



MARIN MUNICIPAL WATER DISTRICT

FINAL

FISCAL YEAR 2015/16 and 2016/17

OPERATING AND CAPITAL BUDGET

May 22, 2015



**MARIN MUNICIPAL
WATER DISTRICT**

MISSION STATEMENT

It is the purpose of the Marin Municipal Water District to manage our natural resources in a sustainable manner and to provide our customers with reliable, high-quality water at a reasonable price.

MARIN MUNICIPAL WATER DISTRICT

PROPOSED

FY 2016 & FY 2017 OPERATING & CAPITAL BUDGETS

BOARD OF DIRECTORS

Jack Gibson, President

Division I Representative

Cynthia Koehler, Vice President

Division IV Representative

Larry Russell

Division V Representative

Armando Quintero

Division II Representative

Larry Bragman

Division III Representative

BOARD COMMITTEES

District Operations Committee

Finance Committee

Communications Committee

Watershed Committee

Compensation Committee

Drought Resiliency Committee

Water Rate Restructure Committee

Conservation Action Committee

Lagunitas Creek

Citizens Advisory Committee

Advisory Committee

Sonoma County Water Agency

Tomales Bay Watershed

North Bay Watershed Assc.

Ad Hoc Committee

Ad Hoc Committee

Ad Hoc Committee



Larry Bragman
Division III



Jack Gibson
Division I
Board President



Armando Quintero
Division II



Cynthia Koehler
Division IV
Board Vice President



Larry Russell
Division V



**MARIN MUNICIPAL
WATER DISTRICT**

Board of Directors

Krishna Kumar
General Manager





**MARIN MUNICIPAL
WATER DISTRICT**

**Krishna Kumar
General Manager**

**Oreen Delgado
Finance Division Manager**

**Michael Ban
Engineering & Environmental Services Division Manager**

**Crystal Yezman
Facilities & Watershed Division Manager**

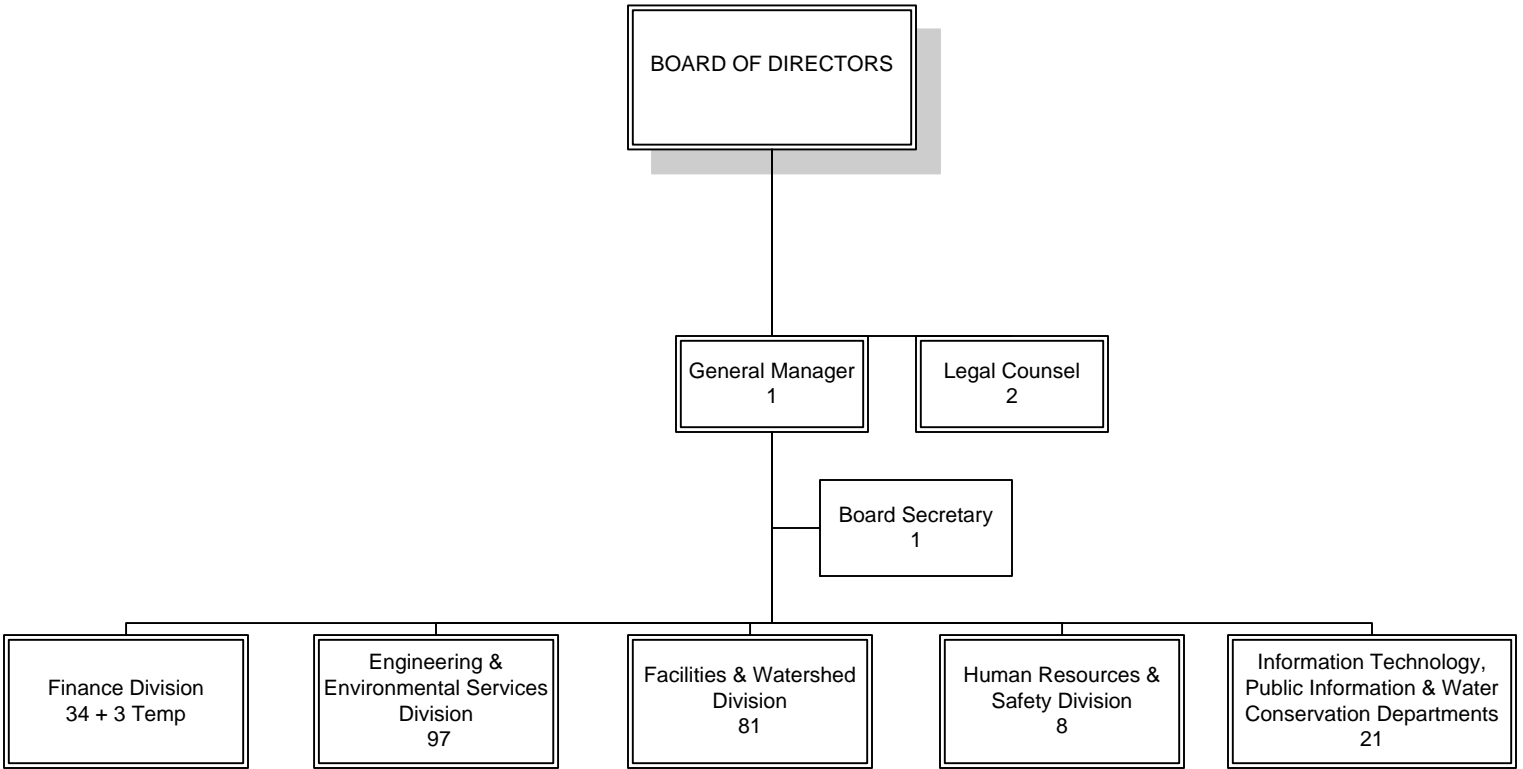
**Mark Williamson
Human Resources & Safety Division Manager**

**Mary Casey
General Counsel**

Marin Municipal Water District

AUTHORIZED POSITIONS

	<u>2015/16</u>	<u>2016/17</u>
Full Time	245	245
Full Time Temporary	3	3
TOTAL	248	248





MARIN MUNICIPAL WATER DISTRICT

Proposed Fiscal Year 2015/2016 & 2016/2017 Operating & Capital Budget

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May 22, 2015

Honorable President and Members of the Board of Directors:

We are pleased to present the General Manager's recommended budgets for fiscal years 2015/16 and 2016/17.

As the district enters its 104th year, we continue our commitment to provide excellent service to our customers and to be responsible stewards of the Mt. Tamalpais Watershed. The District continues to provide high-quality drinking water to 187,500 people in a 147-square-mile area of southern and central Marin County that includes ten towns and cities as well as unincorporated areas.

In meeting our commitments to our customers and our responsibilities as steward of the Mt. Tamalpais Watershed, the district faces a challenging environment.

In contrast to the statewide reservoir levels, the district's reservoir levels, as of May 18, 2015, are at 90% of capacity and 100% of average. The district relies on reservoir storage of rainfall for 75% of its water supply. Although the district's current reservoir levels are within normal levels, the last two years of rainfall have been less than normal. In response to the lowest recorded rainfall in 2013, in January 2014 the district's board of director's requested 25% voluntary reductions from consumers.

In early 2014, based on low reservoir storage levels, the district was preparing to implement its water shortage contingency plan including mandatory water use reductions. Fortunately, during a series of storms in early February 2014, the Mt. Tamalpais Watershed received 15 inches of rain— more rain than in the previous 400 days. For the remainder of 2014 and into 2015, the district has again received below-normal rainfall. For any normal rainfall year, district reservoir supply is supplemented by water purchases from Sonoma County Water Agency (SCWA) for the remaining 25% of water consumed each year. In a normal year the maximum supply the district has from the combination of reservoir storage and water imported from SCWA is about two and one-half years.

To ensure the availability of water purchases from SCWA for the next 40 years, the district successfully obtained agreement of contract revisions for water purchases from SCWA, effective July 1, 2015 and renewal of the intertie agreement with North Marin Water District (NMWD) for transmission of water purchases from SCWA.

On May 5, 2015, in response to the Governor's Executive Order B-29-15 and in response to the California drought, the State Water Resources Control Board issued emergency regulations for mandatory water use reductions. These new regulations require the district to reduce total water production by 20% during the nine-month period beginning June 2015 through February 2016, relative to the same months in 2013. These new regulations will significantly impact the district over the next two years. During the nine-month period of June 2014 through February 2015, district-wide water use was 13.5% below 2013. To comply with the Governor's order and the State Board's new regulations, the district will be required to reduce water use by an additional 6.5% starting in June 2015 and effective through February 2016. The financial and operational impacts of these required water use reductions have been incorporated into the revenue projections and operating and capital budgets for 2015/16 and 2016/17.

Since fiscal year 2008/09 we have faced serious financial challenges in rebounding from a decrease in water consumption (down 18% from historic highs) and other continuing impacts of the recession. From 2009/10 the district has made progress on improving its financial results and stability by enforced financial discipline and implementing timely and required rate increases. As of June 30, 2014 the district's unrestricted reserves have increased to \$21 million or four months of operating budget with a goal of six months of operating budget; the Rate Stabilization Fund has been increased to \$7.3 million, which is equal to one year of debt service; and for each of the last four fiscal years, the debt coverage ratio has met or exceeded the goal of 1.5x annual debt service.

The current fiscal year (2014/15), the water use reductions have had a significant impact on projected revenues through June 30, 2015. Operating revenues are projected to be \$5.7 million below budget. Based on the 2014/15 revenue and operating expense projections, the district may use \$400,000 in reserves from the Rate Stabilization Fund to meet our debt service ratio of 1.25x annual debt service for 2014/15.

With the current financial impacts from required water use reductions, the district will need to improve its revenue stability by making rate structure modifications to continue to fund district operations and capital programs and to fund reserves in the future.

2015/16 and 2016/17 Goals, Priorities, and Objectives

In May 2014 the district adopted its first strategic plan to define the vision, mission, values, goals and future business strategy for the district. The district's commitments to the communities we serve are reflected in these goals:

Water Supply Resiliency – We will maintain a level of reliability that supports MMWD's customers' needs, our community's quality of life, and the local economy.

Financial Stewardship - We will prudently manage the public resources entrusted to us.

Communications - We will partner with our community, customers, and staff to understand and reflect their interests and clearly articulate the programs and policies of Marin Municipal Water District.

Environmental Stewardship - We will serve the community and manage the environmental assets entrusted to us for the benefit of present and future generations.

Workforce - We will maintain a diverse, highly-qualified and trained, motivated, and productive workforce to achieve MMWD's goals.

In alignment with the strategic commitments and goals, the 2015/16 and 2016/17 budgets include the following strategic priorities and objectives:

- Maintaining current service levels while meeting the required 20% water use reduction per the State Board's new regulations.
- Improving revenue stability through rate structure modifications to increase the percentage of revenue generated by fixed charges.
- Creating water supply resiliency by completing the Water Resources Plan 2040 and the 2015 Urban Water Management Plan and identifying opportunities to improve water supply resiliency.
- Consistent and timely replacement and construction of water system and other facilities per the District's 10-year capital improvement plan and using existing bond proceeds through 2016/17.
- Encouraging water conservation by increasing rebate programs for residential and commercial water fixtures and completing the automated meter reading pilot project for irrigation customers funded through state grants.
- Continuing to improve customer and public communication by leveraging technology for interaction through the district's website, social media, and an upgraded customer portal.
- Managing district assets efficiently to achieve priorities by commitment of district staff to the creation of a formal MMWD Asset Management Plan.
- Completing the various environmental studies related to watershed flora and fauna and the completion of the Wildfire Protection and Habitat Improvement plan (WPHIP) while protecting Marin's communities, water supply, and natural resources from catastrophic wildfire.
- Retaining a talented and committed workforce through careful succession planning efforts. As with many agencies, the district is challenged by current and future retirements of many long-term employees. Among current employees, 44% are at minimum retirement age and 26% of employees are at full retirement age.
- Complete negotiations of the three year employment agreements with represented and unrepresented employees effective July 1, 2016 through interest-based bargaining.

2015/16 and 2016/17 Budget Highlights

Operating Budget

The proposed District operating budget (including capital purchases) for 2015/16 is \$66.8 million, a decrease of 2.29% over the 2014/15 budget. The 2016/17 District operating budget request, at \$72.1 million, is an increase of 8% over the 2015/16 requests.

To provide funding for operations the district will pursue a two year rate proposal in July 2015. The rate proposal will include a rate structure modification in 2015/16 and a Consumer Price Index (CPI) adjustment up to 4% in 2016/17. The rate proposal is pending completion of the cost of service analysis. The rate modification would include an increase in the bi-monthly fixed service charge and the addition of a fixed "Watershed Protection Fee" to improve revenue stability. Projected revenues from the rate modification with an estimated effective date January 1, 2016 and would be \$3.8 million in 2015/16. For 2016/17 the total revenue increase from a CPI adjustment of 4% would be \$6.2 million. Demand projections for 2015/16 and 2016/17 include reductions in consumption from 2014/15 of 5% and 0%, respectively.

The district continues to assess work processes and procedures and identify opportunities to create operational efficiencies. The district's authorized full-time employee position count for 2015/16 and 2016/17 remains at 245, a decrease from the high of 263 employees in 2010/11.

The district will soon begin the process of developing a long-term water supply plan with the goal of improving our water supply resiliency. Work on the Water Resources Plan 2040 and the 2015 Urban Water Management Plan will begin in 2015/16 with completion in 2016/17. The district will also participate in the Bay Area Regional Reliability Partnership, along with seven other local water agencies, to identify sustainable and resilient regional water supply projects for drought and emergencies.

The Wildfire Protection and Habitat Improvement Plan (WPHIP) will be completed in 2016/17 to guide watershed vegetation management activities into the future. An additional \$300,000 per year has been budgeted for watershed vegetation management activities for the removal of invasive plant species and to reduce wildfire threats.

Capital Improvement Program Budget

The capital program includes both district-funded capital projects and fire flow projects. The budget is based on the 10-year capital improvement plan developed by the Engineering and Environmental Services Division and incorporates staff requests for upgrading or replacing water system and watershed facilities and information systems software and equipment. The 2015/16 capital budget request of \$28 million is a 9.12%

decrease from the 2014/15 budget. The 2016/17 request of \$28.2 million is an increase of .5% from the 2015/16 budget request.

District capital projects, excluding fire flow and reimbursable projects, will be funded from the 2012 revenue bond proceeds in the amounts of \$19 million and \$4 million, for 2015/16 and 2016/17, respectively. Additional funding for the capital program from borrowing is anticipated in 2015/16 and 2016/17 in the amounts of \$400,000 and \$10,400,000, respectively.

Major capital projects included in the biennial capital program budget include:

- Water Storage Improvement Project \$11.1 million to replace Pt. Mountain Tunnel and Ross reservoir storage.
- Fire Flow Improvement Program of \$9 million to support replacement of over seven miles of undersized pipeline.
- San Geronimo and Bon Tempe Water Treatment Plants \$6 million for seismic and process upgrades.
- Pipeline replacement program of \$2.6 million.
- Supervisory Control and Data Acquisition System (SCADA) upgrades \$2 million.
- Automated meter reading (AMR) pilot program for irrigation accounts \$1.2 million partially funded by a Proposition 84 grant.

Acknowledgement

The budget represents the continued efforts and guidance of the Board and staff, in particular, the Supervisors, Department Managers, Division Managers, support staff and Finance Specialist Cheryl Howlett. Without the assistance and cooperation of everyone, it could not have been completed in a timely manner. Thanks to all involved for their hard work and patience.

Respectfully submitted,



Krishna Kumar
General Manager



Oreen Delgado
Finance Manager

GENERAL INFORMATION

The Marin Municipal Water District (MMWD) is a special district that provides water service to residents residing within 147 square miles of Marin County, California, located immediately north of the Golden Gate Bridge and the City of San Francisco. The district is an independent agency that has no reporting responsibilities to either Marin City or Marin County. It serves a population of approximately 188,200 with the annual water demand averaging 26,200 acre feet (over the last five years), but the demand has historically been as high as 33,100 acre feet. MMWD's service area includes southern and central Marin County and ten (10) of the county's eleven (11) cities as well as substantial unincorporated open space area. The district is the oldest municipal water district in the State of California and is comprised of over 900 miles of water pipeline, four treatment plants including one plant for recycled water, seven reservoirs, 127 storage tanks, and over 61,000 service connections.

The district is governed by a five-member Board of Directors, each representing a district division. Directors serve overlapping four-year terms. The Board, in turn, elects one of its members to serve as Board President each year. The Board appoints the General Manager, Finance Manager, Board Secretary and Legal Counsel, each of whom serves at the pleasure of the Board. The General Manager is the chief executive, and is responsible for hiring all Division Managers for each of the district functions and to administer the programs in accordance with the policies of, and the Annual Budget adopted by the Board of Directors.

WATER SUPPLY

Historically, the district's water supply comes primarily from rainfall runoff captured on the north slope of Mt. Tamalpais in the westerly slopes of the coastal range. District facilities, constructed in stages over the last 100 years, divert approximately two-thirds of the flow of Lagunitas Creek above Kent Lake and more than one-third of the flow of Nicasio Creek to developed areas of eastern Marin. The district's watershed drainage system has four creek units: Lagunitas Creek above Kent Lake, Nicasio Creek at Nicasio Dam, Ross Creek above Phoenix Lake and Walker Creek above Soulajule Reservoir. The district and its predecessor agencies have maintained rainfall records for a period over 130 years. Average annual precipitation varies across the drainage basins above the reservoirs from about 60 inches above Kent Lake to 28 inches on Walker Creek. Average annual net runoff (total runoff less losses) on the district's watershed lands is more than 75,000 acre feet. However, year-to-year net runoff figures vary significantly from a high net runoff in 1982/83 of approximately 213,000 acre feet to a low of approximately 3,000 acre feet in 1976/77. Today, about 75% of the potable water used by district customers comes from the local reservoir system.

The district has considerable stewardship responsibility for the aquatic species that reside in the streams below its reservoirs. In particular, the district must release water from its reservoirs to help sustain downstream fisheries. To meet the terms included in the district's water rights, an average of approximately 11,000 acre feet per year is released for that purpose.

In addition to the above described local water sources, since 1976 the district, has contracted for imported delivery from Sonoma County Water Agency (SCWA). The latest contract extension with SCWA was executed in June 2014; this extension, allows the district to continue taking delivery of up to 14,300 acre feet of water per year. The contract remains in effect until June 30, 2015, and can be extended at the district's option, for a term not to exceed June 30, 2040, which is the term of SCWA's Restructured Agreement for Water Supply with its water contractors. In fiscal year 2014, the district produced approximately 26,700 acre feet of water for its customers, including approximately 8,200, acre feet of water imported from SCWA.

MMWD's current water supplies can currently serve a commitment of approximately 28,000 acre feet/year based on the district's estimate of the yield of all supplies available to the district. Such estimate of yield includes 21,000 acre feet per year from the district's reservoirs and reclaimed water projects and 7,000 acre feet per year of water imported from SCWA.

WATER SYSTEM & TREATMENT FACILITIES

The district owns and operates water production, storage, treatment and distribution facilities to serve customers within its boundaries. MMWD's current water system consists of 80 square miles of watershed, seven reservoirs with a storage capacity of 79,566 acre feet (one acre foot is equal to 325,851 gallons, enough water to cover one acre to a depth of one foot), 913 miles of pipeline, 127 storage tanks, 95 pumping stations, three potable water treatment facilities, and one recycling facility. District owned land, including watershed, totals 22,450 acres. Five of the seven district reservoirs (Alpine, Bon Tempe, Kent, Lagunitas and Phoenix Lakes) are located on the north slope of Mt. Tamalpais. The other two (Nicasio and Soulajule) are outside the district's service area in western Marin County. Presented below are descriptions of the district's reservoirs:

- **Alpine Lake**, built in 1919 and has an arched concrete dam. The dam was raised in 1923 and 1941 to its present height and a total storage capacity of 8,891 acre feet.
- **Bon Tempe Lake** has an earth fill dam and was built in 1948 with a capacity of 4,017 acre feet.
- **Kent Lake** has an earth fill dam and was built in 1953. The structure was enlarged in 1982 to accommodate a total capacity of 32,895 acre feet.
- **Lake Lagunitas**, the oldest facility, has an earth fill dam built in 1872. Lake Lagunitas still maintains its original capacity of 350 acre feet.
- **Phoenix Lake**, has an earth fill dam, was constructed in 1905 and was significantly modified in 1968 and 1985. The last modification reduced the lake's capacity to 411 acre feet. It now serves primarily as a scenic resource for the community and is used as a water supply source only in very dry years.
- **Nicasio Reservoir** has an earth fill dam and was built in 1960, with a capacity of 22,340 acre feet.

- **Soulajule Reservoir** is impounded by an earth fill dam built in 1979 with a capacity of 10,572 acre feet.

The district operates three water treatment facilities: San Geronimo Treatment Plant, Bon Tempe Treatment Plant, Ignacio Pump Station, where the quality of potable water purchased from the Sonoma County Water Agency (SCWA) is adjusted to match that of the water in the rest of the districts system, and one water recycling facility, Las Gallinas Valley Water Recycling Plant. San Geronimo and Bon Tempe Plants, with 35 million gallons per day (mgd) and 20 mgd maximum capacity, respectively, treat water originating from the district reservoirs. Ignacio Pump Station, with 16 mgd maximum capacity, performs chemical treatment in a “polishing” operation on water received from Sonoma County Water Agency via the North Marin Intertie Pipeline. Las Gallinas Reclamation Plant, with 2 mgd current maximum capacity, performs tertiary treatment of wastewater effluent and distributes water used mainly for irrigation to more than 350 service connections through more than 25 miles of pipeline.

FINANCIAL ORGANIZATION AND BUDGET PROCESS

INTRODUCTION

This section describes the district's financial structure, financial organization, and budget development process. It provides a financial overview, including how the budget is created.

FINANCIAL ORGANIZATION

Fund Structure and Descriptions

The district's financial structure is based on proprietary and fiduciary funds. Overall district operations are reported as a single proprietary fund which uses an economic resources measurement focus and the accrual basis of accounting. The fund operates similar to business enterprises where the intent is that the expense of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

The district also utilizes a fiduciary fund to account for funds held on behalf of the Wolfback Ridge Special Assessment District. The revenues and expenses related to the fiduciary fund are not included in the budget.

Financial Reporting

The district prepares its financial reports in conformity with generally accepted accounting principles (GAAP) and standards for financial reporting set forth by the Governmental Accounting Standards Board (GASB) on an accrual basis. Revenues are recognized when earned and costs are recognized when a liability is incurred.

Budgetary and Accounting Basis

The district's basis of budgeting generally conforms to the GAAP basis of accounting used for financial reporting. Revenues are recorded when earned and expenses are recorded at the time commitments are incurred.

Depreciation and amortization are handled differently in financial and budgetary reporting. In financial reporting, depreciation and amortization are included, and the repayment of the principal on debt is not included. In budgetary reporting, depreciation and amortization are excluded, and the repayment of the principal on debt is included as an expense.

THE BUDGET PROCESS

During the budget process, the district makes decisions on the efficient use of its resources. A financial plan and biennial budget is established that includes the operating and capital programs and sets levels of related operating, capital and debt service expenditures that may be made during the budget period.

The budget is developed to reflect the costs necessary to provide customers with safe and reliable water service over the long term while keeping rate increases as low as possible. The budget not only allocates

resources, but is also used to develop rates and charges that provide adequate revenues to meet the district's needs, and encourages the efficient use of water.

Decisions on allocating resources and addressing budget needs do not end when the board adopts the budget. Throughout the year departments are responsible for implementing the budget and monitoring budget performance, responding to unforeseen or emergency circumstances, and participating in long-range financial planning.

Balanced Budget

The district budget is balanced when operating revenues are equal to or greater than operating expenditures including debt service but excluding depreciation and amortization (i.e., budgeted expenditures shall not exceed budgeted revenues).

Mid-Cycle Budget Update

The Board of Directors approves the budget covering a two-year period. Prior to the start of the second year of the two-year budget on July 1, the Board will be presented a financial update including updates on projections for revenues, expenditures and staffing and review of the prior fiscal year results compared to budget.

Budgetary Controls

The district-wide funds management system provides budgetary controls which monitors spending within budgeted amounts. Budgetary controls function differently for operating and capital budget expenditures.

For the operating budget, each department's expenditures is controlled within an expenditure category such as materials, supplies, freight and utilities, repairs and maintenance and professional services fees, for example. A department cannot exceed their authorized operating budget within an expenditure category or the total department budget for a fiscal year.

Capital project spending is controlled based on the funding source. There can be more than one project assigned to a funding source.

Budgetary Adjustments

Reallocation of the operating budget for a department among its line item expenses allows the departments to have financial flexibility within the funds management system. Budget adjustments to a departmental budget are reallocations of funds between line item expenses and between fund centers. Approval from the affected department(s) and the Finance Manager are required for all departmental budget adjustments. General Manager approval is required for the reallocation of funds from between the operating and capital budgets and between departments. Overall increases to the operating or capital budgets require approval from the Board of Directors.

Capital Improvement Program

The Capital Improvement Program (CIP) addresses the capital priorities of the district for

the next ten years. The CIP is updated annually to reflect shifts in project priorities.

