%	-26.5%	-17.7%	-18.7%	-14.2%	-13.5%	-10.0%	-5.2%	-2.9%	-0.6%
Surface Water Project Expenses	\$0	\$0	\$0	\$0	\$3,860,533	\$6,204,930	\$6,453,127	\$6,711,252	\$6,979,702	\$7,258,890
SWP Debt Service	\$1,444,891	\$1,786,072	\$1,978,505	\$5,876,659	\$8,637,754	\$9,719,230	\$10,591,995	\$12,890,670	\$13,301,510	\$13,299,210
Less: SWP Connection Fees	\$229,391	\$229,391	\$229,391	\$229,391	\$382,318	\$382,318	\$382,318	\$382,318	\$382,318	\$458,781
Total Revenue Requirement with SWP	\$8,249,517	\$9,234,879	\$10,395,630	\$14,242,993	\$21,269,996	\$24,868,084	\$26,464,177	\$29,640,703	\$30,681,650	\$31,263,722
Balance/(Deficiency) of Funds with SWP	\$2,126,399	\$1,203,171	\$104,926	(\$3,679,556)	(\$10,601,129)	(\$14,092,732)	(\$15,581,276)	(\$18,649,177)	(\$19,580,413)	(\$20,029,515)
Total Incr. as a % of Pres. Rates with SWP	-20.5%	-11.5%	-1.0%	34.9%	99.6%	131.0%	143.4%	170.0%	176.7%	178.6%
Transfers to Reserves	\$2,126,399	\$4,349,302	\$5,589,611	\$4,568,344	\$955,654	(\$300,640)	(\$907,487)	(\$3,054,900)	(\$3,025,262)	(\$2,436,674)
NET REVENUE REQUIREMENT WITH SWP	\$10,375,917	\$13,584,180	\$15,985,241	\$18,811,337	\$22,225,650	\$24,567,444	\$25,556,690	\$26,585,802	\$27,656,388	\$28,827,049
Net Balance/(Deficiency) of Funds with SWP	\$0	(\$3,146,130)	(\$5,484,685)	(\$8,247,900)	(\$11,556,783)	(\$13,792,092)	(\$14,673,789)	(\$15,594,276)	(\$16,555,151)	(\$17,592,841)
Net Incr. as a % of Pres. Rates with SWP	0.0%	30.2%	52.3%	78.2%	108.5%	128.2%	135.1%	142.1%	149.4%	156.9%
Proposed Rate Adjustment - July Implementation	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Adjustment - January Implementation	N/A	17.0%	17.0%	17.0%	17.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Cumulative Annualized Rate Adjustment	0.0%	30.2%	52.3%	78.2%	108.5%	128.2%	135.1%	142.1%	149.4%	156.9%
Additional Revenue from Adjustment	\$0	\$3,146,130	\$5,484,685	\$8,247,900	\$11,556,783	\$13,792,092	\$14,673,789	\$15,594,276	\$16,555,151	\$17,592,841
Total Balance/(Deficiency) of Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Rate Adjustment Required	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Residential Rate - \$/ Month	\$42.50	(Metered Single Family - 17,000 gallons average + 1" Meter)								
Current Average Residential Bill	\$42.50	\$55.34	\$64.74	\$75.75	\$88.63	\$97.00	\$99.91	\$102.91	\$106.00	\$109.18
After Proposed Rate Adjustment	\$42.50	\$55.34	\$64.74	\$75.75	\$88.63	\$97.00	\$99.91	\$102.91	\$106.00	\$109.18

City of Woodland
Water Utility
Exhibit 2
Escalation Factors

	Budget	Projected									Notes
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Revenues											
Rate Revenues	Calculated	0.60%	0.60%	0.60%	1.00%	1.00%	1.00%	1.00%	1.00%	1.20%	
Miscellaneous Revenues	Budget	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Expenses											
Personnel	Budget	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Labor	Budget	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Benefits - Medical	Budget	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	
Benefits - Other	Budget	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
Supplies/Services	Budget	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Materials & Supplies	Budget	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Equipment	Budget	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Education/Meetings	Budget	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Other	Budget	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Utilities	Budget	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
Miscellaneous	Budget	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Transfers	Budget	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Depreciation	Budget	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Regulatory	Budget	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	
Interest		0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.50%	1.50%	1.75%	

	Budget	Projected									
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Notes
REVENUES											
Rate Revenues											
Residential	\$6,298,524	\$6,336,315	\$6,374,333	\$6,412,579	\$6,476,705	\$6,541,472	\$6,606,886	\$6,672,955	\$6,739,685	\$6,820,561	As Rate Revenues
Multi-Family	1,118,944	1,125,657	1,132,411	1,139,206	1,150,598	1,162,104	1,173,725	1,185,462	1,197,317	1,211,684	As Rate Revenues
Commercial	1,178,347	1,185,417	1,192,529	1,199,684	1,211,681	1,223,798	1,236,036	1,248,396	1,260,880	1,276,011	As Rate Revenues
Institutional	607,991	611,639	615,309	619,000	625,190	631,442	637,757	644,134	650,576	658,383	As Rate Revenues
Industrial	48,683	48,975	49,269	49,564	50,060	50,560	51,066	51,577	52,092	52,718	As Rate Revenues
Large Uniform Users	436,003	438,619	441,251	443,898	448,337	452,820	457,349	461,922	466,541	472,140	As Rate Revenues
Landscape	667,027	671,029	675,055	679,105	685,896	692,755	699,683	706,680	713,746	722,311	As Rate Revenues
City	0	0	0	0	0	0	0	0	0	0	As Rate Revenues
Total Rate Revenues	\$10,355,517	\$10,417,650	\$10,480,156	\$10,543,037	\$10,648,467	\$10,754,952	\$10,862,501	\$10,971,126	\$11,080,838	\$11,213,808	
Miscellaneous Revenues											
Fees, Licenses, Permits	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	As Flat
Shut-off Notices	0	0	0	0	0	0	0	0	0	0	As Flat
Shut-off Fees	0	0	0	0	0	0	0	0	0	0	As Flat
Interest Income	0	0	0	0	0	0	0	0	0	0	Included in Fund Balance
Total Miscellaneous Revenues	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400	
TOTAL REVENUES	\$10,375,917	\$10,438,050	\$10,500,556	\$10,563,437	\$10,668,867	\$10,775,352	\$10,882,901	\$10,991,526	\$11,101,238	\$11,234,208	
OPERATIONS AND MAINTENANCE EXPENSE											
Bill & Collect - Water											
Personnel											
Salaries-Perm Full Time	\$104,917	\$107,016	\$109,156	\$111,339	\$113,566	\$115,837	\$118,154	\$120,517	\$122,927	\$125,386	As Personnel
Administration Buy-out	258	263	268	273	279	285	290	296	302	308	As Personnel
Comp Time Buy-out	531	542	553	564	575	587	599	610	623	635	As Personnel
Def Comp City Match	422	430	439	448	457	466	475	485	494	504	As Personnel
Workers Comp/Liab Ins	9,180	9,639	10,121	10,627	11,159	11,717	12,302	12,918	13,563	14,242	As Benefits - Other
Retirement	27,618	28,999	30,449	31,971	33,570	35,248	37,011	38,861	40,804	42,845	As Benefits - Other
Health Pay-In Lieu	3,871	4,219	4,599	5,013	5,464	5,956	6,492	7,076	7,713	8,407	As Benefits - Medical
Retirement Health Saving Plan	312	340	371	404	440	480	523	570	622	678	As Benefits - Medical
Life/Vision/Dental/Retire	20,556	22,406	24,422	26,620	29,016	31,627	34,474	37,576	40,958	44,644	As Benefits - Medical
Health/Life/Vision Insurance	19,068	20,784	22,655	24,694	26,916	29,339	31,979	34,857	37,995	41,414	As Benefits - Medical
Unemployment Insurance	1,230	1,291	1,356	1,424	1,495	1,570	1,648	1,730	1,817	1,908	As Benefits - Other
Medicare Insurance	1,576	1,718	1,873	2,042	2,225	2,426	2,644	2,882	3,141	3,424	As Benefits - Medical
Total Personnel	\$189,540	\$197,648	\$206,262	\$215,419	\$225,162	\$235,536	\$246,591	\$258,379	\$270,960	\$284,394	

	Budget FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Projected FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Notes
<u>Supplies/Services</u>											
Office Supplies	\$500	\$520	\$541	\$562	\$585	\$608	\$633	\$658	\$684	\$712	As Supplies/Services
Postage	800	832	865	900	936	973	1,012	1,053	1,095	1,139	As Supplies/Services
Copy Machine Costs	740	770	800	832	866	900	936	974	1,013	1,053	As Supplies/Services
Department Specific Supplies	500	520	541	562	585	608	633	658	684	712	As Supplies/Services
Telephone	4,900	5,096	5,300	5,512	5,732	5,962	6,200	6,448	6,706	6,974	As Supplies/Services
Contract Services	73,800	76,752	79,822	83,015	86,336	89,789	93,381	97,116	101,000	105,040	As Supplies/Services
Credit Card Fees	7,500	7,800	8,112	8,436	8,774	9,125	9,490	9,869	10,264	10,675	As Education/Meetings
Education Incentive Reimbursement	625	650	676	703	731	760	791	822	855	890	As Education/Meetings
Indirect Expenses	2,280	2,371	2,466	2,565	2,667	2,774	2,885	3,000	3,120	3,245	As Other
Technology Services Chargebacks	19,485	20,265	21,075	21,918	22,795	23,707	24,655	25,641	26,667	27,734	As Other
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Total Supplies/Services	\$111,130	\$115,575	\$120,198	\$125,006	\$130,007	\$135,207	\$140,615	\$146,240	\$152,089	\$158,173	
Total Bill & Collect Expenses	\$300,670	\$313,223	\$326,460	\$340,425	\$355,169	\$370,743	\$387,206	\$404,619	\$423,049	\$442,567	
<u>Water Conservation</u>											
<u>Personnel</u>											
Salaries-Perm Full Time	\$96,021	\$97,941	\$99,900	\$101,898	\$103,936	\$106,015	\$108,135	\$110,298	\$112,504	\$114,754	As Personnel
Hourly Wages - Temporary	39,571	40,363	41,170	41,993	42,833	43,690	44,564	45,455	46,364	47,291	As Personnel
Vacation Buyout	850	867	884	902	920	938	957	976	996	1,016	As Personnel
Overtime - Perm Full Time	500	510	520	531	541	552	563	574	586	598	As Personnel
Def Comp City Match	653	666	680	693	707	721	736	750	765	781	As Personnel
Workers Comp/Liab Ins	11,963	12,561	13,190	13,849	14,542	15,269	16,032	16,834	17,675	18,559	As Benefits - Other
Retirement	25,126	26,383	27,702	29,087	30,541	32,068	33,672	35,355	37,123	38,979	As Benefits - Other
Health Pay-In Lieu	2,526	2,753	3,001	3,271	3,566	3,887	4,236	4,618	5,033	5,486	As Benefits - Medical
Retirement Health Services Plan	870	948	1,034	1,127	1,228	1,339	1,459	1,590	1,734	1,890	As Benefits - Medical
Life/Vision/Dental/Retire	16,892	18,412	20,070	21,876	23,845	25,991	28,330	30,880	33,659	36,688	As Benefits - Medical
Health/Life/Vision Ins	19,975	21,773	23,732	25,868	28,196	30,734	33,500	36,515	39,802	43,384	As Benefits - Medical
Unemployment Insurance	1,588	1,667	1,751	1,838	1,930	2,026	2,128	2,234	2,346	2,463	As Benefits - Other
Medicare Insurance	1,429	1,557	1,698	1,850	2,017	2,198	2,396	2,612	2,847	3,103	As Benefits - Medical
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Total Personnel	\$217,965	\$226,403	\$235,330	\$244,783	\$254,802	\$265,428	\$276,708	\$288,691	\$301,433	\$314,991	
<u>Supplies/Services</u>											
Office Supplies	\$700	\$728	\$757	\$787	\$819	\$852	\$886	\$921	\$958	\$996	As Supplies/Services
Postage	200	208	216	225	234	243	253	263	274	285	As Supplies/Services
Pubs & Periodicals	100	104	108	112	117	122	127	132	137	142	As Supplies/Services
Printing	1,500	1,560	1,622	1,687	1,755	1,825	1,898	1,974	2,053	2,135	As Supplies/Services
Department Specific Supplies	21,120	21,965	22,843	23,757	24,707	25,696	26,724	27,792	28,904	30,060	As Supplies/Services
Advertising	1,500	1,560	1,622	1,687	1,755	1,825	1,898	1,974	2,053	2,135	As Supplies/Services
Telephone	2,400	2,496	2,596	2,700	2,808	2,920	3,037	3,158	3,285	3,416	As Supplies/Services
Cell Phones	810	842	876	911	948	985	1,025	1,066	1,109	1,153	As Supplies/Services
Contract Services	22,100	22,984	23,903	24,859	25,854	26,888	27,964	29,082	30,245	31,455	As Supplies/Services
Memberships & Dues	485	504	525	546	567	590	614	638	664	690	As Supplies/Services
Conferences, Meetings & Other Training	2,000	2,080	2,163	2,250	2,340	2,433	2,531	2,632	2,737	2,847	As Education/Meetings
Education Incentive Reimbursement	1,250	1,300	1,352	1,406	1,462	1,521	1,582	1,645	1,711	1,779	As Education/Meetings
Indirect Expense	14,158	14,724	15,313	15,926	16,563	17,225	17,914	18,631	19,376	20,151	As Education/Meetings
Technology Services Chargebacks	8,880	9,235	9,605	9,989	10,388	10,804	11,236	11,685	12,153	12,639	As Other
Fixed Fleet Cost	1,696	1,764	1,835	1,908	1,985	2,064	2,146	2,232	2,322	2,414	As Other
Variable Fleet Cost	1,833	1,907	1,983	2,062	2,145	2,231	2,320	2,413	2,509	2,610	As Other
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Total Supplie/Services	\$80,733	\$83,962	\$87,320	\$90,813	\$94,446	\$98,224	\$102,153	\$106,239	\$110,488	\$114,908	
Total Water Conservation Expenses	\$298,697	\$310,365	\$322,651	\$335,597	\$349,248	\$363,652	\$378,860	\$394,930	\$411,921	\$429,899	

	Budget					Projected					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Notes
Water Wells and Tanks O&M											
<u>Personnel</u>											
Salaries-Perm Full Time	\$341,567	\$348,398	\$355,366	\$362,473	\$369,723	\$377,117	\$384,659	\$392,353	\$400,200	\$408,204	As Personnel
Hourly Wages - Temporary	15,082	15,383	15,691	16,005	16,325	16,651	16,984	17,324	17,670	18,024	As Personnel
Vacation Buy-out	4,684	4,777	4,873	4,970	5,070	5,171	5,274	5,380	5,487	5,597	As Personnel
Administration Buyout	534	544	555	566	578	589	601	613	625	638	As Personnel
Comp Time Buyout	379	387	395	403	411	419	427	436	445	453	As Personnel
Overtime - Perm Full Time	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	As Personnel
Def Comp City Match	709	724	738	753	768	783	799	815	831	848	As Personnel
Acting Pay	500	510	520	531	541	552	563	574	586	598	As Personnel
Workers Comp/Liab Ins	31,244	32,806	34,446	36,168	37,977	39,876	41,869	43,963	46,161	48,469	As Benefits - Other
Retirement	92,493	97,117	101,973	107,072	112,425	118,047	123,949	130,146	136,654	143,486	As Benefits - Other
Health Pay-In Lieu	7,304	7,961	8,678	9,459	10,310	11,238	12,249	13,352	14,554	15,863	As Benefits - Medical
Retirement Health Services Plan	1,632	1,714	1,799	1,889	1,984	2,083	2,187	2,296	2,411	2,532	As Benefits - Other
Life/Vision/Dental/Retire	65,025	70,877	77,256	84,209	91,788	100,048	109,053	118,868	129,566	141,227	As Benefits - Medical
Health/Life/Vision Ins	68,246	74,388	81,083	88,380	96,335	105,005	114,455	124,756	135,984	148,223	As Benefits - Medical
Unemployment Insurance	4,176	4,385	4,605	4,835	5,076	5,330	5,597	5,877	6,171	6,479	As Benefits - Other
Medicare Insurance	4,606	5,020	5,472	5,965	6,501	7,087	7,724	8,420	9,177	10,003	As Benefits - Medical
Total Personnel	\$648,179	\$675,192	\$703,853	\$734,289	\$766,635	\$801,037	\$837,654	\$876,659	\$918,238	\$962,595	
<u>Supplies/Services</u>											
Office Supplies	\$960	\$998	\$1,038	\$1,080	\$1,123	\$1,168	\$1,215	\$1,263	\$1,314	\$1,366	As Supplies/Services
Postage	100	104	108	112	117	122	127	132	137	142	As Supplies/Services
Pubs & Periodicals	175	182	189	197	205	213	221	230	239	249	As Supplies/Services
Printing	2,450	2,548	2,650	2,756	2,866	2,981	3,100	3,224	3,353	3,487	As Supplies/Services
Copy Machine Costs	600	624	649	675	702	730	759	790	821	854	As Supplies/Services
Spec Dept Supplies	143,233	148,962	154,921	161,118	167,562	174,265	181,235	188,485	196,024	203,865	As Supplies/Services
Personal Protective Equipment	760	790	822	855	889	925	962	1,000	1,040	1,082	As Supplies/Services
Laundry	875	910	946	984	1,024	1,065	1,107	1,151	1,197	1,245	As Supplies/Services
Tools	700	728	757	787	819	852	886	921	958	996	As Supplies/Services
Advertising	350	364	379	394	409	426	443	461	479	498	As Supplies/Services
Telephone	3,700	3,848	4,002	4,162	4,328	4,502	4,682	4,869	5,064	5,266	As Supplies/Services
Cell Phones	1,440	1,498	1,558	1,620	1,685	1,752	1,822	1,895	1,971	2,050	As Supplies/Services
Maintenance Equipment	2,340	2,434	2,531	2,632	2,737	2,847	2,961	3,079	3,202	3,331	As Supplies/Services
Contract Services	107,088	111,372	115,826	120,459	125,278	130,289	135,500	140,921	146,557	152,420	As Supplies/Services
Memberships & Dues	750	780	811	844	877	912	949	987	1,026	1,067	As Supplies/Services
Mandatory Training	5,125	5,330	5,543	5,765	5,996	6,235	6,485	6,744	7,014	7,294	As Supplies/Services
Education Incentive Reimbursement	625	650	676	703	731	760	791	822	855	890	As Supplies/Services
Gas & Oil	3,000	3,120	3,245	3,375	3,510	3,650	3,796	3,948	4,106	4,270	As Supplies/Services
Indirect Expense	161,070	167,513	174,213	181,182	188,429	195,966	203,805	211,957	220,435	229,253	As Other
Utilities	852,100	886,184	921,631	958,497	996,836	1,036,710	1,078,178	1,121,305	1,166,158	1,212,804	As Other
Technology Services Chargebacks	23,904	24,860	25,855	26,889	27,964	29,083	30,246	31,456	32,714	34,023	As Other
Fixed Fleet Cost	10,174	10,581	11,005	11,445	11,903	12,379	12,874	13,389	13,924	14,481	As Other
Variable Fleet Cost	25,116	26,121	27,166	28,252	29,382	30,558	31,780	33,051	34,373	35,748	As Other
Total Supply/Services	\$1,346,636	\$1,400,501	\$1,456,521	\$1,514,782	\$1,575,373	\$1,638,388	\$1,703,924	\$1,772,081	\$1,842,964	\$1,916,683	
Total Water Wells and Tanks O&M	\$1,994,815	\$2,075,693	\$2,160,374	\$2,249,071	\$2,342,008	\$2,439,425	\$2,541,578	\$2,648,740	\$2,761,202	\$2,879,277	
Water Distribution System (86)											
<u>Personnel</u>											
Salaries-Perm Full Time	\$650,907	\$663,925	\$677,204	\$690,748	\$704,563	\$718,654	\$733,027	\$747,688	\$762,641	\$777,894	As Personnel
Hourly Wages - Temporary	45,245	46,150	47,073	48,014	48,974	49,954	50,953	51,972	53,011	54,072	As Personnel
Vacation Buyout	12,078	12,319	12,566	12,817	13,073	13,335	13,602	13,874	14,151	14,434	As Personnel
Overtime - Perm Full Time	14,000	14,280	14,566	14,857	15,154	15,457	15,766	16,082	16,403	16,731	As Personnel
Def Comp City Match	511	521	531	542	553	564	575	587	599	611	As Personnel
Acting Pay	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	As Personnel
Standby Pay	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	As Personnel
Workers Comp/Liab Ins	61,027	64,078	67,282	70,646	74,178	77,887	81,781	85,870	90,164	94,672	As Benefits - Other
Retirement	173,236	181,898	190,993	200,543	210,570	221,098	232,153	243,761	255,949	268,747	As Benefits - Other
Health Pay-In Lieu	29,323	31,962	34,838	37,974	41,391	45,117	49,177	53,603	58,427	63,686	As Benefits - Medical
Retirement Health Services Plan	2,940	3,087	3,241	3,403	3,574	3,752	3,940	4,137	4,344	4,561	As Benefits - Other
Life/Vision/Dental/Retire	133,509	145,525	158,622	172,898	188,459	205,420	223,908	244,060	266,025	289,968	As Benefits - Medical
Health/Life/Vision Ins	145,939	159,074	173,391	188,996	206,005	224,546	244,755	266,783	290,793	316,965	As Benefits - Medical
Unemployment Insurance	8,152	8,560	8,988	9,437	9,909	10,405	10,925	11,471	12,045	12,647	As Benefits - Other
Medicare Insurance	8,913	9,715	10,590	11,543	12,582	13,714	14,948	16,294	17,760	19,358	As Benefits - Medical
Total Personnel	\$1,296,780	\$1,352,315	\$1,411,329	\$1,474,091	\$1,540,893	\$1,612,048	\$1,687,899	\$1,768,817	\$1,855,202	\$1,947,491	

