



# SANTA ROSA REGIONAL RESOURCES AUTHORITY

Operating, Capital Projects, and Non-Operating Budget  
Fiscal Year 2017-2018



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## About Us

### *Santa Rosa Regional Resources Authority*

The Santa Rosa Regional Resources Authority (SRRRA) is a Joint Powers Authority formed by Elsinore Valley Municipal Water District (Elsinore), Rancho California Water District (Rancho), and Western Municipal Water District (Western) on November 12, 2015 to be responsible for the collection, transmission, treatment and disposal of wastewater from its member agencies relating to flows to the Santa Rosa Water Reclamation Facility (SRWRF) in Murrieta, California. This responsibility includes the acquisition, construction and financing of capital projects for the SRWRF.

The Authority's service area encompasses all three districts but focuses on the areas delivering flows to the SRWRF, which is the SRRRA's sole treatment plant. The SRWRF is currently owned and operated by Rancho, and is committed to be purchased by SRRRA upon successful completion of debt financing.

The SRRRA is located in the southwestern part of Riverside County, which includes portions of the Cities of Temecula, Murrieta, Wildomar, and other contiguous land in the unincorporated territory of the County of Riverside.



**Securing Your Water Supply**



*Government*

The Santa Rosa Regional Resources Authority (SRRRA) is governed by equal vote by a three-member Board of Directors who are appointed by their respective agencies, with a member and alternate member representing each agency.

<b>Elsinore Valley Municipal Water District</b>
Andy Morris, Director
Alternate – Director Phil Williams
<b>Rancho California Water District</b>
John Hoagland, Vice Chair
Alternate – Director Ben Drake
<b>Western Municipal Water District</b>
Brenda Dennstedt, Chair
Alternate – Director S.R. “Al” Lopez

*Executive Advisory Committee*

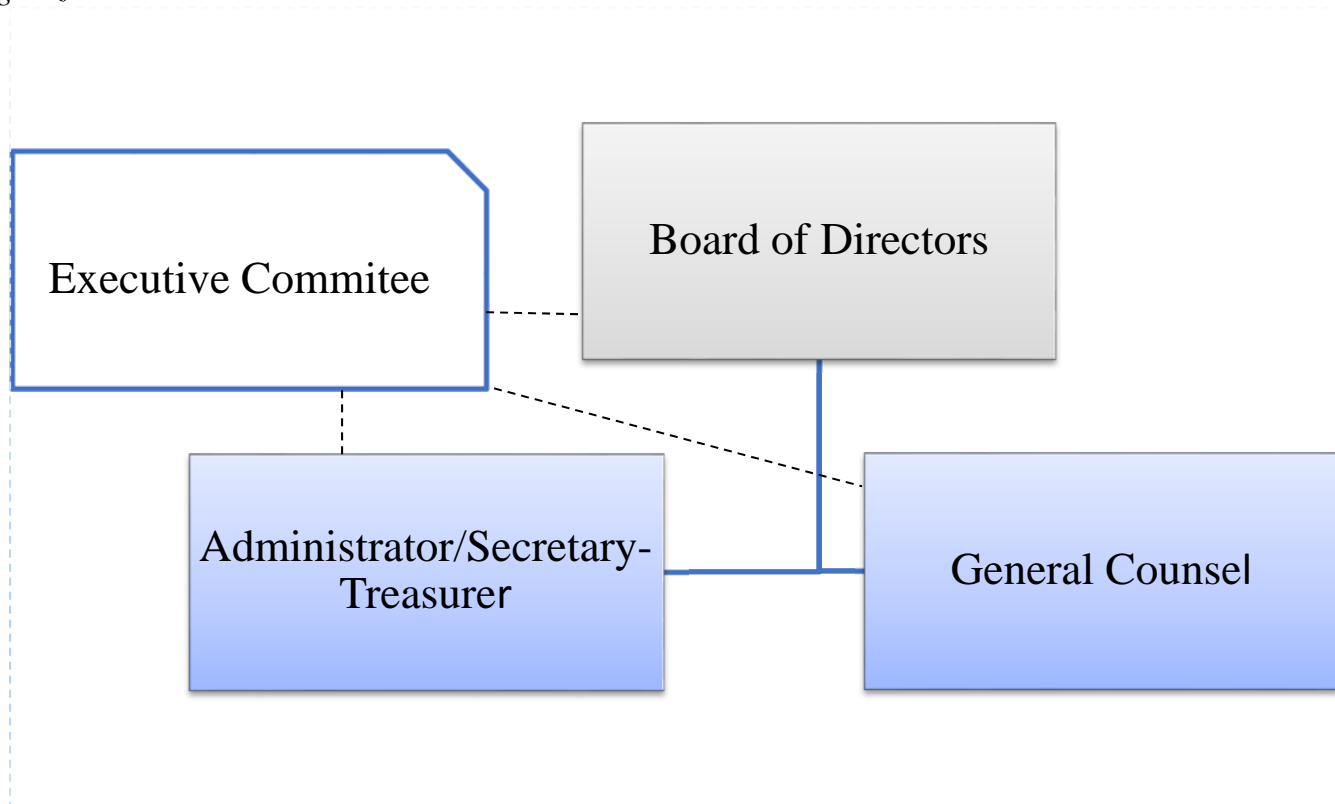
The SRRRA Executive Advisory Committee is made up of the General Managers, or a designee of each General Manager, of the Member Agencies of the SRRRA. The Executive Advisory Committee functions to provide advice and recommendations to the Board of Directors.