The responsibilities for preparing and managing the CIP mainly rest with the Environmental and Engineering Services Division with input from other departments for water system, watershed and information technology improvements.

OUTSTANDING DEBT SUMMARY

The district's outstanding debt as of July 1, 2015 includes Revenue Bonds, Certificates of Participation (COPs), and Clean Renewable Energy Bonds (CREBs) as described below.

WATER REVENUE BONDS

As of July 2015, the district has two revenue bond issues outstanding; the 2010 Series A Water Revenue Bonds and the 2012 Series A Water Revenue Bonds issued by the joint power authority, Marin Municipal Water District Financing Authority (Authority). The bonds are special limited obligations of the Authority payable from and secured by a pledge of the net revenue of the district per an installment sale agreement between the district and the Authority.

A portion of each issues' proceeds were used to fund additions, betterments, extensions and improvements to the district's water system, watershed improvement projects, water treatment and water quality projects, water distribution piping and related facility improvement projects, water storage projects and computer and technology system projects. For both issues, interest payments are payable semi-annually on January 1 and July 1 and principal payments are payable annually on July 1.

The 2010 Series A Water Revenue Bonds were issued in May 2010, in the amount of \$32,235,000, solely to fund district capital improvements. Total proceeds received from the bond issue and available for funding capital improvements was \$30 million. All proceeds from this issue have been fully spent.

The 2012 Series A Water Revenue Bonds were issued in June 2012 in the amount of \$85,000,000 to refund the district's outstanding 2002 Water Revenue Bonds and a portion of the 2004 Certificates of Participation and to fund capital improvements to the district's water system. The refunding took advantage of lower interest rates which were available and resulted in reductions in debt service requirements over the life of the new debt generating \$4.4 million in interest expense savings. Total proceeds received from the bond issue for funding district capital improvements, was \$54.6 million. As of July 1, 2015 the remaining proceeds from the issue are projected to be \$23 million and will be fully spent in 2016/17.

As of June 30, 2014 the outstanding principal balances for 2010 Series A Water Revenue Bonds and 2012 Series A Water Revenue Bonds were \$31,850,000 and \$85,000,000, respectively.

CERTIFICATES OF PARTICIPATION

In April 2004, the district issued \$40,165,000 of 2004 Certificates of Participation (COPs) for the purpose of refunding the outstanding 1994 Revenue Bonds, prepayment of the Federal Drought Loan and the State Reclamation Loan and financing capital improvements to the district's water system. In June 2012, \$19,235,000 of the outstanding 2004 COPs was advance refunded by the 2012 Series A Water Revenue Bonds. As of June 30, 2014 the outstanding principal balance of the 2004 COPs was \$2,935,000.

CLEAN RENEWABLE ENERGY BONDS

In September 2008, the district issued Clean Renewable Energy Bonds (CREBs) for the installation of solar panels on the district's administration and corporate yard buildings. The CREBs were authorized by the Internal Revenue Service and are structured so that bondholders receive a federal income tax credit in lieu of interest. The total principal amount of the CREBs issued for both projects was \$1,956,000. The debt service is paid annually over 15 years in the amount of \$122,250, principal only. The installment payments are payable from the net revenue of the district. As of June 30, 2014 the outstanding principal balance was \$1,222,500.

SUMMARY OF OUTSTANDING DEBT AS OF JUNE 30, 2015

	Interest Rate	Final Maturity	Principal Balance
2010 Water Revenue Bonds	2.50% - 5.00%	2040	\$ 31,850,000.00
2012 Water Revenue Bonds	2.00% – 5.00%	2052	84,680,000.00
2004 Certificates of Participation	2.50% - 5.25%	2016	1,915,000.00
Clean Renewable Energy Bonds	Tax Credit	2023	<u>1,100,250.00</u>
TOTAL			<u>\$119,545,250.00</u>

The district is subject to certain debt covenants, the most restrictive of which requires the setting of rates and charges to yield net revenue equal to at least 125 percent of the current annual debt service requirement of the revenue bonds and other parity debt, as well as the establishment of certain principal, interest and reserve funds. The 2010 Revenue Bonds, 2012 Revenue Bonds and the 2004 COPs are collateralized by a pledge of the district’s net revenues of Water Systems, as defined in the Master Indenture.

SOURCES OF DEBT SERVICE PAYMENTS

The district's primary source of revenue is water sales, followed by service charges, connection charges and interest. The district has the power and is mandated to establish rates and charges for water service as necessary to meet all of its expenses and obligations including debt service on existing revenue bonds, coverage requirements, and installment payments.

The outstanding revenue bonds have a first lien on net revenues. Net revenues are all enterprise revenues after deducting all maintenance and operation costs, plus connection charges after deducting all costs of making the connections for which such charges are payable.

MMWD's current water rates are designed to fund all district expenses, including operation and maintenance, debt service and meet debt coverage requirements.

WATER RATES AND CHARGES

The district has the authority under California law to establish charges for service without the review and approval of any other government body, but is required to initiate public notification through the Proposition 218 process. The district's rates and charges are established by ordinance approved by the Board of Directors. The district has the right to refuse or terminate water service to delinquent customers and to require full payment of delinquent amounts and reconnection charges to resume service.

The schedule, page 21, summarizes MMWD's current water rates, showing the rates adopted on April 19, 2012 and effective on all meter readings on and after May 1, 2012.

TYPICAL WATER BILLS

A typical bimonthly water bill for a residential customer using 21 CCF of water is \$100.07, as of the last rate increase on May 1, 2012, which includes a fixed bi-monthly service charge of \$21.53. Average residential consumption being 21 CCFs bimonthly.

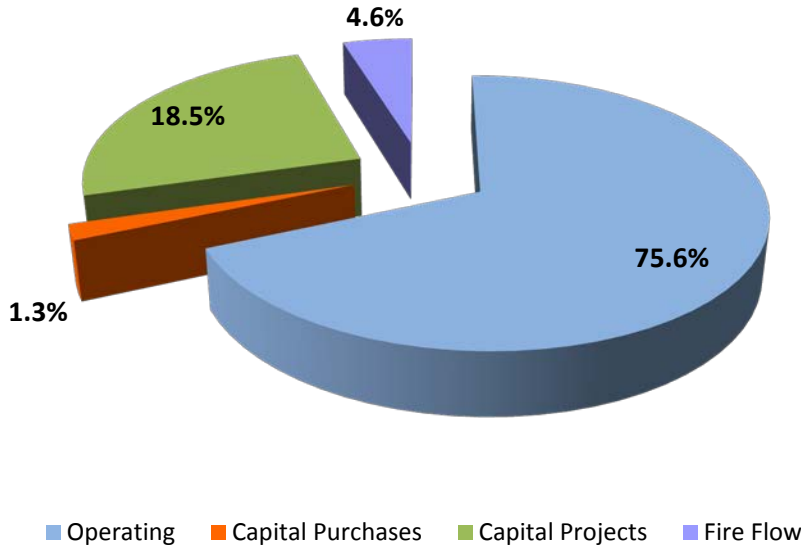
MARIN MUNICIPAL WATER DISTRICT
Comparative Expenditures
Operating, Capital and Fire Flow Funds
Year Ending June 30th

Description	2014 Actual	2015 Budget	2016 Proposed	<i>Increase (Decrease)</i>	2017 Proposed	<i>Increase (Decrease)</i>
Regular Salaries & Wages	\$ 19,834,270	\$ 20,046,667	\$ 20,744,685	3.48%	\$ 22,014,896	6.12%
Overtime & Standby	884,848	979,025	1,056,573	7.92%	1,074,584	1.70%
Temporary	238,670	275,774	409,473	48.48%	411,573	0.51%
Director Fees	53,041	45,000	45,000	0.00%	45,000	0.00%
Contract Help	435,017	429,502	422,798	-1.56%	440,277	4.13%
Fringe Benefits	14,679,456	16,732,979	16,315,255	-2.50%	17,904,959	9.74%
Personnel Services	36,125,303	38,508,947	38,993,783	1.26%	41,891,289	7.43%
Fees & Subscriptions	398,106	638,701	390,851	-38.81%	426,936	9.23%
Communications	362,949	428,390	445,715	4.04%	446,465	0.17%
Debt Service	7,016,405	6,836,512	7,142,573	4.48%	8,143,348	14.01%
Taxes, Fees & Licenses	592,914	819,614	872,082	6.40%	839,306	-3.76%
Insurance	1,013,564	1,235,000	1,070,000	-13.36%	1,145,000	7.01%
Misc Expenses	945,203	915,475	783,366	-14.43%	718,166	-8.32%
General & Admin	10,329,141	10,873,692	10,704,587	-1.56%	11,719,221	9.48%
Supplies	408,548	494,247	471,209	-4.66%	498,190	5.73%
Materials	690,401	778,125	765,435	-1.63%	764,935	-0.07%
Chemicals	1,233,927	1,584,723	1,454,853	-8.20%	1,612,000	10.80%
Water Purchases	7,437,740	7,122,000	6,955,000	-2.34%	7,455,000	7.19%
Materials & Supplies	9,770,616	9,979,095	9,646,497	-3.33%	10,330,125	7.09%
Automotive	547,301	551,000	523,900	-4.92%	543,900	3.82%
Construction Contracts	467,166	504,600	470,000	-6.86%	470,000	0.00%
Equipment Rental	182,828	207,858	230,050	10.68%	241,227	4.86%
Conservation Rebates	131,112	655,686	892,500	36.12%	992,500	11.20%
Professional Fees	1,986,289	2,566,800	1,643,170	-35.98%	1,559,746	-5.08%
Repair & Maintenance	1,149,835	1,588,980	1,701,697	7.09%	1,713,898	0.72%
Small Tools & Equipment	61,644	92,867	104,994	13.06%	97,062	-7.55%
Utilities	3,496,155	3,870,944	4,033,230	4.19%	4,988,367	23.68%
Operations	8,022,330	10,038,734	9,599,541	-4.37%	10,606,700	10.49%
Capital Purchases	656,818	1,876,366	1,786,050	-4.81%	1,528,200	-14.44%
Allocation to Capital	(3,103,514)	(2,936,240)	(3,957,215)	34.77%	(3,957,215)	0.00%
Total Operating Fund	61,800,695	68,340,594	66,773,243	-2.29%	72,118,319	8.00%
Total Capital and Fire Flow Funds	18,675,377	32,200,874	28,056,000	-12.87%	28,152,000	0.34%
Total Operating, Capital and Fire Flow Funds	\$ 80,476,072	\$ 100,541,468	\$ 94,829,243	-5.68%	\$ 100,270,319	5.74%

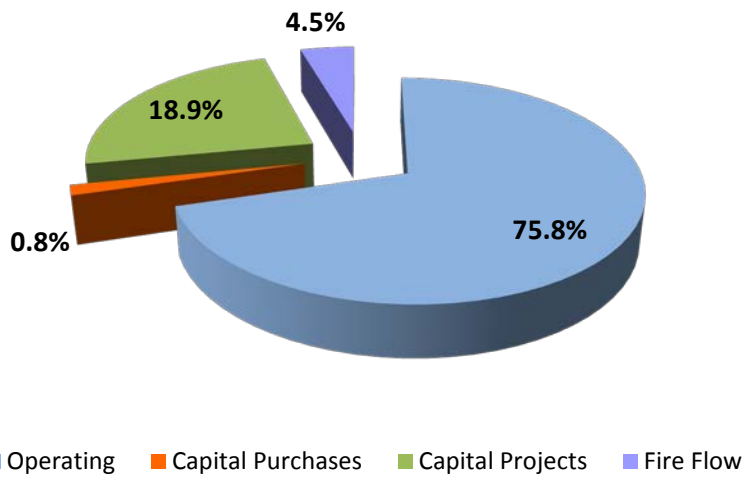
MARIN MUNICIPAL WATER DISTRICT
Comparative Revenues
Operating, Capital and Fire Flow Funds
Year Ending June 30th

Description	Actual 2014	Budget 2015	Estimate 2015	Proposed 2016	Proposed 2017
Operating Fund					
Water Sales:					
Water Sales	\$ 54,840,298	\$ 54,506,300	\$ 48,806,300	\$ 47,436,000	\$ 49,229,440
Service Charge	9,837,195	10,259,000	10,259,000	12,188,800	14,765,300
Watershed Protection Fee	-	-	-	1,779,120	3,558,240
Total Water Sales	64,677,493	64,765,300	59,065,300	61,403,920	67,552,980
Other Revenues:					
Rents and Royalties	738,877	635,700	635,963	676,050	682,810
Late Payment Charge	218,647	196,600	212,114	218,030	220,210
Special Read Charge	161,349	136,100	143,098	153,910	155,450
Grants	1,104,775	1,085,400	602,078	648,320	553,810
Watershed Payments	304,431	268,400	351,877	316,440	319,620
Watershed Rents and Royalties	877,434	963,000	898,548	921,012	944,037
Miscellaneous	737,541	823,400	601,038	666,090	672,750
Total Other Revenues	4,143,053	4,108,600	3,444,715	3,599,852	3,548,687
Interest Revenue	131,985	160,000	151,232	145,000	146,600
Total Operating Fund	68,952,531	69,033,900	62,661,247	65,148,772	71,248,267
Capital and Fire Flow Funds					
Other Revenues:					
Connection Charges	1,705,549	1,140,900	1,019,302	1,154,150	1,165,690
Interest Income	15,070	15,000	15,000	15,000	15,000
Total Other Revenues	1,720,619	1,155,900	1,034,302	1,169,150	1,180,690
Contributed Capital:					
Fire Flow	4,524,178	4,500,000	4,500,000	4,500,000	4,500,000
Connection Fees	1,340,058	2,381,000	875,000	1,356,000	2,381,000
Capital Grants	(663)	785,000	35,000	1,480,000	785,000
Total Contributed Capital	5,863,572	7,666,000	5,410,000	7,336,000	7,666,000
Total Capital and Fire Flow Funds	7,584,192	8,821,900	6,444,302	8,505,150	8,846,690
Total Revenues	\$ 76,536,722	\$ 77,855,800	\$ 69,105,549	\$ 73,653,922	\$ 80,094,957

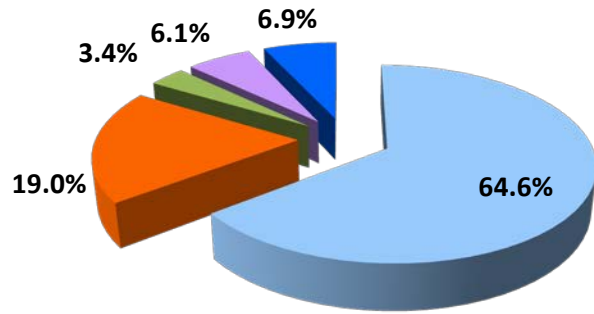
Total Expenditures Budget FY 2016
\$94,829,243



Total Expenditures Budget FY 2017
\$100,270,319

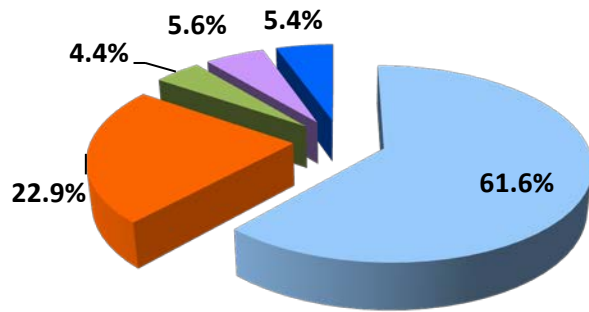


TOTAL REVENUES FY 2016
\$73,653,922



Water Sales Service Charges Connection Fees Fire Flow Other Revenue

TOTAL REVENUES FY 2017
\$80,094,957



Water Sales Service Charges Connection Fees Fire Flow Other Revenue

Marin Municipal Water District
EXPENSES BY FUNCTION

Last ten fiscal years, including projection for fiscal 2016 & 2017

Year Ended June 30	(1) Total	Finance & Administration	Engineering & Environmental Services	Facility & Watershed
2005	(3) \$ 78,382,877	30,324,761	36,132,970	11,925,146
2006	\$ 77,595,405	26,236,245	37,511,208	13,847,952
2007	\$ 78,190,795	27,958,678	36,553,615	13,678,502
2008	\$ 79,006,918	29,083,716	36,896,489	13,026,713
2009	\$ 89,197,957	31,831,289	42,462,362	14,904,307
2010	\$ 87,069,705	34,835,637	39,085,421	13,148,647
2011	\$ 83,334,971	41,761,051	29,901,108	11,672,812
2012	\$ 79,391,307	40,636,848	27,100,883	11,653,576
2013	\$ 89,244,978	44,753,795	31,941,155	12,550,028
2014	\$ 91,800,210	48,229,588	30,760,081	12,810,541
2015	(4) \$ 111,753,468	47,490,105	47,998,467	16,264,896
2016	(2) \$ 106,552,965	49,366,303	41,795,204	15,391,458
2017	(2) \$ 111,966,041	52,922,813	42,866,089	16,177,139

- (1) Includes capitalized expenditures, depreciaton and amortization.
- (2) Proposed budget with depreciation and amortization for comparison purposes.
- (3) Includes \$6.3 million for purchase of additional 5,000 AF of firm water supply from SCWA.
- (4) Approved budget with depreciation and amortization for comparison purposes.

Marin Municipal Water District

REVENUE BY SOURCE

Last ten fiscal years, including projections for fiscal 2016 & 2017

Year Ended June 30	Total	Water Sales	Service Charge	Connection Charges	Interest Income	Fire Flow Parcel Fee	Other
2005	53,827,306	35,106,514	7,432,686	1,183,221	3,154,354	4,493,532	2,457,502
2006	54,210,388	35,288,474	7,463,215	1,384,544	2,698,064	4,501,377	2,941,692
2007	61,966,512	39,462,839	7,559,438	2,404,381	2,488,169	4,507,996	5,543,689
2008	63,196,220	41,305,864	7,845,377	1,371,798	2,134,914	4,510,433	6,027,834
2009	63,134,332	42,628,226	8,173,977	2,748,427	1,380,137	4,502,860	3,700,705
2010	61,703,446	41,557,677	8,553,515	1,311,139	440,623	4,467,137	5,373,355
2011	63,506,733	45,101,916	8,867,457	1,009,829	237,886	4,483,662	3,805,983
2012	66,837,996	48,069,979	9,207,815	1,034,656	124,337	4,523,329	3,877,880
2013	74,596,587	55,125,168	9,837,195	737,597	15,069	4,540,389	4,341,169
2014	76,536,722	54,840,298	10,259,000	1,705,549	15,070	4,524,178	5,192,627
2015	69,105,549	48,806,300	10,259,000	1,019,302	15,000	4,500,000	4,505,947 b
2016	73,653,922	47,436,000	12,188,800	1,154,150	15,000	4,500,000	8,359,972 c
2017	80,094,957	49,229,440	14,765,300	1,165,690	15,000	4,500,000	10,419,527 c

b Projected

c Proposed budget

MARIN MUNICIPAL WATER DISTRICT

Fund Balance

Year Ending June 30th

	Actual 2013	Actual 2014	Estimated 2015	Proposed 2016	Proposed 2017
Operating Fund					
Opening Reserves	\$ 12,207,534	\$ 19,872,504	\$ 21,026,900	\$ 21,315,685	\$ 19,691,213
Total Revenue	<u>68,940,220</u>	<u>68,952,531</u>	<u>62,661,247</u>	<u>65,148,772</u>	<u>71,248,267</u>
Total Available Funds	81,147,754	88,825,035	83,688,148	86,464,456	90,939,480
Less Operating Expenses	(61,275,250)	(61,800,695)	(62,372,463)	(66,773,243)	(72,118,319)
Less Transfer to Capital	-	-	-	-	-
Accrual adjustments	-	(5,997,440)	-	-	-
Ending Reserves	<u>\$ 19,872,504</u>	<u>\$ 21,026,900</u>	<u>\$ 21,315,685</u>	<u>\$ 19,691,213</u>	<u>\$ 18,821,161</u>

	Actual 2013	Actual 2014	Estimated 2015	Proposed 2016	Proposed 2017
Capital Fund					
Opening Reserves	\$ 67,469,110	\$ 56,573,146	\$ 47,305,458	\$ 29,934,760	\$ 10,768,910
Total Revenue	<u>1,115,978</u>	<u>3,028,734</u>	<u>1,929,302</u>	<u>3,990,150</u>	<u>4,331,690</u>
Total Available Funds	68,585,088	59,601,880	49,234,760	33,924,910	15,100,600
Less Capital Improvements	(13,935,097)	(13,376,243)	(19,300,000)	(23,556,000)	(23,652,000)
Add Transfer from Operating	-	-	-	-	-
Add Proceeds from Loans/Bonds	-	-	-	400,000	10,400,000
Accrual adjustments	1,923,155	1,079,821	-	-	-
Ending Reserves	<u>\$ 56,573,146</u>	<u>\$ 47,305,458</u>	<u>\$ 29,934,760</u>	<u>\$ 10,768,910</u>	<u>\$ 1,848,600</u>

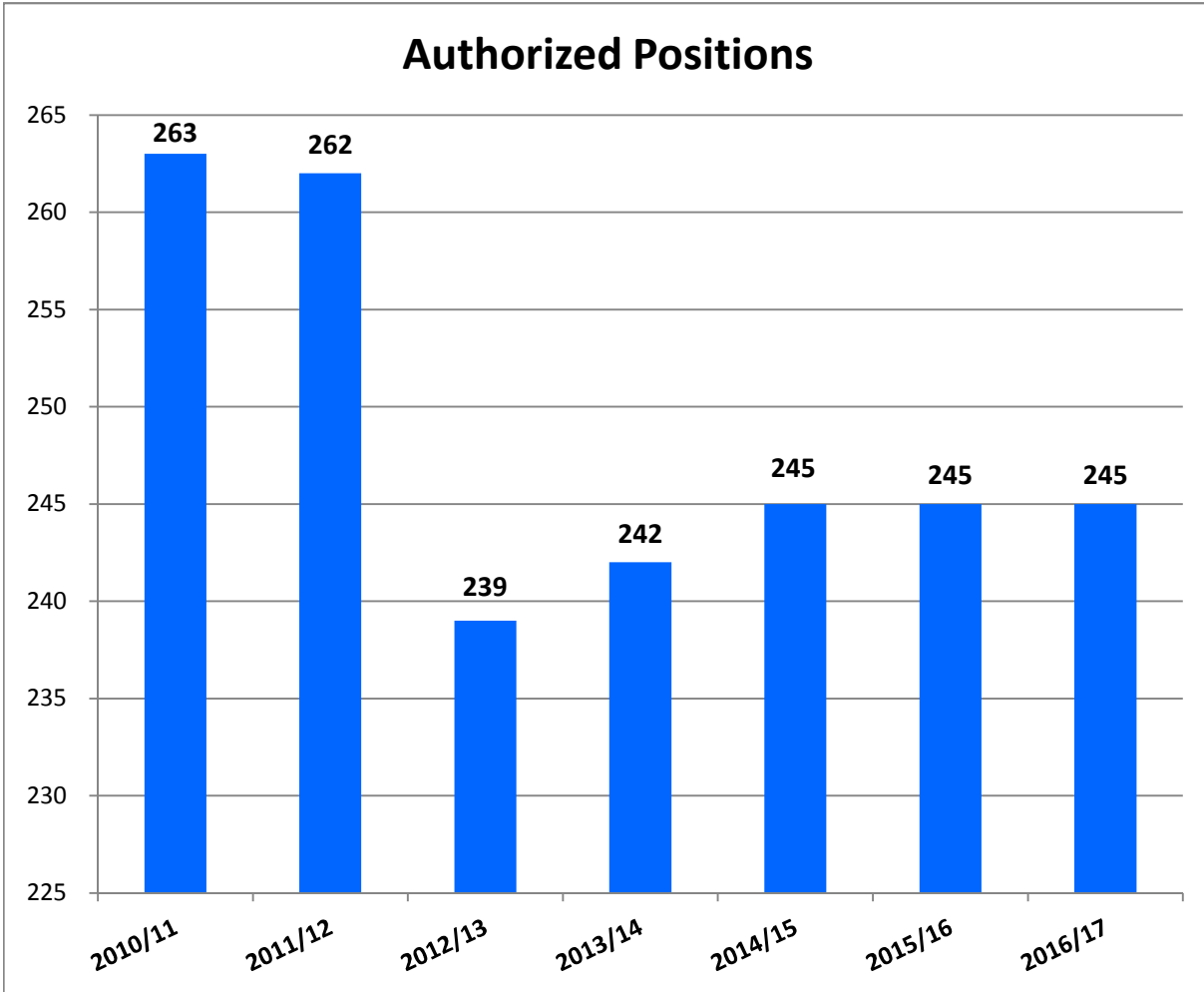
	Actual 2013	Actual 2014	Estimated 2015	Proposed 2016	Proposed 2017
Fire Flow Fund					
Opening Reserves	\$ 4,684,736	\$ 2,483,468	\$ 1,736,459	\$ 1,651,459	\$ 1,666,459
Total Revenue	<u>4,540,389</u>	<u>4,555,458</u>	<u>4,515,000</u>	<u>4,515,000</u>	<u>4,515,000</u>
Total Available Funds	9,225,125	7,038,926	6,251,459	6,166,459	6,181,459
Less Fire Flow Projects	(6,741,657)	(5,302,467)	(4,600,000)	(4,500,000)	(4,500,000)
Ending Reserves	<u>\$ 2,483,468</u>	<u>\$ 1,736,459</u>	<u>\$ 1,651,459</u>	<u>\$ 1,666,459</u>	<u>\$ 1,681,459</u>

	Actual 2013	Actual 2014	Estimated 2015	Proposed 2016	Proposed 2017
Restricted	\$ 10,376,200	\$ 9,346,061	\$ 9,329,353	\$ 9,683,871	\$ 9,453,095
Board Designated	8,762,502	9,633,824	8,325,464	8,907,263	8,955,517
Rate Stabilization Fund	2,400,000	7,300,000	6,900,000	6,900,000	6,900,000
Fire Flow Fund	2,483,468	1,736,459	1,651,459	1,666,459	1,681,459
Capital (including bond proceeds)	56,573,146	47,305,458	29,934,760	10,768,910	1,848,600
Unrestricted - Operating	<u>19,872,504</u>	<u>21,026,900</u>	<u>21,315,685</u>	<u>19,691,213</u>	<u>18,821,161</u>
Total	<u>\$ 100,467,821</u>	<u>\$ 96,348,703</u>	<u>\$ 77,456,722</u>	<u>\$ 57,617,717</u>	<u>\$ 47,659,833</u>

Months Reserve	4.03	3.90	4.10	3.54	3.13
Debt Coverage Ratio	2.79	1.50	1.25	1.26	1.47

FULL TIME PERMANENT POSITIONS

	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
Beginning Total	245	245	245
Total Requested Full Time Permanent Positions	<u>245</u>	<u>245</u>	<u>245</u>



**Marin Municipal Water District
SUMMARY OF CURRENT WATER RATES
Effective May 1, 2012**

Rates cover the cost of water transmission, treatment, distribution, watershed maintenance, importing water, and recycling water. Billing unit of water is equal to 100 cubic feet (CCF), or 748 gallons.