	Budget					Projected					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Notes
Supplies/Services											
Office Supplies	\$1,500	\$1,560	\$1,622	\$1,687	\$1,755	\$1,825	\$1,898	\$1,974	\$2,053	\$2,135	As Supplies/Services
Postage	400	416	433	450	468	487	506	526	547	569	As Supplies/Services
Pubs & Periodicals	175	182	189	197	205	213	221	230	239	249	As Supplies/Services
Printing	1,000	1,040	1,082	1,125	1,170	1,217	1,265	1,316	1,369	1,423	As Supplies/Services
Copy Machine Costs	600	624	649	675	702	730	759	790	821	854	As Supplies/Services
Department Specific Supplies	255,000	265,200	275,808	286,840	298,314	310,246	322,656	335,563	348,985	362,945	As Supplies/Services
Personal Protective Equipment	3,120	3,245	3,375	3,510	3,650	3,796	3,948	4,106	4,270	4,441	As Supplies/Services
Laundry	2,625	2,730	2,839	2,953	3,071	3,194	3,321	3,454	3,592	3,736	As Supplies/Services
Tools	2,000	2,080	2,163	2,250	2,340	2,433	2,531	2,632	2,737	2,847	As Supplies/Services
Advertising	250	260	270	281	292	304	316	329	342	356	As Supplies/Services
Telephone	1,200	1,248	1,298	1,350	1,404	1,460	1,518	1,579	1,642	1,708	As Supplies/Services
Cell Phones	2,520	2,621	2,726	2,835	2,948	3,066	3,189	3,316	3,449	3,587	As Supplies/Services
Maintenance - Equipment	7,580	7,883	8,199	8,526	8,868	9,222	9,591	9,975	10,374	10,789	As Supplies/Services
Contract Services	122,065	126,948	132,026	137,307	142,799	148,511	154,451	160,629	167,054	173,737	As Supplies/Services
Memberships & Dues	7,467	7,766	8,076	8,399	8,735	9,085	9,448	9,826	10,219	10,628	As Supplies/Services
Mandatory Training	20,400	21,216	22,065	22,947	23,865	24,820	25,813	26,845	27,919	29,036	As Supplies/Services
Education Incentive Reimbursement	1,875	1,950	2,028	2,109	2,193	2,281	2,372	2,467	2,566	2,669	As Supplies/Services
Vehicle Purchases	35,000	36,400	37,856	39,370	40,945	42,583	44,286	46,058	47,900	49,816	As Supplies/Services
Gas & Oil	200	208	216	225	234	243	253	263	274	285	As Supplies/Services
Indirect Expense	187,185	194,672	202,459	210,558	218,980	227,739	236,849	246,323	256,176	266,423	As Supplies/Services
Technology Services Chargebacks	68,304	71,036	73,877	76,832	79,906	83,102	86,426	89,883	93,478	97,217	As Supplies/Services
Depreciation (In Lieu of Depreciation)	0	0	0	0	0	0	0	0	0	0	As Education/Meetings
Fixed Fleet Cost	39,612	41,196	42,844	44,558	46,340	48,194	50,121	52,126	54,211	56,380	As Materials & Supplies
Variable Fleet Cost	138,071	143,593	149,337	155,311	161,523	167,984	174,703	181,692	188,959	196,518	As Equipment
Lease Payment Chargeback	74,500	77,480	80,579	83,802	87,154	90,641	94,266	98,037	101,958	106,037	As Other
Total Supplie/Services	\$972,648	\$1,011,554	\$1,052,016	\$1,094,097	\$1,137,860	\$1,183,375	\$1,230,710	\$1,279,938	\$1,331,136	\$1,384,381	
Total Water Distribution Expenses	\$2,269,428	\$2,363,868	\$2,463,345	\$2,568,188	\$2,678,753	\$2,795,423	\$2,918,609	\$3,048,755	\$3,186,338	\$3,331,873	
Technology Services Support											
Supplies/Services											
Specific Department Supplies	\$3,900	\$4,056	\$4,218	\$4,387	\$4,562	\$4,745	\$4,935	\$5,132	\$5,337	\$5,551	As Supplies/Services
Machinery & Equipment	1,500	1,560	1,622	1,687	1,755	1,825	1,898	1,974	2,053	2,135	As Supplies/Services
Total Supplies/Services	\$5,400	\$5,616	\$5,841	\$6,074	\$6,317	\$6,570	\$6,833	\$7,106	\$7,390	\$7,686	
Total Technology Services Support Expenses	\$5,400	\$5,616	\$5,841	\$6,074	\$6,317	\$6,570	\$6,833	\$7,106	\$7,390	\$7,686	
Operations Admin											
Personnel											
Salaries-Perm Full Time	\$405,519	\$413,629	\$421,902	\$430,340	\$438,947	\$447,726	\$456,680	\$465,814	\$475,130	\$484,633	As Personnel
Hourly Wages - Temporary	6,840	6,977	7,116	7,259	7,404	7,552	7,703	7,857	8,014	8,174	As Personnel
Vacation Buyout	21,806	22,242	22,687	23,141	23,603	24,076	24,557	25,048	25,549	26,060	As Personnel
Adminitration Buyout	11,989	12,229	12,473	12,723	12,977	13,237	13,501	13,772	14,047	14,328	As Personnel
Overtime - Perm Full Time	400	408	416	424	433	442	450	459	469	478	As Personnel
Def Comp City Match	5,940	6,058	6,180	6,303	6,429	6,558	6,689	6,823	6,959	7,098	As Personnel
Acting Pay	700	714	728	743	758	773	788	804	820	837	As Personnel
Standby Pay	65	66	68	69	70	72	73	75	76	78	As Personnel
Workers Comp/Liab Ins	36,099	37,904	39,799	41,789	43,878	46,072	48,376	50,795	53,335	56,001	As Benefits - Other
Retirement	102,679	107,813	113,203	118,864	124,807	131,047	137,599	144,479	151,703	159,289	As Benefits - Other
Health Pay-In Lieu	12,927	14,090	15,359	16,741	18,248	19,890	21,680	23,631	25,758	28,076	As Benefits - Medical
Retirement Health Services Plan	960	1,008	1,058	1,111	1,167	1,225	1,286	1,351	1,418	1,489	As Benefits - Other
Life/Vision/Dental/Retire	51,898	56,568	61,660	67,209	73,258	79,851	87,037	94,871	103,409	112,716	As Benefits - Medical
Health/Life/Vision Ins	51,205	55,814	60,837	66,312	72,280	78,786	85,876	93,605	102,030	111,212	As Benefits - Medical
Unemployment Insurance	4,829	5,070	5,323	5,590	5,869	6,163	6,471	6,794	7,134	7,491	As Benefits - Other
Medicare Insurance	6,067	6,613	7,208	7,857	8,564	9,335	10,175	11,090	12,088	13,176	As Benefits - Medical
Future Staffing Needs	0	0	0	0	0	0	0	0	0	0	As Personnel
Total Personnel	\$719,922	\$747,204	\$776,018	\$806,474	\$838,692	\$872,802	\$908,944	\$947,268	\$987,940	\$1,031,137	

	Budget FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Projected FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Notes
Supplies/Services											
Office Supplies	\$3,000	\$3,120	\$3,245	\$3,375	\$3,510	\$3,650	\$3,796	\$3,948	\$4,106	\$4,270	As Supplies/Services
Postage	50	52	54	56	58	61	63	66	68	71	As Supplies/Services
Pubs & Periodicals	510	530	552	574	597	620	645	671	698	726	As Supplies/Services
Printing	150	156	162	169	175	182	190	197	205	213	As Supplies/Services
Copy Machine Costs	900	936	973	1,012	1,053	1,095	1,139	1,184	1,232	1,281	As Supplies/Services
Department Specific Supplies	1,900	1,976	2,055	2,137	2,223	2,312	2,404	2,500	2,600	2,704	As Supplies/Services
Personal Protective Equipment	50	52	54	56	58	61	63	66	68	71	As Supplies/Services
Telephone	7,200	7,488	7,788	8,099	8,423	8,760	9,110	9,475	9,854	10,248	As Supplies/Services
Cell Phones	1,680	1,747	1,817	1,890	1,965	2,044	2,126	2,211	2,299	2,391	As Supplies/Services
Maintenance - Equipment	700	728	757	787	819	852	886	921	958	996	As Supplies/Services
Contract Services	91,940	95,618	99,442	103,420	107,557	111,859	116,333	120,987	125,826	130,859	As Education/Meetings
Memberships & Dues	200	208	216	225	234	243	253	263	274	285	As Education/Meetings
Conferences, Meetings & Other Training	5,000	5,200	5,408	5,624	5,849	6,083	6,327	6,580	6,843	7,117	As Education/Meetings
Education Incentive Reimbursement	1,875	1,950	2,028	2,109	2,193	2,281	2,372	2,467	2,566	2,669	As Other
Distribution to Other Agencies	44,500	46,280	48,131	50,056	52,059	54,141	56,307	58,559	60,901	63,337	As Other
Technology Services Chargebacks	28,523	29,664	30,851	32,085	33,368	34,703	36,091	37,535	39,036	40,598	As Other
Total Supply/Services	\$188,178	\$195,706	\$203,534	\$211,675	\$220,142	\$228,948	\$238,106	\$247,630	\$257,535	\$267,836	
Total Operations Admin Expenses	\$908,100	\$942,909	\$979,551	\$1,018,149	\$1,058,834	\$1,101,750	\$1,147,049	\$1,194,898	\$1,245,475	\$1,298,973	
Additions/Deletions to O&M											
New Staff Carryover	\$0	\$82,278	\$247,401	\$261,255	\$275,886	\$340,651	\$359,727	\$452,316	\$477,646	\$504,394	City Provided Data
New Staff Req	77,915	152,003	0	0	46,700	0	68,603	0	0	0	City Provided Data
Staff Equipment	40,000	40,000	0	0	45,000	0	3,000	0	0	0	City Provided Data
Equipment	0	0	0	0	0	0	0	0	0	0	City Provided Data
Other	15,000	78,250	65,000	65,000	75,000	30,000	0	0	0	0	City Provided Data
Total Additions/Deletions	\$132,915	\$352,531	\$312,401	\$326,255	\$442,586	\$370,651	\$431,330	\$452,316	\$477,646	\$504,394	
TOTAL O&M EXPENSES	\$5,910,025	\$6,364,206	\$6,570,623	\$6,843,760	\$7,232,915	\$7,448,214	\$7,811,466	\$8,151,365	\$8,513,022	\$8,894,669	
CAPITAL FUNDED THROUGH RATES (Exh. 4)	\$800,000	\$990,000	\$990,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	Approx. Deprec. \$960K for FY '12
Debt Service											
Debt Service - Existing (CEC Loan)	\$138,378	\$138,378	\$138,378	\$138,378	\$138,378	\$0	\$0	\$0	\$0	\$0	City Provided Data
Debt Service - Existing (ARRA Loan)	185,614	185,614	947,514	473,757	473,757	473,757	473,757	473,757	473,757	473,757	City Provided Data
Multiple Series (See Accompanying Worksheet)	0	0	0	139,829	308,976	404,271	516,150	795,977	795,977	795,977	
Series 2012	0	0	0	0	0	0	0	0	0	0	
Series 2013	0	0	0	0	0	0	0	0	0	0	
Series 2014	0	0	0	0	0	0	0	0	0	0	
Series 2015	0	0	0	0	0	0	0	0	0	0	
Series 2016	0	0	0	0	0	0	0	0	0	0	
Series 2017	0	0	0	0	0	0	0	0	0	0	
Series 2018	0	0	0	0	0	0	0	0	0	0	
Series 2019	0	0	0	0	0	0	0	0	0	0	
Series 2020	0	0	0	0	0	0	0	0	0	0	
Series 2021	0	0	0	0	0	0	0	0	0	0	
Total Debt Service	\$323,992	\$323,992	\$1,085,892	\$751,964	\$921,111	\$878,028	\$989,907	\$1,269,734	\$1,269,734	\$1,269,734	
Less: Existing Connection Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL REVENUE REQUIREMENT WITHOUT SWP	\$7,034,017	\$7,678,198	\$8,646,515	\$8,595,724	\$9,154,026	\$9,326,242	\$9,801,372	\$10,421,099	\$10,782,756	\$11,164,404	
Balance/(Deficiency) of Funds without SWP	\$3,341,900	\$2,759,852	\$1,854,041	\$1,967,713	\$1,514,841	\$1,449,110	\$1,081,529	\$570,427	\$318,482	\$69,804	
Incr. as a % of Pres. Rates without SWP (Future Dollars)	-32.3%	-26.5%	-17.7%	-18.7%	-14.2%	-13.5%	-10.0%	-5.2%	-2.9%	-0.6%	

	Budget FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Projected FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Notes
Surface Water Project Expenses											
Additional O&M Funded through Rates	\$0	\$0	\$0	\$0	\$3,860,533	\$6,204,930	\$6,453,127	\$6,711,252	\$6,979,702	\$7,258,890	
Additional Capital Funded through Rates	0	0	0	0	0	0	0	0	0	0	
Additional Debt Funded through Rates	0	0	0	0	0	0	0	0	0	0	
Total Surface Water Project Expenses	\$0	\$0	\$0	\$0	\$3,860,533	\$6,204,930	\$6,453,127	\$6,711,252	\$6,979,702	\$7,258,890	
SWP Debt Service											
Multiple Series (See Accompanying Worksheet)	\$1,444,891	\$1,786,072	\$1,978,505	\$5,876,659	\$8,637,754	\$9,719,230	\$10,591,995	\$12,890,670	\$13,301,510	\$13,299,210	
Series 2012	0	0	0	0	0	0	0	0	0	0	
Series 2013	0	0	0	0	0	0	0	0	0	0	
Series 2014	0	0	0	0	0	0	0	0	0	0	
Series 2015	0	0	0	0	0	0	0	0	0	0	
Series 2016	0	0	0	0	0	0	0	0	0	0	
Series 2017	0	0	0	0	0	0	0	0	0	0	
Series 2018	0	0	0	0	0	0	0	0	0	0	
Series 2019	0	0	0	0	0	0	0	0	0	0	
Series 2020	0	0	0	0	0	0	0	0	0	0	
Series 2021	0	0	0	0	0	0	0	0	0	0	
Total SWP Debt Service	\$1,444,891	\$1,786,072	\$1,978,505	\$5,876,659	\$8,637,754	\$9,719,230	\$10,591,995	\$12,890,670	\$13,301,510	\$13,299,210	
Less: SWP Connection Fees	\$229,391	\$229,391	\$229,391	\$229,391	\$382,318	\$382,318	\$382,318	\$382,318	\$382,318	\$458,781	
Total SWP Revenue Requirement	\$1,215,500	\$1,556,681	\$1,749,115	\$5,647,269	\$12,115,970	\$15,541,842	\$16,662,805	\$19,219,604	\$19,898,894	\$20,099,319	
TOTAL REVENUE REQUIREMENT WITH SWP	\$8,249,517	\$9,234,879	\$10,395,630	\$14,242,993	\$21,269,996	\$24,868,084	\$26,464,177	\$29,640,703	\$30,681,650	\$31,263,722	
Total Balance/(Deficiency) of Funds with SWP	\$2,126,399	\$1,203,171	\$104,926	(\$3,679,556)	(\$10,601,129)	(\$14,092,732)	(\$15,581,276)	(\$18,649,177)	(\$19,580,413)	(\$20,029,515)	
Total Incr. as a % of Pres. Rates with SWP (Future Dollars)	-20.5%	-11.5%	-1.0%	34.9%	99.6%	131.0%	143.4%	170.0%	176.7%	178.6%	
Transfers to Reserves											
Transfers To - Operating Reserve	\$2,126,399	\$4,349,302	\$5,589,611	\$4,568,344	\$955,654	(\$300,640)	(\$907,487)	(\$3,054,900)	(\$3,025,262)	(\$2,436,674)	
Transfers To - Capital Reserve	0	0	0	0	0	0	0	0	0	0	
Total Transfers to Reserves	\$2,126,399	\$4,349,302	\$5,589,611	\$4,568,344	\$955,654	(\$300,640)	(\$907,487)	(\$3,054,900)	(\$3,025,262)	(\$2,436,674)	
NET REVENUE REQUIREMENT WITH SWP	\$10,375,917	\$13,584,180	\$15,985,241	\$18,811,337	\$22,225,650	\$24,567,444	\$25,556,690	\$26,585,802	\$27,656,388	\$28,827,049	
Net Balance/(Deficiency) of Funds with SWP	\$0	(\$3,146,130)	(\$5,484,685)	(\$8,247,900)	(\$11,556,783)	(\$13,792,092)	(\$14,673,789)	(\$15,594,276)	(\$16,555,151)	(\$17,592,841)	
Net Incr. as a % of Pres. Rates with SWP	0.0%	30.2%	52.3%	78.2%	108.5%	128.2%	135.1%	142.1%	149.4%	156.9%	
Proposed Rate Adjustment - July Implementation	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Proposed Rate Adjustment - January Implementation	N/A	17.0%	17.0%	17.0%	17.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
Cumulative Annualized Rate Adjustment	0.0%	30.2%	52.3%	78.2%	108.5%	128.2%	135.1%	142.1%	149.4%	156.9%	
Additional Revenue from Rate Increase	\$0	\$3,146,130	\$5,484,685	\$8,247,900	\$11,556,783	\$13,792,092	\$14,673,789	\$15,594,276	\$16,555,151	\$17,592,841	
Balance/Deficiency of Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Deficiency as a % of Rate Revenues	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Average Residential Rate - \$/ Month	\$42.50	(Metered Single Family - 17,000 gallons average + 1" Meter)									
Current Average Residential Bill	\$42.50	\$55.34	\$64.74	\$75.75	\$88.63	\$97.00	\$99.91	\$102.91	\$106.00	\$109.18	
After Proposed Rate Adjustment	\$42.50	\$55.34	\$64.74	\$75.75	\$88.63	\$97.00	\$99.91	\$102.91	\$106.00	\$109.18	

[illegible]

