



- C. Consider Adoption of Resolution No. 07-23, Establishing Appropriations Limits for Fiscal Year Ending 2024 **Page 18**
- D. Consider Approving Ambulance Billing Write Offs **Page 26**
- E. Consider Approving Annual Water Supply and Demand Assessment **Page 44**
- F. Consider Adopting Resolution No. 08-23, Identifying the Terms and Conditions for the Fire Department Response Away from their Official Duty Station and Assigned to an Emergency Incident **Page 55**
- 4. **Action Items** – The following action items will be considered individually, and each **require a motion** by the Board of Directors for action.
  - A. Consider Approving Resolution 09-23, Adopting the Fiscal Year Ending 2024 and 2025 District Budget **Page 58**  
(Presenter: Ryan Gross, General Manager)
  - B. Public Hearing and Consideration of Adopting Ordinance No. 59 Establishing Fees for Ambulance Services and Other Miscellaneous Fees **Page 116**
    - 1. Open Public Hearing;
    - 2. Staff Presentation;
    - 3. Written Public Comment;
    - 4. Oral Public Comment;
    - 5. Board Discussion/Comments;
    - 6. Close Public Hearing;
    - 7. Consider Adoption of Ordinance No. 59.
  - C. Consider Adjustment to Legal Services Billing Rates **Page 122**  
(Presenter: Ward Simmons, Legal Counsel)
  - D. Consider Awarding Construction Contract for Valley View Water Pipeline Replacement Project **Page 124**  
(Presenter: Ryan Gross, General Manager)
  - E. Consider Approving Additional Investment Diversification in Treasury Bills **Page 126**  
(Presenter: Ryan Gross, General Manager)
  - F. Consider Authorizing Expenditure for Wastewater Treatment Plant MBR 1 Lower Module Replacements **Page 128**  
(Presenter: Trevor Miller, Operations Manager)
- 5. General Manager’s Report
- 6. Report from Legal Counsel

June 21, 2023, Regular Board Meeting Agenda  
Posted June 16, 2023

7. Board Member Comments/Meetings
8. Meeting Adjournment

Upcoming Meetings: Regular Board Meeting, July 19, 2023, at 9:00 am

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023  
**TO:** Board of Directors  
**FROM:** Ryan Gross, General Manager  
**SUBJECT:** CONSIDER APPROVING MEETING MINUTES

**RECOMMENDATION**

It is recommended that the Board of Directors review and approve the attached meeting minutes.

**REASON FOR RECOMMENDATION**

Approval of meeting minutes.

**BACKGROUND INFORMATION**

The attached draft meeting minutes are from the Regular Board Meeting held on May 17, 2023.

**ATTACHMENTS**

Attachment 1 – Draft Meeting Minutes

**MINUTES – May 17, 2023**  
**PAGE 1 OF 5**

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS**  
**RUNNING SPRINGS WATER DISTRICT**  
**COUNTY OF SAN BERNARDINO, STATE OF CALIFORNIA**  
**May 17, 2023**

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A Regular Meeting of the Board of Directors of the Running Springs Water District was held on Wednesday, May 17, 2023, at the hour of 9:00 A.M. at the District office located at 31242 Hilltop Boulevard, Running Springs, California, and through teleconference.

The following Directors were present at the District:

Tony Grabow, President  
Bill Conrad, Vice-President  
Laura Dyberg, Director (arrived at 9:00 A.M.)  
Mike Terry, Director  
Mark Acciani, Director

Also present at the District were the following:

Ryan Gross, General Manager  
Andrew Grzywa, Fire Chief (left at 9:38 A.M.)  
Trevor Miller, Operations Manager (left at 9:21 A.M.)  
Amie R. Crowder, Secretary to the Board/Administration Supervisor

Visitors present:

Stan Howell, Crestline-Lake Arrowhead Water Agency, Board of Director (left at 9:52 A.M.)

**MEETING MINUTES**

**AGENDA ITEMS**

**1. Call Meeting to Order and Pledge of Allegiance**

The Running Springs Water District Board Meeting was called to order at 9:00 A.M. by President Grabow. President Grabow led the assembly in the Pledge of Allegiance.

**2. Recognize and Hear from Visitors/Public Comment**

Stan Howell, 5<sup>th</sup> District Board of Director, Crestline-Lake Arrowhead Water Agency introduced himself to the Board.

**3. Approval of Consent Items**

**A. Approve Meeting Minutes**

**B. Ratify Expenditures**

- C. Consider Approving Contract for Fiscal Year Ending 2024 Financial Consulting Services
- D. Consider Approving Contract for Fiscal Year Ending 2023 Financial Audit Services
- E. Consider Adopting Resolution No. 06-23, Amending and Adopting Local Guidelines for Implementing the California Environmental Quality Act

Upon motion by Director Terry, second by Director Acciani and carried by a 5 to 0 vote, the Consent Items were approved (Resolution No. 06-23 is on file in the District office).

#### 4. Action Items

The following action items will be considered individually, and each require a motion by the Board of Directors for action.

##### A. Consider Providing any Additional Direction to Staff on Draft Budget

Manager Gross reviewed the Draft Budget for FY 2024-2025. During the Finance Committee Meeting that took place on April 25, 2023, discussion regarding the Administration cost for the Fire Department and Green Valley Lake were discussed. Additional conversation ensued pertaining to the Change in Net Position of the District, the changes with the Ground Emergency Medical Transportation Intergovernmental Transfer (PP-GEMT IGT) Program, South Coast Air Quality Management District’s desire for electric vehicles, and pending invoices that will be added to the budget as soon as they are received. President Grabow commended Manager Gross on the Draft Budget presentation.

No Action Taken.

##### B. Consider Authorizing Wastewater Expenditures

Operations Manager, Trevor Miller, reviewed the age of the current outside lighting at the Wastewater Treatment Plant and the difficulty in buying the lightbulbs they require. Minimal discussion ensued.

Upon motion by Vice-President Conrad, second by Director Terry and carried by a 5 to 0 roll call vote, Authorizing the Wastewater Expenditure for Exterior LED Lighting in the amount of \$6,736.52, the General Manager was authorized to execute the contract and approve change orders, if needed, not to exceed 15% of the original contract amount, was approved.

##### C. Consider Authorizing Staff to Make Calendar Year 2023 Annual Collection Amount Payments for the Public Provider Ground Emergency Medical Transportation Intergovernmental Transfer (PP-GEMT IGT) Program

Manager Gross reviewed the two individual programs of Ground Emergency Medical Transportation Program, and the Intergovernmental Transfer Program became one program, as of January 1, 2023. Manager Gross and Chief Grzywa outlined the authorization needed to make the necessary contributions for Calendar Year 2023. Review of the first invoice, for 1/3 of CY 2023, totaling \$13,631.26, took place. Vice-President Conrad inquired if this expense is reflected in the FY 2024-2025 Budget. Manager Gross confirmed it is.

Upon **motion** by Director Acciani, **second** by Director Conrad and **carried by a 5 to 0 vote**, Authorizing Staff to Make Calendar Year 2023 Annual Collection Amount Payments for the Public Provider Ground Emergency Medical Transportation Intergovernmental Transfer (PP-GEMT IGT) Program, was approved.

**D. Consider Authorizing Staff to Execute Purchase Agreement with South Coast Fire Equipment for New Fire Engine**

Chief Grzywa is requesting authorization to formalize the purchase of the new fire engine through South Coast Fire Equipment, byway of San Manuel. Review of the change in cost due to the addition of a phone system being incorporated into the engine were reviewed. Manager Gross clarified that the District is not advancing the funds, this signed purchase agreement is a necessity for San Manuel's ability to release payment to South Coast Fire Engine Equipment. President Grabow reviewed various specifications of the new fire engine, that need to be taken into consideration, due to the geographical area it will be operating in. More specifically a 1,500 GPM pump at 6,000-feet, and stainless-steel screws on the drip rail were reviewed.

Upon **motion** by Vice-President Conrad, **second** by Director Acciani and **carried by a 5 to 0 vote**, Authorizing Staff to Execute Purchase Agreement with South Coast Fire Equipment for New Fire Engine, contingent upon engine specifications to include a 1,500 GPM pump at 6,000-ft elevation, and stainless-steel screws on the drip rail, was approved.

**5. General Manager's Report**

Manager Gross provided an update on the Old City Creek failed culvert. The District's sewer interceptor pipeline is back online. In addition, the Nordic water system improvements are being started today.

The District is working with CalTrans on the Valley View water main replacement, which will go out to bid at the end of this week. Vice-President Conrad inquired if this is going to be an open-cut and if there can be a separate sleeve added. Manager Gross confirmed it is an open-cut and made notation to request a separate sleeve.

Manager Gross reviewed the comments from Snow Valley's Corporate Office, in Denver Colorado, regarding how to bill them. Minimal discussion ensued regarding Snow Valley's water usage.

Manager Gross informed the Board of Director’s that Zenner USA’s Automatic Meter Reading system was down for one-and-a-half-month. During this time the District had no meter data; however, we learned how to process billing without it. Zenner now has safeguards in place, so this does not happen again.

**6. Report from Legal Counsel**

Ward Simmons, Legal Counsel, Best, Best & Krieger reported the State Water Project allocation is at 100% for the first time in 17-years; and the reservoirs are higher than they were the month prior.

**7. Board Member Comments/Meetings**

No Comments

**8. Closed Session**

**A. Public Employee Performance Evaluation, Title: General Manager. Pursuant to Government Code Section 54957**

The meeting adjourned to Closed Session at 9:52 A.M.

**9. Open Session**

**A. The Board and/or Legal Counsel will report any action taken in closed session.**

The Board of Directors came out of Closed Session at 10:27 A.M. and Attorney Simmons reported that there was no reportable action taken in Closed Session.

**B. Discuss the General Manager’s Employment Agreement following annual performance evaluation and consider any changes to such.**

The Board reported that the General Manager’s annual performance evaluation was completed in closed session. President Grabow asked if the Board had any recommended motions regarding any changes to the General Manager’s Employment Agreement.

Upon **motion** by President Grabow, **second** by Vice President Conrad and **carried by a 5 to 0 vote**, it was approved to increase the General Manager’s base pay by a 4% COLA effective June 27, 2023, to amend and restate the Employment Agreement with the General Manager with this change and authorize the Board President to execute the amended and restated Employment Agreement. A copy of the Employment Agreement with the General Manager is available at the District office.

**8. Meeting Adjourned**

Upon motion by President Grabow and second by Director Acciani, the meeting was adjourned at 10:30 A.M.

Respectfully Submitted,

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President, Board of Directors  
Running Springs Water District

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Secretary of the Board of Directors  
Running Springs Water District

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023  
**TO:** Board of Directors  
**FROM:** Ryan Gross, General Manager  
**SUBJECT:** RATIFY EXPENDITURES

**RECOMMENDED BOARD ACTION**

It is recommended that the Board of Directors review the attached accounts payable check register and ratify the District's May 2023 expenditures.

A copy of the District's Cash Reserve Fund Summary as of May 31, 2023, the Pooled Cash Balance History and Fire Department Operating Reserve Fund History is also included for review and information.

**REASON FOR RECOMMENDATION**

Each month staff presents the monthly check register and recommends that the Board of Directors ratify the District's expenditures.

**ATTACHMENTS**

- Attachment 1 – Accounts Payable Check Register
- Attachment 2 – Cash Summary
- Attachment 3 – Pooled Cash Balance History
- Attachment 4 – Fire Department Operating Reserve Fund History

# Running Springs Water District

## Accounts Payable Checks

### May 2023

Vendor Name	Description	Date	Invoice Amount	Check Number	Check Amount
2 Hot Uniforms inc	Uniforms	05/08/23	162.03	108693	324.06
	Uniforms	05/08/23	162.03	108693	
	Uniforms	05/23/23	428.00	108733	428.00
American Compressor Company	Compressor parts	05/23/23	114.83	108734	114.83
American Family Life Assurance Company of Col	May charges	05/24/23	214.89	DFT0002104	214.89
Amie Crowder	Reimbursement Claim	05/08/23	430.10	108694	430.10
	Reimbursement Claim	05/23/23	95.71	108735	155.71
	Reimbursement Claim	05/23/23	60.00	108735	
Aramark	Treatment Supplies	05/08/23	114.90	108695	229.80
	Treatment Plant Supplies	05/08/23	114.90	108695	
	Treatment Supplies	05/23/23	114.90	108736	344.70
	Supplies	05/23/23	114.90	108736	
	Supplies	05/23/23	114.90	108736	
Arrowbear Park County Water District	3/24/23-4/19/23 Service Period	05/08/23	68.46	108696	68.46
Bacon/Wagner Excavating, Inc.	Asphalt Delivery - Harris Property	05/08/23	2,012.00	108697	2,012.00
	Backhoe & Operator at Fredalba Creek	05/23/23	917.00	108737	3,991.00
	Hauling of Bio	05/23/23	2,194.00	108737	
	Hauling of Bio to One Stop Two Loads	05/23/23	880.00	108737	
Bay City Equipment Industries, Inc	Troubleshoot engine speed low	05/23/23	10,657.27	108738	10,657.27
Best, Best & Krieger LLP	Legal Services April 2023	05/23/23	1,450.58	108739	1,450.58
Bound Tree	Medical Supplies	05/23/23	972.91	108740	2,172.91
	UCapIt Annual Software License	05/23/23	1,200.00	108740	
BURR Group Inc.	Service at 30505 Fredalba Rd	05/10/23	1,621.11	DFT0002101	1,621.11
	Service at 32151 Hunsaker Way	05/10/23	74.06	DFT0002102	74.06
	Service at 31242 Hilltop	05/10/23	194.55	DFT0002103	194.55
California Computer Options Inc	May IT services	05/08/23	3,410.75	108698	4,672.04
	IT - April services -Cabling	05/08/23	1,261.29	108698	
	5/19/23-6/18/23 Monthly charges	05/23/23	629.56	108741	629.56
California Water Environment Association	Collections Grade 3, Mechanical Tech Grade 2 R	05/08/23	205.00	108699	205.00
CalPERS	Medical Benefits May 2023	05/02/23	22,033.63	DFT0002024	22,033.63
	PPE 5.1.23	05/04/23	21,897.24	DFT0002074	21,897.24
	Contributions PPE 5/15/23	05/18/23	22,331.92	DFT0002162	22,331.92
	PPE 5/29/2023 PERS	05/30/23	23,939.21	DFT0002145	23,939.21
Canon	Copier - April service period	05/23/23	421.44	108742	626.46
	Scanner - May 2023	05/23/23	205.02	108742	
Charter Communitcations	32151 Hunsaker - April	05/02/23	255.94	DFT0002077	255.94
Christopher Ehe	Gravity Sewer Project - Old City Creek Rd	05/08/23	1,000.00	108700	1,000.00
Citibank, N.A.	Statement Charges	05/23/23	86.19	108743	86.19
	Office supplies	05/23/23	339.96	108744	339.96
Clinical Laboratory of San Bernardino	Testing - March	05/08/23	844.00	108701	1,115.00
	Testing - March 2023	05/08/23	271.00	108701	
ConFire JPA	Radio/Pager Pass - March-June 2023	05/08/23	6,152.36	108702	6,152.36
County of San Bernardino	Admin Fees - Q4 FY23	05/08/23	1,219.93	108703	1,219.93
	Lien Releases	05/23/23	160.00	108745	160.00
County of San Bernardino Auditor-Controller/Tr	Unpaid Special Assessment Listing/Tax Reports	05/23/23	222.51	108746	222.51

Vendor Name	Description	Date	Invoice Amount	Check Number	Check Amount
Crestline-Lake Arrowhead Water Agency	Water Consumption	05/08/23	10.65	108704	10.65
Cypress Ancillary Benefits	June Coverage	05/23/23	903.02	108747	903.02
Dang Le Trust	Refund overpayment	05/08/23	294.90	108705	294.90
DATA FACTS	background checks - April	05/08/23	130.38	108706	130.38
Dixi Willemse	Reimbursement Claim	05/08/23	890.76	108707	890.76
Don's Auto Inc	Brakes - 08 Ranger	05/08/23	1,263.30	108708	1,263.30
	AC & Brakes service 04 Ranger	05/23/23	904.70	108748	904.70
Frontier Communications	May Charges	05/10/23	1,512.88	DFT0002092	1,512.88
	May Service Period	05/23/23	134.47	108749	134.47
Global Payments Integrated	April over the counter fees	05/02/23	359.16	DFT0002091	359.16
HD Supply Facilities Maintenance LTD	Fisher M-97 11' Coil	05/08/23	787.73	108709	890.64
	Flourescent Green CS/12	05/08/23	102.91	108709	
INFOSEND	April Statement and Notice Processing	05/08/23	2,002.03	108710	2,002.03
Inland Desert Security & Communications	Answering Service - June service period	05/23/23	178.00	108750	178.00
Inland Water Works Supply Company	Parts Order	05/08/23	1,535.60	108711	1,558.23
	Parts - IPS Liner	05/08/23	22.63	108711	
	Treatment Parts	05/23/23	585.20	108751	585.20
Kristofer Bickel	5/5/23 Reimbursement	05/23/23	55.00	108752	55.00
Leslie's Poolmart, Inc	CHLOR 4x1GAL NSF 60	05/23/23	1,134.61	108753	1,134.61
Linda Mayfield	Reimbursement Claim	05/08/23	659.60	108712	659.60
	Reimbursement Claim	05/23/23	434.00	108754	1,003.23
	Reimbursement Claim	05/23/23	569.23	108754	
Lou's Gloves, Inc	Nitrile Gloves	05/23/23	152.00	108755	152.00
McMaster-Carr Supply Company	Adjustable Grip Draw Latch	05/08/23	101.35	108713	101.35
	Brass Barded Hose Fitting, Brass Pipe Fitting	05/23/23	39.37	108756	193.92
	4" 304 SS Elbow & Pressure Gauge	05/23/23	154.55	108756	
Mike Scotti	Storm 2023 Expense Reimbursement	05/08/23	73.75	108714	73.75
Mountain Lifestyle	Admin Assist. Job Annoucement	05/23/23	135.00	108757	135.00
Nationwide	PPE 5.1.23	05/05/23	1,770.00	DFT0002076	1,770.00
	PPE 5/15/23	05/19/23	1,770.00	DFT0002089	1,770.00
Nestle Waters North America	APR/MAY READY REFRESH	05/30/23	264.52	DFT0002147	264.52
Nick Nikas	Uniform reimbursement	05/08/23	117.86	108715	117.86
	Reimbursement Claim	05/23/23	240.40	108758	713.96
	Shoe Reimbursement	05/23/23	54.53	108758	
	Reimbursement Claim	05/23/23	419.03	108758	
Occupational Health Centers of California	DOT Physical	05/23/23	54.00	108759	54.00
One Stop Landscape Supply	Sludge Hauling	05/08/23	3,732.40	108716	3,732.40
Ovivo USA, LLC	COPASAC, SPARE SACKS	05/23/23	1,615.34	108760	1,615.34
Parkson	Breaing, Flanged & Chain - Freight & Tax	05/08/23	361.62	108717	361.62
Paychex of New York	Flex Time - May	05/20/23	297.50	DFT0002090	297.50
Plumbers Depot Inc	CCTV Camera Repair	05/23/23	7,239.70	108761	7,239.70
Principal Life Insurance Company	June 2023 coverage period	05/19/23	122.68	DFT0002087	122.68
	May & June policy periods	05/22/23	245.36	DFT0002163	245.36
Quadient Leasing USA, Inc.	Postage	05/23/23	1,000.00	108762	1,000.00
Ram Software Systems, Inc	AIM Online Software - May	05/01/23	257.50	DFT0002069	257.50
RDO Equipment Co	Cutting Edge Bolts	05/23/23	1,019.60	108763	1,019.60
Reliance Standard Life Insurance Company	Life & AD&D - June bill	05/18/23	1,489.12	DFT0002086	1,489.12
Rick Ellsberry	Storm expenses paid reimbursement	05/08/23	96.49	108718	290.40
	Storm 2023 Reimbursement	05/08/23	193.91	108718	
Rim Forest Lumber and Hardware	4x8 3/4" CDX PLY SHTG	05/08/23	378.39	108719	378.39

Vendor Name	Description	Date	Invoice Amount	Check Number	Check Amount
Rim Forest Lumber and Hardware	collections parts	05/23/23	212.90	108764	212.90
Robert Aberg	Medical Reimbursement Exp - April	05/08/23	255.00	108720	397.44
	Storm 2023 expense reimbursement	05/08/23	142.44	108720	
Rocio Silva	April Janitorial Service	05/08/23	485.00	108721	485.00
Rogers Anderson Malody & Scott LLP	April Consulting Services	05/23/23	3,543.00	108765	3,543.00
Ryan Gross	Reimbursement Claim	05/23/23	41.25	108766	41.25
Safeguard Business Systems	Envelopes	05/23/23	265.28	108767	265.28
San Bernardino County Elections Office of the Registrar	Appointment in Lieu for 11/8/22 general election	05/23/23	178.00	108768	178.00
SCADA Integrations	RS/Green Valley - Site Testing, Win 911 Config,	05/08/23	11,553.29	108722	11,553.29
Scantron Technology Solutions	Repair Request	05/23/23	325.00	108769	325.00
Sedgwick Claims Management Services	Workers Comp - March 2023	05/08/23	112.00	108723	112.00
	Workers Comp	05/10/23	112.00	DFT0002093	112.00
South Coast Air Quality Management District	32388 Parkland Dr - AQMD Fee	05/23/23	468.76	108770	1,234.91
	31242-31 Hilltop Blvd - AQMD Fee	05/23/23	153.23	108770	
	3050 Fredalba Rd - AQMD Fee	05/23/23	153.23	108770	
	30155 Skyline Dr - AQMD Fee	05/23/23	153.23	108770	
	32388 ParkLand Dr - AQMD Fee	05/23/23	153.23	108770	
	AQMD Fee - 2689 Loma Dr	05/23/23	153.23	108770	
Southern California Edison Company	April Electric - GVL	05/01/23	4,843.46	DFT0002070	4,843.46
	WWTP Electric - April	05/01/23	16,840.32	DFT0002071	16,840.32
	April electric - Seymour booster	05/08/23	223.69	DFT0002072	223.69
	April electric - Lot 43	05/11/23	15.69	DFT0002073	15.69
Southern California Emergency Medicine	Physicals & Drug Testing	05/23/23	290.00	108771	290.00
Southern California Gas Company	1950 Poplar Gas charges	05/10/23	15.93	DFT0002095	15.93
	31246 Hilltop - Gas charges	05/10/23	152.90	DFT0002096	152.90
	31250 Hilltop - Gas charges	05/10/23	273.54	DFT0002097	273.54
	2536 Hunsaker Gas Charges	05/10/23	208.72	DFT0002098	208.72
	32150 Hunsaker Gas Charges	05/10/23	299.89	DFT0002099	299.89
State of California - State Water Resource Control Board	Garcia 5/15/23 Exam Cert	05/23/23	55.00	108772	55.00
Superior Automotive Warehouse	4/30/23 Statement Charges	05/23/23	486.26	108773	903.80
	April 2023 statement charges	05/23/23	417.54	108773	
SYNAGRO Technologies	Biosolids to Liberty Compost	05/23/23	744.60	108774	744.60
Terminix International Company LP	Service - 2536 Hunsaker	05/01/23	88.00	DFT0002068	88.00
	Service at 30505 Herdalba Rd	05/10/23	73.00	DFT0002100	73.00
	Service at 30505 Fredalba	05/15/23	73.00	DFT0002161	73.00
Tesco Controls Inc	Config of new SCADA computer	05/23/23	2,155.00	108775	2,155.00
The Alpine Mountaineer	Job announcement- 4/27, 5/4, 5/11	05/08/23	291.00	108724	291.00
Tyler Citro	Storm 2023 expense reimbursement	05/08/23	77.66	108725	123.24
	Reimbursements-5/8/23	05/08/23	45.58	108725	
Tyler Technologies, Inc	INC - CIS/CRM Conversion Fee	05/08/23	6,000.00	108726	6,145.00
	UB Merge Conversion - Post go live assistance	05/08/23	145.00	108726	
Underground Service Alert of Southern California	April ticket charges	05/08/23	76.50	108727	76.50
US Postal Service	CCR & Availability Postage 2023	05/04/23	1,475.40	108690	1,475.40
Valic	PPE 5.1.23	05/03/23	1,816.33	DFT0002075	1,816.33
	PPE 5/15/23	05/18/23	1,835.41	DFT0002088	1,835.41
	5/29/2023 PAYROLL DEDUCTIONS	05/31/23	1,813.59	DFT0002144	1,813.59
Van Lant and Fankhanel, LLP	State Controller's report preparation	05/08/23	900.00	108728	900.00
Verizon Wireless Services LLC	April service period	05/17/23	24.45	DFT0002094	24.45
Village Hardware	12/1/22-5/11/23 Statement charges	05/23/23	1,516.69	108776	1,516.69
Visa	5/1/23 statement charges	05/19/23	772.32	DFT0002081	772.32

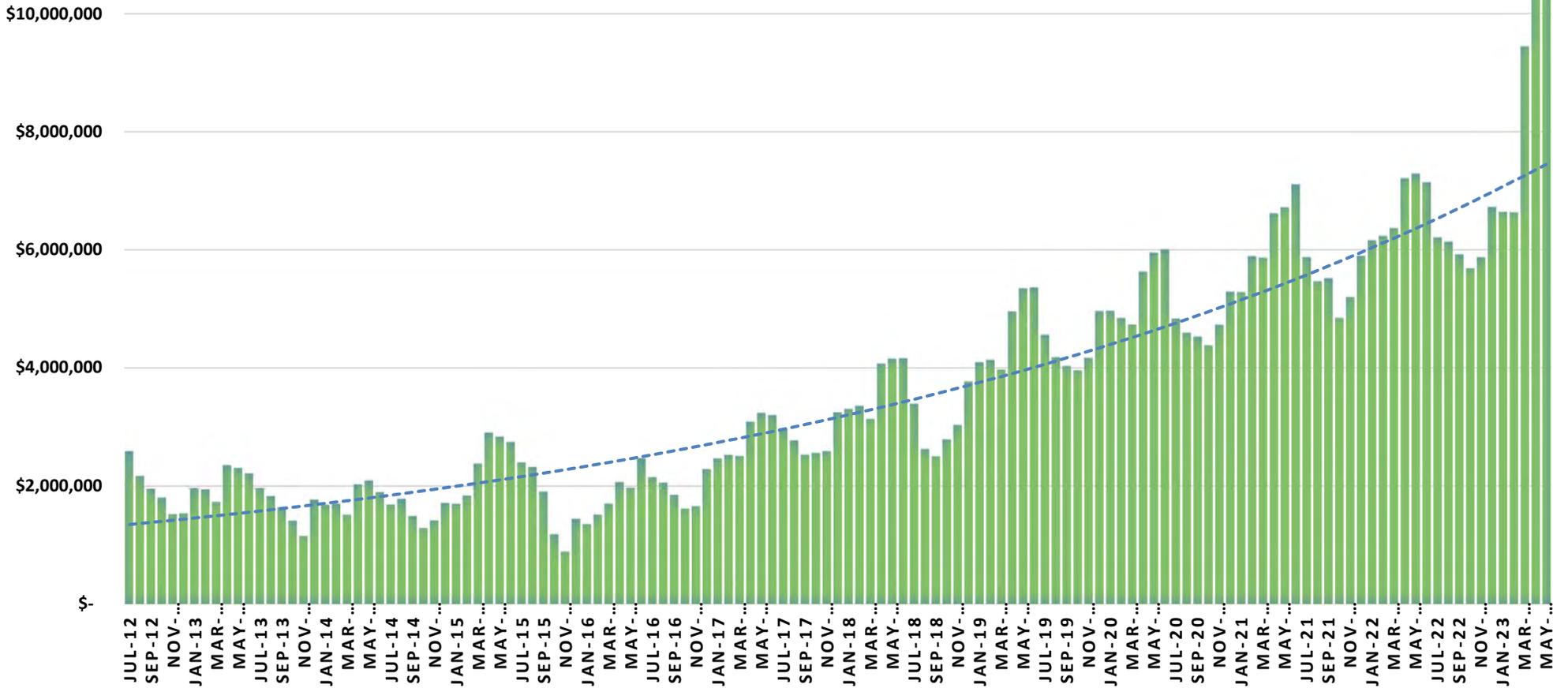
Vendor Name	Description	Date	Invoice Amount	Check Number	Check Amount
Visa	5/1/23 statement charges	05/19/23	51.67	DFT0002082	51.67
	5/1/23 statement charges	05/19/23	28.63	DFT0002083	28.63
	5/1/23 statement charges	05/19/23	648.22	DFT0002084	648.22
	5/1/23 Statement Charges	05/19/23	2,315.71	DFT0002085	2,315.71
	5/1/23 statement charges - Miller	05/24/23	431.81	DFT0002159	431.81
W.W. Grainger, Inc	Motor 1/10 HP 115 V	05/23/23	361.51	108782	502.89
	Reservoir, Oil 5oz	05/23/23	98.92	108782	
	Ratchet Faceshield Assembly	05/23/23	42.46	108782	
Western Pump	Gas Pump Troubleshoot	05/23/23	645.00	108783	645.00
York Risk Services Group, Inc	WORKERS COMP	05/30/23	112.00	DFT0002142	112.00
Zoll Medical Corporation GPO	Supplies	05/08/23	325.14	108729	325.14

**Totals**

Payment Type	Payable Count	Payment Count	Payment
Regular Checks	113	84	103,083.77
Manual Checks	0	0	0.00
Voided Checks	0	5	0.00
Bank Drafts	43	43	133,721.55
EFT's	0	0	0.00
<b>Totals</b>	<b>156</b>	<b>132</b>	<b>236,805.32</b>

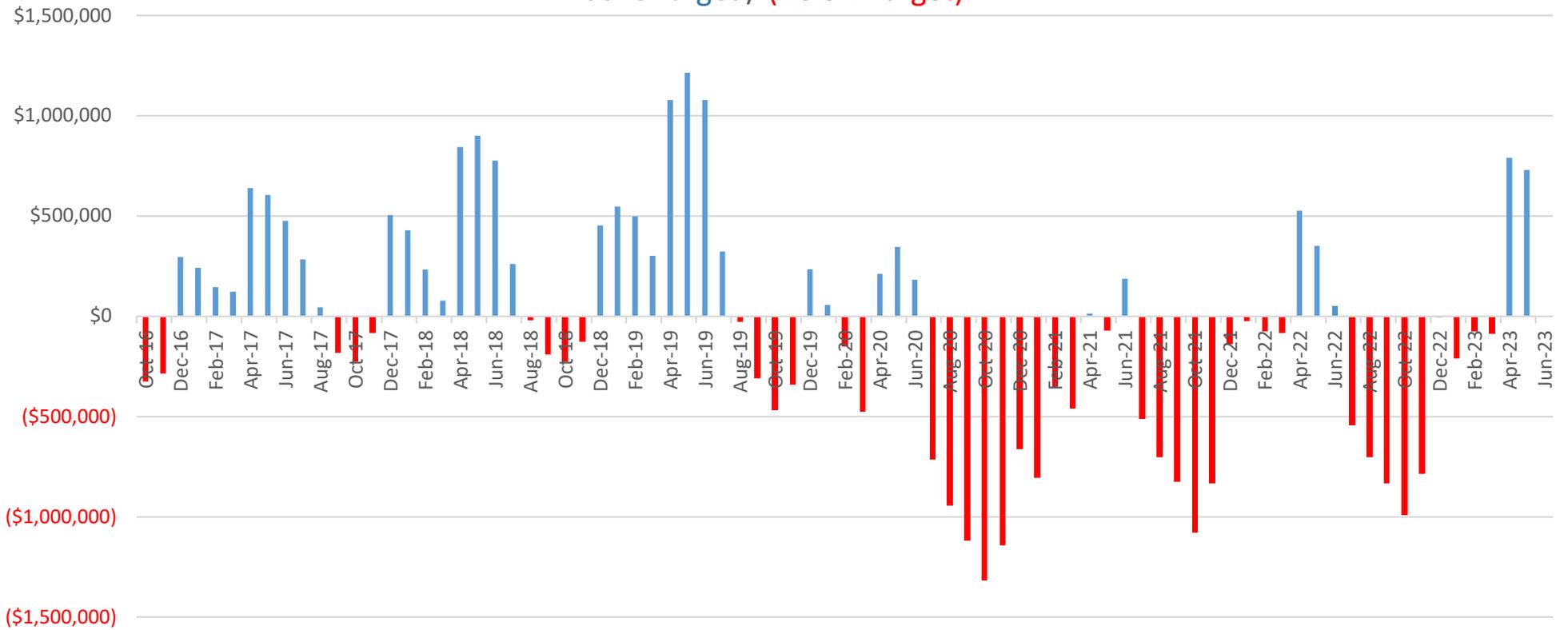
<b>Fund Balances as of May 31, 2023</b>	
<b>Fire &amp; Ambulance Department</b>	
Fire & Ambulance Department Operating Fund	2,314,174
<b>Recommended Operating Fund Target (6 Months Operating Expenses)</b>	<b>1,583,636</b>
<b>Fire &amp; Ambulance Department Operating Fund, Above or (Below) Target</b>	<b>730,538</b>
<b>Wastewater Division</b>	
Wastewater Capital Improvement Project Reserve	2,215,070
Wastewater System Connection & Capacity Charges	11,630
CWSRF Loan Agreement 14-813 Debt Reserve (Restricted for SLS 1-3 Debt Service)	171,537
Wastewater Operating Reserve Fund	619,190
<b>Recommended Operating Reserve Fund Target (4 Months Operating Expenses)</b>	<b>619,190</b>
<b>Wastewater Operating Reserve, Fully Funded or (Below Target)</b>	<b>Fully Funded</b>
<b>Green Valley Lake (GVL) Wastewater Division</b>	
Wastewater Capital Improvement Project Reserve	2,134,735
Wastewater System Connection & Capacity Charges	-
Wastewater Operating Reserve Fund	350,000
<b>Recommended Operating Reserve Fund Target (4 Months Operating Expenses)</b>	<b>350,000</b>
<b>GVL Wastewater Operating Reserve, Fully Funded or (Below Target)</b>	<b>Fully Funded</b>
<b>Water Division</b>	
Water Capital Improvement Project Reserve	2,173,816
Water System Connection & Capacity Charges	155,580
Water Infrastructure R&R Reserve (MFC & AMR SRF Debt Reserve)	89,334
Water Operating Reserve	561,875
<b>Recommended Operating Reserve Fund Target (4 Months Operating Expenses)</b>	<b>561,875</b>
<b>Water Operating Reserve, Fully Funded or (Below Target)</b>	<b>Fully Funded</b>
<b>Assessment Districts Restricted Funds</b>	
Water Assessment District No. 10 Construction Funds	26,421
Water Assessment District No. 10 O&M	36,145
<b>Subtotal Assessment Districts</b>	<b>62,566</b>
<b>Total District Designated &amp; Operating Reserve Funds</b>	<b>10,796,941</b>
<b>Assessment District Funds</b>	<b>62,566</b>
<b>Combined Pooled Cash</b>	<b>10,859,507</b>
<b>Checking Account (General)</b>	<b>362,482</b>
<b>LAIF - Investment</b>	<b>9,294,387</b>
<b>MBS Investments (Laddered CDs)</b>	<b>1,196,644</b>
<b>York Insurance Deposit / Sedgwick</b>	<b>4,994</b>
<b>Petty Cash</b>	<b>1,000</b>
<b>Combined Pooled Cash</b>	<b>10,859,507</b>

### COMBINED POOLED CASH BALANCE



**Fire Department Operating Reserve Policy Target is 6 Months of Budgeted Operating Expenses or \$1,583,636**

Above Target / (Below Target)



**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Ryan Gross, General Manager

**SUBJECT:** CONSIDER ADOPTION OF RESOLUTION NO. 07-23,  
ESTABLISHING THE APPROPRIATIONS LIMIT FOR FISCAL  
YEAR ENDING 2024

**RECOMMENDED BOARD ACTION**

Approval of Resolution No. 07-23 establishing the appropriations limit for the fiscal year ending 2024.