<u>Rate per</u> <u>TIERED WATER RATES (\$/CCF)</u>	<u>(Dec - May)</u> <u>(CCF)</u>	<u>(June - Nov)</u> <u>(CCF)</u>
Single-Family		
Tier 1	\$ 3.74	0-21
Tier 2	7.48	22-48
Tier 3	14.97	49-80
Tier 4	22.45	81 and over
Single-Family with two legal living units and duplexes		
Tier 1	\$ 3.74	0-24
Tier 2	7.48	25-48
Tier 3	14.97	49-80
Tier 4	22.45.....	81 and over
Multi-Family (per dwelling unit)		
Tier 1	\$ 3.74	0-12
Tier 2	7.48	13-22
Tier 3	14.97	23-30
Tier 4	22.45.....	31 and over
Business, Institutional and Irrigation Customers		
(% of water budget)		
Tier 1	\$ 3.74	0-85%
Tier 2	7.48	86-150%
Tier 3	14.97	over 150%
Recycled Water Customers		
(% of baseline)		
Tier 1	\$ 2.57.....	0-100
Tier 2	5.13.....	101-150
Tier 3	10.26.....	over 150

The bi-monthly service charge is based on meter size and covers the cost of meter reading and billing, customer service, meter replacement and repair, system capacity, water conservation, and administration.

<u>Meter Size</u>	<u>Bi-Monthly Service Charge</u>
5/8"	\$ 21.53
3/4"	23.81
1"	32.88
1-1/2"	55.66
2"	82.85
3"	155.51
4"	214.69
6"	463.76
8"	917.90
10"	1,372.04

MARIN MUNICIPAL WATER DISTRICT

WATER SALES IN DOLLARS BY CUSTOMER CLASS					
	2011	2012	2013	2014	2015 (as of 4/30/15)
Total Unadjusted Water Sales	46,795,097	47,978,928	56,646,589	57,294,451	41,660,878
Residential (unadjusted)	34,793,691	36,029,779	42,449,883	43,046,979	30,922,500
Non-Residential (unadjusted)	12,001,406	11,949,149	14,196,706	14,247,472	10,738,378

PERCENTAGE CONTRIBUTION OF WATER SALES REVENUES BY CLASS OF USER					
Unadjusted	2011	2012	2013	2014	2015 (as of 4/30/15)
Residential	74.4%	75.1%	74.9%	75.1%	74.2%
Non-Residential	25.6%	24.9%	25.1%	24.9%	25.8%

USAGE IN CCFs OF WATER SALES REVENUES BY CLASS OF USER					
Unadjusted	2011	2012	2013	2014	2015 (as of 4/30/15)
Residential	7,452,832	7,548,374	8,008,357	8,083,031	6,017,773
Non-Residential	2,841,678	2,760,324	2,994,811	2,976,734	2,266,176
TOTAL	10,294,510	10,308,698	11,003,168	11,059,765	8,283,949

AVERAGE NUMBER OF TOTAL CUSTOMERS BY CLASS					
Unadjusted	2011	2012	2013	2014	2015 (as of 4/30/15)
Total Customers	58,331	58,447	58,431	58,610	58,504
Residential	54,333	54,457	54,472	54,625	54,574
Non-Residential	3,998	3,990	3,959	3,985	3,930



MARIN MUNICIPAL WATER DISTRICT

DIVISIONAL SUMMARIES

BOARD OF DIRECTORS

The five-member elected Board of Directors oversees all District operations. It adopts ordinances, resolutions, and policies that provide staff with the necessary guidance to perform efficient and effective services to Marin Municipal Water District consumers.

Mission Statement

To manage our natural resources in a sustainable manner and to provide our customers with reliable, high-quality water at a reasonable price.

Vision

To be one of the finest and most respected water providers in the world.

Values

- Promote environmental stewardship and sustainability
- Conduct business with integrity and in an ethical manner
- Ensure fair, open and responsive interactions with MMWD customers and other members of public
- Promote diversity in and equitable treatment of our employees
- Provide a healthy work environment
- Work cooperatively with other public agencies and groups
- Treat all individuals with fairness, dignity and respect
- Continuously improve through the promotion of initiative, leadership, personal development and training
- Exercise responsible financial management

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPEDITURES
BOARD OF DIRECTORS 1110
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages					
4110	Overtime					
4190	Temporary					
4170	Director Fees	44,515	53,041	45,000	45,000	45,000
4195	Contract Help					
4200	Fringe Benefits	65,843	73,660	68,085	81,600	88,000
	Personnel Services	\$ 110,358	\$ 126,701	\$ 113,085	\$ 126,600	\$ 133,000
4500	Fees & Subscriptions	3,748	4,644	1,500	5,375	6,165
5200	Communications & Freight	-	-	-	2,800	2,800
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	-	-	100	100	100
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 3,748	\$ 4,644	\$ 1,600	\$ 8,275	\$ 9,065
4600	Supplies					
4700	Materials	-	-	-	-	-
4900	Chemicals	-	-	-	-	-
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment	-	-	363	-	-
6600	Utilities	-	-	-	-	-
	District Operations	\$ -	\$ -	\$ 363	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 114,106	\$ 131,345	\$ 115,048	\$ 134,875	\$ 142,065

LEGAL DEPARTMENT

Mission Statement

The Legal Division's mission is to provide advice and counsel to the Board of Directors, General Manager and staff.

Key Responsibilities

- Provide timely, objective, legal advice to Board of Directors, General Manager and staff.
- Work preventatively, to the extent possible, in providing counsel to the Board of Directors, General Manager and staff.
- Manage outside counsel in a cost effective manner.

Action Plan and Key Measures of Success

AP1: Provide advice and counsel to the Board, General Manager and staff on legal issues.

Key Measure of Success Provide legal advice/options in a timely fashion.

AP2: Manage outside counsel.

Key Measure of Success Direct outside counsels' work in a cost effective manner.

Accomplishments

1. Provided legal advice and counsel to the Board, General Manager and staff on the transactional documents creating the Tamalpais Lands Collaborative MOU and the Cooperative Agreement with the Golden Gate National Parks Conservancy.
2. Litigated, mediated and settled multiple lawsuits and liability claims.
3. Drafted and reviewed multiple mutual benefit agreements, multi-agency agreements and miscellaneous agreements.
4. Advised staff on options for resolving multiple real property issues related to CIP projects and PEA projects.
5. Provided advice and counsel to the General Manager and Board on an extension of the agreement with Sonoma County Water Agency.

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES**

LEGAL 1210

YEAR ENDING JUNE 30th

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	298,353	322,673	312,046	293,004	308,279
4110	Overtime	1,801	248	2,000	2,000	2,000
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	110,469	130,661	139,102	148,465	165,929
	Personnel Services	\$ 410,623	\$ 453,581	\$ 453,148	\$ 443,469	\$ 476,208
4500	Fees & Subscriptions	15,319	12,882	22,175	20,375	20,780
5200	Communications & Freight	167	74	1,100	1,100	1,100
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	-	32	300	300	300
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 15,486	\$ 12,988	\$ 23,575	\$ 21,775	\$ 22,180
4600	Supplies	3,132	2,899	3,200	3,200	3,200
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 3,132	\$ 2,899	\$ 3,200	\$ 3,200	\$ 3,200
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees	263,703	156,966	469,000	419,000	469,000
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 263,703	\$ 156,966	\$ 469,000	\$ 419,000	\$ 469,000
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 692,944	\$ 626,434	\$ 948,923	\$ 887,444	\$ 970,588

GENERAL MANAGER

Mission Statement

The mission of the Office of the General Manager is to provide overall direction, leadership and coordination of District and department activities; and to ensure that the most efficient and effective services possible are provided within the policies established by the District's Board of Directors and the resources authorized.

Key Responsibilities

- Maintains an adequate water supply of high quality, which meets or exceeds Federal and State potable and reclaimed water standards through the operation and maintenance of a reliable water system in a manner capable of storing and delivering high quality water to users.
- Manages the watershed and streams of the District in an environmentally sound and cost-efficient manner.
- Continued implementation of the Water Conservation Master Plan, a 10 year Long Range Capital Plan and the District's Financial Plan.
- The General Manager assists and directs staff in interpreting and implementing policy, facilitates communication in support of accomplishing district goals and creating an effective and efficient working environment.
- Monitors and controls resources so that the District is operated in a responsible, legal and cost-efficient manner.
- Directs the preparation of and submits proposed operating and capital budgets for approval, and plans for intermediate and long-term organizational and capital improvements.
- Ensures that all ordinances, codes and policies are equitably enforced.
- Continues to attract, retain and train capable employees, to compensate them in accordance with their abilities, and to give them opportunities for advancement within the District.
- Represents the District to the community as appropriate.
- Provide direct supervision to the Information Technology, Water Conservation and Public Information departments.

GOAL: Financial Stewardship - We will prudently manage the public resources entrusted to us

Strategy: Ensure cost-effective and efficient business processes

1. Develop an inclusive MMWD process for re-engineering business processes and encourage a "re-engineering environment" for processes at all levels of the organization
2. Complete, at minimum, one re-engineering exercise annually

GOAL: Communications - We will partner with our community, customers, and staff to understand & reflect their interests and clearly articulate the programs & policies of Marin Municipal Water District

Strategy: Support the Board of Directors to facilitate informed policy/decision-making

1. Support Board and committee meetings
2. Optimize effectiveness of Board calendar
3. Organize Board workshops and/or identify key outside educational opportunities to convey Board information on key policies or issues

Strategy: Ensure that MMWD's local, state and federal officials understand MMWD water issues

1. Advocate for MMWD water issues by conducting timely and consistent briefings with key legislators/staff
2. Track and engage on regulations/legislation and other administrative actions that may impact MMWD water
3. Coordinate with legislators to maximize funding opportunities for MMWD
4. Build coalitions to support MMWD water positions

Strategy: Ensure all MMWD staff is informed on District priorities and activities and that internal communication between divisions and individuals is effective, clear, and open

1. Develop and implement a structure to consistently convey Board actions and rationales to staff
2. Continue and promote forums to foster open staff communications
3. Ensure that Divisions and individual staff members work cooperatively with each other and are responsive to and mindful of each other's requests and timelines (always aware of the bigger MMWD picture)

GOAL: Workforce - We will maintain a diverse, highly-qualified and trained, motivated and productive workforce to achieve MMWD's goals

Strategy: Attract and retain a high quality efficient workforce to achieve MMWD's strategic goals

1. Optimize MMWD organization structure to improve effectiveness and productivity

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
GM DIVISION
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	2,162,306	2,652,499	2,643,153	2,621,466	2,761,445
4110	Overtime	27,033	45,045	51,500	62,500	68,500
4190	Temporary	9,098	16,499	7,800	16,514	16,514
4170	Director Fees	-	-	-	-	-
4195	Contract Help	-	-	25,000	25,000	25,000
4200	Fringe Benefits	957,931	1,150,197	1,356,404	1,306,218	1,462,066
	Personnel Services	\$ 3,156,368	\$ 3,864,240	\$ 4,083,857	\$ 4,031,698	\$ 4,333,525
4500	Fees & Subscriptions	37,344	36,457	73,553	42,515	47,379
5200	Communications & Freight	63,566	84,522	64,055	96,400	96,900
5300	Debt Service	-	-	-	-	-
5400	Taxes, Fees & Licenses	400	-	800	475	475
5500	Insurance	-	-	-	-	-
5600	Misc Expenses	60,640	135,367	102,175	96,225	103,225
5700	Depreciation/Amortization	-	-	-	-	-
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 161,951	\$ 256,347	\$ 240,583	\$ 235,615	\$ 247,979
4600	Supplies	48,897	58,288	75,850	60,650	81,650
4700	Materials	-	-	-	-	-
4900	Chemicals	-	-	-	-	-
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 48,897	\$ 58,288	\$ 75,850	\$ 60,650	\$ 81,650
5100	Automotive	(1,032)	(1,000)	-	-	-
5800	Construction Contracts	-	-	-	-	-
5900	Equipment & Fac Rental	630	2,174	8,150	3,300	11,800
6000	Rebates & Backflow	425	131,112	655,686	892,500	992,500
6200	Professional Fees	215,008	497,436	584,508	387,750	242,750
6300	Repair & Maintenance	364,682	418,286	465,844	472,200	480,200
6500	Small Tools & Equipment	2,632	1,183	-	-	-
6600	Utilities	-	-	-	-	-
	District Operations	\$ 582,345	\$ 1,049,192	\$ 1,714,188	\$ 1,755,750	\$ 1,727,250
8000	Capital Expenditures	\$ 141,796	\$ 105,038	\$ 242,573	\$ 146,400	\$ 146,400
	Total Expenditures	\$ 4,091,357	\$ 5,333,105	\$ 6,357,050	\$ 6,230,113	\$ 6,536,804

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
GENERAL MANAGER 2010
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	247,815	395,203	396,751	431,157	453,564
4110	Overtime	4,209	4,828	4,500	4,500	4,500
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	93,906	149,876	202,434	193,885	217,510
	Personnel Services	\$ 345,929	\$ 549,906	\$ 603,685	\$ 629,542	\$ 675,574
4500	Fees & Subscriptions	3,660	9,725	5,000	3,600	4,140
5200	Communications & Freight	-	-	1,200	500	500
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	274	614	2,000	2,000	2,000
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 3,934	\$ 10,339	\$ 8,200	\$ 6,100	\$ 6,640
4600	Supplies	710	1,399	800	1,000	1,000
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 710	\$ 1,399	\$ 800	\$ 1,000	\$ 1,000
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	20	860	2,000	2,000	2,000
6000	Rebates & Backflow					
6200	Professional Fees	1,125	5,136	1,000	2,000	2,000
6300	Repair & Maintenance	401	-	4,300	4,000	4,000
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 1,546	\$ 5,996	\$ 7,300	\$ 8,000	\$ 8,000
8000	Capital Expenditures	\$ -	\$ 5,678	\$ 10,766	\$ -	\$ -
	Total Expenditures	\$ 352,119	\$ 573,318	\$ 630,751	\$ 644,642	\$ 691,214

PUBLIC INFORMATION DEPARTMENT

Mission Statement

The Public Information Department develops and maintains a variety of communication programs designed to keep the public informed about major District issues, projects and activities.

Key Responsibilities

- Maintain media relations, release news to media, respond to media inquiries.
- Update and maintain MMWD's electronic communications presence: website, Facebook, Twitter, YouTube, blog, emails.
- Promote district issues, projects and activities through public outreach programs using both electronic and print communications.
- Promote MMWD's water education program for schools.
- Represent MMWD in various public forums, including special events.
- Respond to customer requests and other requests for information.

GOAL: Communications - We will partner with our community, customers, and staff to understand & reflect their interests and clearly articulate the programs & policies of Marin Municipal Water District

Strategy: Develop effective community outreach

1. Develop a formal communications plan and coordination strategy (tailor messages, communication channels and outreach efforts to address key customers)
2. Coordinate and participate in community events
3. Develop a social media policy
4. Conduct community surveys or focus groups to measure effectiveness of programs and services and measure public perceptions of MMWD and its effectiveness
5. Incorporate Board Goals in public relations materials to emphasize and enhance MMWD brand
6. Evaluate and implement promising technology opportunities to improve outreach and education programs
7. Implement the MMWD Style Guide

Strategy: Improve the customer experience

1. Ensure the MMWD website reflects current information, programs, and issues

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
PUBLIC INFORMATION 2020
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	301,358	327,027	312,360	294,547	309,903
4110	Overtime	59	509	20,000	20,000	20,000
4190	Temporary	8,497	8,609	7,800	7,800	7,800
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	123,401	141,172	160,077	151,782	169,608
	Personnel Services	\$ 433,315	\$ 477,317	\$ 500,237	\$ 474,129	\$ 507,311
4500	Fees & Subscriptions	7,167	4,336	6,000	5,360	5,504
5200	Communications & Freight	-	15,611	375	-	-
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	56,589	117,277	80,625	81,000	81,000
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 63,756	\$ 137,224	\$ 87,000	\$ 86,360	\$ 86,504
4600	Supplies	12,348	2,941	6,150	6,150	6,150
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 12,348	\$ 2,941	\$ 6,150	\$ 6,150	\$ 6,150
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	-	221	-	-	-
6000	Rebates & Backflow					
6200	Professional Fees	36,926	58,150	107,350	48,000	48,000
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 36,926	\$ 58,371	\$ 107,350	\$ 48,000	\$ 48,000
8000	Capital Expenditures	\$ -	\$ 2,376	\$ 15,860	\$ -	\$ -
	Total Expenditures	\$ 546,345	\$ 678,229	\$ 716,597	\$ 614,639	\$ 647,965

WATER CONSERVATION DEPARTMENT

Mission Statement

The Water Conservation department promotes the beneficial use of water by all customers at all times in order to maximize available resources and protect the natural environment.

Key Responsibilities

- Provide education to schools and the public on a variety of water saving measures, such as drought tolerant planting and low-flow devices for indoor and outdoor water use.
- Promote water conservation incentives to the community, through rebates and grant sponsored programs.
- Provide technical assistance for water savings improvements to businesses and residents.
- Ensure conservation code compliance.

GOAL: Water Supply Resiliency - We will maintain a level of reliability that supports MMWD's customers' needs, our community's quality of life and the local economy

Strategy: Emphasize Water Use Efficiency as a core water resource element for MMWD

1. Develop water conservation to meet the State 20% by 2020 target
2. Implement new conservation programs to achieve targets established by the Water Conservation Master Plan
3. Participate in the development and adoption of new water use efficiency legislation, ordinances and practices
4. Maintain or enhance educational programs that improve residential, commercial and industrial water efficiency performance
5. Review conservation performance parameters and evaluate existing programs to ensure cost-effectiveness

GOAL: Financial Stewardship - We will prudently manage the public resources entrusted to us

Strategy: Use technology to drive business process effectiveness and efficiency

1. Develop a landscaping database to streamline reporting, track water savings, and facilitate quality control measures

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATER CONSERVATION 2120
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	832,138	946,699	978,915	936,881	989,652
4110	Overtime	2,830	5,840	12,000	4,000	10,000
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	361,686	431,742	523,272	497,818	556,778
	Personnel Services	\$ 1,196,654	\$ 1,384,281	\$ 1,514,187	\$ 1,438,699	\$ 1,556,430
4500	Fees & Subscriptions	13,760	12,856	29,260	13,930	15,230
5200	Communications & Freight	803	914	3,340	6,400	6,900
5300	Debt Service					
5400	Taxes, Fees & Licenses	400	-	800	475	475
5500	Insurance					
5600	Misc Expenses	3,777	17,363	19,550	13,225	20,225
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 18,740	\$ 31,132	\$ 52,950	\$ 34,030	\$ 42,830
4600	Supplies	18,031	34,368	57,400	36,000	57,000
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 18,031	\$ 34,368	\$ 57,400	\$ 36,000	\$ 57,000
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	610	1,093	6,150	1,300	9,800
6000	Rebates & Backflow	425	131,112	655,686	892,500	992,500
6200	Professional Fees	48,111	340,182	377,211	175,000	30,000
6300	Repair & Maintenance	638	1,915	1,515	1,200	1,200
6500	Small Tools & Equipment	2,632	1,183	-	-	-
6600	Utilities	-	-	-	-	-
	District Operations	\$ 52,417	\$ 475,485	\$ 1,040,562	\$ 1,070,000	\$ 1,033,500
8000	Capital Expenditures	\$ 1,153	\$ 7,032	\$ 3,568	\$ -	\$ -
	Total Expenditures	\$ 1,286,995	\$ 1,932,298	\$ 2,668,667	\$ 2,578,729	\$ 2,689,760

INFORMATION TECHNOLOGY DEPARTMENT

Mission Statement

The Mission of the IT department is to install, operate, and maintain efficient, cost effective, user friendly computer based tools that provide information in a timely fashion and allow staff to operate in a competitive manner. The department will continue to improve service by implementing beneficial new technology, strengthening staff's skills, and synchronizing efforts with the needs of District staff and customers.

Key Responsibilities

- Provide technology based solutions and services for business applications, collaboration, communication, disaster recovery, geospatial analysis, project management, reporting, and the workplace.
- Plan, manage, and support new systems implementation based on the plans of the District, as prioritized by Management and the IT/GIS Steering Committees.
- Provide ongoing support and enhancements to enterprise application software systems.
- Maintain the existing hardware, operating systems, and databases for PC's, mobile devices, printers, servers, storage, and networks.
- Provide end user support services.
- Offer training programs to District staff.

GOAL: Financial Stewardship - We will prudently manage the public resources entrusted to us

Strategy: Use technology to drive business process effectiveness and efficiency

1. Evaluate and implement promising GIS capability
2. Evaluate and implement expanded use of mobile computing in the field
3. Evaluate benefits of expanded use of the document management system (including Live Link training)
4. Expand use of global positioning systems in field operations
5. Systematically review processes and use technology to make our workflow more efficient and organized
6. Ensure that our equipment and facility data are accurate and consistently/efficiently entered

Strategy: Review and improve procurement processes

1. Update equipment and computer replacement policies

GOAL: Environmental Stewardship - We will serve the community and manage the environmental assets entrusted to us for the benefit of present and future generations

Strategy: Reduce MMWD carbon footprint

1. Adopt paperless business processes

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
INFORMATION TECHNOLOGY 2320
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	780,995	983,570	955,127	958,881	1,008,326
4110	Overtime	19,935	33,868	15,000	34,000	34,000
4190	Temporary	601	7,890	-	8,714	8,714
4170	Director Fees					
4195	Contract Help	-	-	25,000	25,000	25,000
4200	Fringe Benefits	378,938	427,408	470,621	462,732	518,170
	Personnel Services	\$ 1,180,470	\$ 1,452,736	\$ 1,465,748	\$ 1,489,327	\$ 1,594,210
4500	Fees & Subscriptions	12,757	9,541	33,293	19,625	22,505
5200	Communications & Freight	62,764	67,997	59,140	89,500	89,500
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	-	113	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 75,521	\$ 77,651	\$ 92,433	\$ 109,125	\$ 112,005
4600	Supplies	17,808	19,581	11,500	17,500	17,500
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 17,808	\$ 19,581	\$ 11,500	\$ 17,500	\$ 17,500
5100	Automotive	(1,032)	(1,000)	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees	128,845	93,968	98,947	162,750	162,750
6300	Repair & Maintenance	363,643	416,371	460,029	467,000	475,000
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 491,457	\$ 509,339	\$ 558,976	\$ 629,750	\$ 637,750
8000	Capital Expenditures	\$ 140,643	\$ 89,952	\$ 212,379	\$ 146,400	\$ 146,400
	Total Expenditures	\$ 1,905,898	\$ 2,149,260	\$ 2,341,036	\$ 2,392,102	\$ 2,507,865

Finance Division

Mission Statement

The mission of the Finance Division is to provide accurate and timely financial information for projecting, comparing and evaluating the District's financial performance; to provide the highest quality customer service to the District's 60,000+ customers: to ensure customers are billed accurately and correctly; to ensure the procurement of goods and services at the most reasonable price; and maintain a meter accuracy program through testing, repair and replacements of meters.