City of Woodland
Water Utility
Exhibit 4
Capital Improvement Projects

	Budget		Projected								Total	Notes
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		
Capital Improvement Program												
Non-Surface Water Projects												
Water System Leak Detection, Maintenance, and Repairs	\$150,000	\$1,664,000	\$216,320	\$2,812,160	\$2,339,717	\$973,322	\$139,185	\$526,373	\$150,543	\$298,895	9,270,515	FY 2013 - FY 2021 escalated cost by 4% per year
Road Repair Utility Work	0	312,000	324,480	337,459	350,958	364,996	379,596	394,780	410,571	0	2,874,839	FY 2013 - FY 2021 escalated cost by 4% per year
Meter Project	1,700,000	0	0	0	0	0	0	0	0	0	1,700,000	FY 2013 - FY 2021 escalated cost by 4% per year
Well Replacement	0	0	0	0	0	729,992	1,897,979	3,158,236	0	0	5,786,207	FY 2013 - FY 2021 escalated cost by 4% per year
Water Source Security System	255,000	0	0	0	0	0	0	0	0	0	255,000	FY 2013 - FY 2021 escalated cost by 4% per year
Nitrate source Reduction Program	0	0	0	0	175,479	0	0	0	0	0	175,479	FY 2013 - FY 2021 escalated cost by 4% per year
Nitrate Profiling of Wells	75,000	0	0	0	0	0	0	0	0	0	75,000	FY 2013 - FY 2021 escalated cost by 4% per year
Groundwater monitoring wells	0	156,000	216,320	0	0	0	0	131,593	136,857	177,914	818,684	FY 2013 - FY 2021 escalated cost by 4% per year
Modify Well Casings	120,000	124,800	0	0	198,876	0	0	0	0	0	443,676	FY 2013 - FY 2021 escalated cost by 4% per year
Destroy Old Wells	0	62,400	0	0	70,192	218,998	0	0	0	170,797	522,386	FY 2013 - FY 2021 escalated cost by 4% per year
Kentucky Avenue Widening and Reconstruction	0	0	0	371,205	0	0	0	0	0	0	371,205	FY 2013 - FY 2021 escalated cost by 4% per year
Water Master Plan Update and Water Recycling Study	0	244,400	0	0	0	0	0	0	0	0	244,400	FY 2013 - FY 2021 escalated cost by 4% per year
Well 1-B Replacement Well	200,000	0	0	0	0	0	0	0	0	0	200,000	FY 2013 - FY 2021 escalated cost by 4% per year
Realign pipes out of sewer and storm assets	0	0	0	337,459	0	0	0	0	0	0	337,459	FY 2013 - FY 2021 escalated cost by 4% per year
Road 102 Pipeline Improvements	0	0	0	89,989	397,752	0	0	0	0	0	487,741	FY 2013 - FY 2021 escalated cost by 4% per year
ASR State Required Demonstration Testing	0	0	0	0	233,972	243,331	253,064	263,186	273,714	284,662	1,551,929	FY 2013 - FY 2021 escalated cost by 4% per year
Unidentified Capital improvement Projects	0	0	0	0	0	0	0	0	0	0		
Total Non-Surface Water Projects	\$2,500,000	\$2,563,600	\$757,120	\$3,948,273	\$3,766,945	\$2,530,638	\$2,669,823	\$4,474,168	\$971,684	\$932,269	\$25,114,520	
Total Capital Improvements	\$2,500,000	\$2,563,600	\$757,120	\$3,948,273	\$3,766,945	\$2,530,638	\$2,669,823	\$4,474,168	\$971,684	\$932,269	\$25,114,520	
Capital												
Transfer to Capital/Bond Proceed Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Transfer to Operating Reserve	0	26,400	232,880	0	0	0	0	0	28,316	67,731		
Total Capital	\$0	\$26,400	\$232,880	\$0	\$0	\$0	\$0	\$0	\$28,316	\$67,731	\$355,327	
Total Capital Improvements and Capital	\$2,500,000	\$2,590,000	\$990,000	\$3,948,273	\$3,766,945	\$2,530,638	\$2,669,823	\$4,474,168	\$1,000,000	\$1,000,000	\$25,469,847	
Less: Funding Sources Other Than Rates												
Development Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Operating Reserves	0	0	0	0	0	0	0	0	0	0	0	
Capital Reserve Funds	0	0	0	0	0	0	0	0	0	0	0	
Grants	0	0	0	0	0	0	0	0	0	0	0	
Stimulus Grant	0	0	0	0	0	0	0	0	0	0	0	
Stimulus SRF Loan	0	0	0	0	0	0	0	0	0	0	0	
Series 2011 Bond Proceeds	1,700,000	1,600,000	0	0	0	0	0	0	0	0	0	
New Revenue Bonds	0	0	0	2,948,273	2,766,945	1,530,638	1,669,823	3,474,168	0	0		
Total Funding Sources Other Than Rates	\$1,700,000	\$1,600,000	\$0	\$2,948,273	\$2,766,945	\$1,530,638	\$1,669,823	\$3,474,168	\$0	\$0		
CAPITAL FUNDED THROUGH RATES	\$800,000	\$990,000	\$990,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000		
MPFP Connection Fees Calculated												
New Connections	86	86	86	86	143	143	143	143	143	172		
Fee per connection	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500		
Total Connection Fee Revenue	\$42,877	\$42,877	\$42,877	\$42,877	\$71,461	\$71,461	\$71,461	\$71,461	\$71,461	\$85,754		

City of Woodland
Water Utility
Exhibit 6
Development of the COMMODITY Allocation Factor

	FY 2011 Consumption (CCF) [1]	FY 2011 Consumption (gallons)	20.00% Unaccounted for Water [2]	Net Water Delivered (Flow + Losses)	Average Day (MGD) [3]	% of Total
Residential	2,828,882	2,116,003,368	423,200,674	2,539,204,042	6.96	60.1%
Multi-Family	503,067	376,294,241	75,258,848	451,553,089	1.24	10.7%
Commercial	477,241	356,976,559	71,395,312	428,371,870	1.17	10.1%
Institutional	379,948	284,201,251	56,840,250	341,041,501	0.93	8.1%
Industrial	19,363	14,483,876	2,896,775	17,380,651	0.05	0.4%
Large Uniform Users	206,905	154,764,940	30,952,988	185,717,928	0.51	4.4%
Landscape	290,682	217,430,344	43,486,069	260,916,413	0.71	6.2%
City	0	0	0	0	0.00	0.0%
Total Consumption	4,706,089	3,520,154,578	704,030,916	4,224,185,493	11.57	100.0%

Allocation Factor

FY 2011 Production (gal) [4] 4,224,185,552 11.57 (COMM)

NOTES:

[1] Estimated and metered consumption from September 2010 through August 2011.

[2] Estimated unaccounted for water to tie to total produced water.

[3] Estimated delivered water plus losses is converted to million gallons per day.

[4] Total 2011 Water Production for the City was provided in September 2011 Production Well Report. Summing up September 2010 through August 2011 monthly productions.

City of Woodland
Water Utility
Exhibit 7
Development of the CAPACITY Allocation Factor

	Average Consumption (MGD)	Peaking Factor [1]	Peak Day Use (MGD)	% of Total
Residential	6.96	2.55	17.74	62.9%
Multi-Family	1.24	2.15	2.66	9.4%
Commercial	1.17	2.10	2.46	8.7%
Institutional	0.93	2.25	2.10	7.5%
Industrial	0.05	2.20	0.10	0.4%
Large Uniform Users	0.51	1.90	0.97	3.4%
Landscape	0.71	3.00	2.14	7.6%
City	0.00	0.00	0.00	0.0%
	-----		-----	-----
Total	11.57	2.44	28.18	100.0%
	Historical Peak Day [2] =		29.60	

Allocation Factor (CAP)

NOTES:

[1] Based on September 2010 to August 2011 Peak to Average Month.

[2] The peak daily demand provided by the City in an email sent October 4, 2011 titled W18.

City of Woodland
Water Utility
Exhibit 8
Development of the CUSTOMER Allocation Factor

	<u>Actual Customer</u>		<u>Customer Service & Accounting</u>			<u>Meters & Services</u>		
	Number of Bills	% of Total	Weighting Factor	Weighted Customer	% of Total	Weighting Factor [1]	Weighted Customer	% of Total
Residential	12,579	88.01%	1.0	12,579	88.01%	\$680	8,558,323	85.58%
Multi-Family	486	3.40%	1.0	486	3.40%	891	432,860	4.33%
Commercial	842	5.89%	1.0	842	5.89%	745	627,620	6.28%
Institutional	124	0.87%	1.0	124	0.87%	1,203	149,456	1.49%
Industrial	22	0.15%	1.0	22	0.15%	1,200	26,396	0.26%
Large Uniform Users	1	0.01%	1.0	1	0.01%	2,876	2,876	0.03%
Landscape	238	1.67%	1.0	238	1.67%	851	202,446	2.02%
City	0	0.00%	1.0	0	0.00%	0	0	0.00%
	-----	-----		-----	-----		-----	-----
Total	14,292	100.0%		14,292	100.0%		9,999,977	100.0%
Allocation Factor		(AC)			(WCA)			(WCMS)

NOTES:

[1] Meter weighting factor is an equivalent meter replacement cost based on City's meter replacement costs and number of meters.

City of Woodland
Water Utility
Exhibit 9
Development of the PUBLIC FIRE PROTECTION Allocation Factor

	Number of Bills	Fire Prot. Requirements (gals/min) [1]	Duration (minutes) [2]	Total FP Requirements (1,000 g/min)	% of Total
Residential [3]	12,579	1,000	90	1,132,110	58.7%
Multi-Family	486	3,000	180	262,440	13.6%
Commercial	842	3,000	180	454,680	23.6%
Institutional	124	3,000	180	67,095	3.5%
Industrial	22	3,000	180	11,880	0.6%
Large Uniform Users	1	3,500	240	840	0.0%
Landscape	238	0	0	0	0.0%
City	0	3,000	180	0	0.0%
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Total	14,292			1,929,045	100.0%

Allocation Factor

(FP)

NOTES:

[1] Based on Water System Model Report - 1999 Master Plan Reports.

[2] Assumed duration of max fire event.

City of Woodland**Water Utility****Exhibit 10****Development of the WATER REVENUE Allocation Factor**

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	Projected FY 2013	% of Total
Residential	\$6,336,315	60.8%
Multi-Family	1,125,657	10.8%
Commercial	1,185,417	11.4%
Institutional	611,639	5.9%
Industrial	48,975	0.5%
Large Uniform Users	438,619	4.2%
Landscape	671,029	6.4%
City	0	0.0%
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Total Rate Revenues	\$10,417,650	100.0%
Allocation Factor		(RR)

City of Woodland
Water Utility
Exhibit 11
Functionalization and Classification of Rate Base

Plant Description	Plant FY 06/07	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification			
				Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)							
Source of Supply / Treatment													
Treatment Plant Equipment	\$30,516	\$11,901	\$18,615	\$0	\$0	\$0	\$0	\$0	\$0	39.0% COMM	61.0% CAP		
Utility Replacements	422,855	164,913	257,941	0	0	0	0	0	0	39.0% COMM	61.0% CAP		
Wells	786,825	306,862	479,963	0	0	0	0	0	0	39.0% COMM	61.0% CAP		
Wells - Land	281,851	109,922	171,929	0	0	0	0	0	0	39.0% COMM	61.0% CAP		
Total Soucre of Supply / Treatment	\$1,522,047	\$593,598	\$928,449	\$0	\$0	\$0	\$0	\$0	\$0				
Storage													
Water Storage Tank	\$64,705	\$0	\$58,235	\$0	\$0	\$0	\$6,471	\$0	\$0	90.0% CAP	10.0% FP		
Total Storage	\$64,705	\$0	\$58,235	\$0	\$0	\$0	\$6,471	\$0	\$0				
Transmission and Distribution													
Hook Ups	\$19,126	\$0	\$0	\$0	\$0	\$19,126	\$0	\$0	\$0	100% WCMS			
Hydrants	752,158	0	0	0	0	0	752,158	0	0	100% FP			
Meter Reading Equipment	18,672	0	0	0	0	18,672	0	0	0	100% WCMS			
Meters	128,685	0	0	0	0	128,685	0	0	0	100% WCMS			
Pump House	20,111	7,843	12,268	0	0	0	0	0	0	39.0% COMM	61.0% CAP		
Pumping Equipment	303,343	118,304	185,039	0	0	0	0	0	0	39.0% COMM	61.0% CAP		
Water Main Replacement	613,916	0	368,349	202,592	0	0	42,974	0	0	33.0% AC	60% CAP	7% FP	
Water Mains	5,709,098	0	3,425,459	1,884,002	0	0	399,637	0	0	33.0% AC	60% CAP	7% FP	
Water Valves	638,401	0	383,041	210,672	0	0	44,688	0	0	33.0% AC	60% CAP	7% FP	
Total Transmission and Distribution	\$8,203,510	\$126,147	\$4,374,156	\$2,297,267	\$0	\$166,483	\$1,239,457	\$0	\$0				
Plant Before General Plant	\$9,790,262	\$719,745	\$5,360,839	\$2,297,267	\$0	\$166,483	\$1,245,928	\$0	\$0				
Percent Plant before General Plant	100.00%	7.35%	54.76%	23.46%	0.00%	1.70%	12.73%	0.00%	0.00%	Factor PBG			

City of Woodland
Water Utility
Exhibit 11
Functionalization and Classification of Rate Base

Plant Description	Plant FY 06/07	Commodity (COMM)	Capacity (CAP)	Customer Related		Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification
				Actual Customer (AC)	Cust. Acctg. (WCA)				
General Plant									
Building and Structures	\$243,179	\$17,878	\$133,157	\$57,061	\$0	\$4,135	\$30,947	\$0	As Factor PBG
Fuel Tanks	23,200	1,706	12,703	5,444	0	395	2,952	0	As Factor PBG
GIS / Scada	55,170	4,056	30,209	12,946	0	938	7,021	0	As Factor PBG
Improvements	2,210,136	162,481	1,210,201	518,604	0	37,583	281,266	0	As Factor PBG
Mechanical Equipment	254,304	18,695	139,249	59,672	0	4,324	32,363	0	As Factor PBG
Misc. Equipment	169,943	12,494	93,055	39,877	0	2,890	21,627	0	As Factor PBG
Planning Projects	573,151	42,136	313,839	134,489	0	9,746	72,940	0	As Factor PBG
Services	8,900	654	4,873	2,088	0	151	1,133	0	As Factor PBG
Site Improvements	25,265	1,857	13,834	5,928	0	430	3,215	0	As Factor PBG
Total General Plant	\$3,563,246	\$261,957	\$1,951,121	\$836,109	\$0	\$60,593	\$453,466	\$0	\$0
TOTAL PLANT IN SERVICE	\$13,353,508	\$981,702	\$7,311,960	\$3,133,376	\$0	\$227,076	\$1,699,393	\$0	\$0
Accumulated Depreciation									
Source of Supply / Treatment	\$694,098	\$270,698	\$423,400	\$0	\$0	\$0	\$0	\$0	As Source of Supply / Treatment
Storage	64,705	0	58,235	0	0	0	6,471	0	As Storage
Transmission and Distribution	5,254,962	80,807	2,801,974	1,471,571	0	106,645	793,965	0	As Transmission and Distribution
General Plant	970,715	71,364	531,533	227,777	0	16,507	123,535	0	As General Plant
Total Accumulated Depreciation	\$6,984,481	\$422,869	\$3,815,142	\$1,699,348	\$0	\$123,152	\$923,971	\$0	\$0
NET PLANT IN SERVICE	\$6,369,028	\$558,834	\$3,496,819	\$1,434,028	\$0	\$103,924	\$775,423	\$0	\$0

City of Woodland
Water Utility
Exhibit 13
Minimum System Analysis

Distribution Storage

	hrs	gpm	MG
Fire Flow Requirements	4	3,500	0.8

Storage Capacity

Pedeshpere Tank 0.4

Total Storage Capacity 0.4

% Public Fire Protection 10.0%

% Capacity 90.0%

Source of Supply

Average Day (mgd) 11.57

Peak Day (mgd) 29.60

% Commodity (COMM) 39.0%

% Capacity (1-COMM=CAP) 61.0%

Distribution Main Analysis

Main Size	Length (ft)	Replcmt \$/ft	Total
2"	274,234	\$2.40	\$658,162
2 1/2"	936	2.40	2,246
3"	89,361	2.40	214,466
4"	19,388	2.40	46,531
6"	283,373	4.60	1,303,516
8"	352,106	8.10	2,852,059
10"	186,315	12.20	2,273,043
12"	139,338	17.20	2,396,614
14"	141	18.10	2,552
Unknown [1]	0		0
Total	980,661		\$9,749,189

% Customer

(1) Total Cost at 2" Equiv. \$3,228,461

% of Total Cost 33.0%

% Capacity

(2) Cost for 2" to 10" \$7,350,023

(3) Equivalent 10" for larger \$1,701,644

(2+3-1)/4 60.0%

% Fire Protection

(1-Cust-Cap) 7.0%

NOTES:

[1] Unknown length of pipe was assumed to be six inches. The total amount of unknown pipe has been added to the main size of six inches.

Expenses FY 2013	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification		
			Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)						
OPERATIONS AND MAINTENANCE EXPENSE											
Bill & Collect - Water											
Personnel											
Salaries-Perm Full Time	\$107,016	\$0	\$0	\$0	\$107,016	\$0	\$0	\$0	\$0	100%	WCA
Administration Buy-out	263	0	0	0	263	0	0	0	0	100%	WCA
Comp Time Buy-out	542	0	0	0	542	0	0	0	0	100%	WCA
Def Comp City Match	430	0	0	0	430	0	0	0	0	100%	WCA
Workers Comp/Liab Ins	9,639	0	0	0	9,639	0	0	0	0	100%	WCA
Retirement	28,999	0	0	0	28,999	0	0	0	0	100%	WCA
Health Pay-In Lieu	4,219	0	0	0	4,219	0	0	0	0	100%	WCA
Retirement Health Saving Plan	340	0	0	0	340	0	0	0	0	100%	WCA
Life/Vision/Dental/Retire	22,406	0	0	0	22,406	0	0	0	0	100%	WCA
Health/Life/Vision Insurance	20,784	0	0	0	20,784	0	0	0	0	100%	WCA
Unemployment Insurance	1,291	0	0	0	1,291	0	0	0	0	100%	WCA
Medicare Insurance	1,718	0	0	0	1,718	0	0	0	0	100%	WCA
Total Personnel	\$197,648	\$0	\$0	\$0	\$197,648	\$0	\$0	\$0	\$0		
Supplies/Services											
Office Supplies	\$520	\$0	\$0	\$0	\$520	\$0	\$0	\$0	\$0	100%	WCA
Postage	832	0	0	832	0	0	0	0	0	100%	AC
Copy Machine Costs	770	0	0	0	770	0	0	0	0	100%	WCA
Department Specific Supplies	520	0	0	0	520	0	0	0	0	100%	WCA
Telephone	5,096	0	0	0	5,096	0	0	0	0	100%	WCA
Contract Services	76,752	0	0	0	76,752	0	0	0	0	100%	WCA
Credit Card Fees	7,800	0	0	0	7,800	0	0	0	0	100%	WCA
Education Incentive Reimbursement	650	0	0	0	650	0	0	0	0	100%	WCA
Indirect Expenses	2,371	0	0	0	2,371	0	0	0	0	100%	WCA
Technology Services Chargebacks	20,265	0	0	0	20,265	0	0	0	0	100%	WCA
Total Supplies/Services	\$115,575	\$0	\$0	\$832	\$114,743	\$0	\$0	\$0	\$0		
Total Bill & Collect Expenses	\$313,223	\$0	\$0	\$832	\$312,391	\$0	\$0	\$0	\$0		