**REASON FOR RECOMMENDATION**

Section 7910 of the California Government Code implements Article XIII B of the California Constitution by requiring each local jurisdiction to establish, by resolution, its appropriations limit for each fiscal year and to make the documentation used in determining the appropriations limit available to the public fifteen days prior to adoption of the resolution establishing the appropriations limit.

**BACKGROUND INFORMATION**

The California Constitution places an annual limitation upon appropriations from proceeds of taxes by each local government of the State of California.

Consistent with Senate Constitutional Amendment No. 1, each fiscal year the District's Board of Directors is required to select either the percentage change in California per capita personal income or the percentage change in the local assessment roll due to the addition of local non-residential construction, and either the population change within the District or the population change within the unincorporated area of San Bernardino County, as the two factors to be applied in calculating the appropriations limit for each fiscal year.

The Board has historically selected the percentage change in California per capita personal income and also the population change within the unincorporated portion of San Bernardino County as factors in determining the District's appropriations limits for each fiscal year.

Resolution No. 07-23 uses the percentage change in California per capita personal income and also the population change within the unincorporated portion of San Bernardino County as factors in determining the District's appropriations limits for the fiscal year ending 2024.

The appropriation limit by definition includes property taxes plus revenues derived from service charges in excess of the reasonable cost of providing services. The District does not derive revenue from service charges that are in excess of the reasonable cost of providing the services. Therefore, the appropriation limit for the District only applies to the property tax received by the District.

### **FISCAL INFORMATION**

The appropriations limit identified for the fiscal year ending 2024 is \$6,525,839, which is well in excess of the actual property tax appropriation anticipated for the fiscal year ending 2024, which is anticipated to be \$2,236,134.

### **ATTACHMENTS**

Attachment 1 – Resolution No. 07-23, Establishing Appropriations Limit for the Fiscal Year Ending 2024

**RESOLUTION NO. 07-23**

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
RUNNING SPRINGS WATER DISTRICT ESTABLISHING  
APPROPRIATIONS LIMIT FOR THE FISCAL YEAR  
ENDING 2024**

WHEREAS, Article XIII B of the California Constitution places an annual limitation upon appropriations from proceeds of taxes by each local government of the State of California; and

WHEREAS, Section 7910 of the California Government Code implements Article XIII B of the California Constitution by requiring each local jurisdiction to establish, by resolution, its appropriations limit for each fiscal year, beginning in 1980-81, and to make the documentation used in determining the appropriations limit available to the public fifteen days prior to adoption of the resolution establishing the appropriations limit; and

WHEREAS, in accordance with Senate Constitutional Amendment No. 1 approved by the voters of the State effective June 6, 1990, beginning with fiscal year 1990-91 and for each fiscal year thereafter, the District's Board of Directors is required to select either the percentage change in California per capita personal income or the percentage change in the local assessment roll due to the addition of local non-residential construction, and either the population change within the District or the population change within San Bernardino County, as the two factors to be applied in calculating the appropriations limit for each fiscal year; and

WHEREAS, this Board wishes to select, as factors in determining the District's appropriations limits for the fiscal year ending 2024, the percentage change in California per capita personal income and also the population change within the unincorporated area of San Bernardino County; and

WHEREAS, this District has documented its calculations of the District's appropriations limit for the fiscal year ending 2024, and said calculations have been posted on the District's main office front window and made available to the public at least fifteen days prior to the adoption of this resolution;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Running Springs Water District as follows:

1. For the fiscal year ending 2024, the factors selected for calculating the appropriations limit are (a) the percentage change in California per capita personal income, and (b) the population change within the unincorporated area of the County of San Bernardino.

2. The appropriations limit applicable to this District pursuant to Article XIII B of the California Constitution for the fiscal year ending 2024 is hereby established and determined to be the sum of \$6,525,839.

3. A copy of the documentation used in the determination of the fiscal year ending 2023 appropriations limit shall be affixed hereto and shall be available for public inspection.

4. Pursuant to Section 7910 of the California Government Code, any judicial action or proceeding to attack, review, set aside, void, or annul the establishment of the appropriations limits as set forth herein must be commenced within forty-five days of the adoption of this resolution.

ADOPTED this 21<sup>st</sup> day of June, 2023.

**Ayes:**

**Noes:**

**Abstentions:**

**Absent:**

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President, Board of Directors  
RUNNING SPRINGS WATER DISTRICT

ATTEST:

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Secretary, Board of Directors  
RUNNING SPRINGS WATER DISTRICT

**RUNNING SPRINGS WATER DISTRICT  
FISCAL YEAR ENDING 2024  
APPROPRIATIONS LIMIT**

**Fiscal Year Ending 2023 Appropriations Limit** **\$6,276,656**

Fiscal Year Ending 2024 Adjustment:

Change in California Per Capita Income = 4.44 percent  
Change in Population, Unincorporated San Bernardino County = -0.45 percent

$$\frac{4.44 + 100}{100} = 1.0444$$

$$\frac{-0.45 + 100}{100} = 0.9955$$

$$1.0444 \times 0.9955 = 1.0397$$

$$\$6,276,656 \times 1.0397 = \$6,525,839$$

**Fiscal Year Ending 2024 Appropriations Limit** **\$6,525,839**

May 2023

Dear Fiscal Officer:

**Subject: Price Factor and Population Information**

**Appropriations Limit**

California Revenue and Taxation Code section 2227 requires the Department of Finance (Finance) to transmit an estimate of the percentage change in population to local governments. Each local jurisdiction must use their percentage change in population factor for January 1, 2023, in conjunction with a change in the cost of living, or price factor, to calculate their appropriations limit for fiscal year 2023-24. Attachment A provides the change in California's per capita personal income and an example for utilizing the price factor and population percentage change factor to calculate the 2023-24 appropriations limit. Attachment B provides the city and unincorporated county population percentage change. Attachment C provides the population percentage change for counties and their summed incorporated areas. The population percentage change data excludes federal and state institutionalized populations and military populations.

**Population Percent Change for Special Districts**

Some special districts must establish an annual appropriations limit. California Revenue and Taxation Code section 2228 provides additional information regarding the appropriations limit. Article XIII B, section 9(C) of the California Constitution exempts certain special districts from the appropriations limit calculation mandate. The code section and the California Constitution can be accessed at the following website: <http://leginfo.legislature.ca.gov/faces/codes.xhtml>.

Special districts required by law to calculate their appropriations limit must present the calculation as part of their annual audit. Any questions special districts have on this requirement should be directed to their county, district legal counsel, or the law itself. No state agency reviews the local appropriations limits.

**Population Certification**

The population certification program applies only to cities and counties. California Revenue and Taxation Code section 11005.6 mandates Finance to automatically certify any population estimate that exceeds the current certified population with the State Controller's Office. **Finance will certify the higher estimate to the State Controller by June 1, 2023.**

**Please Note:** The prior year's city population estimates may be revised. The per capita personal income change is based on historical data.

If you have any questions regarding this data, please contact the Demographic Research Unit at (916) 323-4086.

JOE SPEPHENSHAW  
Director  
By:

Erika Li  
Chief Deputy Director

Attachment

- A. **Price Factor:** Article XIII B specifies that local jurisdictions select their cost of living factor to compute their appropriation limit by a vote of their governing body. The cost of living factor provided here is per capita personal income. If the percentage change in per capita personal income is selected, the percentage change to be used in setting the fiscal year 2023-24 appropriation limit is:

Per Capita Personal Income

Fiscal Year (FY)	Percentage change over prior year
2023-24	4.44

- B. Following is an example using sample population change and the change in California per capita personal income as growth factors in computing a 2023-24 appropriation limit.

**2023-24:**

Per Capita Cost of Living Change = 4.44 percent  
Population Change = -0.35 percent

Per Capita Cost of Living converted to a ratio:  $\frac{4.44 + 100}{100} = 1.0444$

Population converted to a ratio:  $\frac{-0.35 + 100}{100} = 0.9965$

Calculation of factor for FY 2023-24:  $1.0444 \times 0.9965 = 1.0407$

**Attachment B**  
**Annual Percent Change in Population Minus Exclusions\***  
**January 1, 2022 to January 1, 2023 and Total Population, January 1, 2023**

County City	<u>Percent Change</u>	<u>--- Population Minus Exclusions ---</u>		<u>Total</u>
	2022-2023	1-1-22	1-1-23	1-1-2023
<b>San Bernardino</b>				
Adelanto	0.65	36,420	36,656	36,656
Apple Valley	-0.37	75,277	74,996	74,996
Barstow	-1.96	24,768	24,283	24,918
Big Bear Lake	-0.43	4,935	4,914	4,914
Chino	0.69	88,564	89,171	93,137
Chino Hills	-0.70	77,601	77,058	77,058
Colton	-0.67	53,513	53,154	53,154
Fontana	0.58	212,616	213,851	213,851
Grand Terrace	-0.73	12,908	12,814	12,814
Hesperia	0.19	99,855	100,041	100,041
Highland	-0.53	56,283	55,984	55,984
Loma Linda	-0.03	25,198	25,191	25,228
Montclair	-0.51	37,688	37,494	37,494
Needles	-0.77	4,793	4,756	4,756
Ontario	1.14	178,682	180,717	180,717
Rancho Cucamonga	-0.31	174,090	173,545	173,545
Redlands	-0.40	72,259	71,972	71,972
Rialto	-0.41	103,406	102,985	102,985
San Bernardino	1.25	219,218	221,949	223,230
Twentynine Palms	-0.94	15,687	15,539	25,929
Upland	-0.50	78,771	78,376	78,376
Victorville	0.90	132,189	133,384	137,193
Yucaipa	-0.46	54,242	53,991	53,991
Yucca Valley	-0.35	21,712	21,635	21,635
<b>Unincorporated</b>	<b>-0.45</b>	290,306	289,011	297,482
County Total	0.12	2,150,981	2,153,467	2,182,056

\*Exclusions include residents on federal military installations and group quarters residents in state mental institutions, state and federal correctional institutions and veteran homes.

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023  
**TO:** Board of Directors  
**FROM:** Ryan Gross, General Manager  
**SUBJECT:** CONSIDER APPROVING THE WRITE OFF OF PAST DUE UNCOLLECTIBLE AMBULANCE BILLS

**RECOMMENDED BOARD ACTION**

It is recommended that the Board of Directors consider approving the write off of \$138,088.13 in past due uncollectible charges for ambulance service for the period of 7/1/2015 to 6/30/2016 pursuant to Resolution No. 09-12 (Refer to Attachment 1).

**REASON FOR RECOMMENDATION**

To write off past due and uncollectible ambulance bills listed in Attachment 3 that have been dormant with no payment activity for seven years.

**BACKGROUND INFORMATION**

On May 16, 2012 the Board of Directors adopted Resolution No. 09-12, approving a policy for writing off uncollectible charges for ambulance service. A copy of Resolution No. 09-12 is included as Attachment 1.

The ambulance write off policy is a guide for District staff in halting or limiting continued efforts to collect delinquent bills for ambulance service provided by the District. This is the second round of proposed write offs since the Resolution was adopted.

The Board of Directors authorized the first round of write offs for uncollectible ambulance bills on April 17, 2013 in the amount of \$252,411.92.

On June 20, 2018, the Board of Directors authorized \$741,134.76 to be written off for uncollectible ambulance bills for the period from 1/1/2006 through 6/30/2011.

On June 19, 2019, the Board of Directors authorized \$153,290.28 to be written off for uncollectible ambulance bills for the period from 7/1/2011 through 6/30/2012.

On June 17, 2020, the Board of Directors authorized \$226,204.16 to be written off for uncollectible ambulance bills for the period from 7/1/2012 through 6/30/2013.

On June 16, 2021, the Board of Directors authorized \$192,213.20 to be written off for uncollectible ambulance bills for the period from 7/1/2013 through 6/30/2014.

On June 15, 2022, the Board of Directors authorized \$134,139.81 to be written off for uncollectible ambulance bills for the period from 7/1/2014 through 6/30/2015.

The accounts can be re-activated if payments commence.

### **FISCAL INFORMATION**

If approved the total write off amount is \$138,088.133. The following table lists the balance sheet adjustments that will be made to the Ambulance Accounts Receivable account if approved:

Ambulance Accounts Receivable (400-12000)	
6/06/2023 A/R Balance	\$1,697,148.23
Write Off Amount	(\$138,088.13)
Adjusted A/R Balance	\$1,559,060.10
Total Write Off	\$138,088.13
Already Expensed as Bad Debt	\$133,945.49
Net Write Off Amount	\$4,142.64
Uncollectible Allowance Balance (400-12050)	\$764,754.35
Adjustment Due to Write Off	\$133,945.49
Adjusted Uncollectible Allowance Balance	\$630,808.86

The \$138,088.13 will be written off in the Ambulance Information Management (AIM) billing software to reduce the accounts receivable (A/R) balance.

Since 2006 we have been recording ambulance A/R balance as 97% uncollectible, we have already recorded 97% as bad expense in past years. The net effect will be \$4,142.64 in this fiscal year. Refer to Attachment 2.

### **ATTACHMENTS**

- Attachment 1 – Resolution No. 09-12
- Attachment 2 – Ambulance Balance Sheet
- Attachment 3 – List of uncollectible accounts

**RESOLUTION NO. 09-12**

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
RUNNING SPRINGS WATER DISTRICT APPROVING A  
POLICY FOR WRITING OFF UNCOLLECTIBLE  
CHARGES FOR AMBULANCE SERVICE**

**WHEREAS**, the Fire Department of Running Springs Water District provides ambulance service and imposes charges for such service; and

**WHEREAS**, in a variety of circumstances the charges imposed for ambulance service cannot be recovered, in whole or in part, or it becomes apparent that continued efforts to recover such charges will not be successful or worthy of the effort; and

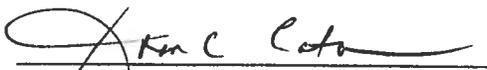
**WHEREAS**, it is in the best interest of the District to provide a policy to guide District staff in their decisions to halt or limit collection efforts;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Directors of the Running Springs Water District does hereby adopt the "Ambulance Charge Write-Off Policy" attached hereto as Exhibit "A" to guide District staff in halting or limiting continued efforts to collect delinquent bills for ambulance service provided by the District.

**ADOPTED** this 16th day of May, 2012.

  
\_\_\_\_\_  
President of the Board of Directors  
Running Springs Water District

ATTEST:

  
\_\_\_\_\_  
Secretary of the Board of Directors  
Running Springs Water District

## **Ambulance Charge Write-Off Policy**

Claims in bankruptcy - All collection efforts on claims against someone who has filed for bankruptcy protection must cease immediately per Section 362 of the United States Code. When bankruptcy is officially declared, any amount not recovered from the bankruptcy proceedings must be written off.

Medicaid (Medi-Cal) claims – We must accept mandatory assignment on these claims per State mandate. Once payments are received on the account, the balance must be written off after any appeal efforts. Once we accept a valid Medicaid card, the patient no longer has any financial responsibility whether it is paid or not.

Medicare claims – We must accept mandatory assignment on these claims per federal mandate in Section 4531 of the Balanced Budget Act of 1977. After payment is made, we can charge for their 20% co-pay and then must write off the balance. If the charges are denied due to non-coverage at the time of service, the patient is responsible for the total amount billed.

Workers Compensation claims – These claims are paid at the Medicare fee schedule rates and the balance must be written off per federal mandate as required by Labor Code Section 5307.1.

All claims requiring mandatory assignment will be logged and must require 2 signatures.

Any outstanding charges of \$30 or less can be written off without further approval by the Board.

Accounts that have been dormant (with no payment activity) after 7 years will be presented to the Board to be written off. They will be presented to the Board by account number and last date of activity annually for write off. Accounts can be re-activated if payments commence.

**Balance Sheet**  
**Account Summary**  
 As Of 06/06/2023

Running Springs Water District

Account	Name	Balance	
<b>Fund: 400 - Ambulance Operating Fund</b>			
<b>Assets</b>			
<a href="#">400-10000-00</a>	Ambulance Operating Fund	1,074,374.82	
<a href="#">400-10000-01</a>	Cash - For Conversion only	0.00	
<a href="#">400-12000-00</a>	Accounts receivable - Ambulance	<del>1,697,148.23</del>	1,559,060.10
<a href="#">400-12020-00</a>	A/R - AR Module	2,625.00	
<a href="#">400-12050-00</a>	Allowance of uncollectible	<del>764,754.35</del>	-630,808.86
<a href="#">400-12400-00</a>	A/R - Property Tax	0.00	
<a href="#">400-12600-00</a>	Interest Receivable	0.00	
<a href="#">400-12900-00</a>	A/R - Other	0.00	
<a href="#">400-14000-00</a>	Prepaid Expenses	0.00	
<a href="#">400-16100-00</a>	Work in progress	0.00	
<a href="#">400-16400-00</a>	Equipment	181,492.89	
<a href="#">400-16500-00</a>	Vehicles	734,387.87	
<a href="#">400-16800-00</a>	Intangible Asset	19,308.64	
<a href="#">400-16900-00</a>	Accm. Depreciation - Ambulance	-535,850.38	
<a href="#">400-19300-00</a>	Deferred Outflow-Diff Contrib Vs. Prop Sh	0.00	
	<b>Total Assets:</b>	<del>2,408,732.72</del>	<u>2,404,590.08</u>

1 - 0		
1 - 1	A/R Balance as of 6/6/23	1,697,148.23 +
1 - 2	Total Write Off	138,088.13 -
1 - T	Adjusted A/R Balance	1,559,060.10 *
2 - 0		
2 - 1	Allowance of uncollectible balance as of 6/6/23	764,754.35 +
2 - 2	Allowance balance for FY2016	133,945.49 -
2 - T	Adjusted Allowance of uncollectible balance	630,808.86 *
3 - 0		
3 - 1	Total Write Off	138,088.13 +
3 - 2	Allowance already recorded for FY2016	133,945.49 -
3 - T	Net Write Off Amount	4,142.64 *

Net Write Off Amt = 4,142.64

RUNNING SPRINGS FIRE DEPARTMENT  
ACCOUNTS TO BE WRITTEN OFF

ACCOUNT# Multiple accounts from 2015-2016 FY

PATIENT NAME Mutiple Patients

INSURANCE Various to none

AMOUNT OF BILL \_\_\_\_\_

WRITE OFF AMOUNT \$138,088.13

REASON FOR WRITE Bad Debt write off's

SIGNATURE Dixie Wilkerson

APPROVED BY [Signature]

## Pending Bills Report

Date: 5/25/2023 Time: 8:22:16PM

Running Springs Fire Dept  
P O Box 2206  
Running Springs, CA 92382-2206

Date of Service Range: 7/1/2015 - 6/30/2016

**Subtotals for Commercial**

		Number of Trips
Pending Bills 0-29 Days Old:	\$0.00	0
Pending Bills 30-59 Days Old:	\$0.00	0
Pending Bills 60-89 Days Old:	\$0.00	0
Pending Bills 90+ Days Old:	\$41,310.27	44
<b>Total Pending Bills:</b>	<b>\$41,310.27</b>	<b>44</b>

**Subtotals for Medicare**

		Number of Trips
Pending Bills 0-29 Days Old:	\$0.00	0
Pending Bills 30-59 Days Old:	\$0.00	0
Pending Bills 60-89 Days Old:	\$0.00	0
Pending Bills 90+ Days Old:	\$4,698.55	3
<b>Total Pending Bills:</b>	<b>\$4,698.55</b>	<b>3</b>

**Subtotals for Patient**

		Number of Trips
Pending Bills 0-29 Days Old:	\$0.00	0
Pending Bills 30-59 Days Old:	\$0.00	0
Pending Bills 60-89 Days Old:	\$0.00	0
Pending Bills 90+ Days Old:	\$92,079.31	40
<b>Total Pending Bills:</b>	<b>\$92,079.31</b>	<b>40</b>

**Grand Totals**

		Number of Trips
Pending Bills 0-29 Days Old:	\$0.00	0
Pending Bills 30-59 Days Old:	\$0.00	0
Pending Bills 60-89 Days Old:	\$0.00	0
Pending Bills 90+ Days Old:	\$138,088.13	87
<b>Total Pending Bills:</b>	<b>\$138,088.13</b>	<b>87</b>

## Billing Receivables Report (Summary)

Date: 5/25/2023      Time: 8:23:18PM

Running Springs Fire Dept  
P O Box 2206  
Running Springs, CA 92382-2206

Date of Service Range: 7/1/2015 - 6/30/2016  
Ending Transaction Date: 5/25/2023

Transaction Category	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Pct Paid	Pct C/A	Pct B/D
	-\$2,743.13	\$0.00	\$0.00	\$0.00	\$0.00	-\$2,743.13	0.00%	0.00%	0.00%
Commercial	\$538,072.78	\$1,860.00	\$318,544.13	\$179,858.38	\$220.00	\$41,310.27	59.20%	33.43%	0.04%
Medicaid (CA)	\$306,306.58	\$30.00	\$29,164.07	\$277,172.51	\$0.00	\$0.00	9.52%	90.49%	0.00%
Medicare	\$159,914.83	\$150.00	\$37,581.12	\$115,042.03	\$0.00	\$7,441.68	23.50%	71.94%	0.00%
Patient	\$113,764.32	\$1,290.00	\$10,508.93	\$5,871.39	\$6,594.69	\$92,079.31	9.24%	5.16%	5.80%
<b>Grand Totals:</b>	\$1,115,315.38	\$3,330.00	\$395,798.25	\$577,944.31	\$6,814.69	\$138,088.13	35.49%	51.82%	0.61%

## Billing Receivables Report (Details)

Date: 5/30/2023 Time: 5:39:19PM

Running Springs Fire Dept  
P O Box 2206  
Running Springs, CA 92382-2206

Date of Service Range: 7/1/2015 - 6/30/2016  
Ending Transaction Date: 5/30/2023

Trp Number	Patient Name	DOS	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Pct Paid	Pct C/A	Pct B/D
2015000488			\$2,507.21	\$0.00	\$618.89	\$1,888.32	\$0.00	\$0.00	24.68%	75.32%	0.00%
2015000489			\$2,115.77	\$0.00	\$364.25	\$1,751.52	\$0.00	\$0.00	17.22%	82.78%	0.00%
2015000490			\$2,599.00	\$30.00	\$2,449.00	\$0.00	\$0.00	\$180.00	94.23%	0.00%	0.00%
2015000497			\$1,841.00	\$30.00	\$290.82	\$1,350.18	\$0.00	\$230.00	15.80%	73.34%	0.00%
2015000498			\$2,167.39	\$0.00	\$419.01	\$1,748.38	\$0.00	\$0.00	19.33%	80.67%	0.00%
2015000499			\$2,324.23	\$0.00	\$578.06	\$1,746.17	\$0.00	\$0.00	24.87%	75.13%	0.00%
2015000501			\$2,546.78	\$0.00	\$687.11	\$1,859.67	\$0.00	\$0.00	26.98%	73.02%	0.00%
2015000502			\$2,716.33	\$0.00	\$687.11	\$2,029.22	\$0.00	\$0.00	25.30%	74.70%	0.00%
2015000504			\$2,416.02	\$0.00	\$2,416.02	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000506			\$1,938.93	\$30.00	\$0.00	\$0.00	\$0.00	\$1,988.93	0.00%	0.00%	0.00%
2015000507			\$2,637.91	\$30.00	\$603.34	\$1,984.57	\$0.00	\$80.00	22.87%	75.23%	0.00%
2015000508			\$2,585.63	\$0.00	\$2,585.63	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000510			\$2,454.93	\$30.00	\$2,404.93	\$0.00	\$0.00	\$80.00	97.96%	0.00%	0.00%
2015000512			\$2,363.74	\$0.00	\$686.69	\$1,677.05	\$0.00	\$0.00	29.05%	70.95%	0.00%
2015000514			\$1,893.22	\$30.00	\$0.00	\$0.00	\$0.00	\$1,923.22	0.00%	0.00%	0.00%
2015000521			\$2,637.91	\$0.00	\$0.00	\$0.00	\$2,637.91	\$0.00	0.00%	0.00%	100.00%
2015000529			\$2,533.35	\$0.00	\$2,533.35	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000530			\$2,768.61	\$0.00	\$704.65	\$2,066.96	\$0.00	\$0.00	25.34%	74.66%	0.00%
2015000535			\$1,971.64	\$0.00	\$419.01	\$1,552.63	\$0.00	\$0.00	21.25%	78.75%	0.00%
2015000536			\$2,664.71	\$0.00	\$832.18	\$1,832.53	\$0.00	\$0.00	31.23%	68.77%	0.00%
2015000539			\$2,285.32	\$0.00	\$2,285.32	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000541			\$2,012.43	\$30.00	\$2,012.43	\$30.00	\$0.00	\$0.00	100.00%	1.49%	0.00%
2015000544			\$2,559.49	\$0.00	\$633.20	\$1,926.29	\$0.00	\$0.00	24.74%	75.26%	0.00%
2015000546			\$1,496.85	\$0.00	\$177.78	\$1,319.07	\$0.00	\$0.00	11.88%	88.12%	0.00%
2015000548			\$2,311.46	\$0.00	\$618.89	\$1,692.57	\$0.00	\$0.00	26.77%	73.23%	0.00%
2015000550			\$2,450.60	\$0.00	\$273.63	\$2,176.97	\$0.00	\$0.00	11.17%	88.83%	0.00%
2015000551			\$2,742.47	\$0.00	\$2,742.47	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000555			\$1,971.64	\$0.00	\$125.15	\$1,846.49	\$0.00	\$0.00	6.35%	93.65%	0.00%
2015000556			\$1,945.50	\$0.00	\$527.17	\$1,418.33	\$0.00	\$0.00	27.10%	72.90%	0.00%
2015000559			\$2,102.34	\$0.00	\$2,102.34	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000561			\$1,997.78	\$30.00	\$0.00	\$0.00	\$0.00	\$2,027.78	0.00%	0.00%	0.00%
2015000562			\$2,233.04	\$0.00	\$476.01	\$1,757.03	\$0.00	\$0.00	21.32%	78.68%	0.00%
2015000567			\$2,559.49	\$0.00	\$504.51	\$2,054.98	\$0.00	\$0.00	19.71%	80.29%	0.00%
2015000568			\$2,363.80	\$0.00	\$226.71	\$2,137.09	\$0.00	\$0.00	9.59%	90.41%	0.00%
2015000569			\$2,428.79	\$0.00	\$607.14	\$1,821.65	\$0.00	\$0.00	25.00%	75.00%	0.00%
2015000575			\$2,585.63	\$0.00	\$226.00	\$2,359.63	\$0.00	\$0.00	8.74%	91.26%	0.00%
2015000578			\$2,389.88	\$0.00	\$640.35	\$1,749.53	\$0.00	\$0.00	26.79%	73.21%	0.00%
2015000582			\$2,589.88	\$0.00	\$642.76	\$1,947.12	\$0.00	\$0.00	26.90%	73.10%	0.00%
2015000584			\$2,311.46	\$0.00	\$207.53	\$2,103.93	\$0.00	\$0.00	8.98%	91.02%	0.00%
2015000588			\$2,363.74	\$0.00	\$630.62	\$1,733.12	\$0.00	\$0.00	26.68%	73.32%	0.00%