Key Responsibilities

- Oversee receipt, disbursement and transfer of District funds in compliance with District policy, and provide appropriate record keeping of such funds.
- Monitor all debt financing obligations for timely payment and reporting.
- Support the procurement of goods and services from order to payment ensuring competitive pricing, accurate billing and timely payment to vendors.
- Process employee compensation in accordance with labor agreements and state and federal laws.
- Manage the District's investment portfolio and directing investments adhering to the District's Investment Policy.
- Administer all financial transactions, budgeting, contracting and grants for the North Bay Watershed Associates.
- Manage and coordinate the District budget process.
- Provide quality financial management services, guidance and analytical support to the Board, General Manager, Senior Management and District staff.
- Direct and administer customer billing, an effective account payment and collection program and other customer support providing the highest level of customer service.
- Investigate, maintain, repair and replace meters to insure accuracy for proper revenue generation.

GOAL: Financial Stewardship - We will prudently manage the public resources entrusted to us

Strategy: Ensure financial planning is sufficient to address District needs and risks

1. Develop a long range finance plan to support the strategic review including potential new sources of revenue and policies related to debt financing, investment, reserves, and OPEB funding

Strategy: Ensure financial activities are transparent and reporting is accurate

1. Continue to obtain unqualified audit every year

2. Prepare and submit a monthly investment and financial report (Treasurers report) for Board review
3. Provide monthly reporting, semi-annual forecasting of performance compared to budget and detailed discussion with the Board Finance Committee

Strategy: Manage MMWD budget and assets to efficiently achieve the MMWD's priorities

1. Evaluate public/private partnerships to reduce costs to the ratepayer
2. Continue identifying opportunities for cost sharing with other agencies

Strategy: Ensure cost-effective and efficient business processes

1. Document and update key business processes
2. Eliminate duplicate business systems that represent "workarounds" of adopted business processes

Strategy: Use technology to drive business process effectiveness and efficiency

1. Leverage the equipment and facility software to facilitate management decision-making
2. Evaluate AMR/AMI and make a decision re: implementation
3. Develop drought billing system

Strategy: Review and improve procurement processes

1. Consider life cycle cost in all procurement decisions
2. Engage key users in procurement decisions

Strategy: Plan and prepare for catastrophic emergencies (e.g. earthquake, fire etc.)

1. Pursue grant opportunities to enhance preparedness

GOAL: Communications - We will partner with our community, customers, and staff to understand & reflect their interests and clearly articulate the programs & policies of Marin Municipal Water District

Strategy: Improve the customer experience

1. Conduct an assessment of current customer service systems and policies to streamline and improve the customer experience (e.g. online bill paying or posting)
2. Provide transparent and easy public access to MMWD financial information

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
FINANCE DIVISION
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	\$ 2,505,448	\$ 2,685,967	\$ 2,896,553	\$ 2,860,260	\$ 3,152,167
4110	Overtime	43,207	21,248	21,775	17,000	18,000
4190	Temporary	-	1,219	12,000	7,500	7,500
4170	Director Fees	-	-	-	-	-
4195	Contract Help	34,646	23,283	36,670	7,000	7,000
4200	Fringe Benefits	<u>1,165,586</u>	<u>1,296,077</u>	<u>1,637,189</u>	<u>1,595,487</u>	<u>1,798,372</u>
	Personnel Services	\$ 3,748,887	\$ 4,027,793	\$ 4,604,187	\$ 4,487,246	\$ 4,983,039
4500	Fees & Subscriptions	5,502	4,271	18,985	15,310	17,110
5200	Communications & Freight	165,590	163,406	212,600	192,607	192,657
5300	Debt Service	-	-	-	-	-
5400	Taxes, Fees & Licenses	258,247	333,267	323,650	358,600	368,700
5500	Insurance	-	-	-	-	-
5600	Misc Expenses	81,576	82,100	97,325	86,991	87,091
5700	Depreciation/Amortization	-	-	-	-	-
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 510,916	\$ 583,045	\$ 652,560	\$ 653,508	\$ 665,558
4600	Supplies	16,489	17,568	21,875	19,383	19,383
4700	Materials	163,428	167,438	167,500	167,500	167,500
4900	Chemicals	-	-	-	-	-
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 179,918	\$ 185,006	\$ 189,375	\$ 186,883	\$ 186,883
5100	Automotive	(8,127)	(7,086)	-	-	-
5800	Construction Contracts	-	-	-	-	-
5900	Equipment Rental	23,801	25,321	26,500	27,000	27,000
6000	Rebates & Backflow	-	-	-	-	-
6200	Professional Fees	155,075	229,583	206,429	132,000	144,500
6300	Repair & Maintenance	13,576	12,990	17,580	19,700	19,700
6500	Small Tools & Equipment	4,470	3,293	8,950	8,444	8,444
6600	Utilities	-	-	-	-	-
	District Operations	\$ 188,795	\$ 264,101	\$ 259,459	\$ 187,144	\$ 199,644
8000	Capital Expenditures	\$ 165,750	\$ 18,961	\$ 38,803	\$ 5,500	\$ 3,500
	Total Expenditures	\$ 4,794,267	\$ 5,078,905	\$ 5,744,384	\$ 5,520,281	\$ 6,038,624

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES**

FINANCE 3010

YEAR ENDING JUNE 30th

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	273,626	292,032	301,421	283,460	392,504
4110	Overtime	2,630	1,149	5,000	3,000	4,000
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	98,982	111,300	131,904	122,022	143,980
	Personnel Services	\$ 375,237	\$ 404,481	\$ 438,325	\$ 408,482	\$ 540,484
4500	Fees & Subscriptions	1,277	873	4,945	3,570	3,885
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 1,277	\$ 873	\$ 4,945	\$ 3,570	\$ 3,885
4600	Supplies	1,104	1,461	1,500	1,500	1,500
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 1,104	\$ 1,461	\$ 1,500	\$ 1,500	\$ 1,500
5100	Automotive					
5800	Construction Contracts					
5900	Equipment Rental					
6000	Rebates & Backflow					
6200	Professional Fees	80,913	149,415	142,429	70,000	70,000
6300	Repair & Maintenance					
6500	Small Tools & Equipment	-	-	1,000	1,000	1,000
6600	Utilities	-	-	-	-	-
	District Operations	\$ 80,913	\$ 149,415	\$ 143,429	\$ 71,000	\$ 71,000
8000	Capital Expenditures	\$ -	\$ 1,226	\$ 3,600	\$ 2,000	\$ 2,000
	Total Expenditures	\$ 458,531	\$ 557,455	\$ 591,799	\$ 486,552	\$ 618,869

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
ACCOUNTING 3020
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	521,808	654,435	687,685	677,475	730,687
4110	Overtime	18,241	2,301	2,900	3,000	3,000
4190	Temporary					
4170	Director Fees					
4195	Contract Help	20,998	7,811	25,000	-	-
4200	Fringe Benefits	207,778	256,969	349,032	319,144	362,575
	Personnel Services	\$ 768,825	\$ 921,517	\$ 1,064,617	\$ 999,619	\$ 1,096,262
4500	Fees & Subscriptions	3,734	1,194	6,250	4,250	4,700
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	250,223	326,698	313,050	350,300	360,300
5500	Insurance					
5600	Misc Expenses	4,376	3,151	4,000	4,100	4,100
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 258,332	\$ 331,043	\$ 323,300	\$ 358,650	\$ 369,100
4600	Supplies	717	2,046	2,200	2,000	2,000
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 717	\$ 2,046	\$ 2,200	\$ 2,000	\$ 2,000
5100	Automotive					
5800	Construction Contracts					
5900	Equipment Rental					
6000	Rebates & Backflow					
6200	Professional Fees	73,538	80,169	62,000	61,000	73,500
6300	Repair & Maintenance					
6500	Small Tools & Equipment	90	-	500	500	500
6600	Utilities	-	-	-	-	-
	District Operations	\$ 73,627	\$ 80,169	\$ 62,500	\$ 61,500	\$ 74,000
8000	Capital Expenditures	\$ -	\$ -	\$ 3,000	\$ 1,500	\$ 1,500
	Total Expenditures	\$ 1,101,501	\$ 1,334,774	\$ 1,455,617	\$ 1,423,269	\$ 1,542,862

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
CUSTOMER SERVICE 3030
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	765,610	790,270	818,097	778,701	834,191
4110	Overtime	1,853	3,583	2,200	2,200	2,200
4190	Temporary					
4170	Director Fees					
4195	Contract Help	-	15,471	11,670	7,000	7,000
4200	Fringe Benefits	355,016	393,662	483,146	482,908	541,538
	Personnel Services	\$ 1,122,479	\$ 1,202,986	\$ 1,315,113	\$ 1,270,809	\$ 1,384,929
4500	Fees & Subscriptions	45	199	5,600	6,100	7,000
5200	Communications & Freight	185	837	1,200	707	707
5300	Debt Service					
5400	Taxes, Fees & Licenses	3,574	2,144	5,400	3,100	3,200
5500	Insurance					
5600	Misc Expenses	1,292	1,020	825	2,075	2,075
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 5,097	\$ 4,200	\$ 13,025	\$ 11,982	\$ 12,982
4600	Supplies	2,789	2,139	2,400	3,383	3,383
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 2,789	\$ 2,139	\$ 2,400	\$ 3,383	\$ 3,383
5100	Automotive					
5800	Construction Contracts					
5900	Equipment Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	7,512	7,573	8,570	8,700	8,700
6500	Small Tools & Equipment	572	156	700	700	700
6600	Utilities	-	-	-	-	-
	District Operations	\$ 8,084	\$ 7,728	\$ 9,270	\$ 9,400	\$ 9,400
8000	Capital Expenditures	\$ 33,711	\$ 688	\$ 30,500	\$ -	\$ -
	Total Expenditures	\$ 1,172,160	\$ 1,217,741	\$ 1,370,308	\$ 1,295,574	\$ 1,410,694

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
OFFICE SUPPORT 3040
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	55,563	58,730	56,710	56,339	59,301
4110	Overtime	-	-	100	100	100
4190	Temporary					
4170	Director Fees					
4195	Contract Help	13,649	-	-	-	-
4200	Fringe Benefits	<u>32,910</u>	<u>37,172</u>	<u>39,387</u>	<u>40,824</u>	<u>45,187</u>
	Personnel Services	\$ 102,122	\$ 95,903	\$ 96,197	\$ 97,263	\$ 104,588
4500	Fees & Subscriptions	-	-	100	100	100
5200	Communications & Freight	165,065	162,182	208,900	191,200	191,200
5300	Debt Service					
5400	Taxes, Fees & Licenses	4,200	4,200	4,200	4,200	4,200
5500	Insurance					
5600	Misc Expenses	73,561	74,800	90,000	78,216	78,216
5700	Depreciation/Amortization					
7000	Agency Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	General & Admin	\$ 242,826	\$ 241,183	\$ 303,200	\$ 273,716	\$ 273,716
4600	Supplies	8,900	9,814	12,900	9,500	9,500
4700	Materials					
4900	Chemicals					
5000	Water Purchases	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Materials & Supplies	\$ 8,900	\$ 9,814	\$ 12,900	\$ 9,500	\$ 9,500
5100	Automotive					
5800	Construction Contracts					
5900	Equipment Rental	23,801	25,321	26,500	27,000	27,000
6000	Rebates & Backflow					
6200	Professional Fees	625	-	2,000	1,000	1,000
6300	Repair & Maintenance	355	-	610	1,100	1,100
6500	Small Tools & Equipment	162	-	1,000	494	494
6600	Utilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	District Operations	\$ 24,944	\$ 25,321	\$ 30,110	\$ 29,594	\$ 29,594
8000	Capital Expenditures	\$ -	\$ -	\$ -		
	Total Expenditures	<u>\$ 378,791</u>	<u>\$ 372,221</u>	<u>\$ 442,407</u>	<u>\$ 410,073</u>	<u>\$ 417,398</u>

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES**

**PURCHASING 3050
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	88,197	84,612	87,768	81,453	85,736
4110	Overtime	-	144	575	700	700
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	32,265	34,604	40,253	38,852	43,505
	Personnel Services	\$ 120,463	\$ 119,360	\$ 128,596	\$ 121,005	\$ 129,941
4500	Fees & Subscriptions	340	210	590	390	390
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	2,348	3,129	2,500	2,600	2,700
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 2,688	\$ 3,339	\$ 3,090	\$ 2,990	\$ 3,090
4600	Supplies	543	324	375	500	500
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 543	\$ 324	\$ 375	\$ 500	\$ 500
5100	Automotive	(946)	(344)	-	-	-
5800	Construction Contracts					
5900	Equipment Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment	-	-	250	250	250
6600	Utilities	-	-	-	-	-
	District Operations	\$ (946)	\$ (344)	\$ 250	\$ 250	\$ 250
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 122,747	\$ 122,679	\$ 132,311	\$ 124,745	\$ 133,781

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
METER READING 3060
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	800,644	805,888	944,872	982,832	1,049,748
4110	Overtime	20,484	14,071	11,000	8,000	8,000
4190	Temporary	-	1,219	12,000	7,500	7,500
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	438,635	462,370	593,467	591,737	661,587
	Personnel Services	\$ 1,259,762	\$ 1,283,547	\$ 1,561,339	\$ 1,590,069	\$ 1,726,835
4500	Fees & Subscriptions	106	1,796	1,500	900	1,035
5200	Communications & Freight	340	387	2,500	700	750
5300	Debt Service					
5400	Taxes, Fees & Licenses	250	225	1,000	1,000	1,000
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 696	\$ 2,408	\$ 5,000	\$ 2,600	\$ 2,785
4600	Supplies	2,437	1,784	2,500	2,500	2,500
4700	Materials	163,428	167,438	167,500	167,500	167,500
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 165,866	\$ 169,221	\$ 170,000	\$ 170,000	\$ 170,000
5100	Automotive	(7,181)	(6,742)	-	-	-
5800	Construction Contracts					
5900	Equipment Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	5,709	5,418	8,400	9,900	9,900
6500	Small Tools & Equipment	3,646	3,137	5,500	5,500	5,500
6600	Utilities	-	-	-	-	-
	District Operations	\$ 2,173	\$ 1,812	\$ 13,900	\$ 15,400	\$ 15,400
8000	Capital Expenditures	\$ 132,040	\$ 17,047	\$ 1,703	\$ 2,000	\$ -
	Total Expenditures	\$ 1,560,537	\$ 1,474,035	\$ 1,751,942	\$ 1,780,069	\$ 1,915,020

HUMAN RESOURCES DIVISION

Mission Statement

The mission of the Human Resources Division, as carried out by the Human Resources & Safety departments, is to attract, train, manage and retain qualified and motivated employees who perform their jobs correctly and in a safe manner.

Key Responsibilities

- Use effective recruitment and selection strategies to attract qualified candidates for available positions.
- Develop training programs to meet Districts needs.
- Develop and implement policies, procedures and systems that enhance the organizations effectiveness and compliance.
- Create an environment that encourages high levels of job performance.

GOAL: Water Supply Resiliency - We will maintain a level of reliability that supports MMWD's customers' needs, our community's quality of life and the local economy

Strategy: Plan and prepare for catastrophic emergencies (e.g. earthquake, fire etc.)

1. Evaluate and update emergency preparedness program (including exercise frequency, coordination with other agencies, training, EOC staff, support and databases, mutual aid agreements, and emergency power needs)

GOAL: Communications - We will partner with our community, customers, and staff to understand & reflect their interests and clearly articulate the programs & policies of Marin Municipal Water District

Strategy: Ensure all MMWD staff is informed on District priorities and activities and that internal communication between divisions and individuals is effective, clear, and open

1. Develop and implement improved internal communication tools
2. Expedite time critical human resource decisions/interpretations

GOAL: Environmental Stewardship - We will serve the community and manage the environmental assets entrusted to us for the benefit of present and future generations

Strategy: Reduce MMWD carbon footprint

1. Examine opportunities for telecommuting

GOAL: Workforce - We will maintain a diverse, highly-qualified and trained, motivated and productive workforce to achieve MMWD's goals

Strategy: Ensure policies and practices that promote a safe and healthy workforce and workplace

1. Maintain an organization-wide focus on health and safety practices
2. Minimize injuries and illness by implementing best health and safety practices

Strategy: Ensure that the workforce understands human resources policies

1. Review and document all HR policies
2. Conduct an inclusive review of hiring processes to build trust and confidence among employees regarding hiring decisions
3. Update job descriptions for all positions
4. Create a cross-divisional education program to ensure all employees understand the organizational goals, roles and requirements
5. Develop program to identify and train next generation of employees including through internships and cooperative work programs

Strategy: Achieve accountability throughout the organization

1. Conduct an inclusive review of performance evaluation processes to drive responsiveness and accountability and ensure regular performance reviews. The review will consider a process to provide employee input into supervisor's evaluations.
2. Include making adherence to business processes part of all performance reviews
3. Evaluate reward/incentive systems for employees
4. Clarify data ownership and responsibility

Strategy: Encourage a high performance team-oriented approach to work

1. Evaluate and develop a formal training program (including cross-training to improve skills and inter-divisional communications and management training)
2. Update the staff skills inventory
3. Re-examine current delegation of authority levels and revise as appropriate

Strategy: Attract and retain a high quality efficient workforce to achieve MMWD's strategic goals

1. Encourage continuing education to facilitate staff career progression
2. Develop a mentoring program for staff development
3. Develop and implement a staffing plan (including succession planning)
4. Expand employee participation in professional organizations to bring innovative "best-of-class" methods/processes back to MMWD
5. Ensure MMWD has sufficient qualified staff to address critical tasks in a timely manner (consider watershed aides, AmeriCorps, other seasonal staff resources)
6. Evaluate opportunities for job sharing

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
HR & SAFETY DIVISION
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	\$ 634,489	\$ 687,781	\$ 848,087	\$ 792,986	\$ 847,585
4110	Overtime	523	1,011	1,300	1,300	1,300
4190	Temporary	-	-	8,000	8,000	8,000
4170	Director Fees	-	-	-	-	-
4195	Contract Help	69,444	45,048	-	-	-
4200	Fringe Benefits	290,596	316,536	472,888	415,762	468,179
	Personnel Services	\$ 995,052	\$ 1,050,376	\$ 1,330,275	\$ 1,218,048	\$ 1,325,064
4500	Fees & Subscriptions	14,824	12,241	25,436	19,976	21,205
5200	Communications & Freight	106	528	645	645	645
5300	Debt Service	-	-	-	-	-
5400	Taxes, Fees & Licenses	11,398	11,762	17,500	17,500	17,500
5500	Insurance	-	-	-	-	-
5600	Misc Expenses	4,605	5,736	15,550	18,550	18,550
5700	Depreciation/Amortization	-	-	-	-	-
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 30,933	\$ 30,267	\$ 59,131	\$ 56,671	\$ 57,900
4600	Supplies	4,643	4,651	5,300	5,300	5,300
4700	Materials	-	-	-	-	-
4900	Chemicals	-	-	-	-	-
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 4,643	\$ 4,651	\$ 5,300	\$ 5,300	\$ 5,300
5100	Automotive	(1,032)	(1,000)	-	-	-
5800	Construction Contracts	-	-	-	-	-
5900	Equipment & Fac Rental	3,353	3,376	4,350	4,350	4,350
6000	Rebates & Backflow	-	-	-	-	-
6200	Professional Fees	10,361	38,462	11,000	11,000	11,000
6300	Repair & Maintenance	1,176	2,192	6,120	6,120	6,120
6500	Small Tools & Equipment	956	1,989	2,300	2,300	2,300
6600	Utilities	-	-	-	-	-
	District Operations	\$ 14,814	\$ 45,019	\$ 23,770	\$ 23,770	\$ 23,770
8000	Capital Expenditures	\$ -	\$ -	\$ 700	\$ -	\$ -
	Total Expenditures	\$ 1,045,442	\$ 1,130,313	\$ 1,419,176	\$ 1,303,789	\$ 1,412,034

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES**

HUMAN RESOURCES 4010

YEAR ENDING JUNE 30th

494,730 520,467

OBJECT	DESCRIPTION	YEAR ENDING JUNE 30th			2016	2017
		2013 Actual	2014 Actual	2015 Budget	Proposed	Proposed
4100	Regular Salaries & Wages	425,287	475,419	538,894	499,162	537,152
4110	Overtime	-	255	-	-	-
4190	Temporary	-	-	8,000	8,000	8,000
4170	Director Fees					
4195	Contract Help	69,444	45,048	-	-	-
4200	Fringe Benefits	192,232	214,574	295,202	258,248	292,175
	Personnel Services	\$ 686,962	\$ 735,296	\$ 842,096	\$ 765,410	\$ 837,327
4500	Fees & Subscriptions	12,175	9,178	17,436	13,956	14,739
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	4,449	5,254	15,000	18,000	18,000
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 16,624	\$ 14,432	\$ 32,436	\$ 31,956	\$ 32,739
4600	Supplies	3,681	3,895	4,300	4,300	4,300
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 3,681	\$ 3,895	\$ 4,300	\$ 4,300	\$ 4,300
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	3,353	3,376	4,350	4,350	4,350
6000	Rebates & Backflow					
6200	Professional Fees	10,361	38,462	11,000	11,000	11,000
6300	Repair & Maintenance	-	108	120	120	120
6500	Small Tools & Equipment	13	-	250	250	250
6600	Utilities	-	-	-	-	-
	District Operations	\$ 13,726	\$ 41,946	\$ 15,720	\$ 15,720	\$ 15,720
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 720,993	\$ 795,569	\$ 894,552	\$ 817,386	\$ 890,086

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES**

SAFETY 4020

YEAR ENDING JUNE 30th

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	209,203	212,362	309,193	293,824	310,433
4110	Overtime	523	756	1,300	1,300	1,300
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	98,364	101,962	177,686	157,514	176,005
	Personnel Services	\$ 308,090	\$ 315,081	\$ 488,179	\$ 452,638	\$ 487,737
4500	Fees & Subscriptions	2,650	3,063	8,000	6,020	6,466
5200	Communications & Freight	106	528	645	645	645
5300	Debt Service					
5400	Taxes, Fees & Licenses	11,398	11,762	17,500	17,500	17,500
5500	Insurance					
5600	Misc Expenses	156	483	550	550	550
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 14,309	\$ 15,835	\$ 26,695	\$ 24,715	\$ 25,161
4600	Supplies	962	756	1,000	1,000	1,000
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 962	\$ 756	\$ 1,000	\$ 1,000	\$ 1,000
5100	Automotive	(1,032)	(1,000)	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	1,176	2,084	6,000	6,000	6,000
6500	Small Tools & Equipment	944	1,989	2,050	2,050	2,050
6600	Utilities	-	-	-	-	-
	District Operations	\$ 1,087	\$ 3,073	\$ 8,050	\$ 8,050	\$ 8,050
8000	Capital Expenditures	\$ -	\$ -	\$ 700	\$ -	\$ -
	Total Expenditures	\$ 324,448	\$ 334,744	\$ 524,624	\$ 486,403	\$ 521,948

ENVIRONMENTAL AND ENGINEERING SERVICES

Mission Statement

Our mission is to efficiently and effectively provide engineering, environmental, treatment and distribution services in support of the District's mission.

Key Responsibilities

- Implement District's capital improvement and Fire Flow Improvement programs by providing engineering design and construction management for District water supply, treatment, and distribution facilities.
- Operate water quality laboratory and implement and manage water quality testing program to demonstrate District water supply meets all applicable federal and State regulations.
- Provide 24/7 operation of the District's water treatment plants and water distribution facilities.
- Protect quality of District's water supply through implementation of District's backflow prevention program.
- Facilitate preparation of all environmental documents pursuant to the California Environmental Quality Act (CEQA) and/or the National Environmental Policy Act (NEPA) as required for implementation of all District plans and projects.
- Maintain and support efficient use of District water resources through operation, management and expansion of recycled water program.
- Monitor, document, plan and coordinate water demands and all water supply sources.
- Field locate and mark District facilities, maintain and update engineering drawings, maps and related records and statistical reports; administer District policies and procedures in relation to water service, designs and coordinate installation of water facilities for new development, and enforce District water entitlement policies; and maintain District leases and assist with all District Real Property issues.

GOAL: Water Supply Resiliency - We will maintain a level of reliability that supports MMWD's customers' needs, our community's quality of life and the local economy

Strategy: Develop appropriate water resource mix to meet the water reliability needs of the community we serve

1. Complete next UWMP by the deadline (currently December 31, 2015)
2. Develop Water Supply Management Plan for MMWD's long-term water supply resiliency (including recycled water, desalination conservation, interties, imported water, etc.)
3. Evaluate reservoir rule curves to optimize supply

Strategy: Maximize beneficial use of recycled water

1. Prepare a recycled water master plan including evaluation of indirect and direct potable reuse

Strategy: Ensure facilities and equipment are maintained and sufficient to support water resiliency, water quality, watershed management and a productive workforce

1. Complete Enterprise Asset Management plan to optimize life cycle costs of equipment and facilities (including both capital and O&M)
2. Document and maintain corrosion control program
3. Maintain and replace facilities in accordance with the asset management plan
4. Assess facility modernization / replacement options
5. Develop water treatment plant master plans to ensure long-term reliability of treatment plants, maintain regulatory compliance and ensure resilient operations (develop specific water treatment and quality goals for the treatment) plants
6. Provide for 100% compliance with regulations

Strategy: Provide facility and personnel security systems to protect human and capital assets

1. Use technology for new ID badges and keyless door security
2. Integrate camera security for key facilities (employee parking lots, Corte Madera yard, treatment plants, Sky Oaks, Pelican Yard, etc.)