<b>Elsinore Valley Municipal Water District</b>
John D. Vega, General Manager
Alternate –Margie Armstrong, Director of Strategic Programs
<b>Rancho California Water District</b>
Jeff D. Armstrong, General Manager
Alternate – Andy Webster, Chief Engineer
<b>Western Municipal Water District</b>
John V. Rossi, General Manager
Alternate(s) – Rod LeMond, Chief Financial Officer & Assistant General Manager or Jeff Sims, Chief Operations Officer & Assistant General Manager

*Authority Administrator*

Pursuant to the Administration, Management, Operation, and Maintenance Agreement between the SRRRA and Rancho California Water District (Rancho), Rancho serves as the Administrator and Operator of the SRWRF Facilities. Rancho has designated its Director of Finance/Treasurer, Richard Aragon, as Administrator. Additionally, Mr. Aragon was appointed by the SRRRA Board as the Secretary-Treasurer.

*Organizational Chart*



## Services

The Santa Rosa Water Reclamation Facility (SRWRF) is located in the City of Murrieta. The plant is responsible for collecting, treating, and safely disposing of, or recycling wastewater and its residuals for residents and businesses in the Temecula, Murrieta, and Wildomar communities.

The Authority's infrastructure includes the SRWRF, as well as any manhole, gravity main, force main or lift station which conveys wastewater flows from two or more of the following Districts: Western, Rancho, and Elsinore.



### *Collection*

Wastewater originating from homes and businesses in the plant's service area flows into a system of pipes that convey the water to the treatment plant. The system handles flows from the Cities of Temecula, Murrieta, and Wildomar. This system of pipes is referred to as the "collection system." The collection system consists of 80 miles of pipes ranging from eight inches in diameter up to 24 inches in diameter. Most of the system flows by gravity to lift stations that raise the water to a higher level so that it can continue its journey to the reclamation facility. The system contains three lift stations.

### *Treatment*

Wastewater flows originating in the Authority's service area are treated at the Santa Rosa Water Reclamation Facility in Murrieta. The treatment plant was constructed in 1989 and is a sequencing batch reactor treatment facility with a secondary treatment capacity of 5 million gallons per day (mgd) and a tertiary treatment capacity of 5 mgd.

The SRWRF uses a biological treatment process followed by chemical clarification, filtration and disinfection to prepare the water for reuse. Laboratory tests are conducted daily to ensure that the water meets the State's standards for reclaimed water. The plant's reclaimed water customer's use virtually all of the treated water. On average, the plant treats approximately 1 billion gallons of wastewater annually.



### General Operating Budget

The Operating Budget is an operating outline for the purpose of establishing rates and/or contributions to be billed to and paid by the Member Agencies for each available type of service provided. The operating rates and/or contributions to be billed to and paid by each Member Agency are based upon current flows or Equivalent Dwelling Units (EDUs) set forth in Figure 1.