Trip Number	Patient Name	DOS	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Per Paid	Per C/A	Per B/D
2015000589			\$2,263.74	\$0.00	\$213.92	\$2,149.82	\$0.00	\$0.00	9.05%	90.95%	0.00%
2015000590			\$2,389.94	\$0.00	\$2,389.94	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000591			\$2,481.07	\$30.00	\$0.00	\$0.00	\$0.00	\$2,511.07	0.00%	0.00%	0.00%
2015000594			\$2,167.39	\$0.00	\$165.99	\$2,001.40	\$0.00	\$0.00	7.66%	92.34%	0.00%
2015000598			\$2,585.63	\$0.00	\$251.12	\$2,334.51	\$0.00	\$0.00	9.71%	90.29%	0.00%
2015000600			\$2,389.88	\$0.00	\$640.38	\$1,749.50	\$0.00	\$0.00	26.80%	73.20%	0.00%
2015000602			\$2,339.49	\$0.00	\$247.57	\$2,111.92	\$0.00	\$0.00	9.67%	90.33%	0.00%
2015000603			\$1,945.50	\$0.00	\$1,945.50	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000611			\$2,115.11	\$0.00	\$511.58	\$1,603.53	\$0.00	\$0.00	24.19%	75.81%	0.00%
2015000612			\$2,363.80	\$30.00	\$0.00	\$0.00	\$0.00	\$2,393.80	0.00%	0.00%	0.00%
2015000613			\$2,585.63	\$0.00	\$257.68	\$2,327.95	\$0.00	\$0.00	9.97%	90.03%	0.00%
2015000618			\$2,141.25	\$0.00	\$413.31	\$1,727.94	\$0.00	\$0.00	19.30%	80.70%	0.00%
2015000619			\$2,337.66	\$0.00	\$237.15	\$2,100.51	\$0.00	\$0.00	10.14%	89.86%	0.00%
2015000620			\$2,167.39	\$30.00	\$419.01	\$1,778.38	\$0.00	\$0.00	19.33%	82.05%	0.00%
2015000623			\$1,971.64	\$0.00	\$527.75	\$1,443.89	\$0.00	\$0.00	26.77%	73.23%	0.00%
2015000624			\$2,781.98	\$0.00	\$816.33	\$1,965.65	\$0.00	\$0.00	29.34%	70.66%	0.00%
2015000625			\$2,326.25	\$0.00	\$207.05	\$2,119.20	\$0.00	\$0.00	8.90%	91.10%	0.00%
2015000628			\$2,690.85	\$0.00	\$287.83	\$2,403.02	\$0.00	\$0.00	10.70%	89.30%	0.00%
2015000629			\$2,559.49	\$0.00	\$504.51	\$2,054.98	\$0.00	\$0.00	19.71%	80.29%	0.00%
2015000631			\$2,050.12	\$0.00	\$236.82	\$1,813.30	\$0.00	\$0.00	11.55%	88.45%	0.00%
2015000632			\$1,366.09	\$0.00	\$180.89	\$1,185.20	\$0.00	\$0.00	13.24%	86.76%	0.00%
2015000634			\$2,584.98	\$0.00	\$257.89	\$2,326.19	\$0.00	\$0.00	9.98%	90.02%	0.00%
2015000635			\$2,690.19	\$0.00	\$265.32	\$2,424.87	\$0.00	\$0.00	9.86%	90.14%	0.00%
2015000639			\$2,454.93	\$30.00	\$481.70	\$2,003.23	\$0.00	\$0.00	19.62%	81.60%	0.00%
2015000640			\$2,389.94	\$0.00	\$2,389.94	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000641			\$2,507.21	\$0.00	\$616.37	\$1,890.84	\$0.00	\$0.00	24.58%	75.42%	0.00%
2015000642			\$1,984.41	\$0.00	\$492.95	\$1,491.46	\$0.00	\$0.00	24.84%	75.16%	0.00%
2015000646			\$2,141.25	\$0.00	\$165.00	\$1,976.25	\$0.00	\$0.00	7.71%	92.29%	0.00%
2015000647			\$2,337.60	\$30.00	\$0.00	\$0.00	\$0.00	\$2,367.60	0.00%	0.00%	0.00%
2015000648			\$2,363.74	\$0.00	\$2,263.74	\$100.00	\$0.00	\$0.00	95.77%	4.23%	0.00%
2015000650			\$2,141.25	\$0.00	\$171.69	\$1,969.56	\$0.00	\$0.00	8.02%	91.98%	0.00%
2015000655			\$2,193.53	\$0.00	\$310.38	\$1,883.15	\$0.00	\$0.00	14.15%	85.85%	0.00%
2015000656			\$2,141.25	\$0.00	\$165.00	\$1,976.25	\$0.00	\$0.00	7.71%	92.29%	0.00%
2015000658			\$2,389.88	\$0.00	\$2,389.88	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000659			\$1,775.95	\$0.00	\$1,209.38	\$566.57	\$0.00	\$0.00	68.10%	31.90%	0.00%
2015000660			\$2,050.06	\$0.00	\$175.58	\$1,874.48	\$0.00	\$0.00	8.56%	91.44%	0.00%
2015000661			\$2,481.07	\$0.00	\$609.25	\$1,871.82	\$0.00	\$0.00	24.56%	75.44%	0.00%
2015000662			\$2,454.93	\$0.00	\$606.12	\$1,848.81	\$0.00	\$0.00	24.69%	75.31%	0.00%
2015000664			\$2,637.91	\$0.00	\$2,637.91	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000666			\$3,200.22	\$0.00	\$931.89	\$2,268.33	\$0.00	\$0.00	29.12%	70.88%	0.00%
2015000668			\$2,541.19	\$0.00	\$2,541.19	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000669			\$2,217.36	\$0.00	\$2,217.36	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000670			\$2,946.66	\$0.00	\$858.49	\$2,088.17	\$0.00	\$0.00	29.13%	70.87%	0.00%
2015000671			\$2,389.88	\$0.00	\$642.74	\$1,747.14	\$0.00	\$0.00	26.89%	73.11%	0.00%
2015000673			\$1,945.50	\$0.00	\$518.74	\$1,426.76	\$0.00	\$0.00	26.66%	73.34%	0.00%
2015000674			\$2,233.04	\$30.00	\$0.00	\$0.00	\$0.00	\$2,263.04	0.00%	0.00%	0.00%
2015000677			\$2,285.32	\$0.00	\$188.75	\$2,096.57	\$0.00	\$0.00	8.26%	91.74%	0.00%
2015000681			\$2,873.17	\$0.00	\$1,325.80	\$1,547.37	\$0.00	\$0.00	46.14%	53.86%	0.00%
2015000685			\$2,502.88	\$0.00	\$308.69	\$2,194.19	\$0.00	\$0.00	12.33%	87.67%	0.00%
2015000688			\$2,742.47	\$0.00	\$751.33	\$1,991.14	\$0.00	\$0.00	27.40%	72.60%	0.00%
2015000693			\$2,454.93	\$0.00	\$614.41	\$1,840.52	\$0.00	\$0.00	25.03%	74.97%	0.00%
2015000694			\$2,141.25	\$30.00	\$0.00	\$0.00	\$0.00	\$2,171.25	0.00%	0.00%	0.00%

Trip Number	Patient Name	DCS	Amount Billed	Late Chg/Rev Adj	Amount Paid	Amount C/A	Amount R/D	Balance Due	Pct Paid	Pct C/A	Pct R/D
2015000695			\$2,418.63	\$0.00	\$668.57	\$1,750.06	\$0.00	\$0.00	27.64%	72.36%	0.00%
2015000697			\$1,971.64	\$0.00	\$419.01	\$1,552.63	\$0.00	\$0.00	21.25%	78.75%	0.00%
2015000698			\$2,337.66	\$0.00	\$2,337.66	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000699			\$2,559.49	\$30.00	\$0.00	\$0.00	\$0.00	\$2,589.49	0.00%	0.00%	0.00%
2015000702			\$1,971.70	\$0.00	\$156.11	\$1,815.59	\$0.00	\$0.00	7.92%	92.08%	0.00%
2015000703			\$2,259.18	\$0.00	\$207.05	\$2,052.13	\$0.00	\$0.00	9.16%	90.84%	0.00%
2015000705			\$2,442.22	\$30.00	\$0.00	\$0.00	\$0.00	\$2,472.22	0.00%	0.00%	0.00%
2015000707			\$2,860.40	\$0.00	\$2,860.40	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000708			\$1,971.64	\$0.00	\$419.01	\$1,552.63	\$0.00	\$0.00	21.25%	78.75%	0.00%
2015000711			\$1,997.78	\$0.00	\$533.04	\$1,464.74	\$0.00	\$0.00	26.68%	73.32%	0.00%
2015000712			\$2,402.65	\$30.00	\$0.00	\$0.00	\$0.00	\$2,432.65	0.00%	0.00%	0.00%
2015000718			\$2,533.35	\$0.00	\$210.72	\$2,322.63	\$0.00	\$0.00	8.32%	91.68%	0.00%
2015000724			\$2,285.32	\$0.00	\$611.73	\$1,673.59	\$0.00	\$0.00	26.77%	73.23%	0.00%
2015000725			\$2,337.66	\$0.00	\$229.72	\$2,107.94	\$0.00	\$0.00	9.83%	90.17%	0.00%
2015000726			\$1,865.59	\$0.00	\$147.22	\$1,718.37	\$0.00	\$0.00	7.89%	92.11%	0.00%
2015000730			\$2,023.92	\$30.00	\$0.00	\$0.00	\$0.00	\$2,053.92	0.00%	0.00%	0.00%
2015000734			\$1,839.39	\$0.00	\$156.11	\$1,683.28	\$0.00	\$0.00	8.49%	91.51%	0.00%
2015000732			\$2,402.65	\$30.00	\$0.00	\$0.00	\$0.00	\$2,432.65	0.00%	0.00%	0.00%
2015000734			\$2,454.93	\$0.00	\$233.37	\$2,221.56	\$0.00	\$0.00	9.51%	90.49%	0.00%
2015000736			\$2,350.37	\$0.00	\$2,350.37	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000737			\$2,768.61	\$0.00	\$771.05	\$1,997.56	\$0.00	\$0.00	27.85%	72.15%	0.00%
2015000738			\$2,533.35	\$30.00	\$0.00	\$0.00	\$0.00	\$2,563.35	0.00%	0.00%	0.00%
2015000740			\$2,245.81	\$0.00	\$201.65	\$2,044.16	\$0.00	\$0.00	8.98%	91.02%	0.00%
2015000751			\$2,585.61	\$0.00	\$441.74	\$2,143.89	\$0.00	\$0.00	17.08%	82.92%	0.00%
2015000754			\$1,945.50	\$0.00	\$518.74	\$1,426.76	\$0.00	\$0.00	26.66%	73.34%	0.00%
2015000758			\$2,912.68	\$0.00	\$281.01	\$2,631.67	\$0.00	\$0.00	9.65%	90.35%	0.00%
2015000759			\$2,520.64	\$0.00	\$229.89	\$2,290.75	\$0.00	\$0.00	9.12%	90.88%	0.00%
2015000762			\$2,128.48	\$0.00	\$178.47	\$1,950.01	\$0.00	\$0.00	8.38%	91.62%	0.00%
2015000767			\$2,363.74	\$30.00	\$0.00	\$0.00	\$0.00	\$2,393.74	0.00%	0.00%	0.00%
2015000774			\$3,540.10	\$0.00	\$3,540.10	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000777			\$2,468.30	\$0.00	\$730.85	\$1,737.45	\$0.00	\$0.00	29.61%	70.39%	0.00%
2015000778			\$2,168.05	\$60.00	\$2,228.05	\$0.00	\$0.00	\$0.00	102.77%	0.00%	0.00%
2015000779			\$4,185.40	\$0.00	\$1,150.01	\$3,035.39	\$0.00	\$0.00	27.48%	72.52%	0.00%
2015000780			\$2,311.46	\$0.00	\$618.89	\$1,692.57	\$0.00	\$0.00	26.77%	73.23%	0.00%
2015000782			\$2,168.05	\$30.00	\$574.49	\$1,543.56	\$0.00	\$80.00	26.50%	71.20%	0.00%
2015000784			\$2,529.58	\$0.00	\$624.37	\$1,896.21	\$0.00	\$0.00	24.77%	75.23%	0.00%
2015000792			\$2,141.25	\$0.00	\$177.60	\$1,963.65	\$0.00	\$0.00	8.29%	91.71%	0.00%
2015000794			\$2,115.11	\$0.00	\$514.00	\$1,601.11	\$0.00	\$0.00	24.30%	75.70%	0.00%
2015000796			\$4,441.57	\$0.00	\$1,220.79	\$3,220.78	\$0.00	\$0.00	27.49%	72.51%	0.00%
2015000798			\$2,428.79	\$0.00	\$197.94	\$2,230.85	\$0.00	\$0.00	8.15%	91.85%	0.00%
2015000799			\$1,919.42	\$0.00	\$166.36	\$1,753.06	\$0.00	\$0.00	8.67%	91.33%	0.00%
2015000800			\$2,507.21	\$0.00	\$2,407.21	\$100.00	\$0.00	\$0.00	96.01%	3.99%	0.00%
2015000801			\$2,088.97	\$30.00	\$0.00	\$0.00	\$0.00	\$2,118.97	0.00%	0.00%	0.00%
2015000802			\$2,337.60	\$0.00	\$204.03	\$2,133.57	\$0.00	\$0.00	8.73%	91.27%	0.00%
2015000803			\$2,781.98	\$0.00	\$258.35	\$2,523.63	\$0.00	\$0.00	9.29%	90.71%	0.00%
2015000810			\$2,259.18	\$0.00	\$2,159.18	\$100.00	\$0.00	\$0.00	95.57%	4.43%	0.00%
2015000815			\$2,259.18	\$0.00	\$481.70	\$1,777.48	\$0.00	\$0.00	21.32%	78.68%	0.00%
2015000816			\$2,337.60	\$0.00	\$210.72	\$2,126.88	\$0.00	\$0.00	9.01%	90.99%	0.00%
2015000818			\$1,997.84	\$0.00	\$19.94	\$1,947.90	\$0.00	\$0.00	2.50%	97.50%	0.00%
2015000822			\$2,507.21	\$0.00	\$618.89	\$1,888.32	\$0.00	\$0.00	24.68%	75.32%	0.00%
2015000825			\$1,997.84	\$0.00	\$528.25	\$1,469.59	\$0.00	\$0.00	26.44%	73.56%	0.00%
2015000826			\$1,945.50	\$0.00	\$162.80	\$1,782.70	\$0.00	\$0.00	8.37%	91.63%	0.00%

Trp Number	Patient Name	DOS	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Pct Paid	Pct C/A	Pct B/D
2015000827			\$2,141.25	\$30.00	\$0.00	\$0.00	\$0.00	\$2,171.25	0.00%	0.00%	0.00%
2015000828			\$1,945.50	\$0.00	\$413.31	\$1,532.19	\$0.00	\$0.00	21.24%	78.76%	0.00%
2015000829			\$2,233.04	\$0.00	\$599.50	\$1,633.54	\$0.00	\$0.00	26.85%	73.15%	0.00%
2015000830			\$2,977.73	\$0.00	\$273.93	\$2,703.80	\$0.00	\$0.00	9.20%	90.80%	0.00%
2015000831			\$1,802.09	\$0.00	\$167.13	\$1,634.96	\$0.00	\$0.00	9.27%	90.73%	0.00%
2015000833			\$2,716.99	\$0.00	\$291.38	\$2,425.61	\$0.00	\$0.00	10.72%	89.28%	0.00%
2015000835			\$2,468.36	\$0.00	\$553.99	\$1,914.37	\$0.00	\$0.00	22.44%	77.56%	0.00%
2015000837			\$2,625.20	\$30.00	\$2,375.20	\$0.00	\$0.00	\$280.00	90.48%	0.00%	0.00%
2015000839			\$1,919.36	\$0.00	\$165.51	\$1,753.85	\$0.00	\$0.00	8.62%	91.38%	0.00%
2015000841			\$2,259.18	\$0.00	\$2,159.18	\$100.00	\$0.00	\$0.00	95.57%	4.43%	0.00%
2015000846			\$2,089.63	\$0.00	\$191.47	\$1,898.16	\$0.00	\$0.00	9.16%	90.84%	0.00%
2015000848			\$3,749.16	\$0.00	\$389.16	\$3,360.00	\$0.00	\$0.00	10.38%	89.62%	0.00%
2015000849			\$2,925.45	\$0.00	\$2,925.45	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000850			\$2,193.53	\$30.00	\$0.00	\$0.00	\$0.00	\$2,223.53	0.00%	0.00%	0.00%
2015000851			\$2,167.39	\$0.00	\$57.90	\$2,109.49	\$0.00	\$0.00	2.67%	97.33%	0.00%
2015000852			\$2,520.58	\$0.00	\$217.67	\$2,302.91	\$0.00	\$0.00	8.64%	91.36%	0.00%
2015000853			\$2,285.32	\$30.00	\$0.00	\$0.00	\$0.00	\$2,315.32	0.00%	0.00%	0.00%
2015000855			\$2,194.19	\$0.00	\$234.37	\$1,959.82	\$0.00	\$0.00	10.68%	89.32%	0.00%
2015000857			\$2,533.75	\$30.00	\$0.00	\$0.00	\$0.00	\$2,563.75	0.00%	0.00%	0.00%
2015000861			\$2,585.63	\$30.00	\$0.00	\$0.00	\$0.00	\$2,615.63	0.00%	0.00%	0.00%
2015000865			\$2,141.25	\$0.00	\$197.33	\$1,943.92	\$0.00	\$0.00	9.22%	90.78%	0.00%
2015000866			\$2,285.32	\$30.00	\$0.00	\$0.00	\$0.00	\$2,315.32	0.00%	0.00%	0.00%
2015000869			\$2,233.04	\$0.00	\$2,233.04	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000873			\$2,520.58	\$0.00	\$239.00	\$2,281.58	\$0.00	\$0.00	9.48%	90.52%	0.00%
2015000876			\$2,559.49	\$30.00	\$0.00	\$0.00	\$0.00	\$2,589.49	0.00%	0.00%	0.00%
2015000879			\$2,768.61	\$0.00	\$701.65	\$2,066.96	\$0.00	\$0.00	25.34%	74.66%	0.00%
2015000884			\$2,115.77	\$0.00	\$2,115.77	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000889			\$1,736.38	\$0.00	\$473.23	\$1,263.13	\$0.00	\$0.00	27.25%	72.75%	0.00%
2015000891			\$2,167.39	\$0.00	\$180.79	\$1,986.60	\$0.00	\$0.00	8.34%	91.66%	0.00%
2015000892			\$1,971.64	\$0.00	\$419.01	\$1,552.63	\$0.00	\$0.00	21.25%	78.75%	0.00%
2015000894			\$2,168.05	\$0.00	\$201.06	\$1,966.99	\$0.00	\$0.00	9.27%	90.73%	0.00%
2015000896			\$2,180.76	\$0.00	\$2,180.76	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000904			\$2,167.39	\$0.00	\$200.88	\$1,966.51	\$0.00	\$0.00	9.27%	90.73%	0.00%
2015000908			\$2,468.30	\$30.00	\$75.00	\$0.00	\$0.00	\$2,423.30	3.04%	0.00%	0.00%
2015000910			\$2,113.11	\$30.00	\$2,145.11	\$0.00	\$0.00	\$0.00	101.42%	0.00%	0.00%
2015000912			\$1,945.50	\$0.00	\$180.02	\$1,765.48	\$0.00	\$0.00	9.25%	90.75%	0.00%
2015000915			\$2,559.49	\$0.00	\$2,459.49	\$100.00	\$0.00	\$0.00	96.09%	3.91%	0.00%
2015000917			\$2,141.25	\$0.00	\$168.71	\$1,972.54	\$0.00	\$0.00	7.88%	92.12%	0.00%
2015000920			\$2,285.32	\$30.00	\$0.00	\$0.00	\$0.00	\$2,315.32	0.00%	0.00%	0.00%
2015000922			\$2,664.71	\$0.00	\$268.45	\$2,396.26	\$0.00	\$0.00	10.07%	89.93%	0.00%
2015000925			\$2,651.28	\$0.00	\$2,651.28	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000927			\$2,311.46	\$0.00	\$621.14	\$1,690.32	\$0.00	\$0.00	26.87%	73.13%	0.00%
2015000928			\$2,494.44	\$30.00	\$0.00	\$0.00	\$0.00	\$2,524.44	0.00%	0.00%	0.00%
2015000930			\$3,043.38	\$0.00	\$818.36	\$2,225.02	\$0.00	\$0.00	26.89%	73.11%	0.00%
2015000932			\$2,167.39	\$0.00	\$2,167.39	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000935			\$3,174.08	\$0.00	\$916.70	\$2,257.38	\$0.00	\$0.00	28.88%	71.12%	0.00%
2015000936			\$2,337.60	\$0.00	\$498.80	\$1,838.80	\$0.00	\$0.00	21.34%	78.66%	0.00%
2015000940			\$2,167.39	\$30.00	\$2,197.39	\$0.00	\$0.00	\$0.00	101.38%	0.00%	0.00%
2015000941			\$1,997.84	\$0.00	\$1,997.84	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000942			\$2,533.35	\$0.00	\$636.22	\$1,897.13	\$0.00	\$0.00	25.11%	74.89%	0.00%
2015000943			\$2,102.40	\$0.00	\$197.77	\$1,904.63	\$0.00	\$0.00	9.41%	90.59%	0.00%
2015000946			\$2,168.05	\$0.00	\$627.99	\$1,540.06	\$0.00	\$0.00	28.97%	71.03%	0.00%

Trip Number	Patient Name	DOS	Amount Billed	Late Chg/ Bcr Adjs	Amount Paid	Amount C/A	Amount H/D	Balance Due	Per Paid	Per C/A	Per B/D
2015000949		5	\$2,141.25	\$0.00	\$516.63	\$1,624.62	\$0.00	\$0.00	24.13%	75.87%	0.00%
2015000951		5	\$2,468.30	\$0.00	\$791.69	\$1,726.61	\$0.00	\$0.00	30.05%	69.95%	0.00%
2015000956		5	\$2,311.46	\$0.00	\$493.10	\$1,818.36	\$0.00	\$0.00	21.33%	78.67%	0.00%
2015000960		5	\$1,945.50	\$0.00	\$413.31	\$1,532.19	\$0.00	\$0.00	21.24%	78.76%	0.00%
2015000961		5	\$2,337.60	\$0.00	\$2,337.60	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000963		5	\$3,239.13	\$0.00	\$3,239.13	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000966		5	\$2,454.93	\$0.00	\$604.58	\$1,850.35	\$0.00	\$0.00	24.63%	75.37%	0.00%
2015000967		5	\$3,134.57	\$30.00	\$3,034.57	\$0.00	\$0.00	\$130.00	96.81%	0.00%	0.00%
2015000969		5	\$2,585.63	\$0.00	\$2,585.63	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000970		5	\$2,141.25	\$0.00	\$197.33	\$1,943.92	\$0.00	\$0.00	9.22%	90.78%	0.00%
2015000971		5	\$3,082.29	\$0.00	\$845.22	\$2,237.07	\$0.00	\$0.00	27.42%	72.58%	0.00%
2015000973		5	\$2,742.47	\$30.00	\$2,772.47	\$0.00	\$0.00	\$0.00	101.09%	0.00%	0.00%
2015000979		5	\$2,154.62	\$30.00	\$0.00	\$0.00	\$0.00	\$2,184.62	0.00%	0.00%	0.00%
2015000983		5	\$2,351.03	\$0.00	\$2,351.03	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015000984		5	\$1,802.09	\$0.00	\$131.06	\$1,671.03	\$0.00	\$0.00	7.27%	92.73%	0.00%
2015000985		5	\$2,743.13	\$0.00	\$526.27	\$2,216.86	\$0.00	\$0.00	19.19%	80.81%	0.00%
2015000987		5	\$2,389.88	\$30.00	\$0.00	\$0.00	\$0.00	\$2,419.88	0.00%	0.00%	0.00%
2015000991		5	\$2,285.32	\$30.00	\$560.25	\$1,675.07	\$0.00	\$80.00	24.52%	73.30%	0.00%
2015000994		5	\$2,377.17	\$0.00	\$798.54	\$1,578.63	\$0.00	\$0.00	33.59%	66.41%	0.00%
2015000997		5	\$1,997.84	\$0.00	\$191.00	\$1,806.84	\$0.00	\$0.00	9.56%	90.44%	0.00%
2015000998		5	\$2,481.07	\$0.00	\$219.13	\$2,261.94	\$0.00	\$0.00	8.83%	91.17%	0.00%
2015000999		5	\$2,389.88	\$0.00	\$637.74	\$1,752.14	\$0.00	\$0.00	26.69%	73.31%	0.00%
2015001002		5	\$2,559.49	\$0.00	\$643.49	\$1,916.00	\$0.00	\$0.00	25.14%	74.86%	0.00%
2015001006		5	\$2,416.08	\$30.00	\$0.00	\$0.00	\$0.00	\$2,446.08	0.00%	0.00%	0.00%
2015001011		5	\$2,611.77	\$0.00	\$226.22	\$2,385.55	\$0.00	\$0.00	8.66%	91.34%	0.00%
2015001012		5	\$2,716.33	\$30.00	\$0.00	\$0.00	\$0.00	\$2,746.33	0.00%	0.00%	0.00%
2015001013		5	\$2,808.18	\$0.00	\$2,808.18	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015001015		5	\$2,428.79	\$0.00	\$228.95	\$2,199.84	\$0.00	\$0.00	9.43%	90.57%	0.00%
2015001017		5	\$2,259.18	\$0.00	\$606.12	\$1,653.06	\$0.00	\$0.00	26.83%	73.17%	0.00%
2015001019		5	\$2,363.74	\$30.00	\$0.00	\$0.00	\$0.00	\$2,393.74	0.00%	0.00%	0.00%
2015001023		5	\$1,854.37	\$30.00	\$1,483.50	\$0.00	\$0.00	\$400.87	80.00%	0.00%	0.00%
2015001025		5	\$2,389.88	\$30.00	\$0.00	\$0.00	\$0.00	\$2,419.88	0.00%	0.00%	0.00%
2015001026		5	\$2,168.05	\$0.00	\$2,168.05	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015001027		5	\$2,168.05	\$0.00	\$2,168.05	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015001032		5	\$2,115.77	\$0.00	\$621.68	\$1,494.09	\$0.00	\$0.00	29.38%	70.62%	0.00%
2015001037		5	\$2,324.89	\$0.00	\$32.79	\$2,292.10	\$0.00	\$0.00	1.41%	98.59%	0.00%
2015001040		5	\$2,089.63	\$0.00	\$614.41	\$1,475.22	\$0.00	\$0.00	29.40%	70.60%	0.00%
2015001042		5	\$1,958.93	\$0.00	\$182.18	\$1,776.75	\$0.00	\$0.00	9.30%	90.70%	0.00%
2015001043		5	\$2,233.04	\$0.00	\$276.50	\$1,956.54	\$0.00	\$0.00	12.38%	87.62%	0.00%
2015001044		5	\$2,298.09	\$0.00	\$635.25	\$1,662.84	\$0.00	\$0.00	27.64%	72.36%	0.00%
2015001045		5	\$2,311.46	\$0.00	\$2,311.46	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015001046		5	\$1,945.50	\$0.00	\$413.34	\$1,532.16	\$0.00	\$0.00	21.25%	78.75%	0.00%
2015001048		5	\$1,932.79	\$0.00	\$1,932.79	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2015001050		5	\$2,168.05	\$0.00	\$2,168.05	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20150005411		5	\$1,847.69	\$0.00	\$180.20	\$1,667.49	\$0.00	\$0.00	9.75%	90.25%	0.00%
20150006311		5	\$2,121.80	\$30.00	\$0.00	\$0.00	\$0.00	\$2,151.80	0.00%	0.00%	0.00%
20150009791		5	\$1,736.74	\$30.00	\$1,766.74	\$0.00	\$0.00	\$0.00	101.73%	0.00%	0.00%
20150009792		5	\$1,736.74	\$0.00	\$1,736.74	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000002		5	\$2,193.53	\$30.00	\$0.00	\$0.00	\$0.00	\$2,223.53	0.00%	0.00%	0.00%
20160000005		5	\$2,494.44	\$0.00	\$229.11	\$2,265.33	\$0.00	\$0.00	9.18%	90.82%	0.00%
20160000006		5	\$2,436.66	\$0.00	\$210.63	\$2,226.02	\$0.00	\$0.00	8.64%	91.36%	0.00%
20160000021		5	\$2,337.66	\$30.00	\$0.00	\$0.00	\$0.00	\$2,367.66	0.00%	0.00%	0.00%

Top Number	Patent Name	DOS	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Per Paid	Per C/A	Per B/D
2016000023			\$2,533.35	\$0.00	\$233.27	\$2,300.08	\$0.00	\$0.00	9.21%	90.79%	0.00%
2016000024			\$2,494.50	\$0.00	\$217.03	\$2,277.47	\$0.00	\$0.00	8.70%	91.30%	0.00%
2016000029			\$2,481.07	\$30.00	\$508.79	\$1,872.28	\$0.00	\$130.00	20.51%	75.46%	0.00%
2016000031			\$2,454.93	\$0.00	\$215.94	\$2,238.99	\$0.00	\$0.00	8.80%	91.20%	0.00%
2016000033			\$2,442.22	\$0.00	\$215.30	\$2,226.92	\$0.00	\$0.00	8.82%	91.18%	0.00%
2016000034			\$2,742.47	\$0.00	\$691.57	\$2,050.90	\$0.00	\$0.00	25.22%	74.78%	0.00%
2016000035			\$2,585.63	\$0.00	\$639.67	\$1,945.96	\$0.00	\$0.00	24.74%	75.26%	0.00%
2016000036			\$1,971.64	\$0.00	\$417.32	\$1,554.32	\$0.00	\$0.00	21.17%	78.83%	0.00%
2016000037			\$2,115.27	\$30.00	\$0.00	\$0.00	\$0.00	\$2,145.27	0.00%	0.00%	0.00%
2016000038			\$2,246.47	\$0.00	\$2,246.47	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000039			\$2,037.35	\$0.00	\$205.64	\$1,831.71	\$0.00	\$0.00	10.09%	89.91%	0.00%
2016000040			\$2,572.92	\$0.00	\$2,572.92	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000041			\$1,749.81	\$0.00	\$166.59	\$1,583.22	\$0.00	\$0.00	9.52%	90.48%	0.00%
2016000043			\$2,233.04	\$0.00	\$2,133.04	\$100.00	\$0.00	\$0.00	95.52%	4.48%	0.00%
2016000049			\$2,206.90	\$0.00	\$200.66	\$2,006.24	\$0.00	\$0.00	9.09%	90.91%	0.00%
2016000056			\$2,023.98	\$0.00	\$532.74	\$1,491.24	\$0.00	\$0.00	26.32%	73.68%	0.00%
2016000060			\$2,389.94	\$0.00	\$2,389.94	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000061			\$2,193.53	\$30.00	\$1,963.68	\$0.00	\$0.00	\$259.85	89.55%	0.00%	0.00%
2016000062			\$2,559.49	\$0.00	\$2,113.74	\$0.00	\$0.00	\$445.75	82.58%	0.00%	0.00%
2016000066			\$2,454.93	\$0.00	\$239.93	\$2,215.00	\$0.00	\$0.00	9.77%	90.23%	0.00%
2016000067			\$2,285.38	\$0.00	\$602.17	\$1,683.21	\$0.00	\$0.00	26.35%	73.65%	0.00%
2016000071			\$2,285.32	\$30.00	\$0.00	\$0.00	\$0.00	\$2,315.32	0.00%	0.00%	0.00%
2016000075			\$2,533.35	\$0.00	\$623.51	\$1,909.84	\$0.00	\$0.00	24.61%	75.39%	0.00%
2016000077			\$2,298.09	\$30.00	\$0.00	\$0.00	\$0.00	\$2,328.09	0.00%	0.00%	0.00%
2016000079			\$2,690.19	\$0.00	\$2,690.19	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000080			\$2,167.39	\$0.00	\$191.00	\$1,976.39	\$0.00	\$0.00	8.81%	91.19%	0.00%
2016000084			\$2,271.95	\$0.00	\$177.99	\$2,093.96	\$0.00	\$0.00	7.83%	92.17%	0.00%
2016000085			\$1,905.99	\$0.00	\$1,905.99	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000089			\$2,520.58	\$30.00	\$2,370.58	\$0.00	\$0.00	\$180.00	94.05%	0.00%	0.00%
2016000090			\$1,880.51	\$30.00	\$0.00	\$0.00	\$0.00	\$1,910.51	0.00%	0.00%	0.00%
2016000093			\$2,454.93	\$0.00	\$245.30	\$2,209.63	\$0.00	\$0.00	9.99%	90.01%	0.00%
2016000094			\$2,690.19	\$0.00	\$2,690.19	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000095			\$2,585.63	\$0.00	\$390.17	\$2,195.46	\$0.00	\$0.00	15.09%	84.91%	0.00%
2016000096			\$2,690.19	\$30.00	\$2,720.19	\$0.00	\$0.00	\$0.00	101.12%	0.00%	0.00%
2016000098			\$2,664.05	\$0.00	\$2,664.05	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000099			\$2,454.93	\$0.00	\$479.75	\$1,975.18	\$0.00	\$0.00	19.54%	80.46%	0.00%
2016000100			\$2,141.25	\$0.00	\$177.60	\$1,963.65	\$0.00	\$0.00	8.29%	91.71%	0.00%
2016000107			\$2,220.33	\$30.00	\$2,250.33	\$0.00	\$0.00	\$0.00	101.35%	0.00%	0.00%
2016000111			\$2,285.32	\$0.00	\$609.30	\$1,676.02	\$0.00	\$0.00	26.66%	73.34%	0.00%
2016000112			\$2,115.11	\$0.00	\$406.00	\$1,709.11	\$0.00	\$0.00	19.20%	80.80%	0.00%
2016000115			\$2,520.58	\$0.00	\$2,520.58	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000121			\$2,389.94	\$0.00	\$219.83	\$2,170.11	\$0.00	\$0.00	9.20%	90.80%	0.00%
2016000124			\$2,755.90	\$0.00	\$2,755.90	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000126			\$1,971.70	\$0.00	\$170.14	\$1,801.56	\$0.00	\$0.00	8.63%	91.37%	0.00%
2016000128			\$2,324.23	\$30.00	\$2,028.48	\$0.00	\$0.00	\$325.75	87.28%	0.00%	0.00%
2016000129			\$2,285.38	\$0.00	\$191.47	\$2,093.91	\$0.00	\$0.00	8.38%	91.62%	0.00%
2016000139			\$2,416.08	\$0.00	\$230.49	\$2,185.59	\$0.00	\$0.00	9.54%	90.46%	0.00%
2016000140			\$2,337.60	\$30.00	\$0.00	\$0.00	\$0.00	\$2,367.60	0.00%	0.00%	0.00%
2016000145			\$2,389.88	\$0.00	\$671.49	\$1,718.39	\$0.00	\$0.00	28.10%	71.90%	0.00%
2016000146			\$2,233.35	\$30.00	\$2,483.35	\$0.00	\$0.00	\$80.00	98.03%	0.00%	0.00%
2016000147			\$2,611.77	\$0.00	\$647.27	\$1,964.50	\$0.00	\$0.00	24.78%	75.22%	0.00%
2016000148			\$2,433.51	\$0.00	\$213.28	\$2,220.23	\$0.00	\$0.00	8.76%	91.24%	0.00%