Strategy: Plan and prepare for catastrophic emergencies (e.g. earthquake, fire etc.)

1. Evaluate and update emergency preparedness program (including exercise frequency, coordination with other agencies, training, EOC staff, support and databases, mutual aid agreements, and emergency power needs)

GOAL: Financial Stewardship - We will prudently manage the public resources entrusted to us

Strategy: Manage MMWD budget and assets to efficiently achieve the MMWD's priorities

1. Integrate connection fee studies into facility master planning to support required facilities

GOAL: Communications - We will partner with our community, customers, and staff to understand & reflect their interests and clearly articulate the programs & policies of Marin Municipal Water District

Strategy: Improve the customer experience

1. Clarify connection policies and provide clear guidance on the MMWD website

Strategy: Engage with local, state, and federal regulators on regulations affecting MMWD water

1. Advocate for science-based regulations
2. Advocate for streamlined permitting where appropriate
3. Develop professional relationships with key regulators
4. Bridge and develop relationships/alliances with organizations that share common interests

GOAL: Environmental Stewardship - We will serve the community and manage the environmental assets entrusted to us for the benefit of present and future generations

Strategy: Reduce MMWD carbon footprint

1. Conduct an energy efficiency opportunity assessment
2. Evaluate carbon reduction goals and develop program as appropriate (including carbon goals and ICLEI guideline compliance)
3. Evaluate water supply implications of a major Mt. Tamalpais watershed fire

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
ENVIRONMENTAL & ENGINEERING SERVICES DIVISION
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	6,749,671	7,358,660	8,422,168	7,742,458	8,158,853
4110	Overtime	231,864	239,575	369,322	359,428	367,626
4190	Temporary	82,263	40,823	17,500	132,000	132,000
4170	Director Fees	-	-	-	-	-
4195	Contract Help	-	19,820	4,000	4,000	4,000
4200	Fringe Benefits	3,916,339	4,236,387	5,556,025	5,089,682	5,677,574
	Personnel Services	\$ 10,980,136	\$ 11,895,265	\$ 14,369,015	\$ 13,327,568	\$ 14,340,052
4500	Fees & Subscriptions	28,737	139,210	222,819	68,144	73,411
5200	Communications & Freight	54,142	53,185	72,222	76,370	76,570
5300	Debt Service	-	-	-	-	-
5400	Taxes, Fees & Licenses	202,793	197,277	216,545	295,897	303,021
5500	Insurance	-	-	-	-	-
5600	Misc Expenses	1,695	2,020	3,017	4,550	4,550
5700	Depreciation/Amortization	-	-	-	-	-
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 287,368	\$ 391,691	\$ 514,603	\$ 444,961	\$ 457,552
4600	Supplies	164,507	165,041	200,010	199,656	203,637
4700	Materials	122,687	131,614	90,572	138,700	138,700
4900	Chemicals	1,422,313	1,233,927	1,584,723	1,454,853	1,612,000
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 1,709,508	\$ 1,530,583	\$ 1,875,304	\$ 1,793,209	\$ 1,954,337
5100	Automotive	(6,361)	(6,458)	3,000	4,000	4,000
5800	Construction Contracts	6,433	-	-	-	-
5900	Equipment & Fac Rental	30,065	36,615	78,666	55,300	55,900
6000	Rebates & Backflow	-	-	-	-	-
6200	Professional Fees	289,426	122,279	348,831	263,520	267,596
6300	Repair & Maintenance	152,360	168,707	239,541	237,975	225,176
6500	Small Tools & Equipment	13,043	10,299	18,054	30,100	20,168
6600	Utilities	43,304	43,087	74,686	69,880	74,017
	District Operations	\$ 528,270	\$ 374,529	\$ 762,777	\$ 660,775	\$ 646,857
8000	Capital Expenditures	\$ 160,708	\$ 251,162	\$ 356,484	\$ 375,800	\$ 176,400
9999	Allocation to Capital	\$ (2,372,018)	\$ (2,358,527)	\$ (2,080,590)	\$ (2,904,609)	\$ (2,904,609)
	Total Expenditures	\$ 11,293,972	\$ 12,084,704	\$ 15,797,593	\$ 13,697,704	\$ 14,670,589

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
ENVIRONMENTAL & ENGINEERING SERVICES ADMINISTRATION 5010
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	349,033	203,900	278,976	271,235	285,366
4110	Overtime	166	2,553	-	500	500
4190	Temporary	1,800	67	-	-	-
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	128,357	130,927	141,619	143,049	159,463
	Personnel Services	\$ 479,356	\$ 337,446	\$ 420,595	\$ 414,784	\$ 445,329
4500	Fees & Subscriptions	1,888	105,092	159,000	3,380	3,812
5200	Communications & Freight	-	20	-	-	-
5300	Debt Service					
5400	Taxes, Fees & Licenses	115	-	150	200	200
5500	Insurance					
5600	Misc Expenses	1,009	697	1,000	1,000	1,000
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 3,011	\$ 105,810	\$ 160,150	\$ 4,580	\$ 5,012
4600	Supplies	20,522	23,285	28,950	21,700	21,700
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 20,522	\$ 23,285	\$ 28,950	\$ 21,700	\$ 21,700
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	16,700	18,001	25,038	25,000	25,000
6000	Rebates & Backflow					
6200	Professional Fees	-	4,080	110,000	15,000	20,000
6300	Repair & Maintenance	4,760	4,500	5,250	-	-
6500	Small Tools & Equipment	406	462	500	-	-
6600	Utilities	-	-	-	-	-
	District Operations	\$ 21,866	\$ 27,044	\$ 140,788	\$ 40,000	\$ 45,000
8000	Capital Expenditures	\$ -	\$ 1,542	\$ 1,262	\$ 1,000	\$ -
	Total Expenditures	\$ 524,756	\$ 495,128	\$ 751,745	\$ 482,064	\$ 517,041

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
ENGINEERING DESIGN & CONSTRUCTION SUPERVISION 5110
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	38,893	81,369	65,702	48,480	56,629
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	<u>59,403</u>	<u>65,721</u>	<u>72,526</u>	<u>69,949</u>	<u>78,739</u>
	Personnel Services	\$ 98,297	\$ 147,090	\$ 138,228	\$ 118,429	\$ 135,368
4500	Fees & Subscriptions	16	1,061	200	1,200	1,380
5200	Communications & Freight	53	120	500	500	500
5300	Debt Service					
5400	Taxes, Fees & Licenses	-	115	-	125	-
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	General & Admin	\$ 69	\$ 1,296	\$ 700	\$ 1,825	\$ 1,880
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities					
	District Operations	\$ -	\$ -	\$ -	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	<u>\$ 98,366</u>	<u>\$ 148,386</u>	<u>\$ 138,928</u>	<u>\$ 120,254</u>	<u>\$ 137,248</u>

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
CIVIL & STRUCTURAL DESIGN 5120
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	17,746	119,657	266,334	125,716	82,878
4110	Overtime					
4190	Temporary	-	-	10,000	10,000	10,000
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	188,522	200,164	308,074	240,810	264,762
	Personnel Services	\$ 206,269	\$ 319,822	\$ 584,408	\$ 376,526	\$ 357,640
4500	Fees & Subscriptions	4,838	2,523	3,928	10,500	12,000
5200	Communications & Freight	61	-	-	-	-
5300	Debt Service					
5400	Taxes, Fees & Licenses	231	-	-	900	900
5500	Insurance					
5600	Misc Expenses	-	32	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 5,130	\$ 2,555	\$ 3,928	\$ 11,400	\$ 12,900
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	1,033	1,073	1,100	8,750	8,750
6500	Small Tools & Equipment	551	-	-	-	-
6600	Utilities					
	District Operations	\$ 1,584	\$ 1,073	\$ 1,100	\$ 8,750	\$ 8,750
8000	Capital Expenditures	\$ -	\$ -	\$ 622	\$ 800	\$ 300
	Total Expenditures	\$ 212,982	\$ 323,450	\$ 590,058	\$ 397,476	\$ 379,590

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
MECHANICAL & ELECTRICAL DESIGN 5130
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	24,554	23,910	33,781	24,170	30,541
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	56,567	59,286	68,687	65,399	72,822
	Personnel Services	\$ 81,120	\$ 83,196	\$ 102,468	\$ 89,569	\$ 103,363
4500	Fees & Subscriptions	-	304	1,000	600	690
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	-	-	-	150	150
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ -	\$ 304	\$ 1,000	\$ 750	\$ 840
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive	(1,032)	(1,000)	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	-	33	-	750	750
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ (1,032)	\$ (967)	\$ -	\$ 750	\$ 750
8000	Capital Expenditures	\$ 2,165	\$ -	\$ -	\$ 8,500	\$ -
	Total Expenditures	\$ 82,253	\$ 82,533	\$ 103,468	\$ 99,569	\$ 104,953

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
CONSTRUCTION ADMINISTRATION 5140
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	26,574	101,113	77,254	264,834	212,175
4110	Overtime	(9)	(30)	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	65,698	58,358	88,496	148,374	161,293
	Personnel Services	\$ 92,263	\$ 159,441	\$ 165,750	\$ 413,208	\$ 373,468
4500	Fees & Subscriptions	-	200	3,885	3,000	3,450
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	-	70	115	-	200
5500	Insurance					
5600	Misc Expenses	621	639	367	650	650
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 621	\$ 909	\$ 4,367	\$ 3,650	\$ 4,300
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	-	33	33	-	-
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ -	\$ 33	\$ 33	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ 1,400	\$ -
	Total Expenditures	\$ 92,884	\$ 160,383	\$ 170,150	\$ 418,258	\$ 377,768

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
CONSTRUCTION INSPECTION 5150
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	76,269	114,595	241,872	185,186	169,851
4110	Overtime	6,884	548	-	-	-
4190	Temporary	30,337	-	-	-	-
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	287,995	303,250	330,228	331,257	363,805
	Personnel Services	\$ 401,484	\$ 418,392	\$ 572,100	\$ 516,443	\$ 533,656
4500	Fees & Subscriptions	-	669	5,073	5,100	3,700
5200	Communications & Freight	1,826	2,399	3,000	3,600	3,600
5300	Debt Service					
5400	Taxes, Fees & Licenses	690	360	400	210	210
5500	Insurance					
5600	Misc Expenses	32	25	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 2,548	\$ 3,452	\$ 8,473	\$ 8,910	\$ 7,510
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts	6,433	-	-	-	-
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment	1,285	397	3,000	3,000	3,000
6600	Utilities	-	-	-	-	-
	District Operations	\$ 7,718	\$ 397	\$ 3,000	\$ 3,000	\$ 3,000
8000	Capital Expenditures	\$ -	\$ -	\$ 68,000	\$ -	\$ -
	Total Expenditures	\$ 411,751	\$ 422,242	\$ 651,573	\$ 528,353	\$ 544,166

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
PLANNING & OPERATIONS 5220
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	394,373	546,479	658,505	600,110	615,041
4110	Overtime	7	-	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	188,233	256,106	343,921	326,605	365,585
	Personnel Services	\$ 582,613	\$ 802,585	\$ 1,002,426	\$ 926,715	\$ 980,626
4500	Fees & Subscriptions	222	1,690	5,150	8,000	8,675
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	117,198	117,466	132,400	195,400	202,500
5500	Insurance					
5600	Misc Expenses	-	-	500	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 117,420	\$ 119,156	\$ 138,050	\$ 203,400	\$ 211,175
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees	43,709	41,614	186,783	105,000	95,000
6300	Repair & Maintenance	-	-	33	-	-
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 43,709	\$ 41,614	\$ 186,816	\$ 105,000	\$ 95,000
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 743,742	\$ 963,355	\$ 1,327,292	\$ 1,235,115	\$ 1,286,801

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
SURVEY 5240
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	59,474	66,093	56,060	50,916	56,064
4110	Overtime	33	-	-	-	-
4190	Temporary	37,043	-	-	-	-
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	59,985	51,798	60,109	59,560	65,959
	Personnel Services	\$ 156,535	\$ 117,891	\$ 116,169	\$ 110,476	\$ 122,023
4500	Fees & Subscriptions	355	135	750	900	1,035
5200	Communications & Freight	123	84	450	450	450
5300	Debt Service					
5400	Taxes, Fees & Licenses	-	1,617	-	200	200
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 478	\$ 1,836	\$ 1,200	\$ 1,550	\$ 1,685
4600	Supplies					
4700	Materials	26	-	200	250	250
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 26	\$ -	\$ 200	\$ 250	\$ 250
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	-	869	-	-	-
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	1,558	6,470	8,500	6,500	6,500
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 1,558	\$ 7,340	\$ 8,500	\$ 6,500	\$ 6,500
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ 60,000	\$ 40,000
	Total Expenditures	\$ 158,597	\$ 127,067	\$ 126,069	\$ 178,776	\$ 170,458

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATER SYSTEM OPERATIONS 5250
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	2,176,359	2,315,130	2,590,659	2,328,133	2,453,123
4110	Overtime	130,936	122,340	146,355	151,656	153,684
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	1,031,393	1,138,601	1,692,549	1,313,872	1,466,189
	Personnel Services	\$ 3,338,688	\$ 3,576,071	\$ 4,429,563	\$ 3,793,660	\$ 4,072,995
4500	Fees & Subscriptions	9,220	6,223	10,977	5,850	6,660
5200	Communications & Freight	50,995	47,802	63,000	63,000	63,000
5300	Debt Service					
5400	Taxes, Fees & Licenses	580	815	1,000	900	900
5500	Insurance					
5600	Misc Expenses	32	275	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 60,828	\$ 55,114	\$ 74,977	\$ 69,750	\$ 70,560
4600	Supplies	14,525	11,646	16,000	14,200	14,200
4700	Materials	119,954	128,588	86,076	135,000	135,000
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 134,479	\$ 140,234	\$ 102,076	\$ 149,200	\$ 149,200
5100	Automotive	(5,329)	(5,458)	3,000	4,000	4,000
5800	Construction Contracts					
5900	Equipment & Fac Rental	-	545	1,000	500	500
6000	Rebates & Backflow					
6200	Professional Fees	-	-	-	70,000	70,000
6300	Repair & Maintenance	93,920	97,558	152,835	122,000	122,000
6500	Small Tools & Equipment	6,065	6,104	6,000	8,000	8,000
6600	Utilities	336	449	500	500	500
	District Operations	\$ 94,993	\$ 99,197	\$ 163,335	\$ 205,000	\$ 205,000
8000	Capital Expenditures	\$ 33,854	\$ 141,406	\$ 130,612	\$ 70,000	\$ 70,000
	Total Expenditures	\$ 3,662,841	\$ 4,012,023	\$ 4,900,562	\$ 4,287,610	\$ 4,567,755

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
ENGINEERING SUPPORT SUPERVISION 5310
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	120,024	142,490	145,371	131,997	145,196
4110	Overtime	7	-	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	50,169	58,344	75,607	65,298	74,806
	Personnel Services	\$ 170,200	\$ 200,834	\$ 220,978	\$ 197,295	\$ 220,002
4500	Fees & Subscriptions	225	50	250	1,200	1,380
5200	Communications & Freight	-	-	-	500	500
5300	Debt Service					
5400	Taxes, Fees & Licenses	-	140	-	-	-
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 225	\$ 190	\$ 250	\$ 1,700	\$ 1,880
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ -	\$ -	\$ -	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ 700	\$ 700
	Total Expenditures	\$ 170,425	\$ 201,024	\$ 221,228	\$ 199,695	\$ 222,582

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
DRAFTING 5320
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	170,729	208,436	271,613	225,290	289,733
4110	Overtime	255	-	-	-	-
4190	Temporary	3,605	18,854	-	88,000	88,000
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	<u>247,235</u>	<u>273,439</u>	<u>329,499</u>	<u>318,138</u>	<u>354,966</u>
	Personnel Services	\$ 421,824	\$ 500,729	\$ 601,112	\$ 631,428	\$ 732,699
4500	Fees & Subscriptions	230	3,822	7,200	5,540	6,170
5200	Communications & Freight	-	456	500	500	500
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	-	16	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	General & Admin	\$ 230	\$ 4,295	\$ 7,700	\$ 6,040	\$ 6,670
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	15,135	7,748	8,500	9,000	9,000
6500	Small Tools & Equipment	873	424	1,729	2,400	2,400
6600	Utilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	District Operations	\$ 16,008	\$ 8,172	\$ 10,229	\$ 11,400	\$ 11,400
8000	Capital Expenditures	\$ 39,676	\$ 52,506	\$ 38,681	\$ 61,400	\$ 13,400
	Total Expenditures	<u>\$ 477,737</u>	<u>\$ 565,702</u>	<u>\$ 657,722</u>	<u>\$ 710,268</u>	<u>\$ 764,169</u>

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
RECORDS & SUBDIVISION 5330
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	667,401	723,721	774,555	670,449	801,626
4110	Overtime	1,230	2,708	-	-	-
4190	Temporary	2,989	11,786	-	24,000	24,000
4170	Director Fees					
4195	Contract Help	-	1,022	-	-	-
4200	Fringe Benefits	333,562	356,839	443,233	438,434	495,955
	Personnel Services	\$ 1,005,182	\$ 1,096,075	\$ 1,217,788	\$ 1,132,883	\$ 1,321,581
4500	Fees & Subscriptions	2,418	1,079	6,100	3,700	4,240
5200	Communications & Freight	484	277	750	2,500	2,500
5300	Debt Service					
5400	Taxes, Fees & Licenses	2,514	2,565	3,000	3,300	3,400
5500	Insurance					
5600	Misc Expenses	-	129	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 5,416	\$ 4,050	\$ 9,850	\$ 9,500	\$ 10,140
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	5,312	7,515	9,200	13,200	13,200
6500	Small Tools & Equipment	695	246	600	800	800
6600	Utilities	-	-	-	-	-
	District Operations	\$ 6,007	\$ 7,761	\$ 9,800	\$ 14,000	\$ 14,000
8000	Capital Expenditures	\$ 9,733	\$ 3,628	\$ 39,659	\$ 7,000	\$ 2,000
	Total Expenditures	\$ 1,026,339	\$ 1,111,514	\$ 1,277,097	\$ 1,163,383	\$ 1,347,721

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
RIGHT-OF-WAY 5340
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	98,816	94,024	97,159	91,419	96,226
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	47,462	49,283	57,584	55,229	61,321
	Personnel Services	\$ 146,278	\$ 143,306	\$ 154,743	\$ 146,648	\$ 157,547
4500	Fees & Subscriptions	631	1,181	1,756	1,400	1,490
5200	Communications & Freight	-	470	500	500	500
5300	Debt Service					
5400	Taxes, Fees & Licenses	48,732	49,878	49,800	45,500	45,500
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 49,363	\$ 51,528	\$ 52,056	\$ 47,400	\$ 47,490
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	1,793	1,840	33,127	6,500	7,000
6000	Rebates & Backflow					
6200	Professional Fees	13,250	5,100	5,000	15,000	20,000
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 15,043	\$ 6,940	\$ 38,127	\$ 21,500	\$ 27,000
8000	Capital Expenditures	\$ -	\$ 542	\$ 800	\$ 800	\$ -
	Total Expenditures	\$ 210,685	\$ 202,317	\$ 245,726	\$ 216,348	\$ 232,037

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATER QUALITY LAB 5420
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	722,675	673,970	792,815	700,876	754,043
4110	Overtime	2,444	2,965	-	5,000	5,000
4190	Temporary	6,489	7,651	7,500	10,000	10,000
4170	Director Fees					
4195	Contract Help	-	18,799	4,000	4,000	4,000
4200	Fringe Benefits	351,318	318,118	424,344	399,094	449,653
	Personnel Services	\$ 1,082,926	\$ 1,021,503	\$ 1,228,659	\$ 1,118,970	\$ 1,222,696
4500	Fees & Subscriptions	945	4,630	5,080	4,600	5,275
5200	Communications & Freight	392	686	1,500	2,800	2,900
5300	Debt Service					
5400	Taxes, Fees & Licenses	30,103	21,986	25,700	30,000	30,000
5500	Insurance					
5600	Misc Expenses	-	194	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 31,440	\$ 27,496	\$ 32,280	\$ 37,400	\$ 38,175
4600	Supplies	55,595	58,606	58,262	67,600	69,750
4700	Materials	395	-	-	-	-
4900	Chemicals	31,502	17,691	34,500	38,500	40,000
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 87,493	\$ 76,298	\$ 92,762	\$ 106,100	\$ 109,750
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	2,472	2,310	2,900	3,300	3,400
6000	Rebates & Backflow					
6200	Professional Fees	43,220	44,890	42,660	56,000	58,750
6300	Repair & Maintenance	18,047	30,450	31,000	37,000	38,750
6500	Small Tools & Equipment	1,250	1,633	2,650	13,150	3,150
6600	Utilities	3,147	4,866	4,000	6,000	6,000
	District Operations	\$ 68,136	\$ 84,149	\$ 83,210	\$ 115,450	\$ 110,050
8000	Capital Expenditures	\$ 15,587	\$ 14,813	\$ 13,712	\$ 89,200	\$ 2,500
	Total Expenditures	\$ 1,285,581	\$ 1,224,258	\$ 1,450,623	\$ 1,467,120	\$ 1,483,171

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATER TREATMENT OPERATIONS 5430
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	1,462,776	1,601,262	1,753,176	1,728,093	1,794,875
4110	Overtime	87,503	108,432	222,967	202,272	208,442
4190	Temporary	-	2,466	-	-	-
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	637,537	735,136	963,863	915,428	1,020,049
	Personnel Services	\$ 2,187,816	\$ 2,447,296	\$ 2,940,006	\$ 2,845,794	\$ 3,023,367
4500	Fees & Subscriptions	2,447	4,070	6,100	7,264	8,294
5200	Communications & Freight	42	162	772	620	720
5300	Debt Service					
5400	Taxes, Fees & Licenses	2,630	2,150	3,480	3,157	2,886
5500	Insurance					
5600	Misc Expenses	-	-	150	150	150
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 5,118	\$ 6,383	\$ 10,502	\$ 11,191	\$ 12,050
4600	Supplies	73,865	70,596	95,023	91,156	92,987
4700	Materials	1,455	1,685	3,296	2,200	2,200
4900	Chemicals	1,390,811	1,216,236	1,550,223	1,416,353	1,572,000
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 1,466,131	\$ 1,288,517	\$ 1,648,542	\$ 1,509,709	\$ 1,667,187
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	9,100	13,050	16,600	20,000	20,000
6000	Rebates & Backflow					
6200	Professional Fees	2,208	307	4,388	2,520	2,646
6300	Repair & Maintenance	12,286	13,274	22,740	25,575	26,026
6500	Small Tools & Equipment	730	223	1,500	2,750	2,818
6600	Utilities	39,821	37,772	70,186	63,380	67,517
	District Operations	\$ 64,144	\$ 64,625	\$ 115,413	\$ 114,225	\$ 119,007
8000	Capital Expenditures	\$ 35,614	\$ 36,725	\$ 28,636	\$ 53,000	\$ 47,500
	Total Expenditures	\$ 3,758,823	\$ 3,843,546	\$ 4,743,099	\$ 4,533,919	\$ 4,869,110

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
BACKFLOW & RECLAMATION 5440
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	240,492	266,872	264,512	253,134	266,444
4110	Overtime	2,410	60	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	112,932	122,620	91,635	136,861	152,382
	Personnel Services	\$ 355,834	\$ 389,552	\$ 356,147	\$ 389,995	\$ 418,826
4500	Fees & Subscriptions	4,552	4,721	5,070	4,510	3,670
5200	Communications & Freight	166	709	1,250	1,400	1,400
5300	Debt Service					
5400	Taxes, Fees & Licenses	-	-	500	15,855	15,975
5500	Insurance					
5600	Misc Expenses	-	-	1,000	2,750	2,750
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 4,718	\$ 5,430	\$ 7,820	\$ 24,515	\$ 23,795
4600	Supplies	-	907	1,775	5,000	5,000
4700	Materials	857	1,341	1,000	1,250	1,250
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 857	\$ 2,248	\$ 2,775	\$ 6,250	\$ 6,250
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees	-	3,788	-	-	1,200
6300	Repair & Maintenance	310	53	350	15,200	200
6500	Small Tools & Equipment	1,187	810	2,075	-	-
6600	Utilities	-	-	-	-	-
	District Operations	\$ 1,498	\$ 4,650	\$ 2,425	\$ 15,200	\$ 1,400
8000	Capital Expenditures	\$ 24,079	\$ -	\$ 34,500	\$ 22,000	\$ -
	Total Expenditures	\$ 386,986	\$ 401,880	\$ 403,667	\$ 457,960	\$ 450,271

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
ENVIRONMENTAL SERVICES 5510
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	93,973	75,639	53,824	42,420	49,042
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	<u>51,438</u>	<u>58,399</u>	<u>64,051</u>	<u>62,325</u>	<u>69,825</u>
	Personnel Services	\$ 145,411	\$ 134,038	\$ 117,875	\$ 104,745	\$ 118,866
4500	Fees & Subscriptions	675	450	1,300	1,400	1,490
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	-	12	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	General & Admin	\$ 675	\$ 462	\$ 1,300	\$ 1,400	\$ 1,490
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	District Operations	\$ -	\$ -	\$ -	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	<u>\$ 146,086</u>	<u>\$ 134,500</u>	<u>\$ 119,175</u>	<u>\$ 106,145</u>	<u>\$ 120,356</u>

FACILITIES AND WATERSHED DIVISION

Mission Statement

Maintain the District's facilities and infrastructure with reliable 24-hour service to its customers and manage the District's watershed land and reservoirs to ensure protection of water quality, preservation and enhancement of the watershed's natural environment.

