



Montara Water and Sanitary District

Serving the Community of Montara and Moss Beach

P.O. Box 370131
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Mission Statement: This District will manage and care for the resources with which it is entrusted in an open and ethical manner with active public involvement; provide through local control, reliable, high-quality water, wastewater and solid waste services for the people of Montara and Moss Beach at an equitable price; and ensure the fiscal and environmental vitality of the district for current and future generations

NOTICE OF SPECIAL MEETING

(Special Meeting begins at 6:45 p.m.; see Agenda for Special Meeting below)

AGENDA

Regular Meeting

District Board of Directors

8888 Cabrillo Highway
Montara, California 94037

March 5, 2015 at 7:30 p.m.

(Regular Meeting)

CALL TO ORDER

ROLL CALL

PRESIDENT'S STATEMENT

ORAL COMMENTS (Items other than those on the agenda)

PUBLIC HEARING

CONSENT AGENDA

1. Approve Minutes for February 5, and February 19, 2015.
2. Approve Financial Statements for January 2015.
3. Approve Warrants for January 1, 2014.
4. SAM Flow Report for 2015
5. Monthly Review of Current Investment Portfolio.

6. Connection Permit Applications Received.
7. Monthly Water Production Report for November 2014.
8. Rain Report.
9. Solar Energy Report.

OLD BUSINESS

1. Review and Possible Action Concerning Adoption of Strategic Plan.

NEW BUSINESS

1. Review and Possible Action Concerning Draft 2015 Water Rate Study.
2. Review and Possible Action Concerning Possible Leak Adjustment for 775 Lancaster St., Moss Beach.
3. Review and Possible Action Concerning Nomination of Representative on the CSDA Board of Directors.

REPORTS

2. Sewer Authority Mid-Coastside Meetings (Harvey)
3. MidCoast Community Council Meeting (Slater-Carter)
4. CSDA Report (Slater-Carter)
5. CCWD, NCCWD Committee Report (Harvey, Huber)
6. Attorney's Report (Schricker)
7. Directors' Reports
8. General Manager's Report (Heldmaier)

FUTURE AGENDAS

ADJOURN

AGENDA – SPECIAL MEETING (6:45 p.m.)

CALL TO ORDER

ROLL CALL

ORAL COMMENTS (Items other than those on the agenda)

CONVENE IN CLOSED SESSION

CONFERENCE WITH LABOR NEGOTIATOR

(Gov't. Code §54957.6)

Agency designated representative: Clemens Heldmaier, General Manager and Austris Rungis, IEDA

Employee Organization: Unrepresented employees

RECONVENE IN OPEN SESSION AND ADJOURN TO CONVENE FOR REGULAR MEETING

The District has a curfew of 11:00 p.m. for all meetings. The meeting may be extended for one hour by vote of the Board.

NOTE: In accordance with the Government Code, members of the public may address the Board on specific agenda items when that matter is discussed by the Board. Any other items of interest that is within the subject matter jurisdiction of the District may be addressed during the Oral Comments portion of the meeting. Upon request, this agenda will be made available in appropriate alternative formats to persons with a disability. Request for a disability-related modification or an accommodation in order to participate in the public meeting should be made at (650) 728-3545. Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available in the District Clerk's office during normal business hours. Such documents may also be available on the District's web site (www.mwsd.montara.org) subject to staff's ability to post the documents before the meeting.



MONTARA WATER & SANITARY
DISTRICT

BOARD OF DIRECTORS MEETING
February 5, 2015

MINUTES

REGULAR SESSION BEGAN AT 7:40 p.m.

CALL TO ORDER

ROLL CALL

Directors Present: Slater-Carter, Harvey, Boyd, Wilson and Huber

Directors Absent: None

Staff Present: General Manager, Clemens Heldmaier,
District Clerk, Judy Gromm

Others Present: District Counsel, David Schricker
District Accountant, Peter Medina

PRESIDENT'S STATEMENT –

ORAL COMMENTS - None

PUBLIC HEARING – None

CONSENT AGENDA –

1. Approve Minutes for January 15, 2015.
2. Approve Financial Statements for December 2014.
3. Approve Warrants for February 1, 2015.
4. SAM Flow Report for November 2014
5. Monthly Review of Current Investment Portfolio.
6. Connection Permit Applications Received.
7. Monthly Water Production Report for December 2014.
8. Rain Report.
9. Solar Energy Report.

Director Slater-Carter moved to approve the Consent Agenda. Director Huber seconded the motion.

All Directors were in favor and the motion passed 5 – 0.

OLD BUSINESS –

1. Review and Possible Action Concerning Appointment of Board Officers and Committee Assignments for 2015.

General Manager Heldmaier reported This Item was discussed at the January 15th meeting and the Board intended to leave the assignments as they were in 2014 with the agreement that changes for the calendar year 2016 be discussed starting in November 2015.

Director Wilson moved to approve the officers for 2015 as the same as 2014 with the caveat that there will be discussion regarding the changes no later than November. There was no second on this motion and no vote.

Director Wilson moved to Approve the Officers and Committee Assignments for 2015 with the caveat that there will be discussion regarding the changes no later than November 2015. Director Slater-Carter seconded the motion.

All Directors were in favor and the motion passed unanimously 5 – 0.

NEW BUSINESS –

1. Review and Possible Action Concerning Mid-Year Budget Review.

General Manager Heldmaier reported to allow the Board and public to be as best informed as possible the 'district's monthly financial reporting saw further additions in the past 12 months. The Funds Balance Sheet and Revenue & Expenditures Budget vs. Actual line items were renamed and grouped with the intent to make the reports understandable for everyone in the District. In addition a 12 month Revenue & Expenditures Budget vs. the Budget line items. Now we would like to introduce the Mid-Year Budget Review in preparation for next fiscal year's budget cycle.

The District's finance committee reviewed the documents and recommends presentation at this meeting.

Peter Medina with Maze and Associates has prepared documents that show the District's current financial position.

Director Wilson requested a workshop scheduled in March to discuss the rate study, rate increase and retirement.

Mr. Medina explained the process of the Mid-Year Budget Review and how this will help to plan the 15/16 budget.

The increase of sewer engineering expenses was discussed and will be further reviewed. It is believed some of the expenses can be capitalized.

There was a discussion on staff overtime and this lead into a further discussion on how staff needs to be increased due to new District projects and increased workloads. This will be discussed further by the Board.

Mr. Medina reported his plan was to make this process both user friendly and as easy as possible for all parties. This is the first big step in moving in that direction. Next, we plan on working on simplifying the monthly statements for the Board.

General Manager noted how Peter Medina along with Maze and Associates gives quality support that the District did not have before.

Director Harvey thanked the Finance Committee, General Manager Heldmaier and District Accountant Peter Medina for the hard work in making this presentation extremely clear to all.

2. Review and Possible Action Concerning Receipt and Accounting of Excess Education Revenue Augmentation Fund Check.

General Manager Heldmaier reported the District received a check over \$210,230 from SMC, the District's share of this year's excess Education Revenue Augmentation Fund (ERAF) distribution. ERAF Funds are a portion of the district's share of the 1% property taxes that have been withheld by the State. The State releases the excess funds in changing annual amounts since 1997. In some years the District has not received any monies from the ERAF fund. This current FY's refund contains withholdings from a total of four FYs. Going forward the Excess ERAF distribution will be for one fiscal year only. Due to the unpredictability of the excess ERAF distribution the District does not include the receipt of funds in the budget.

For almost all of the past 12 years since the purchase of the water system, MWSD has split property tax receipts equal between water and sewer funds. The Treasurer asked to consider the deposit of the unanticipated \$210,000 into the water fund.

Director Huber asked District Counsel Dave Schricker if the Board has the legal authority on how to allocate the funds. Mr. Schricker reported the Board has the authority. Director Huber noted that at certain times the sewer side may make better use of that money. Director Huber further noted it becomes an issue of how you manage the money most effectively for the District and at this point in time, the water side is in more need of the funds.

Director Slater-Carter moved to authorize the deposit of the excess ERAF distribution into the water fund. Director Huber seconded the motion.

All Directors were in favor and the motion passed unanimously 5 – 0.

3. Review and Possible Action Concerning Approval of Two Exploratory Well Boreholes in the Montara Caltrans Right of Way.

General Manager Heldmaier reported starting in 2012, the District negotiated a right of entry to the Caltrans right of way in Montara and Moss beach. MWSD can now drill up to five exploratory boreholes in the pristine untouched property that runs through the heart of our communities. The property was originally acquired by the State agency to build a multi-lane highway. The project was opposed by local citizens and instead the Devils Slide tunnel was suggested as a better solution and subsequently implemented. Today, the Caltrans Right of Way is a pristine unspoiled property, physically and geologically connected to Montara Mountain. Due to the fact that the property is undeveloped and dedicated in the LCP to remain open space, the chances of finding high quality drinking water, similar to our Alta Vista Well, are very high.

The District has received the additional necessary permits to start the Caltrans exploration with two boreholes in the upper Cedar Street area. Both boreholes have to be backfilled after completion of the exploration. The Caltrans Permit requires very specific drilling equipment. Staff has inquired quotes for the work from three different companies. The lowest quote was submitted by Maggiora Brothers and is \$10,000 lower than both other companies Taber and Pitcher. Only Maggiora can provide the required drilling equipment. In the past the District sole sourced all drilling projects to Maggiora Brothers due to the highly experienced personnel. Exploratory wells in the local granitic aquifer require experienced drill rig operators. Therefore, staff suggest to sole source the two exploratory borehole project to Maggiora Brothers.

Director Wilson suggested since we will have Maggiora there, perhaps we should not to limit the exploration to 2 holes only and \$60,000 if there is \$150,000 already budgeted for this purpose. Director Slater-Carter agreed.

General Manager Heldmaier reported the Board would be informed with all drillings, progress of the project and results.

Director Wilson moved to waive the formal bidding requirements on the ground that the personnel and associated equipment for the work are available from a sole source. Authorize up to \$150,000 for the exploratory boreholes as budgeted. Director Harvey seconded the motion.

All Directors were in favor and the motion passed unanimously 5 – 0.

REPORTS

1. Sewer Authority Mid-Coastside Meetings – Director Harvey noted there had been a meeting on June 26th and reported the following:

- CCWD adopted the Guiding Principles for Recycled Water.
- A Salary Schedule for unrepresented employees was adopted.
- Discussed refunding extra monies back to the member agencies.
- Authorized the Manager to purchase a waste heat exchanger.
- Activities regarding the Kehoe Water Course and what it should be called. The HMB Engineer and Manager had started meetings regarding the water course and the SAM Board will be included in the future.
- Ric Lohman was voted in as the new SAM Chair, Vice-Chair is Debra Ruddock and Secretary/Treasurer is Scott Boyd.
- A discussion regarding retaining SRT to replace the IPS between Vallemar and Montara and also a third installation at the Montara pump station. The Board voted to have SRT complete the project and not to exceed \$99,000.

Director Boyd reported the next meeting for the Recycle Committee will be soon.

Director Wilson questioned why the SAM Board is meeting without the Committee Members. Director Boyd explained the Water Agencies are not members of the Committee. Water Agencies will be invited to meet with the Committee. Director Wilson explained this was not his understanding.

Director Harvey explained that the SAM Board and General Manager discuss and agree what the contract should consist of and how it should work.

Director Boyd explained SAM has homework to do to see what they can do and put on offer as a way to accelerate the project. Director Boyd further stated that he had great difficulty with the way the meetings were called. The process that was followed was not a process that would lead to clarity on this. Director Boyd apologized for the confusion.

Director Wilson requests when and if the 5 of them get back together, they identify the rules.

- 2. MidCoast Community Council Meeting (Slater-Carter) – Director Slater-Carter** reported the County is having a meeting on Community Choice Aggregation on February 24th to see if it is feasible to move forward on this. Additionally, the Princeton Plan and Big Wave are still being discussed.
- 3. CSDA Report (Slater-Carter) – Director Slater-Carter** reported the major point of the discussion was should the Special District Association write a letter to LAFCO regarding the municipal service review for the Harbor District. The decision was to raise questions at the next LAFCO meeting for example what relationship if any is between the Grand Jury and LAFCO because LAFCO decided to do the Review based on a Grand Jury

recommendation. We will be collecting questions and give them to our Special District Representative and ask them to bring the questions up at the next meeting.

The LAFCO Budget will be discussed at their March 3rd meeting and folks from Special Districts will be asked to attend and ask questions.

4. **CCWD, NCCWD Committee Report** – General Manager Heldmaier reported they were waiting for a response from CCWD on a meeting date.
5. **Attorney’s Report (Schricker)** – None
6. **Directors Report** – None
7. **General Manager’s Report (Heldmaier)** – General Manager Heldmaier - reported there was work done on HWY 1 by both SAM and MWSD. This was originally was reported as a potential sewer leak and was dug up. It turned out to be a water leak. This one was a little complicated and there was constant supervision by SAM. The leak is backfilled but the main has not be energized yet. No customers were effected.

Coastside County Water District have released their Denniston/San Vincente Environmental Impact Report. They have posted two substantial documents. The first one answers questions asked of the project and the second is the final EIR. There is a review period which will be from February 2nd through the 10th. On February 11th they plan to adopt and certify the EIR.

FUTURE AGENDAS-

REGULAR MEETING ENDED at 9:53 P.M.

Respectfully Submitted,

Signed _____
Secretary

Approved on the 5th March, 2015

Signed _____
President



MONTARA WATER & SANITARY
DISTRICT

BOARD OF DIRECTORS MEETING
February 19, 2015

MINUTES

REGULAR SESSION BEGAN AT 7:40 p.m.

CALL TO ORDER

ROLL CALL

Directors Present: Slater-Carter, Harvey, Boyd, Wilson and Huber

Directors Absent: None

Staff Present: General Manager, Clemens Heldmaier,
District Clerk, Judy Gromm

Others Present: None

PRESIDENT'S STATEMENT – None

ORAL COMMENTS - Director Slater-Carter reported on the recent unfortunate incident in the community that involved two men saying they were from the water district, entered the home, asked the woman to hold a running hose in the back yard then burglarizing the home. This has apparently happened in Pacifica as well. Director Slater-Carter noted our staff is in uniform with names on their work shirts. They drive District trucks with our logos. If anyone is approached and is unsure, please call the District for verification or call the Police.

PUBLIC HEARING – None

CONSENT AGENDA – None

OLD BUSINESS –

1. Review and Possible Action Concerning Adoption of Strategic Plan.

General Manager Heldmaier reported in 2014 the District went through a strategic planning process that now should come to conclusion. The consultant produced a draft plan that will be presented at the meeting and

discussed by the full Board. Also discussed should be a revised mission statement that is part of the strategic plan.

Martin Rauch presented the draft Strategic Plan to the full Board emphasizing this was the opportunity to make changes or comments on the draft document before them. Mr. Rauch further reported on how the draft was developed, noting a Board Workshop, interviews with staff, Board, leaders in the community, residents and business owners in the District and a community meeting. This was followed by a Board Workshop to develop a detailed staff work plan designed to meet the mission of the District and strategic goals and objectives.

The Board discussed an updated Mission Statement:

To sensitively manage the natural resources entrusted to our care, to provide the people of Montara – Moss Beach with reliable, high-quality water, wastewater, and trash disposal at an equitable price, and to ensure the fiscal and environmental vitality of the district for future generations. Be open to providing other services desired by our community.

an updated Vision Statement:

Trusted and proven to cost-effectively provide our customers with the services they need.

an updated Value Statements:

**To be trusted by the community
Represent and serve our community
Local control
To provide quality services
To be responsive to the community and its changing needs
To be open and available to the public we serve
To use customer funds sustainably**

The following goals are the core strategic direction provided in this plan:

1. Water supply planning and source water protection
2. Communication
3. Rates and Finance
4. Governmental Relations
5. Additional Services
6. Operations and Administration
7. Build and maintain Facilities that are reliable, environmental and efficient
8. Governance

The work plan contains a series of actions developed by staff that, when accomplished, will meet the mission, vision, goals and objectives identified by the Board of Directors. A copy of the work plan is attached to the minutes.

The amount of work involved to accomplish the goals set in the plan was discussed. Mr. Raush noted the amount of work the General Manager had signed himself up to be responsible for would be hard for one person to accomplish.

Director Wilson was sensitive to the work load of the General Manager and understands this is a very large undertaking for one person and suggests to give himself flexibility on the priority 3 levels.

Director Huber suggested this was a guide line to follow and a flexible document.

Mr. Raush suggested this could be the General Managers work plan for the year in which his review is based on but, recognizing reality and why this plan may change during the year.

Director Huber suggested a progress report so the Board has an update on the progress of the work plan.

Twice a year progress reporting was discussed.

The Board was impressed with the draft Strategic Plan and looks forward to reviewing the final document which will include a few changes discussed this evening. Additionally, the Board will select a Strategic Plan Committee to review the progress of the work plan.

Director Slater-Carter looks forward to working with Mr. Raush as he guides the Board and General Manager through the Strategic Plans process.

General Manager Heldmaier reported the final version will be presented to the Board at the next meeting for approval.

NEW BUSINESS – None

REPORTS

- 1. Sewer Authority Mid-Coastside Meetings – None**
- 2. MidCoast Community Council Meeting (Slater-Carter) – None**
- 3. CSDA Report (Slater-Carter) – Director Slater-Carter reported she will be attending a meeting to be held at the Board of Supervisors regarding whether or not to spend money on a study regarding community energy.**

4. **CCWD, NCCWD Committee Report** – General Manager Heldmaier reported there was an acknowledgement that CCWD had received the request for a meeting and will be working on scheduling a meeting date.
5. **Attorney's Report (Schricker)** – None
6. **Directors Report** – None
7. **General Manager's Report (Heldmaier)** – General Manager Heldmaier invited the full Board to a Special Meeting on March 5th at 5:00 at the new Alta Vista Tank for a full tour of the construction and the progress to date or the project. The Board invited Pacific Coast Television to come and video the event.

FUTURE AGENDAS-

REGULAR MEETING ENDED at 9:50 P.M.

Respectfully Submitted,

Signed _____
Secretary

Approved on the 5th March, 2015

Signed _____
President

No.	P.	Action	Lead	Comments	Timing	%	Status
1.0.0		Goal 1.0 - Water Supply Planning and Source Water Protection: Protect, maintain, and develop existing and new water sources for best quality, cost and productivity, while ensuring the permanent sustainability of the District's water supply and quality.	Goal				
1.1.0		The District will proactively protect and improve water quality and supply, where needed.	Obj				
1.1.1	1	Track development plans of public and private landowners (County, GGNRA, POST, etc.) for potential impacts to watershed, such as septic systems etc.	Clemens		Ongoing		When received
1.1.2		See 1.2.1	NA		NA		
1.1.3	2	Continue to establish groundwater level and stream-gauging programs to improve understanding of District's hydrology.	Clemens	With Balance Hydrologic	Dec-15		Annually
1.1.4	3	Develop an integrated regional water management plan for watershed protection, increased knowledge base and increased funding opportunities.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by May-15	May-15		
1.1.5	3	Develop regional groundwater management agency.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by Dec-15	Dec-15		
1.2.0		The District will ensure permanent water independence.	Obj				
1.2.1	1	Continue Renewal and Rehabilitation Program for existing groundwater and surface water sources to protect sustainability, water quality, and supply availability	Clemens	Funds currently still available, delayed due to lack of drilling rigs (drought)	Dec-15		Minimum of one well per annum
1.2.2	1	Proceed with Water Source Exploration on Caltrans Right of Way to ensure water supply reliability, source protection, and continued sustainability	Clemens	5 Boreholes allowed to test drill until April 2015.	Dec-15		Deadline 2015
1.2.3	2	Negotiate extension to drill further exploratory wells after April 2015.	Clemens		Mar-15		Start negotiations before April
1.2.4	2	Continue developing a Supply and Demand Analysis on an annual basis to understand customer demands and plan future water supply, as necessary.	Tanya		Dec-15		Annually
1.3.0		The District will incorporate phenomena such as seawater rise and weather extremes, and any other identified challenges in its planning and implementation of water programs.	Obj				
1.3.1	3	Work with neighboring agencies to ensure secure long-term regional water supplies that aren't affected by climate change. See 1.1.4 and 1.4.5.	Clemens		NA		Ongoing as needed
1.3.2	2	Support SAM's Recycled Water Project Phase 1 and later, coast-wide, phases that offset use of local water sources, prevent seawater intrusion, creek restoration and improve long term water security.	Board	SAM reps and full Board play critical role. A political effort primarily.	Sep-15		Ongoing as needed. Evaluate annually
2.0.0		Goal 2 - Communication: Actively communicate with all stakeholders in a clear, factual, timely, two-way manner to foster understanding and alignment between the District and those it serves and works with.	Goal				
2.1.0		Staff will develop core messages and obtain board approval for them.	Obj				
2.1.1	NA	See 2.2.1 and 2.2.2	Martin		May-15		
2.2.0		Staff will design and implement communication that is consistent with Board-approved messaging.	Obj				
2.2.1	1	Develop an Outreach Plan and budget for Board approval.	Martin	Consultant Support	May-15		Start in March

2.2.2	2	Implement Outreach Plan.	Clemens	Consultant Support	Jun-15	See Plan
2.2.3	2	Prepare and distribute initial newsletter, future editions depending on Outreach Plan.	Martin	Consultant Support	Apr-15	Start Now?
2.3.0		Staff will develop and follow an outreach plan and budget, and will consider and select among all outreach tools for cost-effectiveness and practicality (e.g. open houses, newisetters, press, social	Obj			
2.3.1	NA	See 2.2.1 and 2.2.2 above	Clemens	Consultant	May-15	
2.4.3	3	Complete under construction areas of website	Martin		Apr-15	April
3.0.0		Goal 3 - Rates and Finance: Use the longest possible outlook for planning revenue needs, finance and rates. Base planning and decisions will be based on a long-term, proactive understanding of finances, capital facility planning, and operational and regulatory needs.	Goal			
3.1.0		Costs will be allocated through rates that are fair by class and customer; and will be developed after evaluating all reasonable options beyond tiers, including how well connection options will influence rates.	Obj			
3.1.1	1	Complete Water Rate Study.	Clemens	With Bartle Wells	Apr-15	Effective July-15
3.2.0		Add and update new rates.	Obj		FY 15/16	
3.2.1	1	Implement annual solid waste rate changes in accordance with the franchise agreement	Clemens		Dec-15	
3.2.2	1	Evaluate Sewer Service Charges and implement necessary rate increases or proposition 218 processes.	Clemens	With Bartle Wells	Apr-15	Annually. Effective July-15
3.3.0		Rates will be sustainable, steady, defensible, understandable and fair.	Obj			
3.3.1	2	See 3.1.1, 3.2.2, and 3.2.1.	Board		NA	
3.4.0		Use the longest reasonable outlook for planning infrastructure replacement needs, while recognizing that infrastructure planning is in flux.	Obj			
3.4.1	3	Include in the Capital Improvement Program (CIP) future anticipated replacement cost for the upcoming 10 years and evaluate funding possibilities.	Tanya + Pippin		Jun-15	
3.5.0		Enable effective Board and public oversight of finances through effective and understandable financial reporting.	Obj			
3.5.1	2	Complete bi-annual finance review by Finance Committee and Board.	Clemens	With Peter	Mar-15	
3.5.2	2	Identify key financial highlights and summarize for Board review.	Clemens	Clemens discuss with Board in budget season.	Apr-15	Based on Board Input
3.6.0		Develop a well conversion program that will promote voluntary conversions and the necessary incentives and communication tools to make it happen.	Obj			
3.6.1	2	Evaluate the possibility of well conversion loan program based on existing models.	Clemens	With Bartle Wells + Schrickler	Oct-15	Share with public
3.6.2	3	Consider other strategies to increase voluntary well conversions.	Clemens		Oct-15	Share with public
4.0.0		Goal 4 - Government Relations: Promote collaborative relationships and partnerships.				
4.1.0		Enhance Board and staff relationships with other agencies (Board Work Plan).	Obj			
4.1.1	3	General Manager will develop tangible opportunities for Directors to assist with inter-agency collaboration.	Clemens		Ongoing	
4.1.2	3	Create the opportunity for the Board to discuss importance of Director engagement by including the item on future Board Agendas.	Pres.		Mar-15	