Trp Number	Patient Name	DOCS	Amount Billed	Late Chg/Rev Adj	Amount Paid	Amount C/A	Amount B/D	Balance Due	Per Paid	Per C/A	Per B/D
2016000149			\$2,559.49	\$0.00	\$2,459.49	\$100.00	\$0.00	\$0.00	96.09%	3.91%	0.00%
2016000150			\$2,611.77	\$0.00	\$730.11	\$1,881.66	\$0.00	\$0.00	27.95%	72.05%	0.00%
2016000151			\$1,978.39	\$0.00	\$0.00	\$0.00	\$1,978.39	\$0.00	0.00%	0.00%	100.00%
2016000158			\$1,775.95	\$0.00	\$153.13	\$1,622.82	\$0.00	\$0.00	8.62%	91.38%	0.00%
2016000159			\$2,847.03	\$0.00	\$2,847.03	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000161			\$2,115.77	\$0.00	\$2,115.77	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000163			\$2,220.33	\$0.00	\$2,220.33	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000165			\$2,416.02	\$30.00	\$2,446.02	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000168			\$2,486.66	\$0.00	\$254.57	\$2,232.09	\$0.00	\$0.00	10.24%	89.76%	0.00%
2016000170			\$2,285.38	\$0.00	\$281.19	\$2,004.19	\$0.00	\$0.00	12.30%	87.70%	0.00%
2016000175			\$2,637.91	\$30.00	\$0.00	\$0.00	\$0.00	\$2,667.91	0.00%	0.00%	0.00%
2016000180			\$2,389.94	\$0.00	\$640.89	\$1,749.05	\$0.00	\$0.00	26.82%	73.18%	0.00%
2016000183			\$2,320.64	\$0.00	\$244.69	\$2,275.95	\$0.00	\$0.00	9.71%	90.29%	0.00%
2016000185			\$2,442.16	\$30.00	\$0.00	\$0.00	\$0.00	\$2,472.16	0.00%	0.00%	0.00%
2016000187			\$2,311.52	\$30.00	\$0.00	\$0.00	\$0.00	\$2,341.52	0.00%	0.00%	0.00%
2016000190			\$2,102.34	\$0.00	\$201.32	\$1,901.02	\$0.00	\$0.00	9.58%	90.42%	0.00%
2016000192			\$2,128.54	\$0.00	\$181.19	\$1,947.35	\$0.00	\$0.00	8.51%	91.49%	0.00%
2016000193			\$2,664.05	\$0.00	\$2,664.05	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000196			\$2,468.36	\$0.00	\$237.59	\$2,230.77	\$0.00	\$0.00	9.63%	90.37%	0.00%
2016000198			\$2,611.77	\$0.00	\$2,611.77	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000199			\$2,442.22	\$0.00	\$655.37	\$1,786.85	\$0.00	\$0.00	26.84%	73.16%	0.00%
2016000202			\$2,481.07	\$0.00	\$485.44	\$1,995.63	\$0.00	\$0.00	19.57%	80.43%	0.00%
2016000203			\$2,023.98	\$30.00	\$1,773.98	\$0.00	\$0.00	\$280.00	87.65%	0.00%	0.00%
2016000211			\$2,742.47	\$0.00	\$261.67	\$2,480.80	\$0.00	\$0.00	9.54%	90.46%	0.00%
2016000214			\$2,063.49	\$0.00	\$188.27	\$1,875.22	\$0.00	\$0.00	9.12%	90.88%	0.00%
2016000216			\$2,416.08	\$30.00	\$207.58	\$2,238.50	\$0.00	\$0.00	8.59%	92.63%	0.00%
2016000217			\$2,585.63	\$0.00	\$2,585.63	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000218			\$2,128.54	\$0.00	\$2,128.54	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000219			\$2,494.50	\$0.00	\$0.00	\$2,494.50	\$0.00	\$0.00	0.00%	100.00%	0.00%
2016000222			\$2,194.19	\$30.00	\$226.94	\$1,997.25	\$0.00	\$0.00	10.34%	91.02%	0.00%
2016000224			\$1,828.23	\$0.00	\$131.06	\$1,697.17	\$0.00	\$0.00	7.17%	92.83%	0.00%
2016000225			\$2,233.04	\$0.00	\$274.10	\$1,958.94	\$0.00	\$0.00	12.27%	87.73%	0.00%
2016000226			\$2,559.49	\$0.00	\$383.08	\$2,176.41	\$0.00	\$0.00	14.97%	85.03%	0.00%
2016000227			\$1,749.81	\$0.00	\$174.02	\$1,575.79	\$0.00	\$0.00	9.95%	90.05%	0.00%
2016000229			\$2,011.21	\$30.00	\$208.25	\$0.00	\$0.00	\$1,332.96	35.22%	0.00%	0.00%
2016000230			\$2,089.63	\$0.00	\$479.75	\$1,609.88	\$0.00	\$0.00	22.96%	77.04%	0.00%
2016000233			\$2,259.18	\$0.00	\$2,259.18	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000234			\$1,971.70	\$0.00	\$367.54	\$1,604.16	\$0.00	\$0.00	18.64%	81.36%	0.00%
2016000235			\$2,389.94	\$30.00	\$0.00	\$0.00	\$0.00	\$2,419.94	0.00%	0.00%	0.00%
2016000237			\$2,559.49	\$0.00	\$632.58	\$1,926.91	\$0.00	\$0.00	24.72%	75.28%	0.00%
2016000238			\$2,507.21	\$30.00	\$2,507.21	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000240			\$1,749.81	\$0.00	\$405.97	\$1,343.84	\$0.00	\$0.00	23.20%	76.80%	0.00%
2016000244			\$1,802.09	\$30.00	\$1,832.09	\$0.00	\$0.00	\$0.00	101.66%	0.00%	0.00%
2016000245			\$2,219.67	\$0.00	\$538.02	\$1,681.65	\$0.00	\$0.00	24.24%	75.76%	0.00%
2016000247			\$1,945.50	\$0.00	\$187.45	\$1,758.05	\$0.00	\$0.00	9.64%	90.36%	0.00%
2016000249			\$1,906.65	\$30.00	\$1,936.65	\$0.00	\$0.00	\$0.00	101.57%	0.00%	0.00%
2016000250			\$1,971.64	\$0.00	\$183.57	\$1,788.07	\$0.00	\$0.00	9.31%	90.69%	0.00%
2016000252			\$2,363.80	\$0.00	\$2,363.80	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000254			\$2,363.80	\$0.00	\$2,363.80	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000255			\$2,076.26	\$30.00	\$1,350.03	\$0.00	\$0.00	\$756.23	65.02%	0.00%	0.00%
2016000257			\$1,971.70	\$0.00	\$514.55	\$1,457.15	\$0.00	\$0.00	26.10%	73.90%	0.00%
			\$2,559.49	\$0.00	\$236.82	\$2,322.67	\$0.00	\$0.00	9.25%	90.75%	0.00%

Trip Number	Patient Name	DOS	Amount Billed	Late Chgs/ Rev Adj	Amount Paid	Amount C/A	Amount B/D	Balance Due	Pct Paid	Pct C/A	Pct B/D
20160000259			\$2,285.32	\$30.00	\$361.79	\$1,673.53	\$0.00	\$280.00	15.83%	73.23%	0.00%
20160000261			\$2,285.32	\$0.00	\$226.17	\$2,059.15	\$0.00	\$0.00	9.90%	90.10%	0.00%
20160000263			\$2,389.88	\$0.00	\$508.13	\$1,881.75	\$0.00	\$0.00	21.26%	78.74%	0.00%
20160000264			\$2,912.68	\$0.00	\$2,912.68	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000265			\$2,481.73	\$0.00	\$720.53	\$1,761.20	\$0.00	\$0.00	29.03%	70.97%	0.00%
20160000266			\$2,141.91	\$0.00	\$219.84	\$1,922.07	\$0.00	\$0.00	10.26%	89.74%	0.00%
20160000269			\$2,970.25	\$0.00	\$687.96	\$2,282.29	\$0.00	\$0.00	23.16%	76.84%	0.00%
20160000271			\$2,481.07	\$0.00	\$2,481.07	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000273			\$4,232.45	\$0.00	\$433.20	\$3,799.25	\$0.00	\$0.00	10.24%	89.76%	0.00%
20160000274			\$2,141.91	\$30.00	\$1,785.39	\$0.00	\$0.00	\$386.52	83.36%	0.00%	0.00%
20160000276			\$2,115.77	\$0.00	\$2,115.77	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000279			\$1,958.93	\$0.00	\$182.18	\$1,776.75	\$0.00	\$0.00	9.30%	90.70%	0.00%
20160000280			\$1,945.30	\$0.00	\$411.64	\$1,533.66	\$0.00	\$0.00	21.16%	78.84%	0.00%
20160000284			\$3,056.15	\$0.00	\$610.31	\$2,445.84	\$0.00	\$0.00	19.97%	80.03%	0.00%
20160000286			\$2,585.63	\$0.00	\$508.13	\$2,077.50	\$0.00	\$0.00	19.65%	80.35%	0.00%
20160000288			\$1,971.70	\$30.00	\$0.00	\$0.00	\$0.00	\$2,001.70	0.00%	0.00%	0.00%
20160000291			\$2,416.02	\$0.00	\$251.35	\$2,164.67	\$0.00	\$0.00	10.40%	89.60%	0.00%
20160000293			\$1,828.23	\$30.00	\$432.74	\$1,295.49	\$0.00	\$130.00	23.67%	70.86%	0.00%
20160000295			\$2,141.25	\$30.00	\$2,171.25	\$0.00	\$0.00	\$0.00	101.40%	0.00%	0.00%
20160000298			\$2,311.46	\$0.00	\$618.38	\$1,693.08	\$0.00	\$0.00	26.75%	73.25%	0.00%
20160000300			\$2,507.21	\$0.00	\$616.39	\$1,890.82	\$0.00	\$0.00	24.58%	75.42%	0.00%
20160000304			\$2,259.24	\$0.00	\$2,259.24	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000306			\$2,402.65	\$30.00	\$340.50	\$1,812.15	\$0.00	\$280.00	14.17%	75.42%	0.00%
20160000307			\$2,115.11	\$30.00	\$405.97	\$1,605.58	\$0.00	\$133.56	19.19%	75.91%	0.00%
20160000310			\$2,141.25	\$0.00	\$0.00	\$2,141.25	\$0.00	\$0.00	0.00%	100.00%	0.00%
20160000311			\$1,919.42	\$0.00	\$1,919.42	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000312			\$4,127.89	\$0.00	\$1,129.61	\$2,998.28	\$0.00	\$0.00	27.37%	72.63%	0.00%
20160000315			\$2,089.63	\$0.00	\$191.47	\$1,898.16	\$0.00	\$0.00	9.16%	90.84%	0.00%
20160000317			\$2,089.63	\$30.00	\$0.00	\$0.00	\$0.00	\$2,119.63	0.00%	0.00%	0.00%
20160000320			\$1,919.36	\$0.00	\$405.97	\$1,513.39	\$0.00	\$0.00	21.15%	78.85%	0.00%
20160000321			\$2,886.54	\$0.00	\$670.76	\$2,215.78	\$0.00	\$0.00	23.24%	76.76%	0.00%
20160000322			\$1,919.36	\$0.00	\$405.97	\$1,513.39	\$0.00	\$0.00	21.15%	78.85%	0.00%
20160000323			\$2,128.48	\$30.00	\$0.00	\$0.00	\$0.00	\$2,158.48	0.00%	0.00%	0.00%
20160000324			\$2,454.93	\$0.00	\$2,454.93	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000330			\$1,762.52	\$0.00	\$466.78	\$1,295.74	\$0.00	\$0.00	26.48%	73.52%	0.00%
20160000331			\$2,233.04	\$0.00	\$474.08	\$1,758.96	\$0.00	\$0.00	21.23%	78.77%	0.00%
20160000335			\$2,194.19	\$0.00	\$633.08	\$1,561.11	\$0.00	\$0.00	28.85%	71.15%	0.00%
20160000338			\$2,285.32	\$0.00	\$619.17	\$1,666.15	\$0.00	\$0.00	27.09%	72.91%	0.00%
20160000342			\$2,050.12	\$30.00	\$0.00	\$0.00	\$0.00	\$2,080.12	0.00%	0.00%	0.00%
20160000343			\$2,389.94	\$0.00	\$2,389.94	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000348			\$1,749.81	\$0.00	\$1,749.81	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000350			\$2,533.35	\$0.00	\$218.83	\$2,314.52	\$0.00	\$0.00	8.64%	91.36%	0.00%
20160000351			\$2,586.29	\$0.00	\$2,586.29	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000355			\$2,481.73	\$0.00	\$224.78	\$2,256.95	\$0.00	\$0.00	9.06%	90.94%	0.00%
20160000356			\$2,454.93	\$0.00	\$513.34	\$1,941.59	\$0.00	\$0.00	20.91%	79.09%	0.00%
20160000358			\$2,285.38	\$0.00	\$212.74	\$2,072.64	\$0.00	\$0.00	9.31%	90.69%	0.00%
20160000360			\$2,507.21	\$30.00	\$367.28	\$1,889.93	\$0.00	\$280.00	14.65%	75.38%	0.00%
20160000361			\$2,716.33	\$0.00	\$2,716.33	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
20160000363			\$2,585.63	\$0.00	\$250.25	\$2,335.38	\$0.00	\$0.00	9.68%	90.32%	0.00%
20160000365			\$2,520.58	\$0.00	\$1,889.03	\$631.55	\$0.00	\$0.00	74.94%	25.06%	0.00%
20160000366			\$1,971.64	\$0.00	\$183.57	\$1,788.07	\$0.00	\$0.00	9.31%	90.69%	0.00%
20160000368			\$2,533.35	\$0.00	\$623.51	\$1,909.84	\$0.00	\$0.00	24.61%	75.39%	0.00%

Trip Number	Patient Name	DOS	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Per Paid	Per C/A	Per B/D
2016000370			\$2,311.46	\$0.00	\$229.72	\$2,081.74	\$0.00	\$0.00	9.94%	90.06%	0.00%
2016000372			\$2,259.24	\$0.00	\$2,259.24	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000375			\$2,729.76	\$0.00	\$2,729.76	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000376			\$2,389.94	\$30.00	\$2,389.94	\$0.00	\$0.00	\$30.00	100.00%	0.00%	0.00%
2016000377			\$1,802.09	\$0.00	\$525.65	\$1,276.44	\$0.00	\$0.00	29.17%	70.83%	0.00%
2016000378			\$2,363.80	\$30.00	\$223.39	\$2,170.41	\$0.00	\$0.00	9.45%	91.82%	0.00%
2016000379			\$2,115.77	\$0.00	\$223.72	\$1,892.05	\$0.00	\$0.00	10.57%	89.43%	0.00%
2016000380			\$2,194.19	\$0.00	\$226.94	\$1,967.25	\$0.00	\$0.00	10.34%	89.66%	0.00%
2016000381			\$2,468.36	\$0.00	\$2,468.36	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000382			\$2,285.38	\$0.00	\$200.36	\$2,085.02	\$0.00	\$0.00	8.77%	91.23%	0.00%
2016000383			\$2,416.02	\$0.00	\$220.31	\$2,195.71	\$0.00	\$0.00	9.12%	90.88%	0.00%
2016000385			\$1,775.95	\$30.00	\$516.65	\$1,289.30	\$0.00	\$0.00	29.09%	72.60%	0.00%
2016000390			\$2,416.08	\$0.00	\$639.17	\$1,776.91	\$0.00	\$0.00	26.45%	73.55%	0.00%
2016000392			\$2,585.63	\$30.00	\$0.00	\$0.00	\$0.00	\$2,615.63	0.00%	0.00%	0.00%
2016000393			\$2,468.36	\$30.00	\$0.00	\$0.00	\$0.00	\$2,498.36	0.00%	0.00%	0.00%
2016000394			\$2,076.26	\$30.00	\$346.93	\$1,529.33	\$0.00	\$230.00	16.71%	73.66%	0.00%
2016000398			\$1,802.09	\$0.00	\$131.06	\$1,671.03	\$0.00	\$0.00	7.27%	92.73%	0.00%
2016000399			\$2,428.79	\$0.00	\$596.99	\$1,831.80	\$0.00	\$0.00	24.58%	75.42%	0.00%
2016000400			\$2,455.59	\$0.00	\$713.29	\$1,742.30	\$0.00	\$0.00	29.05%	70.95%	0.00%
2016000401			\$2,389.94	\$30.00	\$1,125.81	\$0.00	\$0.00	\$1,294.13	47.11%	0.00%	0.00%
2016000403			\$2,088.97	\$0.00	\$2,088.97	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000407			\$2,389.88	\$0.00	\$216.33	\$2,173.55	\$0.00	\$0.00	9.05%	90.95%	0.00%
2016000411			\$2,194.19	\$30.00	\$2,224.19	\$0.00	\$0.00	\$0.00	101.37%	0.00%	0.00%
2016000412			\$2,847.69	\$30.00	\$2,877.69	\$0.00	\$0.00	\$0.00	101.05%	0.00%	0.00%
2016000413			\$2,520.64	\$30.00	\$0.00	\$0.00	\$0.00	\$2,550.64	0.00%	0.00%	0.00%
2016000416			\$2,168.05	\$30.00	\$0.00	\$0.00	\$0.00	\$2,198.05	0.00%	0.00%	0.00%
2016000417			\$1,945.50	\$0.00	\$554.94	\$1,390.56	\$0.00	\$0.00	28.52%	71.48%	0.00%
2016000419			\$2,363.80	\$30.00	\$1,469.53	\$0.00	\$0.00	\$924.27	62.12%	0.00%	0.00%
2016000422			\$1,997.84	\$0.00	\$276.65	\$1,471.19	\$0.00	\$250.00	13.85%	73.64%	0.00%
2016000423			\$2,363.80	\$0.00	\$633.65	\$1,730.15	\$0.00	\$0.00	26.81%	73.19%	0.00%
2016000424			\$2,311.52	\$30.00	\$422.78	\$1,698.74	\$220.00	\$0.00	18.29%	73.49%	9.52%
2016000427			\$2,429.45	\$0.00	\$2,429.45	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000429			\$2,285.32	\$0.00	\$210.74	\$2,075.08	\$0.00	\$0.00	9.20%	90.80%	0.00%
2016000430			\$2,559.49	\$0.00	\$222.03	\$2,337.46	\$0.00	\$0.00	8.67%	91.33%	0.00%
2016000431			\$1,645.25	\$0.00	\$501.71	\$1,143.54	\$0.00	\$0.00	30.49%	69.51%	0.00%
2016000438			\$2,363.74	\$0.00	\$630.64	\$1,733.10	\$0.00	\$0.00	26.68%	73.32%	0.00%
2016000439			\$2,193.53	\$30.00	\$377.68	\$1,845.85	\$0.00	\$0.00	17.22%	84.15%	0.00%
2016000442			\$2,259.24	\$0.00	\$192.75	\$2,066.49	\$0.00	\$0.00	8.53%	91.47%	0.00%
2016000445			\$1,958.93	\$30.00	\$1,883.93	\$0.00	\$0.00	\$105.00	96.17%	0.00%	0.00%
2016000452			\$2,337.60	\$0.00	\$496.78	\$1,840.82	\$0.00	\$0.00	21.25%	78.75%	0.00%
2016000453			\$2,664.05	\$30.00	\$0.00	\$0.00	\$0.00	\$2,694.05	0.00%	0.00%	0.00%
2016000454			\$1,775.95	\$30.00	\$0.00	\$0.00	\$0.00	\$1,805.95	0.00%	0.00%	0.00%
2016000457			\$2,520.64	\$0.00	\$745.92	\$1,774.72	\$0.00	\$0.00	29.59%	70.41%	0.00%
2016000465			\$3,187.51	\$0.00	\$987.15	\$2,200.36	\$0.00	\$0.00	30.97%	69.03%	0.00%
2016000466			\$3,043.44	\$0.00	\$299.70	\$2,743.74	\$0.00	\$0.00	9.85%	90.15%	0.00%
2016000467			\$2,429.45	\$30.00	\$506.05	\$1,723.40	\$0.00	\$230.00	20.83%	70.94%	0.00%
2016000469			\$2,141.25	\$0.00	\$177.60	\$1,963.65	\$0.00	\$0.00	8.29%	91.71%	0.00%
2016000470			\$2,259.24	\$0.00	\$235.47	\$2,023.77	\$0.00	\$0.00	10.42%	89.58%	0.00%
2016000471			\$2,403.31	\$0.00	\$2,403.31	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000473			\$2,442.22	\$0.00	\$647.27	\$1,794.95	\$0.00	\$0.00	26.50%	73.50%	0.00%
2016000474			\$2,363.74	\$0.00	\$2,363.74	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000475			\$2,324.89	\$0.00	\$2,324.89	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%

Trip Number	Patient Name	DOOS	Amount Billed	Late Chg/ Rev Adjs	Amount Paid	Amount C/A	Amount B/D	Balance Due	Pct Paid	Pct C/A	Pct B/D
2016000476			\$2,363.80	\$0.00	\$2,363.80	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000477			\$2,358.24	\$0.00	\$620.98	\$1,737.26	\$0.00	\$0.00	26.33%	73.67%	0.00%
2016000480			\$2,454.93	\$0.00	\$2,454.93	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%
2016000483			\$2,481.07	\$0.00	\$610.79	\$1,870.28	\$0.00	\$0.00	24.62%	75.38%	0.00%
2016000486			\$2,233.04	\$30.00	\$2,263.04	\$0.00	\$0.00	\$0.00	101.34%	0.00%	0.00%
2016000494			\$2,113.77	\$0.00	\$606.79	\$1,508.98	\$0.00	\$0.00	28.68%	71.32%	0.00%
2016000496			\$2,089.63	\$0.00	\$198.16	\$1,891.47	\$0.00	\$0.00	9.48%	90.52%	0.00%
2016000497			\$2,063.49	\$0.00	\$225.59	\$1,837.90	\$0.00	\$0.00	10.93%	89.07%	0.00%
2016000499			\$1,945.50	\$0.00	\$411.64	\$1,533.86	\$0.00	\$0.00	21.16%	78.84%	0.00%
2016000500			\$2,089.63	\$30.00	\$641.93	\$1,477.70	\$0.00	\$0.00	30.72%	70.72%	0.00%
2016000504			\$2,337.66	\$30.00	\$0.00	\$0.00	\$0.00	\$2,367.66	0.00%	0.00%	0.00%
2016000506			\$1,919.36	\$0.00	\$405.97	\$1,513.39	\$0.00	\$0.00	21.15%	78.85%	0.00%
2016000507			\$2,481.07	\$0.00	\$609.27	\$1,871.80	\$0.00	\$0.00	24.56%	75.44%	0.00%
2016000509			\$2,428.79	\$0.00	\$592.60	\$1,836.19	\$0.00	\$0.00	24.40%	75.60%	0.00%
2016000510			\$1,971.70	\$0.00	\$411.64	\$1,560.06	\$0.00	\$0.00	20.88%	79.12%	0.00%
2016000511			\$2,389.94	\$0.00	\$213.14	\$2,176.80	\$0.00	\$0.00	8.92%	91.08%	0.00%
2016000514			\$2,115.77	\$0.00	\$619.17	\$1,496.60	\$0.00	\$0.00	29.26%	70.74%	0.00%
2016000518			\$1,945.50	\$0.00	\$411.64	\$1,533.86	\$0.00	\$0.00	21.16%	78.84%	0.00%
2016000519			\$2,206.90	\$0.00	\$585.50	\$1,621.40	\$0.00	\$0.00	26.53%	73.47%	0.00%
2016001511			\$1,978.39	\$0.00	\$0.00	\$0.00	\$1,978.39	\$0.00	0.00%	0.00%	100.00%
2016002401			\$1,044.82	\$30.00	\$1,074.82	\$0.00	\$0.00	\$0.00	102.87%	0.00%	0.00%
2016004541			\$1,775.95	\$0.00	\$1,775.95	\$0.00	\$0.00	\$0.00	100.00%	0.00%	0.00%

**Grand Totals:**

\$1,115,315.38		\$395,798.25	\$6,814.69	35.49%	0.61%
	\$3,330.00		\$577,944.31		\$138,088.13
					-51.82%

Total Trips: 428  
Trips with payments: 419

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Ryan Gross, General Manager

**SUBJECT:** CONSIDER APPROVING ANNUAL WATER SUPPLY AND DEMAND ASSESSMENT

**RECOMMENDED BOARD ACTION**

Consider approving the attached Annual Water Supply and Demand Assessment (AWSDA) and direct the General Manager to file the AWSDA with the Department of Water Resources (DWR).

**REASON FOR RECOMMENDATION**

In 2018, the California Legislature enacted into law new requirements for urban water suppliers to increase drought resilience and to improve communication of water shortage response actions. Each urban water supplier is required to prepare the AWSDA and submit it to DWR on or before July 1, 2022, and every year thereafter. As a result of continuing drought conditions in the state, on March 28, 2022 Governor Newsom issued Executive Order N-7-22 which requires suppliers to submit their final AWSDA by July 1, 2023. Because the information utilized is unlikely to change, staff recommends that the Board approve the attached AWSDA as the final version. This year's AWSDA indicates that the District has enough supply to meet demand.

**BACKGROUND INFORMATION**

Starting in 2022, every urban water supplier in California is required to annually assess their supply and demand with the preparation of the AWSDA utilizing prior calendar year data to assess current conditions and estimate supplies for the coming year. The District's Water Shortage Contingency Plan (WSCP) includes the specific procedures the District is to follow to complete this Assessment. The results are required to be presented to the Board of Directors for approval by the end of June. Throughout the year, the Board is updated on a quarterly basis with the Water Operations Report.

**FISCAL INFORMATION**

There is no direct fiscal impact related to this item. Last year and this year the AWSDA was completed in house by the General Manager.

**ATTACHMENTS**

Attachment 1 – AWSDA

# Annual Water Supply and Demand Assessment

June 2023



Running Springs Water District  
PO Box 2206, 31242 Hilltop Blvd., Running Springs, CA 92382

## Annual Water Supply and Demand Assessment

As established by CWC Section 10632.1, urban water suppliers must conduct an Annual Water Supply and Demand Assessment (Annual Assessment) and submit an Annual Water Shortage Assessment Report to DWR beginning by July 1, 2022, and every year after. The Annual Assessment is an evaluation of the short-term outlook for supplies and demands to determine whether the potential for a supply shortage exists and whether there is a need to trigger a WSCP shortage level and response actions to maintain supply reliability. The annual report should report the anticipated shortage level, triggered shortage response actions, compliance and enforcement actions, and communication actions that will be implemented to mitigate the shortage identified in the Annual Assessment.

### Key Data Inputs and Evaluation Criteria

Declarations of water supply conditions will occur annually, or more frequently if conditions warrant it, after evaluation by the District's staff and the approval by the District's Board of Directors at a public meeting. Such resolution will be based on the current shortage situation, the amount of available water supply, and other inputs shown below. The respective water shortage condition dictates the degree at which shortage response actions are implemented at any time in the District. Some of the potential reasons to change stages are listed as follows:

- Advancement to subsequent stage
  - Emergency condition, such as failure of pumping equipment, etc., that requires a percentage of water consumption reduction greater than that of the current stage.
  - Regulatory action that requires a percentage reduction or compliance with a water consumption standard.
  - Failure to maintain target water consumption reduction goal of a given stage.
- Withdrawal to previous stage
  - Emergency condition has been decreased in severity or resolved, so that the previous target goal may be utilized.
  - Regulatory action or standard has been resolved or modified.
  - Water consumption reductions have been above that necessary to meet target goals of the current stage.

The District is responsible for supplying water for the health and safety needs of the community. If it appears that the District may be unable to supply the demands and requirements of the water customers, the District Board of Directors may declare a water supply shortage condition. Key data inputs and their sources for the Annual Assessments are summarized in the following table and described in detail below. Evaluation criteria that can be used to determine and declare severity of supply shortages may include any, or combinations, of the following:

- Historic rainfall: reflects changes to supply due to reduced groundwater availability, imported SWP availability or changes to water usage patterns influenced by weather
- Existing infrastructure capabilities and plausible constraints: reflects limited production and distribution capacity due to a variety of factors potentially including, but not limited to, man-made or natural catastrophic events
- Customer demands: reflects current year and one projected single dry year conditions for comparison to available supplies
- SWP Table A Allocation: reflects how much SWP water will be available to the District through CLAWA.

- State mandates: reflects State orders and mandatory compliance with water use efficiency standards
- Other locally applicable evaluation criteria as necessary

A shortage emergency may be declared when it is demonstrated that conditions threaten the ability to provide water for public health, safety, and welfare of the community. Furthermore, compliance with State mandates for water use efficiency can be declared during drought or in preparation for future droughts, such as in response to the Governor’s drought declarations in the 2012-2016 drought with a subsequent Executive Order B-37-16 and related legislation for Making Conservation a California Way of Life.

Short-term and long-term supply shortages may be caused by constrained production capacity or natural or man-made catastrophic emergencies and include, but are not limited to, the following events: power outages, winter storms, wildfires, earthquakes, structural failures, contamination, and bomb threats. These types of emergencies may limit the District’s immediate ability to provide adequate water service to meet the requirements for human consumption, sanitation, and fire protection. Impacts of such emergencies vary in duration; thus, consumption reduction measures and prohibitions may differ for short-term and long-term shortages.

**Key Data Inputs for the Annual Assessment.**

<b>Key Data Input</b>	<b>Source</b>
<b>Rainfall</b>	Monthly rainfall data. Rainfall sources for the District include weather stations at the District Main Office and Wastewater Treatment Plant.
<b>SWP Allocation</b>	SWP allocation and input from the District’s staff.
<b>Infrastructure capabilities and plausible constraints</b>	Production data, input from the District’s Water Division staff.
<b>Customer demands</b>	Customer billing data, Water equivalency table, 2020 UWMP projections, input from the District’s Water Division staff.
<b>State mandates</b>	Executive Orders from the Governor, State Water Resources Control Board orders and policies, input from the District’s Water Division staff.

**Annual Assessment Procedures**

The District staff will perform the Annual Assessment each year and submit it to the DWR by the deadline of July 1st, or on a more frequent basis if necessary. Steps to conduct the Annual Assessment are as follows:

1. Staff gather the key inputs, compile historical data, and analyze potential supply and demand gaps.
2. Staff provide insight on demand trends, water supply conditions, and production capacity.
3. Based on water supply and water demand information, the District Board of Directors may order, by resolution, that the appropriate water shortage stage be implemented or terminated in accordance with the applicable provisions of this WSCP and the relevant provisions of the District’s Ordinance, the Government Code, and the CWC. Findings and recommendations are presented to the Board of Directors.
4. The Board of Directors will declare the level of shortage required at the implementation or termination of each level and the declaration shall remain in effect until the Board of Directors declares otherwise.