	Expenses FY 2013	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification	
				Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)					
Water Conservation											
<u>Personnel</u>											
Salaries-Perm Full Time	\$97,941	\$97,941	\$0	\$0	\$0	\$0	\$0	\$0	\$0	100%	COMM
Hourly Wages - Temporary	40,363	40,363	0	0	0	0	0	0	0	100%	COMM
Vacation Buyout	867	867	0	0	0	0	0	0	0	100%	COMM
Overtime - Perm Full Time	510	510	0	0	0	0	0	0	0	100%	COMM
Def Comp City Match	666	666	0	0	0	0	0	0	0	100%	COMM
Workers Comp/Liab Ins	12,561	12,561	0	0	0	0	0	0	0	100%	COMM
Retirement	26,383	26,383	0	0	0	0	0	0	0	100%	COMM
Health Pay-In Lieu	2,753	2,753	0	0	0	0	0	0	0	100%	COMM
Retirement Health Services Plan	948	948	0	0	0	0	0	0	0	100%	COMM
Life/Vision/Dental/Retire	18,412	18,412	0	0	0	0	0	0	0	100%	COMM
Health/Life/Vision Ins	21,773	21,773	0	0	0	0	0	0	0	100%	COMM
Unemployment Insurance	1,667	1,667	0	0	0	0	0	0	0	100%	COMM
Medicare Insurance	1,557	1,557	0	0	0	0	0	0	0	100%	COMM
Total Personnel	\$226,403	\$226,403	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
<u>Supplies/Services</u>											
Office Supplies	\$728	\$728	\$0	\$0	\$0	\$0	\$0	\$0	\$0	100%	COMM
Postage	208	208	0	0	0	0	0	0	0	100%	COMM
Pubs & Periodicals	104	104	0	0	0	0	0	0	0	100%	COMM
Printing	1,560	1,560	0	0	0	0	0	0	0	100%	COMM
Department Specific Supplies	21,965	21,965	0	0	0	0	0	0	0	100%	COMM
Advertising	1,560	1,560	0	0	0	0	0	0	0	100%	COMM
Telephone	2,496	2,496	0	0	0	0	0	0	0	100%	COMM
Cell Phones	842	842	0	0	0	0	0	0	0	100%	COMM
Contract Services	22,984	22,984	0	0	0	0	0	0	0	100%	COMM
Memberships & Dues	504	504	0	0	0	0	0	0	0	100%	COMM
Conferences, Meetings & Other Training	2,080	2,080	0	0	0	0	0	0	0	100%	COMM
Education Incentive Reimbursement	1,300	1,300	0	0	0	0	0	0	0	100%	COMM
Indirect Expense	14,724	14,724	0	0	0	0	0	0	0	100%	COMM
Technology Services Chargebacks	9,235	9,235	0	0	0	0	0	0	0	100%	COMM
Fixed Fleet Cost	1,764	1,764	0	0	0	0	0	0	0	100%	COMM
Variable Fleet Cost	1,907	1,907	0	0	0	0	0	0	0	100%	COMM
Total Supplie/Services	\$83,962	\$83,962	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total Water Conservation Expenses	\$310,365	\$310,365	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Water Wells O&M											
<u>Personnel</u>											
Salaries-Perm Full Time	\$348,398	\$135,875	\$212,523	\$0	\$0	\$0	\$0	\$0	\$0	As Source of Supply / Treatment	
Hourly Wages - Temporary	15,383	5,999	9,384	0	0	0	0	0	0	As Source of Supply / Treatment	
Vacation Buy-out	4,777	1,863	2,914	0	0	0	0	0	0	As Source of Supply / Treatment	
Administration Buyout	544	212	332	0	0	0	0	0	0	As Source of Supply / Treatment	
Comp Time Buyout	387	151	236	0	0	0	0	0	0	As Source of Supply / Treatment	
Overtime - Perm Full Time	10,200	3,978	6,222	0	0	0	0	0	0	As Source of Supply / Treatment	
Def Comp City Match	724	282	441	0	0	0	0	0	0	As Source of Supply / Treatment	
Acting Pay	510	199	311	0	0	0	0	0	0	As Source of Supply / Treatment	
Workers Comp/Liab Ins	32,806	12,794	20,012	0	0	0	0	0	0	As Source of Supply / Treatment	
Retirement	97,117	37,876	59,242	0	0	0	0	0	0	As Source of Supply / Treatment	
Health Pay-In Lieu	7,961	3,105	4,856	0	0	0	0	0	0	As Source of Supply / Treatment	
Retirement Health Services Plan	1,714	668	1,045	0	0	0	0	0	0	As Source of Supply / Treatment	
Life/Vision/Dental/Retire	70,877	27,642	43,235	0	0	0	0	0	0	As Source of Supply / Treatment	
Health/Life/Vision Ins	74,388	29,011	45,377	0	0	0	0	0	0	As Source of Supply / Treatment	
Unemployment Insurance	4,385	1,710	2,675	0	0	0	0	0	0	As Source of Supply / Treatment	
Medicare Insurance	5,020	1,958	3,062	0	0	0	0	0	0	As Source of Supply / Treatment	
Total Personnel	\$675,192	\$263,325	\$411,867	\$0	\$0	\$0	\$0	\$0	\$0		

	Expenses FY 2013	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification
				Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)				
<u>Supplies/Services</u>										
Office Supplies	\$998	\$389	\$609	\$0	\$0	\$0	\$0	\$0	\$0	As Source of Supply / Treatment
Postage	104	0	0	104	0	0	0	0	0	100% AC
Pubs & Periodicals	182	71	111	0	0	0	0	0	0	As Source of Supply / Treatment
Printing	2,548	994	1,554	0	0	0	0	0	0	As Source of Supply / Treatment
Copy Machine Costs	624	243	381	0	0	0	0	0	0	As Source of Supply / Treatment
Spec Dept Supplies	148,962	58,095	90,867	0	0	0	0	0	0	As Source of Supply / Treatment
Personal Protective Equipment	790	308	482	0	0	0	0	0	0	As Source of Supply / Treatment
Laundry	910	355	555	0	0	0	0	0	0	As Source of Supply / Treatment
Tools	728	284	444	0	0	0	0	0	0	As Source of Supply / Treatment
Advertising	364	142	222	0	0	0	0	0	0	As Source of Supply / Treatment
Telephone	3,848	1,501	2,347	0	0	0	0	0	0	As Source of Supply / Treatment
Cell Phones	1,498	584	914	0	0	0	0	0	0	As Source of Supply / Treatment
Maintenance Equipment	2,434	949	1,484	0	0	0	0	0	0	As Source of Supply / Treatment
Contract Services	111,372	43,435	67,937	0	0	0	0	0	0	As Source of Supply / Treatment
Memberships & Dues	780	304	476	0	0	0	0	0	0	As Source of Supply / Treatment
Mandatory Training	5,330	2,079	3,251	0	0	0	0	0	0	As Source of Supply / Treatment
Education Incentive Reimbursement	650	254	397	0	0	0	0	0	0	As Source of Supply / Treatment
Gas & Oil	3,120	1,217	1,903	0	0	0	0	0	0	As Source of Supply / Treatment
Indirect Expense	167,513	65,330	102,183	0	0	0	0	0	0	As Source of Supply / Treatment
Utilities	886,184	345,612	540,572	0	0	0	0	0	0	As Source of Supply / Treatment
Technology Services Chargebacks	24,860	9,695	15,165	0	0	0	0	0	0	As Source of Supply / Treatment
Fixed Fleet Cost	10,581	4,127	6,455	0	0	0	0	0	0	As Source of Supply / Treatment
Variable Fleet Cost	26,121	10,187	15,934	0	0	0	0	0	0	As Source of Supply / Treatment
Total Supplie/Services	\$1,400,501	\$546,155	\$854,242	\$104	\$0	\$0	\$0	\$0	\$0	
Total Water Conservation Expenses	\$2,075,693	\$809,480	\$1,266,109	\$104	\$0	\$0	\$0	\$0	\$0	
Water Distribution System (86)										
<u>Personnel</u>										
Salaries-Perm Full Time	\$663,925	\$10,209	\$354,009	\$185,922	\$0	\$13,474	\$100,312	\$0	\$0	As Transmission and Distribution
Hourly Wages - Temporary	46,150	710	24,607	12,924	0	937	6,973	0	0	As Transmission and Distribution
Vacation Buyout	12,319	189	6,569	3,450	0	250	1,861	0	0	As Transmission and Distribution
Overtime - Perm Full Time	14,280	220	7,614	3,999	0	290	2,158	0	0	As Transmission and Distribution
Def Comp City Match	521	8	278	146	0	11	79	0	0	As Transmission and Distribution
Acting Pay	1,020	16	544	286	0	21	154	0	0	As Transmission and Distribution
Standby Pay	10,200	157	5,439	2,856	0	207	1,541	0	0	As Transmission and Distribution
Workers Comp/Liab Ins	64,078	985	34,167	17,944	0	1,300	9,681	0	0	As Transmission and Distribution
Retirement	181,898	2,797	96,989	50,938	0	3,691	27,483	0	0	As Transmission and Distribution
Health Pay-In Lieu	31,962	491	17,042	8,950	0	649	4,829	0	0	As Transmission and Distribution
Retirement Health Services Plan	3,087	47	1,646	864	0	63	466	0	0	As Transmission and Distribution
Life/Vision/Dental/Retire	145,525	2,238	77,595	40,752	0	2,953	21,987	0	0	As Transmission and Distribution
Health/Life/Vision Ins	159,074	2,446	84,819	44,546	0	3,228	24,034	0	0	As Transmission and Distribution
Unemployment Insurance	8,560	132	4,564	2,397	0	174	1,293	0	0	As Transmission and Distribution
Medicare Insurance	9,715	149	5,180	2,721	0	197	1,468	0	0	As Transmission and Distribution
Total Personnel	\$1,352,315	\$20,795	\$721,061	\$378,695	\$0	\$27,444	\$204,319	\$0	\$0	

	Expenses FY 2013	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification
				Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)				
<u>Supplies/Services</u>										
Office Supplies	\$1,560	\$24	\$832	\$437	\$0	\$32	\$236	\$0	\$0	As Transmission and Distribution
Postage	416	0	0	416	0	0	0	0	0	100% AC
Pubs & Periodicals	182	3	97	51	0	4	27	0	0	As Transmission and Distribution
Printing	1,040	16	555	291	0	21	157	0	0	As Transmission and Distribution
Copy Machine Costs	624	10	333	175	0	13	94	0	0	As Transmission and Distribution
Department Specific Supplies	265,200	4,078	141,406	74,265	0	5,382	40,069	0	0	As Transmission and Distribution
Personal Protective Equipment	3,245	50	1,730	909	0	66	490	0	0	As Transmission and Distribution
Laundry	2,730	42	1,456	764	0	55	412	0	0	As Transmission and Distribution
Tools	2,080	32	1,109	582	0	42	314	0	0	As Transmission and Distribution
Advertising	260	4	139	73	0	5	39	0	0	As Transmission and Distribution
Telephone	1,248	19	665	349	0	25	189	0	0	As Transmission and Distribution
Cell Phones	2,621	40	1,397	734	0	53	396	0	0	As Transmission and Distribution
Maintenance - Equipment	7,883	121	4,203	2,208	0	160	1,191	0	0	As Transmission and Distribution
Contract Services	126,948	1,952	67,689	35,550	0	2,576	19,180	0	0	As Transmission and Distribution
Memberships & Dues	7,766	119	4,141	2,175	0	158	1,173	0	0	As Transmission and Distribution
Mandatory Training	21,216	326	11,312	5,941	0	431	3,205	0	0	As Transmission and Distribution
Education Incentive Reimbursement	1,950	30	1,040	546	0	40	295	0	0	As Transmission and Distribution
Vehicle Purchases	36,400	560	19,409	10,193	0	739	5,500	0	0	As Transmission and Distribution
Gas & Oil	208	3	111	58	0	4	31	0	0	As Transmission and Distribution
Indirect Expense	194,672	2,994	103,800	54,515	0	3,951	29,413	0	0	As Transmission and Distribution
Technology Services Chargebacks	71,036	1,092	37,877	19,892	0	1,442	10,733	0	0	As Transmission and Distribution
Depreciation (In Lieu of Depreciation)	0	0	0	0	0	0	0	0	0	As Transmission and Distribution
Fixed Fleet Cost	41,196	633	21,966	11,536	0	836	6,224	0	0	As Transmission and Distribution
Variable Fleet Cost	143,593	2,208	76,565	40,211	0	2,914	21,695	0	0	As Transmission and Distribution
Lease Payment Chargeback	77,480	1,191	41,313	21,697	0	1,572	11,706	0	0	As Transmission and Distribution
Total Supplie/Services	\$1,011,554	\$15,548	\$539,144	\$283,570	\$0	\$20,520	\$152,771	\$0	\$0	
Total Water Distribution Expenses	\$2,363,868	\$36,343	\$1,260,206	\$662,264	\$0	\$47,964	\$357,091	\$0	\$0	
Technology Services Support										
<u>Supplies/Services</u>										
Specific Department Supplies	\$4,056	\$4,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	100% COMM
Machinery & Equipment	1,560	1,560	0	0	0	0	0	0	0	100% COMM
Total Supplies/Services	\$5,616	\$5,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Technology Services Support Expenses	\$5,616	\$5,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Operations Admin										
<u>Personnel</u>										
Salaries-Perm Full Time	\$413,629	\$94,807	\$206,156	\$54,120	\$25,492	\$3,914	\$29,140	\$0	\$0	As O&M Above
Hourly Wages - Temporary	6,977	1,599	3,477	913	430	66	492	0	0	As O&M Above
Vacation Buyout	22,242	5,098	11,086	2,910	1,371	210	1,567	0	0	As O&M Above
Adminitration Buyout	12,229	2,803	6,095	1,600	754	116	862	0	0	As O&M Above
Overtime - Perm Full Time	408	94	203	53	25	4	29	0	0	As O&M Above
Def Comp City Match	6,058	1,389	3,020	793	373	57	427	0	0	As O&M Above
Acting Pay	714	164	356	93	44	7	50	0	0	As O&M Above
Standby Pay	66	15	33	9	4	1	5	0	0	As O&M Above
Workers Comp/Liab Ins	37,904	8,688	18,892	4,959	2,336	359	2,670	0	0	As O&M Above
Retirement	107,813	24,712	53,735	14,106	6,645	1,020	7,595	0	0	As O&M Above
Health Pay-In Lieu	14,090	3,230	7,023	1,844	868	133	993	0	0	As O&M Above
Retirement Health Services Plan	1,008	231	502	132	62	10	71	0	0	As O&M Above
Life/Vision/Dental/Retire	56,568	12,966	28,194	7,401	3,486	535	3,985	0	0	As O&M Above
Health/Life/Vision Ins	55,814	12,793	27,818	7,303	3,440	528	3,932	0	0	As O&M Above
Unemployment Insurance	5,070	1,162	2,527	663	312	48	357	0	0	As O&M Above
Medicare Insurance	6,613	1,516	3,296	865	408	63	466	0	0	As O&M Above
Future Staffing Needs	0	0	0	0	0	0	0	0	0	As O&M Above
Total Personnel	\$747,204	\$171,265	\$372,413	\$97,765	\$46,051	\$7,071	\$52,640	\$0	\$0	

	Expenses FY 2013	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification
				Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)				
<u>Supplies/Services</u>										
Office Supplies	\$3,120	\$715	\$1,555	\$408	\$192	\$30	\$220	\$0	\$0	As O&M Above
Postage	52	0	0	52	0	0	0	0	0	100% AC
Pubs & Periodicals	530	122	264	69	33	5	37	0	0	As O&M Above
Printing	156	36	78	20	10	1	11	0	0	As O&M Above
Copy Machine Costs	936	215	467	122	58	9	66	0	0	As O&M Above
Department Specific Supplies	1,976	453	985	259	122	19	139	0	0	As O&M Above
Personal Protective Equipment	52	12	26	7	3	0	4	0	0	As O&M Above
Telephone	7,488	1,716	3,732	980	461	71	528	0	0	As O&M Above
Cell Phones	1,747	400	871	229	108	17	123	0	0	As O&M Above
Maintenance - Equipment	728	167	363	95	45	7	51	0	0	As O&M Above
Contract Services	95,618	21,916	47,657	12,511	5,893	905	6,736	0	0	As O&M Above
Memberships & Dues	208	48	104	27	13	2	15	0	0	As O&M Above
Conferences, Meetings & Other Training	5,200	1,192	2,592	680	320	49	366	0	0	As O&M Above
Education Incentive Reimbursement	1,950	447	972	255	120	18	137	0	0	As O&M Above
Distribution to Other Agencies	46,280	10,608	23,066	6,055	2,852	438	3,260	0	0	As O&M Above
Technology Services Chargebacks	29,664	6,799	14,785	3,881	1,828	281	2,090	0	0	As O&M Above
Total Supply/Services	\$195,706	\$44,845	\$97,515	\$25,651	\$12,058	\$1,851	\$13,784	\$0	\$0	
Total Operations Admin Expenses	\$942,909	\$216,111	\$469,928	\$123,416	\$58,109	\$8,922	\$66,424	\$0	\$0	
<u>Additions/Deletions</u>										
New Staff Carryover	\$82,278	\$18,859	\$41,008	\$10,765	\$5,071	\$779	\$5,796	\$0	\$0	As O&M Above
New Staff Req	152,003	34,840	75,760	19,888	9,368	1,438	10,709	0	0	As O&M Above
Staff Equipment	40,000	9,168	19,936	5,234	2,465	379	2,818	0	0	As O&M Above
Equipment	0	0	0	0	0	0	0	0	0	As O&M Above
Other	78,250	17,936	39,000	10,238	4,823	740	5,513	0	0	As O&M Above
Total Additions/Deletions	\$352,531	\$80,803	\$175,704	\$46,125	\$21,727	\$3,336	\$24,836	\$0	\$0	
TOTAL O&M EXPENSES	\$6,364,206	\$1,458,718	\$3,171,947	\$832,742	\$392,227	\$60,222	\$448,350	\$0	\$0	
CAPITAL FUNDED THROUGH RATES	\$990,000	\$86,865	\$543,545	\$222,905	\$0	\$16,154	\$120,531	\$0	\$0	As Net Plant in Service
<u>Debt Service</u>										
Debt Service - Existing (CEC Loan)	\$138,378	\$12,142	\$75,974	\$31,157	\$0	\$2,258	\$16,847	\$0	\$0	As Net Plant in Service
Debt Service - Existing (ARRA Loan)	185,614	16,286	101,909	41,792	0	3,029	22,598	0	0	As Net Plant in Service
Multiple Series (See Accompanying Worksheet)	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2012	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2013	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2014	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2015	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2016	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2017	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2018	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2019	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2020	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Series 2021	0	0	0	0	0	0	0	0	0	As Net Plant in Service
Total Debt Service	\$323,992	\$28,428	\$177,883	\$72,949	\$0	\$5,287	\$39,446	\$0	\$0	
Less: Existing Connection Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	As Net Plant in Service
TOTAL REVENUE REQUIREMENT WITHOUT SWP	\$7,678,198	\$1,574,010	\$3,893,374	\$1,128,596	\$392,227	\$81,663	\$608,327	\$0	\$0	

	Expenses FY 2013	Commodity (COMM)	Capacity (CAP)	Customer Related			Public Fire Protection (FP)	Revenue Related (RR)	Direct Assign. (DA)	Basis of Classification
				Actual Customer (AC)	Cust. Acctg. (WCA)	Meters & Services (WCMS)				
Surface Water Project										
Additional O&M Funded through Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	As Source of Supply / Treatment
Additional Capital Funded through Rates	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Additional Debt Funded through Rates	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Total Surface Water Project	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
SWP Debt Service										
Multiple Series (See Accompanying Worksheet)	\$1,786,072	\$696,568	\$1,089,504	\$0	\$0	\$0	\$0	\$0	\$0	As Source of Supply / Treatment
Series 2012	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2013	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2014	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2015	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2016	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2017	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2018	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2019	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2020	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Series 2021	0	0	0	0	0	0	0	0	0	As Source of Supply / Treatment
Total SWP Debt Service	\$1,786,072	\$696,568	\$1,089,504	\$0	\$0	\$0	\$0	\$0	\$0	
Less: SWP Connection Fees	\$229,391	\$89,462	\$139,928	\$0	\$0	\$0	\$0	\$0	\$0	As Source of Supply / Treatment
Total SWP Revenue Requirement	\$1,556,681	\$607,106	\$949,575	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL REVENUE REQUIREMENT WITH SWP	\$9,234,879	\$2,181,116	\$4,842,950	\$1,128,596	\$392,227	\$81,663	\$608,327	\$0	\$0	
Transfers to Reserves										
Transfers To - Operating Reserve	\$4,349,302	\$0	\$0	\$0	\$0	\$0	\$0	\$4,349,302	\$0	100% RR
Transfers To - Capital Reserve	0	0	0	0	0	0	0	0	0	100% RR
Total Transfers to Reserves	\$4,349,302	\$0	\$0	\$0	\$0	\$0	\$0	\$4,349,302	\$0	
NET REVENUE REQUIREMENT WITH SWP	\$13,584,180	\$2,181,116	\$4,842,950	\$1,128,596	\$392,227	\$81,663	\$608,327	\$4,349,302	\$0	
Less: Miscellaneous Revenues										
Fees, Licenses, Permits	\$20,400	\$4,818	\$10,698	\$2,493	\$866	\$180	\$1,344	\$0	\$0	As Total Revenue Requirements
Shut-off Notices	0	0	0	0	0	0	0	0	0	As Total Revenue Requirements
Shut-off Fees	0	0	0	0	0	0	0	0	0	As Total Revenue Requirements
Interest Income	0	0	0	0	0	0	0	0	0	As Total Revenue Requirements
Total Miscellaneous Revenues	\$20,400	\$4,818	\$10,698	\$2,493	\$866	\$180	\$1,344	\$0	\$0	
NET REVENUE REQUIREMENT	\$13,563,780	\$2,176,298	\$4,832,252	\$1,126,103	\$391,361	\$81,482	\$606,983	\$4,349,302	\$0	