Figure 1

Operating Expense Allocation Matrix per JPA Agreement Section 3.1			
Member Agency	Connected EDU's as of 1/31/2017	Primary & Secondary Treatment	Tertiary Treatment
Elsinore	5,086	30.1%	30.1%
Rancho	8,237	48.7%	69.9%
Western	3,596	21.2%	0.00%
<b>Total</b>	<b>16,919</b>	<b>100.0%</b>	<b>100.0%</b>

### Non- Operating Budget

The Non-Operating Budget is a non-operating outline of debt service, capital, and other non-operating expenditures for the purpose of establishing rates and/or contributions to be billed to and paid by the Member Agencies for each available type of service provided. These contributions are based upon the proportionate amount of ultimate capacity in the relevant service type applicable to each Member Agency as set forth in Figure 2.

Figure 2

Capital and Debt Expense Allocation Matrix per JPA Agreement Section 5.1			
	Primary & Secondary Treatment	Tertiary Treatment	Trunk Sewer
Member Agency	Based on ultimate flow/capacity requirements	Based on ultimate recycled water amounts	Based on engineering analysis
Elsinore	40% - 2.0 MGD	40% - 2.0 MGD	43.57%
Rancho	40% - 2.0 MGD	60% - 3.0 MGD	36.61%
Western	20% - 1.0 MGD	0% - 0.0 MGD	19.82%

### *Capital Project Budget*

The Capital Project Budget outlines the revenue requirements for projects approved by the SRRRA Board for major repair, replacement and efficiency enhancement of the facilities. It also establishes the contribution amounts to be paid by the Member Agencies for those capital projects. These contributions are based upon the proportionate amount of ultimate capacity in the relevant service type applicable to each Member Agency as set forth in Figure 2.





Table 1

**SRRRA Operating Budget FY 2017-2018**  
**Budget Statement & YTY Comparison**

<b>Operating Budget</b>	<b>2017/2018</b>	<b>2016/2017</b>	<b>Difference</b>	
			<b>\$</b>	<b>%</b>
<b>Primary &amp; Secondary Treatment:</b>				
RCWD - Admin & Operations Fee	\$ 1,227,442	\$ 1,295,853	\$ (68,411)	-5.3%
1 Materials & Supplies	64,350	69,600	(5,250)	-7.5%
1 Utilities	704,500	716,500	(12,000)	-1.7%
1 Outside Services	561,070	643,400	(82,330)	-12.8%
1 Capital Acquisitions	25,000	5,000	20,000	400.0%
1 Corrective Maintenance - <i>Materials</i>	6,500	6,500	-	0.0%
1 Corrective Maintenance - <i>Outside Service</i>	75,000	78,000	(3,000)	-3.8%
Reimbursement Expense OH	41,656	37,975	3,681	9.7%
<b>Total Primary &amp; Secondary Treatment</b>	<b>\$ 2,705,518</b>	<b>\$ 2,852,828</b>	<b>\$ (147,310)</b>	<b>-5.2%</b>
<b>Collections System:</b>				
RCWD - Admin & Operations Fee	\$ 210,147	\$ 233,938	\$ (23,791)	-10.2%
1 Materials & Supplies	2,500	7,520	(5,020)	-66.8%
1 Utilities	12,000	-	12,000	0.0%
1 Outside Services	66,200	29,822	36,378	122.0%
1 Capital Acquisitions	-	-	-	0.0%
1 Corrective Maintenance - <i>Materials</i>	3,500	4,538	(1,038)	-22.9%
1 Corrective Maintenance - <i>Outside Service</i>	30,000	32,934	(2,934)	-8.9%
Reimbursement Expense OH	3,312	1,870	1,441	77.1%
<b>Total Collections System</b>	<b>\$ 327,658</b>	<b>\$ 310,622</b>	<b>\$ 17,037</b>	<b>5.5%</b>
<b>Tertiary Treatment:</b>				
RCWD - Admin & Operations Fee	\$ 835,960	\$ 914,765	\$ (78,805)	-8.6%
1 Materials & Supplies	45,100	47,950	(2,850)	-5.9%
1 Utilities	125,000	125,000	-	0.0%
1 Outside Services	351,175	367,050	(15,875)	-4.3%
1 Corrective Maintenance - <i>Materials</i>	12,000	50,500	(38,500)	-76.2%
1 Corrective Maintenance - <i>Outside Service</i>	32,500	197,500	(165,000)	-83.5%
Reimbursement Expense OH	16,407	19,700	(3,293)	-16.7%
<b>Total Tertiary Treatment</b>	<b>\$ 1,418,142</b>	<b>\$ 1,722,465</b>	<b>\$ (304,323)</b>	<b>-17.7%</b>
<b>JPA Administration:</b>				
RCWD - Admin & Operations Fee	\$ 323,027	\$ 326,934	\$ (3,906)	N/A
1 Legal	24,000	50,000	(26,000)	-52.0%
1 Audit	7,000	8,050	(1,050)	-13.0%
1 Insurance	50,000	50,000	-	N/A
1 Other	33,500	14,100	19,400	N/A
Reimbursement Expense OH	3,321	3,054	267	8.7%
<b>Total JPA Administration</b>	<b>\$ 440,848</b>	<b>\$ 452,137</b>	<b>\$ (11,289)</b>	<b>-2.5%</b>
<b>Total Operating Budget</b>	<b>\$ 4,892,167</b>	<b>\$ 5,338,052</b>	<b>\$ (445,885)</b>	<b>-8.4%</b>