5. When a resolution of the Board of Directors has been issued to change the water stage, the public will be notified through publication of the resolution in the local newspaper, on the District's website, and in the billing statement.
6. The District will develop and/or implement appropriate communication protocols and applicable response actions.

The Annual Assessment starts in 2022 with the first Annual Assessment Report due to DWR by July 1, 2022.

### 2023 Annual Assessment

Demand was assessed through three data points: water delivered to the distribution system, automatic meter read data and billing data. All of these were assessed and compared to evaluate trends.

Because the District has multiple supply sources, there is some flexibility in how it is used. Depending on groundwater production, availability of imported groundwater from Arrowbear and availability of the SWP, there may be a preferred supply mix that is different than the actual supply available. The District analyzed different scenarios to determine if there is an anticipated shortage of a particular supply or of total supply. This year's Assessment indicates that the District has enough supply to meet demand. Refer to Tables 1-5 at the end of this report for more information.

#### Unconstrained Customer Demand

Customer use in 2023 has been declining compared to 2022. With drought conditions widely advertised across the state, the District is confident that residents will comply with the District's request to conserve. With demand management measures in place, usage for 2023 is estimated to be 10% less than in 2022. Assuming another dry year, greater reductions are anticipated in 2023 to meet the Governor's goal of a 15% reduction compared to 2020.

#### Supply

Based on the local groundwater production and availability of imported groundwater purchased from Arrowbear, the District considers purchasing more or less imported SWP water. In 2023, it is anticipated that imported water from the SWP will be available to the District.

Groundwater production was analyzed by each well individually. Groundwater production is currently lower than prior year and this trend is expected to continue for the remainder of 2023. For 2024, groundwater production has been projected to be 10% higher.

#### Infrastructure Considerations

There are no anticipated infrastructure issues that would affect the supply.

Hydrologic Conditions

Although conditions were mostly dry in 2022, the District's rain gage measured a total of 37" of precipitation due to significant rainfall in November and December 2022. These storms brought the total calendar year rainfall closer to historic averages. Precipitation of less than 30" in a year is considered to be dry conditions in region.

The following reporting tables have been developed by the Department of Water Resources and are required to be used and submitted by July 1<sup>st</sup>.

**This year's AWSDA indicates that the District has enough supply to meet demand.**

### Annual Water Supply and Demand Assessment Required Tables

Table 1. Annual Assessment Information	
<b>Annual Assessment Information</b>	
<b>Year Covered By This Shortage Report (Required)</b>	
Start: July 1,	2023
End: June 30,	2024
<b>Volume Unit for Reported Supply and Demand:</b> <i>(Must use the same unit throughout)</i>	AF
<b>Supplier's Annual Assessment Planning Cycle (Required)</b>	
Start Month:	July
End Month:	June
<b>Data Interval:</b>	Monthly (12 data points per year)
<b>Water Supplier's Contact Information (Required)</b>	
Water Supplier's Name:	Running Springs Water District
Contact Name:	Ryan Gross
Contact Title:	General Manager
Street Address:	31242 Hilltop Blvd.
ZIP Code:	92382
Phone Number:	909-403-5387
Email Address:	rgross@runningspringswd.com
<b>Report Preparer's Contact Information</b> <i>(if different from above)</i>	
Preparer's Organization Name:	Running Springs Water District
Preparer's Contact Name:	Ryan Gross
Phone Number:	909-403-5387
Email Address:	rgross@runningspringswd.com
<b>Supplier's Water Shortage Contingency Plan</b>	
<b>WSCP Title</b>	Final Water Shortage Contingency Plan
<b>WSCP Adoption Date</b>	2/16/2022
<b>Other Annual Assessment Related Activities</b>	
<b>Activity</b>	<b>Timeline/ Outcomes / Links / Notes</b>
Annual Assessment/ Shortage Report Title:	Optional
Annual Assessment / Shortage Report Approval Date:	MM/DD/YYYY
Other Annual Assessment Related Activities:	Optional
(Add rows as needed)	

Table 2: Water Demands <sup>1</sup>																
Use Type		Start Year:	2023		Volumetric Unit Used <sup>2</sup> :										AF	
Drop-down list May select each use multiple times These are the only Use Types that will be recognized by the WUEdata online submittal tool (Add additional rows as needed)	Additional Description (as needed)	Level of Treatment for Non-Potable Supplies Drop-down list	Projected Water Demands - Volume <sup>3</sup>													Total by Water Demand Type
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
<b>Demands Served by Potable Supplies</b>																
All Demands			41	45	42	29	28	26	30	24	23	28	39	45	400	
															0	
															0	
															0	
															0	
															0	
															0	
															0	
															0	
<b>Total by Month (Potable)</b>			41	45	42	29	28	26	30	24	23	28	39	45	400	
<b>Demands Served by Non-Potable Supplies</b>																
															0	
															0	
															0	
															0	
															0	
															0	
<b>Total by Month (Non-Potable)</b>			0	0	0	0	0	0	0	0	0	0	0	0	0	
Notes: List considered factors impacting demands																
<sup>1</sup> Projections are based on best available data at time of submitting the report and actual demand volumes could be different due to many factors.																
<sup>2</sup> Units of measure (AF, CCF, MG) must remain consistent.																
<sup>3</sup> When opting to provide other than monthly volumes (bi-monthly, quarterly, or annual), please see directions on entering data for Projected Water Demand in the Table Instructions.																

Optional (for comparison purposes)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Last year's total demand													0
Two years ago total demand													0
Three years ago total demand													0
Four years ago total demand													0



Table 4(P): Potable Water Shortage Assessment <sup>1</sup>	Start Year: 2023						Volumetric Unit Used <sup>2</sup> :						AF	Jun <sup>3</sup>	Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May				
Anticipated Unconstrained Demand	41.0	45.0	42.0	29.0	28.0	26.0	30.0	24.0	23.0	28.0	39.0	45.0	400.00		
Anticipated Total Water Supply	45.0	46.0	46.0	33.0	30.0	29.0	30.0	24.0	30.0	34.0	39.0	46.0	432.00		
Surplus/Shortage w/o WSCP Action	4.0	1.0	4.0	4.0	2.0	3.0	0.0	0.0	7.0	6.0	0.0	1.0	32.0		
% Surplus/Shortage w/o WSCP Action	10%	2%	10%	14%	7%	12%	0%	0%	30%	21%	0%	2%	8%		
State Standard Shortage Level	0	0	0	0	0	0	0	0	0	0	0	0	0		
Planned WSCP Actions <sup>4</sup>															
Benefit from WSCP: Supply Augmentation													0.0		
Benefit from WSCP: Demand Reduction													0.0		
Revised Surplus/Shortage with WSCP	4.0	1.0	4.0	4.0	2.0	3.0	0.0	0.0	7.0	6.0	0.0	1.0	32.0		
% Revised Surplus/Shortage with WSCP	10%	2%	10%	14%	7%	12%	0%	0%	30%	21%	0%	2%	8%		

<sup>1</sup>Assessments are based on best available data at time of submitting the report and actual volumes could be different due to many factors.  
<sup>2</sup>Units of measure (AF, CCF, MG) must remain consistent.  
<sup>3</sup>When optional monthly volumes aren't provided, verify Tables 2 and 3 use the same columns for data entry and are reflected properly in Table 4 and make sure to use those same columns to enter the benefits from Planned WSCP Actions. Please see directions on the shortage balancing exercise in the Table Instructions. If a shortage is projected, the supplier is highly recommended to perform a monthly analysis to more accurately identify the time of shortage.  
<sup>4</sup>If you enter any WSCP Benefits, then you must enter the corresponding planned Actions into Table 5.

	= Auto calculated
	= From prior tables
	= For manual input

Table 4(NP): Non-Potable Water Shortage Assessment <sup>1</sup>	Start Year: 2023						Volumetric Unit Used <sup>2</sup> :						AF	Jun <sup>3</sup>	Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May				
Anticipated Unconstrained Demand: Non-Potable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00		
Anticipated Total Water Supply: Non-Potable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00		
Surplus/Shortage w/o WSCP Action: Non-Potable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00		
% Surplus/Shortage w/o WSCP Action: Non-Potable													0.00		
Planned WSCP Actions <sup>4</sup>															
Benefit from WSCP: Supply Augmentation													0.0		
Benefit from WSCP: Demand Reduction													0.0		
Revised Surplus/Shortage with WSCP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00		
% Revised Surplus/Shortage with WSCP													0.00		

<sup>1</sup>Assessments are based on best available data at time of submitting the report and actual volumes could be different due to many factors.  
<sup>2</sup>Units of measure (AF, CCF, MG) must remain consistent.  
<sup>3</sup>When optional monthly volumes aren't provided, verify Tables 2 and 3 use the same columns for data entry and are reflected properly in Table 4 and make sure to use those same columns to enter the benefits from Planned WSCP Actions. Please see directions on the shortage balancing exercise in the Table Instructions. If a shortage is projected, the supplier is highly recommended to perform a monthly analysis to more accurately identify the time of shortage.  
<sup>4</sup>If you enter any WSCP Benefits, then you must enter the corresponding planned Actions into Table 5.



**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Andy Grzywa Fire Chief  
Ryan Gross, General Manager

**SUBJECT:** **CONSIDER ADOPTING RESOLUTION NO. 08-23, IDENTIFYING THE TERMS AND CONDITIONS FOR THE FIRE DEPARTMENT RESPONSE AWAY FROM THEIR OFFICIAL DUTY STATION AND ASSIGNED TO AN EMERGENCY INCIDENT**

**RECOMMENDED BOARD ACTION**

Consider Adopting Resolution No. 08-23, Identifying the Terms and Conditions for the Fire Department Response Away from their Official Duty Station and Assigned to an Emergency Incident.

**REASON FOR RECOMMENDATION**

The terms and conditions of the Agreement for Local Government Fire and Emergency Assistances under the California Fire Assistance Agreement (CFAA), requires any agency seeking reimbursement of personnel working portal to portal on a state or federal incident to file a Memorandum of Understanding (MOU)/ Memorandum of Agreement (MOA), Governing Board of Resolution (GBR) or equivalent document with Cal OES Fire and Rescue Division, and have it approved by Cal OES and the Committee upon request. The MOU or GBR identifies the actual terms or conditions in which the department pays its personnel, from the Chief Officer level down to the firefighter level for emergency incidents.

**BACKGROUND INFORMATION**

The fire department has been under the CFAA agreement since 2015. The MOU or GBR would be an annual process for the terms and conditions of CFAA. This process secures the portal-to-portal (24hr) payment of personnel while committed on emergency incidents away from their duty station or outside their normal district/duty operations.

For the purpose of maintaining proper rates of reimbursement for equipment and personnel, each agency seeking reimbursement at the proper rate must renew their CFAA Agreement and Administrative Rate/ Salary Survey annually by July 1<sup>st</sup>.

## **FISCAL INFORMATION**

When a Salary Survey and MOU or GBR is completed and approved by Cal OES, the process will secure an Administrative Rate for personnel and equipment while committed on a Federal or State assignment. This Administrative Rate is calculated from the Indirect Cost Rate and Direct Cost Rate formula developed by the CFAA. The costs are determined by the Department's actual cost from the most recent actual year-end reports. If an agency does not complete a Salary Survey, MOU or have one on file by July 1<sup>st</sup> the agency will default to a standard administrative rate of 10% and personnel will not be compensated for portal-to-portal. If approved, the Departments new Administrative Rate will be 19.8%.

## **ATTACHMENTS**

Attachment 1 – Resolution No. 08-23

**RESOLUTION NO. 08-23**

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE RUNNING SPRINGS WATER DISTRICT, ON BEHALF OF ITS FIRE DEPARTMENT, IDENTIFYING THE TERMS AND CONDITIONS FOR THE FIRE DEPARTMENT RESPONSE AWAY FROM THEIR OFFICIAL DUTY STATION AND ASSIGNED TO AN EMERGENCY INCIDENT**

WHEREAS, Running Springs Water District, on behalf of its Fire Department (hereinafter the “Running Springs Fire Department”), is a public agency located in the County of San Bernardino, State of California and the Community of Running Springs

WHEREAS, it is the desire of the Board of Directors of the Running Springs Water District, on behalf of its Fire Department, to provide fair and legal payment to all its employees for time worked.

WHEREAS, the Running Springs Fire Department has in its employ, fire and emergency response personnel that include: Fire Chief, Battalion Chief, Fire Captain, Engineer, Firefighter/Paramedic and Firefighter/EMT positions.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Running Springs Water District as follows:

1. The Running Springs Fire Department will compensate its employees portal to portal while in the course of their employment and away from their official duty stations and assigned to an emergency incident, in support of an emergency incident or pre-positioned for emergency response. Personnel will be compensated (portal to portal) beginning at the time of dispatch outside of the Running Springs Fire Department jurisdiction to the time when equipment and personnel are back in service and available for responses within the jurisdiction of the Running Springs Fire Department.
2. The Running Springs Fire Department will compensate its employees overtime in accordance with their current Running Springs Water District Personnel Policy, Rules and Regulations, Standard Operating Procedures and/or other directives that identifies personnel compensation for the Running Springs Fire Department.

ADOPTED this 21<sup>st</sup> day of June 2023.

Ayes:

Noes:

Abstentions:

Absent:

\_\_\_\_\_  
President, Board of Directors  
Running Springs Water District

ATTEST:

\_\_\_\_\_  
Secretary of the Board of Directors  
Running Springs Water District

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023  
**TO:** Board of Directors  
**FROM:** Ryan Gross, General Manager  
**SUBJECT:** CONSIDER APPROVING RESOLUTION NO. 09-23, ADOPTING THE FISCAL YEAR ENDING 2024 AND 2025 DISTRICT BUDGETS

**RECOMMENDED BOARD ACTION**

Consider approving Resolution No. 09-23, adopting the Fiscal Year Ending 2024 and 2025 District Budgets including additional lump sum payments to CalPERS UAL Miscellaneous Plan in the amount of \$100,000.

**BACKGROUND INFORMATION**

A copy of the proposed Resolution 09-23 is included as Attachment 1.

The proposed Final Fiscal Year Ending 2024 and 2025 Budget document is also included as Attachment 2.

**FISCAL INFORMATION**

Refer to attached proposed Final Fiscal Year Ending 2024 and 2025 Budget document.

**ATTACHMENTS**

Attachment 1 – Resolution No. 09-23  
Attachment 2 – Fiscal Year Ending 2024 and 2025 Budget Document

**RESOLUTION 09-23**

**RESOLUTION OF THE BOARD OF DIRECTORS OF RUNNING SPRINGS  
WATER DISTRICT ADOPTING THE FISCAL YEAR ENDING 2024 AND 2025  
DISTRICT BUDGET**

**WHEREAS**, the water and wastewater rates, fees and charges approved in 2019 have been incorporated into the District’s fiscal year ending 2024 and 2025 budget, a copy of which is attached and incorporated herein by reference;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Running Springs Water District as follows:

1. Adoption of Fiscal Year Ending 2024 and 2025 District Budget

The District budget for Fiscal Year Ending 2024 and 2025 is hereby adopted, as presented to this Board of Directors, but may be hereafter amended by simple motion of the Board. A copy thereof shall be retained by the District and available for review upon request.

**ADOPTED** this 21<sup>st</sup> day of June 2023

**Ayes:**

**Noes:**

**Abstentions:**

**Absent:**

\_\_\_\_\_  
President, Board of Directors  
Running Springs Water District

ATTEST:

\_\_\_\_\_  
Secretary, Board of Directors  
Running Springs Water District

# Running Springs Water District Running Springs Fire Department



## Final Budget Fiscal Years Ending 2024 and 2025 June 21, 2023

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**Elected District Officials and Staff**

**Board of Directors**

Tony Grabow, President  
Bill Conrad, Vice President  
Mark Acciani, Director  
Laura Dyberg, Director  
Mike Terry, Director

**General Manager**

Ryan Gross

**Secretary to the Board of Directors, Treasurer**

Amie R. Crowder

**Management Team**

Andy Grzywa, Fire Chief  
Amie R. Crowder, Administration Division Supervisor  
Trevor Miller, Operations Manager  
Rick Ellsberry, Acting Fire Battalion Chief

**Running Springs Water District  
Fiscal Years Ending (FYE) 2024 and 2025 Budget**

**Executive Summary**

**Mission and Vision**

The mission of the Running Springs Water District (RSWD or District) is to provide water, fire, emergency medical service, sewer, and other beneficial services to the community: The goal of the District shall be to do so with the highest level of integrity and ethical principles and in the most efficient and cost-effective manner possible.

The vision of the District is to acquire and sustain the resources necessary to provide for the current and projected service needs of the Running Springs community in the following areas:

- **Water Service:** The Water Division will provide excellent water quality that consistently meets or exceeds regulatory and customer requirements and water quantity that recognizes the limited availability of supply in our area yet satisfies the essential needs of our customers.
- **Fire and Emergency Medical Service:** The Running Springs Fire Department will be an exemplary organization dedicated to community service and acclaimed for our hometown attentiveness as we provide fire protection and life safety services whenever called to duty.
- **Wastewater Collection and Treatment Service:** The Wastewater Division will provide extraordinary wastewater collection service for the Running Springs area and wastewater transmission and treatment service for the Running Springs, Arrowbear, and Green Valley Lake areas that protects the environment, complies with regulatory requirements, satisfies the needs of our customers, and provides beneficial uses for our reclaimed water.
- **Administration Service:** The Administration Division will provide exceptional customer service to the community and support services to all District divisions in a manner that demonstrates professionalism, utilizing advanced levels of technology.

All services will be provided in a manner that makes use of community outreach, sound management principles, responsible financial practices, and appropriate levels of technology. The Board will provide sound governance and strive to attract and retain a highly qualified, productive workforce and maintain a workplace environment where excellence is valued and where creativity, teamwork, and open communication between divisions is actively encouraged.

The District has prepared this two-year budget with the District’s mission and vision in mind and the staff and Board of Directors at the District are committed to ensuring the ongoing reliability of the extensive infrastructure that provides a foundation for the community of Running Springs. This budget continues the District’s focus on operational efficiency, public health and safety, environmental stewardship and fiscal responsibility.

## **Budget Process & Schedule**

In 2019, the District Board of Directors began adopting a two-year budget. The Finance Committee and Board of Directors have reviewed the draft Budget as follows:

<b>February 1 – April 19</b>	<b>Prepare Draft Budgets</b>
<b>April 19, 2023</b>	<b>Budget Planning &amp; Assumptions</b>
<b>April 25, 2023</b>	<b>Finance Committee Draft Budget Review</b>
<b>May 17, 2023</b>	<b>Board of Directors Draft Budget Review</b>
<b>June 21, 2023</b>	<b>Adoption of Two-Year Budget</b>

## **District Profile**

The Running Springs Water District is an independent special district that was formed in 1958 and established under Division 12 of the California Water Code. In 1962, the District established a Fire Department to provide fire protection services for its service area. In 1976, a sewage disposal system was completed to provide sewer service for the District. In 1983, ambulance service was established.

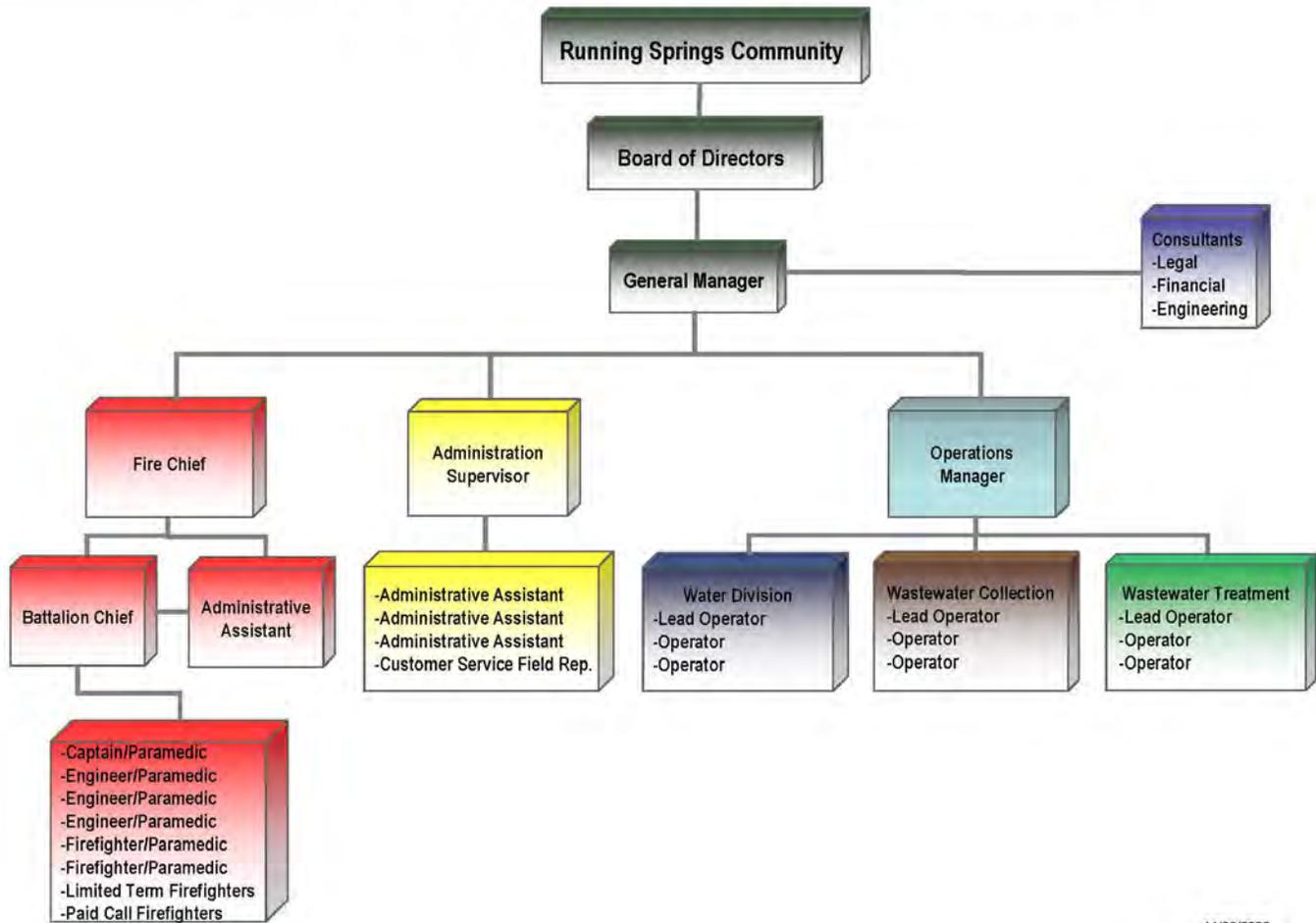
## **Business-Type Activities**

The District's Business-Type Activities include water, sewer, fire protection and ambulance services where the fees for these services typically cover all or most of the cost of operation including depreciation.

## **Staffing & Organizational Chart**

The following figure shows the current organization of the District.

# Running Springs Water District Organizational Chart



11/09/2022

## Financial Policies

In 2019 the District conducted a comprehensive rate study and prepared a Water and Wastewater Financial Plan, Rates and Capacity Fees and a Fire and Ambulance Financial Plan.

The District continues its focus on maintaining the necessary cash fund balances for the financial stability of the District and has adopted a Cash Reserve Policy as a guideline to achieve minimum cash balances in each of its reserve funds. The District's Cash Reserve Policy is a guideline for the priorities of operational revenue sources with the Operating Funds receiving the highest priority. After operational costs and debt service are covered, any free cash flow from operations moves into the Capital Improvement Funds up to an amount equal to annual depreciation plus 10%. Any remainder goes to the Rate Stabilization Funds for a balance not to exceed 20% of annual budgeted revenue.

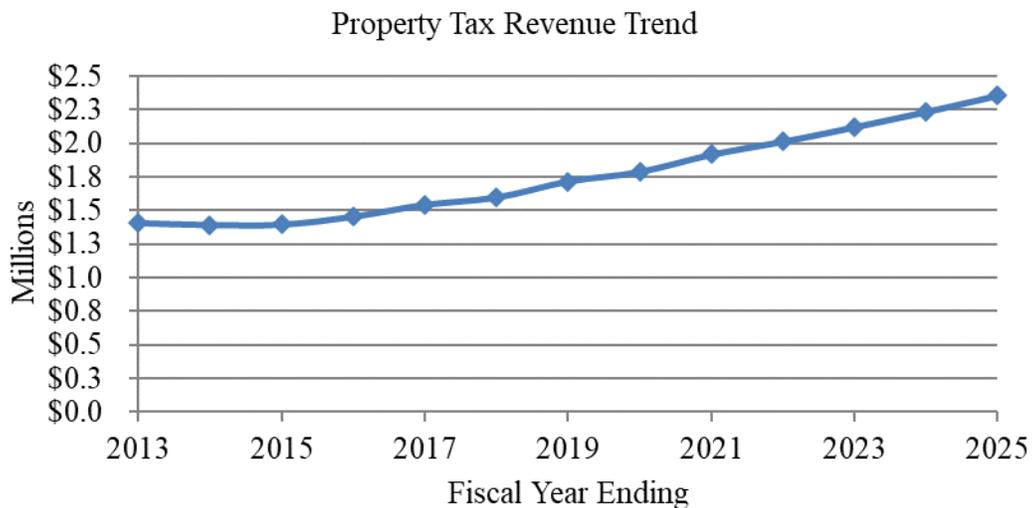
**Revenue**

The FYE 2024 budget includes total revenue of \$9.7 million, which is an increase of 12.6% as compared to the FYE 2023 budget. The FYE 2025 budget includes total revenue of \$10 million, which is an increase of 3.4% as compared to the FYE 2024 budget.

<b>Total Revenue Summary</b>					
	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Water	\$ 2,406,320	\$ 2,509,538	4.3%	\$ 2,567,598	2.3%
Collections	\$ 1,143,679	\$ 1,562,445	36.6%	\$ 1,623,538	3.9%
Treatment	\$ 1,792,563	\$ 2,059,774	14.9%	\$ 2,140,253	3.9%
Fire & Ambulance	\$ 3,257,620	\$ 3,554,007	9.1%	\$ 3,686,300	3.7%
<b>District Total</b>	<b>\$ 8,600,182</b>	<b>\$ 9,685,764</b>	<b>12.6%</b>	<b>\$ 10,017,689</b>	<b>3.4%</b>

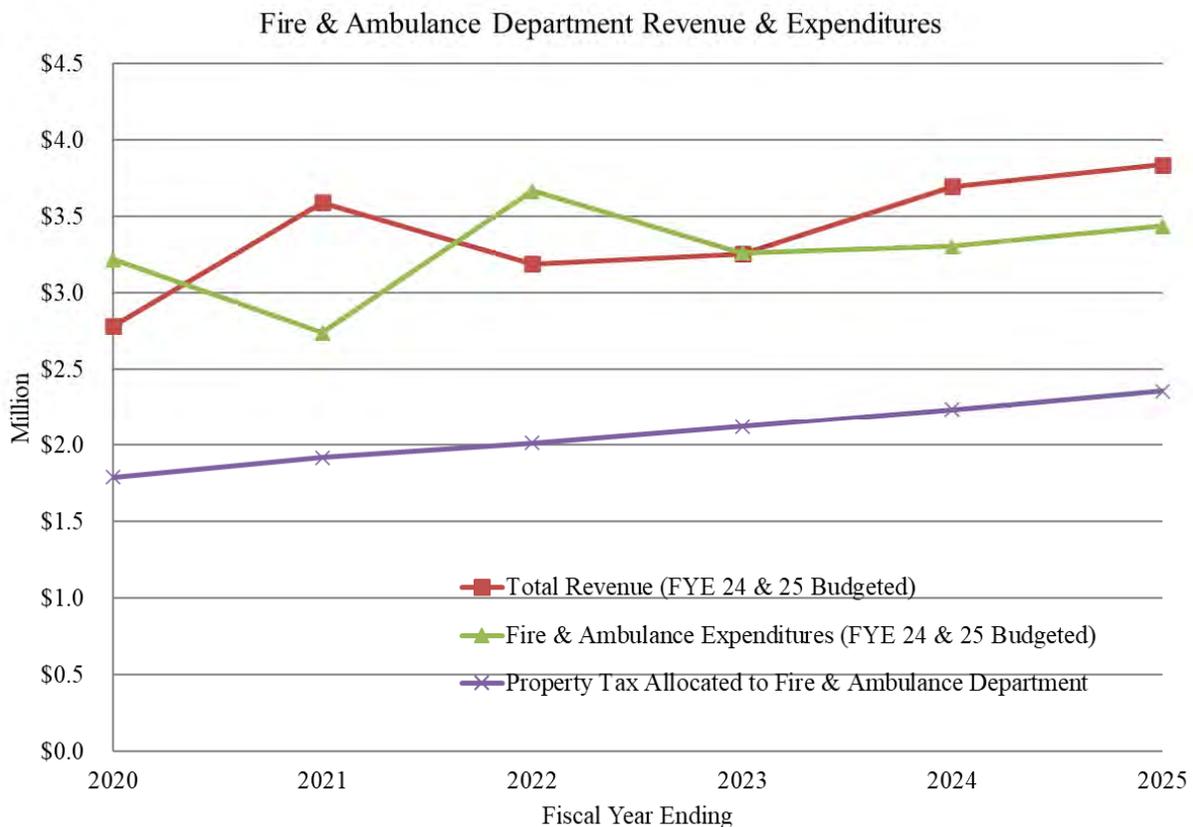
The District’s Fire Department including Ambulance services are funded by a combination of property taxes and a special tax (Fire Availability Fee) that was established in 1980 and ambulance fees and charges. For FYE 2024 and 2025, all of the anticipated property tax revenue has been allocated to fund the Fire Department and Ambulance Services.

Property tax revenues are showing a slight improvement. The District anticipates property tax revenue for FYE 2024 to increase 5.4% from the budgeted amount for FYE 2023. The following chart shows the historical actual property tax revenue for the District going back to 2013, the budgeted amount for FYE 2023 and the estimated property tax revenue for FYE 2024 and 2025.

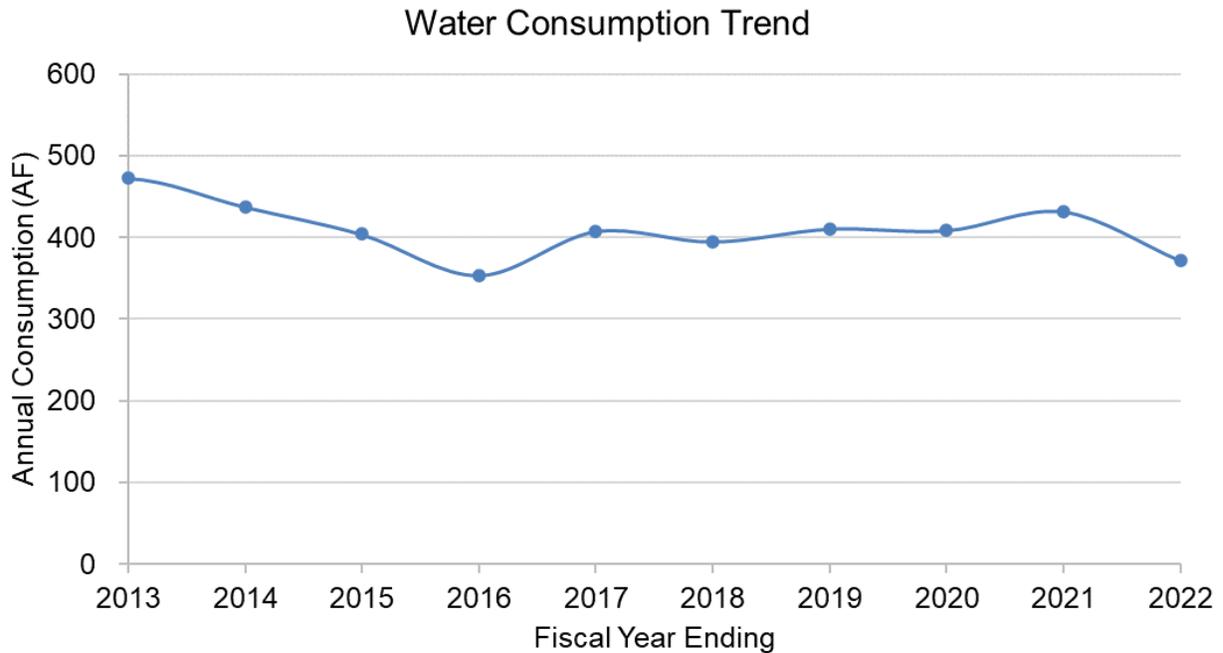


Fiscal Year Ending	Amount	% Change
2013	\$1,406,699	1%
2014	\$1,392,109	-1%
2015	\$1,395,269	0.2%
2016	\$1,454,179	4.2%
2017	\$1,543,080	6.1%
2018	\$1,597,469	3.5%
2019	\$1,717,154	7.5%
2020	\$1,788,035	4.1%
2021	\$1,917,159	7.2%
2022	\$2,013,323	5.0%
2023	\$2,121,805	5.4%
2024	\$2,236,134	5.4%
2025	\$2,356,622	5.4%

The District’s Business-Type Activities or Water, Sewer and Ambulance services are funded by rates and fees with the Ambulance services being partially funded from a portion of the property tax revenue. Historically, a portion of the property tax revenue was also allocated to the water and sewer divisions, but in recent years all of property tax revenue has been allocated to the Fire and Ambulance Department. The Fire and Ambulance Department historical revenue and expenditures are shown graphically in the following figure.