City of Woodland
Water Utility
Exhibit 16
Allocation of Revenue Requirements

Classification Components	Net Revenue Requirement	Residential	Multi-Family	Commercial	Institutional	Industrial	Large Uniform User	Landscape	City	Allocation Factor
Commodity	\$2,176,298	\$1,308,196	\$232,640	\$220,697	\$175,704	\$8,955	\$95,682	\$134,424	\$0	(COMM)
Capacity	\$4,832,252	\$3,041,698	\$456,064	\$422,589	\$360,469	\$17,963	\$165,762	\$367,706	\$0	(CAP)
Customer Related										
Actual Customer	\$1,126,103	\$991,114	\$38,292	\$66,342	\$9,790	\$1,733	\$79	\$18,752	\$0	(AC)
Weighted for Cust. Acctg.	391,361	344,447	13,308	23,056	3,402	602	27	6,517	0	(WCA)
Weighted for Meters & Services	81,482	69,735	3,527	5,114	1,218	215	23	1,650	0	(WCMS)
Total Customer Related	\$1,598,946	\$1,405,296	\$55,128	\$94,512	\$14,410	\$2,551	\$130	\$26,919	\$0	
Public Fire Protection Related	\$606,983	\$356,224	\$82,578	\$143,067	\$21,112	\$3,738	\$264	\$0	\$0	(PBFP)
Revenue Related	\$4,349,302	\$2,645,371	\$469,955	\$494,904	\$255,355	\$20,447	\$183,121	\$280,150	\$0	(RR)
Direct Assignment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(DA)
NET REVENUE REQUIREMENT	\$13,563,780	\$8,756,786	\$1,296,364	\$1,375,770	\$827,050	\$53,653	\$444,959	\$809,199	\$0	

City of Woodland
Water Utility
Exhibit 17
Cost of Service Analysis

	Expenses FY 2013	Residential	Multi-Family	Commercial	Institutional	Industrial	Large Uniform User	Landscape	City
Revenues at Present Rates	\$10,417,650	\$6,336,315	\$1,125,657	\$1,185,417	\$611,639	\$48,975	\$438,619	\$671,029	\$0
Allocated Revenue Requirement	\$13,563,780	\$8,756,786	\$1,296,364	\$1,375,770	\$827,050	\$53,653	\$444,959	\$809,199	\$0
Balance/(Deficiency) of Fund	(\$3,146,130)	(\$2,420,471)	(\$170,707)	(\$190,353)	(\$215,412)	(\$4,678)	(\$6,340)	(\$138,171)	\$0
Required % Change in Rates	30.2%	38.2%	15.2%	16.1%	35.2%	9.6%	1.4%	20.6%	0.0%

City of Woodland
Water Utility
Exhibit 18
Average Unit Costs

	Total	Residential	Multi-Family	Commercial	Institutional	Industrial	Large Uniform User	Landscape	City
Commodity \$/CCF	\$0.46	\$0.46	\$0.46	\$0.46	\$0.46	\$0.46	\$0.46	\$0.46	\$0.00
Capacity \$/CCF	1.03	1.08	0.91	0.89	0.95	0.93	0.80	1.26	0.00
Fire/Revenue/Direct \$/CCF	1.05	1.06	1.10	1.34	0.73	1.25	0.89	0.96	0.00
Total \$/CCF	\$2.54	\$2.60	\$2.47	\$2.68	\$2.14	\$2.64	\$2.15	\$2.69	\$0.00
Customer Costs - \$/account/month	\$9.32	\$9.31	\$9.45	\$9.35	\$9.66	\$9.66	\$10.80	\$9.43	\$0.00
Average Total Cost \$/CCF	\$2.88	\$3.10	\$2.58	\$2.88	\$2.18	\$2.77	\$2.15	\$2.78	\$0.00
Average Current Cost \$/CCF	\$2.21	\$2.24	\$2.24	\$2.48	\$1.61	\$2.53	\$2.12	\$2.31	\$0.00
<u>Basic Data:</u>									
Annual Water Consumption (CCF)	4,706,089	2,828,882	503,067	477,241	379,948	19,363	206,905	290,682	0
Number of Bills	14,292	12,579	486	842	124	22	1	238	0

RESIDENTIAL		Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Total
Meter Rate														
	Meter Size	Mo. Rate												
	3/4"	\$20.00	300	300	300	300	300	300	300	300	300	300	300	300
	1"	20.00	4,619	4,619	4,619	4,619	4,619	4,619	4,619	4,619	4,619	4,619	4,619	4,619
	1 1/2"	20.00	4,048	4,048	4,048	4,048	4,048	4,048	4,048	4,048	4,048	4,048	4,048	4,048
	2"	20.00	140	140	140	140	140	140	140	140	140	140	140	140
	3"	37.60	0	0	0	0	0	0	0	0	0	0	0	0
	4"	62.60	0	0	0	0	0	0	0	0	0	0	0	0
	6"	125.00	0	0	0	0	0	0	0	0	0	0	0	0
No meter rates			9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107
Flat Rate (per customer)														
	<5,000 SF	\$34.30	550	550	550	550	550	550	550	550	550	550	550	550
	5,000 - 10,000 SF	42.35	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513
	>10,000 SF	50.05	409	409	409	409	409	409	409	409	409	409	409	409
Total			3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472
Consumption (per ccf)														
	0 - 12 CCF	\$1.25	89,846	88,852	78,200	56,837	54,603	59,014	52,043	77,085	91,960	92,215	95,688	97,060
	13 - 20 CCF	1.50	55,613	33,259	12,897	11,329	9,023	10,124	6,347	20,077	50,877	52,039	69,579	76,042
	Over 20 CCF	1.90	47,845	21,773	12,356	5,764	7,707	8,122	5,240	13,723	36,523	33,545	54,199	61,682
Total			193,303	143,884	103,453	73,930	71,333	77,260	63,630	110,885	179,359	177,799	219,466	234,783
Revenues														
	Meter Charge		\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$182,140	\$2,185,680
	Flat Rate		145,764	145,764	145,764	145,764	145,764	145,764	145,764	145,764	145,764	145,764	145,764	1,749,173
	Water Consumption Charge		286,632	202,322	140,573	98,991	96,432	104,386	84,530	152,546	260,658	257,062	326,957	2,363,671
Total Revenue			\$614,536	\$530,226	\$468,477	\$426,896	\$424,336	\$432,290	\$412,435	\$480,450	\$588,563	\$584,967	\$654,862	\$6,298,524
Previous Sept 2010 - Aug 2011 Rate Rev - Metered			\$190	\$128	\$176	\$86,511	\$231,593	\$90,818	\$94,677	\$87,351	\$104,964	\$139,612	\$141,242	\$191,223
MULTI-FAMILY														
Meter Rate														
	Meter Size	Mo. Rate												
	3/4"	\$20.00	22	22	22	22	22	22	22	22	22	22	22	22
	1"	20.00	197	197	197	197	197	197	197	197	197	197	197	197
	1 1/2"	20.00	148	148	148	148	148	148	148	148	148	148	148	148
	2"	20.00	61	61	61	61	61	61	61	61	61	61	61	61
	3"	37.60	26	26	26	26	26	26	26	26	26	26	26	26
	4"	62.60	4	4	4	4	4	4	4	4	4	4	4	4
	6"	125.00	4	4	4	4	4	4	4	4	4	4	4	4
			462	462	462	462	462	462	462	462	462	462	462	462
Flat Rate (per customer)														
	Minimum	\$34.60	24	24	24	24	24	24	24	24	24	24	24	24
Consumption (per ccf)														
	Metered Customers (Per ccf)	\$2.15	51,199	46,457	41,714	33,989	29,288	29,820	30,350	28,577	34,689	39,671	44,319	48,309
			51,199	46,457	41,714	33,989	29,288	29,820	30,350	28,577	34,689	39,671	44,319	48,309
Revenues														
	Meter Charge		\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$10,288	\$123,456
	Flat Rate		830	830	830	830	830	830	830	830	830	830	830	9,965
	Water Consumption Charge		110,079	99,882	89,685	73,076	62,970	64,113	65,252	61,441	74,580	85,294	95,286	103,865
Total Revenue			\$121,197	\$111,000	\$100,804	\$84,195	\$74,088	\$75,231	\$76,370	\$72,559	\$85,699	\$96,412	\$106,405	\$114,983

City of Woodland
Water Utility
Exhibit 19
REVENUE AT PRESENT RATES

COMMERCIAL		Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Total
Meter Rate														
Meter Size	Mo. Rate													
3/4"	\$20.00	34	34	34	34	34	34	34	34	34	34	34	34	34
1"	20.00	286	286	286	286	286	286	286	286	286	286	286	286	286
1 1/2"	20.00	203	203	203	203	203	203	203	203	203	203	203	203	203
2"	20.00	256	256	256	256	256	256	256	256	256	256	256	256	256
3"	37.60	23	23	23	23	23	23	23	23	23	23	23	23	23
4"	62.60	8	8	8	8	8	8	8	8	8	8	8	8	8
6"	125.00	2	2	2	2	2	2	2	2	2	2	2	2	2
		812	812	812	812	812	812	812	812	812	812	812	812	812
Flat Rate (per customer)														
Minimum	\$34.60	30	30	30	30	30	30	30	30	30	30	30	30	30
Consumption (per ccf)														
Per ccf	\$2.15	52,284	52,086	43,600	34,013	25,725	25,457	28,330	27,074	30,862	39,536	41,425	45,907	446,299
Revenues														
Meter Charge		\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$17,196	\$206,347
Flat Rate		1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	12,456
Water Consumption Charge		112,411	111,984	93,739	73,129	55,308	54,733	60,910	58,208	66,354	85,003	89,064	98,699	959,543
Total Revenue		\$130,644	\$130,218	\$111,973	\$91,363	\$73,542	\$72,967	\$79,144	\$76,442	\$84,587	\$103,237	\$107,297	\$116,933	\$1,178,347
Previous Sept 2010 - Aug 2011 Rate Rev - Metered		\$273,559	\$263,816	\$224,026	\$149,851	\$107,975	\$102,688	\$115,494	\$103,309	\$130,956	\$198,780	\$208,420	\$264,243	\$2,143,116
INSTITUTIONAL		Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Total
Meter Rate														
Meter Size	Mo. Rate													
3/4"	\$20.00	2	2	2	2	2	2	2	2	2	2	2	2	2
1"	20.00	9	9	9	13	13	13	14	14	14	14	14	13	12
1 1/2"	20.00	20	21	21	21	21	21	21	21	22	22	22	23	21
2"	20.00	39	39	39	39	39	39	40	40	40	40	40	40	40
3"	37.60	14	14	14	14	14	14	15	15	15	15	15	15	15
4"	62.60	8	8	8	8	8	8	8	8	8	8	8	8	8
6"	125.00	3	3	3	3	3	3	2	2	2	2	2	2	3
		95	96	96	100	100	100	102	102	103	103	103	103	100
Flat Rate (per customer)														
Minimum	\$34.60	24	24	24	24	24	24	24	24	24	24	24	24	24
Consumption (per ccf)														
Per ccf	\$2.15	26,721	23,953	21,640	99,464	5,952	5,664	6,379	5,614	8,675	18,656	17,229	22,222	262,169
Revenues														
Meter Charge		\$2,802	\$2,822	\$2,822	\$2,902	\$2,902	\$2,902	\$2,855	\$2,855	\$2,875	\$2,875	\$2,875	\$2,875	\$34,362
Flat Rate		830	830	830	830	830	830	830	830	830	830	830	830	9,965
Water Consumption Charge		57,449	51,498	46,526	213,847	12,798	12,179	13,714	12,071	18,652	40,111	37,043	47,776	563,664
Total Revenue		\$61,082	\$55,151	\$50,179	\$217,580	\$16,530	\$15,911	\$17,399	\$15,756	\$22,357	\$43,816	\$40,748	\$51,482	\$607,991

INDUSTRIAL		Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Total
Meter Rate														
Meter Size	Mo. Rate													
3/4"	\$20.00	0	0	0	0	0	0	0	0	0	0	0	0	0
1"	20.00	2	2	2	2	2	2	2	2	2	2	2	2	2
1 1/2"	20.00	5	5	5	5	5	5	5	5	5	5	5	5	5
2"	20.00	13	13	13	13	13	13	13	13	13	13	13	13	13
3"	37.60	0	0	0	0	0	0	0	0	0	0	0	0	0
4"	62.60	1	1	1	1	1	1	1	1	1	1	1	1	1
6"	125.00	1	1	1	1	1	1	1	1	1	1	1	1	1
		22	22	22	22	22	22	22	22	22	22	22	22	22
Consumption (per ccf)														
Per ccf	\$2.15	2,429	2,285	1,926	1,503	1,250	1,192	1,603	1,171	1,839	1,242	1,339	1,585	19,363
Revenues														
Meter Charge		\$588	\$588	\$588	\$588	\$588	\$588	\$588	\$588	\$588	\$588	\$588	\$588	\$7,051
Water Consumption Charge		5,222	4,912	4,141	3,231	2,687	2,563	3,447	2,517	3,955	2,670	2,880	3,407	41,631
Total Revenue		\$5,810	\$5,499	\$4,729	\$3,819	\$3,275	\$3,150	\$4,034	\$3,105	\$4,542	\$3,258	\$3,467	\$3,995	\$48,683
Previous Sept 2010 - Aug 2011 Rate Rev - Metered		\$5,370	\$5,081	\$4,486	\$3,518	\$3,012	\$2,896	\$3,718	\$2,854	\$4,191	\$3,046	\$3,191	\$4,057	\$45,419
LARGE UNIFORM USERS (BIOMASS)		Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Total
Meter Rate														
Meter Size	Mo. Rate													
3/4"	\$20.00	0	0	0	0	0	0	0	0	0	0	0	0	0
1"	20.00	0	0	0	0	0	0	0	0	0	0	0	0	0
1 1/2"	20.00	0	0	0	0	0	0	0	0	0	0	0	0	0
2"	20.00	0	0	0	0	0	0	0	0	0	0	0	0	0
3"	37.60	0	0	0	0	0	0	0	0	0	0	0	0	0
4"	62.60	2	2	2	2	2	2	2	2	2	2	2	2	2
6"	125.00	0	0	0	0	0	0	0	0	0	0	0	0	0
		2	2	2	2	2	2	2	2	2	2	2	2	2
Consumption (per ccf)														
Per ccf	\$2.10	21,494	20,049	16,957	16,382	16,836	20,066	16,716	12,133	7,924	21,300	19,673	17,375	206,905
Revenues														
Meter Charge		\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$1,502
Water Consumption Charge		45,137	42,103	35,610	34,402	35,356	42,139	35,104	25,479	16,640	44,730	41,313	36,488	434,501
Total Revenue		\$45,263	\$42,228	\$35,735	\$34,527	\$35,481	\$42,264	\$35,229	\$25,605	\$16,766	\$44,855	\$41,439	\$36,613	\$436,003
Previous Sept 2010 through Aug 2011 Rate Revenue		\$41,152	\$38,392	\$32,486	\$31,388	\$32,255	\$38,425	\$32,026	\$23,273	\$15,233	\$40,782	\$37,674	\$36,613	\$399,700

[illegible]

City of Woodland
Water Utility
Exhibit 19
REVENUE AT PRESENT RATES

SUMMARY	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Total
Number of Metered Customers													
Residential	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107	9,107
Multi-Family	462	462	462	462	462	462	462	462	462	462	462	462	462
Commercial	812	812	812	812	812	812	812	812	812	812	812	812	812
Institutional	95	96	96	100	100	100	102	102	103	103	103	103	100
Industrial	22	22	22	22	22	22	22	22	22	22	22	22	22
Large Uniform Users	2	2	2	2	2	2	2	2	2	2	2	2	2
Landscape	222	222	222	222	222	222	222	222	222	222	222	222	222
City	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	10,722	10,723	10,723	10,727	10,727	10,727	10,729	10,729	10,730	10,730	10,730	10,730	10,727
Number of Flat Rate Customers													
Residential	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472	3,472
Multi-Family	24	24	24	24	24	24	24	24	24	24	24	24	24
Commercial	30	30	30	30	30	30	30	30	30	30	30	30	30
Institutional	24	24	24	24	24	24	24	24	24	24	24	24	24
Industrial	0	0	0	0	0	0	0	0	0	0	0	0	0
Landscape	16	16	16	16	16	16	16	16	16	16	16	16	16
City	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566
Metered Consumption (per ccf)													
Residential	193,303	143,884	103,453	73,930	71,333	77,260	63,630	110,885	179,359	177,799	219,466	234,783	1,649,086
Multi-Family	51,199	46,457	41,714	33,989	29,288	29,820	30,350	28,577	34,689	39,671	44,319	48,309	458,383
Commercial	52,284	52,086	43,600	34,013	25,725	25,457	28,330	27,074	30,862	39,536	41,425	45,907	446,299
Institutional	26,721	23,953	21,640	99,464	5,952	5,664	6,379	5,614	8,675	18,656	17,229	22,222	262,169
Industrial	2,429	2,285	1,926	1,503	1,250	1,192	1,603	1,171	1,839	1,242	1,339	1,585	19,363
Large Uniform Users	21,494	20,049	16,957	16,382	16,836	20,066	16,716	12,133	7,924	21,300	19,673	17,375	206,905
Landscape	38,897	35,758	29,656	16,747	9,297	7,238	7,127	6,054	12,157	26,944	30,187	35,990	256,052
City	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	386,327	324,471	258,946	276,028	159,681	166,698	154,135	191,508	275,506	325,148	373,639	406,170	3,298,258
Revenues													
Residential	\$614,536	\$530,226	\$468,477	\$426,896	\$424,336	\$432,290	\$412,435	\$480,450	\$588,563	\$584,967	\$654,862	\$680,487	\$6,298,524
Multi-Family	121,197	111,000	100,804	84,195	74,088	75,231	76,370	72,559	85,699	96,412	106,405	114,983	1,118,944
Commercial	130,644	130,218	111,973	91,363	73,542	72,967	79,144	76,442	84,587	103,237	107,297	116,933	1,178,347
Institutional	61,082	55,151	50,179	217,580	16,530	15,911	17,399	15,756	22,357	43,816	40,748	51,482	607,991
Industrial	5,810	5,499	4,729	3,819	3,275	3,150	4,034	3,105	4,542	3,258	3,467	3,995	48,683
Large Uniform Users	45,263	42,228	35,735	34,527	35,481	42,264	35,229	25,605	16,766	44,855	41,439	36,613	436,003
Landscape	96,850	89,474	75,134	44,798	27,290	22,452	22,190	19,670	34,011	68,759	76,381	90,017	667,027
City	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,075,381	\$963,797	\$847,029	\$903,177	\$654,542	\$664,265	\$646,802	\$693,586	\$836,524	\$945,304	\$1,030,599	\$1,094,509	\$10,355,517