Key Responsibilities

- Provide leadership, oversight and direction, technical and ancillary support for documentation, accounting, personnel issues and other administrative matters associated with fulfilling the Division's mission.
- Maintain District facilities and infrastructure on a daily basis and provide 24-hour emergency response.
- Provide safe and reliable fuel-efficient fleet in order to maintain 24-hour customer service.
- To safeguard the quality of water derived from watershed lands, to manage the ecosystem health of district lands and streams affected by District operations, to provide for the education, inspiration, recreation and safety of the visiting public, and to maintain roads, trails, and facilities in a sustainable manner.

GOAL: Water Supply Resiliency - We will maintain a level of reliability that supports MMWD's customers' needs, our community's quality of life and the local economy

Strategy: Ensure facilities and equipment are maintained and sufficient to support water resiliency, water quality, watershed management and a productive workforce

1. Develop a vehicle replacement policy/program
2. Systematically review equipment and supply needs with end users to ensure job requirements are met
3. Review and address employee workforce needs to meet this strategy/goal

Strategy: Plan and prepare for catastrophic emergencies (e.g. earthquake, fire etc.)

1. Evaluate and update emergency preparedness program (including exercise frequency, coordination with other agencies, training, EOC staff, support and databases, mutual aid agreements, and emergency power needs)
2. Continue participation in Marin County Urban Search and Rescue

GOAL: Financial Stewardship - We will prudently manage the public resources entrusted to us

Strategy: Maximize the role of State and federal grant funding in MMWD business model and financial planning

1. Engage all Divisions to identify and pursue grant opportunities to implement MMWD projects
2. Enhance and sustain MMWD grant administrative capabilities

3. Collaborate to pursue regional grants and implement regional projects benefitting MMWD
4. Evaluate and standardize on methods to organize/manage grants (e.g. SAP)

Strategy: Review and improve procurement processes

1. Employ just-in-time delivery of items to minimize local storage requirements where feasible

GOAL: Environmental Stewardship - We will serve the community and manage the environmental assets entrusted to us for the benefit of present and future generations

Strategy: Enhance ecosystem resiliency in the face of climate change

1. Complete & implement Wildfire Protection and Habitat Improvement Plan
2. Continue to implement Lagunitas Creek Stewardship Plan
3. Develop and implement an adaptive “Healthy Forests” plan
4. Monitor ecological vital signs
5. Continue to implement key road and trail management plan projects

Strategy: Increase community engagement in stewardship of Mt Tamalpais as a water and community asset

1. Develop project and programs for the Tamalpais Lands Collaborative
2. Increase volunteer and education program capacity through public-private and not-for-profit partnerships
3. Adopt California Common Core and Next Generation Science Standards into watershed/conservation education program

Strategy: Evaluate current visitor access and activities on watershed lands consistent with the overall goals of watershed stewardship

1. Review and evaluate watershed management policies
2. Develop land use strategies that improve visitor experiences and safety

Strategy: Implement best environmental management practices

1. Upgrade fish friendly leak response, construction standards, and road maintenance techniques to serve as model best management practices

Strategy: Reduce MMWD carbon footprint

1. Expand use of electric, hybrid or other alternative fuel vehicles (e.g. natural gas)
2. Assess carbon sequestration credit opportunities
3. Assess portable cogeneration technology for forest management on Mt. Tam watershed
4. Evaluate water supply implications of a major Mt. Tamalpais watershed fire

Strategy: Ensure public safety is maintained on the watershed

1. Evaluate and adapt public safety practices on the watershed

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
FACILITIES & WATERSHED DIVISION
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	\$ 5,700,148	\$ 6,126,690	\$ 6,642,859	\$ 6,434,512	\$ 6,786,568
4110	Overtime	564,599	577,722	533,128	614,345	617,158
4190	Temporary	114,831	180,129	230,474	245,459	247,559
4170	Director Fees	-	-	-	-	-
4195	Contract Help	305,230	346,866	363,832	386,798	404,277
4200	Fringe Benefits	3,319,318	3,322,938	4,313,086	3,995,041	4,441,839
	Personnel Services	\$ 10,004,127	\$ 10,554,345	\$ 12,083,379	\$ 11,676,154	\$ 12,497,400
4500	Fees & Subscriptions	35,889	46,145	81,170	56,770	61,528
5200	Communications & Freight	22,070	22,980	33,568	32,093	32,093
5300	Debt Service	-	-	-	-	-
5400	Taxes, Fees & Licenses	58,428	49,910	171,119	149,610	149,610
5500	Insurance	-	-	-	-	-
5600	Misc Expenses	17,943	19,597	28,610	28,950	26,250
5700	Depreciation/Amortization	-	-	-	-	-
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 134,330	\$ 138,631	\$ 314,467	\$ 267,423	\$ 269,481
4600	Supplies	102,442	103,915	116,783	121,500	121,500
4700	Materials	365,464	391,349	520,053	459,235	458,735
4900	Chemicals	-	-	-	-	-
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 467,906	\$ 495,265	\$ 636,836	\$ 580,735	\$ 580,235
5100	Automotive	561,424	549,029	548,000	519,900	539,900
5800	Construction Contracts	471,504	467,166	504,600	470,000	470,000
5900	Equipment & Fac Rental	40,548	69,941	68,692	118,600	120,927
6000	Rebates & Backflow	-	-	-	-	-
6200	Professional Fees	693,557	482,885	761,812	331,500	346,500
6300	Repair & Maintenance	400,926	463,300	760,035	879,902	889,902
6500	Small Tools & Equipment	50,672	44,880	63,200	64,150	66,150
6600	Utilities	23,554	29,641	200,258	137,350	137,350
	District Operations	\$ 2,242,185	\$ 2,106,842	\$ 2,906,597	\$ 2,521,402	\$ 2,570,729
8000	Capital Expenditures	\$ 450,538	\$ 260,445	\$ 1,179,267	\$ 1,228,350	\$ 1,171,900
9999	Allocation to Capital	\$ (749,058)	\$ (744,987)	\$ (855,650)	\$ (1,052,606)	\$ (1,052,606)
	Total Expenditures	\$ 12,550,028	\$ 12,810,541	\$ 16,264,896	\$ 15,221,458	\$ 16,037,139

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
FACILITIES & WATERSHED ADMINISTRATION 6010
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	484,620	431,519	432,807	383,052	480,023
4110	Overtime	398	-	600	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	193,837	175,653	204,313	171,606	200,564
	Personnel Services	\$ 678,856	\$ 607,172	\$ 637,720	\$ 554,657	\$ 680,586
4500	Fees & Subscriptions	2,848	3,387	6,100	7,180	8,130
5200	Communications & Freight	21,978	22,357	27,170	27,120	27,120
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	-	32	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 24,826	\$ 25,776	\$ 33,270	\$ 34,300	\$ 35,250
4600	Supplies	4,830	4,112	6,050	6,000	6,000
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 4,830	\$ 4,112	\$ 6,050	\$ 6,000	\$ 6,000
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	2,592	2,594	6,284	2,700	27
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 2,592	\$ 2,594	\$ 6,284	\$ 2,700	\$ 27
8000	Capital Expenditures	\$ -	\$ -	\$ 2,825	\$ -	\$ -
	Total Expenditures	\$ 711,104	\$ 639,655	\$ 686,149	\$ 597,657	\$ 721,863

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
SUPPORT SERVICES SUPERVISION 6110
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	245,690	201,263	212,533	210,293	221,219
4110	Overtime	625	-	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	99,061	99,840	118,830	105,296	117,606
	Personnel Services	\$ 345,376	\$ 301,103	\$ 331,363	\$ 315,589	\$ 338,825
4500	Fees & Subscriptions	200	404	700	-	-
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 200	\$ 404	\$ 700	\$ -	\$ -
4600	Supplies	162	-	-	-	-
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 162	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ -	\$ -	\$ -	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 345,737	\$ 301,507	\$ 332,063	\$ 315,589	\$ 338,825

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WAREHOUSE 6120
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	144,240	150,808	152,462	145,772	153,416
4110	Overtime	91	-	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	75,103	82,616	91,889	96,690	107,013
	Personnel Services	\$ 219,434	\$ 233,423	\$ 244,351	\$ 242,462	\$ 260,429
4500	Fees & Subscriptions					
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	1,047	2,794	2,250	2,250	2,250
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 1,047	\$ 2,794	\$ 2,250	\$ 2,250	\$ 2,250
4600	Supplies	18,667	11,090	21,795	25,000	25,000
4700	Materials	4,137	4,569	4,500	3,500	3,500
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 22,804	\$ 15,659	\$ 26,295	\$ 28,500	\$ 28,500
5100	Automotive	(2,064)	(2,000)	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental	3,206	3,132	4,000	4,000	4,000
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 1,142	\$ 1,132	\$ 4,000	\$ 4,000	\$ 4,000
8000	Capital Expenditures	\$ -	\$ -	\$ 3,205	\$ -	\$ -
	Total Expenditures	\$ 244,427	\$ 253,009	\$ 280,101	\$ 277,212	\$ 295,179

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
AUTOSHOP 6130
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	236,338	245,524	242,886	273,601	248,694
4110	Overtime	1,174	576	500	500	500
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	127,675	133,906	154,860	153,224	166,579
	Personnel Services	\$ 365,188	\$ 380,006	\$ 398,246	\$ 427,325	\$ 415,773
4500	Fees & Subscriptions	6,438	8,946	9,020	8,620	8,710
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	1,894	444	6,000	6,000	1,000
5500	Insurance					
5600	Misc Expenses	706	722	900	900	900
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 9,037	\$ 10,112	\$ 15,920	\$ 15,520	\$ 10,610
4600	Supplies	16,287	18,743	19,000	19,000	19,000
4700	Materials	1,415	13	1,000	1,000	1,000
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 17,701	\$ 18,756	\$ 20,000	\$ 20,000	\$ 20,000
5100	Automotive	568,815	552,985	547,500	519,400	539,400
5800	Construction Contracts					
5900	Equipment & Fac Rental	-	1,175	-	53,040	53,040
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	20,298	11,194	14,218	15,950	15,950
6500	Small Tools & Equipment	1,717	1,515	1,850	1,850	1,850
6600	Utilities	4,410	1,630	6,500	6,500	6,500
	District Operations	\$ 595,241	\$ 568,498	\$ 570,068	\$ 596,740	\$ 616,740
8000	Capital Expenditures	\$ (17,301)	\$ 2,917	\$ 208,583	\$ 1,001,500	\$ 1,000,000
	Total Expenditures	\$ 969,866	\$ 980,289	\$ 1,212,818	\$ 2,061,085	\$ 2,063,123

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
FACILITIES & SYSTEM SUPERVISION 6210
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	131,241	158,189	150,147	146,202	153,657
4110	Overtime	1,350	-	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	59,207	55,903	75,346	60,568	67,957
	Personnel Services	\$ 191,798	\$ 214,093	\$ 225,493	\$ 206,770	\$ 221,614
4500	Fees & Subscriptions	200	100	3,850	1,100	200
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 200	\$ 100	\$ 3,850	\$ 1,100	\$ 200
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ -	\$ -	\$ -	\$ -	\$ -
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 191,998	\$ 214,193	\$ 229,343	\$ 207,870	\$ 221,814

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
FACILITIES MAINTENANCE 6220
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	1,727,458	1,808,466	1,833,387	1,681,139	1,777,543
4110	Overtime	375,003	384,568	371,000	371,000	371,000
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	1,022,107	1,014,634	1,326,879	1,162,786	1,288,369
	Personnel Services	\$ 3,124,568	\$ 3,207,667	\$ 3,531,266	\$ 3,214,925	\$ 3,436,912
4500	Fees & Subscriptions	2,350	3,049	13,800	8,280	9,522
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	21,555	35,999	141,500	126,500	126,500
5500	Insurance					
5600	Misc Expenses	32	48	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 23,938	\$ 39,097	\$ 155,300	\$ 134,780	\$ 136,022
4600	Supplies	10,034	10,033	13,000	13,000	13,000
4700	Materials	194,393	187,263	233,500	203,500	203,500
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 204,427	\$ 197,296	\$ 246,500	\$ 216,500	\$ 216,500
5100	Automotive	2,617	1,836	500	500	500
5800	Construction Contracts	471,504	448,316	500,000	470,000	470,000
5900	Equipment & Fac Rental	1,154	181	5,000	5,000	5,000
6000	Rebates & Backflow					
6200	Professional Fees	18,070	11,644	40,000	20,000	20,000
6300	Repair & Maintenance	3,836	2,565	11,620	11,600	11,600
6500	Small Tools & Equipment	9,080	7,300	10,500	10,500	10,500
6600	Utilities	210	-	-	1,000	1,000
	District Operations	\$ 506,470	\$ 471,842	\$ 567,620	\$ 518,600	\$ 518,600
8000	Capital Expenditures	\$ 223,489.15	\$ 48,261.99	\$ 526,430.61	\$ 129,750.00	\$ 128,400.00
	Total Expenditures	\$ 4,082,891	\$ 3,964,163	\$ 5,027,117	\$ 4,214,555	\$ 4,436,434

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
SYSTEM MAINTENANCE 6230
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	682,741	717,870	889,081	781,014	841,597
4110	Overtime	78,450	79,699	47,000	80,000	80,000
4190	Temporary	21,046	19,291	24,000	22,000	24,000
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	509,842	404,039	633,418	580,341	646,750
	Personnel Services	\$ 1,292,079	\$ 1,220,900	\$ 1,593,499	\$ 1,463,355	\$ 1,592,347
4500	Fees & Subscriptions	2,222	3,172	4,900	6,100	6,280
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	93	113	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 2,315	\$ 3,285	\$ 4,900	\$ 6,100	\$ 6,280
4600	Supplies	38,448	42,281	40,000	42,000	42,000
4700	Materials	48,939	56,263	66,072	66,000	66,000
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 87,387	\$ 98,544	\$ 106,072	\$ 108,000	\$ 108,000
5100	Automotive	(5,708)	(7,271)	-	-	-
5800	Construction Contracts	-	12,000	-	-	-
5900	Equipment & Fac Rental	83	1,562	5,000	5,000	5,000
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	119,814	123,327	196,661	165,000	175,000
6500	Small Tools & Equipment	7,544	7,289	13,000	12,500	12,500
6600	Utilities	4,310	4,618	6,000	5,000	5,000
	District Operations	\$ 126,042	\$ 141,525	\$ 220,661	\$ 187,500	\$ 197,500
8000	Capital Expenditures	\$ 71,164	\$ 13,344	\$ 31,322	\$ 9,500	\$ -
	Total Expenditures	\$ 1,578,987	\$ 1,477,598	\$ 1,956,454	\$ 1,774,455	\$ 1,904,127

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
SPECIAL PROJECTS 6240
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	340,919	445,470	840,405	889,139	953,567
4110	Overtime	45,610	38,533	40,000	43,000	43,000
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	316,594	389,549	562,823	574,106	642,881
	Personnel Services	\$ 703,123	\$ 873,552	\$ 1,443,228	\$ 1,506,245	\$ 1,639,448
4500	Fees & Subscriptions	1,585	1,434	6,000	5,100	5,865
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	5,685	6,245	5,750	6,750	6,750
5500	Insurance					
5600	Misc Expenses	-	63	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 7,270	\$ 7,742	\$ 11,750	\$ 11,850	\$ 12,615
4600	Supplies	467	719	2,500	2,500	2,500
4700	Materials	93,142	97,055	180,500	150,500	150,500
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 93,609	\$ 97,774	\$ 183,000	\$ 153,000	\$ 153,000
5100	Automotive	(2,236)	(2,533)	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental	3,294	2,689	3,500	3,500	3,500
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	147	-	2,000	2,000	2,000
6500	Small Tools & Equipment	312	1,389	4,000	4,000	4,000
6600	Utilities	1,191	9,065	173,000	110,000	110,000
	District Operations	\$ 2,708	\$ 10,610	\$ 182,500	\$ 119,500	\$ 119,500
8000	Capital Expenditures	\$ 70,415	\$ -	\$ 112,700	\$ 7,000	\$ 3,500
	Total Expenditures	\$ 877,125	\$ 989,678	\$ 1,933,178	\$ 1,797,595	\$ 1,928,063

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATERSHED ADMINISTRATION 6710
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages	297,646	318,856	327,973	329,206	345,859
4110	Overtime	53	-	-	-	-
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	137,014	140,675	179,108	161,867	180,387
	Personnel Services	\$ 434,713	\$ 459,532	\$ 507,081	\$ 491,073	\$ 526,246
4500	Fees & Subscriptions	3,181	5,304	10,000	1,800	2,070
5200	Communications & Freight	26	14	100	75	75
5300	Debt Service					
5400	Taxes, Fees & Licenses	11,294	2,085	10,629	2,760	2,760
5500	Insurance					
5600	Misc Expenses	3,394	3,904	4,500	4,200	4,200
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 17,896	\$ 11,307	\$ 25,229	\$ 8,835	\$ 9,105
4600	Supplies	4,667	4,801	4,750	3,450	3,450
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 4,667	\$ 4,801	\$ 4,750	\$ 3,450	\$ 3,450
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	4,951	4,210	4,360	4,360	4,360
6000	Rebates & Backflow					
6200	Professional Fees	9,800	1,500	-	-	-
6300	Repair & Maintenance	14,038	17,070	20,029	17,352	17,352
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 28,789	\$ 22,780	\$ 24,389	\$ 21,712	\$ 21,712
8000	Capital Expenditures	\$ 83,114	\$ 600	\$ 2,469	\$ -	\$ -
	Total Expenditures	\$ 569,178	\$ 499,019	\$ 563,918	\$ 525,070	\$ 560,513

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATERSHED PROTECTION 6720
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	501,505	536,079	510,297	569,751	529,214
4110	Overtime	38,008	46,792	57,057	92,198	95,011
4190	Temporary	-	24,993	17,607	36,700	36,800
4170	Director Fees					
4195	Contract Help	276,958	326,866	342,382	363,798	377,827
4200	Fringe Benefits	266,985	281,500	326,085	329,103	359,174
	Personnel Services	\$ 1,083,456	\$ 1,216,230	\$ 1,253,428	\$ 1,391,550	\$ 1,398,026
4500	Fees & Subscriptions	6,440	7,779	7,500	4,880	5,322
5200	Communications & Freight	66	609	3,798	1,648	1,648
5300	Debt Service					
5400	Taxes, Fees & Licenses	11,323	3,522	6,100	6,100	6,100
5500	Insurance					
5600	Misc Expenses	156	1,085	2,500	2,500	2,500
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 17,985	\$ 12,996	\$ 19,898	\$ 15,128	\$ 15,570
4600	Supplies	7,819	9,960	7,500	8,000	8,000
4700	Materials	470	-	-	-	-
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 8,289	\$ 9,960	\$ 7,500	\$ 8,000	\$ 8,000
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	11,333	11,547	6,500	8,000	8,000
6500	Small Tools & Equipment	11,731	6,924	6,100	6,100	6,100
6600	Utilities	-	-	-	-	-
	District Operations	\$ 23,064	\$ 18,471	\$ 12,600	\$ 14,100	\$ 14,100
8000	Capital Expenditures	\$ 29,349	\$ 106,662	\$ 87,449	\$ 30,000	\$ 20,000
	Total Expenditures	\$ 1,162,144	\$ 1,364,318	\$ 1,380,875	\$ 1,458,778	\$ 1,455,696

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
FISHERIES 6730
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	222,710	289,022	220,482	216,658	227,814
4110	Overtime	1,155	3,572	1,015	1,100	1,100
4190	Temporary	4,356	14,252	16,930	18,355	18,355
4170	Director Fees					
4195	Contract Help	16,500	20,000	21,450	23,000	26,450
4200	Fringe Benefits	94,899	101,844	117,673	113,007	125,648
	Personnel Services	\$ 339,620	\$ 428,690	\$ 377,550	\$ 372,120	\$ 399,367
4500	Fees & Subscriptions	5,198	5,854	7,595	4,500	5,085
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	5,224	1,089	-	-	5,000
5500	Insurance					
5600	Misc Expenses	116	32	-	-	-
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 10,538	\$ 6,975	\$ 7,595	\$ 4,500	\$ 10,085
4600	Supplies					
4700	Materials	3,396	20,063	5,200	2,200	2,200
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 3,396	\$ 20,063	\$ 5,200	\$ 2,200	\$ 2,200
5100	Automotive	-	5,957	-	-	-
5800	Construction Contracts	-	6,850	4,600	-	-
5900	Equipment & Fac Rental	-	18,128	4,310	5,000	10,000
6000	Rebates & Backflow					
6200	Professional Fees	286,796	238,425	135,770	131,000	146,000
6300	Repair & Maintenance					
6500	Small Tools & Equipment	13,979	12,744	9,000	11,000	13,000
6600	Utilities	-	-	-	-	-
	District Operations	\$ 300,775	\$ 282,104	\$ 153,680	\$ 147,000	\$ 169,000
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 654,330	\$ 737,832	\$ 544,025	\$ 525,820	\$ 580,652

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
VEGETATION MANAGEMENT 6740
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	254,716	261,893	298,975	296,962	312,444
4110	Overtime	487	435	1,946	8,341	8,341
4190	Temporary	43,028	64,409	86,800	91,923	91,923
4170	Director Fees					
4195	Contract Help	11,771	-	-	-	-
4200	Fringe Benefits	136,379	151,634	172,910	172,104	190,408
	Personnel Services	\$ 446,381	\$ 478,371	\$ 560,631	\$ 569,330	\$ 603,116
4500	Fees & Subscriptions	1,725	5,526	5,705	5,600	6,230
5200	Communications & Freight	-	-	2,500	3,250	3,250
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses	12,159	9,987	18,210	18,850	16,150
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 13,884	\$ 15,513	\$ 26,415	\$ 27,700	\$ 25,630
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive	-	54	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental	200	-	-	-	-
6000	Rebates & Backflow					
6200	Professional Fees	378,891	231,316	586,042	180,500	180,500
6300	Repair & Maintenance					
6500	Small Tools & Equipment	500	284	10,550	10,000	10,000
6600	Utilities	-	-	-	-	-
	District Operations	\$ 379,591	\$ 231,655	\$ 596,592	\$ 190,500	\$ 190,500
8000	Capital Expenditures	\$ (12,352)	\$ -	\$ 12,000	\$ 50,600	\$ 20,000
	Total Expenditures	\$ 827,504	\$ 725,539	\$ 1,195,638	\$ 838,130	\$ 839,246

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
WATERSHED MAINTENANCE 6750
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	430,324	561,731	531,424	511,723	541,521
4110	Overtime	22,196	23,548	14,010	18,206	18,206
4190	Temporary	46,402	57,184	85,137	76,481	76,481
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	280,614	291,144	348,952	314,344	348,503
	Personnel Services	\$ 779,537	\$ 933,607	\$ 979,523	\$ 920,754	\$ 984,711
4500	Fees & Subscriptions	3,503	1,189	6,000	3,610	4,114
5200	Communications & Freight					
5300	Debt Service					
5400	Taxes, Fees & Licenses	1,453	526	1,140	1,500	1,500
5500	Insurance					
5600	Misc Expenses	239	816	250	250	250
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 5,195	\$ 2,530	\$ 7,390	\$ 5,360	\$ 5,864
4600	Supplies	1,061	2,176	2,188	2,550	2,550
4700	Materials	19,573	26,123	29,281	32,535	32,035
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ 20,634	\$ 28,299	\$ 31,469	\$ 35,085	\$ 34,585
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	25,069	36,270	36,239	36,000	36,000
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance	231,460	297,597	509,007	660,000	660,000
6500	Small Tools & Equipment	5,809	7,435	8,200	8,200	8,200
6600	Utilities	13,433	14,329	14,758	14,850	14,850
	District Operations	\$ 275,771	\$ 355,631	\$ 568,204	\$ 719,050	\$ 719,050
8000	Capital Expenditures	\$ 2,659	\$ 88,660	\$ 192,282	\$ -	\$ -
	Total Expenditures	\$ 1,083,796	\$ 1,408,728	\$ 1,778,868	\$ 1,680,249	\$ 1,744,210