Table 2

**SRRRA Operating Budget FY 2017-2018**  
**Member Agency Contribution Allocation**

Cost Share %	Member Agency			Total
	EVMWD	RCWD	WMWD	
Primary/Secondary Treatment	30.06%	48.68%	21.25%	100.00%
Collections System	30.06%	48.68%	21.25%	100.00%
Tertiary Treatment	30.06%	69.94%	0.00%	100.00%

Cost Share \$	Member Agency			Total
	EVMWD	RCWD	WMWD	
Primary/Secondary Treatment	\$ 945,825	\$ 1,531,805	\$ 668,735	\$ 3,146,366
Collections System	98,497	159,520	69,641	\$ 327,658
Tertiary Treatment	426,306	991,836	-	\$ 1,418,142
<b>Annual Cost Share Total</b>	<b>\$ 1,470,628</b>	<b>\$ 2,683,162</b>	<b>\$ 738,376</b>	<b>\$ 4,892,167</b>

Cost Share per Month	EVMWD	RCWD	WMWD	Total
	<b>\$ 122,552</b>	<b>\$ 223,597</b>	<b>\$ 61,531</b>	<b>\$ 407,681</b>

Estimated Operating EDU Rate Equivalent	2017/2018	2016/2017	Difference	
			\$	%
Primary/Secondary Treatment & Collections	\$ 17.11	\$ 17.91	\$ (0.80)	-4.5%
Tertiary Treatment	\$ 6.98	\$ 8.53	\$ (1.55)	-18.1%
<b>Total Estimated Operating EDU Rate Equivalent</b>	<b>\$ 24.10</b>	<b>\$ 26.44</b>	<b>\$ (2.34)</b>	<b>-8.9%</b>

**Direct Expense**  
**Overhead Rate**  
2.90%

\*Reimbursable Expenses to Rancho. Direct Expense Overhead Rate covering Accounts Payable and Procurement Costs is Applied.