CITY OF WOODLAND
WATER REVENUE REQUIREMENT STUDY
PROJECTED PRO FORMA AND DEBT SERVICE COVERAGE CALCULATION
BASE CASE

	Budget					Projected				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
System Revenues										
Existing Rate Revenues	\$10,355,517	\$10,417,650	\$10,480,156	\$10,543,037	\$10,648,467	\$10,754,952	\$10,862,501	\$10,971,126	\$11,080,838	\$11,213,808
Additional Revenue from Proposed Rate Increase	0	3,146,130	5,484,685	8,247,900	11,556,783	13,792,092	14,673,789	15,594,276	16,555,151	17,592,841
Connection Fees	42,877	42,877	42,877	42,877	71,461	71,461	71,461	71,461	71,461	85,754
SWP Connection Fees	229,391	229,391	229,391	229,391	382,318	382,318	382,318	382,318	382,318	458,781
Other Miscellaneous Income	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400
Interest Income	0	0	0	0	0	0	0	0	0	0
Rate Stabilization Fund Deposit	0	0	0	0	0	230,000	840,000	2,995,000	2,955,000	2,355,000
Total System Revenue	\$10,648,184	\$13,856,448	\$16,257,508	\$19,083,604	\$22,679,429	\$25,251,223	\$26,850,469	\$30,024,581	\$31,065,167	\$31,726,583
Operation and Maintenance Costs										
Bill and Collect	\$300,670	\$313,223	\$326,460	\$340,425	\$355,169	\$370,743	\$387,206	\$404,619	\$423,049	\$442,567
Water Conservation	298,697	310,365	322,651	335,597	349,248	363,652	378,860	394,930	411,921	429,899
Water Wells and Tanks O&M	1,994,815	2,075,693	2,160,374	2,249,071	2,342,008	2,439,425	2,541,578	2,648,740	2,761,202	2,879,277
Water Distribution System (86)	2,269,428	2,363,868	2,463,345	2,568,188	2,678,753	2,795,423	2,918,609	3,048,755	3,186,338	3,331,873
Technology Support Services	5,400	5,616	5,841	6,074	6,317	6,570	6,833	7,106	7,390	7,686
Operations Admin	908,100	942,909	979,551	1,018,149	1,058,834	1,101,750	1,147,049	1,194,898	1,245,475	1,298,973
Additions and Deletions	132,915	352,531	312,401	326,255	442,586	370,651	431,330	452,316	477,646	504,394
O&M SWP	0	0	0	0	2,222,731	4,501,616	4,681,680	4,868,948	5,063,705	5,266,254
O&M Obligations										
Existing CEC Loan	\$138,378	\$138,378	\$138,378	\$138,378	\$138,378	\$0	\$0	\$0	\$0	\$0
Existing ARRA Loan	185,614	185,614	947,514	473,757	473,757	473,757	473,757	473,757	473,757	473,757
Total O&M Obligations	\$6,234,017	\$6,688,198	\$7,656,515	\$7,455,895	\$10,067,782	\$12,423,586	\$12,966,903	\$13,494,069	\$14,050,484	\$14,634,680
Net System Revenues	\$4,414,167	\$7,168,250	\$8,600,993	\$11,627,709	\$12,611,647	\$12,827,637	\$13,883,566	\$16,530,512	\$17,014,683	\$17,091,903
Parity Debt Service										
New Capital Debt Service	\$1,444,891	\$1,786,072	\$1,978,505	\$6,016,489	\$8,946,730	\$10,123,501	\$11,108,145	\$13,686,647	\$14,097,487	\$14,095,187
Total Parity Debt Service	\$1,444,891	\$1,786,072	\$1,978,505	\$6,016,489	\$8,946,730	\$10,123,501	\$11,108,145	\$13,686,647	\$14,097,487	\$14,095,187
Debt Service Coverage	3.06	4.01	4.35	1.93	1.41	1.27	1.25	1.21	1.21	1.21
Debt Service Coverage (Excluding Connection Fees)	2.87	3.86	4.21	1.89	1.36	1.22	1.21	1.17	1.17	1.17
Net System Revenues Available After O&M & Debt Service	\$2,969,276	\$5,382,178	\$6,622,488	\$5,611,220	\$3,664,917	\$2,704,136	\$2,775,421	\$2,843,865	\$2,917,196	\$2,996,717
Less: SWP CPG Payments	\$0	\$0	\$0	\$0	\$1,637,802	\$1,703,314	\$1,771,447	\$1,842,304	\$1,915,997	\$1,992,637
Net System Revenues Available for Capital and Other	\$2,969,276	\$5,382,178	\$6,622,488	\$5,611,220	\$2,027,115	\$1,000,822	\$1,003,974	\$1,001,561	\$1,001,199	\$1,004,080
Capital Expenditures										
Rate Funded Capital	\$800,000	\$990,000	\$990,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Development Fee Funded Capital	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditures	\$800,000	\$990,000	\$990,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Net System Revenues Available for Reserves	\$2,169,276	\$4,392,178	\$5,632,488	\$4,611,221	\$1,027,115	\$822	\$3,974	\$1,561	\$1,199	\$4,080

CITY OF WOODLAND
WATER REVENUE REQUIREMENT STUDY
PROJECTED PRO FORMA AND DEBT SERVICE COVERAGE CALCULATION
BASE CASE

	Budget		Projected							
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Operating Reserve Fund										
Beginning Reserve Balance	\$5,300,000	\$7,458,215	\$11,855,681	\$17,555,171	\$22,272,310	\$23,455,465	\$23,159,027	\$21,758,419	\$16,044,371	\$10,344,271
Plus: Interest	26,500	37,291	88,918	131,664	222,723	235,705	353,685	348,764	306,633	201,631
Plus: To Reserves	0	0	0	0	0	0	0	0	0	0
Less: Uses of Funds	0	0	0	0	0	0	0	0	0	0
Less: Rate Stabilization Deposit	0	0	0	0	0	230,000	840,000	2,985,000	2,955,000	2,355,000
Year Ending Balance/(Deficiency) after proposed rate increase	2,169,276	4,392,178	5,632,488	4,611,221	1,027,115	822	3,974	1,561	1,199	4,080
Ending Reserve Balance	7,495,776	11,887,685	17,577,087	22,298,055	23,522,148	23,461,992	22,676,687	19,123,744	13,397,203	8,194,981
Ending Balance as Percent of Operating Expenditures	120.24%	177.74%	229.57%	299.07%	233.64%	188.85%	174.88%	141.72%	95.35%	56.00%
Proposed Rate Adjustment - July Implementation	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Adjustment - January Implementation	N/A	17.0%	17.0%	17.0%	17.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Information Items										
Capital Projects Funded with Bonds	9,000,000	18,408,000	50,943,360	48,505,265	19,495,922	16,252,138	3,188,206	4,132,134	684,285	711,656
Amount of Bonds to Issue (1.25% COI, 5.75% Rate , MADS)	0	0	85,470,000	52,915,000	21,270,000	17,735,000	3,480,000	6,030,000	0	0
Capital Expenditures (Used for Bond Sizing)										
Bond Funded Capital (Ongoing)	\$0	\$0	\$0	\$2,948,273	\$2,766,945	\$1,530,638	\$1,669,823	\$3,474,168	\$0	\$0
SWP Bond Funded Capital	9,000,000	18,408,000	50,943,360	45,556,992	16,728,977	14,721,500	1,518,383	657,966	684,285	711,656
Total Capital Expenditures	\$9,000,000	\$18,408,000	\$50,943,360	\$48,505,265	\$19,495,922	\$16,252,138	\$3,188,206	\$4,132,134	\$684,285	\$711,656
Bond Debt Service (Begins 1 Yr After Issuance)										
Multiple Series (See Accompanying Worksheet)	\$1,444,891	\$1,786,072	\$1,978,505	\$6,016,489	\$8,946,730	\$10,123,501	\$11,108,145	\$13,686,647	\$14,097,487	\$14,095,187
Series 2012	0	0	0	0	0	0	0	0	0	0
Series 2013	0	0	0	0	0	0	0	0	0	0
Series 2014	0	0	0	0	0	0	0	0	0	0
Series 2015	0	0	0	0	0	0	0	0	0	0
Series 2016	0	0	0	0	0	0	0	0	0	0
Series 2017	0	0	0	0	0	0	0	0	0	0
Series 2018	0	0	0	0	0	0	0	0	0	0
Series 2019	0	0	0	0	0	0	0	0	0	0
Series 2020	0	0	0	0	0	0	0	0	0	0
Series 2021	0	0	0	0	0	0	0	0	0	0
Total Debt Service	\$1,444,891	\$1,786,072	\$1,978,505	\$6,016,489	\$8,946,730	\$10,123,501	\$11,108,145	\$13,686,647	\$14,097,487	\$14,095,187
Average Residential Bill - \$/ Month										
Current Average Residential Bill	\$42.50									
After Proposed Rate Adjustment	\$42.50	\$55.34	\$64.74	\$75.75	\$88.63	\$97.00	\$99.91	\$102.91	\$106.00	\$109.18



Technical Appendix B – Bill Comparisons

	FY 2013			FY 2014		FY 2015		FY 2016	
	Present Rates	July- Dec 2012	Jan- June 2013	July- Dec 2013	Jan- June 2014	July- Dec 2014	Jan- June 2015	July- Dec 2015	Jan- June 2016
Base Case Proposed Revenue Adjustments - July		20.0%		0.0%		0.0%		0.0%	
Base Case Proposed Revenue Adjustments - January			17.0%	17.0%		17.0%		17.0%	
<u>Flat Customer Charges</u>									
Residential -									
<5,000 SF	\$34.30	\$41.15	\$50.95	N/A	N/A	N/A	N/A	N/A	N/A
5,000 - 10,000 SF	42.35	50.80	62.90	N/A	N/A	N/A	N/A	N/A	N/A
>10,000 SF	50.05	60.05	74.35	N/A	N/A	N/A	N/A	N/A	N/A
Non-Residential Customers	\$34.60	\$41.50	\$50.36	N/A	N/A	N/A	N/A	N/A	N/A
<u>Metered Customer Charges</u>									
<i>Meter Charge (All customer classes)</i>									
3/4"	\$20.00	\$24.00	\$28.75	\$28.75	\$33.00	\$33.00	\$38.75	\$38.75	\$45.25
1"	20.00	24.00	28.75	28.75	33.00	33.00	38.75	38.75	45.25
1 1/2"	20.00	24.00	28.75	28.75	33.00	33.00	38.75	38.75	45.25
2"	20.00	24.00	28.75	28.75	33.00	33.00	38.75	38.75	45.25
3"	37.60	45.10	54.00	54.00	62.00	62.00	72.80	72.80	85.10
4"	62.60	75.10	89.95	89.95	103.30	103.30	121.30	121.30	141.60
6"	125.00	150.00	179.70	179.70	206.30	206.30	242.20	242.20	282.80
<i>Consumption (per ccf)</i>									
Residential -									
0 - 12 CCF	\$1.25	\$1.50	N/A	N/A	N/A	N/A	N/A	N/A	N/A
13 - 20 CCF	1.50	1.95	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Over 20 CCF	1.90	2.55	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Residential -									
0 - 12 CCF	N/A	N/A	\$1.91	\$1.91	\$2.19	\$2.19	\$2.64	\$2.64	\$3.15
13 - 30 CCF	N/A	N/A	2.48	2.48	2.83	2.83	3.41	3.41	4.06
Over 30 CCF	N/A	N/A	3.25	3.25	3.71	3.71	4.47	4.47	5.36
Multi-Family, Commercial, Institutional, and Industrial									
Uniform Rate	\$2.15	\$2.35	\$2.86	\$2.86	\$3.29	\$3.29	\$3.92	\$3.92	\$4.66
Large User									
Uniform Rate	\$2.10	\$2.30	\$2.77	\$2.77	\$3.24	\$3.24	\$3.80	\$3.80	\$4.45
Landscape									
Uniform Rate	\$2.35	\$2.80	\$3.25	\$3.25	\$3.71	\$3.71	\$4.47	\$4.47	\$5.36

**City of Woodland
Water Utility
Residential Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$24.00	\$28.75	\$4.75	19.8%
1	25.50	30.66	5.16	20.2%
2	27.00	32.57	5.57	20.6%
3	28.50	34.48	5.98	21.0%
4	30.00	36.39	6.39	21.3%
5	31.50	38.30	6.80	21.6%
6	33.00	40.21	7.21	21.8%
7	34.50	42.12	7.62	22.1%
8	36.00	44.03	8.03	22.3%
9	37.50	45.94	8.44	22.5%
10	39.00	47.85	8.85	22.7%
11	40.50	49.76	9.26	22.9%
12	42.00	51.67	9.67	23.0%
13	43.95	54.15	10.20	23.2%
14	45.90	56.63	10.73	23.4%
16	49.80	61.59	11.79	23.7%
18	53.70	66.55	12.85	23.9%
20	57.60	71.51	13.91	24.1%
25	67.35	83.91	16.56	24.6%
30	77.10	96.31	19.21	24.9%
35	89.85	112.56	22.71	25.3%
40	102.60	128.81	26.21	25.5%
45	115.35	145.06	29.71	25.8%
50	128.10	161.31	33.21	25.9%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month

Consumption	
0 - 12 CCF	\$1.50 / CCF
13 - 20 CCF	1.95 / CCF
Over 20 CCF	2.55 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption	
0 - 12 CCF	\$1.91 / CCF
13 - 30 CCF	2.48 / CCF
Over 30 CCF	3.25 / CCF

**City of Woodland
Water Utility
Residential Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$28.75	\$33.00	\$4.25	14.8%
1	30.66	35.19	4.53	14.8%
2	32.57	37.38	4.81	14.8%
3	34.48	39.57	5.09	14.8%
4	36.39	41.76	5.37	14.8%
5	38.30	43.95	5.65	14.8%
6	40.21	46.14	5.93	14.7%
7	42.12	48.33	6.21	14.7%
8	44.03	50.52	6.49	14.7%
9	45.94	52.71	6.77	14.7%
10	47.85	54.90	7.05	14.7%
11	49.76	57.09	7.33	14.7%
12	51.67	59.28	7.61	14.7%
13	54.15	62.11	7.96	14.7%
14	56.63	64.94	8.31	14.7%
16	61.59	70.60	9.01	14.6%
18	66.55	76.26	9.71	14.6%
20	71.51	81.92	10.41	14.6%
25	83.91	96.07	12.16	14.5%
30	96.31	110.22	13.91	14.4%
35	112.56	128.77	16.21	14.4%
40	128.81	147.32	18.51	14.4%
45	145.06	165.87	20.81	14.3%
50	161.31	184.42	23.11	14.3%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption	
0 - 12 CCF	\$1.91 / CCF
13 - 30 CCF	2.48 / CCF
Over 30 CCF	3.25 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption	
0 - 12 CCF	\$2.19 / CCF
13 - 30 CCF	2.83 / CCF
Over 30 CCF	3.71 / CCF

**City of Woodland
Water Utility
Residential Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$33.00	\$38.75	\$5.75	17.4%
1	35.19	41.39	6.20	17.6%
2	37.38	44.03	6.65	17.8%
3	39.57	46.67	7.10	17.9%
4	41.76	49.31	7.55	18.1%
5	43.95	51.95	8.00	18.2%
6	46.14	54.59	8.45	18.3%
7	48.33	57.23	8.90	18.4%
8	50.52	59.87	9.35	18.5%
9	52.71	62.51	9.80	18.6%
10	54.90	65.15	10.25	18.7%
11	57.09	67.79	10.70	18.7%
12	59.28	70.43	11.15	18.8%
13	62.11	73.84	11.73	18.9%
14	64.94	77.25	12.31	19.0%
16	70.60	84.07	13.47	19.1%
18	76.26	90.89	14.63	19.2%
20	81.92	97.71	15.79	19.3%
25	96.07	114.76	18.69	19.5%
30	110.22	131.81	21.59	19.6%
35	128.77	154.16	25.39	19.7%
40	147.32	176.51	29.19	19.8%
45	165.87	198.86	32.99	19.9%
50	184.42	221.21	36.79	19.9%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption	
0 - 12 CCF	\$2.19 / CCF
13 - 30 CCF	2.83 / CCF
Over 30 CCF	3.71 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption	
0 - 12 CCF	\$2.64 / CCF
13 - 30 CCF	3.41 / CCF
Over 30 CCF	4.47 / CCF

**City of Woodland
Water Utility
Residential Bill Comparison
Proposed FY 2016 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$38.75	\$45.25	\$6.50	16.8%
1	41.39	48.40	7.01	16.9%
2	44.03	51.55	7.52	17.1%
3	46.67	54.70	8.03	17.2%
4	49.31	57.85	8.54	17.3%
5	51.95	61.00	9.05	17.4%
6	54.59	64.15	9.56	17.5%
7	57.23	67.30	10.07	17.6%
8	59.87	70.45	10.58	17.7%
9	62.51	73.60	11.09	17.7%
10	65.15	76.75	11.60	17.8%
11	67.79	79.90	12.11	17.9%
12	70.43	83.05	12.62	17.9%
13	73.84	87.11	13.27	18.0%
14	77.25	91.17	13.92	18.0%
16	84.07	99.29	15.22	18.1%
18	90.89	107.41	16.52	18.2%
20	97.71	115.53	17.82	18.2%
25	114.76	135.83	21.07	18.4%
30	131.81	156.13	24.32	18.5%
35	154.16	182.93	28.77	18.7%
40	176.51	209.73	33.22	18.8%
45	198.86	236.53	37.67	18.9%
50	221.21	263.33	42.12	19.0%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption	
0 - 12 CCF	\$2.64 / CCF
13 - 30 CCF	3.41 / CCF
Over 30 CCF	4.47 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption	
0 - 12 CCF	\$3.15 / CCF
13 - 30 CCF	4.06 / CCF
Over 30 CCF	5.36 / CCF

**City of Woodland
Water Utility
Multi-Family Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$24.00	\$28.75	\$4.75	19.8%
5	35.75	43.05	7.30	20.4%
10	47.50	57.35	9.85	20.7%
15	59.25	71.65	12.40	20.9%
20	71.00	85.95	14.95	21.1%
25	82.75	100.25	17.50	21.1%
30	94.50	114.55	20.05	21.2%
35	106.25	128.85	22.60	21.3%
40	118.00	143.15	25.15	21.3%
45	129.75	157.45	27.70	21.3%
50	141.50	171.75	30.25	21.4%
55	153.25	186.05	32.80	21.4%
60	165.00	200.35	35.35	21.4%
65	176.75	214.65	37.90	21.4%
70	188.50	228.95	40.45	21.5%
75	200.25	243.25	43.00	21.5%
80	212.00	257.55	45.55	21.5%
85	223.75	271.85	48.10	21.5%
90	235.50	286.15	50.65	21.5%
95	247.25	300.45	53.20	21.5%
100	259.00	314.75	55.75	21.5%
105	270.75	329.05	58.30	21.5%
110	282.50	343.35	60.85	21.5%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month

Consumption
Uniform Rate \$2.35 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

**City of Woodland
Water Utility
Multi-Family Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$28.75	\$33.00	\$4.25	14.8%
5	43.05	49.45	6.40	14.9%
10	57.35	65.90	8.55	14.9%
15	71.65	82.35	10.70	14.9%
20	85.95	98.80	12.85	15.0%
25	100.25	115.25	15.00	15.0%
30	114.55	131.70	17.15	15.0%
35	128.85	148.15	19.30	15.0%
40	143.15	164.60	21.45	15.0%
45	157.45	181.05	23.60	15.0%
50	171.75	197.50	25.75	15.0%
55	186.05	213.95	27.90	15.0%
60	200.35	230.40	30.05	15.0%
65	214.65	246.85	32.20	15.0%
70	228.95	263.30	34.35	15.0%
75	243.25	279.75	36.50	15.0%
80	257.55	296.20	38.65	15.0%
85	271.85	312.65	40.80	15.0%
90	286.15	329.10	42.95	15.0%
95	300.45	345.55	45.10	15.0%
100	314.75	362.00	47.25	15.0%
105	329.05	378.45	49.40	15.0%
110	343.35	394.90	51.55	15.0%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

**City of Woodland
Water Utility
Multi-Family Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$33.00	\$38.75	\$5.75	17.4%
5	49.45	58.35	8.90	18.0%
10	65.90	77.95	12.05	18.3%
15	82.35	97.55	15.20	18.5%
20	98.80	117.15	18.35	18.6%
25	115.25	136.75	21.50	18.7%
30	131.70	156.35	24.65	18.7%
35	148.15	175.95	27.80	18.8%
40	164.60	195.55	30.95	18.8%
45	181.05	215.15	34.10	18.8%
50	197.50	234.75	37.25	18.9%
55	213.95	254.35	40.40	18.9%
60	230.40	273.95	43.55	18.9%
65	246.85	293.55	46.70	18.9%
70	263.30	313.15	49.85	18.9%
75	279.75	332.75	53.00	18.9%
80	296.20	352.35	56.15	19.0%
85	312.65	371.95	59.30	19.0%
90	329.10	391.55	62.45	19.0%
95	345.55	411.15	65.60	19.0%
100	362.00	430.75	68.75	19.0%
105	378.45	450.35	71.90	19.0%
110	394.90	469.95	75.05	19.0%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

**City of Woodland
Water Utility
Multi-Family Bill Comparison
Proposed FY 2016 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$38.75	\$45.25	\$6.50	16.8%
5	58.35	68.55	10.20	17.5%
10	77.95	91.85	13.90	17.8%
15	97.55	115.15	17.60	18.0%
20	117.15	138.45	21.30	18.2%
25	136.75	161.75	25.00	18.3%
30	156.35	185.05	28.70	18.4%
35	175.95	208.35	32.40	18.4%
40	195.55	231.65	36.10	18.5%
45	215.15	254.95	39.80	18.5%
50	234.75	278.25	43.50	18.5%
55	254.35	301.55	47.20	18.6%
60	273.95	324.85	50.90	18.6%
65	293.55	348.15	54.60	18.6%
70	313.15	371.45	58.30	18.6%
75	332.75	394.75	62.00	18.6%
80	352.35	418.05	65.70	18.6%
85	371.95	441.35	69.40	18.7%
90	391.55	464.65	73.10	18.7%
95	411.15	487.95	76.80	18.7%
100	430.75	511.25	80.50	18.7%
105	450.35	534.55	84.20	18.7%
110	469.95	557.85	87.90	18.7%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption
Uniform Rate \$4.66 / CCF