MARIN MUNICIPAL WATER DISTRICT

INTER-DEPARTMENTAL

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
INTER-DEPARTMENTAL
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016	2017
					Proposed	Proposed
4100	Regular Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -
4110	Overtime	-	-	-	-	-
4190	Temporary	-	-	-	-	-
4170	Director Fees	-	-	-	-	-
4195	Contract Help	-	-	-	-	-
4200	Fringe Benefits	4,051,000	4,153,000	3,861,000	3,683,000	3,803,000
	Personnel Services	\$ 4,051,000	\$ 4,153,000	\$ 3,861,000	\$ 3,683,000	\$ 3,803,000
4500	Fees & Subscriptions	152,413	142,257	193,063	162,386	179,359
5200	Communications & Freight	37,123	38,254	44,200	43,700	43,700
5300	Debt Service	7,941,509	7,016,405	6,836,512	7,142,573	8,143,348
5400	Taxes, Fees & Licenses	250	699	90,000	50,000	-
5500	Insurance	844,746	1,013,564	1,235,000	1,070,000	1,145,000
5600	Misc Expenses	525,205	700,350	668,398	547,700	478,100
5700	Depreciation/Amortization	-	-	-	-	-
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 9,501,247	\$ 8,911,529	\$ 9,067,173	\$ 9,016,359	\$ 9,989,507
4600	Supplies	53,135	56,186	71,230	61,520	63,520
4700	Materials	-	-	-	-	-
4900	Chemicals	-	-	-	-	-
5000	Water Purchases	5,606,167	7,437,740	7,122,000	6,955,000	7,455,000
	Materials & Supplies	\$ 5,659,303	\$ 7,493,926	\$ 7,193,230	\$ 7,016,520	\$ 7,518,520
5100	Automotive	-	13,817	-	-	-
5800	Construction Contracts	-	-	-	-	-
5900	Equipment & Fac Rental	21,250	45,400	21,500	21,500	21,250
6000	Rebates & Backflow	-	-	-	-	-
6200	Professional Fees	688,747	458,678	185,219	98,400	78,400
6300	Repair & Maintenance	60,819	84,359	99,861	85,800	92,800
6500	Small Tools & Equipment	-	-	-	-	-
6600	Utilities	3,079,843	3,423,427	3,596,000	3,826,000	4,777,000
	District Operations	\$ 3,850,658	\$ 4,025,681	\$ 3,902,580	\$ 4,031,700	\$ 4,969,450
8000	Capital Expenditures	\$ 18,304	\$ 21,212	\$ 58,538	\$ 30,000	\$ 30,000
	Total Expenditures	\$ 23,080,512	\$ 24,605,348	\$ 24,082,521	\$ 23,777,579	\$ 26,310,477

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
DEBT SERVICE/DEPRECIATION/AMORTIZATION 7010
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages					
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	-	-	-	-	-
	Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
4500	Fees & Subscriptions					
5200	Communications & Freight					
5300	Debt Service	7,941,509	7,016,405	6,836,512	7,142,573	8,143,348
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 7,941,509	\$ 7,016,405	\$ 6,836,512	\$ 7,142,573	\$ 8,143,348
4600	Supplies					
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental	21,250	21,240	21,500	21,500	21,250
6000	Rebates & Backflow					
6200	Professional Fees					
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 21,250	\$ 21,240	\$ 21,500	\$ 21,500	\$ 21,250
8000	Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenditures	\$ 7,962,760	\$ 7,037,645	\$ 6,858,012	\$ 7,164,073	\$ 8,164,598

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
INTER-DEPARTMENTAL 7020
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages					
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	4,051,000	4,153,000	3,861,000	3,683,000	3,803,000
	Personnel Services	\$ 4,051,000	\$ 4,153,000	\$ 3,861,000	\$ 3,683,000	\$ 3,803,000
4500	Fees & Subscriptions	152,413	142,257	193,063	162,386	179,359
5200	Communications & Freight	3,053	4,971	3,700	3,700	3,700
5300	Debt Service					
5400	Taxes, Fees & Licenses	250	699	90,000	50,000	-
5500	Insurance	844,746	1,013,564	1,235,000	1,070,000	1,145,000
5600	Misc Expenses	525,205	700,350	668,398	547,700	478,100
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 1,525,668	\$ 1,861,841	\$ 2,190,161	\$ 1,833,786	\$ 1,806,159
4600	Supplies	-	-	-	-	-
4700	Materials					
4900	Chemicals					
5000	Water Purchases	-	-	-	-	-
	Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
5100	Automotive					
5800	Construction Contracts					
5900	Equipment & Fac Rental					
6000	Rebates & Backflow					
6200	Professional Fees	680,993	447,470	173,219	85,900	65,900
6300	Repair & Maintenance					
6500	Small Tools & Equipment					
6600	Utilities	-	-	-	-	-
	District Operations	\$ 680,993	\$ 447,470	\$ 173,219	\$ 85,900	\$ 65,900
8000	Capital Expenditures	\$ 13,779	\$ 14,469	\$ 56,781	\$ 30,000	\$ 30,000
	Total Expenditures	\$ 6,271,439	\$ 6,476,780	\$ 6,281,162	\$ 5,632,686	\$ 5,705,059

**MARIN MUNICIPAL WATER DISTRICT
OPERATING BUDGET COMPARATIVE EXPENDITURES
GENERAL & ADMINISTRATIVE MAINTENANCE 7040
YEAR ENDING JUNE 30th**

OBJECT	DESCRIPTION	2013 Actual	2014 Actual	2015 Budget	2016 Proposed	2017 Proposed
4100	Regular Salaries & Wages					
4110	Overtime					
4190	Temporary					
4170	Director Fees					
4195	Contract Help					
4200	Fringe Benefits	-	-	-	-	-
	Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
4500	Fees & Subscriptions					
5200	Communications & Freight	34,070	33,283	40,500	40,000	40,000
5300	Debt Service					
5400	Taxes, Fees & Licenses					
5500	Insurance					
5600	Misc Expenses					
5700	Depreciation/Amortization					
7000	Agency Expenses	-	-	-	-	-
	General & Admin	\$ 34,070	\$ 33,283	\$ 40,500	\$ 40,000	\$ 40,000
4600	Supplies	53,135	56,186	71,230	61,520	63,520
4700	Materials					
4900	Chemicals					
5000	Water Purchases	5,606,167	7,437,740	7,122,000	6,955,000	7,455,000
	Materials & Supplies	\$ 5,659,303	\$ 7,493,926	\$ 7,193,230	\$ 7,016,520	\$ 7,518,520
5100	Automotive	-	13,817	-	-	-
5800	Construction Contracts					
5900	Equipment & Fac Rental	-	24,160	-	-	-
6000	Rebates & Backflow					
6200	Professional Fees	7,754	11,208	12,000	12,500	12,500
6300	Repair & Maintenance	60,819	84,359	99,861	85,800	92,800
6500	Small Tools & Equipment					
6600	Utilities	3,079,843	3,423,427	3,596,000	3,826,000	4,777,000
	District Operations	\$ 3,148,415	\$ 3,556,971	\$ 3,707,861	\$ 3,924,300	\$ 4,882,300
8000	Capital Expenditures	\$ 4,525	\$ 6,743	\$ 1,757	\$ -	\$ -
	Total Expenditures	\$ 8,846,313	\$ 11,090,923	\$ 10,943,348	\$ 10,980,820	\$ 12,440,820



MARIN MUNICIPAL WATER DISTRICT

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2015/2016 AND
2016/2017

CAPITAL IMPROVEMENT PLAN BUDGET

District capital improvement projects are distinguished by their type – replacements or system improvements. The first section describes replacement type capital improvements and is followed by a discussion on system improvement projects. The capital improvement budget for FY 2016 and FY 2017 is shown at the end of each section.

1 REPLACEMENTS

1.1 Cathodic Protection (A1A01)

When the corrosion protection program began in the early 1960s, the District was responding to an average of 1,400 water system leaks and breaks per year. Most of these leaks and breaks occurred on metallic piping systems. This was an average of 4 per day. To address this problem, the District established a corrosion protection program in 1962. Leaks and breaks on the District’s water system have declined to approximately 200 per year. Much of this decline can be attributed to the District’s corrosion control program. The goal of the program is to eliminate corrosion as a limiting factor in the life of District facilities.

The District currently has 6,535 corrosion test stations. Of these, 5,025 use sacrificial anodes (passive) to control corrosion. The remaining test stations are part of the 142 systems that utilize impressed current from rectifiers to provide corrosion control. In total, the corrosion test stations protect approximately 400 miles of piping (46% of all District piping), 107 metallic storage tanks and four treatment facilities. For comparison, in 1990 there were approximately 2,800 corrosion test stations protecting 224 miles of piping and 50 metallic storage tanks.

Passive systems on piping are monitored on a six year cycle; passive systems for storage tank interiors are monitored annually; and impressed current systems are monitored semi-annually. The semi-annual maintenance for impressed current systems provides only for testing of the rectifier and a remote test station. Full system checks of impressed current systems are performed on a six year cycle. Maintenance work provides the data from which other corrosion capital projects are planned. These projects include: Corrosion Test Station Rehabilitation, Cathodic Protection System Corrections, Rectifier Anode Replacement and the Tank Recoating program.

Corrosion Test Station Rehabilitation Program. The typical design life of magnesium anodes is 20 years. Magnesium anodes gradually dissolve over their design life as they provide a protective current to the pipeline or structure. Once an anode is depleted, it needs to be replaced in order to maintain the effectiveness of the cathodic protection system. Maintaining the operation of cathodic protection systems is a cost-effective means of preventing premature failure and/or replacement. This program supports annual replacement of approximately 150-200 anodes as determined by periodic testing.

FY 16 \$90,000
FY 17 \$90,000

Cathodic Protection System Corrections. This program addresses the replacement of failed flange insulating kits and clearing of contacts with foreign structures. Electrical isolation of dissimilar metals and foreign structures (e.g. other utility conduits, abandoned piping etc.) is critical to the effectiveness of the District's cathodic protection systems. Electrical isolation is achieved through the use of short sections of PVC pipe (typically three feet long) or flange insulating kits. PVC pipe has proven to be an excellent insulator, and to date, there have been no failures (electrical shorting) of PVC insulators. However, flange-insulating kits have failed. Failure to replace faulty insulators causes cathodic protection systems to lose their effectiveness resulting in premature and unnecessary pipeline failures. Approximately 10 flange insulating kits are replaced each year.

FY 16 \$160,000
FY 17 \$160,000

Rectifier Anode (ground bed) Replacement. The typical design life for rectifier ground beds is 30 years. Similar to magnesium anodes, these ground beds gradually dissolve over their design life as they provide protective current to the pipeline or structure; and once depleted, need to be replaced in order to maintain effectiveness of the rectifier system. The annual budget for this program is \$50,000, which will fund replacement of two rectifier ground beds.

FY 16 \$50,000
FY 17 \$50,000

Tank Recoating Program. In addition to providing metallic pipeline protection, the Corrosion Control program also protects the District's 107 metallic storage tanks and 10 hydro-pneumatic pressure tanks. Corrosion protection of these facilities is provided by a system of anodes suspended in the storage tanks and buried near the tanks, and/or protective coatings applied to the interior and exterior of the tanks.

Coatings and linings are an integral part of corrosion control, as they provide a barrier between the structure and a corrosive environment. Over time, the coatings and linings deteriorate and require spot repair or complete removal. To monitor this deterioration, corrosion control staff performs periodic surveys of tank coatings. The surveys determine which tanks are in need of coating repair and provide data for future coating maintenance projects. Corrosion control staff also work with water quality staff to ensure that interior tank coatings and linings are in compliance with State Department of Health Services drinking water requirements. Prioritization of tanks requiring re-coating is based on maintaining water quality and the current requirement for interior cathodic protection. Scheduling of seismic upgrade projects and the ability to remove a tank from service can affect the prioritization. Tank coating will be deferred to allow for completion of a seismic upgrade project so as to avoid damage to newly applied coating. In some cases, a tank cannot be removed from service without significant temporary storage or distribution system upgrades. In order to continue achieving the benefits of the corrosion protection program, steel tanks should ideally be recoated on 20-25 year intervals. The current recoating rate exceeds 40 years, and is primarily dictated by the ability to remove a tank from service and funding. The current tank recoating priority list is shown in the table below.

Tank Recoating Priority List

Priority	Tank	Capacity (MG)	Year Constructed
1	Smith Saddle1	5.00	1961
2	Smith Saddle2	5.00	1961
3	Escalle	1.00	1970
4	Lucas Valley	1.50	1959
5	Scott Highlands	0.25	1968
6	Conifer Way	0.50	1968
7	Greenbrae	1.50	1956
8	Ind. Fire Trail	0.25	1970
9	Mill Valley	5.00	1967
10	Loch Lomond	1.00	1954
11	Tenn Valley	1.00	1971
12	Hawthorne Upper	2.00	1928
13	Canyon Village	1.50	1975

Recoating of Smith Saddle 1 is scheduled to occur in FY 18, with Smith Saddle 2 being recoated in FY 20. No funds are budgeted for this program in FY 17 in order to accommodate the Treatment Plant Upgrade projects and the Water Storage Improvement Project.

FY 16 \$650,000

FY 17 \$00

1.2 Distribution Pipelines (A1A02A)

The District has approximately 900 miles of distribution and transmission system piping in service. Over 1.5 miles is from the 1800s. Approximately 15 miles is more than 100 years old. However, most of the existing installed pipes do not last this long. Only about 46% of the District piping system is comprised of modern long life welded steel or PVC. Over 380 miles of the District's pipe system is comprised of pipe materials that are problematic and prone to failure: galvanized threaded steel pipe (GT – 33 miles), lock converse joint pipe (LCP – 10 miles), and cast iron (CI – 340 miles). These pipe materials total over 40% of the District's water system. The remaining 14% of system piping is not necessarily leak prone but presents other inherent risks such as asbestos cement pipe and concrete cylinder pipe. Water main breaks result in treated water loss, damage to public and private infrastructure, public disruption, and divert District resources. Cast iron pipe can be particularly problematic because the failure mode is often catastrophic and usually releases a significant amount of water.

Pipeline Replacement Program. The objective of this program is to maintain and improve the level of service, quality and safety of the District's distribution and transmission piping system. Projects in this program provide for replacement of worn and deteriorated transmission and distribution system piping. Pipeline segments are selected for inclusion in this program based primarily on leak history with consideration of other factors discussed below. A segment's leak history is the primary indicator used to assess pipe condition and remaining service life. The District maintains records of all leaks and leak repairs. Staff utilizes the District's GIS to identify pipe segments with a significant leak rate (generally ≥ 1 leak/year/1,000 ft pipe). The segments identified through this process are added to the pipeline replacement (leak) list. Pipe segments on the leak list undergo a thorough investigation to determine their complete leak history, year installed, type of pipe material, as-

installed details and potential real property issues. Pipeline replacements are prioritized primarily based on leak rate and risk related to damages to the environment or property in the event of a main break. Special consideration is given to pipelines in close proximity to salmonid bearing streams. Finally, when given adequate notification, the District endeavors to replace pipeline segments in advance of planned street work that coincide with pipe segments on the pipeline replacement list or that may be disturbed by the construction. The FY 16 budget for pipeline replacement is \$2,550,000, with \$650,000 budgeted for FY 17. The reduction in FY 17 is necessary in order for the District to pursue other critical capital improvement projects in FY 17, including treatment plant upgrades and the Water Storage Improvement Project. The FY 18 budget is estimated at \$4.1M.

FY 16 \$2,550,000
FY 17 \$650,000

1.3 Fire Flow Improvement Program

On May 17, 2012, the District Board approved the Fire Flow Improvement Program (FFIP) which extended the Fire Flow Fee of \$75 per year for nineteen years, and provides \$4.5M annually for investment in fire flow improvement projects. The FFIP proposes to replace 52 miles of fire-flow deficient pipe, comprising 49 miles of distribution piping and 3 miles of transmission piping. The locations of pipes to be replaced during FY 16 and FY 17 are shown in the table below, which shows a total of 38,625 feet (7.2 miles) of undersized pipe to be replaced.

**FFIP Replacement Locations for
FY 16 and FY 17**

Town	Street(s)	Pipe Length	Install Year
Tiburon	Paradise, Trestle Glen, Hawthorne	13,875	1940 - 1950
Mill Valley	Sunrise, Molino, Mirabel	2,800	1908 - 1948
Ross	Bridge, Norwood, Redwood, Brookwood, Oak Avenue, Upper	8,525	1904, 1941, 1987
San Anselmo	Oak Ave, Laurel, Allyn	1,825	1950
Forest Knolls	Juarez, Morelos, Ramona, Rosario	3,300	1920s
Ross	Canyon, Newell, Pomeroy, Monte Alegre, Baywood	4,775	1940s
Sausalito	San Carlos, Spencer, Filbert	1,665	1909
Mill Valley	Sausalito Line	1,500	1909
TOTAL LENGTH		38,265	

FY 16 \$4,500,000
FY 17 \$4,500,000

1.4 Treatment Plants (A1A04)

The District’s three water treatment facilities are an essential element in providing high-quality water for our customers. The oldest facility is the Bon Tempe Water Treatment Plant, constructed in the 1950s. This plant annually provides about 25% of the District’s potable water supply and has

a maximum short term capacity of 20 million gallons per day (mgd). The largest facility is the San Geronimo Water Treatment Plant, originally constructed in 1962, and upgraded in 1972. This facility is located in the San Geronimo Valley, has a maximum short term capacity of 35 mgd, and annually provides over 50% of the District's potable water supply. The Ignacio Treatment Plant was constructed in 1975 and comprises a pump station, emergency generator, and chemical treatment facilities to condition water imported from the Sonoma County Water Agency. Imported water annually provides about 25% of the District's potable water supply. The District also operates the Las Gallinas Water Recycling Facility. This facility was originally constructed in 1981 and expanded in 1989 to provide 2 mgd capacity. The District has approximately 345 recycled water customers. This facility annually offsets potable water demands by 600 acre-feet.

Capital projects at the treatment plants address three main functional areas: Structure, primary treatment unit processes, and secondary unit processes. The primary structural features of the Bon Tempe and San Geronimo treatment plants are concrete structures such as mixing chambers, circular up-flow clarifiers, filter basins, clear-wells, backwash water ponds, chemical rooms, the pipe galleries and the control rooms. These structures contain the various mechanical and electrical elements of the treatment process and therefore must be maintained structurally sound and resistant to seismic events. Capital projects that target the unit processes at the treatment plants are identified via a collaborative process with input from the Superintendent of Water Treatment, the Maintenance department and Engineering. The Capital projects typically seek to extend the life, improve the reliability and functionality of the unit processes. Capital projects are evaluated on a number of criteria including reliability, consequence of failure, cost and feasibility. Once the capital projects are identified, they are typically budgeted, designed and implemented by an engineer with a water quality background with assistance from other district engineering staff or consulting resources as required.

Capital work at the treatment plants will be guided by the Treatment Plant Master Plan, which will be completed in June 2015, and includes seismic and process upgrades to both facilities. Specific activities to be conducted at both Bon Tempe and San Geronimo over the next five years include:

- Replace filter media and seismically upgrade filter mechanisms;
- Construct new fill, settle, draw stations and associated pump stations; and
- Replace clarifier mechanism at San Geronimo Treatment Plant.

The FY 16 and FY 17 budgets for this category are shown below:

FY 16	\$4,110,000
FY 17	\$3,860,000

1.5 Reservoir/Dam Facilities (A1A05)

The District's seven reservoirs supply about 75% of the water used by our customers. Six of the reservoirs were formed by constructing earth fill dams across naturally occurring valleys. The embankments range in height from about 50 feet, at the oldest reservoir, Lake Lagunitas, to over 225 feet at Kent Lake. The seventh reservoir, Lake Alpine, was formed by placing a 140 foot high concrete gravity dam across a narrow canyon on upper Lagunitas Creek.

While some of the reservoirs are over 100 years old, the major facilities were mostly constructed within the last 60 years. CIP projects in this category consist mainly of maintaining reservoir system appurtenances such as control valves, dam instrumentation and aeration systems. The total Fiscal Year 16 and 17 budget for this category is described below.

FY 16 \$450,000
FY 17 \$450,000

Two specific projects of interest in this budget category are described as follows.

Soulajule Environmental Enhancement. The Regional Board is requiring the District to implement a study plan to investigate the potential for methylmercury bioaccumulation and production in Soulajule Reservoir and its downstream water body, Arroyo Sausal. The Regional Board made this directive as part of the implementation plan for the Walker Creek Watershed Mercury Total Maximum Daily Load (TMDL). The District completed and submitted the *Soulajule Reservoir Mercury and Bioaccumulation Study* in 2013, and will be conducting follow up studies in 2015 and 2016. This project anticipates the potential need to identify effective methyl mercury control measures including the potential need to install a Hypolimnetic aeration system at Soulajule Reservoir. The project is budgeted in FYs 16 and 17 at \$250,000 each.

Soulajule Pump Station Electrification Project. The installation of electrical service at Soulajule Pump Station will allow the production of oxygen for Soulajule Reservoir Environmental Enhancement, if needed. In addition, the conversion of the pump station to PGE electric service will allow greater use of Soulajule Reservoir. Greater use will occur since the pump station will be easier to start and operate. Greater use of Soulajule Reservoir will result in a more certain water supply; a more certain water supply is available by using all seven of the district's lakes. Approximately seventy percent of the drainage area for lake runoff is located in the Nicasio Reservoir and Soulajule Reservoir drainage areas. (46% Nicasio Reservoir and 24% Soulajule Reservoir).

1.6 Buildings and Grounds (A1A06)

This program provides miscellaneous pavement replacement at District facilities, fencing repair and vandalism deterrent projects, retaining wall repair and replacement, and capital repairs to the Administration Building office and Corporation Yard.

The Administrative Office Building (AOB) was constructed in 1962 and the Corporation Yard was constructed in 1965. With nearly 50 years of use, both of these structures are in significant need of upgrading. A comprehensive review to determine all of the work needed began in 2014 and will be completed in 2015. Changes are needed to both buildings to bring the interior and exterior into compliance with the Americans with Disabilities Act. Other needed improvements include renovating interior wall and ceiling finishes, replacing inefficient windows and other improvements necessary to resist inclement weather, upgrading the HVAC system, replacing floor and carpeting, upgrading electrical and lighting areas, reconfiguring offices and workstations, installation of fire sprinklers, sewer lateral replacement, and upgrading the kitchen. The district replaced the roof in summer 2015 on an emergency basis.

FY 16 \$715,000

FY 17 \$715,000

1.7 Transmission Pumps (A1A07) and Distribution Pumps (A1A08)

The District has 95 active pump stations containing 196 pumps in service. Eleven stations and 37 pumps are classified as transmission pumps. These facilities include the District's largest pumping stations and are used to move untreated water between reservoirs, treated and untreated water to and from treatment plants and treated water to the transmission system. The transmission pumps are critical to the treatment and distribution of water to our customers. Many of these pumps are heavily used and log many hours of operating time. In addition, the transmission pumps often cost more than \$100,000 and require six months or more of lead time for delivery. The District closely monitors the operation and performance of these pumps. Replacement or overhaul of these pumps and motors are required every 10 to 20 years to assure their reliable and efficient operation. Due to their size and heavy use, the energy savings produced by regularly overhauling these pumps and motors often results in significant operating cost savings to the District. The pump/motors selected for overhaul/replacement are chosen based upon performance testing, operating hours and age/years since the last overhaul.

The remaining 84 stations and 159 pumps are classified as distribution pumps. These smaller stations deliver treated water to higher elevation neighborhoods throughout the District. The distribution pumps generally log fewer hours, have standby pumping capacity and are more readily available than the larger transmission pumps. As a result, these pumps are generally operated until they fail and are no longer repairable. The expected life of these pumps and motors is about 50 years.

Prioritization for pump station replacements is based on the following factors; station age, condition, type of construction, adequacy of interior space, station access, lack of standby pump and pump adequacy. The current priority list for Pump Station Replacements is shown in the table below. It is recommended that one or two of these projects be completed per year.

Pump Station Upgrade/Replacement Priority List

Priority	Name	City/Location	Year Constructed	Comments
1	Federal Works	Corte Madera	1943	Poor condition, small building
2	Tocaloma Pump Station	Nicasio	1961	Limited to minimum flow of 15 mgd prevents use during winter months.
3	Sausalito Blvd	Sausalito	Unknown	Small building, poor access, pump adequacy issues
4	Sausalito Pump House	Sausalito	Unknown	Poor condition & space utilization, pump adequacy issues
5	Bret Harte	Greenbrae	1958	Small building, poor access, pump adequacy issues
6	Fairfax Manor 1st Lift	Fairfax	1954	Small building, landslide susceptibility, poor access
7	Crescent Avenue	Sausalito	1959	Small building, poor access, pump adequacy issues
8	Mesa Vista	San Rafael	1961	Small building, poor access, pump adequacy issues
9	Fairview Park (Lattie Lane)	Tam Valley	1969	Small building, no standby pump
10	Tiburon Booster	Tiburon	Unknown	Poor condition. Motor starters and controls only
11	Cascade	Fairfax	Unknown	Poor condition, small building
12	Redwood Drive Lower (Madrone)	San Geronimo Valley	Unknown	No Standby Pump
13	Scenic Avenue	San Anselmo	1981	No Standby Pump, landslide susceptibility, pump adequacy
14	Hind	San Rafael	1956	Poor condition, small building

The total FY 16 and 17 budget for this category is presented below.