Table 3

**SRRRA Non-Operating Budget FY 2017-2018**  
**Budget Statement**

	Source of Funds			
	Total	Debt Service Contributions	Capital Replacement Contributions*	SRF Loan Reimbursement
<b>Non-Operating Expenses</b>				
Primary & Secondary Treatment:				
Existing Debt Service	\$ 2,094,742	\$ 2,094,742	\$ -	\$ -
Pay-go Capital - New Projects	100,000	-	100,000	-
Pay-go Capital - Existing Projects*	3,230,616	-	438,500	\$ 2,792,116
<b>Total Primary &amp; Secondary Treatment (FY 17-18)</b>	<b>\$ 5,425,358</b>	<b>\$ 2,094,742</b>	<b>\$ 538,500</b>	<b>\$ 2,792,116</b>
Prior Year Total (FY 16-17)	5,046,517	2,093,189	389,040	2,564,288
Year to Year Increase/(Decrease)	\$ 378,841	\$ 1,552	\$ 149,460	\$ 227,828
Tertiary Treatment:				
Existing Debt Service	\$ 384,748	\$ 384,748	\$ -	\$ -
Pay-go Capital - New Projects	975,000	-	975,000	-
Pay-go Capital - Existing Projects*	844,415	-	636,500	207,915
<b>Total Tertiary Treatment (FY 17-18)</b>	<b>\$ 2,204,163</b>	<b>\$ 384,748</b>	<b>\$ 1,611,500</b>	<b>\$ 207,915</b>
Prior Year Total (FY 16-17)	928,690	384,463	350,505	193,721
Year to Year Increase/(Decrease)	\$ 1,275,474	\$ 285	\$ 1,260,995	\$ 14,194
Collections System:				
Existing Debt Service	\$ 1,453,494	\$ 1,453,494	\$ -	\$ -
Pay-go Capital - New Projects	390,000	-	390,000	-
Pay-go Capital - Existing Projects*	400,000	-	400,000	-
<b>Total Collections System (FY 17-18)</b>	<b>\$ 2,243,494</b>	<b>\$ 1,453,494</b>	<b>\$ 790,000</b>	<b>\$ -</b>
Prior Year Total (FY 16-17)	1,772,408	1,452,417	319,990	-
Year to Year Increase/(Decrease)	\$ 471,087	\$ 1,077	\$ 470,010	\$ -
<b>Total Non-Operating Budget (FY 17-18)</b>	<b>\$ 9,873,015</b>	<b>\$ 3,932,984</b>	<b>\$ 2,940,000</b>	<b>\$ 3,000,031</b>
Prior Year Total (FY 16-17)	7,747,614	3,930,070	1,059,536	2,758,009
Year to Year Increase/(Decrease)	\$ 2,125,401	\$ 2,914	\$ 1,880,464	\$ 242,022
<b>Total Non-Operating By Category</b>				
Existing Debt Service	\$ 3,932,984			
Pay-go Capital - New Projects	1,465,000			
Pay-go Capital - Existing Projects*	4,475,031			
<b>Total Non-Operating Budget</b>	<b>\$ 9,873,015</b>			
Less SRF Reimbursable Projects	(3,000,031)			
<b>Total Non-Operating Contributions Required</b>	<b>\$ 6,872,984</b>			

Table 4

**SRRRA Non-Operating Budget FY 2017-2018**  
**Member Agency Contribution Allocation**

Cost Share %	Member Agency			
	EVMWD	RCWD	WMWD	Total
Primary/Secondary Treatment	40.00%	40.00%	20.00%	100.00%
Collections System	43.57%	36.61%	19.82%	100.00%
Tertiary Treatment	40.00%	60.00%	0.00%	100.00%

Cost Share \$	Debt Service Allocation			
	EVMWD	RCWD	WMWD	Total
Primary/Secondary Treatment	\$ 837,897	\$ 837,897	\$ 418,948	\$ 2,094,742
Collections System	633,287	532,124	288,083	1,453,494
Tertiary Treatment	153,899	230,849	-	384,748
Annual Cost Share (FY 17-18)	\$ 1,625,083	\$ 1,600,870	\$ 707,031	\$ 3,932,984
Prior Year Annual Cost Share (FY 16-17)	1,623,879	1,568,927	737,264	3,930,070
<b>Year to Year Increase/(Decrease)</b>	<b>\$ 1,204</b>	<b>\$ 31,943</b>	<b>\$ (30,233)</b>	<b>\$ 2,914</b>

Cost Share \$	Capital Replacement Funds*			
	EVMWD	RCWD	WMWD	Total
Primary/Secondary Treatment	\$ 215,400	\$ 215,400	\$ 107,700	\$ 538,500
Collections System	344,203	289,219	156,578	790,000
Tertiary Treatment	644,600	966,900	-	1,611,500
Annual Cost Share (FY 17-18)	\$ 1,204,203	\$ 1,471,519	\$ 264,278	\$ 2,940,000
Prior Year Annual Cost Share (FY 16-17)	435,238	455,027	169,270	1,059,536
<b>Year to Year Increase/(Decrease)</b>	<b>\$ 768,965</b>	<b>\$ 1,016,492</b>	<b>\$ 95,007</b>	<b>\$ 1,880,464</b>