**City of Woodland
Water Utility
Commercial Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$24.00	\$28.75	\$4.75	19.8%
5	35.75	43.05	7.30	20.4%
10	47.50	57.35	9.85	20.7%
15	59.25	71.65	12.40	20.9%
20	71.00	85.95	14.95	21.1%
25	82.75	100.25	17.50	21.1%
30	94.50	114.55	20.05	21.2%
35	106.25	128.85	22.60	21.3%
40	118.00	143.15	25.15	21.3%
45	129.75	157.45	27.70	21.3%
50	141.50	171.75	30.25	21.4%
55	153.25	186.05	32.80	21.4%
60	165.00	200.35	35.35	21.4%
65	176.75	214.65	37.90	21.4%
70	188.50	228.95	40.45	21.5%
75	200.25	243.25	43.00	21.5%
80	212.00	257.55	45.55	21.5%
85	223.75	271.85	48.10	21.5%
90	235.50	286.15	50.65	21.5%
95	247.25	300.45	53.20	21.5%
100	259.00	314.75	55.75	21.5%
105	270.75	329.05	58.30	21.5%
110	282.50	343.35	60.85	21.5%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month

Consumption
Uniform Rate \$2.35 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

**City of Woodland
Water Utility
Commercial Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$28.75	\$33.00	\$4.25	14.8%
5	43.05	49.45	6.40	14.9%
10	57.35	65.90	8.55	14.9%
15	71.65	82.35	10.70	14.9%
20	85.95	98.80	12.85	15.0%
25	100.25	115.25	15.00	15.0%
30	114.55	131.70	17.15	15.0%
35	128.85	148.15	19.30	15.0%
40	143.15	164.60	21.45	15.0%
45	157.45	181.05	23.60	15.0%
50	171.75	197.50	25.75	15.0%
55	186.05	213.95	27.90	15.0%
60	200.35	230.40	30.05	15.0%
65	214.65	246.85	32.20	15.0%
70	228.95	263.30	34.35	15.0%
75	243.25	279.75	36.50	15.0%
80	257.55	296.20	38.65	15.0%
85	271.85	312.65	40.80	15.0%
90	286.15	329.10	42.95	15.0%
95	300.45	345.55	45.10	15.0%
100	314.75	362.00	47.25	15.0%
105	329.05	378.45	49.40	15.0%
110	343.35	394.90	51.55	15.0%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

**City of Woodland
Water Utility
Commercial Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$33.00	\$38.75	\$5.75	17.4%
5	49.45	58.35	8.90	18.0%
10	65.90	77.95	12.05	18.3%
15	82.35	97.55	15.20	18.5%
20	98.80	117.15	18.35	18.6%
25	115.25	136.75	21.50	18.7%
30	131.70	156.35	24.65	18.7%
35	148.15	175.95	27.80	18.8%
40	164.60	195.55	30.95	18.8%
45	181.05	215.15	34.10	18.8%
50	197.50	234.75	37.25	18.9%
55	213.95	254.35	40.40	18.9%
60	230.40	273.95	43.55	18.9%
65	246.85	293.55	46.70	18.9%
70	263.30	313.15	49.85	18.9%
75	279.75	332.75	53.00	18.9%
80	296.20	352.35	56.15	19.0%
85	312.65	371.95	59.30	19.0%
90	329.10	391.55	62.45	19.0%
95	345.55	411.15	65.60	19.0%
100	362.00	430.75	68.75	19.0%
105	378.45	450.35	71.90	19.0%
110	394.90	469.95	75.05	19.0%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

**City of Woodland
Water Utility
Commercial Bill Comparison
Proposed FY 2016 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
1" Metered Customer				
0	\$38.75	\$45.25	\$6.50	16.8%
5	58.35	68.55	10.20	17.5%
10	77.95	91.85	13.90	17.8%
15	97.55	115.15	17.60	18.0%
20	117.15	138.45	21.30	18.2%
25	136.75	161.75	25.00	18.3%
30	156.35	185.05	28.70	18.4%
35	175.95	208.35	32.40	18.4%
40	195.55	231.65	36.10	18.5%
45	215.15	254.95	39.80	18.5%
50	234.75	278.25	43.50	18.5%
55	254.35	301.55	47.20	18.6%
60	273.95	324.85	50.90	18.6%
65	293.55	348.15	54.60	18.6%
70	313.15	371.45	58.30	18.6%
75	332.75	394.75	62.00	18.6%
80	352.35	418.05	65.70	18.6%
85	371.95	441.35	69.40	18.7%
90	391.55	464.65	73.10	18.7%
95	411.15	487.95	76.80	18.7%
100	430.75	511.25	80.50	18.7%
105	450.35	534.55	84.20	18.7%
110	469.95	557.85	87.90	18.7%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption
Uniform Rate \$4.66 / CCF

**City of Woodland
Water Utility
Institutional Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$24.00	\$28.75	\$4.75	19.8%
1	26.35	31.61	5.26	20.0%
2	28.70	34.47	5.77	20.1%
3	31.05	37.33	6.28	20.2%
4	33.40	40.19	6.79	20.3%
5	35.75	43.05	7.30	20.4%
6	38.10	45.91	7.81	20.5%
7	40.45	48.77	8.32	20.6%
8	42.80	51.63	8.83	20.6%
9	45.15	54.49	9.34	20.7%
10	47.50	57.35	9.85	20.7%
11	49.85	60.21	10.36	20.8%
12	52.20	63.07	10.87	20.8%
13	54.55	65.93	11.38	20.9%
14	56.90	68.79	11.89	20.9%
16	61.60	74.51	12.91	21.0%
18	66.30	80.23	13.93	21.0%
20	71.00	85.95	14.95	21.1%
25	82.75	100.25	17.50	21.1%
30	94.50	114.55	20.05	21.2%
35	106.25	128.85	22.60	21.3%
40	118.00	143.15	25.15	21.3%
45	129.75	157.45	27.70	21.3%
50	141.50	171.75	30.25	21.4%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month
Consumption Uniform Rate	\$2.35 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month
Consumption Uniform Rate	\$2.86 / CCF

**City of Woodland
Water Utility
Institutional Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$28.75	\$33.00	\$4.25	14.8%
25	100.25	115.25	15.00	15.0%
50	171.75	197.50	25.75	15.0%
75	243.25	279.75	36.50	15.0%
100	314.75	362.00	47.25	15.0%
125	386.25	444.25	58.00	15.0%
150	457.75	526.50	68.75	15.0%
175	529.25	608.75	79.50	15.0%
200	600.75	691.00	90.25	15.0%
225	672.25	773.25	101.00	15.0%
250	743.75	855.50	111.75	15.0%
275	815.25	937.75	122.50	15.0%
300	886.75	1,020.00	133.25	15.0%
325	958.25	1,102.25	144.00	15.0%
350	1,029.75	1,184.50	154.75	15.0%
375	1,101.25	1,266.75	165.50	15.0%
400	1,172.75	1,349.00	176.25	15.0%
425	1,244.25	1,431.25	187.00	15.0%
450	1,315.75	1,513.50	197.75	15.0%
475	1,387.25	1,595.75	208.50	15.0%
500	1,458.75	1,678.00	219.25	15.0%
525	1,530.25	1,760.25	230.00	15.0%
550	1,601.75	1,842.50	240.75	15.0%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

**City of Woodland
Water Utility
Institutional Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$33.00	\$38.75	\$5.75	17.4%
25	115.25	136.75	21.50	18.7%
50	197.50	234.75	37.25	18.9%
75	279.75	332.75	53.00	18.9%
100	362.00	430.75	68.75	19.0%
125	444.25	528.75	84.50	19.0%
150	526.50	626.75	100.25	19.0%
175	608.75	724.75	116.00	19.1%
200	691.00	822.75	131.75	19.1%
225	773.25	920.75	147.50	19.1%
250	855.50	1,018.75	163.25	19.1%
275	937.75	1,116.75	179.00	19.1%
300	1,020.00	1,214.75	194.75	19.1%
325	1,102.25	1,312.75	210.50	19.1%
350	1,184.50	1,410.75	226.25	19.1%
375	1,266.75	1,508.75	242.00	19.1%
400	1,349.00	1,606.75	257.75	19.1%
425	1,431.25	1,704.75	273.50	19.1%
450	1,513.50	1,802.75	289.25	19.1%
475	1,595.75	1,900.75	305.00	19.1%
500	1,678.00	1,998.75	320.75	19.1%
525	1,760.25	2,096.75	336.50	19.1%
550	1,842.50	2,194.75	352.25	19.1%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

**City of Woodland
Water Utility
Institutional Bill Comparison
Proposed FY 2016 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$38.75	\$45.25	\$6.50	16.8%
25	136.75	161.75	25.00	18.3%
50	234.75	278.25	43.50	18.5%
75	332.75	394.75	62.00	18.6%
100	430.75	511.25	80.50	18.7%
125	528.75	627.75	99.00	18.7%
150	626.75	744.25	117.50	18.7%
175	724.75	860.75	136.00	18.8%
200	822.75	977.25	154.50	18.8%
225	920.75	1,093.75	173.00	18.8%
250	1,018.75	1,210.25	191.50	18.8%
275	1,116.75	1,326.75	210.00	18.8%
300	1,214.75	1,443.25	228.50	18.8%
325	1,312.75	1,559.75	247.00	18.8%
350	1,410.75	1,676.25	265.50	18.8%
375	1,508.75	1,792.75	284.00	18.8%
400	1,606.75	1,909.25	302.50	18.8%
425	1,704.75	2,025.75	321.00	18.8%
450	1,802.75	2,142.25	339.50	18.8%
475	1,900.75	2,258.75	358.00	18.8%
500	1,998.75	2,375.25	376.50	18.8%
525	2,096.75	2,491.75	395.00	18.8%
550	2,194.75	2,608.25	413.50	18.8%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption
Uniform Rate \$4.66 / CCF

**City of Woodland
Water Utility
Industrial Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$24.00	\$28.75	\$4.75	19.8%
1	26.35	31.61	5.26	20.0%
2	28.70	34.47	5.77	20.1%
3	31.05	37.33	6.28	20.2%
4	33.40	40.19	6.79	20.3%
5	35.75	43.05	7.30	20.4%
6	38.10	45.91	7.81	20.5%
7	40.45	48.77	8.32	20.6%
8	42.80	51.63	8.83	20.6%
9	45.15	54.49	9.34	20.7%
10	47.50	57.35	9.85	20.7%
11	49.85	60.21	10.36	20.8%
12	52.20	63.07	10.87	20.8%
13	54.55	65.93	11.38	20.9%
14	56.90	68.79	11.89	20.9%
16	61.60	74.51	12.91	21.0%
18	66.30	80.23	13.93	21.0%
20	71.00	85.95	14.95	21.1%
25	82.75	100.25	17.50	21.1%
30	94.50	114.55	20.05	21.2%
35	106.25	128.85	22.60	21.3%
40	118.00	143.15	25.15	21.3%
45	129.75	157.45	27.70	21.3%
50	141.50	171.75	30.25	21.4%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month

Consumption
Uniform Rate \$2.35 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

**City of Woodland
Water Utility
Industrial Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$28.75	\$33.00	\$4.25	14.8%
10	57.35	65.90	8.55	14.9%
20	85.95	98.80	12.85	15.0%
30	114.55	131.70	17.15	15.0%
40	143.15	164.60	21.45	15.0%
50	171.75	197.50	25.75	15.0%
60	200.35	230.40	30.05	15.0%
70	228.95	263.30	34.35	15.0%
80	257.55	296.20	38.65	15.0%
90	286.15	329.10	42.95	15.0%
100	314.75	362.00	47.25	15.0%
110	343.35	394.90	51.55	15.0%
120	371.95	427.80	55.85	15.0%
130	400.55	460.70	60.15	15.0%
140	429.15	493.60	64.45	15.0%
150	457.75	526.50	68.75	15.0%
160	486.35	559.40	73.05	15.0%
170	514.95	592.30	77.35	15.0%
180	543.55	625.20	81.65	15.0%
190	572.15	658.10	85.95	15.0%
200	600.75	691.00	90.25	15.0%
210	629.35	723.90	94.55	15.0%
220	657.95	756.80	98.85	15.0%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.86 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

**City of Woodland
Water Utility
Industrial Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$33.00	\$38.75	\$5.75	17.4%
10	65.90	77.95	12.05	18.3%
20	98.80	117.15	18.35	18.6%
30	131.70	156.35	24.65	18.7%
40	164.60	195.55	30.95	18.8%
50	197.50	234.75	37.25	18.9%
60	230.40	273.95	43.55	18.9%
70	263.30	313.15	49.85	18.9%
80	296.20	352.35	56.15	19.0%
90	329.10	391.55	62.45	19.0%
100	362.00	430.75	68.75	19.0%
110	394.90	469.95	75.05	19.0%
120	427.80	509.15	81.35	19.0%
130	460.70	548.35	87.65	19.0%
140	493.60	587.55	93.95	19.0%
150	526.50	626.75	100.25	19.0%
160	559.40	665.95	106.55	19.0%
170	592.30	705.15	112.85	19.1%
180	625.20	744.35	119.15	19.1%
190	658.10	783.55	125.45	19.1%
200	691.00	822.75	131.75	19.1%
210	723.90	861.95	138.05	19.1%
220	756.80	901.15	144.35	19.1%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.29 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

**City of Woodland
Water Utility
Industrial Bill Comparison
Proposed FY 2016 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$38.75	\$45.25	\$6.50	16.8%
10	77.95	91.85	13.90	17.8%
20	117.15	138.45	21.30	18.2%
30	156.35	185.05	28.70	18.4%
40	195.55	231.65	36.10	18.5%
50	234.75	278.25	43.50	18.5%
60	273.95	324.85	50.90	18.6%
70	313.15	371.45	58.30	18.6%
80	352.35	418.05	65.70	18.6%
90	391.55	464.65	73.10	18.7%
100	430.75	511.25	80.50	18.7%
110	469.95	557.85	87.90	18.7%
120	509.15	604.45	95.30	18.7%
130	548.35	651.05	102.70	18.7%
140	587.55	697.65	110.10	18.7%
150	626.75	744.25	117.50	18.7%
160	665.95	790.85	124.90	18.8%
170	705.15	837.45	132.30	18.8%
180	744.35	884.05	139.70	18.8%
190	783.55	930.65	147.10	18.8%
200	822.75	977.25	154.50	18.8%
210	861.95	1,023.85	161.90	18.8%
220	901.15	1,070.45	169.30	18.8%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.92 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption
Uniform Rate \$4.66 / CCF

**City of Woodland
Water Utility
Large User Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
4" Metered Customer				
0	\$75.10	\$89.95	\$14.85	19.8%
1,000	2,375.10	2,859.95	484.85	20.4%
2,000	4,675.10	5,629.95	954.85	20.4%
3,000	6,975.10	8,399.95	1,424.85	20.4%
4,000	9,275.10	11,169.95	1,894.85	20.4%
5,000	11,575.10	13,939.95	2,364.85	20.4%
6,000	13,875.10	16,709.95	2,834.85	20.4%
7,000	16,175.10	19,479.95	3,304.85	20.4%
7,500	17,325.10	20,864.95	3,539.85	20.4%
8,100	18,705.10	22,526.95	3,821.85	20.4%
8,500	19,625.10	23,634.95	4,009.85	20.4%
8,800	20,315.10	24,465.95	4,150.85	20.4%
9,000	20,775.10	25,019.95	4,244.85	20.4%
9,500	21,925.10	26,404.95	4,479.85	20.4%
10,000	23,075.10	27,789.95	4,714.85	20.4%
10,500	24,225.10	29,174.95	4,949.85	20.4%
11,000	25,375.10	30,559.95	5,184.85	20.4%
11,500	26,525.10	31,944.95	5,419.85	20.4%
12,000	27,675.10	33,329.95	5,654.85	20.4%
12,500	28,825.10	34,714.95	5,889.85	20.4%
13,000	29,975.10	36,099.95	6,124.85	20.4%
13,500	31,125.10	37,484.95	6,359.85	20.4%
14,000	32,275.10	38,869.95	6,594.85	20.4%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month

Consumption
Uniform Rate \$2.30 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.77 / CCF

**City of Woodland
Water Utility
Large User Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present	Proposed	Difference	
	Rates	Rates	\$	%
4" Metered Customer				
0	\$89.95	\$103.30	\$13.35	14.8%
1,000	2,859.95	3,343.30	483.35	16.9%
2,000	5,629.95	6,583.30	953.35	16.9%
3,000	8,399.95	9,823.30	1,423.35	16.9%
4,000	11,169.95	13,063.30	1,893.35	17.0%
5,000	13,939.95	16,303.30	2,363.35	17.0%
6,000	16,709.95	19,543.30	2,833.35	17.0%
7,000	19,479.95	22,783.30	3,303.35	17.0%
7,500	20,864.95	24,403.30	3,538.35	17.0%
8,100	22,526.95	26,347.30	3,820.35	17.0%
8,500	23,634.95	27,643.30	4,008.35	17.0%
8,800	24,465.95	28,615.30	4,149.35	17.0%
9,000	25,019.95	29,263.30	4,243.35	17.0%
9,500	26,404.95	30,883.30	4,478.35	17.0%
10,000	27,789.95	32,503.30	4,713.35	17.0%
10,500	29,174.95	34,123.30	4,948.35	17.0%
11,000	30,559.95	35,743.30	5,183.35	17.0%
11,500	31,944.95	37,363.30	5,418.35	17.0%
12,000	33,329.95	38,983.30	5,653.35	17.0%
12,500	34,714.95	40,603.30	5,888.35	17.0%
13,000	36,099.95	42,223.30	6,123.35	17.0%
13,500	37,484.95	43,843.30	6,358.35	17.0%
14,000	38,869.95	45,463.30	6,593.35	17.0%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$2.77 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.24 / CCF

**City of Woodland
Water Utility
Large User Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
4" Metered Customer				
0	\$103.30	\$121.30	\$18.00	17.4%
1,000	3,343.30	3,921.30	578.00	17.3%
2,000	6,583.30	7,721.30	1,138.00	17.3%
3,000	9,823.30	11,521.30	1,698.00	17.3%
4,000	13,063.30	15,321.30	2,258.00	17.3%
5,000	16,303.30	19,121.30	2,818.00	17.3%
6,000	19,543.30	22,921.30	3,378.00	17.3%
7,000	22,783.30	26,721.30	3,938.00	17.3%
7,500	24,403.30	28,621.30	4,218.00	17.3%
8,100	26,347.30	30,901.30	4,554.00	17.3%
8,500	27,643.30	32,421.30	4,778.00	17.3%
8,800	28,615.30	33,561.30	4,946.00	17.3%
9,000	29,263.30	34,321.30	5,058.00	17.3%
9,500	30,883.30	36,221.30	5,338.00	17.3%
10,000	32,503.30	38,121.30	5,618.00	17.3%
10,500	34,123.30	40,021.30	5,898.00	17.3%
11,000	35,743.30	41,921.30	6,178.00	17.3%
11,500	37,363.30	43,821.30	6,458.00	17.3%
12,000	38,983.30	45,721.30	6,738.00	17.3%
12,500	40,603.30	47,621.30	7,018.00	17.3%
13,000	42,223.30	49,521.30	7,298.00	17.3%
13,500	43,843.30	51,421.30	7,578.00	17.3%
14,000	45,463.30	53,321.30	7,858.00	17.3%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.24 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.80 / CCF