The following chart shows the historical water consumption for 2013-2022.



### **Rate & Fee Adjustments**

Water rates have been adjusted to increase revenue which is needed in order to fund several deferred Capital Improvement Projects (CIP), to replace aging infrastructure and to fund cash reserves to the levels set forth in the District’s Cash Reserve Policy.

The Residential and Commercial Sewer Monthly Base Charge have also been adjusted to increase revenue which is needed in order to fund several deferred Capital Improvement Projects (CIP), to replace aging infrastructure and to fund cash reserves to the levels set forth in the District’s Cash Reserve Policy.

A Proposition 218 Notice of Public Hearing that was mailed to all District property owners and customers notifying them of the proposed rate and fee adjustments for the FYE 2020 through 2024. The notice contains a table that lists the specific rate and fee adjustments for the Water and Wastewater Divisions.

### **Expenditures**

The District’s goal is to maintain the highest level of service at the lowest possible cost. Operating expenses are the on-going day to day costs of providing water, wastewater, fire, emergency medical service and other beneficial services to the community and are funded by rates, fees and property taxes. Detailed lists of operating expenses for each division are included in the subsequent sections of this budget document.

The FYE 2024 budget includes total expenses of \$8.4 million which reflects a 4.5% increase from the FYE 2023 budget. The FYE 2025 budget includes total expenses of \$8.7 million which reflects a 4.1% increase from the FYE 2024 budget.

**Expenditure Summary by Department (Including Depreciation Expense)**

	<b>FYE 2023 Budget</b>	<b>FYE 2024 Budget</b>	<b>% Change From Prior Year</b>	<b>FYE 2025 Budget</b>	<b>% Change From Prior Year</b>
Water	\$ 2,031,137	\$ 2,063,639	1.6%	\$ 2,164,018	4.9%
Collections	\$ 992,314	\$ 1,129,316	13.8%	\$ 1,182,260	4.7%
Treatment	\$ 1,419,585	\$ 1,620,664	14.2%	\$ 1,677,844	3.5%
Fire & Ambulance	\$ 3,546,523	\$ 3,532,211	-0.4%	\$ 3,665,419	3.8%
<b>District Total</b>	<b>\$ 7,989,558</b>	<b>\$ 8,345,830</b>	<b>4.5%</b>	<b>\$ 8,689,541</b>	<b>4.1%</b>

**Expenditure Summary**

	<b>FYE 2023 Budget</b>	<b>FYE 2024 Budget</b>	<b>% Change From Prior Year</b>	<b>FYE 2025 Budget</b>	<b>% Change From Prior Year</b>
Personnel Expense	\$ 5,094,752	\$ 5,188,060	1.8%	\$ 5,395,582	4.0%
Operations & Maintenance	\$ 1,457,247	\$ 1,658,122	13.8%	\$ 1,724,447	4.0%
Administrative Services	\$ 332,335	\$ 344,119	3.5%	\$ 357,884	4.0%
Uncollectible Accounts Expense	\$ 150,000	\$ 150,000	0.0%	\$ 150,000	0.0%
Depreciation Expense	\$ 955,225	\$ 1,005,529	5.3%	\$ 1,061,628	5.6%
<b>District Total</b>	<b>\$ 7,989,558</b>	<b>\$ 8,345,830</b>	<b>4.5%</b>	<b>\$ 8,689,542</b>	<b>4.1%</b>

**Administrative Expenditure Summary**

	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Personnel Expense	\$ 815,053	\$ 762,178	-6.5%	\$ 792,665	4.0%
Services and Supplies	\$ 332,335	\$ 344,119	3.5%	\$ 357,884	4.0%
Depreciation Expense	\$ 4,212	\$ 17,623	318.4%	\$ 17,851	1.3%
<b>District Total</b>	<b>\$ 1,151,600</b>	<b>\$ 1,123,921</b>	<b>-2.4%</b>	<b>\$ 1,168,400</b>	<b>4.0%</b>

**Water Expenditure Summary**

	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Personnel Expense	\$ 633,797	\$ 667,547	5.3%	\$ 694,249	4.0%
Operations & Maintenance	\$ 534,603	\$ 572,369	7.1%	\$ 595,264	4.0%
Administrative Services	\$ 552,769	\$ 502,350	-9.1%	\$ 521,966	3.9%
Depreciation Expense	\$ 309,968	\$ 321,373	3.7%	\$ 352,539	9.7%
<b>District Total</b>	<b>\$ 2,031,137</b>	<b>\$ 2,063,639</b>	<b>1.6%</b>	<b>\$ 2,164,018</b>	<b>4.9%</b>

**Wastewater Collections Expenditure Summary**

	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Personnel Expense	\$ 448,468	\$ 480,417	7.1%	\$ 499,633	4.0%
Operations & Maintenance	\$ 156,772	\$ 197,333	25.9%	\$ 205,226	4.0%
Administrative Services	\$ 184,256	\$ 226,026	22.7%	\$ 235,067	4.0%
Depreciation Expense	\$ 202,818	\$ 225,541	11.2%	\$ 242,334	7.4%
<b>District Total</b>	<b>\$ 992,314</b>	<b>\$ 1,129,316</b>	<b>13.8%</b>	<b>\$ 1,182,260</b>	<b>4.7%</b>

**Wastewater Treatment Expenditure Summary**

	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Personnel Expense	\$ 554,072	\$ 589,973	6.5%	\$ 613,572	4.0%
Operations & Maintenance	\$ 373,105	\$ 486,707	30.4%	\$ 506,175	4.0%
Administrative Services	\$ 184,256	\$ 226,026	22.7%	\$ 235,067	4.0%
Depreciation Expense	\$ 308,152	\$ 317,958	3.2%	\$ 323,030	1.6%
<b>District Total</b>	<b>\$ 1,419,585</b>	<b>\$ 1,620,664</b>	<b>14.2%</b>	<b>\$ 1,677,844</b>	<b>3.5%</b>

**Fire & Ambulance Expenditure Summary**

	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Personnel Expense	\$ 2,643,362	\$ 2,687,946	1.7%	\$ 2,795,463	4.0%
Operations & Maintenance	\$ 392,767	\$ 401,713	2.3%	\$ 417,782	4.0%
Administrative Services	\$ 230,319	\$ 169,519	-26.4%	\$ 176,300	4.0%
Uncollectible Accounts Expense	\$ 150,000	\$ 150,000	0.0%	\$ 150,000	0.0%
Depreciation Expense	\$ 130,075	\$ 123,033	-5.4%	\$ 125,874	2.3%
<b>District Total</b>	<b>\$ 3,546,523</b>	<b>\$ 3,532,211</b>	<b>-0.4%</b>	<b>\$ 3,665,419</b>	<b>3.8%</b>

**\*Beginning in the FYE 2024 the District is combining the Ambulance and Fire Department budgets.**

Direct costs are budgeted for each division based on actual costs and staff time tracked for the prior two-to-three-year period and indirect costs are allocated based on an administrative services time study.

**Personnel Expense**

The FYE 2024 and 2025 budget includes 24 full-time equivalent (FTE) positions. The FYE 2024 budget includes a total personnel expense of \$5.2 million which reflects a 1.8% increase from the FYE 2023 budget. The FYE 2025 budget includes total personnel expense of \$5.4 million which reflects a 4% increase from the FYE 2024 budget. Increases in personnel expense are primarily due to increases in salaries, pension expense and health insurance.

The FYE 2024 budget includes a 4% Cost of Living Adjustment (COLA) for salaries. The COLA index to be used going forward will be the Bureau of Labor Statistics Consumer Price Index for All Urban Consumers (CPI-U) for Riverside-San Bernardino-Ontario from January to January with a future floor of 0% and maximum of 4%.

Future adjustments to the District’s contribution for employee’s health insurance and/or medical reimbursement plans will be made in January of each year.

## CalPERS Pension

The District is a member of the California Public Employee Retirement System (CalPERS) which is the nation's largest public pension fund with investments of over \$355 billion in both domestic and international markets and one of the largest private equity investors in the world.

Since 1969, the District has participated in the CalPERS defined benefit plan. The District has four distinct plans within the Miscellaneous and Safety Risk Pools as follows:

- 2.7% @ 55 (9 Full Time Miscellaneous)
- 2.0% @ 62 (8 Full Time Miscellaneous PEPRA) – all new employees who are not members of CalPERS before January 2013
- 3.0% @ 50 (6 Full Time and 4 Part Time Safety)
- 2.7% @ 57 (2 Full Time and 7 Part Time Safety PEPRA) – all new employees who are not members of CalPERS before January 2013

FYE 2024 CalPERS Pension Contribution Rates				
Plan	Employer	Employee	Total	Number of Employees
Miscellaneous - Classic	15.95%	7.96%	23.91%	9
Miscellaneous - PEPRA	7.68%	7.75%	15.43%	8
Safety – Classic	36.10%	8.99%	36.10%	6 FT + 4 PT
Safety - PEPRA	13.54%	13.75%	27.29%	2 FT + 7 PT

\*Misc. Classic UAL is \$4.6M over next 13 years. Safety Classic UAL is \$3.5M over next 15 years.

CalPERS has implemented many pension plan changes over the past few years to ensure its sustainability including the following:

- Public Employee's Pension Reform Act (PEPRA) (effective 2012-13)
- Assumption Changes in mortality rate (effective 2016-17)
- Investment/Discount Rate Changes (effective 2017-18)
- Risk Mitigation Policy (effective 2017-18, suspended until 2020-21)
- Amortization Policy (effective 2018-19)

Of the plan changes above, assumption changes, investment/discount rate changes, and the amortization policy all directly impact the District's annual pension expense.

For FYE 2024 and 2025 the District is budgeting an additional lump sum prepayment to the CalPERS Unfunded Accrued Liability (UAL) in order to pay down the UAL and save on interest cost. The additional lump sum UAL prepayment amounts are as follows:

Administration Division = \$22,222  
 Water Division = \$25,926  
 Wastewater Division = \$40,741  
 Fire Department (Miscellaneous) = \$11,111

Total = \$100,000 additional lump sum UAL prepayment for Miscellaneous plan only.

## **Capital Improvement Plan (CIP)**

The District has a running five-year capital improvement plan that is included in each division's budget. Refer to the tables at the end of each division's budget for a specific list of the planned five-year capital improvement projects. Several capital improvement projects that were recommended in the 2010 Water and Sewer Master Plans have been deferred due to lack of available funding. There are also several key water system improvement projects that continue to be deferred such as replacing aging back yard steel water mains and rehabilitating or replacing water storage tanks.

The FYE 2024 and 2025 budgets include total capital expenditures of \$3.4 million and \$2.3 million respectively. The projects are funded by the Capital Improvement Plan Reserve Funds.

<b>Capital Improvement Plan Summary</b>		
	<b>FYE 2024</b>	<b>FYE 2025</b>
	<b>Budget</b>	<b>Budget</b>
Administration	\$ 29,700	\$ 34,700
Water	\$ 2,421,000	\$ 1,466,500
Collections	\$ 230,000	\$ 120,000
Treatment	\$ 565,000	\$ 590,000
Fire & Ambulance	\$ 179,800	\$ 40,000
<b>District Total</b>	<b>\$ 3,425,500</b>	<b>\$ 2,251,200</b>

## **Debt**

The District has three debt issuances from 2015, 2016 and 2018 have been included in this budget. One is an installment sale agreement with the State Water Resources Control Board (SWRCB) Clean Water State Revolving Fund (CWSRF) Program for the Sewer Lift Station Nos. 1-3 Improvements in the amount of \$2,800,000 on a 20-year term at a 1.9% interest rate. The second is an installment sale agreement with the Municipal Finance Corporation for a \$550,000 loan to help fund the construction of the Ayers Acres Groundwater Well Backbone Infrastructure Project with a 10-year term at a 3.4% interest rate. The third is a CWSRF Green Project Reserve Financing with 50% principal forgiveness for the District's Automatic Meter Reading (AMR) Technology Upgrade Project. This is an \$800,000 loan with a 20-year term at an interest rate of 1.8% and \$400,000 of the principal has been forgiven.

These three debt service issuances will help to spread the costs of this major capital outlay over the life of the projects and not burden the existing rate payers all at once. This is done mainly because these facilities provide services over many years, their large dollar costs can be difficult to pay for all at once and different generations of rate payers benefit from the facilities.

## **Conclusion**

The FYE 2024 and 2025 budget as developed by District staff is balanced and funds the District's costs to maintain services and its capital improvement plan. The budget is consistent with the Board's policy direction and continues to support the District's mission to provide water, wastewater, fire, emergency medical service and other beneficial services to the community with the highest level of integrity and ethical principles and in the most efficient and cost-effective manner possible.

## **Financial Summary**

The following financial summary section includes a Combined Statement of Revenues, Expenses and Changes in Net Position for FYE 2024 and 2025 for each fund.

A Comparative Statement of Revenues, Expenses and Change in Net Position is also included for each fund that shows the FYE 2021 and 2022 actuals compared to the FYE 2023, 2024 and 2025 Budgets.

**FYE 2024 Budget**

**Combined Statements of Revenues, Expenses and Changes in Net Position**

	Water	Wastewater Collection	Wastewater Treatment	Fire & Ambulance	Total
<b><u>OPERATING REVENUES</u></b>					
Service Charges	1,467,421	1,126,622	959,715	\$650,000	4,203,758
Usage Charges	915,619	-	157,999	-	1,073,618
Property Tax	-	-	-	2,236,134	2,236,134
Arrowbear & GVL Charges	-	427,186	648,770	-	1,075,956
PP-GEMT IGT & Other Reimbursements	-	-	-	370,000	370,000
Other Revenues	50,000	16,200	13,800	29,000	109,000
<b>Total Operating Revenues</b>	<b>2,433,040</b>	<b>1,570,008</b>	<b>1,780,283</b>	<b>3,285,134</b>	<b>9,068,465</b>
<b><u>OPERATING EXPENSES</u></b>					
Personnel Expense*	667,547	480,417	589,973	2,687,946	4,425,882
Operations & Maintenance	572,369	197,333	486,707	401,713	1,658,122
Administrative Services**	502,350	226,026	226,026	169,519	1,123,921
Uncollectible Accounts Expense	-	-	-	150,000	150,000
Depreciation Expense	321,373	225,541	317,958	123,033	987,906
<b>Total Operating Expenses</b>	<b>2,063,639</b>	<b>1,129,316</b>	<b>1,620,664</b>	<b>3,532,211</b>	<b>8,345,830</b>
<b>NET OPERATING INCOME</b>	<b>369,401</b>	<b>440,692</b>	<b>159,620</b>	<b>(247,077)</b>	<b>722,635</b>
<b><u>NON-OPERATING REVENUES</u></b>					
Availability Charges	40,000	7,560	6,440	205,000	259,000
Investment Income	35,000	15,000	18,000	16,000	84,000
Miscellaneous Income	5,000	810	690	-	6,500
Arrowbear & GVL CIP	-	-	248,487	-	248,487
Leasing Revenue	5,873	5,873	5,873	47,873	65,493
Interest on Long-term Debt	(\$9,375)	(\$36,807)	-	-	(46,181)
<b>Total Non-operating Revenue</b>	<b>76,499</b>	<b>(7,563)</b>	<b>279,490</b>	<b>268,873</b>	<b>617,298</b>
<b>NET INCOME (LOSS)</b>	<b>445,899</b>	<b>433,129</b>	<b>439,110</b>	<b>21,796</b>	<b>1,339,934</b>
<b><u>TOTAL REVENUES</u></b>	<b>2,509,538</b>	<b>1,562,445</b>	<b>2,059,774</b>	<b>3,554,007</b>	<b>9,685,764</b>
<b><u>TOTAL EXPENSES</u></b>	<b>2,063,639</b>	<b>1,129,316</b>	<b>1,620,664</b>	<b>3,532,211</b>	<b>8,345,830</b>
<b><u>CHANGE IN NET POSITION</u></b>	<b>445,899</b>	<b>433,129</b>	<b>439,110</b>	<b>21,796</b>	<b>1,339,934</b>
<b><u>CASH CONSIDERATIONS</u></b>					
Depreciation Non-Cash Expense	321,373	225,541	317,958	123,033	987,906
Uncollectible Accounts Non-Cash Expense	-	-	-	150,000	150,000
Principal Loan Payments	(\$79,959)	(\$132,773)	-	-	(212,732)
Capital Projects & Fixed Assets	(2,421,000)	(230,000)	(565,000)	(179,800)	(3,395,800)
<b><u>CHANGE IN CASH BALANCE</u></b>	<b>(1,733,687)</b>	<b>295,897</b>	<b>192,068</b>	<b>115,029</b>	<b>(1,130,692)</b>

\* Does not include Personnel Expense for Administration Department.

\*\*Administrative Expense includes Personnel Expense for Administration Department.

**FYE 2025 Budget**

**Combined Statements of Revenues, Expenses and Changes in Net Position**

	Water	Wastewater Collection	Wastewater Treatment	Fire & Ambulance	Total
<b><u>OPERATING REVENUES</u></b>					
Service Charges	1,484,179	1,171,687	998,104	\$674,000	4,327,969
Usage Charges	952,243	-	164,319	-	1,116,562
Property Tax	-	-	-	2,356,622	2,356,622
Arrowbear & GVL Charges	-	438,874	672,809	-	1,111,683
PP-GEMT IGT & Other Reimbursements	-	-	-	353,000	353,000
Other Revenues	52,000	16,848	14,352	29,200	112,400
<b>Total Operating Revenues</b>	<b>2,488,422</b>	<b>1,627,409</b>	<b>1,849,583</b>	<b>3,412,822</b>	<b>9,378,236</b>
<b><u>OPERATING EXPENSES</u></b>					
Personnel Expense*	694,249	499,633	613,572	2,795,463	4,602,917
Operations & Maintenance	595,264	205,226	506,175	417,782	1,724,447
Administrative Services**	521,966	235,067	235,067	176,300	1,168,400
Uncollectible Accounts Expense	-	-	-	150,000	150,000
Depreciation Expense	352,539	242,334	323,030	125,874	1,043,777
<b>Total Operating Expenses</b>	<b>2,164,018</b>	<b>1,182,260</b>	<b>1,677,844</b>	<b>3,665,419</b>	<b>8,689,541</b>
<b>NET OPERATING INCOME</b>	<b>324,404</b>	<b>445,148</b>	<b>171,739</b>	<b>(252,597)</b>	<b>688,695</b>
<b><u>NON-OPERATING REVENUES</u></b>					
Availability Charges	40,000	7,862	6,698	207,050	261,610
Investment Income	35,000	15,600	18,720	16,640	85,960
Miscellaneous Income	5,000	842	718	-	6,560
Arrowbear & GVL CIP	-	-	258,426	-	258,426
Leasing Revenue	6,108	6,108	6,108	49,788	68,112
Interest on Long-term Debt	(\$6,932)	(\$34,284)	-	-	(\$41,216)
<b>Total Non-operating Revenue</b>	<b>79,176</b>	<b>(3,871)</b>	<b>290,670</b>	<b>273,478</b>	<b>639,453</b>
<b>NET INCOME (LOSS)</b>	<b>403,580</b>	<b>441,277</b>	<b>462,409</b>	<b>20,881</b>	<b>1,328,148</b>
<b><u>TOTAL REVENUES</u></b>	<b>2,567,598</b>	<b>1,623,538</b>	<b>2,140,253</b>	<b>3,686,300</b>	<b>10,017,689</b>
<b><u>TOTAL EXPENSES</u></b>	<b>2,164,018</b>	<b>1,182,260</b>	<b>1,677,844</b>	<b>3,665,419</b>	<b>8,689,541</b>
<b><u>CHANGE IN NET POSITION</u></b>	<b>403,580</b>	<b>441,277</b>	<b>462,409</b>	<b>20,881</b>	<b>1,328,148</b>
<b><u>CASH CONSIDERATIONS</u></b>					
Depreciation Non-Cash Expense	352,539	242,334	323,030	125,874	1,043,777
Uncollectible Accounts Non-Cash Expense	-	-	-	150,000	150,000
Principal Loan Payments	(\$82,402)	(\$135,295)	-	-	(217,697)
Capital Projects & Fixed Assets	(1,466,500)	(120,000)	(590,000)	(40,000)	(2,216,500)
<b><u>CHANGE IN CASH BALANCE</u></b>	<b>(792,783)</b>	<b>428,316</b>	<b>195,439</b>	<b>256,755</b>	<b>87,728</b>

\* Does not include Personnel Expense for Administration Department.

\*\*Administrative Expense includes Personnel Expense for Administration Department.

## FYE 2024 and 2025 Budget

### Comparative Statements of Revenues, Expenses and Changes in Net Position

#### Combined Total District

<b>DISTRICT TOTAL</b>	<b>FYE 2021</b>	<b>FYE 2022</b>	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>FYE 2025</b>	<b>FYE 2024 vs.</b>	<b>FYE 2025 vs.</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>FYE 2023</b>	<b>FYE 2024</b>		
						<b>Budget</b>	<b>Budget</b>		<b>Budget</b>
<b><u>OPERATING REVENUES</u></b>									
Service Charges	3,795,224	3,976,338	3,966,721	4,630,944	4,327,969	664,223	17%	(302,976)	-7%
Usage Charges	1,069,394	994,320	1,032,866	1,073,618	1,116,562	40,752	4%	42,945	4%
Property Tax	1,916,714	2,036,001	2,076,943	2,236,134	2,356,622	159,191	8%	120,488	5%
Arrowbear & GVL Charges	405,519	502,184	466,639	648,770	1,111,683	182,131	39%	462,913	71%
GEMT, IGT & Other Reimbursements	194,653	80,833	385,000	370,000	353,000	(15,000)	-4%	(17,000)	-5%
Other Revenues	715,422	260,970	90,910	109,000	112,400	18,090	20%	3,400	3%
<b>Total Operating Revenues</b>	<b>8,096,926</b>	<b>7,850,646</b>	<b>8,019,079</b>	<b>9,068,465</b>	<b>9,378,236</b>	<b>1,049,386</b>	<b>13%</b>	<b>309,770</b>	<b>3%</b>
<b><u>OPERATING EXPENSES</u></b>									
Personnel Expense*	4,771,252	4,688,957	5,094,752	5,188,060	5,395,582	93,308	2%	207,522	4%
Operations & Maintenance	1,467,388	1,552,940	1,457,247	1,658,122	1,724,447	200,875	14%	66,325	4%
Administrative Services**	276,759	313,944	336,547	361,743	375,735	25,196	7%	13,993	4%
Uncollectible Accounts Expense	52,172	178,642	150,000	150,000	150,000	-	0%	-	0%
Depreciation Expense	912,494	922,602	951,013	987,906	1,043,777	36,893	4%	55,872	6%
<b>Total Operating Expenses</b>	<b>7,480,064</b>	<b>7,657,085</b>	<b>7,989,558</b>	<b>8,345,830</b>	<b>8,689,542</b>	<b>356,272</b>	<b>4%</b>	<b>343,711</b>	<b>4%</b>
<b>NET OPERATING INCOME</b>	<b>616,862</b>	<b>193,561</b>	<b>29,521</b>	<b>722,635</b>	<b>688,694</b>	<b>693,115</b>	<b>2348%</b>	<b>(33,941)</b>	<b>-5%</b>
<b><u>NON-OPERATING REVENUES</u></b>									
Availability Charges	259,147	258,017	261,020	259,000	261,610	(2,020)	-1%	2,610	1%
Investment Income	26,383	23,532	69,484	84,000	85,960	14,517	21%	1,960	2%
Miscellaneous Income	37,501	43,733	12,179	6,500	6,560	(5,679)	-47%	60	1%
Arrowbear & GVL CIP	197,097	248,652	282,750	248,487	258,426	(34,263)	-12%	9,939	4%
Leasing Revenue	21,186	21,836	17,025	65,493	68,112	48,468	285%	2,620	4%
Gain/(Loss) on Disposal of Assets	(57,722)	10,437	-	-	-	-	-	-	-
Interest on Long-term Debt	(61,286)	(56,636)	(61,354)	(46,181)	(41,216)	15,173	-25%	4,965	-11%
<b>Total Non-operating Revenue</b>	<b>422,306</b>	<b>549,571</b>	<b>581,103</b>	<b>617,298</b>	<b>639,453</b>	<b>36,195</b>	<b>6%</b>	<b>22,154</b>	<b>4%</b>
<b>NET INCOME (LOSS)</b>	<b>1,039,169</b>	<b>743,132</b>	<b>610,624</b>	<b>1,339,934</b>	<b>1,328,147</b>	<b>729,310</b>	<b>119%</b>	<b>(11,787)</b>	<b>-1%</b>
<b>TOTAL REVENUES</b>	<b>8,519,233</b>	<b>8,400,217</b>	<b>8,600,182</b>	<b>9,685,764</b>	<b>10,017,689</b>	<b>1,085,581</b>	<b>13%</b>	<b>331,925</b>	<b>3%</b>
<b>TOTAL EXPENSES</b>	<b>7,480,064</b>	<b>7,657,085</b>	<b>7,989,558</b>	<b>8,345,830</b>	<b>8,689,542</b>	<b>356,272</b>	<b>4%</b>	<b>343,711</b>	<b>4%</b>
<b>CHANGE IN NET POSITION</b>	<b>1,039,169</b>	<b>743,132</b>	<b>610,624</b>	<b>1,339,934</b>	<b>1,328,147</b>	<b>729,310</b>	<b>119%</b>	<b>(11,787)</b>	<b>-1%</b>
<b><u>CASH CONSIDERATIONS</u></b>									
Depreciation Non-Cash Expense	912,494	922,602	951,013	987,906	1,043,777	36,893	4%	55,872	6%
Uncollectible Accounts Non-Cash Expense	52,172	178,642	150,000	150,000	150,000	-	0%	-	0%
Principal Loan Payments	(197,642)	(202,231)	(206,936)	(212,732)	(217,697)	(5,796)	3%	(4,965)	2%
Capital Projects & Fixed Assets	(900,629)	(847,838)	(1,515,000)	(3,395,800)	(2,216,500)	(1,880,800)	124%	1,179,300	-35%
<b>CHANGE IN CASH BALANCE</b>	<b>905,563</b>	<b>794,307</b>	<b>(10,299)</b>	<b>(1,130,693)</b>	<b>87,727</b>	<b>(1,120,393)</b>	<b>10878%</b>	<b>1,218,420</b>	<b>-108%</b>

\* Includes Administration Department Personnel Expense.

\*\* Does not include Personnel Expense for Administration Department.

**FYE 2024 and 2025 Budget**

**Comparative Statements of Revenues, Expenses and Changes in Net Position**

**Water Proprietary Fund**

<b>WATER PROPRIETARY FUND</b>	<b>FYE 2021 Actual</b>	<b>FYE 2022 Actual</b>	<b>FYE 2023 Budget</b>	<b>FYE 2024 Budget</b>	<b>FYE 2025 Budget</b>	<b>FYE 2024 vs. FYE 2023 Budget</b>	<b>FYE 2025 vs. FYE 2024 Budget</b>
<b><u>OPERATING REVENUES</u></b>							
Service Charges	1,307,263	1,360,801	1,410,982	1,467,421	1,484,179	56,439	16,758
Usage Charges	917,649	851,401	880,298	915,619	952,243	35,321	36,625
Other Revenues	40,324	45,500	48,925	50,000	52,000	1,075	2,000
<b>Total Operating Revenues</b>	<b>2,265,236</b>	<b>2,257,702</b>	<b>2,340,205</b>	<b>2,433,040</b>	<b>2,488,422</b>	<b>92,835</b>	<b>4% 55,382 2%</b>
<b><u>OPERATING EXPENSES</u></b>							
Salaries and Benefits*	608,625	609,363	633,797	667,547	694,249	33,750	26,702
Operations & Maintenance	538,650	538,423	534,603	572,369	595,264	37,766	22,895
Administrative Services**	442,147	528,652	552,769	502,350	521,966	(50,419)	19,616
Depreciation Expense	290,720	299,815	309,968	321,373	352,539	11,405	31,166
<b>Total Operating Expenses</b>	<b>1,880,142</b>	<b>1,976,253</b>	<b>2,031,137</b>	<b>2,063,639</b>	<b>2,164,018</b>	<b>32,502</b>	<b>2% 100,379 5%</b>
<b>NET OPERATING INCOME</b>	<b>385,094</b>	<b>281,449</b>	<b>309,068</b>	<b>369,401</b>	<b>324,404</b>	<b>60,332</b>	<b>(44,997)</b>
<b><u>NON-OPERATING REVENUES</u></b>							
Availability Charges	41,188	39,863	42,000	40,000	40,000	(2,000)	-
Investment Income	11,668	10,131	25,500	35,000	35,000	9,500	-
Miscellaneous Income	2,000	2,622	5,000	5,000	5,000	-	-
Gain/(Loss) on Disposal of Capital Assets	4,441	-	-	-	-	-	-
Leasing Revenue	21,186	21,836	5,675	5,873	6,108	-	-
Interest on Long-term Debt	(15,945)	(13,650)	(12,060)	(9,375)	(6,932)	2,685	2,443
<b>Total Non-operating Revenue</b>	<b>64,538</b>	<b>60,802</b>	<b>66,115</b>	<b>76,499</b>	<b>79,176</b>	<b>10,384</b>	<b>16% 2,443 3%</b>
<b>NET INCOME (LOSS)</b>	<b>449,632</b>	<b>342,251</b>	<b>375,183</b>	<b>445,899</b>	<b>403,580</b>	<b>70,716</b>	<b>(42,554)</b>
<b><u>TOTAL REVENUES</u></b>	<b>2,329,774</b>	<b>2,318,504</b>	<b>2,406,320</b>	<b>2,509,538</b>	<b>2,567,598</b>	<b>103,218</b>	<b>4% 57,825 2%</b>
<b><u>TOTAL EXPENSES</u></b>	<b>1,880,142</b>	<b>1,976,253</b>	<b>2,031,137</b>	<b>2,063,639</b>	<b>2,164,018</b>	<b>32,502</b>	<b>2% 100,379 5%</b>
<b>CHANGE IN NET POSITION</b>	<b>449,632</b>	<b>342,251</b>	<b>375,183</b>	<b>445,899</b>	<b>403,580</b>	<b>70,716</b>	<b>(42,554)</b>
<b><u>CASH CONSIDERATIONS</u></b>							
Depreciation Non-Cash Expense	290,720	299,815	309,968	321,373	352,539	11,405	31,166
Principal Loan Payments	(73,077)	(75,299)	(77,593)	(79,959)	(82,402)	(2,367)	(2,443)
Capital Projects & Fixed Assets	(110,694)	(19,434)	(630,000)	(2,421,000)	(1,466,500)	(1,791,000)	954,500
<b>CHANGE IN CASH BALANCE</b>	<b>556,581</b>	<b>547,333</b>	<b>(22,441)</b>	<b>(1,733,687)</b>	<b>(792,783)</b>	<b>(1,711,246)</b>	<b>940,669</b>

\* Does not include Personnel Expense for Administration Department.

\*\*Administrative Expense includes Personnel Expense for Administration Department.