4.1.3	3	Promote staff-level collaboration on inter-agency projects by setting up meetings with local agencies that are critical to project success.	Clemens		Timing	
4.2.0		Enhance dialog with other agencies about collaborative opportunities for local parks, etc.	Obj			
4.2.1	1	Seek to make the Caltrans Public Right of Way accessible for groundwater supply and community recreation.	Clemens	Need Board support	Jun-15	Underway. Evaluate progress biannually
4.2.2	3	See 5.1.2 and 5.3.1				
5.0.0		Goal 5 - Additional Services: Be open to providing additional services that are needed and desired within our service area.				
5.1.0		Be responsive to community desires for new services and take a leadership role in considering whether to provide additional services.				
5.1.2	3	Research and track opportunities to collaborate with San Mateo County on providing energy to the Montara and Moss Beach communities.	Clemens	Mostly about tracking and following. Considering seeking a seat at the table.	Aug-15	Ongoing. Annual Board discussion
5.2.0		Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.	Obj			
5.2.1	2	When opportunities for providing additional services are presented or discovered, each will be considered by a case-by-case basis.	Clemens	Board Support	NA	
5.3.0		Seek to provide services collaboratively when mutually beneficial partnerships can be found.	Obj			
5.3.1	3	Continue to seek opportunities to collaborate and develop partnerships with local agencies and present viable opportunities to the Board.	Clemens	Board Support	Sep-15	Ongoing. Annual Board discussion
6.0.0		Goal 6 - Operations and Administration: Develop and maintain an organizational structure and management policies that foster a high performing, stable and productive organization that learns and improves over time.				
6.1.0		Develop and implement a plan for retaining institutional knowledge.	Obj			
6.1.1	1	Complete Salary Study and evaluate implementation strategies for retaining staff, including implementation of effective qualitative strategies, including employee incentives.	IEDA	With Clemens	Apr-15	
6.1.3	2	Assess staffing levels in terms of stress and reliability to meet District needs. Include succession planning and ability to deal with major personnel interruptions.	Clemens	With IEDA	Nov-15	
6.2.0		Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.	Obj			
6.2.1	2	Review and update Employee Manual.	IEDA	With Clemens	Mar-16	
6.2.2	3	Review and update all District policies and procedures and suggest additions and updates.	Clemens		Aug-16	
6.3.0		Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.	Obj			
6.3.1	2	Update the existing Emergency Response and Recovery Plan (ERRP) to maintain a relevant emergency planning document.	Clemens		Aug-15	Every five years
6.3.2	3	Become a leader and a hub for local utility emergency planning.	Clemens	Need Board support	Nov-15	Annual update

6.3.3	2	Update drought contingency plan.	Clemens	May-16	Every five Years
7.0.0		Goal 7 - Build and Maintain Facilities that are Reliable, Environment, and Efficient: Plan, provide for, and maintain District facilities and other physical assets to achieve long-term reliable, environmentally sound and efficient District operations.			
7.1.0		Manage the wastewater system with the objective of zero spills and zero permit violations.			
7.1.1	1	Continue the implementation of a mainline replacement program, focused on areas prone to leaking and/or overflow.	Tanya with Pippin	Jun-15	Annually. Review with budget
7.1.2	2	Implement improvements at wastewater lift stations to improve reliability and mitigate overflows.	Pippin	Jun-15	Annually. Review with budget
7.1.3	3	Evaluate other methods for the reduction of inflow and infiltration (I&I).	Pippin	Jun-15	Annually. Review with budget
7.2.0		Asset Management - Consider lifecycle costs in all facility construction, upgrades, maintenance and management decisions and activities. Continue with water and focus attention on sewer.	Obj		
7.2.1	3	Include lifecycle cost analysis in the Feasibility Studies for new facilities, facility upgrades, and/or maintenance activities.	Tanya with Pippin	Jun-15	Annually. Review with budget
7.3.0		Creatively seek opportunities to maintain or improve quality while lowering costs.	Obj		
7.3.1	3	Research grant opportunities for installation of energy efficient technologies.	Tanya with Pippin and Clemens	Jun-15	Annually. Review with budget
8.0.0		Goal 8: Governance. The Board will govern lawfully, with an emphasis on (a) outward vision rather than internal preoccupation; (b) encouragement of diversity in viewpoints; (c) strategic leadership more than administrative detail; (d) clear distinction of Board and general manager roles; (e) collective rather than individual decision-making; (f) future rather than past or present; and (g) practivity rather than reactivity	Goal		
8.1.0		The Board will invest in itself and its members' training and governance capacity.	Obj		
8.1.1	2	Board consider need for additional training	Board	Oct-15	
8.2.0		Continued Board development is to include orientation of new board members, and periodic consideration of Board governance effectiveness, including enhancing communication between Board members and between the Board and general manager	Obj		
8.2.1	2	Board will evaluate its own governance effectiveness, including its communication with the GM and consider changes.	Board	Feb-15	Annually
8.2.2	2	Initiate discussion about selection and preparation of officers early in the year.	Board	Oct-15	Annually
8.2.3	2	Board will review strategic Plan Annually	Board	Feb-15	Annually

MONTARA WATER AND SANITARY DISTRICT



**Unaudited Financial Statements for
January
2015**



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

**SUBJECT: Unaudited Financial Statements – Executive
Summary**

Budget vs. Actual – Sewer July through January, 2015 Variances over \$2,000:

- 4460 Remodel Fees, \$4,534 above Budget – An additional four (4) permits issued in January.
- 4610 Property Tax Receipts, \$19,164 below Budget – Additional property tax receipts expected later in the fiscal year to make up budgeted shortfall.
- 4710 Sewer Service Charges, \$178,675 below Budget – Additional Sewer Service charges expected later in the fiscal year to make up budgeted shortfall.
- **Overall Total Operating Income for the period ending January 31, 2015 was \$187,676.20 below budget.**
- 5400 Legal, \$10,521 below Budget – Less billing than expected to date.
- 5610 Accounting, \$4,048 below Budget – Additional accounting fees anticipated in future months as the District heads into budget season.
- 5620 Audit, \$2,469 above Budget – Audit fees are billed upon release of the issued financial statements. The total cost of the audit is smoothed out over the year. As months progress the variance will be eliminated.
- 5640 Data Services, \$2,586 above Budget – Bill paid to Engineering Data Services for Fiscal year 2014-2015 sewer service charges update to San Mateo County. As months progress the variance will be eliminated.
- 6170 Claims, Property Damage, \$5,017 below Budget – Minimal claims to date.
- 6200 Engineering, \$5,364 above Budget – General Engineering costs unable to be capitalized.
- 6400 Pumping, \$5,738 below Budget – Timing difference. Six (6) months of activity currently booked at this time. Year-end accrual makes up difference.
- 6660 Maintenance, Collection System, \$11,669 below Budget – No activity to date.
- 6950 SAM Maintenance, Pumping, \$29,169 below Budget – No activity to date.
- **Overall Total Operating Expenses for the period ending January 31, 2015 were \$47,730 below Budget.**



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

- **Total overall Expenses for the period ending January 31, 2015 were \$66,741 below budget. For a net ordinary income of (\$120,935), budgeted vs. actual. Actual net ordinary income is \$423,581.**
- 7100 Connection Fees, \$7,684 below Budget – A total of seven (7) connections have been issued. Three (3) for new construction. Two (2) for Remodels and two (2) for other. **No connections issued in January.**
- 7700 Interest, Employee Loans, \$11,518 below Budget – Account is budgeted on the cash basis, and includes Principal & Interest payments, therefore leaving the Principal portion as the variance. Principal portion is reflected on the balance sheet by reducing the receivable.
- 8075 Sewer, \$355,105 below Budget – Activity to date includes SAM capital assessments. The Sewer Capital Improvement Program is currently in process.
- 9125 PNC Equipment Lease Interest, \$19,989 below Budget – Account is budgeted on the cash basis, and includes Principal & Interest payments, therefore leaving the Principal portion as the variance. Principal portion is reflected on the balance sheet by reducing the liability.
- 9175 Capital Assessment - SAM, \$15,960 above Budget – Treatment Capital payments of \$5,280 paid each month. Payments had initially been categorized in the Capital Program. However, per review of the Sewer Authority Mid-Coastside JPA. These costs are not to be capitalized by the District.
- 9200 I-Bank Loan, \$12,541 below Budget – Account is budgeted on the cash basis, and includes Principal & Interest payments, therefore leaving the Principal portion as the variance. Principal portion is reflected on the balance sheet by reducing the liability.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

- **Budget vs. Actual – Water July through January, 2015 Variances over \$2,000:**
- 4610 Property Tax Receipts, \$191,066 above Budget – Additional ERAF revenue collected has been allocated 100% to the Water Fund.
- 4740 Testing, Backflow, \$4,658 below Budget – No activity booked for November, December, or January.
- 4810 Water Sales Domestic, \$82,185 below Budget – The Pillar Ridge water system operations began half way through the District's fiscal year. The budget was prepared in the belief that activities would begin at the beginning of the fiscal year.
- 4850 Water Sales Refunds, Customer, \$3,455 below Budget – Minimal activity to date.
- **Overall Total Operating Income for the period ending January 31, 2015 was \$111,343 above budget.**
- 5190 Bank Fees, \$2,614 below Budget – Lower fees than anticipated to date.
- 5240 CDPH Fees, \$2,667 above Budget – 100% billed in October. Budget is split evenly between twelve months. As months progress the variance will be eliminated.
- 5400 Legal, \$10,632 below Budget – Less billing than expected to date.
- 5530 Memberships, \$6,130 above Budget – Membership expenses for the fiscal year have now been paid, as the fiscal year progresses the budget variance will decrease.
- 5610 Accounting, \$4,048 below Budget – Additional accounting fees anticipated in future months as the District heads into budget season.
- 5620 Audit, \$2,469 above Budget – Audit fees are billed upon release of the issued financial statements. The total cost of the audit is smoothed out over the year. As months progress the variance will be eliminated.
- 5690 Other Professional Services, \$18,177 above Budget – Some of the cost will be moved to capital as soon as the accountant can. Other portion is due to CCWD DEIR Review.
- 5800 Labor, \$45,269 below Budget – The District's Water Utility is currently operating short staffed.
- 6170 Claims, Property Damage, \$5,831 below Budget – No claims to date.
- 6185 SCADA Maintenance. \$8,725 below Budget – Lower costs than anticipated to date.
- 6185 Education & Training, \$2,119 below Budget – Due to the nature of the District's staffing. Less education & training has been needed.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

- 6200 Engineering, \$11,526 below Budget – Expenses which cannot be capitalized are lower than anticipated. The majority of engineering costs are to be capitalized at fiscal year-end.
- 6320 Equipment & Tools, Expensed, \$6,187 below Budget – less purchases than anticipated.
- 6380 Meter Reading, \$5,831 below Budget – No activity to date.
- 6400 Pumping, \$28,539 below Budget – Lower costs to date than anticipated.
- 6500 Supply, \$21,756 below Budget – Water purchases line item is significantly lower than expected.
- 6600 Collection/Transmission, \$26,328 below Budget – Lower maintenance costs to date than anticipated.
- 6700 Treatment, \$6,882 above Budget – Chemical & Filtering expenses are larger than anticipated.
- 6800 Vehicles, \$3,813 below Budget – Lower costs to date than anticipated in all categories; fuel, equipment and repairs.
- **Overall Total Operating Expenses for the period ending January 31, 2015 were \$111,467 below Budget.**
- **Total overall Expenses for the period ending January 31, 2015 were \$142,486 below budget. For a net ordinary income of \$253829, budgeted vs. actual. Actual net ordinary income is \$704,139.**
- 7100 Connection Fees, \$37,253 above Budget – More Water Connections have been issued to customers than anticipated. A total of nine (9) connections have been issued. Seven (7) for new construction. Two (2) for PFP new construction.
- 7600 Bond Revenues, G.O. \$37,265 below Budget – GO bond revenues received from the County in December. Additional revenue anticipated to pay for G.O. Bond debt service payment.
- 8100 Water CIP, \$1,111,034 below Budget – Budget is split evenly for twelve months. Large expenses anticipated with the progression of the Alta Vista Tank Project.
- 9075 PFP Connection Expenses, \$13,027 above Budget – PFP connection expenses have been incurred in regards to various properties.
- 9100 Interest Expense G.O. Bonds, \$406,473 below Budget - Budget includes Principal & Interest payments, therefore leaving the Principal portion as the variance.
- 9125 PNC Equipment Lease Interest, \$19,989 below Budget - Account is budgeted on the cash basis, and includes Principal & Interest payments, therefore leaving the Principal portion as the variance. Principal portion is reflected on the balance sheet by reducing the liability.
- 9150 SRF Loan, \$59,556 below Budget – No re-payment activity to date.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: March 5, 2015

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

RECOMMENDATION:

This is for Board information only

Montara Water & Sanitary District Revenue & Expenditures Budget vs. Actual - Sewer July 2014 through January 2015

	Jul '14 - Jan 15	Sewer Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
4220 - Cell Tower Lease	20,009.10		1,634.10
4400 - Fees			
4410 - Administrative Fee (New Constr)	1,852.00	2,100.00	-248.00
4420 - Administrative Fee (Remodel)	1,389.00	581.00	808.00
4430 - Inspection Fee (New Constr)	1,748.00	1,981.00	-233.00
4440 - Inspection Fee (Remodel)	1,715.00	1,169.00	546.00
4460 - Remodel Fees	5,584.00	1,050.00	4,534.00
Total 4400 - Fees	12,288.00	6,881.00	5,407.00
4610 - Property Tax Receipts	112,085.72	131,250.00	-19,164.28
4710 - Sewer Service Charges	1,095,241.41	1,273,916.00	-178,674.59
4720 - Sewer Service Refunds, Customer	0.00	-1,169.00	1,169.00
4760 - Waste Collection Revenues	10,408.57	8,456.00	1,952.57
Total Income	1,250,032.80	1,437,709.00	-187,676.20
Expense			
5000 - Administrative			
5190 - Bank Fees	1,675.24	1,806.00	-130.76
5200 - Board of Directors			
5210 - Board Meetings	1,576.89	1,456.00	120.89
5220 - Director Fees	1,462.50	1,456.00	6.50
Total 5200 - Board of Directors	3,039.39	2,912.00	127.39
5250 - Conference Attendance	0.00	1,169.00	-1,169.00
5270 - Information Systems	1,572.50	3,500.00	-1,927.50
5300 - Insurance			
5310 - Fidelity Bond	0.00	525.00	-525.00
5320 - Property & Liability Insurance	1,666.82	875.00	791.82
Total 5300 - Insurance	1,666.82	1,400.00	266.82
5350 - LAFCO Assessment	1,754.00	931.00	823.00
5400 - Legal			
5420 - Meeting Attendance, Legal	3,412.50	6,419.00	-3,006.50
5430 - General Legal	4,155.00	11,669.00	-7,514.00
5440 - Litigation	0.00	0.00	0.00
Total 5400 - Legal	7,567.50	18,088.00	-10,520.50
5510 - Maintenance, Office	2,560.00	1,750.00	810.00
5540 - Office Supplies	5,410.33	5,250.00	160.33
5550 - Postage	501.16	2,331.00	-1,829.84
5560 - Printing & Publishing	1,007.99	2,331.00	-1,323.01
5600 - Professional Services			
5610 - Accounting	13,452.50	17,500.00	-4,047.50
5620 - Audit	10,050.00	7,581.00	2,469.00
5630 - Consulting	7,641.38	6,706.00	935.38
5640 - Data Services	5,792.04	3,206.00	2,586.04
5650 - Labor & HR Support	0.00	1,316.00	-1,316.00
5660 - Payroll Services	459.53	525.00	-65.47
5690 - Other Professional Services	10.00		
Total 5600 - Professional Services	37,405.45	36,834.00	571.45

Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Sewer
July 2014 through January 2015

	Sewer		\$ Over Budget	
	Jul '14 - Jan 15	Budget		
5710 · San Mateo Co. Tax Roll Charges	0.00	1,750.00		-1,750.00
5720 · Telephone & Internet	3,456.98	5,250.00		-1,793.02
5730 · Mileage Reimbursement	692.66	875.00		-182.34
5740 · Reference Materials	0.00	119.00		-119.00
5800 · Labor				
5810 · CalPERS 457 Deferred Plan	7,969.12	7,623.00	346.12	
5820 · Employee Benefits	18,054.34	24,094.00	-6,029.66	
5830 · Disability Insurance	538.83	665.00	-126.17	
5840 · Payroll Taxes	7,108.37	7,616.00	-507.63	
5900 · Wages				
5910 · Management	50,408.03	46,158.00	4,250.03	
5920 · Staff	59,110.98	57,036.00	2,074.98	
5930 · Staff Certification	1,050.00	1,106.00	-56.00	
5940 · Staff Overtime	2,349.58	1,393.00	956.58	
5950 · Staff Standby	928.02			
Total 5900 · Wages	113,846.61	105,693.00	8,153.61	
5960 · Worker's Comp Insurance	1,723.57	4,585.00	-2,861.43	
Total 5800 · Labor	149,250.84	150,276.00	-1,025.16	
Total 6000 · Administrative	217,560.86	236,572.00	-19,011.14	
6000 · Operations				
6170 · Claims, Property Damage	814.00	5,831.00	-5,017.00	
6195 · Education & Training	0.00	581.00	-581.00	
6200 · Engineering				
6210 · Meeting Attendance, Engineering	0.00	2,919.00	-2,919.00	
6220 · General Engineering	22,864.00	14,581.00	8,283.00	
Total 6200 · Engineering	22,864.00	17,500.00	5,364.00	
6320 · Equipment & Tools, Expensed	0.00	581.00	-581.00	
6330 · Facilities				
6335 · Alarm Services	2,364.23	2,919.00	-534.77	
6337 · Landscaping	1,140.00	1,400.00	-260.00	
Total 6330 · Facilities	3,524.23	4,319.00	-794.77	
6400 · Pumping				
6410 · Pumping Fuel & Electricity	14,680.64	20,419.00	-5,738.36	
Total 6400 · Pumping	14,680.64	20,419.00	-5,738.36	
6600 · Collection/Transmission				
6660 · Maintenance, Collection System	0.00	11,669.00	-11,669.00	
Total 6600 · Collection/Transmission	0.00	11,669.00	-11,669.00	
6800 · Vehicles				
6810 · Fuel	0.00	469.00	-469.00	
6820 · Truck Equipment, Expensed	0.00	91.00	-91.00	
6830 · Truck Repairs	0.00	231.00	-231.00	
Total 6800 · Vehicles	0.00	791.00	-791.00	
6890 · Other Operations	119.00			

**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Sewer
July 2014 through January 2015**

	Jul '14 - Jan 15	Sewer Budget	\$ Over Budget
6900 · Sewer Authority Midcoastside			
6910 · SAM Collections	178,416.00	178,416.00	0.00
6920 · SAM Operations	364,014.00	364,014.00	0.00
6940 · SAM Maintenance, Collection Sys	24,459.03	23,331.00	1,128.03
6950 · SAM Maintenance, Pumping	0.00	29,169.00	-29,169.00
Total 6900 · Sewer Authority Midcoastside	566,889.03	594,930.00	-28,040.97
Total 6000 · Operations	608,890.90	656,621.00	-47,730.10
Total Expense	826,451.76	893,193.00	-66,741.24
Net Ordinary Income	423,581.04	544,516.00	-120,934.96
Other Income/Expense			
7000 · Capital Account Revenues			
7100 · Connection Fees	113,523.00	104,118.00	9,405.00
7110 · Connection Fees (New Constr)	12,080.00	29,169.00	-17,089.00
7120 · Connection Fees (Remodel)			
Total 7100 · Connection Fees	125,603.00	133,287.00	-7,684.00
7200 · Interest Income - LAIF	2,903.03	4,669.00	-1,765.97
7700 · Interest, Employee Loans	2,467.97	13,986.00	-11,518.03
Total 7000 · Capital Account Revenues	130,974.00	151,942.00	-20,968.00
Total Other Income	130,974.00	151,942.00	-20,968.00
Other Expense			
8000 · Capital Improvement Program			
8075 · Sewer	124,352.64	479,458.00	-355,105.36
Total 8000 · Capital Improvement Program	124,352.64	479,458.00	-355,105.36
9000 · Capital Account Expenses	124,352.64	479,458.00	-355,105.36
9125 · PNC Equipment Lease Interest	12,876.44	32,865.00	-19,988.56
9175 · Capital Assessment - SAM	36,960.00	21,000.00	15,960.00
9200 · I-Bank Loan	26,819.94	39,361.00	-12,541.06
Total 9000 · Capital Account Expenses	76,656.38	93,226.00	-16,569.62
Total Other Expense	201,009.02	572,684.00	-371,674.98
Net Other Income	-70,035.02	-420,742.00	350,706.98
Net Income	353,546.02	123,774.00	229,772.02

Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Water
 July 2014 through January 2015

12:31 PM
 02/13/15
 Accrual Basis

	Jul '14 - Jan '15	Water Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
4220 · Cell Tower Lease	20,009.10	18,375.00	1,634.10
4400 · Fees			
4410 · Administrative Fee (New Constr)	3,215.00	2,625.00	590.00
4420 · Administrative Fee (Remodel)	985.00	583.38	401.62
4430 · Inspection Fee (New Constr)	3,085.00	2,478.00	607.00
4440 · Inspection Fee (Remodel)	929.00	497.00	432.00
Total 4400 · Fees	8,214.00	6,183.38	2,030.62
4610 · Property Tax Receipts	322,316.31	131,250.00	191,066.31
4740 · Testing, Backflow	2,923.00	7,581.00	-4,658.00
4810 · Water Sales, Domestic	994,923.59	1,077,109.00	-82,185.41
4850 · Water Sales Refunds, Customer	-45.07	-3,500.00	3,454.93
Total Income	1,348,340.93	1,236,998.38	111,342.55
Expense			
5000 · Administrative			
5190 · Bank Fees	2,635.81	5,250.00	-2,614.19
5200 · Board of Directors			
5210 · Board Meetings	1,576.89	1,456.00	120.89
5220 · Director Fees	1,462.50	1,456.00	6.50
Total 5200 · Board of Directors	3,039.39	2,912.00	127.39
5240 · CDPH Fees	11,416.98	8,750.00	2,666.98
5250 · Conference Attendance	2,858.42	2,919.00	-60.58
5270 · Information Systems	1,572.50	3,500.00	-1,927.50
5300 · Insurance			
5310 · Fidelity Bond	0.00	525.00	-525.00
5320 · Property & Liability Insurance	1,666.83	994.00	672.83
Total 5300 · Insurance	1,666.83	1,519.00	147.83
5350 · LAFCO Assessment	2,376.00	1,281.00	1,095.00
5400 · Legal			
5420 · Meeting Attendance, Legal	3,412.50	5,831.00	-2,418.50
5430 · General Legal	32,617.50	40,831.00	-8,213.50
5440 · Litigation	0.00	0.00	0.00
Total 5400 · Legal	36,030.00	46,662.00	-10,632.00
5510 · Maintenance, Office	2,560.00	1,750.00	810.00
5520 · Meetings, Local	0.00	0.00	0.00
5530 · Memberships	16,629.94	10,500.00	6,129.94
5540 · Office Supplies	5,410.32	5,250.00	160.32
5550 · Postage	2,907.31	4,669.00	-1,761.69
5560 · Printing & Publishing	1,007.98	2,331.00	-1,323.02
5600 · Professional Services			
5610 · Accounting	13,452.50	17,500.00	-4,047.50
5620 · Audit	10,050.00	7,581.00	2,469.00
5630 · Consulting	17,981.09	18,375.00	-393.91
5640 · Data Services	1,893.93	1,316.00	577.93
5650 · Labor & HR Support	2,655.00	1,339.00	1,316.00
5660 · Payroll Services	723.60	525.00	198.60
5690 · Other Professional Services	18,176.78	45,297.00	-27,120.22
Total 5600 · Professional Services	64,932.90	45,297.00	19,635.90

Montara Water & Sanitary District Revenue & Expenditures Budget vs. Actual - Water July 2014 through January 2015

	Water		\$ Over Budget
	Jul '14 - Jan 15	Budget	
5720 · Telephone & Internet	6,548.27	4,669.00	1,879.27
5730 · Mileage Reimbursement	1,553.91	1,169.00	384.91
5740 · Reference Materials	0.00	469.00	-469.00
5800 · Labor			
5810 · CalPERS 457 Deferred Plan	17,256.73	17,486.00	-229.27
5820 · Employee Benefits	21,810.44	44,275.00	-22,464.56
5830 · Disability Insurance	1,081.98	1,463.00	-381.02
5840 · Payroll Taxes	18,262.74	18,431.00	-168.26
5900 · Wages			
5910 · Management	50,408.17	46,158.00	4,250.17
5920 · Staff	167,023.18	191,870.00	-24,846.82
5930 · Staff Certification	3,750.00	6,251.00	-2,501.00
5940 · Staff Overtime	29,720.57	25,354.00	4,366.57
5950 · Staff Standby	8,751.41	4,739.00	4,012.41
Total 5900 · Wages	259,653.33	274,372.00	-14,718.67
5960 · Worker's Comp Insurance	8,359.11	15,666.00	-7,306.89
Total 5800 · Labor	326,424.33	371,693.00	-45,268.67
Total 5000 · Administrative	489,570.89	520,590.00	-31,019.11
6000 · Operations			
6160 · Backflow Prevention	2,531.75	1,225.00	1,306.75
6170 · Claims, Property Damage	0.00	5,831.00	-5,831.00
6180 · Communications			
6185 · SCADA Maintenance	1,481.28	10,206.00	-8,724.72
Total 6180 · Communications	1,481.28	10,206.00	-8,724.72
6195 · Education & Training	1,381.23	3,500.00	-2,118.77
6200 · Engineering			
6210 · Meeting Attendance, Engineering	0.00	2,919.00	-2,919.00
6220 · General Engineering	7,461.25	26,250.00	-18,788.75
6230 · Water Quality Engineering	24,762.50	14,581.00	10,181.50
Total 6200 · Engineering	32,223.75	43,750.00	-11,526.25
6320 · Equipment & Tools, Expensed	1,393.63	7,581.00	-6,187.37
6330 · Facilities			
6335 · Alarm Services	227.81	266.00	-38.19
6337 · Landscaping	1,800.00	2,100.00	-300.00
Total 6330 · Facilities	2,027.81	2,366.00	-338.19
6370 · Lab Supplies & Equipment	0.00	581.00	-581.00
6380 · Meter Reading	0.00	5,831.00	-5,831.00
6400 · Pumping			
6410 · Pumping Fuel & Electricity	15,630.19	35,000.00	-19,369.81
6420 · Pumping Maintenance, Generators	4,583.96	8,750.00	-4,166.04
6430 · Pumping Maintenance, General	828.27	5,831.00	-5,002.73
6440 · Pumping Equipment, Expensed	0.00	5,831.00	-5,831.00
Total 6400 · Pumping	21,042.42	49,581.00	-28,538.58
6500 · Supply			
6510 · Maintenance, Raw Water Mains	0.00	1,169.00	-1,169.00
6520 · Maintenance, Wells	4,572.06	2,919.00	1,653.06
6530 · Water Purchases	6,929.37	29,169.00	-22,239.63
Total 6500 · Supply	11,501.43	33,257.00	-21,755.57