**City of Woodland
Water Utility
Large User Bill Comparison
Proposed FY 2016 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
4" Metered Customer				
0	\$121.30	\$141.60	20.30	16.7%
1,000	3,921.30	4,591.60	670.30	17.1%
2,000	7,721.30	9,041.60	1,320.30	17.1%
3,000	11,521.30	13,491.60	1,970.30	17.1%
4,000	15,321.30	17,941.60	2,620.30	17.1%
5,000	19,121.30	22,391.60	3,270.30	17.1%
6,000	22,921.30	26,841.60	3,920.30	17.1%
7,000	26,721.30	31,291.60	4,570.30	17.1%
7,500	28,621.30	33,516.60	4,895.30	17.1%
8,100	30,901.30	36,186.60	5,285.30	17.1%
8,500	32,421.30	37,966.60	5,545.30	17.1%
8,800	33,561.30	39,301.60	5,740.30	17.1%
9,000	34,321.30	40,191.60	5,870.30	17.1%
9,500	36,221.30	42,416.60	6,195.30	17.1%
10,000	38,121.30	44,641.60	6,520.30	17.1%
10,500	40,021.30	46,866.60	6,845.30	17.1%
11,000	41,921.30	49,091.60	7,170.30	17.1%
11,500	43,821.30	51,316.60	7,495.30	17.1%
12,000	45,721.30	53,541.60	7,820.30	17.1%
12,500	47,621.30	55,766.60	8,145.30	17.1%
13,000	49,521.30	57,991.60	8,470.30	17.1%
13,500	51,421.30	60,216.60	8,795.30	17.1%
14,000	53,321.30	62,441.60	9,120.30	17.1%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$3.80 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption
Uniform Rate \$4.45 / CCF

**City of Woodland
Water Utility
Landscape Bill Comparison
Present FY 2012 Rates - Proposed January 2013 Rate Implementation**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$24.00	\$28.75	\$4.75	19.8%
25	94.00	110.00	16.00	17.0%
50	164.00	191.25	27.25	16.6%
55	178.00	207.50	29.50	16.6%
60	192.00	223.75	31.75	16.5%
65	206.00	240.00	34.00	16.5%
70	220.00	256.25	36.25	16.5%
75	234.00	272.50	38.50	16.5%
85	262.00	305.00	43.00	16.4%
95	290.00	337.50	47.50	16.4%
96	292.80	340.75	47.95	16.4%
97	295.60	344.00	48.40	16.4%
98	298.40	347.25	48.85	16.4%
99	301.20	350.50	49.30	16.4%
100	304.00	353.75	49.75	16.4%
125	374.00	435.00	61.00	16.3%
130	388.00	451.25	63.25	16.3%
135	402.00	467.50	65.50	16.3%
138	410.40	477.25	66.85	16.3%
140	416.00	483.75	67.75	16.3%
150	444.00	516.25	72.25	16.3%
160	472.00	548.75	76.75	16.3%
170	500.00	581.25	81.25	16.3%
180	528.00	613.75	85.75	16.2%

PRESENT FY 2013	
<u>Meter Size</u>	
3/4"	\$24.00 / month
1"	24.00 / month
1 1/2"	24.00 / month
2"	24.00 / month
3"	45.10 / month
4"	75.10 / month
6"	150.00 / month
Consumption Uniform Rate	\$2.80 / CCF

PROPOSED Jan 2013	
<u>Meter Size</u>	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month
Consumption Uniform Rate	\$3.25 / CCF

**City of Woodland
Water Utility
Landscape Bill Comparison
Proposed FY 2014 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$28.75	\$33.00	\$4.25	14.8%
25	110.00	125.75	15.75	14.3%
50	191.25	218.50	27.25	14.2%
55	207.50	237.05	29.55	14.2%
60	223.75	255.60	31.85	14.2%
65	240.00	274.15	34.15	14.2%
70	256.25	292.70	36.45	14.2%
75	272.50	311.25	38.75	14.2%
85	305.00	348.35	43.35	14.2%
95	337.50	385.45	47.95	14.2%
96	340.75	389.16	48.41	14.2%
97	344.00	392.87	48.87	14.2%
98	347.25	396.58	49.33	14.2%
99	350.50	400.29	49.79	14.2%
100	353.75	404.00	50.25	14.2%
125	435.00	496.75	61.75	14.2%
130	451.25	515.30	64.05	14.2%
135	467.50	533.85	66.35	14.2%
138	477.25	544.98	67.73	14.2%
140	483.75	552.40	68.65	14.2%
150	516.25	589.50	73.25	14.2%
160	548.75	626.60	77.85	14.2%
170	581.25	663.70	82.45	14.2%
180	613.75	700.80	87.05	14.2%

July- Dec 2013	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$28.75 / month
1"	28.75 / month
1 1/2"	28.75 / month
2"	28.75 / month
3"	54.00 / month
4"	89.95 / month
6"	179.70 / month

Consumption
Uniform Rate \$3.25 / CCF

Jan - June 2014	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.71 / CCF

**City of Woodland
Water Utility
Landscape Bill Comparison
Proposed FY 2015 Rates**

Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$33.00	\$38.75	\$5.75	17.4%
25	125.75	150.50	24.75	19.7%
50	218.50	262.25	43.75	20.0%
55	237.05	284.60	47.55	20.1%
60	255.60	306.95	51.35	20.1%
65	274.15	329.30	55.15	20.1%
70	292.70	351.65	58.95	20.1%
75	311.25	374.00	62.75	20.2%
85	348.35	418.70	70.35	20.2%
95	385.45	463.40	77.95	20.2%
96	389.16	467.87	78.71	20.2%
97	392.87	472.34	79.47	20.2%
98	396.58	476.81	80.23	20.2%
99	400.29	481.28	80.99	20.2%
100	404.00	485.75	81.75	20.2%
125	496.75	597.50	100.75	20.3%
130	515.30	619.85	104.55	20.3%
135	533.85	642.20	108.35	20.3%
138	544.98	655.61	110.63	20.3%
140	552.40	664.55	112.15	20.3%
150	589.50	709.25	119.75	20.3%
160	626.60	753.95	127.35	20.3%
170	663.70	798.65	134.95	20.3%
180	700.80	843.35	142.55	20.3%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$33.00 / month
1"	33.00 / month
1 1/2"	33.00 / month
2"	33.00 / month
3"	62.00 / month
4"	103.30 / month
6"	206.30 / month

Consumption
Uniform Rate \$3.71 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$4.47 / CCF

**City of Woodland
Water Utility
Landscape Bill Comparison
Proposed FY 2016 Rates**

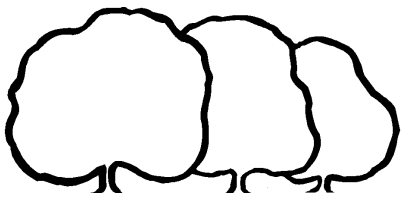
Monthly Use (CCF)	Present Rates	Proposed Rates	Difference	
			\$	%
2" Metered Customer				
0	\$38.75	\$45.25	\$6.50	16.8%
25	150.50	179.25	28.75	19.1%
50	262.25	313.25	51.00	19.4%
55	284.60	340.05	55.45	19.5%
60	306.95	366.85	59.90	19.5%
65	329.30	393.65	64.35	19.5%
70	351.65	420.45	68.80	19.6%
75	374.00	447.25	73.25	19.6%
85	418.70	500.85	82.15	19.6%
95	463.40	554.45	91.05	19.6%
96	467.87	559.81	91.94	19.7%
97	472.34	565.17	92.83	19.7%
98	476.81	570.53	93.72	19.7%
99	481.28	575.89	94.61	19.7%
100	485.75	581.25	95.50	19.7%
125	597.50	715.25	117.75	19.7%
130	619.85	742.05	122.20	19.7%
135	642.20	768.85	126.65	19.7%
138	655.61	784.93	129.32	19.7%
140	664.55	795.65	131.10	19.7%
150	709.25	849.25	140.00	19.7%
160	753.95	902.85	148.90	19.7%
170	798.65	956.45	157.80	19.8%
180	843.35	1,010.05	166.70	19.8%

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$38.75 / month
1"	38.75 / month
1 1/2"	38.75 / month
2"	38.75 / month
3"	72.80 / month
4"	121.30 / month
6"	242.20 / month

Consumption
Uniform Rate \$4.47 / CCF

PRESENT RATES	
<u>Metered Customer Charges</u>	
Meter Size	
3/4"	\$45.25 / month
1"	45.25 / month
1 1/2"	45.25 / month
2"	45.25 / month
3"	85.10 / month
4"	141.60 / month
6"	282.80 / month

Consumption
Uniform Rate \$5.36 / CCF



REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: February 21, 2012

SUBJECT: Fiscal Year 2011/12 Mid-Year Operating Budget Adjustments

Report in Brief

The fiscal year 2010/11 operations and maintenance budget originally adopted on June 22, 2010 requires revision to take into consideration revised projections for all General Fund related revenues as well as known changes and estimated revisions to personnel costs and supplies and services budgets.

In addition to General Fund changes, several of the City's enterprise and special revenue funds require various revisions and appropriations for purchase order rollovers or budget omissions.

Staff recommends that the City Council review and approve the mid-year adjustments described herein.

Background

On June 21, 2011, the City Council adopted the FY 2012 operations and maintenance budget that included reduction strategies to close a \$1 million General Fund budgetary shortfall. In summary, the shortfall was addressed through creation of a Public Safety Department, restructuring of staff within Fire Prevention and Community Development, concessions with some of the City's bargaining units and other expenditure reductions. These reductions came after two consecutive years of significant cutbacks, salary reduction programs, implementation of a sales tax measure and use of one time revenues.

Long range financial planning is a critical component of the City's efforts to achieve fiscal sustainability. An important component of this planning is the City's reserve levels. The results of fiscal year 2011 were favorable to the General Fund, thanks in large part to better than expected property and sales tax revenues as well as savings within each department's supplies and services budgets. At June 30, 2011, the General Fund reserve level was \$6 million, or 19% of operating expenditures, which is better than the 13% minimum reserve level required by the City's budget and fiscal policy.

On January 10, 2012, Council received a presentation about the fiscal situation of the City as well as some suggestions for correcting accumulated deficits in funds throughout the City. In part, these deficits are corrected through borrowing between funds in an organized and visible manner. This will be done by means of loans between funds to insure the ultimate repayment of the funds borrowed. The mid-year budget discussed herein will include proposed borrowing.

Discussion

A number of changes to both revenues and expenditures have occurred since the original preparation of the FY12 budget. Staff has received actual property tax distributions, solicited input from our sales tax consultant, and each department has reviewed their respective revenue expectations. Changes to expenditures are based on known changes and analysis of trends, primarily in personnel and discretionary supplies and services appropriations.

In addition to the General Fund, there are also various changes that need to be made to other funds to take into consideration purchase orders that have been rolled into the current fiscal year, as well as other modifications and clean up.

General Fund**Revenues:****Tax Revenues:**

- **Property Taxes:** In July 2011, shortly after passage of the original FY12 budget, staff learned that the property taxes in the City would be declining based primarily on a reassessment of undeveloped land in the Spring Lake area as well as other declining areas throughout the City. The projections for FY12 were based on a slight growth in property taxes; as such, staff is projecting a budgetary shortfall of approximately \$163,000.
- **Sales Taxes:** The City uses a consultant, MuniServices, to provide sales tax audit and projection information. Based on the last quarterly update, projections for sales tax revenues in FY12 appear to be trending toward a positive budgetary variance of about \$460,000. This increase is due in large part to a larger than expected growth in sales volume over the last year, as well as increasing fuel prices.
- **Transient Occupancy Tax (TOT):** Trends for this revenue source indicate that the revenues in FY12 will outperform original estimates by approximately \$100,000.

Development Revenues: Assumptions for FY12 revenues related to development activity were based upon information gathered from active developers in early spring 2011. Based on that information, staff projected revenues from 82 residential building permits, as well as revenues for plan check and inspection of other potential projects. It has become obvious that these projections are overly optimistic and require a downward revision. Revised assumptions include issuance of a projected 35 residential building permits and revised assumptions about fees related to mapping and other entitlements. Based on the updated information, development related revenues are expected to fall short of budget by approximately \$470,000.

Other Revenues: The City updated its Cost Allocation Plan, which was received in July 2011. This updated plan includes revisions to the indirect costs charged to most City programs as well as the related revenues recovered to the General Fund. The actual results of the plan are more favorable to the General Fund than originally anticipated, and projections show a positive impact to the General Fund of \$150,000. Recreation revenues are trending to fall short of the original budget by approximately \$68,000, due in part to reduced fees charged for the fitness center space as well as trends in program participation. The Council voted to discontinue the Fire Recover USA services, which results in a \$20,000 reduction in General Fund revenues. An audit of the Waste Management franchise revenues done in FY11 showed that an overcollection of fees resulted in the City receiving excess franchise fees. A one time refund of \$60,000 will impact revenues for FY12.

Expenditures:**Personnel Adjustments:**

MOU Changes: Personnel calculations used in the budget were based on the assumption that certain concessions would be made by bargaining units in the City, including continuation of furloughs and delay of cost of living adjustments. Furloughs were successfully continued with all bargaining units except the Police units, but a 4% raise in the Police contracts was deferred until FY13.

Overtime: Because the Fire Department operates under minimum constant staffing levels, and because their current staffing levels were low due to vacant positions, injuries and disability related absences, overtime is required on a frequent and recurring basis in the beginning of the fiscal year. The City received a SAFER grant to pay for six full time firefighters, who were hired in August 2011. Following the hire and initial training of these six positions, the monthly amount of overtime has dropped, but the total amount is still trending to be about \$175,000 over budget.

Vacancy Savings: Several positions included in the FY12 budget have become vacant and will result in budgetary savings. Due to retirements, internal promotions and resignations, a vacancy savings that equate to two police officer positions, or \$200,000, are expected in FY12. An internal promotion has left a Purchasing Clerk position vacant, which saves the General Fund \$60,000.

Other Personnel Costs: The consolidation and reorganization of the Community Development and Fire Prevention functions resulted in the elimination of some positions. The savings associated with those positions were calculated based upon a full year of vacancy; due to the timing involved with the elimination process, several months of salaries and benefits not originally anticipated were paid from the General Fund. The departure of the City Manager in September resulted in a large leave payout that had not been expected in the General Fund.

Supplies and Services

Review of total General Fund discretionary supplies and services budgets indicate savings can be achieved this fiscal year. The largest area of savings comes from utilities. The FY12 budget assumed that all City owned facilities would have water meters installed and would begin paying consumption based rates; this has not occurred on the timeline originally anticipated. Savings also

arise from reduced monthly service costs for the City's Voice Over Internet Protocol (VOIP) phone system.

Since the original adoption of the budget, some items have come to light that require new appropriations. The departure of the City Manager at the end of September 2011 necessitated the hiring of an external recruitment firm, which costs approximately \$25,000. A financial consultant was hired by the City Manager to complete a fiscal analysis of the City and create a budget model to assist in preparation of a budget document. These services are expected to cost the General Fund approximately \$40,000. The City's general landscaping contract did not include a scope of services for maintenance of the infield at Clark Field. Because of the high use of this facility maintenance is important, and a community group has agreed to do the maintenance work, but require financial assistance, which is expected to cost approximately \$15,000. The FY12 budget assumed that the City Hall Annex building would have been vacated for the entire fiscal year, and therefore appropriations were not included for maintenance, utilities or janitorial items. Although a plan is in place to continue with the consolidation, it is not expected to be complete before the end of the fiscal year and \$37,000 needs to be allocated to cover the FY12 maintenance costs. The City Council has provided direction to staff to include appropriations for a Youth Gang Reduction and Intervention Program (YGRIP) in the amount of \$50,000 each year for the next three years.

Other Items

The Community Development Director and staff have come up with a plan for consolidation of all staff currently housed in the annex buildings into the space at City Hall. Available space has been reviewed and the services of a consultant were used to provide drawings and estimates for a proposed remodel of the City Hall space to accommodate the additional staff, improve traffic flow through the lobby and upgrade restroom facilities to comply with the Americans with Disabilities Act (ADA). Following the remodel and relocation of staff, a second phase of the project is necessary and Council will need to determine how to treat the vacant space; future funds will be necessary for either demolition or moth-balling the annex.

The cost estimates obtained for the first phase of the remodel total \$210,000 and cover the following:

- Lobby and counter remodel - \$77,000
- Restroom ADA upgrade (staff restrooms) - \$30,800
- Restroom ADA upgrade (first floor lobby) - \$35,200
- Restroom ADA upgrade (second floor lobby) - \$33,000
- Construction documents, permits, networking, moving costs, etc. - \$34,000

To cover these costs, staff is proposing payment from the following funding sources:

- General Fund - \$76,000
- Water Enterprise Fund - \$10,500
- Sewer Enterprise Fund- \$10,500
- CDBG (program income) - \$60,000
- Capital program - \$48,000

- Technology Services - \$5,000

Of the General Fund amount listed above, \$30,000 is already programmed within the Community Development Department budget and can be redirected toward this effort. The CDBG funding proposed above would fund the ADA improvements for the first floor lobby restroom and half of the ADA improvements on the staff restroom, which is an eligible use of the money. CDBG program income is generated by loan repayments that have already been received; this does not impact the allocation of our annual entitlement received from HUD.

If Council is not supportive of any of the funding sources described above, this project would also be an eligible use of Measure E money under Advisory Measure D, which provides funding for City Hall improvements. Otherwise, additional General Fund contributions may be required.

In total, all changed described herein will result in total General Fund revenues of \$37.9 million and \$36.3 million of expenditures, for a positive budgetary variance of \$1.6 million in the General Fund for FY12. This variance is due in large part to a one time, \$1 million franchise payment from Waste Management.

Other Funds

This section summarizes other non-General Fund changes that require City Council approval.

Vehicle Equipment Replacement Fund: Because the park maintenance function has been primarily taken over by third party consultants, staff has been reviewing equipment previously used by park staff. Based on this review, it has been determined that several pieces of equipment are no longer necessary and should be sold. Although many pieces of equipment are no longer necessary, some new equipment is needed so that current Parks staff can more efficiently perform their duties; staff is requesting appropriations of \$20,000 to purchase two new John Deere Gators. Preliminary estimates of sales values from an auction company indicate that proceeds of \$40,000 would be likely for the sale of equipment; the purchase is expected to be entirely offset by a portion of these proceeds.

Water Enterprise Fund: Rollover of unexpended purchase orders requires a budget adjustment of \$138,905.

Sewer Enterprise Fund: Rollover of unexpended purchase orders requires a budget adjustment of \$346,983. The budget originally adopted for this fund omitted appropriations for a Utility Maintenance Worker III position. This position has been approved and funded for several years, but has been vacant for more than two years and was omitted in the conversion to the new accounting and budget software. The total cost of this position is \$81,350 and is funded 95% by the Sewer Enterprise fund (\$77,300) and 5% by the Storm Drain Enterprise fund (\$4,050).

Storm Drain Enterprise Fund: As noted previously, a vacant Utility Maintenance Worker III position was erroneously omitted from the FY12 budget; if Council authorizes this position, \$4,050 would need to be added to this fund.

Gibson Ranch Lighting & Landscape District: Rollover of unexpended FY11 purchase orders requires \$56,841 in additional appropriations. This fund has a large reserve and was originally planned to have a budgetary surplus.

Literacy Grant Fund: Literacy staff has been exploring new grant opportunities to support their many programs in the face of declining State revenues. The Literacy Coordinator and Library Director have revised their revenue projections to include an additional \$25,000 of donation revenues. In order to adequately staff the literacy services, the Literacy Coordinator position has moved from a .75 position to a full FTE and requires an additional \$16,000 in expenditure appropriations. Additionally, staff relies upon assistance from temporary employees and appropriations of \$9,000 are requested for these services. These additional appropriations would be covered by the increased revenue estimates.

Proposition 172: Appropriations of \$12,000 are being requested to fund the purchase of personal safety gear and equipment for reserve firefighters. The cost of these purchases will be paid for by the Yolo County Office of Education, so there is no net impact to this fund.

General Plan/Zoning Code Update: On February 7, 2012 the City Council supported the City Manager's recommendation that a General Plan and Zoning Code update should be completed. The estimated cost of the total project is \$1.2 million and will span multiple fiscal years. This project is funded 24% (\$288,000) through Fund 501- Capital Projects (using General Fund as the funding source) and 76% (\$912,000) through Fund 510-General Development (funded through AB1600 developer fees).

Fiscal Impact

In total, all changed described herein will result in total General Fund revenues of \$37.9 million and \$36.3 million of expenditures, for a positive budgetary variance of \$1.6 million in the General Fund for FY12.

The adjustments described herein for the enterprise and special revenue funds result in an increase in revenues of \$77,000 and expenditure increases of \$815,079 and capital appropriations of \$1.2 million.

Public Contact

Posting of the City Council Agenda.

Alternative Courses of Action

1. Review and approve the midyear adjustments described herein.
2. Provide alternative direction to staff.

Recommendation for Action

Staff recommends that the City Council approve Alternative No. 1.

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Finance Officer

Kevin O'Rourke
Interim City Manager