Planned Existing Reserve Use	-	-	(200,000)	(200,000)
<b>Annual Member Agency Contribution (FY 17-18)</b>	<b>\$ 2,829,286</b>	<b>\$ 3,072,389</b>	<b>\$ 771,309</b>	<b>\$ 6,672,984</b>
PY Annual Member Agency Contribution (FY 16-17)	1,536,117	2,023,954	706,535	4,266,606
<b>Year to Year Increase/(Decrease)</b>	<b>\$ 1,293,169</b>	<b>\$ 1,048,435</b>	<b>\$ 64,774</b>	<b>\$ 2,406,379</b>

\* Based on estimate. Actual amount will depend on realized expenditures on previously approved capital replacement projects in FY18.

Table 5

**Santa Rosa Regional Resources Authority**  
**Existing Capital Improvement Projects (CIP) Budget FY 2017-2018**

	Total Authorized	Total Projected FY 17-18 Expenditures	Capital Cost Category Allocation		
			Primary/Secondary Treatment	Tertiary Treatment	Collections
<b>Capital Replacement Contribution</b>					
Flow Eq. Line Basin	\$ 500,000	\$ 125,000	\$ 125,000	\$ -	\$ -
Sewer Collection Repairs	500,000	400,000	-	-	400,000
SRWRF Rehabilitation - PLC Migration	950,000	950,000	313,500	636,500	-
<b>Capital Replacement Contribution Total</b>	<b>\$ 1,950,000</b>	<b>\$ 1,475,000</b>	<b>\$ 438,500</b>	<b>\$ 636,500</b>	<b>\$ 400,000</b>
<b>SRF Loan Reimbursement</b>					
ATS & Breaker Repl. Design	\$ 80,000	\$ 75,011	\$ 75,011	\$ -	\$ -
SRWRF Rehabilitation	3,711,920	2,925,020	2,717,105	207,915	-
<b>SRF Loan Reimbursement Total</b>	<b>\$ 3,791,920</b>	<b>\$ 3,000,031</b>	<b>\$ 2,792,116</b>	<b>\$ 207,915</b>	<b>\$ -</b>
<b>FY 2017-2018 Existing CIP Total</b>	<b>\$ 5,741,920</b>	<b>\$ 4,475,031</b>	<b>\$ 3,230,616</b>	<b>\$ 844,415</b>	<b>\$ 400,000</b>

**Santa Rosa Regional Resources Authority**  
**New Capital Improvement Projects (CIP) Budget FY 2017-2018**

	Total Authorized	Total Projected FY 17-18 Expenditures	Capital Cost Category Allocation		
			Primary/Secondary Treatment	Tertiary Treatment	Collections
<b>Repair and Replacement</b>					
Rehabilitate Flow Diversions	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000
Sewer Manhole Repair	25,000	25,000	-	-	25,000
Gas to Bleach Conversion	675,000	675,000	-	675,000	-
Headworks Generator Enclosure	100,000	100,000	100,000	-	-
<b>Repair and Replacement Total</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ 100,000</b>	<b>\$ 675,000</b>	<b>\$ 125,000</b>
<b>Facility Planning and Management</b>					
Temporary Flow Monitoring	\$ 165,000	\$ 165,000	\$ -	\$ -	\$ 165,000
Sewer Facilities Master Plan	50,000	50,000	-	-	50,000
AWT Facility Assessment	125,000	125,000	-	125,000	-
<b>Facility Planning and Management Total</b>	<b>\$ 340,000</b>	<b>\$ 340,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ 215,000</b>
<b>Regulatory</b>					
Sewer System Mgt. Plan	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000
<b>Regulatory Total</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Operational Efficiency Improvement</b>					
Drying Bed 5 Conversion	\$ 175,000	\$ 175,000	\$ -	\$ 175,000	\$ -
<b>Operational Efficiency Improvement Total</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>
<b>FY 2017-2018 New CIP Capital Replacement Contribution Total</b>	<b>\$ 1,465,000</b>	<b>\$ 1,465,000</b>	<b>\$ 100,000</b>	<b>\$ 975,000</b>	<b>\$ 390,000</b>