Montara Water & Sanitary District Revenue & Expenditures Budget vs. Actual - Water July 2014 through January 2015

	Water		\$ Over Budget
	Jul '14 - Jan 15	Budget	
6600 · Collection/Transmission			
6610 · Hydrants	0.00	1,169.00	-1,169.00
6620 · Maintenance, Water Mains	14,396.97	29,169.00	-14,772.03
6630 · Maintenance, Water Svc Lines	9,881.17	17,500.00	-7,618.83
6640 · Maintenance, Tanks	690.11	3,794.00	-3,103.89
6650 · Maint., Distribution General	4,852.95	3,794.00	1,058.95
6670 · Meters	2,195.64	2,919.00	-723.36
Total 6600 · Collection/Transmission	32,016.84	58,345.00	-26,328.16
6700 · Treatment			
6710 · Chemicals & Filtering	25,529.71	12,250.00	13,279.71
6720 · Maintenance, Treatment Equip.	1,198.21	4,375.00	-3,176.79
6730 · Treatment Analysis	10,198.09	13,419.00	-3,220.91
Total 6700 · Treatment	36,926.01	30,044.00	6,882.01
6800 · Vehicles			
6810 · Uniforms	5,487.77	4,956.00	531.77
6820 · Fuel	4,277.59	5,250.00	-972.41
6830 · Truck Equipment, Expensed	474.95	1,169.00	-694.05
6830 · Truck Repairs	478.48	2,625.00	-2,146.52
Total 6800 · Vehicles	5,231.02	9,044.00	-3,812.98
6890 · Other Operations	1,385.97		
Total 6000 · Operations	154,630.91	266,098.00	-111,467.09
Total Expense	644,201.80	786,688.00	-142,486.20
Net Ordinary Income	704,139.13	450,310.38	253,828.75
Other Income/Expense			
Other Income			
7000 · Capital Account Revenues			
7100 · Connection Fees			
7110 · Connection Fees (New Constr)	88,778.50	42,469.00	46,309.50
7120 · Connection Fees (Remodel)	0.00	1,694.00	-1,694.00
7130 · Conn. Fees, PFP (New Constr)	20,168.00	22,225.00	-2,057.00
7140 · Conn. Fees, PFP (Remodel)	0.00	5,306.00	-5,306.00
Total 7100 · Connection Fees	108,946.50	71,694.00	37,252.50
7600 · Bond Revenues, G.O.	633,824.80	671,090.00	-37,265.20
Total 7000 · Capital Account Revenues	742,771.30	742,784.00	-12.70
Total Other Income	742,771.30	742,784.00	-12.70
Other Expense			
8000 · Capital Improvement Program			
8100 · Water	753,570.17	1,864,604.00	-1,111,033.83
Total 8000 · Capital Improvement Program	753,570.17	1,864,604.00	-1,111,033.83

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Accrual Basis

Montara Water & Sanitary District

Revenue & Expenditures Budget vs. Actual - Water

July 2014 through January 2015

	Jul '14 - Jan 15	Water Budget	\$ Over Budget
9000 · Capital Account Expenses			
9075 · PFP Connection Expenses	13,026.71		
9100 · Interest Expense - GO Bonds	168,745.44	575,218.00	-406,472.56
9125 · PNC Equipment Lease Interest	12,876.42	32,865.00	-19,988.58
9150 · SRF Loan	0.00	59,556.00	-59,556.00
Total 9000 · Capital Account Expenses	194,648.57	667,639.00	-472,990.43
Total Other Expense	948,218.74	2,532,243.00	-1,584,024.26
Net Other Income	-205,447.44	-1,789,459.00	1,584,011.56
Net Income	498,691.69	-1,339,148.62	1,837,840.31

**Montara Water & Sanitary District
Restricted and Non Restricted Cash Assets
July 2014 through June 2015**



**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Sewer
July 2014 through June 2015**

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
	TOTAL															
Ordinary Income/Expense																
Income																
4220 - Cell Tower Lease	2,667.67	2,667.67	2,667.67	2,667.67	2,667.67	2,667.67	4,003.08						20,009.10	31,500.00	-11,490.90	63.52%
4400 - Fees																
4410 - Administrative Fee (New Constr)		463.00	463.00	463.00	463.00	463.00	463.00	463.00					1,652.00	3,600.00	-1,748.00	51.44%
4420 - Administrative Fee (Remodel)	463.00	463.00	463.00	437.00	437.00	437.00	437.00	437.00					1,389.00	1,000.00	389.00	138.9%
4430 - Inspection Fee (New Constr)		437.00	437.00	437.00	437.00	437.00	437.00	437.00					1,746.00	3,400.00	-1,652.00	51.41%
4440 - Inspection Fee (Remodel)	437.00	740.00	101.00										1,715.00	2,000.00	-285.00	85.75%
4460 - Remodel Fees	983.00	1,196.00	110.00		202.00	648.00	2,465.00						5,584.00	1,800.00	3,784.00	310.22%
Total 4400 - Fees	1,663.00	1,196.00	2,213.00	101.00	1,102.00	1,548.00	4,265.00						12,286.00	11,800.00	486.00	104.14%
4610 - Property Tax Receipts	339.36		263.72	219.20	20,121.73	88,570.09	2,571.62						112,065.72	225,000.00	-112,914.28	49.82%
4710 - Sewer Service Charges			-15,351.44			1,110,592.85							1,095,241.41	2,183,653.00	-1,088,611.59	50.15%
4720 - Sewer Service Refunds, Customer													-2,000.00	2,000.00		
4760 - Waste Collection Revenues	2,569.34	1,636.92	750.87	1,952.08	788.22	1,745.75	785.39						10,008.57	14,500.00	-4,091.43	71.78%
Total Income	7,439.37	5,700.59	-9,456.18	4,938.95	24,659.62	1,205,124.36	11,625.09						1,250,032.80	2,464,653.00	-1,214,620.20	50.72%
Expense																
5000 - Administrative																
5190 - Bank Fees		169.03	309.96	279.02	264.86	376.28	110.18						1,675.24	3,100.00	-1,424.76	54.04%
5200 - Board of Directors																
5210 - Board Meetings		250.00	326.89	125.00	250.00	375.00	250.00						1,576.89	2,500.00	-923.11	63.08%
5220 - Director Fees		187.50	337.50	375.00	150.00	150.00	262.50						1,462.50	2,500.00	-1,037.50	58.5%
5230 - Election Expenses																
Total 5200 - Board of Directors	437.50	664.39	500.00	500.00	400.00	525.00	512.50						3,039.39	5,000.00	-1,960.61	60.79%
5250 - Conference Attendance																
5270 - Information Systems		495.00	420.00	567.50	90.00								1,572.50	6,000.00	-4,427.50	26.21%
5300 - Insurance																
5310 - Fidelity Bond														900.00	-900.00	
5320 - Property & Liability Insurance	1,666.82												1,666.82	1,500.00	166.82	111.12%
Total 5300 - Insurance	1,666.82												1,666.82	2,400.00	-733.18	69.45%
5350 - LAFCO Assessment						1,754.00							1,754.00	1,600.00	154.00	109.63%
5400 - Legal																
5420 - Meeting Attendance, Legal		312.50	437.50	1,437.50	750.00	475.00							3,412.50	11,000.00	-7,587.50	31.02%
5430 - General Legal		412.50	187.50	1,512.50	305.00	1,737.50							4,155.00	20,000.00	-15,845.00	20.78%
5440 - Litigation																

**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Sewer
July 2014 through June 2015**

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
														TOTAL		
Total 5400 - Legal		725.00	625.00	2,950.00	1,055.00	2,212.50							7,567.50	31,000.00	-23,432.50	24.41%
5510 - Maintenance, Office		300.00		300.00	1,960.00	300.00							2,560.00	3,000.00	-440.00	85.33%
5520 - Meetings, Local																
5540 - Office Supplies		429.56	2,228.66	386.35	1,921.93	323.99	121.84						5,410.33	9,000.00	-3,589.67	60.12%
5550 - Postage	50.00	144.17	66.00	16.00	124.99	50.00	50.00						501.16	4,000.00	-3,498.84	12.53%
5560 - Printing & Publishing		273.93		177.60	308.13	248.33							1,007.99	4,000.00	-2,992.01	25.2%
5600 - Professional Services		2,800.00		4,750.00	3,325.00	1,577.50	1,000.00						13,452.50	30,000.00	-16,547.50	44.84%
5620 - Audit			4,450.00	5,000.00	600.00								10,050.00	13,000.00	-2,950.00	77.31%
5630 - Consulting		5,360.62	3,517.50	1,676.25	2,206.38	241.25							7,641.38	11,500.00	-3,858.62	66.45%
5640 - Data Services			336.42			75.00							5,792.04	5,500.00	292.04	105.31%
5650 - Labor & HR Support		54.72	52.88	52.88	53.79	53.79	116.06						459.53	2,250.00	-2,250.00	51.06%
5660 - Payroll Services			10.00										10.00	900.00	-440.47	51.06%
5690 - Other Professional Services																
Total 5600 - Professional Services	75.41	8,236.34	8,020.38	11,825.55	5,685.17	2,231.29	1,432.31						37,403.45	63,150.00	-25,746.55	59.23%
5710 - San Mateo Co. Tax Roll Charges																
5720 - Telephone & Internet	49.95	664.00	663.07	639.47	664.20	656.11	130.18						3,456.98	9,000.00	-5,543.02	38.41%
5730 - Mileage Reimbursement		14.63	150.00	491.76	36.27								692.66	1,500.00	-807.34	46.18%
5740 - Reference Materials														200.00	-200.00	
5800 - Labor																
5810 - CalPERS 457 Deferred Plan	1,322.86	1,059.91	1,067.81	1,098.61	1,051.63	1,259.15	1,109.15						7,968.12	13,065.00	-5,096.88	61.0%
5820 - Employee Benefits	4,954.06		3,277.57	3,277.57	6,555.14	3,277.57							18,064.34	41,298.00	-23,233.66	43.74%
5830 - Disability Insurance		89.53	86.74	90.64	90.64	90.64	90.64						538.83	1,139.00	-600.17	47.31%
5840 - Payroll Taxes	1,411.01	1,158.34	928.06	789.65	738.49	870.46	1,212.16						7,108.37	13,052.00	-5,943.63	54.46%
5900 - Wages																
5910 - Management	9,125.44	6,625.44	6,625.44	6,625.44	6,625.44	8,155.39	6,625.44						50,408.03	79,129.00	-28,720.97	63.7%
5920 - Staff	8,681.22	7,980.00	8,360.00	8,740.00	8,026.56	8,864.08	8,468.12						59,110.98	97,778.00	-38,667.02	60.45%
5930 - Staff Certification	150.00	150.00	150.00	150.00	150.00	150.00	150.00						1,050.00	1,890.00	-840.00	55.56%
5940 - Staff Overtime	764.86	153.36	119.28	153.36	221.52	647.52	289.68						2,349.58	2,382.00	-32.42	98.64%
5950 - Staff Standby	176.92	233.10	25.90	25.90	181.30	310.60							928.02			
Total 5900 - Wages	18,898.44	15,141.90	15,254.72	15,694.70	15,023.52	17,988.29	15,845.04						113,846.61	181,178.00	-67,331.39	62.84%
5960 - Worker's Comp Insurance																
Total 5800 - Labor	26,586.37	17,448.68	17,337.33	22,100.84	23,459.42	23,486.11	18,631.09						149,250.84	257,569.00	-108,318.16	57.94%
5980 - Administrative	28,584.46	29,337.84	30,472.79	40,234.09	35,569.87	32,163.61	21,188.10						217,560.86	405,539.00	-187,978.14	53.65%

**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Sewer
July 2014 through June 2015**

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
														TOTAL		
6000 - Operations																
6170 - Claims, Property Damage					814.00							814.00	814.00	10,000.00	-9,186.00	8.14%
6195 - Education & Training														1,000.00	-1,000.00	
6200 - Engineering																
6210 - Meeting Attendance, Engineering																
6220 - General Engineering			6,212.50	5,054.00	7,605.00	2,349.00	1,643.50						22,864.00	25,000.00	-5,000.00	91.46%
Total 6200 - Engineering			6,212.50	5,054.00	7,605.00	2,349.00	1,643.50						22,864.00	30,000.00	-7,136.00	76.21%
6320 - Equipment & Tools, Expensed																
6330 - Facilities														1,000.00	-1,000.00	
6335 - Alarm Services		359.40	419.54	359.40	474.59	411.90	359.40						2,384.23	5,000.00	-2,615.77	47.69%
6337 - Landscaping		190.00	190.00	190.00	190.00	190.00	190.00						1,140.00	2,400.00	-1,260.00	47.5%
6330 - Facilities - Other																
Total 6330 - Facilities	549.40	609.54	609.54	549.40	664.59	601.90	549.40						3,524.23	7,400.00	-3,875.77	47.63%
6400 - Pumping																
6410 - Pumping Fuel & Electricity		2,558.39	2,504.51	2,542.57	2,414.36	2,236.41	2,424.40						14,660.64	35,000.00	-20,339.36	41.95%
Total 6400 - Pumping	2,558.39	2,504.51	2,504.51	2,542.57	2,414.36	2,236.41	2,424.40						14,660.64	35,000.00	-20,339.36	41.95%
6600 - Collection/Transmission																
6660 - Maintenance, Collection System														20,000.00	-20,000.00	
Total 6600 - Collection/Transmission														20,000.00	-20,000.00	
6800 - Vehicles																
6810 - Fuel														800.00	-800.00	
6820 - Truck Equipment, Expensed														160.00	-160.00	
6830 - Truck Repairs														400.00	-400.00	
Total 6800 - Vehicles														1,360.00	-1,360.00	
6890 - Other Operations																
6900 - Sewer Authority Midcoastside													119.00			
6910 - SAM Collections																
6920 - SAM Operations		25,488.00	25,488.00	25,488.00	25,488.00	25,488.00	25,488.00						178,416.00	305,853.00	-127,437.00	58.33%
6930 - SAM Prior Year Adjustment		52,002.00	52,002.00	52,002.00	52,002.00	52,002.00	52,002.00						364,014.00	624,021.00	-260,007.00	58.33%
6940 - SAM Maintenance, Collection Sys																
6950 - SAM Maintenance, Pumping		13,883.81			10,575.22								24,459.03	40,000.00	-15,540.97	61.15%
Total 6900 - Sewer Authority Midcoastside	77,490.00	91,373.81	77,490.00	77,490.00	88,065.22	77,490.00	77,490.00						566,889.03	1,019,874.00	-452,984.97	55.58%

**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Sewer
July 2014 through June 2015**

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
														TOTAL		
Total 6000 - Operations	77,480.00	94,481.60	86,816.55	85,635.97	99,682.17	82,677.31	82,107.30						608,890.90	1,125,634.00	-516,743.10	54.09%
Total Expense	106,084.46	123,819.44	117,289.34	125,870.06	135,252.14	114,840.92	103,295.40						826,451.76	1,531,173.00	-704,721.24	53.98%
Net Ordinary Income	-88,645.09	-118,118.85	-126,745.52	-120,930.11	-110,592.52	1,090,283.44	-91,670.31						423,581.04	933,480.00	-509,898.96	45.38%
Other Income/Expense																
Other Income																
7000 - Capital Account Revenues																
7100 - Connection Fees																
7110 - Connection Fees (New Constr)						45,994.00										
7120 - Connection Fees (Remodel)	44,622.00		22,967.00										113,523.00	178,488.00	-64,965.00	63.6%
7130 - Connection Fees	8,271.00		3,809.00										12,060.00	50,000.00	-37,920.00	24.16%
Total 7100 - Connection Fees	52,893.00		3,809.00			45,994.00							125,603.00	228,488.00	-102,885.00	54.97%
Total 7200 - Interest Income - LAIF													2,903.03	8,000.00	-5,096.97	36.29%
Total 7700 - Interest, Employee Loans	368.50	363.21	357.92	352.60	347.27	341.92	336.55						2,467.97	23,974.00	-21,506.03	10.29%
Total 7000 - Capital Account Revenues	53,261.50	363.21	7,069.95	23,319.60	347.27	46,275.92	336.55						130,974.00	260,462.00	-129,488.00	50.29%
Total Other Income	53,261.50	363.21	7,069.95	23,319.60	347.27	46,275.92	336.55						130,974.00	260,462.00	-129,488.00	50.29%
Other Expense																
8000 - Capital Improvement Program																
8075 - Sewer																
Total 8000 - Capital Improvement Program																
9000 - Capital Account Expenses																
9125 - PNC Equipment Lease Interest	1,860.12	1,853.70	1,846.66	1,839.61	1,832.54	1,825.46	1,818.35						12,876.44	56,340.00	-43,463.56	22.86%
9175 - Capital Assessment - SAM	5,280.00	5,280.00	5,280.00	5,280.00	5,280.00	5,280.00	5,280.00						36,960.00	36,000.00	960.00	102.67%
9200 - I-Bank Loan	13,606.35						13,213.59						26,819.94	52,575.00	-25,755.06	51.01%
Total 9000 - Capital Account Expenses	20,746.47	7,133.70	7,126.66	7,119.61	7,112.54	7,105.46	7,105.46						76,656.38	144,915.00	-68,258.62	52.9%
Total Other Expense	20,746.47	7,133.70	7,126.66	7,119.61	7,112.54	7,105.46	7,105.46						76,656.38	144,915.00	-68,258.62	52.9%
Net Other Income	32,515.03	-6,770.49	-20,186.21	-6,858.01	-32,679.52	3,220.01	-39,275.83						-70,035.02	-706,376.00	636,340.98	9.92%
Net Income	-66,130.06	-124,889.34	-146,931.73	-127,788.12	-143,272.04	1,093,503.45	-130,946.14						353,546.02	227,104.00	126,442.02	155.58%

**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Water
July 2014 through June 2015**

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense																
Income																
4220 - Cell Tower Lease	2,667.67	2,667.67	2,667.67	2,667.67	2,667.67	2,667.67	4,003.08						20,009.10	31,500.00	-11,490.90	63.52%
4400 - Fees																
4410 - Administrative Fee (New Constr)		1,363.00	463.00	463.00	926.00		463.00						3,215.00	4,500.00	-1,285.00	71.44%
4420 - Administrative Fee (Remodel)		522.00	463.00										985.00	1,000.00	-15.00	98.5%
4430 - Inspection Fee (New Constr)		1,337.00	437.00		874.00		437.00						3,085.00	4,250.00	-1,165.00	72.59%
4440 - Inspection Fee (Remodel)		492.00	437.00										929.00	850.00	79.00	108.28%
Total 4400 - Fees		3,714.00	1,800.00	1,800.00	1,800.00		900.00						8,214.00	10,600.00	-2,386.00	77.49%
4610 - Property Tax Receipts	339.38	263.72	219.20	20,121.71	88,570.07	212,802.23							322,316.31	225,000.00	97,316.31	143.25%
4740 - Testing, Backflow	802.00		2,121.00										2,923.00	13,000.00	-10,077.00	22.49%
4810 - Water Sales, Domestic	245,713.61	54,614.47	152,862.17	152,025.55	115,428.97	127,728.95	146,548.87						994,923.59	1,846,473.00	-851,549.41	53.88%
4850 - Water Sales Refunds, Customer				-45.07									-45.07	-6,000.00	5,954.93	0.75%
Total Income	249,522.66	57,282.14	159,507.56	158,833.42	140,018.35	218,921.82	364,255.18						1,346,340.93	2,120,573.00	-772,232.07	63.58%
Expense																
5000 - Administrative																
5190 - Bank Fees	387.19	430.34	433.45	353.70	328.38	409.32	293.43						2,635.81	9,000.00	-6,364.19	29.29%
5200 - Board of Directors																
5210 - Board Meetings		250.00	326.89	125.00	250.00	375.00	250.00						1,576.89	2,500.00	-923.11	63.08%
5220 - Director Fees		187.50	337.50	375.00	150.00	150.00	262.50						1,462.50	2,500.00	-1,037.50	58.5%
5230 - Election Expenses																
Total 5200 - Board of Directors		437.50	664.39	500.00	400.00	525.00	512.50						3,039.39	5,000.00	-1,960.61	60.79%
5240 - CDPH Fees				9,328.98		2,088.00							11,416.98	15,000.00	-3,583.02	76.11%
5250 - Conference Attendance		620.39			1,433.14	734.89	70.00						2,858.42	5,000.00	-2,141.58	57.17%
5270 - Information Systems		495.00	420.00	567.50	90.00								1,572.50	6,000.00	-4,427.50	26.21%
5300 - Insurance																
5310 - Fidelity Bond														900.00	-900.00	
5320 - Property & Liability Insurance	1,666.83												1,666.83	1,700.00	-33.17	98.05%
Total 5300 - Insurance	1,666.83												1,666.83	2,600.00	-933.17	64.11%
5350 - LAFCO Assessment						2,376.00							2,376.00	2,200.00	176.00	108.0%
5400 - Legal																
5420 - Meeting Attendance, Legal		312.50	437.50	1,437.50	750.00	475.00							3,412.50	10,000.00	-6,587.50	34.13%
5430 - General Legal	4,260.00	2,112.50	11,175.00	4,220.00	8,667.50	2,162.50							32,617.50	70,000.00	-37,382.50	46.6%
5440 - Litigation																

**Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Water
July 2014 through June 2015**

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
														TOTAL		
Total 5400 - Legal	4,572.50	2,550.00	12,612.50	4,970.00	1,660.00	9,162.50	2,162.50						36,030.00	80,000.00	-43,970.00	45.04%
5510 - Maintenance, Office		300.00		300.00		300.00							2,560.00	3,000.00	-440.00	85.33%
5520 - Meetings, Local		423.94		15,546.00	688.00								16,629.94	18,000.00	-1,370.06	92.39%
5530 - Memberships		429.56	2,272.73	457.52	1,804.69	323.99	121.83						5,410.32	9,000.00	-3,589.68	60.12%
5540 - Office Supplies	50.00	144.15	750.40	215.10	606.43	601.23	540.00						2,907.31	8,000.00	-5,092.69	36.34%
5550 - Postage		273.92		177.60	308.14	248.32							1,007.98	4,000.00	-2,992.02	25.2%
5560 - Printing & Publishing																
5600 - Professional Services																
5610 - Accounting	2,800.00		4,750.00	3,325.00	1,577.50	1,000.00							13,452.50	30,000.00	-16,547.50	44.84%
5620 - Audit		4,450.00	5,000.00	600.00									10,050.00	13,000.00	-2,950.00	77.31%
5630 - Consulting		3,517.50	1,676.25	12,546.09	241.25								17,981.09	31,500.00	-13,518.91	57.08%
5640 - Data Services			336.42	1,482.51	75.00								1,893.93			
5650 - Labor & HR Support	375.00	375.00	375.00	780.00	375.00	375.00	375.00						2,655.00	2,250.00	405.00	118.0%
5660 - Payroll Services	75.42	54.70	316.90	52.90	53.81	53.81	118.06						723.60	900.00	-176.40	80.4%
5690 - Other Professional Services			10.00		4,807.75	13,359.03							18,176.78			
Total 5600 - Professional Services	450.42	3,228.70	8,659.40	11,825.57	18,187.41	7,414.06	15,166.34						64,932.90	77,650.00	-12,717.10	83.62%
5720 - Telephone & Internet	210.40	877.87	867.96	1,087.82	989.65	894.47	1,620.10						6,548.27	8,000.00	-1,451.73	81.85%
5730 - Mileage Reimbursement		92.43	220.73	422.15	703.94	49.14	65.52						1,553.91	2,000.00	-446.09	77.7%
5740 - Reference Materials														800.00	-800.00	
5800 - Labor																
5810 - CalPERS 457 Deferred Plan	2,530.05	2,421.08	2,294.18	2,501.81	2,299.40	2,729.82	2,481.39						17,266.73	29,971.00	-12,704.27	57.58%
5820 - Employee Benefits	6,023.96	180.90	175.88	181.30	181.30	181.30	181.30						21,810.44	75,902.00	-54,091.56	28.74%
5830 - Disability Insurance													1,081.98	2,510.00	-1,428.02	43.11%
5840 - Payroll Taxes	3,420.45	2,717.81	2,288.38	2,331.86	2,116.06	2,489.41	2,918.79						18,262.74	31,600.00	-13,337.26	57.79%
5900 - Wages																
5910 - Management	9,125.46	6,625.46	6,625.46	6,625.46	6,625.46	8,155.41	6,625.46						50,408.17	79,129.00	-28,720.83	63.7%
5920 - Staff	27,127.84	23,437.76	20,985.03	24,626.68	21,513.90	24,794.45	24,597.52						167,023.18	328,917.00	-161,893.82	50.78%
5930 - Staff Certification	550.00	550.00	450.00	550.00	550.00	550.00	550.00						3,750.00	10,710.00	-6,960.00	35.01%
5940 - Staff Overtime	7,114.24	3,664.91	3,664.88	3,107.27	3,369.71	4,586.10	4,223.46						29,720.57	43,468.00	-13,747.43	68.37%
5950 - Staff Standby	1,247.60	1,248.45	1,049.32	941.81	951.42	1,154.90	2,157.91						8,751.41	8,120.00	631.41	107.78%
Total 5900 - Wages	45,165.14	35,526.58	32,774.89	35,851.22	33,030.49	39,150.86	38,154.35						259,653.33	470,344.00	-210,690.67	55.21%
5960 - Worker's Comp Insurance				4,284.66			4,074.45						8,359.11	26,853.00	-18,493.89	31.13%
Total 5800 - Labor	57,139.80	40,846.37	37,513.11	49,328.35	45,133.04	48,653.58	47,810.28						326,924.33	637,180.00	-310,255.67	51.23%
Total 5000 - Administrative	59,904.44	53,173.67	54,352.17	87,176.79	92,162.82	74,438.50	68,362.50						489,570.89	892,430.00	-402,859.11	54.86%

Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Water
July 2014 through June 2016

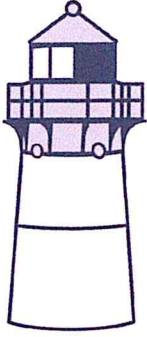
	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget	
	TOTAL																
6000 - Operations																	
6160 - Backflow Prevention		650.00	450.00	300.00	450.00	131.75	550.00						2,531.75	2,100.00	431.75	120.56%	
6170 - Claims, Property Damage														10,000.00	-10,000.00		
6180 - Communications		32.80				1,448.48							1,481.28	17,500.00	-16,018.72	8.46%	
6185 - SCADA Maintenance																	
6187 - Telephone & Internet, Comm.																	
Total 6180 - Communications		32.80				1,448.48							1,481.28	17,500.00	-16,018.72	8.46%	
6195 - Education & Training																	
6200 - Engineering			210.00	428.00	630.00		112.23						1,381.23	6,000.00	-4,618.77	23.02%	
6210 - Meeting Attendance, Engineering																	
6220 - General Engineering			3,733.75			842.50	2,885.00						7,461.25	45,000.00	-37,538.75	16.58%	
6230 - Water Quality Engineering		4,637.50		4,844.69	8,432.81	2,301.25	4,546.25						24,762.50	25,000.00	-237.50	99.05%	
Total 6200 - Engineering		4,637.50	3,733.75	4,844.69	8,432.81	3,143.75	7,431.25						32,223.75	75,000.00	-42,776.25	42.97%	
6320 - Equipment & Tools, Expensed		309.11	48.14	61.55	228.75	447.81	298.27						1,389.63	13,000.00	-11,606.37	10.72%	
6330 - Facilities																	
6335 - Alarm Services			60.13		115.18	52.50							227.81	450.00	-222.19	50.62%	
6337 - Landscaping		300.00	300.00	300.00	300.00	300.00	300.00						1,800.00	3,800.00	-1,800.00	50.0%	
6338 - Facilities - Other																	
Total 6330 - Facilities		300.00	360.13	300.00	415.18	352.50	300.00						2,027.81	4,050.00	-2,022.19	50.07%	
6370 - Lab Supplies & Equipment																	
6380 - Meter Reading																	
6400 - Pumping																	
6410 - Pumping Fuel & Electricity		2,448.14	2,884.89	2,954.95	2,331.43	2,261.96	2,748.82						15,630.19	60,000.00	-44,369.81	26.05%	
6420 - Pumping Maintenance, Generators						4,563.96							4,563.96	15,000.00	-10,436.04	30.56%	
6430 - Pumping Maintenance, General						828.27							828.27				
6440 - Pumping Equipment, Expensed																	
Total 6400 - Pumping		2,448.14	2,884.89	2,954.95	2,331.43	7,674.19	2,748.82						21,042.42	84,996.00	-63,953.58	24.76%	
6500 - Supply																	
6510 - Maintenance, Raw Water Mains																	
6520 - Maintenance, Wells			3,791.60	542.46	7.26		230.74						4,572.06	5,000.00	-427.94	91.44%	
6530 - Water Purchases				6,929.37									6,929.37	50,000.00	-43,070.63	13.86%	
Total 6500 - Supply			3,791.60	7,471.83	7.26		230.74						11,501.43	57,000.00	-45,498.57	20.18%	

Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Water
July 2014 through June 2015

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget
	TOTAL															
6600 - Collection/Transmission																
6610 - Hydrants														2,000.00	-2,000.00	
6620 - Maintenance, Water Mains													14,396.97	50,000.00	-35,603.03	28.79%
6630 - Maintenance, Water Svc Lines													9,881.17	30,000.00	-20,118.83	32.94%
6640 - Maintenance, Tanks							53.58						690.11	6,500.00	-5,809.89	10.62%
6650 - Maint., Distribution General													4,852.95	6,500.00	-1,647.05	74.66%
6670 - Meters						1,042.64							2,195.64	5,000.00	-2,804.36	43.91%
Total 6600 - Collection/Transmission	4,819.21	8,147.16	8,147.16	8,715.99	9,238.26	1,042.64	53.58					32,016.84	100,000.00	-67,983.16	32.02%	
6700 - Treatment																
6710 - Chemicals & Filtering													25,525.71	21,000.00	4,525.71	121.57%
6720 - Maintenance, Treatment Equip.							7,016.39						1,198.21	7,500.00	-6,301.79	15.98%
6730 - Treatment Analysis							870.00						10,198.09	23,000.00	-12,801.91	44.34%
Total 6700 - Treatment	788.90	5,272.51	12,288.07	6,415.98	4,131.63	8,048.92						36,926.01	51,500.00	-14,573.99	71.7%	
6770 - Uniforms														8,500.00	-3,012.23	64.56%
6800 - Vehicles													5,487.77	9,000.00	-4,722.41	47.53%
6810 - Fuel							497.14						474.95	2,000.00	-1,525.05	23.75%
6820 - Truck Equipment, Expensed	194.49												478.48	4,500.00	-4,021.52	10.63%
6830 - Truck Repairs													5,231.02	15,500.00	-10,268.98	33.75%
Total 6800 - Vehicles	194.49	974.85	848.56	759.59	936.82	1,019.57	497.14						13,699.72	21,000.00	-7,300.28	33.75%
6880 - Other Operations																
Total 6000 - Operations	194.49	16,623.40	26,558.28	38,105.67	31,631.89	20,379.88	21,131.20						154,630.91	456,146.00	-301,515.09	33.9%
Total Expense	60,098.93	69,803.07	80,910.45	125,282.46	123,794.71	94,818.48	89,493.70						644,201.80	1,348,576.00	-704,374.20	47.77%
Net Ordinary Income	189,423.73	-12,520.93	78,587.11	33,550.96	16,223.64	124,103.14	274,761.48						704,138.13	771,987.00	-67,857.87	91.21%
Other Income/Expense																
Other Income																
7000 - Capital Account Revenues																
7100 - Connection Fees																
7110 - Connection Fees (New Constr)																
7120 - Connection Fees (Remodel)	52,505.50					29,984.00	6,289.00						88,778.50	72,800.00	15,978.50	121.95%
7130 - Conn. Fees, PFF (New Const)														2,900.00	-2,900.00	
7140 - Conn. Fees, PFF (Remodel)	7,576.00		12,592.00										20,168.00	38,100.00	-17,932.00	52.93%
														9,100.00	-9,100.00	

Montara Water & Sanitary District
Revenue & Expenditures Budget vs. Actual - Water
July 2014 through June 2015

	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Budget	\$ Over Budget	% of Budget	
	TOTAL																
7150 - Connection Fees, Well Conv.																	
Total 7100 - Connection Fees	60,081.50		12,592.00			29,884.00	6,288.00						108,946.50	122,900.00	-13,953.50	88.65%	
7600 - Bond Revenues, G.O.	2,633.14			1,082.94	10,880.82	605,724.68	13,503.22						633,824.80	1,150,436.00	-516,611.20	55.09%	
Total 7000 - Capital Account Revenues	62,714.64		12,592.00	1,082.94	10,880.82	695,708.88	19,792.22						742,771.30	1,273,336.00	-530,564.70	58.33%	
Total Other Income	62,714.64		12,592.00	1,082.94	10,880.82	695,708.88	19,792.22						742,771.30	1,273,336.00	-530,564.70	58.33%	
Other Expense																	
8000 - Capital Improvement Program																	
8100 - Water	1,200.00	34,547.50	59,083.36	36,863.01	34,605.00	26,397.94	560,873.36						753,570.17	3,196,463.00	-2,442,892.83	23.58%	
Total 8000 - Capital Improvement Program	1,200.00	34,547.50	59,083.36	36,863.01	34,605.00	26,397.94	560,873.36						753,570.17	3,196,463.00	-2,442,892.83	23.58%	
9000 - Capital Account Expenses																	
9075 - PFP Connection Expenses		5,111.07		2,042.51	5,873.13								13,026.71				
9100 - Interest Expenses		168,745.44											168,745.44	1,150,436.00	-981,690.56	14.67%	
9125 - PNC Equipment Lease Interest	1,860.12	1,853.69	1,846.66	1,839.61	1,832.54	1,825.45	1,818.35						12,876.42	56,340.00	-43,463.58	22.86%	
9150 - SRF Loan														102,090.00	-102,090.00		
Total 9000 - Capital Account Expenses	1,860.12	175,710.20	1,846.66	3,882.12	7,705.67	1,825.45	1,818.35						194,648.57	1,308,866.00	-1,114,217.43	14.87%	
Total Other Expense	3,060.12	210,257.70	60,930.02	40,745.13	42,310.67	28,223.39	562,691.71						948,218.74	4,505,329.00	-3,557,110.26	21.05%	
Net Other Income	59,654.52	-210,257.70	-48,338.02	-39,662.19	-31,429.85	607,485.29	-542,899.49						-205,447.44	-3,231,993.00	3,026,545.56	6.36%	
Net Income	249,078.25	-222,778.63	30,259.09	-5,114.23	-15,206.21	731,588.43	-268,138.01						499,691.89	-2,459,996.00	2,959,687.89	-20.27%	



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

SUBJECT: SAM Flow Report for January 2015

The Sewer Authority Mid-Coastside (SAM) has prepared the following attached reports for the SAM Board of Directors and the California Regional Water Quality Control Board:

- Flow Report for January 2015.
- Collection System Monthly Overflow Report – January 2015.

The Average Daily Flow for Montara was 0.311 MGD in January 2015. There was one reportable overflow due to roots in January in the Montara System. SAM indicates there were 0 inches of rain in January 2015.

RECOMMENDATION:

Review and file.

Attachments

Sewer Authority Mid-Coastside

Monthly Collection System Activity/SSO Distribution Report, January 2015

January 2015

	Total	HMB	GCSD	MWSD	SAM
Roots	1	0	0	1	0
Grease	0	0	0	0	0
Mechanical	0	0	0	0	0
Wet Weather	0	0	0	0	0
Other	0	0	0	0	0
Total	1	0	0	1	0
		0%	0%	100%	0%

12 Month Moving Total

	Total	HMB	GCSD	MWSD	SAM
Roots	5	0	2	3	0
Grease	3	3	0	0	0
Mechanical	5	2	0	1	2
Wet Weather	1	1	0	0	0
Other	4	3	0	1	0
Total	18	9	2	5	2
		50%	11%	28%	11%

Reportable SSOs

	Total	HMB	GCSD	MWSD	SAM
January 2015	1	0	0	1	0
12 Month Moving Total	18	9	2	5	2

SSOs / Year / 100 Miles

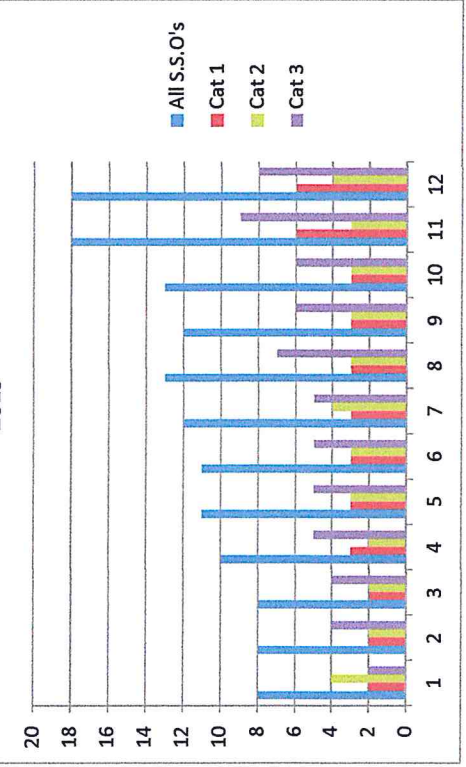
	Total	HMB	GCSD	MWSD	SAM
January 2015	1.0	0.0	0.0	3.7	0.0
12 Month Moving Total	17.2	24.3	6.0	18.5	27.4
Category 1	5.7	8.1	0.0	3.7	27.4
Category 2	3.8	8.1	0.0	3.7	0.0
Category 3	7.7	8.1	6.0	11.1	0.0
Miles of Sewers	104.5	37.0	33.2	27.0	7.3
		35.4%	31.8%	25.8%	7.0%

12 Month Rolling Total Sewer Cleaning Summary

Month	HMB	GCSD	MWSD	Total Feet	Total Miles
Feb-14	2,893	11,781	22,467	37,141	7.0
Mar-14	7,559	20,183	15,861	43,603	8.3
Apr-14	4,369	16,414	22,703	43,486	8.2
May-14	5,278	26,336	36,299	67,913	12.9
Jun-14	24,683	11,422	0	36,105	6.8
Jul-14	24,195	23,571	898	48,664	9.2
Aug-14	29,987	18,644	0	48,631	9.2
Sep-14	18,330	24,438	1,545	44,313	8.4
Oct-14	36,513	2,217	379	39,109	7.4
Nov-14	24,566	1,319	3,334	29,219	5.5
Dec-14	35,635	2,604	0	38,239	7.2
Jan-15	7,981	18,083	22,222	48,286	9.1
Annual ft	221,989	177,012	125,708	524,709	
Annual Mi.	42.0	33.5	23.8		99.4

Attachment D

12 Month Moving SSO Totals Through January 2015



Attachment A

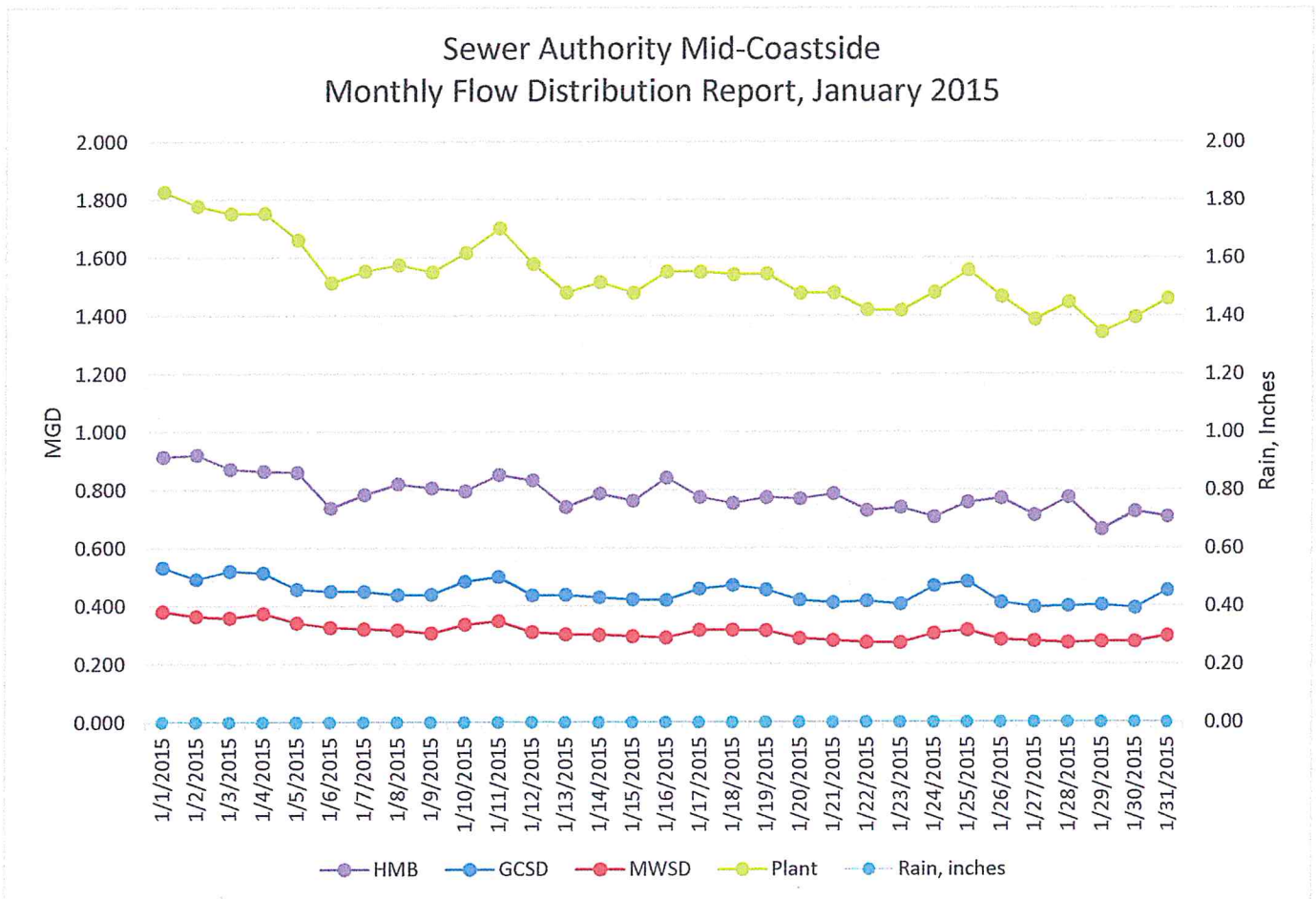
Flow Distribution Report Summary For January 2015

The daily flow report figures for the month of January 2015 have been converted to an Average Daily Flow (ADF) for each Member Agency. The results are attached for your review.

*Influent flow is calculated using the mid-plant flow meter less process water and trucked in waste

The summary of the ADF information is as follows:

	<u>MGD</u>	<u>%</u>
The City of Half Moon Bay	0.785	50.9%
Granada Community Services District	0.448	29.0%
Montara Water and Sanitary District	<u>0.311</u>	<u>20.1%</u>
Total	1.544	100.0%



Sewer Authority Mid-Coastside

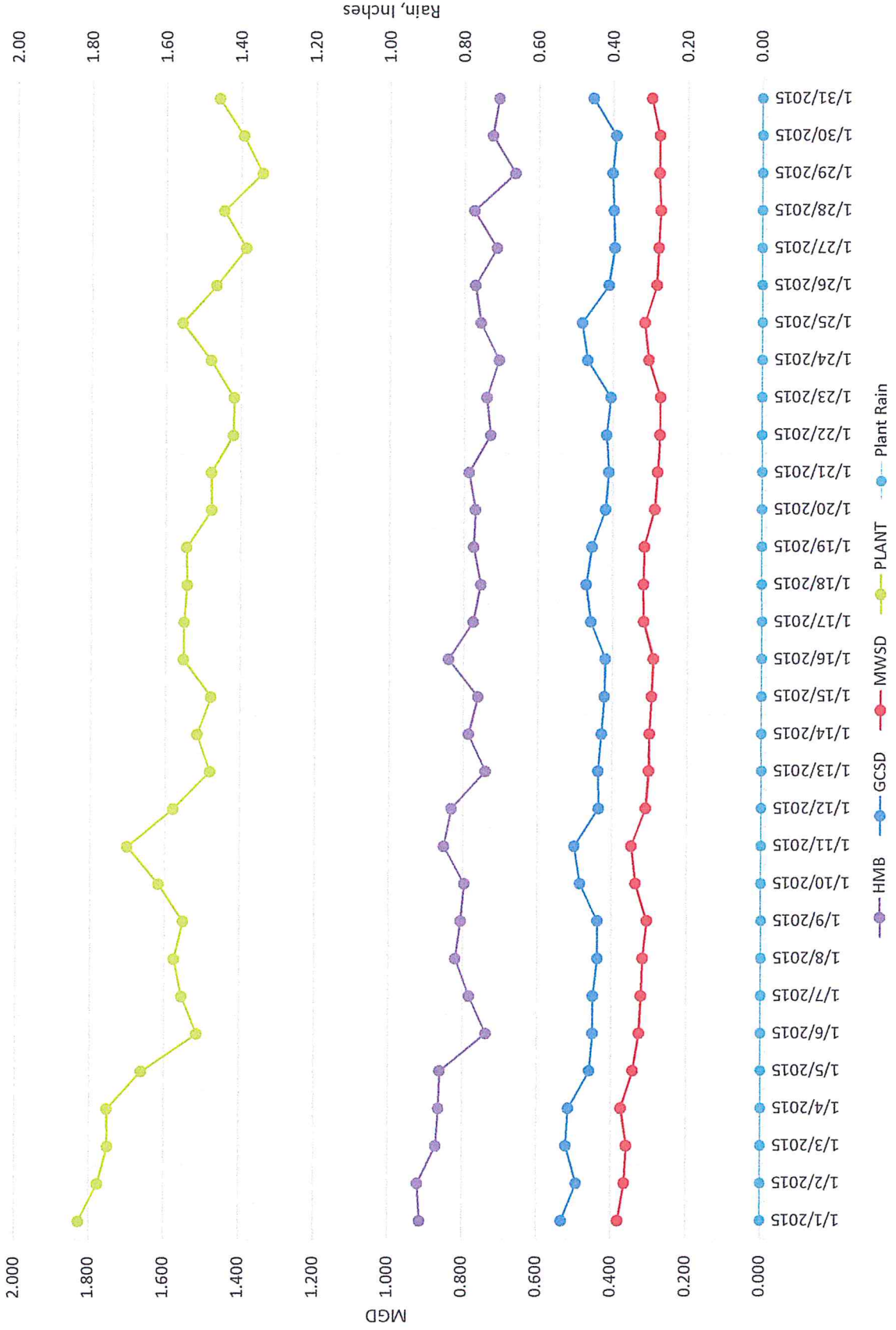
Monthly Flow Distribution Report

<u>Date</u>	<u>HMB</u>	<u>GCSD</u>	<u>MWSD</u>	<u>Plant</u>	<u>Rain Plant</u>	<u>Rain Portola</u>	<u>Rain Montara</u>
1/1/2015	0.914	0.533	0.381	1.828	0.00	0.00	0.00
1/2/2015	0.921	0.493	0.364	1.778	0.00	0.00	0.00
1/3/2015	0.872	0.521	0.359	1.752	0.00	0.00	0.00
1/4/2015	0.865	0.515	0.374	1.754	0.00	0.00	0.00
1/5/2015	0.861	0.458	0.342	1.661	0.00	0.00	0.00
1/6/2015	0.737	0.450	0.326	1.513	0.00	0.00	0.00
1/7/2015	0.784	0.450	0.321	1.555	0.00	0.00	0.00
1/8/2015	0.820	0.438	0.317	1.575	0.00	0.00	0.00
1/9/2015	0.806	0.439	0.306	1.551	0.00	0.00	0.00
1/10/2015	0.796	0.485	0.336	1.617	0.00	0.00	0.00
1/11/2015	0.852	0.501	0.348	1.701	0.00	0.00	0.00
1/12/2015	0.832	0.436	0.310	1.578	0.00	0.00	0.00
1/13/2015	0.741	0.438	0.302	1.481	0.00	0.00	0.00
1/14/2015	0.786	0.429	0.300	1.515	0.00	0.00	0.00
1/15/2015	0.762	0.422	0.295	1.479	0.00	0.00	0.00
1/16/2015	0.841	0.420	0.291	1.552	0.00	0.00	0.00
1/17/2015	0.775	0.459	0.317	1.551	0.00	0.00	0.00
1/18/2015	0.754	0.471	0.317	1.542	0.00	0.00	0.00
1/19/2015	0.774	0.456	0.315	1.545	0.00	0.00	0.00
1/20/2015	0.770	0.420	0.288	1.478	0.00	0.00	0.00
1/21/2015	0.787	0.411	0.281	1.479	0.00	0.00	0.00
1/22/2015	0.729	0.417	0.274	1.420	0.00	0.00	0.00
1/23/2015	0.739	0.406	0.273	1.418	0.00	0.00	0.00
1/24/2015	0.707	0.469	0.305	1.481	0.00	0.00	0.00
1/25/2015	0.757	0.484	0.316	1.557	0.00	0.00	0.00
1/26/2015	0.771	0.412	0.283	1.466	0.00	0.00	0.00
1/27/2015	0.713	0.396	0.278	1.387	0.00	0.00	0.00
1/28/2015	0.774	0.399	0.273	1.446	0.00	0.00	0.00
1/29/2015	0.664	0.403	0.277	1.344	0.00	0.00	0.00
1/30/2015	0.725	0.393	0.276	1.394	0.00	0.00	0.00
1/31/2015	0.708	0.454	0.297	1.459	0.00	0.00	0.00
Totals	24.340	13.876	9.642	47.858	0.00	0.00	0.00