FY 16 \$1,510,000

FY 17 \$885,000

1.8 Control Systems (A1A09)

The Supervisory Control and Data Acquisition (SCADA) System and process control systems are used to control and monitor flows of water throughout the District using approximately 193 remote sites and the central control facility at the Corporation Yard. The SCADA system is the District's computer system for gathering and analyzing real time data about the District's water distribution and treatment systems. Remote sites include pump station, storage tank, control valve, and reservoir sites. In addition, SCADA and process control systems are used at the District's two surface water treatment plants (San Geronimo and Bon Tempe), one water quality plant (Ignacio) and one recycled water treatment plant (Las Gallinas). Systems at these facilities are used to control and monitor the treatment, production, and distribution of water. For FY 16 and 17, complete

replacement of the Remote Terminal Units (RTUs) and SCADA hardware/software will occur.

FY 16 \$785,000
FY 17 \$2,035,000

1.9 Storage Tanks (A1A11)

MMWD has 138 storage tanks with a capacity of 80 million gallons. These tanks are of vastly different ages and a variety of materials (redwood, welded steel, bolted steel, riveted steel, concrete), all requiring differing maintenance and capital investment. The oldest tank, the Forbes Reservoir, originally constructed in 1894, received a new liner and cover in 2015. There are eight riveted steel tanks which date before 1930. Most of the District's tanks (62) are of welded steel construction. In the past 10 years, the Capital Program has aggressively replaced redwood tanks which were nearing the end of their useful life as described below. The FY 16 and 17 budgets for this category are described below.

FY 16 \$5,400,000
FY 17 \$9,000,000

Specific programs and projects for this budget category are described as follows.

Redwood tank replacement program. This program funds replacement of redwood storage tanks that often present water quality challenges, are seismically vulnerable¹, and leak. Since 2001, this program has replaced approximately 39 redwood storage tanks. There are eleven (11) redwood tanks that remain. The tanks are prioritized from the combination of their field condition rating and their storage adequacy rating. The table below lists the remaining tanks to be replaced

¹ Redwood tanks are mounted on concrete piers which will not support the tanks in a seismic event. Replacement tanks are constructed of bolted steel or welded steel which meet modern seismic building standards and are properly anchored to resist earthquake forces.

**List of Remaining Redwood Tanks
Needing Replacement**

Tank Name	City/Location	Capacity (gal)	Year Installed
Summit Avenue Upper	Mill Valley	100,000	1975
Madera Park	Corte Madera	100,000	1963
Hummingbird	West Point Inn	20,000	
Hind #2	San Rafael	200,000	1958
Hind #1	San Rafael	100,000	1978
Upper Road	Ross	20,000	1987
Bolsa	Mill Valley	200,000	1978
Mariner Highlands	Corte Madera	50,000	1964
Courtwright	Greenbrae	50,000	1973
Winship Park	Ross	30,000	1980
Scenic Avenue	San Anselmo	20,000	1981

The Redwood Tank Replacement Program is budgeted at \$2.3M in FY 2016. No funds are currently budgeted in FY 2017 to accommodate funding needed for the Water Storage Improvement Project (see below).

Another significant storage tank project to be conducted in support of the tank replacement program includes:

Water Storage Improvement Project (D10051). This project includes the replacement of the Pine Mount Tunnel (PMT), an almost 2-mile long horseshoe shaped tunnel extending from upper Lagunitas Creek to a point near Fairfax that started delivering water to District residents in 1919, with a 4 million gallon (MG) storage tank to be located near Five Corners, and the replacement of the 1MG Ross Reservoir, constructed in the 1920s, with two 2 MG concrete storage tanks. In combination, these projects will replace outmoded, inadequate and deteriorated facilities that have reached the end of their useful life, and preserve water quality. This project will also greatly improve the District’s ability to meet the operational and emergency storage needs of the area. This project is budgeted in FY 16 at \$2,600,000 and FY 17 at \$8,500,000. Construction is scheduled to begin in spring 2017.

1.10 Control Valves (A1A10)

The District has 532 control valves in its transmission and distribution system. These valves have an expected useful life span of approximately 50 years. The valves receive yearly maintenance and are overhauled every 10 years. Each year, a few control valves are selected for replacement usually due to excessive corrosion and/or deterioration of the piping and vault.

FY 16 \$50,000

FY 17 \$50,000

1.11 Meters (A1A13)

The District has six potable water production flow meters. These measure production from the three potable treatment facilities. These meters are sent out for factory calibration bi-annually and are replaced as necessary. The District has flow transmitters at all of its 98 potable and reclaimed water pump stations. These meters are replaced at time of failure. This program also provides for annual replacement of District service meters. The FY 16 budget is \$1,850,000, and includes \$1.3M for the "Irrigation with AMR Project." This project includes conversion of 800 manual read landscape irrigation meters to AMR, and is funded at \$975,000 through a Proposition 84 grant.

FY 16 \$1,850,000

FY 17 \$250,000

1.12 Fire Chiefs Fund (A1A14)

This program annually funds replacements and improvements requested by the Marin County Fire Chiefs Association, and typically includes the installation or relocation of fire hydrants.

FY 16 \$150,000

FY 17 \$150,000

2 SYSTEM IMPROVEMENTS

2.1 Treatment Plant Facilities (A1B04)

San Geronimo Treatment Plant Sludge Bed Rebuild (D10077). This project includes the on-going rebuild of the sludge beds at the San Geronimo Treatment Plant, and is funded at \$50,000 annually.

2.2 Reservoirs and Dams (A1B05)

Phoenix Lake IRWM Retrofit Project. The County of Marin proposes to re-operate Phoenix Lake for water supply purposes and as a detention basin for flood protection by draining the lake to make storage capacity prior to a major storm event. The total cost of the project is estimated at \$19.7 M. In 2013, the County secured a \$7.7 million grant to fund the project from the Department of Water Resources. In FY 14 the County began conducting the feasibility studies, including a geotechnical engineering study of the existing earthen dam, a hydrologic and hydraulic study to assess whether the proposed modifications will adequately pass the spillway design flood, preparation of a Coordinated Operation Plan to establish the rules and criteria for operating Phoenix Lake in a manner that achieves the Project's multi-use benefits, instream flow studies for Ross Creek, and a water quality study to determine baseline water quality conditions. All District staff costs for the feasibility studies are funded by the County.

FY 16 \$55,000

FY 17 \$60,000

2.3 Transmission Pumps (A1B07)

Two Transformer Substation for San Geronimo Treatment Pumps (D10057). Electrical service to the

San Geronimo Treatment Plant is provided through a 2400V transformer. If the transformer were to fail, PG&E does not have a replacement readily available. In addition, there is no backup power for the facility.

This project includes the provision of a second 2400V service powered by a second PG&E-owned transformer. Electric load will be shared across the two services with the existing service serving the San Geronimo Treatment Plant and the new service serving the San Geronimo Booster Pump Station. The new service will be able to handle all of the booster pumps. Either service will be able to handle most of the electrical load and be able to serve the plant in the event that one of the transformers is out of service. The project includes new switchgear with a motor control center that can tie to the existing service, creating a dual-fed system without operating the transformers in parallel. The transformer redundancy will increase electrical capacity and improve reliability.

The existing service transformer is rated 2000KVA, and has adequately powered all loads for many years. The existing transformer is sourced from a PG&E 12kV overhead line from the Woodacre substation. The new transformer will be pad mounted and supplied via a 12kV underground feeder from a new power pole that PG&E will add to the existing 12kV overhead alignment. Both transformers will be served by the same overhead line. The project will also include a connection for a mobile truck mounted generator to power the plant in case of sustained electrical failure. District board awarded the construction contract for this project to Mike Brown Electric on August 5, 2014. Work is scheduled to be completed in FY 16.

FY 16 \$500,000

FY 17 \$0

2.4 Steel Tank Seismic Retrofit Program (A1B11)

The District has 14 steel water storage tanks that do not meet current seismic standards. This program includes retrofitting these tanks to improve their seismic reliability. Improvements typically include adding flexible connections to the inlet/outlet connections and upgrading the tank's anchorage. In FY 14 the District upgraded the Elda Drive Tank (150,000 gallon welded steel tank constructed in 1966 and located in San Rafael), and the Countyview Drive Tank (150,000 gallon welded steel tank constructed in 1971 and located in Tam Valley). The list of tanks remaining to receive a retrofit is described below. Scott Highlands and Chula Vista tanks are scheduled for seismic upgrades in FY 16.

Steel Tank Seismic Retrofit List

Tank Name	City/Location	Capacity (gal)	Year Installed
Indian Fire Trail	Kentfield	250,000	1970
Scott Highlands	Mill Valley	250,000	1968
Bret Harte	Greenbrae	500,000	1972
Chula Vista	San Rafael	250,000	1969
Paradise Drive	Tiburon	1,000,000	1976
Lattie Lane	Tam Valley	250,000	1966
Marin Professional Center	San Rafael	250,000	1964
Escalle	Larkspur	1,000,000	1971
Miller Creek	San Rafael	500,000	1963
Fairfax Grade	Fairfax	500,000	1957
Skyview Terrace	San Rafael	150,000	1968
Loch Lomond	San Rafael	1,000,000	1954
Strawberry	Tiburon	1,500,000	1966
Tennessee Valley	Tam Valley	1,000,000	1971

FY 16 \$300,000

FY 17 \$300,000

2.5 Water Supply (A1B14)

This program includes funding for expansion of the District’s recycled water system to the Peacock Gap Golf Course and preparation of the Water Resources Plan 2040.

FY 16 \$1,100,000

FY 17 \$700,000

Peacock Gap Recycled Water Pipeline Extension Project. This project includes the extension of the District’s recycled water pipeline from the Santa Venetia area to the Peacock Gap Golf Course to serve the golf course and other users along the pipeline route. Two options are being considered: the North Route (China Camp State Park) and the South Route (Lincoln Avenue, Point San Pedro Road). Both routes involve the installation of approximately 45,000 feet of pipeline, and would offset approximately 280 acre-feet/year of potable water demands. The North Route is challenged by the presence of historic wetlands in China Camp and would require the construction of two causeway bridges to avoid impacts. District staff is evaluating both options and will present the project to the Board in summer 2015.

Water Resources Plan 2040. This project includes the preparation of a plan that will identify a wide range of alternatives for water supply resiliency through 2040, review and evaluate the alternatives, and present a detailed plan for implementing the recommended alternative. The district prepared the scope of work and issued a Request For Proposals in May 2015. Work on the Plan will begin in September 2015 and is scheduled for completion in 2017. Water supply resiliency does not mean expansion of the water supply to meet anticipated growth or increases in water demand. The 2010 Urban Water Management Plan demonstrated that the District’s existing water supply resources are

sufficient to meet demand through 2035 during normal and wet years.

3 Watershed

3.1 Watershed – Ranger Residence Improvement (A1E02)

This program includes upgrading the ranger residences. In FY 16, repairs are scheduled to be conducted at the Porteous Residence, Phoenix Dam Residence and the Soulajule Residence. In FY 17, repairs are scheduled for the Lake Lagunitas Residence, with additional repairs at the Soulajule Residence.

FY 16 \$150,000

FY 17 \$250,000

3.2 Watershed – Road Repair and Improvement (A1E05)

This program includes improvements to watershed roads, including culverts. The FY 16 budget includes the Jewell Creek Fish Passage Project (D13016) and the Cross Marin Trail Project. In FY 17, an on-going program of upgrades to the culverts along the Nicasio Transmission Line will begin. There are approximately 63 culverts that were installed in 1961 as part of the 45,000 linear feet Nicasio Transmission Line. This program is funded at \$400,000 annually and will replace the culverts.

FY 16 \$1,030,000

FY 17 \$625,000

4 Reimbursable – Split Funding Grant (TLC)

This program funds projects supported by the Tamalpais Lands Collaborative. Planned projects will address the Log Cabin, improvements to West Peak, Lagunitas Creek Sediment Reduction, and Winter Habitat Implementation.

FY 16 \$601,000

FY 17 \$1,882,000

5 Information Technology

The Information Technology Capital Improvement Projects are a blend of planned upgrades and new initiatives driven by the business. MMWD's enterprise systems typically require an upgrade every four to seven years. Additionally, new features can be implemented which help us do a better job of meeting the mission of the District. The FY 17 budget includes upgrades to Enterprise System Software–SAP.

FY 16 \$365,000

FY 17 \$940,000

**MARIN MUNICIPAL WATER DISTRICT
DRAFT FY 2016 - 2025 Capital Improvement Program Budget**

Budget Category	Category/Project Title	FY 16	FY 17	FY 18	FY 19	FY 20	5-Year Total
A1A01	Replacements - Cathodic Protection						
	Corrosion Test Station Rehabilitation	90	90	90	90	90	450
	Cathodic Protection System Corrections	160	160	160	160	160	800
	Rectifier Anode Replacement	50	50	50	50	50	250
	Tank Recoating Program	650	-	3,000	1,000	3,000	7,650
	Subtotal	950	300	3,300	1,300	3,300	9,150
A1A02A	Replacements - Distribution Pipelines						
	Pipeline Replacement Program	2,100	-	500	-	2,600	5,200
	SFD Blvd (SA) Pipeline Replacement			1,500			1,500
	Sugar Line (SFD) Pipeline Replacement						-
	SFD Greenbrae			1,500			1,500
	Red Hill Ave Pipeline					1,500	1,500
	Sugar Line San Quentin		200	200	2,300		2,700
	Kent Lake to Inkwells Bridge Pipeline						-
	Fireline Lateral Renewals	100	100	100	100	100	500
	Service Lateral Renewals	350	350	350	350	350	1,750
	Subtotal	2,550	650	4,150	2,750	4,550	14,650
A1A03	Replacements - Transmission Pipelines						
	Valve Replacement Program	100	100	100	100	100	500
	Seismic Reliability Upgrades		250				250
	Subtotal	100	350	100	100	100	750
A1A04	Replacements - Treatment Facilities						
	ALL - Other Preventative Maintenance Projects	200	200	200	200	200	1,000
	ALL - Chemical Tank Replacements	60	60	60	60	60	300
	ALL - Water Treatment Master Plan	50					50
	SGTP Upgrades	1,500	1,500	1,500	1,500	1,500	7,500
	BTTP Upgrades	1,500	1,500	1,500	1,500	1,500	7,500
	SGTP/BTTP Repair/Replacement	300	300	300	300	300	1,500
	LGVSD Evaluation	100					100
	LGVSD Upgrade	300	300	3,000	1,000		4,600
	Ignacio Tank Building Upgrade	50					50
	Ignacio Pump Station Paving	50					50
	Subtotal	4,110	3,860	6,560	4,560	3,560	22,650
A1A05	Replacements - Reservoir/Dam Facilities						
	Miscellaneous Replacements	200	200	400	400	400	1,600
	Soulajule Reservoir Release Water Quality						-
	Soulajule Environmental Enhancement	250	250	500			1,000
	Subtotal	450	450	900	400	400	2,600
A1A06	Replacements - Buildings and Grounds						
	Pavement Replacement at Various Facilities	45	45	45	45	45	225
	Fencing/Vandalism Deterrent at Facilities	60	60	60	60	60	300
	Retaining Wall Replacement at Various Facilities	35	35	35	35	35	175
	Administration Building Upgrade	400	400	600	3,500	3,500	8,400
	Office & Yard Buildings Capital Repairs	175	175	175	175	175	875
	Subtotal	715	715	915	3,815	3,815	9,975

**MARIN MUNICIPAL WATER DISTRICT
DRAFT FY 2016 - 2025 Capital Improvement Program Budget**

Budget Category	Category/Project Title	FY 16	FY 17	FY 18	FY 19	FY 20	5-Year Total
A1A07	Replacements - Transmission Pumps						
	Ignacio Pump Station VFD Replacement	375					375
	Phoenix Lake Pump & Pipe Improvements	50	200	250			500
	Kent Lake Pump Replacement				250	3,000	3,250
	Large Dist/Trans Pump/Motor Repair/Replacement	250	250	250	250	250	1,250
	Subtotal	675	450	500	500	3,250	5,375
A1A08	Replacements - Distribution Pumps						
	Distribution Pump Station Replacement Program	500	-	1,000	1,000	1,000	3,500
	Fairfax Manor 1st Lift	100	100	900			1,100
	Tocaloma Pump Station Upgrade Project	200	300	1,300	1,200		3,000
	Montecito Dr. Booster Pump Station Replacement				250	2,500	2,750
	Distribution Pump/Motor/Valve/Replacement	35	35	35	35	35	175
	Subtotal	835	435	3,235	2,485	3,535	10,525
A1A09	Replacements - Control Systems						
	Replacement of Failed Control Equipment	35	35	35	35	35	175
	Replace Process Control Equipment - LGTP					25	25
	SCADA System - Complete RTU Replacement	250	500	500			1,250
	SCADA System - Replace Hardware/Software	500	1,500				2,000
	SCADA System - RTU/UPS Battery Replacement				50		50
	Subtotal	785	2,035	535	85	60	3,500
A1A10	Replacements - Control Valves						
	Control Valve Replacement Program	35	35	35	35	35	175
	Control Valve Enclosure Replacement Program	15	15	15	15	15	75
	Subtotal	50	50	50	50	50	250
A1A11	Replacements - Storage Tanks						
	Redwood Tank Replacement Program	2,300			2,300		4,600
	Bolted Steel Tank Replacement Program				600	600	1,200
	Water Storage Improvement Project	2,600	8,500	6,200	3,600		20,900
	Hind Tank Replacement		500	3,000			3,500
	Mill Valley Tank Replacement			250	3,500		3,750
	Forbes Reservoir Replacement	500					500
	Subtotal	5,400	9,000	9,450	10,000	600	34,450
A1A12	Replacements - Structures						
A1A13	Replacements - Meters						
	Production, Transmission Meter Replacement	50	50	50	50	50	250
	Automatic Meter Reading (AMR), large irrigation	1,300					1,300
	Service Meters	500	200	200	200	200	1,300
	Subtotal	1,850	250	250	250	250	2,850
A1A14	Replacements - Fire Chiefs Fund						
		150	150	150	150	150	750
	Subtotal	150	150	150	150	150	750
A1A15	Replacements - Capital Contingency Fund						
A1B01	System Improvements - Cathodic Protection						
	Cathodic Protection of Existing Pipelines	40	40	40	45	45	210
	Cathodic Protection Remote Monitoring	25	25	25	30	30	135
	Subtotal	65	65	65	75	75	345
A1B02	System Improvements - Distribution Pipelines						

**MARIN MUNICIPAL WATER DISTRICT
DRAFT FY 2016 - 2025 Capital Improvement Program Budget**

Budget Category	Category/Project Title	FY 16	FY 17	FY 18	FY 19	FY 20	5-Year Total
A1B03	System Improvements - Transmission Pipelines						
A1B04	SGTP Sludge Bed Rebuild	50	50	50	50	50	250
	Subtotal	50	50	50	50	50	250
A1B05	System Improvements - Reservoir/Dams						
	Phoenix Lake Retrofit Project (Marin County)	55	60	100			215
	Subtotal	55	60	100	-	-	215
A1B06	System Improvements - Miscellaneous Facilities						
	Energy Recovery & Enhancements Initiatives			350	350	350	1,050
	Subtotal	-	-	350	350	350	1,050
A1B07	System Improvements - Transmission Pumps						
	Two Transformer Substation for SGTP Pumps	500					500
	Subtotal	500	-	-	-	-	500
A1B08	System Improvements - Distribution Pumps						
A1B09	System Improvements - Control Systems						
A1B10	System Improvements - Valves						
A1B11	System Improvements - Storage Tanks						
	Steel Tank Seismic Retrofit Program	300	300	300	300	300	1,500
	Subtotal	300	300	300	300	300	1,500
A1B12	System Improvements - Structures						
A1B13	System Improvements - Sensing Stations						
A1B14	System Improvements - Water Supply						
	Peacock Gap Recycled Water Expansion	400	400	8,000	8,000	4,000	20,800
	Drought Resiliency	600	300				900
	SASM Recycled Water	50					50
	CMSA Recycled Water	50					50
	Subtotal	1,100	700	8,000	8,000	4,000	21,800
A1E01	Watershed - Minor Structures I/R/R						
	Bon Tempe Sludge Pond Fencing	30					30
	Lake Lagunitas Picnic		25	150			175
	Information Kiosks	15					15
	Kent Pump Road Gate Improvements	20					20
	Rock Spring Gateway			150			150
	Natalie Coffin Green Gates				150		150
	Sky Oaks Automatic Gate		15				15
	Phoenix Gateway					150	150
	Deer Park Picnic Rehabilitation	50					50
	Sanitation Stations	20	20	20	20		80
	Gravity Car Gateway		25				25
	Subtotal	135	85	320	170	150	860
A1E02	Watershed - Ranger Residence Improvement						
	Porteous Ranch Residence	20					20
	Phoenix Dam Residence	100					100
	Lake Lagunitas Residence		200				200
	Soulajule Residence Repairs	30					30
	Soulajule Residence Water System upgrade		50				50
	Alpine Dam Residence Water System upgrade			50			50
	Subtotal	150	250	50	-	-	450

**MARIN MUNICIPAL WATER DISTRICT
DRAFT FY 2016 - 2025 Capital Improvement Program Budget**

Budget Category	Category/Project Title	FY 16	FY 17	FY 18	FY 19	FY 20	5-Year Total
A1E03	Watershed - Mandatory Improvements						
	Bon Tempe Accessible Fishing Pier Repair			50			50
	Subtotal	-	-	50	-	-	50
A1E05	Watershed - Road Repair and Improvement						
	Jewell Creek Fish Passage	300					300
	Cross Marin Trail	600					600
	Nicasio Transmission Line - Culvert Program		400	400	400	400	1,600
	Deer Park Paving	50					50
	Sky Oaks Road Chip Seal		75				75
	Bon Tempe Road Paving				150		150
	Sky Oaks Road Safety Improvements		150				150
	Lagunitas Parking Lot Paving Repair	50					50
	Gravity Car Parking Lot Repair	30					30
	East Portal Pine Mtn Tunnel Road to Trail Conversion			50	200		250
	Kent Pump road culverts				50	200	250
	Subtotal	1,030	625	450	800	600	3,505
A1E06	Watershed - Structures						
	Alpine Dam Building Stabilization	50					50
	Subtotal	50	-	-	-	-	50
A1E07	Watershed - Natural Resource Projects						
	Lagunitas Booster bank stabilization & habitat	35					35
	Subtotal	35	-	-	-	-	35
A1F05	Reimbursable - Grant (100%)						
	Phoenix Basin Culverts - Flood Control Funding			400	370		770
	Phoenix Visitor improvements - Flood Control				110		110
	Bill Williams Fish Passage - Flood Control funding			120			120
	Subtotal	-	-	520	480	-	1,000
A1F06	Reimbursable - Split Funding Grant (TLC)						
	Azalea Hill Restoration, Trails and Trailhead		150	1,000	600		1,750
	Potrero Meadow Roads, Trails, and Wetland					1,000	1,000
	Cataract Trail Rehab		150	500	600		1,250
	Deer Park Trail and Bridge				250		250
	Concrete Pipe Road to Trail				200		200
	Lagoon Fire Road Decommission				200		200
	Log Cabin Project, inc. Basis of Design Report	50	500				550
	Grassy Slope/Continental Cove Road to Trail					200	200
	West Peak Basis for Design Report and CEQA	250	100	250	5,000	500	6,100
	Prop 84-Lag Crk Watershed Sed Reduction & PM	190	450	320			960
	FRGP Winter Habitat Implementation Phase I	31	482				513
	FRGP Winter Habitat Implementation Phase I i	80	50	502			632
	Subtotal	601	1,882	2,572	6,850	1,700	13,605
	SUBTOTAL CAPITAL PROGRAM	22,691	22,712	42,922	43,520	30,845	162,690

**MARIN MUNICIPAL WATER DISTRICT
DRAFT FY 2016 - 2025 Capital Improvement Program Budget**

Budget Category	Category/Project Title	FY 16	FY 17	FY 18	FY 19	FY 20	5-Year Total
	FIRE FLOW IMPROVEMENT PROGRAM	4,500	4,500	4,500	4,500	4,500	22,500
A4A	Information Technology - Engineering						
	Replacement of Voice Radio System						-
	Replacement of District Telephone System	500					500
	Hydraulic Modeling					200	200
	Subtotal	500	-	-	-	200	700
A4B	Information Technology - IT						
	Enterprise System Software - SAP	100	750	100	135	135	1,220
	Geographic Information System (GIS) - ESRI	25	25	125	25	25	225
	Enterprise Document Mgmt System - Opentext	150	75	25	50	50	350
	Website Upgrade and Enhancements	15	15	15	15	15	75
	Remote Access - Citrix			20			20
	Mobile - Smart Phones/Tablets	25	25	25	25	25	125
	Recorded Video - Sound Management						-
	ITSC Projects	50	50	50	50	50	250
	Subtotal	365	940	360	300	300	2,265
GRAND TOTAL CAPITAL PROGRAM		28,056	28,152	47,782	48,320	35,845	188,155