**FYE 2024 and 2025 Budget**

**Comparative Statements of Revenues, Expenses and Changes in Net Position**

**Wastewater Collections Proprietary Fund**

<b>WASTEWATER COLLECTIONS PROPRIETARY FUND</b>	<b>FYE 2021 Actual</b>	<b>FYE 2022 Actual</b>	<b>FYE 2023 Budget</b>	<b>FYE 2024 Budget</b>	<b>FYE 2025 Budget</b>	<b>FYE 2024 vs. FYE 2023 Budget</b>	<b>FYE 2025 vs. FYE 2024 Budget</b>
<b><u>OPERATING REVENUES</u></b>							
Service Charges	1,100,051	1,178,160	1,160,519	1,553,808	1,610,561	393,289	56,752
Usage Charges	-	-	-	-	-	-	-
Other Revenues	26,228	28,307	7,441	16,200	16,848	8,759	648
<b>Total Operating Revenues</b>	<b>1,126,279</b>	<b>1,206,467</b>	<b>1,167,960</b>	<b>1,570,008</b>	<b>1,627,409</b>	<b>402,048</b>	<b>34%</b> <b>57,400</b> <b>4%</b>
<b><u>OPERATING EXPENSES</u></b>							
Salaries and Benefits*	362,142	439,186	448,468	480,417	499,633	31,949	19,217
Operations & Maintenance	118,693	130,958	156,772	197,333	205,226	40,561	7,893
Administrative Services**	127,731	178,739	184,256	226,026	235,067	41,770	9,041
Depreciation Expense	198,388	201,164	202,818	225,541	242,334	22,723	16,793
<b>Total Operating Expenses</b>	<b>806,954</b>	<b>950,048</b>	<b>992,314</b>	<b>1,129,316</b>	<b>1,182,260</b>	<b>137,003</b>	<b>14%</b> <b>52,944</b> <b>4%</b>
<b>NET OPERATING INCOME</b>	<b>319,325</b>	<b>256,419</b>	<b>175,646</b>	<b>440,692</b>	<b>445,148</b>	<b>265,046</b>	<b>4,456</b>
<b><u>NON-OPERATING REVENUES</u></b>							
Availability Charges	14,411	8,229	8,033	7,560	7,862	(473)	302
Investment Income	4,962	3,666	10,444	15,000	15,600	4,557	600
Miscellaneous Income	720	781	862	810	842	(52)	32
Gain/(Loss) on Disposal of Capital Assets	(8,626)	-	-	-	-	-	-
Leasing Revenue	-	-	5,675	5,873	6,108	-	-
Interest on Long-term Debt	(45,341)	(42,986)	(49,294)	(36,807)	(\$34,284)	12,488	2,523
<b>Total Non-operating Revenue</b>	<b>(33,874)</b>	<b>(30,310)</b>	<b>(24,281)</b>	<b>(7,563)</b>	<b>(3,871)</b>	<b>16,519</b>	<b>-68%</b> <b>3,457</b> <b>-89%</b>
<b>NET INCOME (LOSS)</b>	<b>285,451</b>	<b>226,109</b>	<b>151,366</b>	<b>433,129</b>	<b>441,277</b>	<b>281,565</b>	<b>7,914</b>
<b>TOTAL REVENUES</b>	<b>1,092,405</b>	<b>1,176,157</b>	<b>1,143,679</b>	<b>1,562,445</b>	<b>1,623,538</b>	<b>418,567</b>	<b>37%</b> <b>60,858</b> <b>4%</b>
<b>TOTAL EXPENSES</b>	<b>806,954</b>	<b>950,048</b>	<b>992,314</b>	<b>1,129,316</b>	<b>1,182,260</b>	<b>137,003</b>	<b>14%</b> <b>52,944</b> <b>4%</b>
<b>CHANGE IN NET POSITION</b>	<b>285,451</b>	<b>226,109</b>	<b>151,366</b>	<b>433,129</b>	<b>441,277</b>	<b>281,565</b>	<b>7,914</b>
<b><u>CASH CONSIDERATIONS</u></b>							
Depreciation Non-Cash Expense	198,388	201,164	202,818	225,541	242,334	22,723	16,793
Principal Loan Payments	(124,565)	(126,932)	(129,344)	(132,773)	(\$135,295)	(3,429)	(2,523)
Capital Projects & Fixed Assets	(177,190)	(64,320)	(195,000)	(230,000)	(120,000)	(35,000)	110,000
<b>CHANGE IN CASH BALANCE</b>	<b>182,084</b>	<b>236,021</b>	<b>29,840</b>	<b>295,897</b>	<b>428,316</b>	<b>265,859</b>	<b>132,184</b>

\* Does not include Personnel Expense for Administration Department.

\*\*Administrative Expense includes Personnel Expense for Administration Department.

**FYE 2024 and 2025 Budget**

**Comparative Statements of Revenues, Expenses and Changes in Net Position**

**Wastewater Treatment Proprietary Fund**

<b>WASTEWATER TREATMENT PROPRIETARY FUND</b>	<b>FYE 2021 Actual</b>	<b>FYE 2022 Actual</b>	<b>FYE 2023 Budget</b>	<b>FYE 2024 Budget</b>	<b>FYE 2025 Budget</b>	<b>FYE 2024 vs. FYE 2023 Budget</b>	<b>FYE 2025 vs. FYE 2024 Budget</b>
<b><u>OPERATING REVENUES</u></b>							
Service Charges	793,739	793,739	864,820	959,715	998,104	94,895	38,389
Usage Charges	151,745	142,919	152,568	157,999	164,319	5,431	6,320
Arrowbear & GVL Charges	405,519	502,184	466,639	648,770	672,809	182,131	24,039
Other Revenues	5,383	5,383	5,544	13,800	14,352	8,256	552
<b>Total Operating Revenues</b>	<b>1,356,386</b>	<b>1,444,225</b>	<b>1,489,571</b>	<b>1,780,283</b>	<b>1,849,583</b>	<b>290,712 20%</b>	<b>69,300 4%</b>
<b><u>OPERATING EXPENSES</u></b>							
Salaries and Benefits*	497,822	533,895	554,072	589,973	613,572	35,901	23,599
Operations & Maintenance	402,645	393,791	373,105	486,707	506,175	113,602	19,468
Administrative Services**	137,556	176,085	184,256	226,026	235,067	41,770	9,041
Depreciation Expense	285,609	281,265	308,152	317,958	323,030	9,806	5,072
<b>Total Operating Expenses</b>	<b>1,323,633</b>	<b>1,385,036</b>	<b>1,419,585</b>	<b>1,620,664</b>	<b>1,677,844</b>	<b>201,079 14%</b>	<b>57,180 3%</b>
<b>NET OPERATING INCOME</b>	<b>32,754</b>	<b>59,189</b>	<b>69,986</b>	<b>159,620</b>	<b>171,739</b>	<b>89,634</b>	<b>12,120</b>
<b><u>NON-OPERATING REVENUES</u></b>							
Availability Charges	-	5,987	5,987	6,440	6,698	453	258
Investment Income	5,146	4,553	7,938	18,000	18,720	10,062	720
Miscellaneous Income	-	-	642	690	718	48	28
Arrowbear & GVL CIP	197,097	248,652	282,750	248,487	258,426	(34,263)	9,939
Gain/(Loss) on Disposal of Assets	(53,537)	10,437	-	-	-	-	-
Leasing Revenue	-	-	5,675	5,873	6,108	-	-
<b>Total Non-operating Revenue</b>	<b>148,706</b>	<b>269,629</b>	<b>302,992</b>	<b>279,490</b>	<b>290,670</b>	<b>(23,700) -8%</b>	<b>10,945 4%</b>
<b>NET INCOME (LOSS)</b>	<b>181,460</b>	<b>328,818</b>	<b>372,978</b>	<b>439,110</b>	<b>462,409</b>	<b>65,934</b>	<b>23,064</b>
<b>TOTAL REVENUES</b>	<b>1,505,092</b>	<b>1,713,854</b>	<b>1,792,563</b>	<b>2,059,774</b>	<b>2,140,253</b>	<b>267,012 15%</b>	<b>80,244 4%</b>
<b>TOTAL EXPENSES</b>	<b>1,323,633</b>	<b>1,385,036</b>	<b>1,419,585</b>	<b>1,620,664</b>	<b>1,677,844</b>	<b>201,079 14%</b>	<b>57,180 3%</b>
<b>CHANGE IN NET POSITION</b>	<b>181,460</b>	<b>328,818</b>	<b>372,978</b>	<b>439,110</b>	<b>462,409</b>	<b>65,934</b>	<b>23,064</b>
<b><u>CASH CONSIDERATIONS</u></b>							
Depreciation Non-Cash Expense	285,609	281,265	308,152	317,958	323,030	9,806	5,072
Capital Projects & Fixed Assets	(537,081)	(618,154)	(650,000)	(565,000)	(590,000)	85,000	(25,000)
<b>CHANGE IN CASH BALANCE</b>	<b>(70,013)</b>	<b>(8,071)</b>	<b>31,130</b>	<b>192,068</b>	<b>195,439</b>	<b>160,740</b>	<b>3,136</b>

\* Does not include Personnel Expense for Administration Department.

\*\*Administrative Expense includes Personnel Expense for Administration Department.

**FYE 2024 and 2025 Budget**

**Comparative Statements of Revenues, Expenses and Changes in Net Position**

**Fire & Ambulance Fund**

<b>FIRE &amp; AMBULANCE GOVERNMENTAL FUND</b>	<b>FYE 2021 Actual</b>	<b>FYE 2022 Actual</b>	<b>FYE 2023 Budget</b>	<b>FYE 2024 Budget</b>	<b>FYE 2025 Budget</b>	<b>FYE 2024 vs. FYE 2023 Budget</b>	<b>FYE 2025 vs. FYE 2024 Budget</b>
<b><u>OPERATING REVENUES</u></b>							
Property Tax	1,916,714	2,036,001	2,076,943	2,236,134	2,356,622	159,191	120,488
Service Charges	594,171	643,638	530,400	650,000	674,000	119,600	24,000
PP-GEMT IGT & Other Reimbursements	194,653	80,833	385,000	370,000	353,000	(15,000)	(17,000)
Other Revenues	643,487	181,780	29,000	29,000	29,200	-	200
<b>Total Operating Revenues</b>	<b>3,349,025</b>	<b>2,942,252</b>	<b>3,021,343</b>	<b>3,285,134</b>	<b>3,412,822</b>	<b>263,791</b>	<b>9%</b> <b>127,688</b> <b>4%</b>
<b><u>OPERATING EXPENSES</u></b>							
Salaries and Benefits*	2,607,132	2,307,798	2,643,362	2,687,946	2,795,463	44,584	107,518
Operations & Maintenance	407,400	489,768	392,767	401,713	417,782	8,946	16,069
Administrative Services**	252,838	234,423	230,319	169,519	176,300	(60,800)	6,781
Uncollectible Accounts Expense	52,172	178,642	150,000	150,000	150,000	-	-
Depreciation Expense	137,777	140,358	130,075	123,033	125,874	(7,042)	2,841
<b>Total Operating Expenses</b>	<b>3,457,318</b>	<b>3,350,989</b>	<b>3,546,523</b>	<b>3,532,211</b>	<b>3,665,419</b>	<b>(14,312)</b>	<b>0%</b> <b>133,208</b> <b>4%</b>
<b>NET OPERATING INCOME</b>	<b>(108,293)</b>	<b>(408,737)</b>	<b>(525,180)</b>	<b>(247,077)</b>	<b>(252,597)</b>	<b>278,103</b>	<b>(5,520)</b>
<b><u>NON-OPERATING REVENUES</u></b>							
Availability Charges	203,548	203,938	205,000	205,000	207,050	-	2,050
Investment Income	4,607	5,182	25,602	16,000	16,640	(9,602)	640
Miscellaneous & Lease Income	34,781	40,330	5,675	47,873	49,788	42,198	1,915
<b>Total Non-operating Revenue</b>	<b>242,936</b>	<b>249,450</b>	<b>236,277</b>	<b>268,873</b>	<b>273,478</b>	<b>32,596</b>	<b>14%</b> <b>4,605</b> <b>2%</b>
<b>NET INCOME (LOSS)</b>	<b>134,643</b>	<b>(159,287)</b>	<b>(288,903)</b>	<b>21,796</b>	<b>20,881</b>	<b>310,699</b>	<b>(915)</b>
<b><u>TOTAL REVENUES</u></b>	<b>3,591,961</b>	<b>3,191,702</b>	<b>3,257,620</b>	<b>3,554,007</b>	<b>3,686,300</b>	<b>296,387</b>	<b>9%</b> <b>132,293</b> <b>4%</b>
<b><u>TOTAL EXPENSES</u></b>	<b>3,457,318</b>	<b>3,350,989</b>	<b>3,546,523</b>	<b>3,532,211</b>	<b>3,665,419</b>	<b>(14,312)</b>	<b>0%</b> <b>133,208</b> <b>4%</b>
<b>CHANGE IN NET POSITION</b>	<b>134,643</b>	<b>(159,287)</b>	<b>(288,903)</b>	<b>21,796</b>	<b>20,881</b>	<b>310,699</b>	<b>(915)</b>
<b><u>CASH CONSIDERATIONS</u></b>							
Depreciation Non-Cash Expense	137,777	140,358	130,075	123,033	125,874	(7,042)	2,841
Uncollectible Accounts Non-Cash Expense	52,172	178,642	150,000	150,000	150,000	-	-
Capital Projects & Fixed Assets	(75,664)	(145,930)	(40,000)	(179,800)	(40,000)	(139,800)	139,800
<b>CHANGE IN CASH BALANCE</b>	<b>248,928</b>	<b>13,783</b>	<b>(48,828)</b>	<b>115,029</b>	<b>256,755</b>	<b>163,857</b>	<b>141,726</b>

\* Does not include Personnel Expense for Administration Department.

\*\*Administrative Expense includes Personnel Expense for Administration Department.

### Operating Projection

The District relies on projections of operating revenues and expenses to determine cash availability for capital improvement projects and to determine if cash reserve goals will be met. These projections also serve as a strategic plan for rate setting. The operating projections included in this budget for each fund assumes that the rate increases will be necessary resulting in the following change in operating revenue:

<b>Proprietary Fund</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
Water	3%	TBD	TBD	TBD	TBD
Wastewater	3%	TBD	TBD	TBD	TBD

Projections for personnel and other operating expenses include maximum anticipated increases in accordance with the recent rate study and other known or anticipated factors. Operating projections suggest that the Water and Wastewater Enterprises are meeting all their cash reserve funding goals. Please see the Fund Balance section of this budget for further information.

**Fund Balance Summary as of May 31, 2023**

<b>Fund Balances as of May 31, 2023</b>	
<b>Fire &amp; Ambulance Department</b>	
Fire & Ambulance Department Operating Fund	2,314,174
<b>Recommended Operating Fund Target (6 Months Operating Expenses)</b>	<b>1,583,636</b>
<b>Fire &amp; Ambulance Department Operating Fund, Above or (Below) Target</b>	<b>730,538</b>
<b>Wastewater Division</b>	
Wastewater Capital Improvement Project Reserve	2,215,070
Wastewater System Connection & Capacity Charges	11,630
CWSRF Loan Agreement 14-813 Debt Reserve (Restricted for SLS 1-3 Debt Service)	171,537
Wastewater Operating Reserve Fund	619,190
<b>Recommended Operating Reserve Fund Target (4 Months Operating Expenses)</b>	<b>619,190</b>
<b>Wastewater Operating Reserve, Fully Funded or (Below Target)</b>	<b>Fully Funded</b>
<b>Green Valley Lake (GVL) Wastewater Division</b>	
Wastewater Capital Improvement Project Reserve	2,134,735
Wastewater System Connection & Capacity Charges	-
Wastewater Operating Reserve Fund	350,000
<b>Recommended Operating Reserve Fund Target (4 Months Operating Expenses)</b>	<b>350,000</b>
<b>GVL Wastewater Operating Reserve, Fully Funded or (Below Target)</b>	<b>Fully Funded</b>
<b>Water Division</b>	
Water Capital Improvement Project Reserve	2,173,816
Water System Connection & Capacity Charges	155,580
Water Infrastructure R&R Reserve (MFC & AMR SRF Debt Reserve)	89,334
Water Operating Reserve	561,875
<b>Recommended Operating Reserve Fund Target (4 Months Operating Expenses)</b>	<b>561,875</b>
<b>Water Operating Reserve, Fully Funded or (Below Target)</b>	<b>Fully Funded</b>
<b>Assessment Districts Restricted Funds</b>	
Water Assessment District No. 10 Construction Funds	26,421
Water Assessment District No. 10 O&M	36,145
<b>Subtotal Assessment Districts</b>	<b>62,566</b>
<b>Total District Designated &amp; Operating Reserve Funds</b>	<b>10,796,941</b>
<b>Assessment District Funds</b>	<b>62,566</b>
<b>Combined Pooled Cash</b>	<b>10,859,507</b>
<b>Checking Account (General)</b>	<b>362,482</b>
<b>LAIF - Investment</b>	<b>9,294,387</b>
<b>MBS Investments (Laddered CDs)</b>	<b>1,196,644</b>
<b>York Insurance Deposit / Sedgwick</b>	<b>4,994</b>
<b>Petty Cash</b>	<b>1,000</b>
<b>Combined Pooled Cash</b>	<b>10,859,507</b>

## Rates & Fees

The District is committed to providing the highest quality water and wastewater services at the lowest possible rates for our customers. To meet this commitment, the District engaged an independent rate consultant to perform a water and wastewater rate study that evaluates the infrastructure, programs and operations and maintenance costs of the District's water and wastewater services and the rates necessary to recover the costs of those services for the next five years. A cost of service and rate study demonstrates what it costs the District to provide these services and the appropriate rates to fairly and appropriately allocate the costs of providing them to our customers. The District's 2019 Rate Study, Cash Reserve Policy, Facilities Master Plans, as well as the District budgets were used as the basis upon which the rates and charges were calculated. The rate adjustments were not the only measures used to generate a balanced budget. Other measures required to balance the budget included reductions in operating expenses where possible and deferral of nonessential activities and projects.

The results of the rate study demonstrated that adjustments in the water and wastewater rates were needed to recover increases in the costs of providing water and wastewater services. These costs include, among others, the costs of needed repairs and replacements of aging water and wastewater infrastructure, increased water purchase and electricity costs and the costs of developing additional local groundwater supplies.

The water rate structure has four customer classes - residential, commercial, schools, and irrigation - and is comprised of three components - a fixed monthly base charge, a variable volumetric rate, and a fixed monthly private fire service water meter base charge. The base charge is determined on the basis of the size of the water meter serving a property (in inches) and is designed to recover a portion of the District's fixed costs of operating and maintaining the water system, such as billing and collection, and repair and replacement of infrastructure. The volumetric rate is the same for all customer classes and is imposed per unit of delivered water, with one unit equal to one cubic foot (cf) or 7.48 gallons. The volumetric rate is calculated to recover a portion of the District's fixed costs and its variable costs of purchasing and providing water service. The private fire service water meter base charge is only imposed on customers who have private fire suppression systems. It is designed to recover the proportionate share of the costs of sizing the water system necessary to provide private fire suppression service and the costs of managing and inspecting backflow prevention devices for these private systems.

Under the current water rate structure, a different rate for the base charge is imposed on landscape irrigation customers than is imposed on all other customers, and a different rate for the consumption charge is imposed on customers who are served by but are located outside of the District's boundaries. Under the current rate structure, the same base charge and volumetric rate will be applicable to all customers. Under the rate structure, the costs of repairing and replacing water infrastructure will be recovered from the District's base charge.

The wastewater rate structure has two customer classes - commercial and residential - and is comprised of two components - a fixed monthly wastewater base charge and a variable wastewater volumetric rate. The wastewater base charge is determined on a per equivalent dwelling unit (EDU) basis and is designed to recover a portion of the District's fixed costs of operating and maintaining the wastewater system. The wastewater volumetric rate is based on a

customer’s estimated monthly wastewater discharge and is designed to recover a portion of the District’s fixed costs and its variable costs of providing wastewater services. The method for estimating customers’ wastewater discharge is a percentage of the billed monthly water usage.

Under the current wastewater rate structure, a different rate for the volumetric rate is imposed on commercial customers than is imposed on residential customers. The currently approved water and wastewater rates are identified in the tables below.

<b>CURRENT RESIDENTIAL, COMMERCIAL, AND IRRIGATION CUSTOMERS’ MONTHLY WATER BASE CHARGE RATES (\$/METER SIZE)</b>					
<b>Meter Size</b>	<b>7/1/2023</b>	<b>7/1/2024</b>	<b>7/1/2025</b>	<b>7/1/2026</b>	<b>7/1/2027</b>
5/8” x 3/4”	\$38.49	TBD	TBD	TBD	TBD
1”	\$88.93	TBD	TBD	TBD	TBD
1 1/2”	\$172.99	TBD	TBD	TBD	TBD
2”	\$273.87	TBD	TBD	TBD	TBD
3”	\$542.88	TBD	TBD	TBD	TBD

<b>CURRENT PRIVATE FIRE SERVICE WATER METER BASE CHARGE (\$/METER SIZE)</b>					
<b>Meter Size</b>	<b>7/1/2023</b>	<b>7/1/2024</b>	<b>7/1/2025</b>	<b>7/1/2026</b>	<b>7/1/2027</b>
1” and smaller	\$3.60	TBD	TBD	TBD	TBD
1 1/2”	\$6.07	TBD	TBD	TBD	TBD
2”	\$10.34	TBD	TBD	TBD	TBD
3”	\$25.63	TBD	TBD	TBD	TBD
4”	\$52.00	TBD	TBD	TBD	TBD
6”	\$146.66	TBD	TBD	TBD	TBD
8”	\$309.92	TBD	TBD	TBD	TBD

<b>CURRENT WATER VOLUMETRIC RATES (\$/CF)*</b>				
<b>7/1/2023</b>	<b>7/1/2024</b>	<b>7/1/2025</b>	<b>7/1/2026</b>	<b>7/1/2027</b>
\$0.0544	TBD	TBD	TBD	TBD

\*One cubic foot (CF) = 7.48 gallons.

<b>CURRENT RESIDENTIAL AND COMMERCIAL WASTEWATER RATES AND CHARGES</b>					
	<b>July 1, 2023</b>	<b>7/1/2024</b>	<b>7/1/2025</b>	<b>7/1/2026</b>	<b>7/1/2027</b>
<b>Monthly Base Charge (\$/EDU)*</b>	\$57.38	TBD	TBD	TBD	TBD
<b>Wastewater Volumetric Rate (\$/CF)</b>	\$0.0112	TBD	TBD	TBD	TBD

\*One EDU is the flow associated with a typical single-family dwelling. The District can reassess EDUs for each customer to properly estimate sewer flow. \*\*Sewer use (CF) = Water use (CF) x 90%.

The District purchases wholesale water from Crestline-Lake Arrowhead Water Agency (CLAWA) and Arrowbear Park County Water District (APCWD). These costs are recovered through the water volumetric rate. In developing its rates, the District included projected increases in these wholesale water costs as part of its long-range financial plan.

For FYE 2023, the cost of CLAWA imported water is \$3.68 per hundred cubic feet (HCF) or

\$1,603 per acre foot (AF). The District currently charges its retail customers \$5.44 per HCF or \$2,370 per AF. At this time it is not anticipated that the District will need to implement any Pass-Through Adjustments based on CLAWA's rate increases over the next three years.

**Administration Division**

**Vision:** The Running Springs Water District Administration Division will provide exceptional customer service to the community and support services to all District divisions in a manner that demonstrates professionalism, utilizing advanced levels of technology.

As part of the Administration Division, the General Manager is responsible for the overall management of the District. The General Manager is responsible for the effective management and administration of all aspects of the District’s operations such as; developing and maintaining short and long range plans for the District, preparing the budget, directing the operation of efficient administrative control and accounting procedures, staffing plans, employee relations officer, personnel transactions, managing consultants, board meetings, public relations, emergency planning, legal compliance, legislative matters and execution of Board policy.

**Core Functions, Goals & Objectives**

Core Functions	Goals & Objectives
<b>General Administration</b>	
Administrative Costs (District-Wide) <ul style="list-style-type: none"> <li>• Administrative Support – All Divisions</li> <li>• Professional Services (Engineering &amp; Financial Consultants, Legal Counsel)</li> <li>• Paychex Payroll Reporting</li> <li>• Public Notices/Public Records Requests</li> <li>• Insurance/Property Liability/Workers Comp</li> <li>• Computer Technical Support</li> <li>• Office Supplies &amp; Materials/Furniture &amp; Equipment</li> <li>• Printing &amp; Publications</li> <li>• Memberships &amp; Subscription</li> <li>• Office Utilities &amp; Janitorial Service</li> </ul>	<ul style="list-style-type: none"> <li>• Review &amp; Update District Policies</li> <li>• Develop &amp; Maintain Short &amp; Long Range Plans</li> <li>• Refine Administration Procedures Manual</li> <li>• Obtain Funds to Support Plans</li> <li>• Evaluate Outside Funding &amp; Grant Options</li> </ul>
<b>Board Administration</b>	
<ul style="list-style-type: none"> <li>• Public Records Act Requests</li> <li>• Board Meeting Administration</li> <li>• Form 700 Statements of Economic Interest</li> <li>• Maintain Resolutions, Ordinances &amp; Minutes</li> <li>• Registrar of Voters/Board Election Coordination</li> <li>• Director Training</li> </ul>	<ul style="list-style-type: none"> <li>• Records Management/Retention Program</li> <li>• Implement &amp; Enforce Board Policy</li> <li>• Recommend New Policies &amp; Procedures</li> <li>• Records Retention Implementation</li> </ul>
<b>Customer Service</b>	
<ul style="list-style-type: none"> <li>• Customer Relations</li> <li>• Customer Correspondence</li> <li>• Customer Payments</li> <li>• Billing</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to Improve Customer Service</li> <li>• Cross Training Staff</li> <li>• Refine Administration Procedures</li> <li>• Records Retention Implementation</li> </ul>

<ul style="list-style-type: none"> <li>• Accounts Payable</li> <li>• Accounts Receivable</li> <li>• Customer Account Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Refine Administration for AMR Project</li> <li>• Implement SB 998 (Restrictions on Water Service Discontinuation)</li> </ul>
<b>Public Outreach &amp; Information</b>	
<ul style="list-style-type: none"> <li>• Provide Public Outreach Support to all Divisions</li> <li>• Design/Distribution of Public Outreach Materials/District Newsletters</li> <li>• District Representation at Community Events</li> </ul>	<ul style="list-style-type: none"> <li>• Fine Tune District Website</li> <li>• Inform Customers on District Core Functions</li> </ul>
<b>Budget &amp; Finance</b>	
<ul style="list-style-type: none"> <li>• Prepare Annual Budget</li> <li>• Annual Financial Audit</li> <li>• Payroll Processing</li> <li>• Accounts Payable</li> <li>• Accounts Receivable</li> <li>• Investment &amp; Fund Balance Administration</li> <li>• Availability/Standby Charges to Tax Roll</li> <li>• Maintain General Ledger</li> <li>• Billing</li> <li>• Cash Management &amp; Projections</li> <li>• Financial Reporting &amp; Analysis</li> <li>• State Controller's Compensation Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Improve Financial Reporting Capabilities</li> <li>• Continue to Explore Investment Options</li> <li>• Refine Budget &amp; Investment Policies</li> <li>• Recommend/Develop Policies &amp; Procedures</li> <li>• Records Retention Implementation</li> <li>• Refine allocation of Administrative Costs</li> <li>• Ambulance Billing Procedures Manual</li> <li>• Tyler Technologies Efficiency and Productivity Training</li> </ul>
<b>Personnel &amp; Risk Management</b>	
<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Succession Planning</li> <li>• Staffing Plans</li> <li>• Benefits Administration</li> <li>• Medical Reimbursement Administration</li> <li>• Health/Life/Disability Insurance Admin.</li> <li>• Property &amp; Liability Insurance Admin.</li> <li>• Workers Compensation Administration</li> <li>• CalPERS (Pension Administration)</li> <li>• Risk Management &amp; Loss Control</li> <li>• Employee Recruitment &amp; Retention</li> <li>• Employee Development, Orientation &amp; Training</li> <li>• Employee &amp; Labor Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to Administer Employee/Labor Relations &amp; Benefits</li> <li>• Records Retention Implementation</li> <li>• Annual Staff Training/Target Safety</li> <li>• Update Emergency Plan Manual</li> </ul>
<b>Information Technology</b>	
<ul style="list-style-type: none"> <li>• Administer Computer Support Services</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to Administer Support Services/Liaison for Computer Technical Issues and Upgrades</li> </ul>

## Budgeted Operating Expense Details

### Administrative Expenditure Summary

	FYE 2023 Budget	FYE 2024 Budget	% Change From Prior Year	FYE 2025 Budget	% Change From Prior Year
Personnel Expense	\$ 815,053	\$ 762,178	-6.5%	\$ 792,665	4.0%
Services and Supplies	\$ 332,335	\$ 344,119	3.5%	\$ 357,884	4.0%
Depreciation Expense	\$ 4,212	\$ 17,623	318.4%	\$ 17,851	1.3%
<b>District Total</b>	<b>\$ 1,151,600</b>	<b>\$ 1,123,921</b>	<b>-2.4%</b>	<b>\$ 1,168,400</b>	<b>4.0%</b>

ADMINISTRATION	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Budget	FYE 2024 Budget	FYE 2025 Budget	FYE 2024 vs. FYE 2023 Budget	FYE 2025 vs. FYE 2024 Budget
Wages	447,609	498,631	502,006	497,644	517,550	(4,362)	-1%
Medicare Tax (FICA)	6,487	6,946	7,062	7,216	7,504	154	2%
Workers Comp	4,041	3,268	(881)	5,100	5,304	5,980	679%
Group Insurance	57,404	44,775	66,530	65,408	68,025	(1,122)	-2%
CalPERS Retirement*	179,990	245,095	240,336	186,810	194,282	(53,526)	-22%
Director's Compensation	7,200	7,120	9,315	9,000	9,360	(315)	-3%
Education & Seminars	2,519	2,759	4,140	9,155	9,521	5,015	121%
Memberships & Subscriptions	9,367	10,563	12,963	14,190	14,757	1,227	9%
Fees & Permits	10,231	10,225	10,902	10,533	10,954	(369)	-3%
Professional Services	173,264	217,356	226,872	238,650	248,196	11,778	5%
Repair & Maintenance (Main Office)	12,859	19,389	19,944	12,720	13,229	(7,224)	-36%
Office Supplies & Expenses	45,657	28,948	30,455	31,058	32,300	603	2%
Utilities (Electricity, Gas, Internet, Phon	15,662	14,891	17,744	18,814	19,566	1,070	6%
<b>Total Administrative Expenses</b>	<b>972,289</b>	<b>1,109,967</b>	<b>1,147,388</b>	<b>1,106,297</b>	<b>1,150,549</b>	<b>(41,091)</b>	<b>-4%</b>

\*Additional lump sum UAL payment of \$22,222.

The percent allocation of administrative services expenses to each division is based on a combination of an administrative services time study and percent of O&M expenses for each division. The following is the current allocation in the FYE 2024-2025 budgets:

Water = 45%

Wastewater Collections = 20%

Wastewater Treatment = 20%

Fire & Ambulance = 15%

\*Change due to additional GVL administration expense and other adjustments for Professional Services not related to Fire Department.