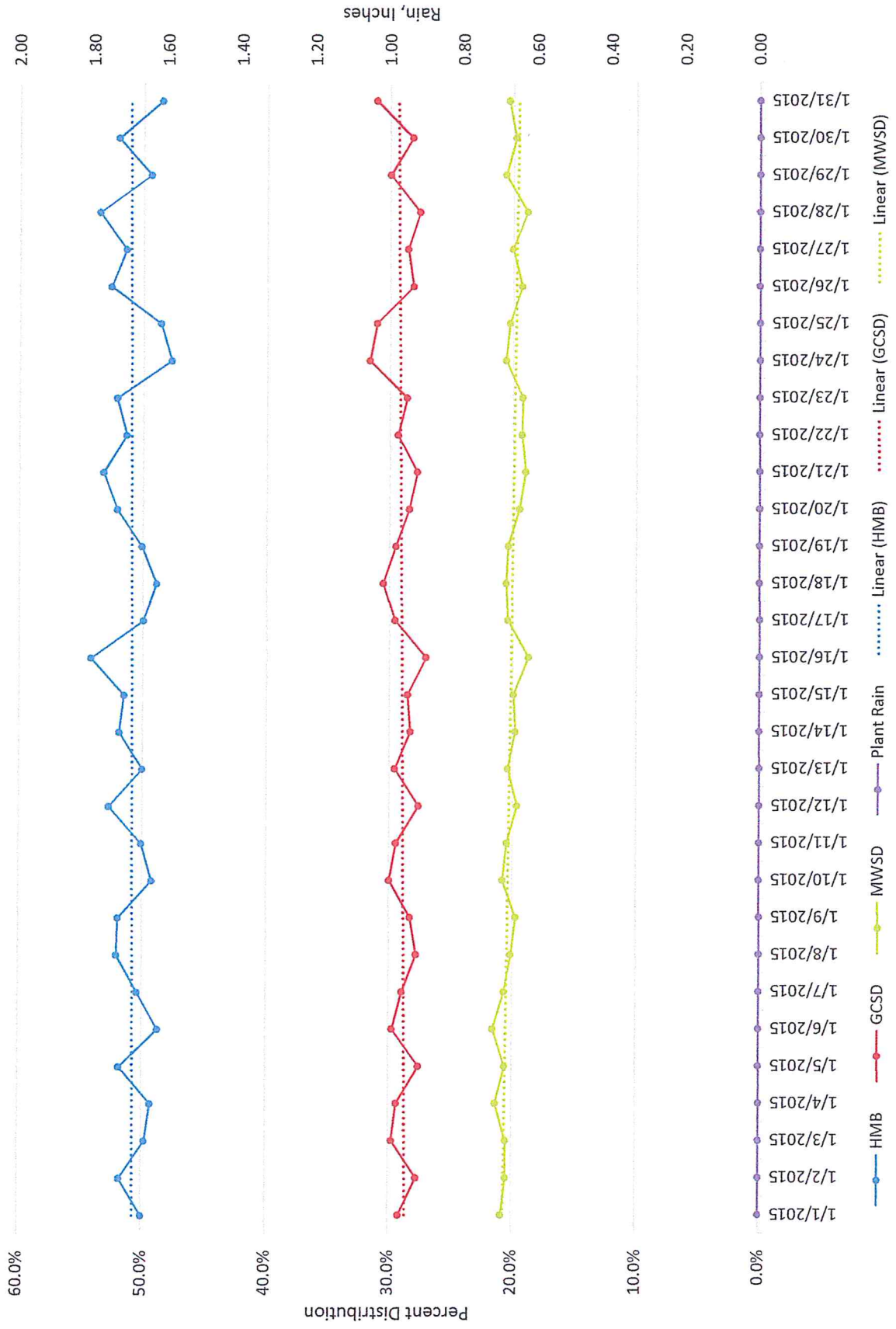
Summary

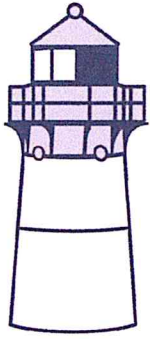
	<u>HMB</u>	<u>GCSD</u>	<u>MWSD</u>	<u>Plant</u>
Minimum	0.664	0.393	0.273	1.344
Average	0.785	0.448	0.311	1.544
Maximum	0.921	0.533	0.381	1.828
Distribution	50.9%	29.0%	20.1%	100.0%

Sewer Authority Mid-Coastside Monthly Flow Distribution Report, January 2015



Percent Distribution January 2015





MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

A handwritten signature in blue ink, appearing to be 'Clemens Heldmaier'.

SUBJECT: Review of Current Investment Portfolio

The District's Investment Policy and Guidelines requires that the Board review the status of the current investment portfolio. The following summarizes the status of these accounts:

- The District has most of its idle sewer funds deposited in the State of California's Local Agency Investment Fund (LAIF). The Monthly Average interest rate for January 2015 was 0.262%.
- The District has set up two checking accounts that are largely backed by Federal securities: Water General Account and the Sewer General Account with Wells Fargo Bank.

RECOMMENDATION:

District staff attempts to cash manage idle funds in LAIF as long as possible before transferring to the Wells Fargo checking accounts for disbursements.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

SUBJECT: Connection Permit Applications Received

As of March 5, 2015 the following new Sewer Connection Permit applications were received since the last report:

Date of Application	Property Owner	Site Address	Home Size

As of March 5, 2015 the following new Water (Private Fire Sprinkler) Connection Permit applications were received since the last report:

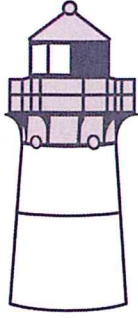
Date of Application	Property Owner	Site Address	Home Size
2/17/2015	Sandra Harrison	1230 Main Street	SFD

As of March 5, 2015 the following new Water Connection Permit applications were received since the last report:

Date of App.	Property Owner	Site Address	Home Size	Type of Connection

RECOMMENDATION:

No action is required. This is for Board information only.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5th, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

SUBJECT: Monthly Water Production Report

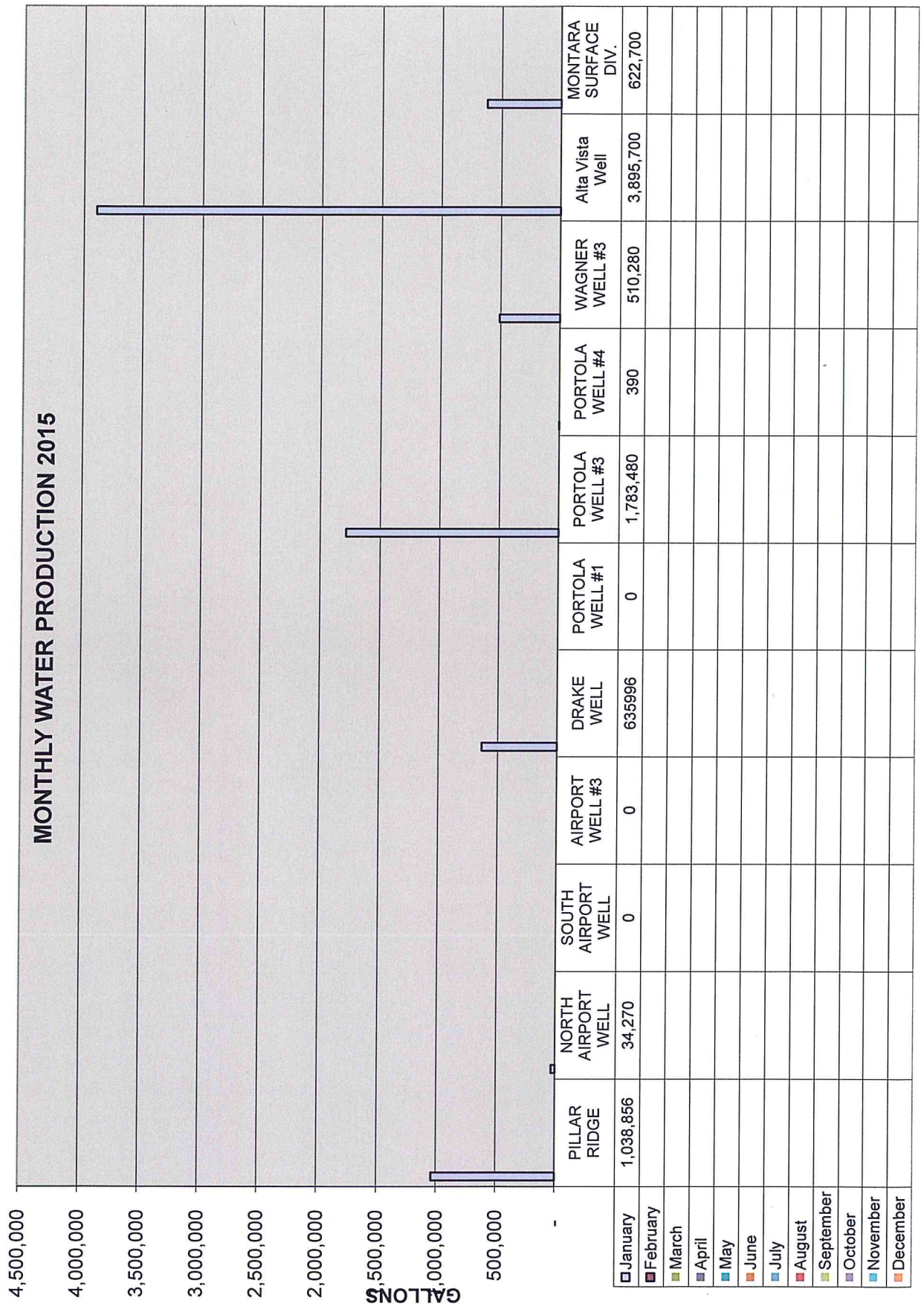
The attached two charts summarize the monthly water production for the District. The first shows a consolidated report from all sources by month. The second shows each water source the District uses, both wells and surface water. The production is shown in gallons of water produced.

RECOMMENDATION:

No action is required. This information is presented for the Board's information only.

Attachments

MONTHLY WATER PRODUCTION 2015



4,500,000

4,000,000

3,500,000

3,000,000

2,500,000

2,000,000

1,500,000

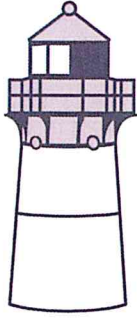
1,000,000

500,000

0

GALLONS

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5th, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

SUBJECT: Rain Report

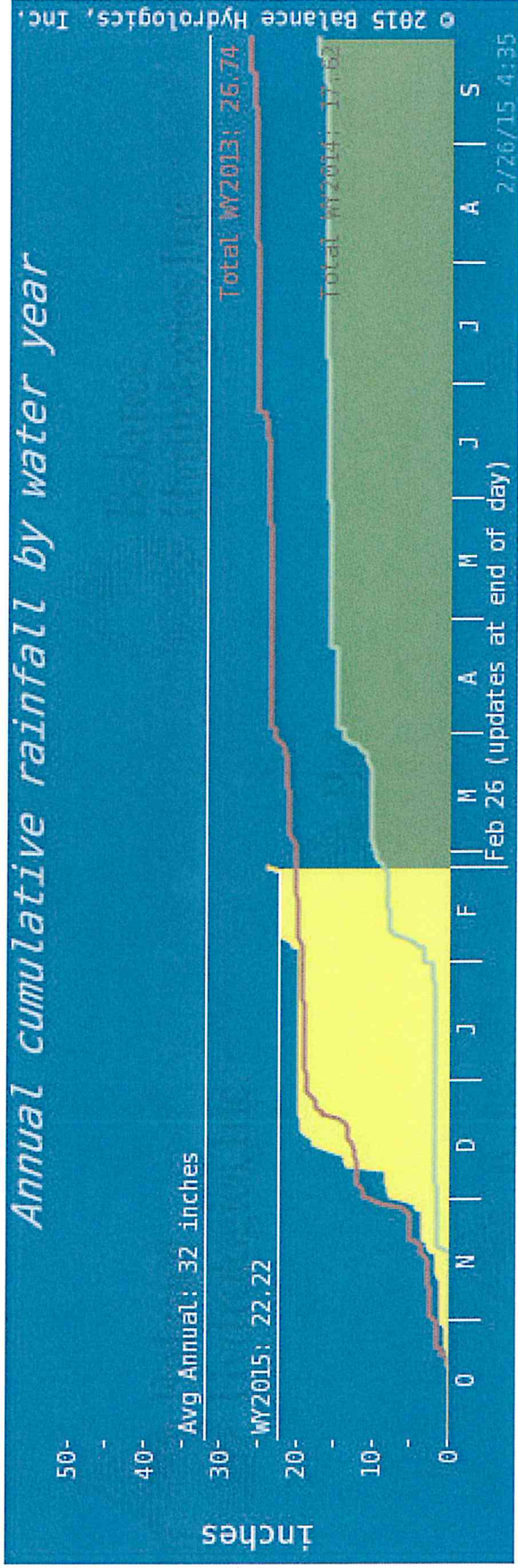
The attached chart shows the monthly rainfall at the Alta Vista Treatment Plant for the current and prior fiscal years along with the seven year average of rainfall.

RECOMMENDATION:

No action is required. This is presented for the Board's information only.

Attachment

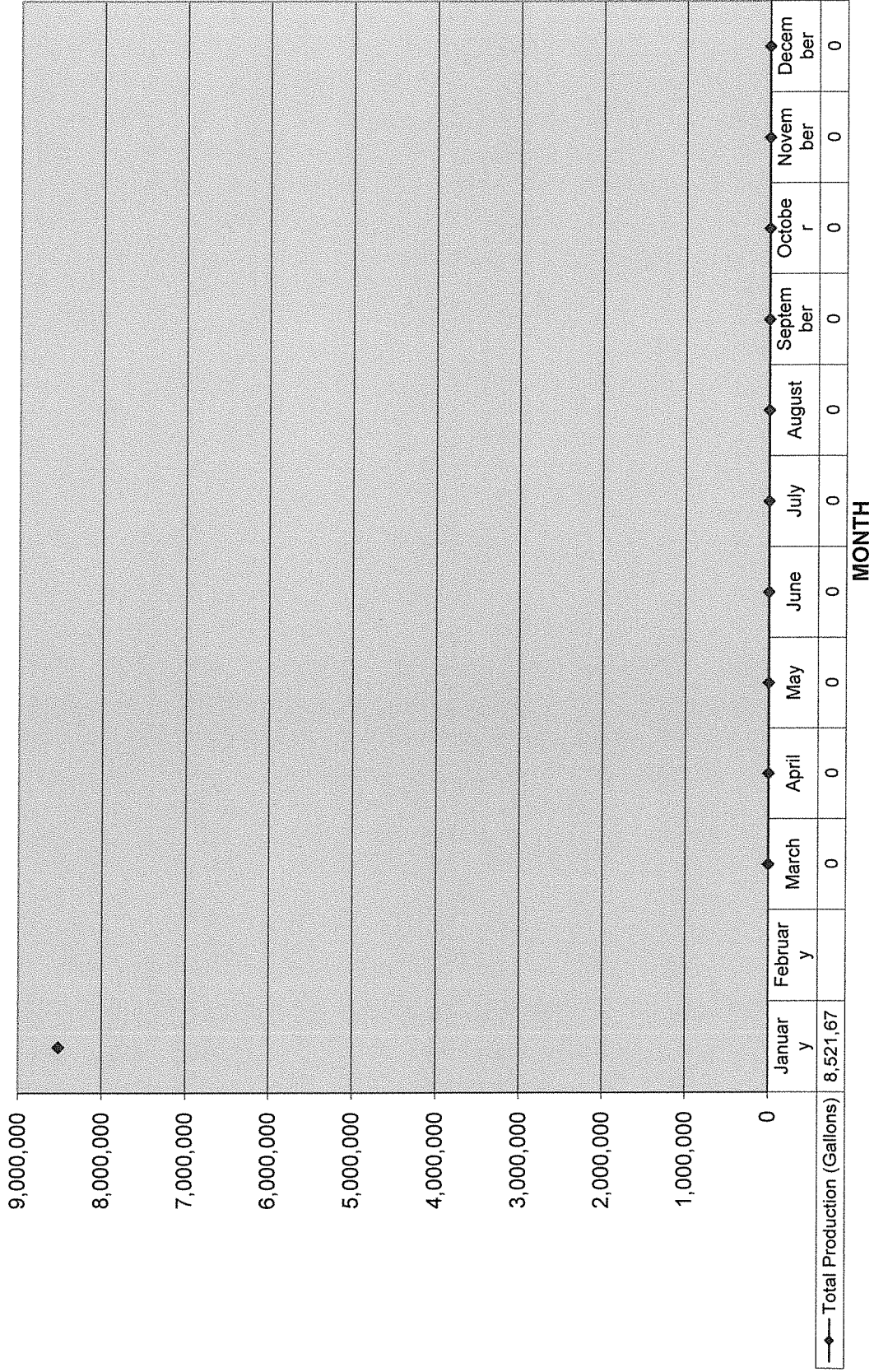
Annual Cumulative Rainfall



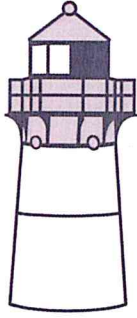
Monthly Rainfall Report Oct 2014 – Sept 2015



Total Production 2015(Gallons)



GALLONS



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5th, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

A handwritten signature in blue ink, appearing to be 'Clemens Heldmaier', written over the 'FROM' line.

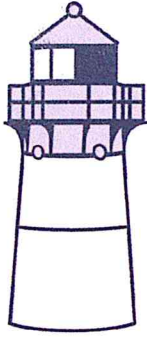
SUBJECT: Monthly Solar Energy Report

The attached chart summarizes the monthly solar production at the Alta Vista Array. Since the installation of the solar panels the District produced 33588 kWh and saved 57101 lbs of CO₂.

RECOMMENDATION:

No action is required. This information is presented for the Board's information only.

Attachments



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

A blue ink handwritten signature, appearing to be 'Clemens Heldmaier', written in a cursive style.

**SUBJECT: Review and Possible Action Concerning
Strategic Plan**

At the February 19 meeting, the Board went through a thorough review of the Draft Strategic Plan. All suggested changes, including a revised Mission Statement have been incorporated into the document that is before the Board tonight.

Staff would like to add one additional change to the existing work plan: *6.2.3 Assess field staff levels to improve system reliability in conjunction with sewer collection system maintenance agreement.*

The Board suggested also to establish a Strategic Plan Oversight Committee at this meeting.

RECOMMENDATION:

Adopt the MWSD Strategic Plan, including the suggested change to incorporate 6.2.3, and establish an oversight committee.

5.1.2	3	Research and track opportunities to collaborate with San Mateo County on providing energy to the Montara and Moss Beach communities.	Clemens	Mostly about tracking and following. Considering seeking a seat at the table.	Aug-15
5.2.0		Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.	Obj		
5.2.1	2	When opportunities for providing additional services are presented or discovered, each will be considered by a case-by-case basis.	Clemens	Board Support	NA
5.3.0		Seek to provide services collaboratively when mutually beneficial partnerships can be found.	Obj		
5.3.1	3	Continue to seek opportunities to collaborate and develop partnerships with local agencies and present viable opportunities to the Board.	Clemens	Board Support	Sep-15
6.0.0		Goal 6 - Operations and Administration: Develop and maintain an organizational structure and management policies that foster a high performing, stable and productive organization that learns and improves over time.			
6.1.0		Develop and implement a plan for retaining institutional knowledge.	Obj		
6.1.1	1	Complete Salary Study and evaluate implementation strategies for retaining staff, including implementation of effective qualitative strategies, including employee incentives.	IEDA	With Clemens	Apr-15
6.1.3	2	Assess staffing levels in terms of stress and reliability to meet District needs. Include succession planning and ability to deal with major personnel interruptions.	Clemens	With IEDA	Nov-15
6.2.0		Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.	Obj		
6.2.1	2	Review and update Employee Manual.	IEDA	With Clemens	Mar-16
6.2.2	3	Review and update all District policies and procedures and suggest additions and updates.	Clemens		Aug-16
6.2.3	2	Assess field staff levels to improve system reliability in conjunction with sewer collection system maintenance agreement.	Pippin	with Clemens	Mar-16
6.3.0		Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.	Obj		
6.3.1	2	Update the existing Emergency Response and Recovery Plan (ERRP) to maintain a relevant emergency planning document.	Clemens		Aug-15
6.3.2	3	Become a leader and a hub for local utility emergency planning.	Clemens	Need Board support	Nov-15
6.3.3	2	Update drought contingency plan.	Clemens		May-16



**Montara Water
and Sanitary District**

2015 STRATEGIC PLAN



Prepared by: Rauch Communication Consultants Inc.

DIRECTORS

Scott Boyd, President

Jim Harvey, President pro tem

Kathryn Slater-Carter, Treasurer

Dwight Wilson, Secretary

Bill Huber, Director

GENERAL MANAGER

Clemens Heldmaier

8888 Cabrillo Hwy • Montara, CA 94037 • (650) 728-3545 • mwsd.montara.org

PARTICIPANTS:

BOARD OF DIRECTORS

Scott Boyd, President, SAM representative

Jim Harvey, President pro tem, SAM representative

Kathryn Slater-Carter, Treasurer, SAM alternate

Dwight Wilson, Secretary

Bill Huber, Director

DISTRICT MANAGEMENT STAFF

Clemens Heldmaier, General Manager

CONSULTANT

Martin Rauch, Managing Consultant

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Purpose

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Vision for the Future

Values

Strategic Goals and Objectives

4. Staff Work Plan

5. Expectations and Results

Achieving Expectations

Ensuring Results

1. INTRODUCTION: Purpose of the Plan

Planning is strategic when it helps move an organization forward from its current situation to its desired future.

This Strategic Plan is the District's highest level planning document, and represents the Board's direction for the future, and the staff's work plan for implementing it.

It was developed through a step-by-step process that included recognizing the District's operating environment, strengths and weaknesses of the organization, as well as opportunities and challenges.

It identifies the agency's mission, vision, and values, while providing a set of goals and objectives that becomes a framework for all decision-making.

The Plan is also a practical working tool that provides clear direction to the staff about the Board's goals and objectives, and includes a work plan developed by the staff to meet those goals and objectives. As such, it is referred to regularly as a guide to District actions during the period covered.

To keep it fresh, it must be updated annually and rolled forward so that there is always a five-year guide to the future.

1. INTRODUCTION: Strategic Framework

The Strategic Plan is built from a series of logical components, described below and shown in the graphic.

Mission. The mission statement explains why the organization exists. It articulates the organization’s essential work in a brief sentence or two.

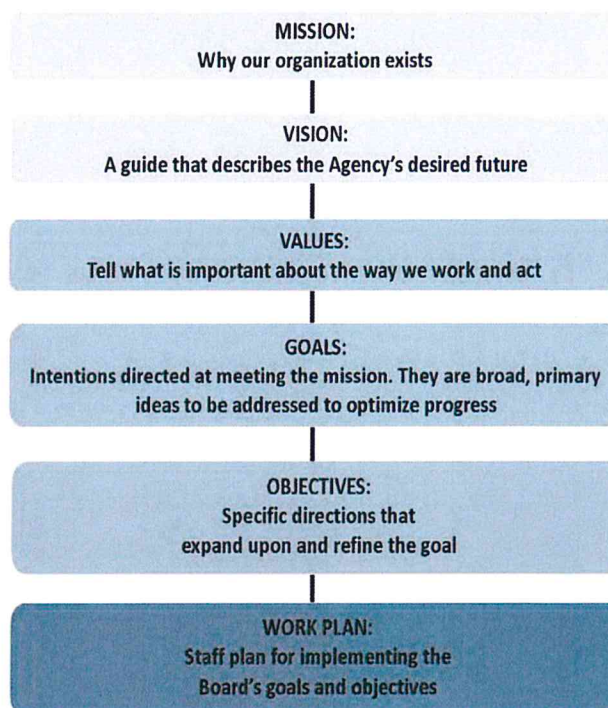
Vision. The vision articulates what the agency will become at a given time in the future. It is the strategic target which, when achieved, is the fulfillment of the agency’s mission. As such, it is at the heart of the strategic planning process.

Values provide guidance when an agency is faced with challenging decisions that require tradeoffs, options and alternatives. Values are set by the Board, govern attitudes and behaviors, and generally remain constant over time.

Goals describe broad, primary areas of management, operations and planning that need to be addressed in accomplishing the mission. Goals are not connected to timelines.

Objectives are more specific directions that expand upon the goals. They are set by the Board. There may be multiple objectives for each goal. Objectives are SMART: Specific, Measurable, Attainable, Related to Goals, Time Certain.

Strategic Work Plan contains measurable, precise timetables and actions to accomplish the mission, goals, and objectives. They are assigned to individuals or departments. There may be multiple tasks for each objective that can be crossed off as finished.



2. PLAN DEVELOPMENT: Strategic Planning Process

The strategic planning process was carried out in the series of steps as outlined below.

Background Research. The consultants began by holding discussions with the General Manager.

Confidential Interviews. This was followed by a series of confidential interviews carried out by the consultant. The goal is for the interviewees to candidly express their interests and perspectives on the District's and its priorities.

The interviewees included the entire Board of Directors as well as numerous stakeholders, including leaders of neighboring local governments, customers and others as outlined below.

STAFF: Clemens Heldmaier, GM, and Julian Martinez, Superintendent of Water Operations

BOARD: Scott Boyd, Director; Dwight Wilson, Director; Bill Huber, Director; Jim Harvey, Director; and Kathryn Slater-Carter, Director

OTHER STAKEHOLDERS: David Dickson, Coastside County Water District GM; Gary Warhaftig, Montara Moss Beach Water Improvement Association; Leonard Woren, Granada Sanitary District Director; Peter Grenell, San Mateo County Harbor District; Paul Cole, Assistant Fire Chief; Robert Hopkins, Sewer Authority MidCoast GM; and Don Horsley, San Mateo County Supervisor.