Total Existing CIP Capital Replacement Contribution	\$ 1,475,000
Total New CIP Capital Replacement Contribution	1,465,000
<b>Total Capital Replacement Contribution (FY 17-18)</b>	<b>\$ 2,940,000</b>

Table 6

**Santa Rosa Regional Resources Authority**  
Capital Improvement Projects (CIP) Cost Allocation FY 2017-2018

	Member Agency			
	EVMWD	RCWD	WMWD	Total
<b>Cost Share %</b>				
Primary/Secondary Treatment	40.00%	40.00%	20.00%	100.00%
Collections System	43.57%	36.61%	19.82%	100.00%
Tertiary Treatment	40.00%	60.00%	0.00%	100.00%
	Debt Service Allocation			
	EVMWD	RCWD	WMWD	Total
<b>Cost Share \$</b>				
Primary/Secondary Treatment	\$ 837,897	\$ 837,897	\$ 418,948	\$ 2,094,742
Collections System	633,287	532,124	288,083	1,453,494
Tertiary Treatment	153,899	230,849	-	384,748
<b>Annual Cost Share Total</b>	<b>\$ 1,625,083</b>	<b>\$ 1,600,870</b>	<b>\$ 707,031</b>	<b>\$ 3,932,984</b>
	Capital Replacement Funds**			
	EVMWD	RCWD	WMWD	Total
<b>Cost Share \$</b>				
Primary/Secondary Treatment	\$ 215,400	\$ 215,400	\$ 107,700	\$ 538,500
Collections System	344,203	289,219	156,578	790,000
Tertiary Treatment	644,600	966,900	-	1,611,500
<b>Annual Cost Share Total</b>	<b>\$ 1,204,203</b>	<b>\$ 1,471,519</b>	<b>\$ 264,278</b>	<b>\$ 2,940,000</b>
Planned Existing Reserve Use*	-	-	(200,000)	(200,000)
<b>Total Member Agency Contribution</b>	<b>\$ 2,829,286</b>	<b>\$ 3,072,389</b>	<b>\$ 771,309</b>	<b>\$ 6,672,984</b>

\*Member Agencies may use reserves held by Rancho up to the budgeted amount depending on actual revenue received by that agency in each fiscal year.

\*\* Based on estimate. Actual amount will depend on realized expenditures on previously approved capital replacement projects in FY18.