CUSTOMERS: Lou Wall, Ex Director, Customer; Susan Hayward, Customer; Bill Kehoe, Customer; Michael Gasser, Customer; and Lisa Ketcham, Pillar Pointe Mobile Home Community.

Two Board Planning Workshops. The Board of Directors and senior management staff participated in two strategic planning workshops. At these workshops, the group reviewed the results of the interviews, undertook a number of exercises to examine the current state of the District, and identified critical issues and opportunities expected to confront the District in the future. Ultimately a plan was developed from this work that included an updated mission statement, vision, values, and strategic goals and objectives.

Community Meeting. On July 24, 2014 the District held a community meeting to obtain public input on the public planning process. The meeting was held at Cypress Meadows and about 70 members of the community participated. There was a very active exchange and sharing of ideas facilitated and recorded by Martin Rauch with support of District staff. Topics of discussion included:

- How should we prioritize investments?
- What improvements would you like to see in our services?
- What challenges and opportunities should we focus on?
- What is your long-range vision for the District and community?

Staff Work Plan. Once the policy level portions of the plan were completed in the Board workshops, the management team worked with the consultant to develop a detailed staff work plan designed to meet the mission of the District and strategic goals and objectives.

2. PLAN DEVELOPMENT: Rating the District Today

Before considering where the District wants to go in the future, it is important to understand where it is today. The group worked together to identify and rate a number of key features of the District as summarized below.

Each participant in the workshop was asked to rate various aspects of the District based on its performance as it stands today. Each participant selected aspects of the District to rate, graded them on a scale of 1 to 10 (10 being excellent), and included words to explain the reason for the rating. The results were averaged and summarized.

BELOW ARE THE CATEGORIES AND RATINGS PROVIDED BY THE PARTICIPANTS	
Avg. 8.6 9, 9, 8	Administration. Good job replacing mains and tanks compared to the past when the system was held together by rubber bands. While it is generally good, could do better.
Avg. 8+ 9, 8	Operations. Our small size makes us vulnerable due to the small number of staff and limited backup for personnel.
Avg. 9.5 9.5	Progress. We have made a lot of progress on infrastructure: water system, SSOs, pipe cleaning, financing of the sewer system. We also have good representatives on SAM.
Avg. 8+	Sewer. We need to continue working to reduce SSOs.
Avg. 8+	Water Quality. We have made tremendous improvement in water quality.
Avg. 7	Board Governance. There is opportunity for improvement here.
Avg. 6.6+ 6, 6, 7, 7, 7, 7	Rates and Finance. We developed a well-designed tiered rate. But the rate structure should be looked at again. The District generally has good controls, but there is room for improvement. District has a deficit and there is a need to address that.
Avg. 6	Watershed Protection. There are no immediate concerns, but we need to remain proactive to protect the groundwater and prevent degradation.
Avg. 5.2 2, 4, 5, 5,7, 8	Customer Service, Stakeholder Support and Customer Relations. The District generally has positive support, good customer service and is close to customers. However, our public is unaware of the constraints we operate under and our achievements. In addition, the perception of customers on wells is out of sync with reality. We need to explain better to them and reach out to all customers more. Board can help.
Avg. 5 5, 5	Intergovernmental Relations. There have been improvements, but it remains a difficult area. This is an area where both staff and board can work on and make improvements
Avg. 5 5, 5	Staff to Board Communication. There is room for improvement in the Manager's communication to the Board.
Avg. 5 5	Maturity. The District has matured in many ways administratively, in terms of engineering and finance, etc. But there is more work to do.
Avg. 4 6, 2	Emergency Planning. Need to update emergency planning, documentation and procedures. Need to develop plans for coordinating with others in emergencies.

2. PLAN DEVELOPMENT: Challenges & Opportunities

Below is a list of key issues and challenges identified in the process that are expected to face the District in the future. Each participant was asked to predict what issues the District would confront in the future. That list follows:

RATE STRUCTURE AND CHARGES

- Our rates are stable but on the high side and need to be raised.
- There will be a challenge to balance the needs of our customers and keeping costs affordable.
- The tiered system is not meeting needs and needs to be evaluated and reconsidered.
- Consider new financial options such as using property taxes 100% for water to help pay off the debt.
- Providing adequate reserves.

WATER SUPPLY

- Maintaining our sources of water and water independence.
- Increasing the water supply is critical both in the hills and at the airport.

PRIVATE WELLS

- Need to deal with wells drawing on the aquifer
- Well conversions. If people understood the costs, quality, testing, they may be happy to hook up.
- Need to clarify our policies. We don't force people to connect, but it is better for the groundwater aquifer, better for many landowners in the long-run and better for District revenue if they do.
- Need to improve how we work with the County to ensure seamless permits.

MAINTAINING LOCAL GOVERNANCE AND RELATIONSHIPS WITH OTHERS.

- There are always pressures from outside to do this or that and it is distracting. Need to square away relationships so our status is accepted and we have positive relationships.

WATER QUALITY

- Dealing with water quality issues at the airport.

PARTICIPATION IN SAM

- Changeover of SAM representatives and staff causes a challenge with maintaining a historical view and continuity.
- Changeovers also provide an opportunity to develop relationships with new people.
- Ever rising regulations increases costs and complexity.

STAFFING

- Having a small staff makes it difficult to have adequate breadth of expertise and depth to schedule efficiently and provide backup

DROUGHT AND CLIMATE CHANGE

- Our water supply independence is a good thing. Hetch-Hetchy crosses major faults.
- But we have to ensure groundwater is maintained for future.
- Need conservation strategy.
- Needs plan for managing wells.

OUTREACH

- We have made progress but need to communicate more with the public.
- We have work to do to build positive public understanding.
- If we could provide funding, the hospital and school could probably reduce use more.

CONSIDER BEING A CSD

- There are a range of possibilities: internet income, solar power to reduce costs, develop recycled water, etc.

COMMUNITY SUSTAINABILITY

- There are limited resources.
- Ensuring growth is managed by land use authorities (County). Districts position is that it should provide services to approve growth and not be dragged into land use.

2. PLAN DEVELOPMENT: Priority Issues

The group was asked to identify the five most important issues that MSWD must resolve in the coming years. The results are shown below, with 1 being the highest priority. Priorities are important since in practice it is not possible to accomplish everything at once and that there are limits on time, money and personnel resources.

HIGHEST PRIORITY ISSUES	
Avg. 1 1, 1, 1	Water Rate Structure and Rates. Need adequate rates to cover expenses, encourage well connections, and resolve the deficit.
Avg. 1.5 1, 2	Finances, Rates and Economic Health. Determine if we can encourage voluntary connections and help improve income and reserves.
Avg. 2 1, 2, 3	Well Connections. The sooner the District can resolve well connection issues the better. Bringing in Pillar Ridge and new well conversions lowers costs for all. Need to integrate new customers well.
Avg. 2 1, 3	Infrastructure Planning based on a long-term replacement model. Since we provide a service from source to release, we should be able to undertake long-term, informed planning based on lifecycle costs.
Avg. 2.5 2, 2, 3, 3	Developing and maintain the sources and quality of water. Need to improve our portfolio of water sources (more varied wells), improve redundancy, and maintain the watershed.
Avg. 2 2	Community Sustainability Plans. What are our long-term demographics? Be prepared for growth or decline, changes in income, age, needed services, etc.
Avg. 2.7 1, 3, 4	Communication: Need to develop a marketing and public relations plan. Public needs to understand what we are doing and we need to hear from them.
Avg. 3.3 3, 4, 4, 4, 4, 5	Effective Intergovernmental Relationships. Establishing our primacy for carrying out our mission. Develop better, more positive intergovernmental relationships with others.
Avg. 4 4	Smarter Wastewater Treatment. The current system works, but could it be better or lower cost? What are best long term options for upgrades or changes that provide lowest lifecycle cost?
Avg. 5 5, 5	Internal Operations and Administration. Do we need to develop a needs assessment, evaluate staffing, internships, training for staff?
Avg. 5.5 5, 6	Regional and Local Emergency Plans. The long sewage pipe to Half Moon Bay is at risk. Recycling? (5, 6)

2. PLAN DEVELOPMENT: Input from Community Forum

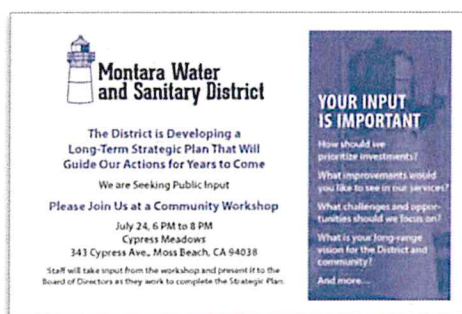
Montara Water and Sanitation District reached out to obtain public input through direct one-on-one interviews, by asking for input via advertisements, press and web coverage, and by holding a community forum. About 70 members of the public participated in the meeting.

PUBLIC INPUT FROM THE FINAL COMMUNITY FORUM QUESTION IS SUMMARIZED BELOW:

“Five, ten or more years into the future, if you were granted power over the District, what three things would you change or keep the same.”

Note: topics with zero votes were nominated by the group but received no votes.

Total Votes	Priority Topic
35	No Consolidation
21	Develop Community Parks District
20	Develop our own internet service
18	Infrastructure Development
16	Water Quantity
11	Water Quality
9	Water Conservation Education
8	Keep (happy with) Staff
7	Lower Rates
6	Disaster Preparedness Ed.
4	SAM: Cost Control/more accountability
3	Bring back senior discount from Recology
1	Garbage Sustainability
0	Storm Water Usage
0	Cell Tower for better service
0	Compost Program Initiated
0	Drought Management
0	Improve sewer system
0	More press releases/outreach
0	Governance Quality



View of a postcard used to advertise the community forum.

3. STRATEGIC PLAN: Mission

A good mission statement should accurately explain why your organization exists and what it hopes to achieve in the future. It articulates the organization's essential work. The Board drafted and approved the following mission statement:

To sensitively manage the natural resources entrusted to our care, to provide the people of Montara - Moss Beach with reliable, high-quality water, wastewater, and trash disposal at an equitable price, and to ensure the fiscal and environmental vitality of the district for future generations. Be open to providing other services desired by our community.

3. STRATEGIC PLAN: Vision for the Future

A critical responsibility of the Board of Directors is to identify a vision for the District's future and then set goals and objectives to achieve it. This is the heart of the governance role, and starts with creations of a vision statement. The following vision statement was developed:

The Vision for the Montara Water and Sanitary District Board of Directors is:

Trusted and proven to cost-effectively provide our customers with the services they need.

3. STRATEGIC PLAN: Values

VALUES are what we consider important—what we believe is right and wrong. The Board is responsible for identifying values and being the guardian of values. Effective organizations identify and develop a clear, concise and shared meaning of values/beliefs, priorities, and direction so that every employee understands and can contribute in the right way. If defined, disseminated and followed, values will impact every aspect of the organization.

The following values emerged from the workshop discussion.

The values can be written as simple statements or posed as questions to help make difficult decisions.

Value Statements:	Values Posed as Questions
<i>To be trusted by the community</i>	<i>Will it enhance customers' trust in the District?</i>
<i>Represent and serve our community</i>	<i>Will it enable the District to better represent and serve our community?</i>
<i>Local control</i>	<i>Will it increase local control?</i>
<i>To provide quality services</i>	<i>Will it improve service quality?</i>
<i>To be responsive to the community and its changing needs</i>	<i>Will it result in better responsiveness to the community and its changing needs?</i>
<i>To be open and available to the public we serve</i>	<i>Will it make the District more open and available to the public we serve?</i>
<i>To use customer funds sustainably</i>	<i>Will it be cost-effective over time?</i>

3. STRATEGIC PLAN: Strategic Goals and Objectives

The goals and objectives are presented on the following pages. They, along with the mission, vision and values represent the core strategic direction provided in this plan.

GOAL 1. WATER SUPPLY PLANNING AND SOURCE WATER PROTECTION

Protect, maintain and develop existing and new water sources for best quality, cost and productivity, while ensuring the permanent sustainability of the District’s water supply and quality.

#	Objectives
1.1	The District will proactively protect and improve water quality and supply, where needed.
1.2	The District will ensure permanent water independence.
1.3	The District will incorporate phenomena such as seawater rise and weather extremes, and any other identified challenges in its planning and implementation of water programs.

GOAL 2. COMMUNICATION

Actively communicate with all stakeholders in a clear, factual, timely, two-way manner to foster understanding and alignment between the District and those it serves and works with.

#	Objectives
2.1	Staff will develop core messages and obtain board approval for them.
2.2	Staff will design and implement communication that is consistent with Board-approved messaging.
2.3	Staff will develop and follow an outreach plan and budget, and will consider and select among all outreach tools for cost-effectiveness and practicality (e.g. open houses, newsletters, press, social media, radio interviews, etc.)

GOAL 3. RATES AND FINANCE

Use the longest possible outlook for planning revenue needs, finances and rates. Base planning and decisions on a long-term, proactive understanding of finances, capital facility planning and operational and regulatory needs.

#	Objectives
3.1	Costs will be allocated through rates that are fair; and will be developed after evaluating all reasonable options beyond tiers, including how well connection options will influence rates.
3.2	Adopt and update new Rates by FY 2015/16.
3.3	Rates will be sustainable, steady, defensible, understandable and fair.
3.4	Use the longest reasonable outlook for planning infrastructure replacement needs, while recognizing that infrastructure planning is in flux.
3.5	Enable effective Board and public oversight of finances through effective and understandable financial reporting.
3.6	Develop a well conversion program that will promote voluntary conversions and the necessary incentives and communication tools to make it happen.

GOAL 4. GOVERNMENTAL RELATIONS

Promote collaborative relationships and partnerships

#	Objectives
4.1	Enhance board and staff relationships with other agencies (board work plan).
4.2	Enhance dialog with other agencies about collaborative opportunities for local parks, etc.

GOAL 5. ADDITIONAL SERVICES

Be open to providing additional services that are needed and desired within our service area.

#	Objectives
5.1	Be responsive to community desires for new services and take a leadership role in considering whether to provide additional services.
5.2	Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.
5.3	Seek to provide services collaboratively when mutually beneficial partnerships can be found.

GOAL 6. OPERATIONS AND ADMINISTRATION

Develop and maintain an organizational structure and management policies that foster a high performing, stable and productive organization that learns and improves over time.

#	Objectives
6.1	Develop and implement a plan for retaining institutional knowledge.
6.2	Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.
6.3	Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.

GOAL 7. BUILD AND MAINTAIN FACILITIES THAT ARE RELIABLE, ENVIRONMENTAL AND EFFICIENT

Plan, provide for and maintain District facilities and other physical assets to achieve long-term, reliable, environmentally sound, and efficient District operations.

#	Objectives
7.1	Manage the wastewater system with the objective of zero spills and zero permit violations.
7.2	Asset Management - Consider lifecycle costs in all facility construction, upgrades, maintenance and management decisions and activities. Continue with water and focus attention on sewer.
7.3	Creatively seek opportunities to maintain or improve quality while lowering costs.

GOAL 8. GOVERNANCE

The Board will govern lawfully, with an emphasis on (a) outward vision rather than internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and general manager roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

#	Objectives
8.1	The Board will invest in itself and its members' training and governance capacity.
8.2	Continued Board development is to include orientation of new board members, and periodic consideration of Board governance effectiveness, including enhancing communication between Board members and between the Board and general manager

4. WORK PLAN: Staff Work Plan

The following pages contain the staff work plan, a linked series of actions developed by staff that, when accomplished, will meet the mission, vision, goals and objectives identified by the Board of Directors. The work plan is organized in a table format with the following features:

Priorities:

There are two kinds of priorities assumed in this work plan: 1) Importance; and 2) Time. It is possible for a priority to be critical in importance but not due for a long time. Conversely a priority may have low importance but be due promptly. The 1-3 numbering system incorporates a bit of both. The timing column indicates due dates. The numbering system is as follows:

1. Critical project that must be accomplished on Time.
2. Important project that can be delayed if needed to complete a #1 priority project.
3. Desirable project that can be delayed or cancelled to complete a #1 or #2 priority project.

1	No.	P.	Action	Lead	Comments	Timing	%	Status
2	1.0.0		Goal 1.0 - Water Supply Planning and Source Water Protection: Protect, maintain, and develop existing and new water sources for best quality, cost and productivity, while ensuring the permanent sustainability of the District's water supply and quality.	Goal				
3	1.1.0		The District will proactively protect and improve water quality and supply, where needed.	Obj				
4	1.1.1	1	Track development plans of public and private landowners (County, GGNRA, POST, etc.) for potential impacts to watershed, such as septic systems etc.	Clemens		Ongoing		When received
5	1.1.2		See 1.2.1	NA		NA		
6	1.1.3	2	Continue to establish groundwater level and stream-gauging programs to improve understanding of District's hydrology.	Clemens	With Balance Hydrologic	Dec-15		Annually
7	1.1.4	3	Develop an integrated regional water management plan for watershed protection, increased knowledge base and increased funding opportunities.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by May-15	May-15		
8	1.1.5	3	Develop groundwater sustainability agency.	Clemens	Obtain Board approval, start negotiating w/ stakeholders by Dec-15	Dec-15		Due complete by 2022. Make annual status report
9	1.2.0		The District will ensure permanent water independence.	Obj				
10	1.2.1	1	Continue Renewal and Rehabilitation Program for existing groundwater and surface water sources to protect sustainability, water quality, and supply availability	Clemens	Funds currently still available, delayed due to lack of drilling rigs (drought)	Dec-15		Minimum of one well per annum
11	1.2.2	1	Proceed with Water Source Exploration on Caltrans Right of Way to ensure water supply reliability, source protection, and continued sustainability	Clemens	5 Boreholes allowed to test drill until April 2015. Extension can be requested	Dec-15		Deadline 2015
12	1.2.3	2	Negotiate extension to drill further exploratory wells after April 2015.	Clemens		Mar-15		Start negotiations before April
13	1.2.4	2	Continue developing a Supply and Demand Analysis on an annual basis to understand customer demands and plan future water supply, as necessary.	Tanya		Dec-15		Annually
14	1.3.0		The District will incorporate phenomena such as seawater rise and weather extremes, and any other identified challenges in its planning and implementation of water programs.	Obj				
15	1.3.1	3	Work with neighboring agencies to ensure secure long-term regional water supplies that aren't affected by climate change. See 1.1.4 and 1.4.5.	Clemens		NA		Ongoing as needed
16	1.3.2	2	Support SAM's Recycled Water Project Phase 1 and later, coast-wide, phases that offset use of local water sources, prevent seawater intrusion, creek restoration and improve long term water security.	Board	SAM reps and full Board play critical role. A political effort primarily.	Sep-15		Ongoing as needed. Evaluate annually
17	2.0.0		Goal 2 - Communication: Actively communicate with all stakeholders in a clear, factual, timely, two-way manner to foster understanding and alignment between the District and those it serves and works with.	Goal				
18	2.1.0		Staff will develop core messages and obtain board approval for them.	Obj				
19	2.1.1	NA	See 2.2.1 and 2.2.2	Martin		May-15		
20	2.2.0		Staff will design and implement communication that is consistent with Board-approved messaging.	Obj				
21	2.2.1	1	Develop an Outreach Plan and budget for Board approval.	Martin	Consultant Support	May-15		Start in March
22	2.2.2	2	Implement Outreach Plan.	Clemens	Consultant Support	Jun-15		See Plan
23	2.2.3	2	Prepare and distribute initial newsletter, future editions depending on Outreach Plan.	Martin	Consultant Support	Apr-15		Start Now?
24	2.3.0		Staff will develop and follow an outreach plan and budget, and will consider and select among all outreach tools for cost-effectiveness and practicality (e.g. open houses, newletters, press, social media, radio interviews, etc.)	Obj				

No.	P.	Action	Lead	Comments	Timing	%	Status
24							
25	2.3.1	NA See 2.2.1 and 2.2.2 above	Clemens	Consultant	May-15		
26	2.4.3	3 Complete under construction areas of website	Marlin		Apr-15		April
27	3.0.0	Goal 3 - Rates and Finances: Use the longest possible outlook for planning revenue needs, finance and rates. Base planning and decisions will be based on a long-term, proactive understanding of finances, capital facility planning, and operational and regulatory needs.	Goal				
28	3.1.0	Costs will be allocated through rates that are fair by class and customer, and will be developed after evaluating all reasonable options beyond tiers, including how well connection options will influence rates.	Obj				
29	3.1.1	1 Complete Water Rate Study.	Clemens	With Bartle Wells	Apr-15		Effective July-15
30	3.2.0	1 Add and update new rates by FY 2015/16	Obj		FY 15/16		
31	3.2.1	1 Implement annual solid waste rate changes in accordance with the franchise agreement	Clemens		Dec-15		
32	3.2.2	1 Evaluate Sewer Service Charges and implement necessary rate increases or proposition 218 processes.	Clemens	With Bartle Wells	Apr-15		Annually, Effective July-15
33	3.3.0	Rates will be sustainable, steady, defensible, understandable and fair.	Obj				
34	3.3.1	2 See 3.1.1, 3.2.2, and 3.2.1.	Board		NA		
35	3.4.0	Use the longest reasonable outlook for planning infrastructure replacement needs, while recognizing that infrastructure planning is in flux.	Obj				
36	3.4.1	3 Include in the Capital Improvement Program (CIP) future anticipated replacement cost for the upcoming 10 years and evaluate funding possibilities.	Tanya + Pippin		Jun-15		
37	3.5.0	Enable effective Board and public oversight of finances through effective and understandable financial reporting.	Obj				
38	3.5.1	2 Complete bi-annual finance review by Finance Committee and Board.	Clemens	With Peter	Mar-15		
39	3.5.2	2 Identify key financial highlights and summarize for Board review.	Clemens	Clemens discuss with Board in budget season.	Apr-15		Based on Board Input
40	3.6.0	Develop a well conversion program that will promote voluntary conversions and the necessary incentives and communication tools to make it happen.	Obj				
41	3.6.1	2 Evaluate the possibility of well conversion loan program based on existing models.	Clemens	With Bartle Wells + Schricker	Oct-15		Share with public
42	3.6.2	3 Consider other strategies to increase voluntary well conversions.	Clemens		Oct-15		Share with public
43	4.0.0	Goal 4 - Government Relations: Promote collaborative relationships and partnerships.					
44	4.1.0	Enhance Board and staff relationships with other agencies (Board Work Plan).	Obj				
45	4.1.1	3 General Manager will develop tangible opportunities for Directors to assist with inter-agency collaboration.	Clemens		Ongoing		
46	4.1.2	3 Include suggestions for Boardmember engagement in the community and region in future Board agendas as opportunities arise.	Pres.		Mar-15		
47	4.1.3	3 Promote staff-level collaboration on inter-agency projects by setting up meetings with local agencies that are critical to project success.	Clemens		Timing		
48	4.2.0	Enhance dialog with other agencies about collaborative opportunities for local parks, etc.	Obj				
49	4.2.1	1 Seek to make the Caltrans Public Right of Way accessible for groundwater supply and community recreation.	Clemens	Need Board support	Jun-15		Underway, Evaluate progress bi-annually
50	4.2.2	3 See 5.1.2 and 5.3.1					
51	5.0.0	Goal 5 - Additional Services: Be open to providing additional services that are needed and desired within our service area.					
52	5.1.0	Be responsive to community desires for new services and take a leadership role in considering whether to provide additional services.	Obj				

52	No.	P.	Action	Lead	Comments	Timing	%	Status
53	5.1.2	3	Research and track opportunities to collaborate with San Mateo County on providing energy to the Montara and Moss Beach communities.	Clemens	Mostly about tracking and following. Considering seeking a seat at the table.	Aug-15		Ongoing. Annual Board discussion
54	5.2.0		Examine each opportunity on a case-by-case basis. Evaluate and make clear any impact on quality, availability or cost of existing services.	Obj				
55	5.2.1	2	When opportunities for providing additional services are presented or discovered, each will be considered by a case-by-case basis.	Clemens	Board Support	NA		
56	5.3.0		Seek to provide services collaboratively when mutually beneficial partnerships can be found.	Obj				
57	5.3.1	3	Continue to seek opportunities to collaborate and develop partnerships with local agencies and present viable opportunities to the Board.	Clemens	Board Support	Sep-15		Ongoing. Annual Board discussion
58	6.0.0		Goal 6 - Operations and Administration: Develop and maintain an organizational structure and management policies that foster a high performing, stable and productive organization that learns and improves over time.					
59	6.1.0		Develop and implement a plan for retaining institutional knowledge.	Obj				
60	6.1.1	1	Complete Salary Study and evaluate implementation strategies for retaining staff, including implementation of effective qualitative strategies, including employee incentives.	IEDA	With Clemens	Apr-15		
61	6.1.3	2	Assess staffing levels in terms of stress and reliability to meet District needs. Include succession planning and ability to deal with major personnel interruptions.	Clemens	With IEDA	Nov-15		
62	6.2.0		Develop, follow and appropriately update procedures for Administration, Human Resources, and Management.	Obj				
63	6.2.1	2	Review and update Employee Manual.	IEDA	With Clemens	Mar-16		
64	6.2.2	3	Review and update all District policies and procedures and suggest additions and updates.	Clemens		Aug-16		
65	6.3.0		Emergency planning should be appropriately updated with documented procedures and methods in place for coordinating with others.	Obj				
66	6.3.1	2	Update the existing Emergency Response and Recovery Plan (ERRP) to maintain a relevant emergency planning document.	Clemens		Aug-15		Every five years
67	6.3.2	3	Become a leader and a hub for local utility emergency planning.	Clemens	Need Board support	Nov-15		Annual update
68	6.3.3	2	Update drought contingency plan.	Clemens		May-16		Every five Years
69	7.0.0		Goal 7 - Build and Maintain Facilities that are Reliable, Environment, and Efficient: Plan, provide for, and maintain District facilities and other physical assets to achieve long-term reliable, environmentally sound and efficient District operations.					
70	7.1.0		Manage the wastewater system with the objective of zero spills and zero permit violations.					
71	7.1.1	1	Continue the implementation of a mainline replacement program, focused on areas prone to leaking and/or overflow.	Tanya	with Pippin	Jun-15		Annually. Review with budget
72	7.1.2	2	Implement improvements at wastewater lift stations to improve reliability and mitigate overflows.	Pippin		Jun-15		Annually. Review with budget
73	7.1.3	3	Evaluate other methods for the reduction of inflow and infiltration (I&I).	Pippin		Jun-15		Annually. Review with budget
74	7.2.0		Asset Management - Consider lifecycle costs in all facility construction, upgrades, maintenance and management decisions and activities. Continue with water and focus attention on sewer.	Obj				
75	7.2.1	3	Include lifecycle cost analysis in the Feasibility Studies for new facilities, facility upgrades, and/or maintenance activities.	Tanya	with Pippin	Jun-15		Annually. Review with budget
76	7.3.0		Creatively seek opportunities to maintain or improve quality while lowering costs.	Obj				
77	7.3.1	3	Research grant opportunities for installation of energy efficient technologies.	Tanya	with Pippin and Clemens	Jun-15		Annually. Review with budget

No.	P.	Action	Lead	Comments	Timing	%	Status
77		Goal 8: Governance. The Board will govern lawfully, with an emphasis on (a) outward vision rather than internal preoccupation; (b) encouragement of diversity in viewpoints; (c) strategic leadership more than administrative detail; (d) clear distinction of Board and general manager roles; (e) collective rather than individual decision-making; (f) future rather than past or present; and (g) proactivity rather than reactivity	Goal				
78	8.0.0						
79	8.1.0	The Board will invest in itself and its members' training and governance capacity.	Obj				
80	8.1.1	Board consider need for additional training	Board		Oct-15		
81	8.2.0	Continued Board development is to include orientation of new board members, and periodic consideration of Board governance effectiveness, including enhancing communication between Board members and between the Board and general manager	Obj				
82	8.2.1	Board will evaluate its own governance effectiveness, including its communication with the GM and consider changes.	Board		Feb-16		Annually
83	8.2.2	Initiate discussion about selection and preparation of officers early in the year.	Board		Oct-16		Annually
84	8.2.3	Board will review strategic plan annually	Board		Feb-16		Annually

5. EXPECTATIONS AND RESULTS: Achieving Expectations

At the beginning of the first workshop, participants were each asked to share their expectations for the process—the expectations of individual participants are listed below. One goal of this process was to meet these expectations and we believe that we did.