Table 7

**RCWD Fee Components FY 2017-2018**

<b>Operating Budget</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Difference</b>	
			<b>\$</b>	<b>%</b>
<u>Primary &amp; Secondary:</u>				
<u>Operations</u>				
Direct Treatment Plant Labor	\$ 376,346	\$ 361,360	\$ (14,986)	-4.0%
Direct Labor- Benefits	266,327	255,510	(10,818)	-4.1%
Plant Supervision & Operations Administrative Support	72,342	72,803	461	0.6%
G&A Overhead (IT, HR, Finance, Administration)*	450,208	409,267	(40,941)	-9.1%
Vehicle Maintenance	36,910	34,643	(2,266)	-6.1%
G&A Direct Support (Legal, Safety Program)**	49,682	65,206	15,525	31.2%
Direct Labor - Engineering Support	24,152	8,114	(16,038)	-66.4%
<b>Total Operations</b>	<b>\$ 1,275,967</b>	<b>\$ 1,206,904</b>	<b>\$ (69,063)</b>	<b>-5.4%</b>
<u>Corrective Maintenance</u>				
Corrective Maintenance - Direct Labor	\$ 6,017	\$ 6,276	\$ 260	4.3%
Corrective Labor- Benefits	4,428	4,814	386	8.7%
Plant Supervision & Operations Administrative Support	1,342	1,406	64	4.8%
G&A Overhead (IT, HR, Finance, Administration)*	7,486	7,415	(71)	-0.9%
Vehicle Maintenance	614	628	14	2.3%
<b>Total Corrective Maintenance</b>	<b>19,886</b>	<b>20,538</b>	<b>652</b>	<b>3.3%</b>
<b>Total Primary &amp; Secondary</b>	<b>\$ 1,295,853</b>	<b>\$ 1,227,442</b>	<b>\$ (68,411)</b>	<b>-5.3%</b>
<u>Collections System:</u>				
<u>Operations</u>				
Direct Collection System Labor	\$ 59,002	\$ 59,082	\$ 81	0.1%
Direct Labor- Benefits	46,679	45,316	(1,363)	-2.9%
Plant Supervision & Operations Administrative Support	13,157	13,234	77	0.6%
G&A Overhead (IT, HR, Finance, Administration)*	78,908	71,685	(7,223)	-9.2%
Vehicle Maintenance	6,469	6,068	(401)	-6.2%
Direct Labor - Engineering Support	4,421	1,596	(2,825)	-63.9%
<b>Total Operations</b>	<b>\$ 208,636</b>	<b>\$ 196,982</b>	<b>\$ (11,654)</b>	<b>-5.6%</b>
<u>Corrective Maintenance</u>				
Corrective Maintenance - Direct Labor	\$ 7,655	\$ 4,023	\$ (3,632)	-47.4%
Corrective Labor- Benefits	5,634	3,086	(2,549)	-45.2%
Plant Supervision & Operations Administrative Support	1,707	901	(806)	-47.2%
G&A Overhead (IT, HR, Finance, Administration)*	9,524	4,753	(4,772)	-50.1%
Vehicle Maintenance	781	402	(379)	-48.5%
<b>Total Corrective Maintenance</b>	<b>25,302</b>	<b>13,165</b>	<b>(12,137)</b>	<b>-48.0%</b>
<b>Total Collections System</b>	<b>\$ 233,938</b>	<b>\$ 210,147</b>	<b>\$ (23,791)</b>	<b>-10.2%</b>

Tertiary Treatment:

Direct Tertiary System Labor	\$ 266,810	\$ 247,146	\$ (19,664)	-7.4%
Direct Labor- Benefits	200,605	192,315	(8,290)	-4.1%
Plant Supervision & Operations Administrative Support	59,499	55,361	(4,138)	-7.0%
G&A Overhead (IT, HR, Finance, Administration)*	339,109	296,217	(42,892)	-12.6%
Vehicle Maintenance	27,801	25,074	(2,728)	-9.8%
Direct Labor - Engineering Support	5,751	3,591	(2,160)	-37.6%
<b>Total Operations</b>	<b>\$ 899,575</b>	<b>\$ 819,703</b>	<b>\$ (79,871)</b>	<b>-8.9%</b>

Corrective Maintenance

Corrective Labor	\$ 4,596	\$ 4,968	\$ 372	8.1%
Corrective Labor- Benefits	3,383	3,810	428	12.6%
Plant Supervision & Operations Administrative Support	1,025	1,113	88	8.6%
G&A Overhead (IT, HR, Finance, Administration)*	5,718	5,869	151	2.6%
Vehicle Maintenance	469	497	28	6.0%
<b>Total Corrective Maintenance</b>	<b>15,191</b>	<b>16,257</b>	<b>1,066</b>	<b>7.0%</b>
<b>Total Tertiary Treatment</b>	<b>\$ 914,765</b>	<b>\$ 835,960</b>	<b>\$ (78,805)</b>	<b>-8.6%</b>

JPA Administration

Direct Administrative Labor	\$ 110,729	\$ 111,981	\$ 1,252	1.1%
Admin Labor- Benefits	81,497	85,890	4,393	5.4%
G&A Overhead (IT, HR, Finance, Administration)*	134,708	125,157	(9,551)	-7.1%
<b>Total JPA Administration</b>	<b>\$ 326,934</b>	<b>\$ 323,027</b>	<b>\$ (3,906)</b>	<b>-1.2%</b>

**Total RCWD Fee**

	<b>\$ 2,771,489</b>	<b>\$ 2,596,576</b>	<b>\$ (174,913)</b>	<b>-6.3%</b>
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