- Keep open minds and clearly elaborate goals
- Bring the Board together on a well thought out course
- Achieve a full sharing of ideas, identify challenges and provide direction
- Get to know individual thoughts and perspectives
- No expectations
- Identify strengths and weaknesses. Set goals and priorities. Develop a vision that we can jointly work on
- Ultimately develop a plan to meet our needs for water, sewer, and garbage, in a way that is affordable and sustainable.

5. EXPECTATIONS AND RESULTS: Ensuring Results

In order to ensure that the plan is implemented and results are achieved, the District plans to take the following steps:

- Publish the Mission, Vision, Values Goals and Objectives on posters and handouts, and display them around the District.
- Incorporate the Mission, Vision, Values, Goals and Objectives into the employee handbook, as well as orientation and training materials for new employees.
- Actively implement the Work Plan by the management team.
- Incorporate Strategic Plan monitoring by Board committees as appropriate and provide a semi-annual report to the entire Board on progress.
- Review and update the Strategic Plan annually and roll it forward.



**Montara Water
and Sanitary District**
Serving the Community of Montara and Moss Beach

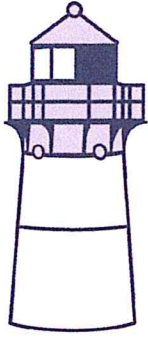


Montara Water and Sanitary District
2015 STRATEGIC PLAN

Prepared by:



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MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens Heldmaier, General Manager

**SUBJECT: Review and Possible Action Concerning Water
Rate Study.**

After the adoption of reserve policies in 2013 the Board authorized Bartle Wells to prepare a water rate study that includes the consideration of the new reserve policy and makes recommendations to increase the District's water reserves over time.

Bartle Wells presented a draft rate study, after the rate committee reviewed and discussed the study with interested citizens, at the June 18, 2013 meeting. However, the budget was adopted before the completion of the rate study.

Now the District's financial situation has changed significantly. Better forecast for the increase in water connections can be made. The centralized airport treatment plant will not be built with potential savings in the million dollar range.

Bartle Wells has prepared a draft rate study for the Boards review and will present the details of their work.

The rate study is planned to be finalized at the March 19 meeting in conjunction with an employee compensation review.

RECOMMENDATION:

Discuss the draft rate study and give direction to staff.

Montara Water & Sanitary District



Water Rate Study

Working Draft 02/27/15



BARTLE WELLS ASSOCIATES
INDEPENDENT PUBLIC FINANCE ADVISORS



Montara Water & Sanitary District Water Rate Study 2015 Summary of Key Issues



Background

- District has been a good financial steward by gradually raising rates each year to keep revenues reasonably aligned with the costs of providing service
- Last water rate study completed 2010
 - District adopted maximum rates via Prop. 218 process and phased in rate increases to the maximum level over the past 4 years (instead of 2 years as originally planned)
 - Water rate structure was modified to improve equity and increase conservation incentive
 - In 2013, District initiated a water rate study update, but temporarily deferred the study since rates had not yet been raised to the maximum levels previously approved in 2010.
- District has substantially reduced its projected capital improvement program and eliminated need for the \$1.55 million airport well treatment facility
- District acquired Pillar Ridge water system and integrated Pillar Ridge into its service area
- Moratorium has been lifted, higher levels of development and redevelopment are anticipated over the next 5 years
- Water fund reserves are slightly below the District's minimum reserve targets
- District has taken advantage of subsidized funding programs & low rates to refund prior debt
 - GO Bond Refi generated \$1.5M of new funds for capital projects and reduced debt service
 - PNC interest rate reduction annual savings = approximately \$16,500 per year
 - District obtained a State Revolving Fund (SRF) loan for the Alta Vista Tank (\$2.9 million, 2.3% interest rate, 20-year term)
 - District obtained a \$500,000 SRF Planning Loan for the airport well, remaining funds are being used for other purposes with SRF consent (2.1% interest rate, 5-year term)

Financial Projections

- BWA updated financial projections to evaluate annual revenue requirements and project rate increases needed to fund operating and capital programs while maintaining financial health
- Key assumptions:
 - Financial projections based on 2014/15 Budget
 - Growth projected at 20 new single family homes (or equivalents) each year, with 5 new private fire service connections, and 5 meter upsizings from 5/8" to 3/4"
 - Water rate revenues based on 2014/15 Budget and account for projected rate increases, growth, and water demand elasticity (every 1% increase in rates results in a 0.15% decrease in water sales per account)

- Operating costs projected to escalate at the annual rate of 4% for planning purposes
- Staffing costs include an additional \$25,000 starting 2015/16 for a part-time employee to assist with processing new development applications
- Projections include additional personnel costs estimated at 20% of current salaries to account for pension, retiree medical, and market salary adjustments.
- Projections incorporate updated 5-Year Capital Improvement Program
- Projections include new debt service for the \$2.9 million 20-year SRF loan for the Alta Vista Tank and the \$500,000, 5-year SRF Planning Loan as shown on the table

Rate Projections

- Updated financial projections indicate the water enterprise’s financial outlook has improved and only minimal rate increases would likely be needed over the next 5 years
- Small annual 2% inflationary rate increases were projected to keep rates aligned with cost inflation and minimize the need for larger future rate spikes. Small gradual rate increases are generally widely-accepted by ratepayers.

Draft Rate Projections	July 1 2015	July 1 2016	July 1 2017	July 1 2018	July 1 2019
Annual Rate Increase	2%	2%	2%	2%	2%

- *Projected rate increases are much lower than prior rate projections from 2013.*
- Alternatively, the District could opt to adopt a pass-through for future inflationary rate adjustments. The pass-through formula – such as escalating rates by the change in the CPI from a base year – would need to be adopted via the Proposition 218 process. In future years, the District would have to send informational notices to customers at least 30 days prior to implementing any inflationary rate pass-through adjustment.

Water Rate Structure

- The water rate structure was revised during the prior 2010 rate study
 - Water quantity charges transitioned from 2 tiers to 4 tiers
 - Fixed service charges aligned with standard AWWA meter capacity ratios
 - Fixed service charges targeted to recover approximately 30% of rate revenues, in line with conservation guidelines
 - Water quantity charges targeted to recover 70% of rate revenues
- District’s rate structure is similar to neighboring agencies, who also have 4 quantity rate tiers
- *No modifications to the rate structure are recommended at this time*

Conclusion

- Water enterprise's financial outlook has significantly improved from two years ago
 - Projected capital improvement costs have been substantially reduced
 - Increased connection fee revenues anticipated from new development
 - Water fund reserves are on the low side, but are projected to increase to healthier levels in upcoming years
 - Any water rate increases would need to be adopted via the Prop. 218 process
 - A notice of proposed rate increases and a Public Hearing needs to be mailed to all property-owners/customers at least 45 days prior to the Public Hearing
 - At the Public Hearing, rate increases are subject to Majority Protest; if written protests are received by more than 50% of affected parcels, then the rate increase cannot be adopted
-

Montara Water & Sanitary District
Water Rate Study
List of Tables

Water Rate Study Tables

- Table 1 - Water Cash Flow Projections
- Table 2 - Water Capital Improvement Plan
- Table 3 - Water Enterprise Debt Service
- Table 4 - Water Reserve Fund Balances
- Table 5 - Revenues & Expense Detail
- Table 6 - Accounts & Estimated Service Charge Revenues
- Table 7 - Historical Water Rates
- Table 8 - Projected Water Rates
- Table 9 - Bi-Monthly Water Rate Impacts
- Table 10 - Water Rate Impacts
- Table 11 - Water Use per Tier

Charts

- Chart A - Water Expense Projections
 - Chart B - Water Fund Reserve Projections
 - Chart C - Bi-Monthly Single Family Residential Water Bill Distribution 2012/13
-

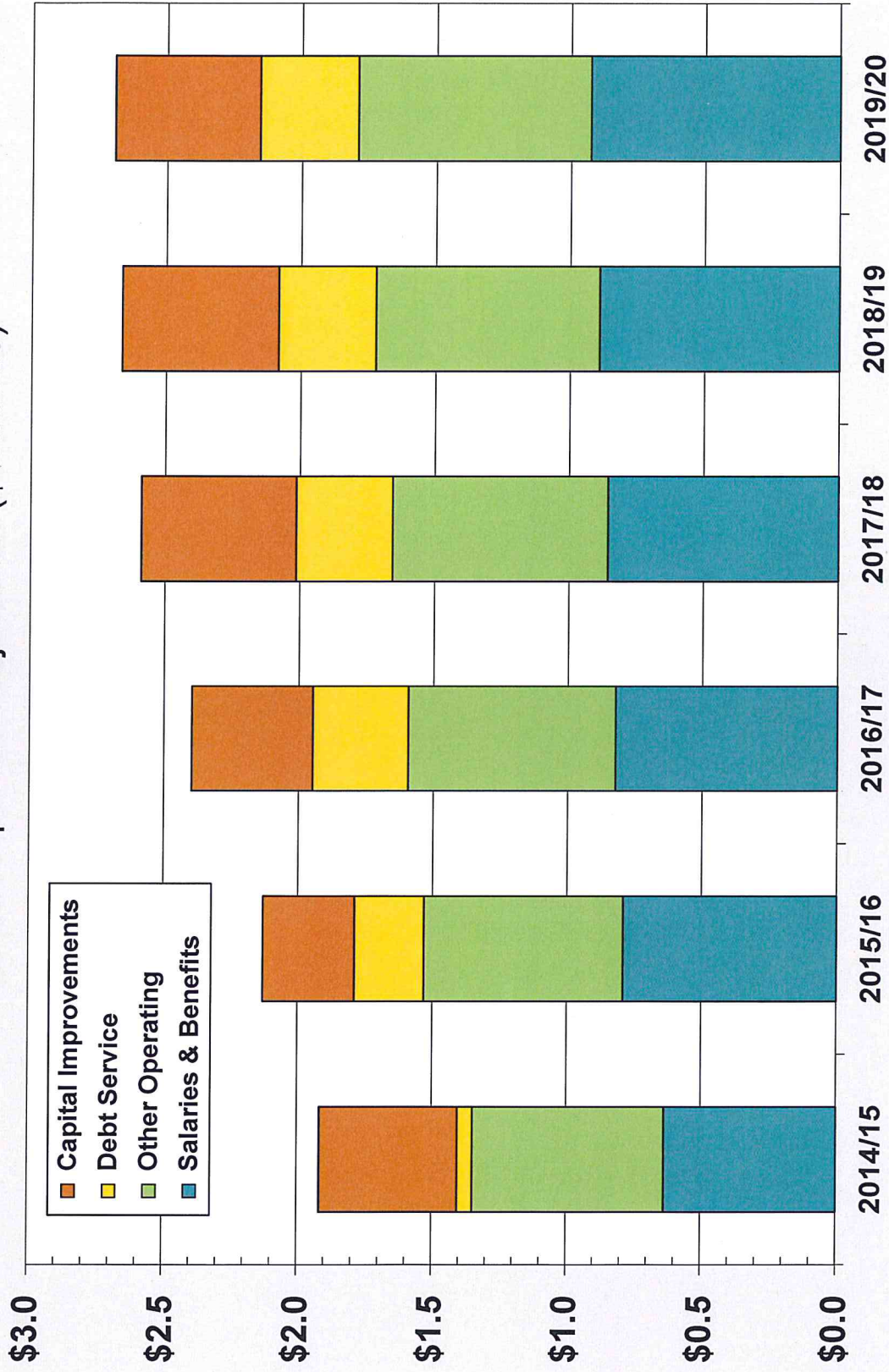
Table 1
Montara Water & Sanitary District
Water Cash Flow Projections

DRAFT

	Budget	Projected				
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		July 1	July 1	July 1	July 1	July 1
Rate Adjustments		2.0%	2.0%	2.0%	2.0%	2.0%
Monthly SFR Bill: 5/8" mtr, 5 ccf use	\$67.70	\$69.05	\$70.44	\$71.84	\$73.28	\$74.75
New Water Connections (EDUs)	10	20	20	20	20	20
New Fire Svc Connections (EDUs)	5	15	15	15	15	15
Meter Upsizings 5/8" > 3/4"	-	5	5	5	5	5
Water Capacity Charge (5/8")	\$14,992	\$15,292	\$15,598	\$15,910	\$16,228	\$16,553
Private Fire Protection Charge (3/4")	\$4,707	\$4,801	\$4,897	\$4,995	\$5,095	\$5,197
Private Fire Protection Charge (1")	\$7,862	\$8,019	\$8,179	\$8,343	\$8,510	\$8,680
Growth in Customer Base	0.6%	1.2%	1.2%	1.2%	1.2%	1.2%
Price Elasticity: -0.015		-0.3%	-0.3%	-0.3%	-0.3%	-0.3%
Interest Earnings Rate	0.3%	0.5%	0.75%	1.0%	1.0%	1.0%
Cost Escalation		4.0%	4.0%	4.0%	4.0%	4.0%
Beginning Fund Balances All Funds	\$1,075,000	\$1,404,000	\$1,862,000	\$2,131,000	\$2,288,000	\$2,446,000
REVENUES						
Water Service Charges	550,000	564,000	582,000	601,000	620,000	640,000
Water Quantity Charges	1,296,473	1,326,000	1,364,000	1,403,000	1,443,000	1,485,000
Subtotal	1,846,473	1,890,000	1,946,000	2,004,000	2,063,000	2,125,000
Property Taxes (+2%)	225,000	230,000	235,000	240,000	245,000	250,000
Water & Fire Connection Fees	122,900	410,000	418,000	426,000	435,000	443,000
Interest Earnings (est.)	3,000	7,000	14,000	21,000	23,000	24,000
Cell Phone Tower Lease	31,500	32,000	33,000	34,000	35,000	36,000
Other Revenues	17,600	18,000	19,000	20,000	21,000	22,000
Subtotal Revenues	2,246,473	2,587,000	2,665,000	2,745,000	2,822,000	2,900,000
SRF Loan 022 (Alta Vista Tank)	2,200,000	200,000	-	-	-	-
SRF Loan 024 (Planning Loan)	90,000	-	-	-	-	-
2012 GO Bond Funds	133,921	-	-	-	-	-
Total Revenues	4,670,394	2,787,000	2,665,000	2,745,000	2,822,000	2,900,000
EXPENSES						
Operating Expenses						
Wages	470,344	514,000	535,000	556,000	578,000	601,000
Benefits & Taxes	166,836	174,000	181,000	188,000	196,000	204,000
Add'l Personnel Costs	0	103,000	107,000	111,000	116,000	120,000
Supply & Treatment	108,500	113,000	118,000	123,000	128,000	133,000
Transmission & Pumping	185,000	192,000	200,000	208,000	216,000	225,000
Engineer/Legal/Professional Svcs	232,650	242,000	252,000	262,000	272,000	283,000
Other Operating Expenses	185,250	193,000	201,000	209,000	217,000	226,000
Subtotal Operating Expenses	1,348,580	1,531,000	1,594,000	1,657,000	1,723,000	1,792,000
Debt Service						
PNC Equipment Lease	56,340	59,000	62,000	65,000	69,000	72,000
SRF Loan 022 (Alta Vista Tank)	0	93,000	185,000	185,000	185,000	185,000
SRF Loan 024 (Planning Loan)	0	107,000	107,000	107,000	107,000	107,000
Subtotal Debt Service	56,340	259,000	354,000	357,000	361,000	364,000
Non-Operating Expenses						
CIP: Existing Customers	736,463	134,000	171,000	175,000	178,000	182,000
CIP: New Customers/Expansion	0	205,000	166,000	188,000	191,000	144,000
CIP: New Supply Project (New Well)	0	0	100,000	200,000	200,000	200,000
Alta Vista Tank (SRF Funded)	2,200,000	200,000	0	0	0	0
Transfer to SRF Reserve (1/10th Debt)	0	0	11,000	11,000	11,000	11,000
Subtotal Non-Operating Expenses	2,936,463	539,000	448,000	574,000	580,000	537,000
Total Expenses	4,341,383	2,329,000	2,396,000	2,588,000	2,664,000	2,693,000
Revenues Less Expenses	329,011	458,000	269,000	157,000	158,000	207,000
Ending Fund Balances	1,404,011	1,862,000	2,131,000	2,288,000	2,446,000	2,653,000
Debt Service Coverage: ≥ 1.20	15.94	4.08	3.03	3.05	3.04	3.04

Montara Water & Sanitary District Water Expense Projections (\$ Millions)

Chart A



Excludes capital projects funded by debt, but includes associated debt service.

Chart B

Montara Water & Sanitary District Water Fund Reserve Projections

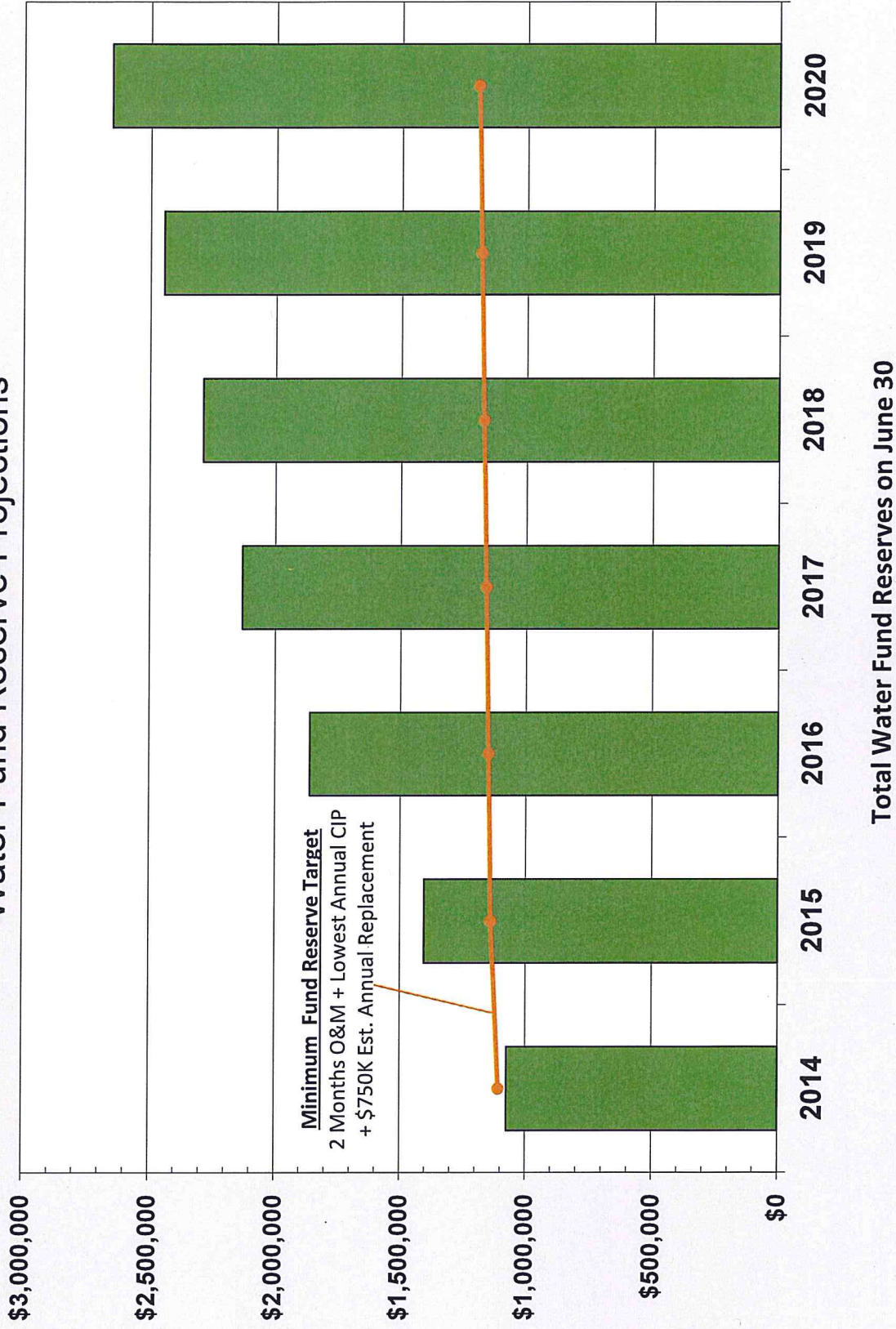


Table 2
Montara Water & Sanitary District
Water Capital Improvement Plan

Existing Customer CIP	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	5-Year Total
Mechanical System Repair & Replacements	10,000	10,200	10,404	10,612	10,824	52,040
Water Meters	25,000	25,500	26,010	26,530	27,061	130,101
Water Lateral Services	25,000	25,500	26,010	26,530	27,061	130,101
Water Main Replacements	50,000	51,000	52,020	53,060	54,122	260,202
Replace Fire Hydrants	5,500	5,610	5,722	5,837	5,953	28,622
Distribution System Renewal & Repl Program	115,500	117,810	120,166	122,570	125,021	601,067
Water Conservation Program	8,500	8,670	8,843	9,020	9,201	44,234
Vehicle Replacement Fund	-	25,000	25,500	26,010	26,530	103,040
Pillar Ridge Rehabilitation Program	10,000	20,000	20,400	20,808	21,224	92,432
Subtotal: Existing Customer CIP	134,000	171,480	174,910	178,408	181,976	840,773
New Customer CIP	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	5-Year Total
Develop Add'l Supply Reliability (New Well)	-	100,000	200,000	200,000	200,000	700,000
Portola Tank Telemetry Upgrade	20,000	30,000	-	-	-	50,000
New and Upgraded PRV Stations	35,000	35,700	36,414	37,142	37,885	182,141
Generator Upgrades	50,000	-	50,000	50,000	-	150,000
Wagner Well Upgrade	100,000	-	-	-	-	100,000
Water Main Upgrades	-	100,000	102,000	104,040	106,121	412,161
Subtotal: New Customer CIP	205,000	265,700	388,414	391,182	344,006	1,594,302
Total	339,000	437,180	563,324	569,590	525,982	2,435,076

CIP Dated January 2015

Table 3
Montara Water & Sanitary District
Water Enterprise Debt Service

	2006 PNC Lease	SRF Loan 022 Alta Vista Tank	SRF Loan 024 Planning Loan	Total Debt Service
Issue Size	\$1,818,134	\$2,920,000	\$500,000	
Interest Rate	2.95%	2.2836%	2.0933%	
Term	20 Years	20 Years	5 Years	
Payments	Monthly	Semi-Annual	Semi-Annual	
Purpose	Water Meters (50% Water)	Alta Vista Tank	Planning Loan	
2012/13	61,735	-	-	61,735
2013/14	53,475	-	-	53,475
2014/15	56,340	-	-	56,340
2015/16	59,275	92,500	107,000	258,775
2016/17	62,325	185,000	107,000	354,325
2017/18	65,275	185,000	107,000	357,275
2018/19	68,875	185,000	107,000	360,875
2019/20	72,425	185,000	107,000	364,425
2020/21	76,130	185,000	-	261,130
2021/22	79,905	185,000	-	264,905
2022/23	83,520	185,000	-	268,520
2023/24	87,230	185,000	-	272,230
2024/25	88,558	185,000	-	273,558
2025/26	88,650	185,000	-	273,650
2026/27	29,536	185,000	-	214,536
2027/28	-	185,000	-	185,000
2028/29	-	185,000	-	185,000
2029/30	-	185,000	-	185,000
2030/31	-	185,000	-	185,000
2031/32	-	185,000	-	185,000
2032/33	-	185,000	-	185,000
2033/34	-	185,000	-	185,000
2034/35	-	185,000	-	185,000
2034/35	-	92,500	-	92,500
2034/35	-	-	-	0
2034/35	-	-	-	0
2034/35	-	-	-	0
2034/35	-	-	-	0

Table 4
Montara Water & Sanitary District
Water Reserve Fund Balances

	Balance July 2014
Water Operations	\$329,372
Operating Reserve	224,763
Capital Reserve	398,249
Connection Fee Reserve	<u>122,488</u>
Total	1,074,872

Source: January Activity - Yearly Budget variance activity report.

**Table 5
Montara Water & Sanitary District
Revenues & Expense Detail**

	Actual 2012/13	Projected 2013/14	Budget 2014/15
REVENUES			
Operating Revenues			
Water Sales & Service Charges	\$1,557,945	\$1,642,195	\$1,846,473
Property Taxes (1% Share)	304,550	285,936	225,000
Cell Phone Tower Lease	28,909	31,179	31,500
Other Revenues [1]	<u>9,266</u>	<u>23,476</u>	<u>17,600</u>
Subtotal	1,900,670	1,982,786	2,120,573
Other Revenues			
Connection Fees	74,315	32,604	122,900
GO Bond Assessments	<u>1,230,365</u>	<u>663,293</u>	<u>1,150,436</u>
Subtotal	1,304,680	695,897	1,273,336
TOTAL REVENUES	3,205,350	2,678,683	3,393,909
EXPENSES			
Operating Expenses			
Labor, Administrative	0	246,428	0
Bank Fees	9,075	6,381	9,000
Board of Directors	5,585	15,607	5,000
Other/Insurance	21,151	16,898	28,600
LAFCO Assessment	1,544	2,026	2,200
Legal	86,900	73,697	80,000
Facilities	36,961	33,204	42,000
Professional Services	104,545	71,095	77,650
Other Administrative	9,821	4,967	10,800
Labor Benefits & Taxes	175,756	142,092	166,836
Wages	409,919	412,416	470,344
Labor, Operations	0	0	0
Claims and Prevention	2,120	1,580	12,100
Communications	20,681	2,257	17,500
Education & Training	1,840	5,140	6,000
Engineering	221,054	48,132	75,000
Equipment & Tools, Expensed	12,627	6,407	13,000
Facilities Maintenance	3,600	4,361	4,050
Meters	1,619	8,111	11,000
Pumping	46,111	76,860	85,000
Supply	228,196	38,845	57,000
Collection / Transmission	69,268	65,745	100,000
Treatment	46,468	35,757	51,500
Uniforms	8,473	8,583	8,500
Vehicles	9,618	24,499	15,500
Other Operations	<u>1,665</u>	<u>6,364</u>	<u>0</u>
Subtotal	1,534,597	1,357,452	1,348,580
Other Expenses			
Debt Service			
GO Bonds	1,150,436	1,150,436	1,150,436
PNC Equipment Lease	90,964	53,473	56,340
SRF Loan	3,082	3,939	102,090
Transfer to CIP	<u>426,271</u>	<u>83,968</u>	<u>736,463</u>
Subtotal	1,670,753	1,291,816	2,045,329
TOTAL EXPENSES	3,205,350	2,649,268	3,393,909
NET REVENUES	0	29,415	0

1 - Includes fees, backflow testing, refunds, and other miscellaneous revenues

Table 6
Montara Water & Sanitary District
Accounts & Estimated Service Charge Revenues

Based on 2012/13 Data

	Residential	Commercial	Total
NUMBER OF ACCOUNTS			
Water Service			
5/8" x 3/4"	1,604	17	1,621
3/4"	2	6	8
1"	14	2	16
1-1/2"	2	3	5
2"	4	2	6
3"	0	0	0
4"	<u>2</u>	<u>0</u>	<u>2</u>
Subtotal	1,628	30	1,658
Private Fire			
4"	119	0	119
6"	5	0	5
8"	0	0	0
10"	1	0	1
12"	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	125	0	125
Total All Meters	1,753	30	1,783
EST. FIXED SERVICE CHARGE REVENUES			
Water Service			
5/8" x 3/4"	\$492,556	\$5,220	\$497,777
3/4"	676	2,027	2,702
1"	6,019	860	6,879
1-1/2"	1,105	1,658	2,764
2"	3,562	1,781	5,343
3"	0	0	0
4"	<u>8,598</u>	<u>0</u>	<u>8,598</u>
Subtotal	512,517	11,546	524,063
Private Fire			
4"	\$22,048	\$0	\$22,048
6"	1,313	0	1,313
8"	0	0	0
10"	738	0	738
12"	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	24,099	0	24,099
Total Service Charge Revenues	\$536,617	\$11,546	\$548,163

Table 7
Montara Water & Sanitary District
Historical Water Rates

Prior Rate Structure	2006	May-1 2007	Jul-1 2008	Jul-1 2009	Revised Rate Structure	Dec-1 2010	Jul-1 2012	Oct-1 2013	Jul-1 2014	Equiv. Rate per 100 glns
Quantity Charges (\$ per hcf)										
Tier	Bi-Monthly Use									
Tier 1	\$4.479	\$4.733	\$4.987	\$5.240	Tier 1	0-6 hcf	\$6.80	\$7.07	\$7.43	\$0.99
Tier 2	5.731	6.285	6.839	7.393	Tier 2	7-13 hcf	9.07	9.43	9.91	1.32
					Tier 3	14-27 hcf	11.34	11.794	12.39	1.66
					Tier 4	>27 hcf	15.87	16.50	17.35	2.32
Service Charge per Meter per Month										
5/8 x 3/4 inch meter	\$28.61	\$30.76	\$32.90	\$35.05	5/8 x 3/4 inch meter		\$21.67	\$22.54	\$25.59	\$0.84
3/4 inch meter	34.13	36.69	39.25	41.81	3/4 inch meter		23.84	24.79	28.15	0.93
1 inch meter	46.46	49.94	53.43	56.91	1 inch meter		30.46	31.68	35.83	1.18
1-1/2 inch meter	62.06	66.71	71.37	76.02	1-1/2 inch meter		39.01	40.57	46.06	1.51
2 inch meter	83.84	90.13	96.41	102.70	2 inch meter		62.85	65.36	74.21	2.44
3 inch meter	155.09	166.72	178.36	189.99	3 inch meter		238.41	247.95	281.49	9.25
4 inch meter	210.95	226.77	242.59	258.41	4 inch meter		303.43	315.57	358.26	11.78
Private Fire Protection Charge per Month										
Up to 4 inch connection	\$11.34	\$12.19	\$13.04	\$13.89	Up to 4 inch connection		\$14.85	\$15.44	\$15.44	\$0.51
6 inch connection	16.07	17.28	18.48	19.69	6 inch connection		21.05	21.89	21.89	0.72
8 inch connection	21.42	23.03	24.63	26.24	8 inch connection		28.05	29.17	29.17	0.96
10 inch connection	45.15	48.54	51.92	55.31	10 inch connection		59.12	61.48	61.48	2.02
12 inch connection	63.00	67.73	72.45	77.18	12 inch connection		82.51	85.81	85.81	2.82

Note: 1 hcf = 100 cubic feet, or approximately 748 gallons.

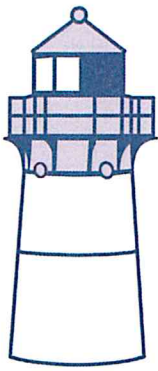
Table 8
Montara Water & Sanitary District
Projected Water Rates

Rates with across-the-board rate adjustments

	Current Rates	Projected					
		2015/16	2016/17	2017/18	2018/19	2019/20	
Projected Rate Increase		2.0%	2.0%	2.0%	2.0%	2.0%	
Service Charge per Meter per Month							
5/8" x 3/4"	\$25.59	\$26.10	\$26.62	\$27.15	\$27.69	\$28.24	
3/4"	28.15	28.71	29.28	29.87	30.47	31.08	
1"	35.83	36.55	37.28	38.03	38.79	39.57	
1 1/2"	46.06	46.98	47.92	48.88	49.86	50.86	
2"	74.21	75.69	77.20	78.74	80.31	81.92	
3"	281.49	287.12	292.86	298.72	304.69	310.78	
4"	358.26	365.43	372.74	380.19	387.79	395.55	
Quantity Charges (\$ per hcf)							
<u>Tier</u>	<u>Bi-Monthly Use</u>						
Tier 1	0 - 6 hcf	\$6.80	\$6.94	\$7.08	\$7.22	\$7.36	\$7.51
Tier 2	7 - 13 hcf	9.07	9.25	9.44	9.63	9.82	10.02
Tier 3	14 - 27 hcf	11.34	11.57	11.80	12.04	12.28	12.53
Tier 4	Over 27 hcf	15.87	16.19	16.51	16.84	17.18	17.52

Table 9
Montara Water & Sanitary District
Bi-Monthly Water Rate Impacts

Bi-Monthly Use (hcf)	% of Bills in Block	% of Bills at or Below	Bi-Monthly Bills					
			Current	2015/16	2016/17	2017/18	2018/19	2019/20
Projected Rate Increase				2.0%	2.0%	2.0%	2.0%	2.0%
0	3.8%	3.8%	\$25.59	\$26.10	\$26.62	\$27.15	\$27.69	\$28.24
1	1.7%	5.5%	32.39	33.04	33.70	34.37	35.05	35.75
2	1.7%	7.2%	39.19	39.98	40.78	41.59	42.41	43.26
3	3.2%	10.4%	45.99	46.92	47.86	48.81	49.77	50.77
4	3.8%	14.3%	52.79	53.86	54.94	56.03	57.13	58.28
5	5.3%	19.6%	59.59	60.80	62.02	63.25	64.49	65.79
6	5.8%	25.4%	66.39	67.74	69.10	70.47	71.85	73.30
7	6.1%	31.5%	75.46	76.99	78.54	80.10	81.67	83.32
8	6.8%	38.3%	84.53	86.24	87.98	89.73	91.49	93.34
9	6.8%	45.1%	93.60	95.49	97.42	99.36	101.31	103.36
10	7.0%	52.0%	102.67	104.74	106.86	108.99	111.13	113.38
11	6.1%	58.2%	111.74	113.99	116.30	118.62	120.95	123.40
12	5.9%	64.0%	120.81	123.24	125.74	128.25	130.77	133.42
13	5.2%	69.2%	129.88	132.49	135.18	137.88	140.59	143.44
14	4.4%	73.7%	141.22	144.06	146.98	149.92	152.87	155.97
15	3.5%	77.1%	152.56	155.63	158.78	161.96	165.15	168.50
16	3.3%	80.5%	163.90	167.20	170.58	174.00	177.43	181.03
17	3.0%	83.5%	175.24	178.77	182.38	186.04	189.71	193.56
18	2.6%	86.1%	186.58	190.34	194.18	198.08	201.99	206.09
19	2.3%	88.5%	197.92	201.91	205.98	210.12	214.27	218.62
20	1.9%	90.4%	209.26	213.48	217.78	222.16	226.55	231.15
21	1.5%	91.9%	220.60	225.05	229.58	234.20	238.83	243.68
22	1.2%	93.1%	231.94	236.62	241.38	246.24	251.11	256.21
23	1.0%	94.1%	243.28	248.19	253.18	258.28	263.39	268.74
24	1.0%	95.1%	254.62	259.76	264.98	270.32	275.67	281.27
25	0.6%	95.7%	265.96	271.33	276.78	282.36	287.95	293.80
26	0.7%	96.4%	277.30	282.90	288.58	294.40	300.23	306.33
27	0.6%	96.9%	288.64	294.47	300.38	306.44	312.51	318.86
28	0.6%	97.5%	304.51	310.66	316.89	323.28	329.69	336.38
29	0.5%	97.9%	320.38	326.85	333.40	340.12	346.87	353.90
30	0.2%	98.2%	336.25	343.04	349.91	356.96	364.05	371.42
31	0.2%	98.4%	352.12	359.23	366.42	373.80	381.23	388.94
32	0.2%	98.5%	367.99	375.42	382.93	390.64	398.41	406.46
33	0.2%	98.7%	383.86	391.61	399.44	407.48	415.59	423.98
34	0.1%	98.8%	399.73	407.80	415.95	424.32	432.77	441.50
35	0.1%	99.0%	415.60	423.99	432.46	441.16	449.95	459.02
36	0.1%	99.0%	431.47	440.18	448.97	458.00	467.13	476.54
37	0.1%	99.1%	447.34	456.37	465.48	474.84	484.31	494.06
38	0.0%	99.2%	463.21	472.56	481.99	491.68	501.49	511.58
39	0.1%	99.3%	479.08	488.75	498.50	508.52	518.67	529.10
40	0.1%	99.3%	494.95	504.94	515.01	525.36	535.85	546.62
41	0.1%	99.4%	510.82	521.13	531.52	542.20	553.03	564.14
42	0.0%	99.4%	526.69	537.32	548.03	559.04	570.21	581.66
43	0.0%	99.5%	542.56	553.51	564.54	575.88	587.39	599.18
44	0.0%	99.5%	558.43	569.70	581.05	592.72	604.57	616.70
45	0.0%	99.5%	574.30	585.89	597.56	609.56	621.75	634.22
46	0.0%	99.6%	590.17	602.08	614.07	626.40	638.93	651.74
47	0.1%	99.6%	606.04	618.27	630.58	643.24	656.11	669.26
48	0.0%	99.7%	621.91	634.46	647.09	660.08	673.29	686.78
49	0.0%	99.7%	637.78	650.65	663.60	676.92	690.47	704.30
50	0.0%	99.7%	653.65	666.84	680.11	693.76	707.65	721.82
75	51-75: 0.15%	99.9%	1,050.40	1,071.59	1,092.86	1,114.76	1,137.15	1,159.82
100	76-100: 0.09%	100.0%	1,447.15	1,476.34	1,505.61	1,535.76	1,566.65	1,597.82
200	101-200: 0.02%	100.0%	3,034.15	3,095.34	3,156.61	3,219.76	3,284.65	3,349.82



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5th, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

**SUBJECT: Review and Possible Action Concerning
Possible Leak Adjustment for 775 Lancaster St.
Moss Beach.**

The District received a request to consider an adjustment to the water bill and sewer service charge for 775 Lancaster due to a leak. Usage records show regular water usage on a five year average for January at 7 HCF and March at 7 HCF. The total excessive usage was 56 HCF. The District offered assistance to determine the source of the water usage on the property and was able to determine that a leak in the service line was at fault for the high usage. Leak was fixed and high usage ended on January 15, 2014.

The January and March water bills will be used to assess the sewer service charge for said property. If it is determined that the leak did enter the sewer system, per the District's refund policy one third of the excessive usage covers the cost of treatment ($56 \text{ HCF} / 3 = 18.7$). Using 16 HCF as an average wet weather consumption for January and March ($16 \text{ HCF} + 7 \text{ HCF} = 26 \text{ HCF}$), the customer should then be assessed for 26 HCF for January and March 2012.

If the Board authorizes issuing a refund for the excessive water usage, the attached calculations show that the customer could receive a refund of \$1527.14 for the excess usage due to leak in the wet winter month billing dates of January and March.

RECOMMENDATION:

Review, discuss and direct staff regarding possible adjustments to the wet weather consumption used to calculate the sewer service charge and possible refunds to water bills.

Attachments

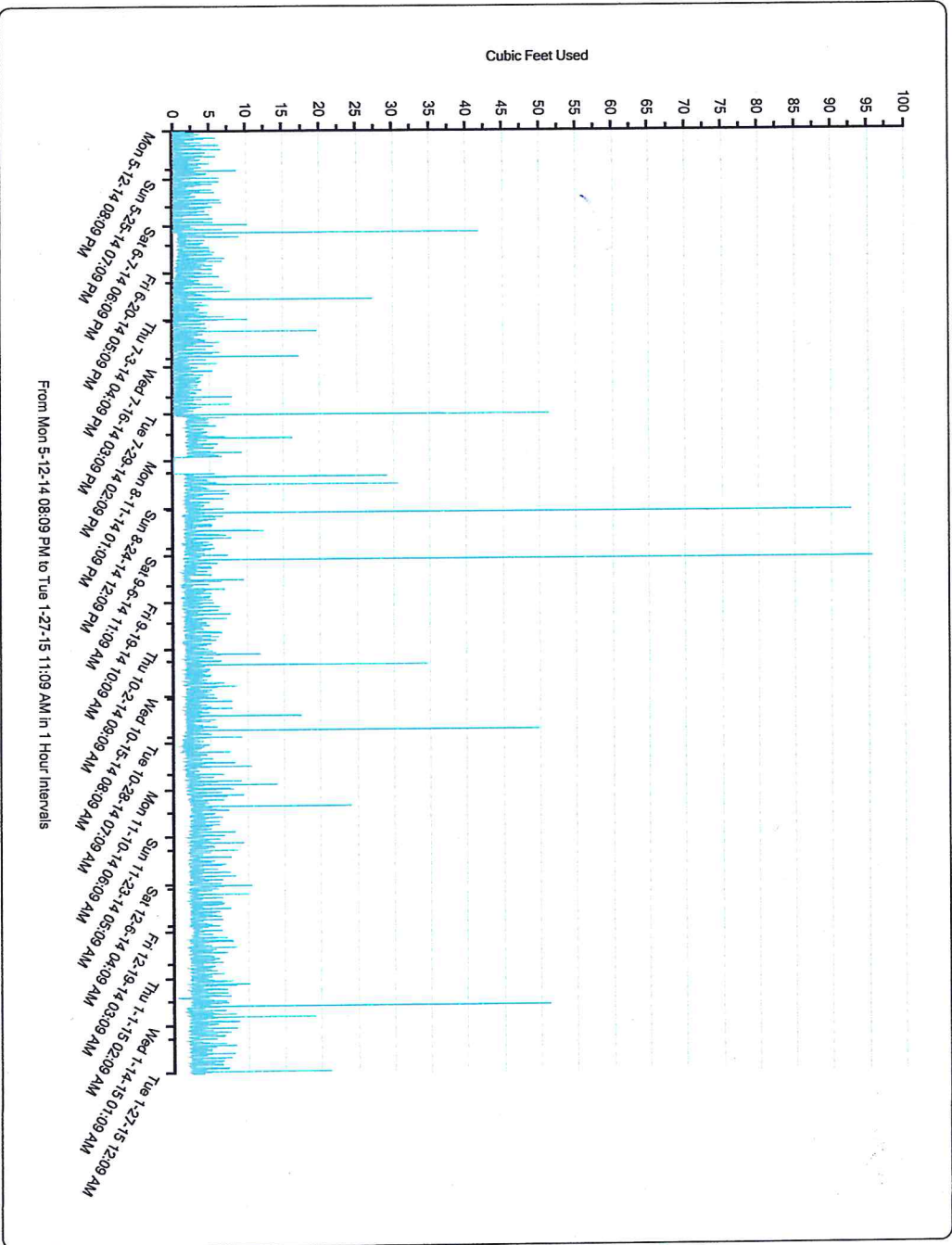
For Account: 83-6540-4
Name: ARROWOOD/PYNN
TERA/TRAVIS
Service Address: 775 Lancaster Blvd
Moss Beach CA 94038 9403

Total Due: \$105.67
Current: \$105.67
Past 1: \$0.00
Past 2: \$0.00
Past 3: \$0.00

Read Date	Reading	Usage	Meter	Est	Utility	Rate	Charge
01/02/2015	461	7.00	06312199	No	W	D1	\$54.49
11/03/2014	454	8.00	06312199	No	W	D1	\$64.40
09/02/2014	446	9.00	06312199	No	W	D1	\$74.31
07/01/2014	437	9.00	06312199	No	W	D1	\$125.49
05/01/2014	428	9.00	06312199	No	W	D1	\$70.71
03/03/2014	419	27.00	06312199	No	W	D1	\$273.49
01/02/2014	392	29.00	06312199	No	W	D1	\$306.49
11/01/2013	363	10.00	06312199	No	W	D1	\$80.14
09/03/2013	353	10.00	06312199	No	W	D1	\$77.08
07/01/2013	343	7.00	06312199	No	W	D1	\$49.87
05/01/2013	336	8.00	06312199	No	W	D1	\$58.94
03/01/2013	328	8.00	06312199	No	W	D1	\$58.94
01/02/2013	320	8.00	06312199	No	W	D1	\$58.94
11/01/2012	312	8.00	06312199	No	W	D1	\$58.94
09/04/2012	304	7.00	06312199	No	W	D1	\$49.87
07/05/2012	297	9.00	06312199	No	W	D1	\$68.01
05/01/2012	288	7.00	06312199	No	W	D1	\$47.96
03/01/2012	281	7.00	06312199	No	W	D1	\$47.96
01/03/2012	274	7.00	06312199	No	W	D1	\$47.96
11/01/2011	267	6.00	06312199	No	W	D1	\$39.24
09/01/2011	261	8.00	06312199	No	W	D1	\$56.68
07/01/2011	253	7.00	06312199	No	W	D1	\$47.96
05/02/2011	246	8.00	06312199	No	W	D1	\$56.68
03/01/2011	238	7.00	06312199	No	W	D1	\$47.96
01/03/2011	231	3.00	06312199	No	W	D1	\$19.62

1st AV = 7
2nd AV = 7
+
14

ORION Meter Reading Profile
Serial # 71253967



Profile Name: 71253967 20150127 1111

7/29/14 - current

17 gal/hour

33 units extra per month.



MONTARA WATER AND SANITARY DISTRICT AGENDA

For Meeting Of: **March 5, 2015**

TO: BOARD OF DIRECTORS

FROM: Clemens H. Heldmaier, General Manager

SUBJECT: Review and Possible Action Concerning Nomination of Representative on the CSDA Board of Directors

The California Special Districts Association (CSDA) is conducting a call for nominations for Seat A for the 2016-2018 term. Our district is part of Region 3 which includes the greater Bay Area (from Mendocino to Monterey Counties). A board member is expected to attend all Board meetings, usually eight per year, but is reimbursed for travel by CSDA. Any independent special district with current membership in CSDA is eligible to designate one person, such as a board member or managerial employee, for election as a director of CSDA. A copy of the District's resolution or minute action must accompany the nomination form. The deadline for receiving nominations is May 22, 2015.

CSDA will mail ballots on June 5. The ballots must be received by CSDA on August 7, 2015 and successful candidates will be notified before August 10.

In the past Director Slater-Carter has expressed interest in serving on the CSDA Board, therefore staff prepared an according resolution. Any Director serving on the MWSD Board is eligible to serve on CSDA Board as well.

RECOMMENDATION:

Adopt RESOLUTION NO. _____, RESOLUTION OF THE MONTARA WATER AND SANITARY DISTRICT AUTHORIZING THE NOMINATION OF KATHRYN SLATER-CARTER AS REGION 3 REPRESENTATIVE TO THE CSDA BOARD OF DIRECTORS.

Attachment

RESOLUTION NO. _____

**RESOLUTION OF THE MONTARA WATER AND SANITARY DISTRICT
AUTHORIZING THE NOMINATION OF KATHRYN SLATER-CARTER AS REGION
3 REPRESENTATIVE TO THE CSDA BOARD OF DIRECTORS**

WHEREAS, the California Special Districts Association (CSDA) is soliciting nominations for Seat "A" on the Board of Directors; and

WHEREAS, any nominations of this District may be appointed by resolution; and

WHEREAS, District Board Member and Director Kathryn Slater-Carter is interested in serving on the CSDA Board of Directors and possesses all the skills and background necessary to perform in an exemplary manner;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE MONTARA WATER AND SANITARY DISTRICT, A PUBLIC AGENCY IN THE COUNTY OF SAN MATEO, CALIFORNIA, AS FOLLOWS:

1. Director Kathryn Slater-Carter is hereby nominated by this Board to serve on Seat A of Region 3 representative on the California Special District Association Board of Directors for a term which expires in 2018.
2. A copy of this resolution shall be presented to CSDA as a record of the Board's nomination.

President, Montara Water and Sanitary District

COUNTERSIGNED:

Secretary, Montara Water and Sanitary District

* * * * *

I HEREBY CERTIFY that the foregoing Resolution No. _____ was duly and regularly adopted and passed by the Board of the Montara Water and Sanitary District, San Mateo County, California, at a meeting thereof held on the 5th day of March 2015, by the following vote:

AYES, Directors:

NOES, Directors:

ABSENT, Directors:

Secretary, Montara Water and Sanitary District