Prior Budget:

Water = 48%

Wastewater Collections = 16%

Wastewater Treatment = 16%

Fire & Ambulance = 20%

**Employee Classifications and Wage Scales**

**ADMINISTRATION DIVISION  
FYE 2024 HOURLY WAGE SCHEDULE**

Exempt Positions

CLASSIFICATION		STEP				
		A	B	C	D	E
AS2	Hourly	\$46.12	\$47.27	\$48.44	\$49.66	\$50.90
Administration Supervisor,	Monthly	\$7,994	\$8,193	\$8,396	\$8,608	\$8,823
Board Secretary, Treasurer	Annual	\$95,930	\$98,322	\$100,755	\$103,293	\$105,872
AS1	Hourly	\$40.77	\$41.79	\$42.82	\$43.89	\$44.99
Administration Supervisor,	Monthly	\$7,067	\$7,244	\$7,422	\$7,608	\$7,798
Board Secretary, Treasurer	Annual	\$84,802	\$86,923	\$89,066	\$91,291	\$93,579

Non-Exempt Positions

CLASSIFICATION		STEP				
		A	B	C	D	E
A5	Hourly	\$32.12	\$32.92	\$33.74	\$34.58	\$35.44
Customer Account Specialist (Billing)	Monthly	\$5,567	\$5,706	\$5,848	\$5,994	\$6,143
Accounts Payable/Payroll Specialist	Annual	\$66,810	\$68,474	\$70,179	\$71,926	\$73,715
A4	Hourly	\$28.38	\$29.10	\$29.82	\$30.57	\$31.34
Customer Service Specialist	Monthly	\$4,919	\$5,044	\$5,169	\$5,299	\$5,432
Administrative Assistant	Annual	\$59,030	\$60,528	\$62,026	\$63,586	\$65,187
Accounts Payable/Payroll Specialist						
Customer Service Field Representative						
A3	Hourly	\$25.10	\$25.72	\$26.35	\$27.02	\$27.68
Customer Service Specialist	Monthly	\$4,351	\$4,458	\$4,567	\$4,683	\$4,798
Administrative Assistant	Annual	\$52,208	\$53,498	\$54,808	\$56,202	\$57,574
Accounts Payable/Payroll Specialist						
Customer Service Field Representative						
A2	Hourly	\$22.17	\$22.72	\$23.30	\$23.88	\$24.48
Customer Service Specialist	Monthly	\$3,843	\$3,938	\$4,039	\$4,139	\$4,243
Administrative Assistant	Annual	\$46,114	\$47,258	\$48,464	\$49,670	\$50,918
Customer Service Field Representative						
A1	Hourly	\$18.66	\$19.13	\$19.61	\$20.10	\$20.60
Administrative Assistant	Monthly	\$3,234	\$3,316	\$3,399	\$3,484	\$3,571
Customer Service Field Representative	Annual	\$38,813	\$39,790	\$40,789	\$41,808	\$42,848
Water Distribution Grade 1						
Collection System Maintenance Grade 1						

**Five-Year Capital Improvement Program (CIP) Plan**

<b>Administration Division 5-Year CIP Plan</b>						
<b>Project Description</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
EOL Computer Workstation Replacements	\$15,000					\$15,000
Replace Fluorescent Lights with LED	\$10,000					\$10,000
Miscellaneous Information Technology	\$2,700	\$ 2,700				\$5,400
Security Camera System Maintenance	\$2,000	\$ 2,000				\$4,000
Replace Administration Building Windows		\$20,000				\$20,000
Replace window treatments		\$ 5,000				\$5,000
Replace Paper Shredder		\$ 5,000				\$5,000
<b>Administration Projects Subtotal</b>	<b>\$29,700</b>	<b>\$34,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$64,400</b>

## Water Division

**Vision:** The Running Springs Water Division will provide excellent water quality that consistently meets or exceeds regulatory and customer requirements and water quantity that recognizes the limited availability of supply in our area yet satisfies the essential needs of our customers.

### Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
<b>Operations &amp; Maintenance Administration</b>	
<ul style="list-style-type: none"> <li>• Manage safe &amp; reliable water supplies</li> <li>• Operation &amp; Maintenance (O&amp;M) of over 43 miles of water pipelines</li> <li>• Manage security in the distribution system</li> <li>• Public health protection</li> <li>• Maintain a good relationship with customers &amp; employees</li> <li>• Operate efficiently &amp; meet customer expectations</li> <li>• Technical advice &amp; training of system operators</li> <li>• Day to day management of the system</li> <li>• Reporting to State &amp; Local regulatory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Improve safety &amp; emergency response programs</li> <li>• Manage backflow prevention &amp; cross connection program for 90+ devices</li> <li>• Access source &amp; storage facilities to meet today's standards</li> <li>• Reduce power for pumping costs</li> <li>• Succession Planning</li> <li>• Records Retention Implementation</li> </ul>
<b>Regulatory Compliance</b>	
<ul style="list-style-type: none"> <li>• Monitor State Water Boards regulatory requirements</li> <li>• Monitor South Coast Air Quality Management District (AQMD) requirements</li> <li>• Monitor Certified Unified Program Agency (CUPA) requirements</li> <li>• Monitor disinfection, treatment, sampling &amp; lab analysis</li> <li>• Update, revise &amp; review safety practices &amp; programs within the District</li> </ul>	<ul style="list-style-type: none"> <li>• Continue monitoring updates &amp; requirements from State &amp; Local regulatory agencies to maintain compliance in the District</li> </ul>
<b>Repair &amp; Maintenance</b>	
<ul style="list-style-type: none"> <li>• Preventative maintenance of water system</li> <li>• Annual valve maintenance</li> <li>• Leak detection program &amp; repairs</li> <li>• Box &amp; valve repairs</li> <li>• Annual dead end main flushing program</li> <li>• Conduct weekly distribution sampling</li> <li>• Fire hydrant repairs</li> </ul>	<ul style="list-style-type: none"> <li>• Review District Operating plan with the State Water Boards</li> <li>• Underground Service Alerts (USA)</li> <li>• Continue monitoring Automatic Meter Reading (AMR) system</li> </ul>

**Water Division Core Functions & Goals & Objectives (continued)**

Core Functions	Goals & Objectives
<b>Groundwater Wells</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of 11 vertical &amp; 16 horizontal groundwater wells</li> <li>• O&amp;M of 5 remote treatment plants</li> <li>• Monitor well head protection</li> <li>• Monitor source water protection plan</li> <li>• Conduct weekly sampling of sources</li> </ul>	<ul style="list-style-type: none"> <li>• Continue researching sources for future water well development</li> </ul>
<b>Pump Stations &amp; Storage Tanks</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of 8 booster pump stations</li> <li>• O&amp;M of 11 water storage tanks</li> <li>• O&amp;M of 5 fore bays &amp; 2 hydro-pneumatic systems</li> <li>• O&amp;M of 3 standby generators</li> </ul>	<ul style="list-style-type: none"> <li>• Annual inspection, cleaning and repairs of a minimum of two water storage tanks</li> <li>• Improve security, safety &amp; access to storage tanks</li> </ul>
<b>SCADA System</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of Supervisory Control &amp; Data Acquisition (SCADA) system for remote management of storage tanks &amp; pump stations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to fine tune and optimize the District's SCADA system</li> </ul>
<b>Vehicle Maintenance</b>	
<ul style="list-style-type: none"> <li>• Maintain safe operating vehicles for all weather conditions</li> <li>• O&amp;M of snow cats &amp; backhoe</li> <li>• O&amp;M of main office generator &amp; portable emergency generator</li> </ul>	<ul style="list-style-type: none"> <li>• Continue current maintenance schedule</li> </ul>
<b>Safety, Training &amp; Certifications</b>	
<ul style="list-style-type: none"> <li>• Maintain required certifications</li> <li>• Emergency operations training</li> <li>• Safety training</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for training &amp; classes to maintain District approved certifications</li> <li>• Provide annual training for emergency response &amp; preventative maintenance</li> <li>• Provide safety training at least weekly to minimize injuries &amp; to ensure a safe work environment</li> </ul>

## Budgeted Operating Expense Details

### Water Expenditure Summary

	FYE 2023 Budget	FYE 2024 Budget	% Change From Prior Year	FYE 2025 Budget	% Change From Prior Year
Personnel Expense	\$ 633,797	\$ 667,547	5.3%	\$ 694,249	4.0%
Operations & Maintenance	\$ 534,603	\$ 572,369	7.1%	\$ 595,264	4.0%
Administrative Services	\$ 552,769	\$ 502,350	-9.1%	\$ 521,966	3.9%
Depreciation Expense	\$ 309,968	\$ 321,373	3.7%	\$ 352,539	9.7%
<b>District Total</b>	<b>\$ 2,031,137</b>	<b>\$ 2,063,639</b>	<b>1.6%</b>	<b>\$ 2,164,018</b>	<b>4.9%</b>

WATER PROPRIETARY FUND	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Budget	FYE 2024 Budget	FYE 2025 Budget	FYE 2024 vs. FYE 2023 Budget	FYE 2025 vs. FYE 2024 Budget		
Wages	338,029	350,185	362,739	385,348	400,762	22,609	6%	15,414	4%
Medicare Tax (FICA)	6,182	4,960	5,009	5,588	5,811	579	12%	224	4%
Workers Comp	24,570	6,750	9,292	14,166	14,732	4,874	52%	567	4%
Group Insurance	47,489	50,321	63,054	56,756	59,026	(6,298)	-10%	2,270	4%
CalPERS Retirement	190,731	195,527	191,812	203,862	212,017	12,050	6%	8,154	4%
Uniforms	1,624	1,619	1,891	1,827	1,900	(64)	-3%	73	4%
Education & Seminars	760	1,031	3,105	3,000	3,120	(105)	-3%	120	4%
Fuel & Oil	8,923	9,109	8,973	11,850	12,324	2,877	32%	474	4%
Property/Liability Insurance	33,744	40,686	45,349	56,826	59,099	11,477	25%	2,273	4%
Memberships & Subscriptions	1,994	2,608	6,873	4,200	4,368	(2,673)	-39%	168	4%
Miscellaneous Supplies, Tools & Expenses	3,972	5,731	8,795	6,050	6,292	(2,745)	-31%	242	4%
Permits & Fees	18,110	28,199	29,337	31,535	32,796	2,198	7%	1,261	4%
Repair & Maintenance (Water System)	62,180	36,878	32,432	46,240	48,090	13,808	43%	1,850	4%
Utilities (Electricity, Gas, Internet, Phone, Trash)	6,064	8,024	7,578	9,600	9,984	2,022	27%	384	4%
Utilities - Power for Pumping	80,059	78,199	91,204	99,720	103,709	8,516	9%	3,989	4%
Vehicle Maintenance	8,886	5,904	6,831	9,800	10,192	2,969	43%	392	4%
Water Purchases	291,357	281,970	265,293	268,480	279,219	3,187	1%	10,739	4%
Water Testing & Analysis	22,247	39,946	28,833	25,068	26,071	(3,765)	-13%	1,003	4%
Administrative Services	442,147	528,652	552,769	508,558	528,900	(44,211)	-8%	20,342	4%
<b>Total Water Expenses</b>	<b>1,589,069</b>	<b>1,676,300</b>	<b>1,721,169</b>	<b>1,748,474</b>	<b>1,818,413</b>	<b>27,305</b>	<b>2%</b>	<b>69,939</b>	<b>4%</b>

\*Additional lump sum UAL payment of \$25,926

## Employee Classifications and Wage Scales

### WATER DIVISION

#### FYE 2024 HOURLY WAGE SCHEDULE

#### Non-Exempt Positions

CLASSIFICATION*		STEP				
		A	B	C	D	E
LEAD OPERATOR	Hourly	\$40.58	\$41.60	\$42.64	\$43.70	\$44.79
Water Distribution Grade 3	Monthly	\$7,034	\$7,211	\$7,391	\$7,575	\$7,764
Water Treatment Grade 2	Annual	\$84,406	\$86,528	\$88,691	\$90,896	\$93,163
Collection System Maintenance Grade 1						
OPERATOR 3	Hourly	\$35.87	\$36.76	\$37.68	\$38.63	\$39.58
Water Distribution Grade 3	Monthly	\$6,217	\$6,372	\$6,531	\$6,696	\$6,861
Water Treatment Grade 2	Annual	\$74,610	\$76,461	\$78,374	\$80,350	\$82,326
OPERATOR 2	Hourly	\$30.99	\$31.76	\$32.55	\$33.36	\$34.20
Water Distribution Grade 3	Monthly	\$5,372	\$5,505	\$5,642	\$5,782	\$5,928
Water Treatment Grade 1	Annual	\$64,459	\$66,061	\$67,704	\$69,389	\$71,136
OPERATOR 1	Hourly	\$26.74	\$27.40	\$28.09	\$28.79	\$29.52
Water Distribution Grade 2	Monthly	\$4,635	\$4,749	\$4,869	\$4,990	\$5,117
Water Treatment Grade 1	Annual	\$55,619	\$56,992	\$58,427	\$59,883	\$61,402
OPERATOR IN TRAINING	Hourly	\$23.07	\$23.64	\$24.24	\$24.85	\$25.46
Entry Level / No Certification Required	Monthly	\$3,999	\$4,098	\$4,202	\$4,307	\$4,413
Customer Service Field Representative	Annual	\$47,986	\$49,171	\$50,419	\$51,688	\$52,957
Water Distribution Grade 1						
Collection System Maintenance Grade 1						

**Five-Year Capital Improvement Program (CIP) Plan**

<b>Water Division 5-Year CIP Plan</b>						
<b>Project Description</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
Update Water Master Plan	\$ 50,000					\$ 50,000
Replace Rowco Pump Station	\$ 780,000					\$ 780,000
Replace Two Rowco 100K Gallon Tanks	\$ 1,285,000	\$ 1,285,000				\$ 2,570,000
Vehicle & Equipment Storage Building at Harris Property	\$ 120,000					\$ 120,000
Well Site Telemetry	\$ 60,000					\$ 60,000
Replace Water & Fire 50kw Generator shared cost 50%	\$ 50,000					\$ 50,000
Relocate Back Lot Meters (80 Total) 27 / year	\$ 50,000	\$ 50,000	\$ 50,000			\$ 150,000
Groundwater Pumping Equipment Replacements	\$ 15,000	\$ 16,500	\$ 18,150	\$ 19,965	\$ 21,962	\$ 91,577
2.5 Inch Boring Tool	\$ 6,000					\$ 6,000
Transfer Pump Repairs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Nob Hill & CLAWA Tank Interconnection Improvements		\$ 60,000				\$ 60,000
Replace 4X4 Vehicle Unit # 76		\$ 40,000				\$ 40,000
SCADA Communications Improvements		\$ 10,000				\$ 10,000
Nob Hill 0.133 MG Tank Rehabilitation			\$ 60,000			\$ 60,000
Nob Hill 1 MG Tank Rehabilitation				\$ 250,000		\$ 250,000
Replace Portable Compressor and Jackhammer				\$ 30,000		\$ 30,000
<b>Water Division Improvements Subtotal</b>	<b>\$ 2,421,000</b>	<b>\$ 1,466,500</b>	<b>\$ 133,150</b>	<b>\$ 304,965</b>	<b>\$ 26,962</b>	<b>\$ 4,352,577</b>

**Vehicle & Equipment Replacement Schedule**

<b>Water Division Vehicle &amp; Equipment Replacement Schedule</b>							
<b>Vehicle Description</b>	<b>Year</b>	<b>Mileage</b>	<b>Hours</b>	<b>Use Status</b>	<b>Replacement Year</b>	<b>Age (Years)</b>	<b>Replacement Cost</b>
Water & Fire Complex Generator	1984		918	Limited	2023	39	\$50,000
Ford 4X4 Plow Truck (Unit #100)	2022	1,500		Utility	2032	1	\$60,000
Case 590 Backhoe (Unit #99)	2022	277	146	Limited	2032	1	\$175,000
Portable Cat Generator	1996		177	Limited	2026	27	\$40,000
Ford 4X4 Ranger Truck (Unit #76)	2007	73,341		Daily	2024	16	\$40,000
Portable Compressor	1998		599	Limited	2028	25	\$25,000
Ford 4X4 Ranger Truck (Unit #82)	2011	60,374		Daily	2025	12	\$40,000
Ford 4X4 Ranger Truck (Unit #83)	2011	49,887		Daily	2025	12	\$40,000
Portable Welder	2002		151	Limited	2032	21	\$10,000
Ford 575E Backhoe (Unit #59)	1998		4,498	Special	2032	25	\$175,000
Thiokol - Snow Cat (Unit #36)	1965		819	Winter	Deferred	58	\$100,000
Honda Snow Blower	2021			Winter	2036	2	\$4,000

**Wastewater Collections Division**

**Vision:** The Running Springs Wastewater Division will provide extraordinary wastewater collection service for the Running Springs area and wastewater transmission and treatment service for the Running Springs, Arrowbear, and Green Valley Lake areas that protects the environment, complies with regulatory requirements, satisfies the needs of our customers, and provides beneficial uses for our reclaimed water.

**Core Functions, Goals & Objectives**

Core Functions	Goals & Objectives
<b>Operations &amp; Maintenance Administration</b>	
<ul style="list-style-type: none"> <li>• Manage, repair &amp; replacement of wastewater collection system</li> <li>• Ensure the California Integrated Water Quality System (CIWQS) requirements pertaining to Sanitary Sewer Overflow (SSO) reporting procedures are adhered to</li> <li>• Customer service related to service orders</li> <li>• Ensure Fats, Oils &amp; Grease (FOG) program is administered</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to USA to accurately mark sewer mains to prevent contractors, or agencies from exposing or destroying infrastructure</li> <li>• Maintain accurate records of all preventative maintenance, maps &amp; improvements</li> <li>• Inspect all Food Service Establishments (FSE's) to ensure full compliance with FOG. ordinance</li> <li>• Maintain compliance with state, regional &amp; local requirements of sewer collection system</li> <li>• Ensure a safe, efficient &amp; educated work force</li> <li>• Maintain an outstanding level of customer service</li> </ul>
<b>Repair &amp; Maintenance</b>	
<ul style="list-style-type: none"> <li>• Preventative maintenance</li> <li>• Inspection &amp; maintenance of 60 miles of sewer collection pipeline</li> <li>• Clean and video inspect the entire sewer collection system every five years</li> <li>• Inspection of sewer manholes &amp; lift station wet wells for infiltration &amp; inflow (I&amp;I) &amp; degradation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement smoke testing program to minimize illegal connections &amp; I&amp;I</li> <li>• Clean &amp; video inspect sewer collection pipeline &amp; manholes in-house</li> <li>• Repair several mainline deficiencies identified in CCTV work throughout the District</li> <li>• Repair broken mortar on sewer manhole grade rings throughout the District</li> </ul>
<b>Sewer Collection System</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of over 60 miles of sewer collection pipeline</li> <li>• O&amp;M of 2.25 miles of sewer force mains</li> <li>• O&amp;M of over 2,000 sewer manholes</li> <li>• Raise manholes to ensure proper accessibility</li> <li>• Control odors to minimize harmful &amp; corrosive gasses &amp; customer complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce I&amp;I by sealing manhole &amp; cleanout lids throughout the District</li> <li>• Prevent sewer backups or spills by cleaning known hot spots every three months</li> <li>• Install locking manhole covers at key inspection &amp; hot spot locations</li> </ul>

**Wastewater Collection Division Core Functions, Goals & Objectives (continued)**

Core Functions	Goals & Objectives
<b>Sewer Lift Stations</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of 13 sewer lift stations</li> <li>• O&amp;M of 12 standby generators</li> </ul> Control odors to minimize harmful & corrosive gasses & customer complaints	<ul style="list-style-type: none"> <li>• General maintenance, monthly testing, inspection &amp; repairs of 12 lift station generators and 1 portable generator</li> <li>• Inspect pumps for performance, efficiency &amp; premature wear to prevent failures</li> </ul>
<b>SCADA System</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of Supervisory Control &amp; Data Acquisition (SCADA) system</li> </ul>	<ul style="list-style-type: none"> <li>• Testing at least monthly of SCADA alarms to ensure proper performance</li> <li>• Testing at least monthly of AD 2000 back up alarms to ensure proper performance</li> </ul>
<b>Vehicle Maintenance</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of District vehicles &amp; equipment</li> </ul>	<ul style="list-style-type: none"> <li>• General maintenance of all Division vehicles &amp; equipment</li> <li>• Inspections weekly, monthly &amp; annually of all vehicles &amp; equipment to ensure maximum operation &amp; efficiency</li> </ul>
<b>Safety, Training &amp; Certifications</b>	
<ul style="list-style-type: none"> <li>• Maintain required certifications</li> <li>• Emergency operations training</li> <li>• Safety training</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for training &amp; classes to maintain District approved certifications</li> <li>• Provide monthly, bi-annual &amp; annual training for emergency response &amp; preventative maintenance</li> <li>• Provide safety training at least weekly to minimize injuries &amp; to ensure a safe work environment</li> <li>• Work closely with District Compliance Safety Officer to improve Safety Program</li> </ul>

**Budgeted Operating Expense Details**

**Wastewater Collections Expenditure Summary**

	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>% Change</b>	<b>FYE 2025</b>	<b>% Change</b>
	<b>Budget</b>	<b>Budget</b>	<b>From Prior</b>	<b>Budget</b>	<b>From Prior</b>
			<b>Year</b>		<b>Year</b>
Personnel Expense	\$ 448,468	\$ 480,417	7.1%	\$ 499,633	4.0%
Operations & Maintenance	\$ 156,772	\$ 197,333	25.9%	\$ 205,226	4.0%
Administrative Services	\$ 184,256	\$ 226,026	22.7%	\$ 235,067	4.0%
Depreciation Expense	\$ 202,818	\$ 225,541	11.2%	\$ 242,334	7.4%
<b>District Total</b>	<b>\$ 992,314</b>	<b>\$ 1,129,316</b>	<b>13.8%</b>	<b>\$ 1,182,260</b>	<b>4.7%</b>

<b>WASTEWATER COLLECTIONS PROPRIETARY FUND</b>	<b>FYE 2021</b>	<b>FYE 2022</b>	<b>FYE 2023</b>	<b>FYE 2024</b>	<b>FYE 2025</b>	<b>FYE 2024 vs. FYE 2023</b>		<b>FYE 2025 vs. FYE 2024</b>	
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>		<b>Budget</b>	<b>Budget</b>
Wages	228,958	286,895	296,238	313,686	326,233	17,448	6%	12,547	4%
Medicare Tax (FICA)	3,133	4,043	4,134	4,548	4,730	414	10%	182	4%
Workers Comp	16,915	10,498	8,811	15,244	15,854	6,433	73%	610	4%
Group Insurance	18,208	23,424	27,441	27,794	28,905	353	1%	1,112	4%
CalPERS Retirement	93,113	112,448	110,233	117,587	122,291	7,354	7%	4,703	4%
Uniforms	1,816	1,879	1,611	1,557	1,619	(54)	-3%	62	4%
Education/Seminars	765	844	2,070	2,000	2,080	(70)	-3%	80	4%
Fuel & Oil	6,480	8,744	4,711	5,552	5,774	841	18%	222	4%
Property/Liability Insurance	30,616	32,493	39,233	49,170	51,137	9,937	25%	1,967	4%
Memberships & Subscriptions	1,957	3,048	4,969	5,676	5,903	707	14%	227	4%
Office Supplies	341	305	1,035	1,000	1,040	(35)	-3%	40	4%
Permits/Fees	7,427	7,138	12,910	12,062	12,544	(848)	-7%	482	4%
Collection System Maintenance	25,458	19,142	28,183	37,000	38,480	8,817	31%	1,480	4%
Sewer Lift Station Repair & Maintenance	8,878	10,794	20,056	23,950	24,908	3,894	19%	958	4%
Miscellaneous Supplies	1,688	2,634	5,135	5,338	5,552	203	4%	214	4%
Utilities (Electricity, Gas, Internet, Phone, Tra	32,196	39,125	32,363	46,335	48,188	13,972	43%	1,853	4%
Vehicle & Equipment Maintenance	2,886	6,691	6,107	9,250	9,620	3,143	51%	370	4%
Administrative Services	127,731	178,739	184,256	226,026	235,067	41,770	23%	9,041	4%
<b>Total Wastewater Collections Expenses</b>	<b>608,566</b>	<b>748,885</b>	<b>789,496</b>	<b>903,775</b>	<b>939,926</b>	<b>114,279</b>	<b>14%</b>	<b>36,151</b>	<b>4%</b>

\*30% of Personnel and Administrative expense allocated to the GVL 370 Fund beginning FYE 2024

\*Additional lump sum UAL payment of \$14,815

## Employee Classifications and Wage Scales

### COLLECTIONS DIVISION FYE 2024 HOURLY WAGE SCHEDULE Non-Exempt Positions

CLASSIFICATION		STEP				
LEAD OPERATOR		A	B	C	D	E
Collection System Maintenance Grade 3	Hourly	\$40.58	\$41.60	\$42.64	\$43.70	\$44.79
Mechanical Technologist Grade 2	Monthly	\$7,034	\$7,211	\$7,391	\$7,575	\$7,764
Electrical/Instrumentation Grade 1	Annual	\$84,406	\$86,528	\$88,691	\$90,896	\$93,163
OPERATOR 3						
Collection System Maintenance Grade 3	Hourly	\$35.87	\$36.76	\$37.68	\$38.63	\$39.58
Mechanical Technologist Grade 2	Monthly	\$6,217	\$6,372	\$6,531	\$6,696	\$6,861
Mechanical Technologist Grade 1	Annual	\$74,610	\$76,461	\$78,374	\$80,350	\$82,326
OPERATOR 2						
Collection System Maintenance Grade 2	Hourly	\$30.99	\$31.76	\$32.55	\$33.36	\$34.20
Mechanical Technologist Grade 1	Monthly	\$5,372	\$5,505	\$5,642	\$5,782	\$5,928
Mechanical Technologist Grade 1	Annual	\$64,459	\$66,061	\$67,704	\$69,389	\$71,136
OPERATOR 1						
Collection System Maintenance Grade 1	Hourly	\$26.74	\$27.40	\$28.09	\$28.79	\$29.52
Mechanical Technologist Grade 1	Monthly	\$4,635	\$4,749	\$4,869	\$4,990	\$5,117
Mechanical Technologist Grade 1	Annual	\$55,619	\$56,992	\$58,427	\$59,883	\$61,402
OPERATOR IN TRAINING						
Entry Level / No Certification Required	Hourly	\$23.07	\$23.64	\$24.24	\$24.85	\$25.46
	Monthly	\$3,999	\$4,098	\$4,202	\$4,307	\$4,413
	Annual	\$47,986	\$49,171	\$50,419	\$51,688	\$52,957

**Five-Year Capital Improvement Program (CIP) Plan**

<b>Wastewater Collections Division 5-Year CIP Plan</b>						
<b>Project Description</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
<b>Wastewater Collection System Improvements</b>						
Update Wastewater Master Plan	\$ 50,000					\$ 50,000
Vehicle & Equipment Storage Building at Harris Property	\$ 60,000	\$ 60,000				\$ 120,000
Seal Coat Sewer Manholes 5 per year at \$3,000 each	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Point Repairs Utilizing Pipe Liner 5 per year at \$3,000 each	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Purchase Track Drive CCTV transporter	\$ 15,000					\$ 15,000
SLS 7 Generator Repairs	\$ 10,000					\$ 10,000
Point Repairs (in house) 10 per year at \$500 each O&M	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Upgrade Control Panels & SCADA Screens at Sewer Lift Stations Nos. 7, 8 & 9		\$ 20,000				\$ 20,000
Increase 120' of mainline from 10" to 15" on school trunk MH 52-51		\$ 30,000				\$ 30,000
Install Flow Meter & Vault at Sewer Lift Station 7		\$ 35,000				\$ 35,000
Replace Unit 77 Light Utility Service Truck			\$ 40,000			\$ 40,000
Purchase Sewer Manhole Lids 20 per year at \$400 each			\$ 8,000	\$ 8,000	\$ 8,000	\$ 24,000
Replace Unit 84 Light Utility Service Truck						\$ -
Green Valley Lake Projects (PLACEHOLDER)					\$ 40,000	\$ 40,000
<b>Wastewater Collection System Subtotal</b>	<b>\$ 170,000</b>	<b>\$ 180,000</b>	<b>\$ 83,000</b>	<b>\$ 43,000</b>	<b>\$ 83,000</b>	<b>\$ 559,000</b>

**Vehicle & Equipment Replacement Schedule**

<b>Collections Division Vehicle &amp; Equipment Replacement Schedule</b>							
<b>Vehicle Description</b>	<b>Year</b>	<b>Mileage</b>	<b>Hours</b>	<b>Use Status</b>	<b>Replacement Year</b>	<b>Age (Years)</b>	<b>Replacement Cost</b>
Utility Truck (Unit # 70)	2003	88,135		Daily	2026	20	\$35,000
Utility Truck (Unit # 77)	2007	59,696		Daily	2024	16	\$35,000
Medium Utility Truck (Unit # 75)	2007	26,599		Daily	2028	16	\$50,000
Utility Truck (Unit # 84)	2011	25,915		Daily	2026	12	\$35,000
Dump Truck (Unit # 62)	1995	121,500		Limited	2025	28	\$125,000
Collections Building Generator	2008		60	Limited	2028	15	\$5,000
Hydro	2010		350	Limited	2030	13	\$75,000
Air Compressor	2019		56	Limited	2034	4	\$25,000
CCTV Van	2020	1,586		Limited	2035	3	\$265,000

**Wastewater Treatment Division**

**Vision:** The Running Springs Wastewater Division will provide extraordinary wastewater collection service for the Running Springs area and wastewater transmission and treatment service for the Running Springs, Arrowbear, and Green Valley Lake areas that protects the environment, complies with regulatory requirements, satisfies the needs of our customers, and provides beneficial uses for our reclaimed water.

**Core Functions, Goals & Objectives**

Core Functions	Goals & Objectives
<b>Operations &amp; Maintenance Administration</b>	
<ul style="list-style-type: none"> <li>• Manage treatment plant &amp; disposal facilities</li> <li>• Maintain compliance with Santa Ana Regional Water Quality Control Board (SARWQCB) Waste Discharge Requirements (WDR)</li> <li>• Maintain United States Forest Service (USFS) Special Use Permit (SUP)</li> <li>• Train staff on new processes &amp; procedures</li> <li>• Review &amp; implement staff recommended process &amp; procedure changes</li> <li>• Reporting to regulatory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Implement changes identified by continued process evaluation</li> </ul>
<b>Repair &amp; Maintenance</b>	
<ul style="list-style-type: none"> <li>• Preventative maintenance</li> <li>• Perform necessary repairs revealed by routine / preventative maintenance</li> <li>• Respond to equipment / machinery failures</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade SCADA System</li> <li>• Replace Fine Bubble Aeration System in MBR 2</li> <li>• Perform Annual MBR take down &amp; mechanical inspection</li> </ul>
<b>Wastewater Treatment Plant</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of 1MGD MBR plant</li> <li>• Perform process control laboratory analysis</li> <li>• Manage disposal of 648 wet tons per year of biosolids</li> <li>• Continue to evaluate treatment processes to maintain an efficient operation</li> <li>• Respond to after hour emergencies &amp; equipment failures</li> <li>• Complying with unfunded mandates from regulatory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to evaluate effluent reuse options</li> <li>• Optimize New US500 OMUs in MBR 1</li> </ul>
<b>Treated Wastewater Disposal Facilities</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of 1.58 miles of outfall pipeline</li> <li>• O&amp;M of 18 acre disposal site</li> <li>• O&amp;M of 13 percolation ponds</li> </ul>	<ul style="list-style-type: none"> <li>• Grade roads around ponds to maintain access</li> </ul>

**Wastewater Treatment Division Core Functions, Goals & Objectives  
(continued)**

Core Functions	Goals & Objectives
<b>SCADA System</b>	
<ul style="list-style-type: none"> <li>• O&amp;M of Supervisory Control &amp; Data Acquisition (SCADA) system to provide remote monitoring &amp; operation of treatment plant processes &amp; disposal facilities</li> <li>• Log, analyze &amp; archive operational data</li> <li>• Continued improvement of process automation</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate SCADA system</li> <li>• Upgrade SCADA based on the continuing treatment process evaluation</li> </ul>
<b>Safety, Training &amp; Certifications</b>	
<ul style="list-style-type: none"> <li>• Maintain required certifications</li> <li>• Emergency operations training</li> <li>• Safety training</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for training &amp; classes to maintain District approved certifications</li> <li>• Provide monthly, bi-annual &amp; annual training for emergency response &amp; preventative maintenance</li> <li>• Provide safety training at least weekly to minimize injuries &amp; to ensure a safe work environment</li> <li>• Work closely with District Compliance Safety Officer to improve Safety Program</li> </ul>

## Budgeted Operating Expense Details

### Wastewater Treatment Expenditure Summary

	FYE 2023 Budget	FYE 2024 Budget	% Change From Prior Year	FYE 2025 Budget	% Change From Prior Year
Personnel Expense	\$ 554,072	\$ 589,973	6.5%	\$ 613,572	4.0%
Operations & Maintenance	\$ 373,105	\$ 486,707	30.4%	\$ 506,175	4.0%
Administrative Services	\$ 184,256	\$ 226,026	22.7%	\$ 235,067	4.0%
Depreciation Expense	\$ 308,152	\$ 317,958	3.2%	\$ 323,030	1.6%
<b>District Total</b>	<b>\$ 1,419,585</b>	<b>\$ 1,620,664</b>	<b>14.2%</b>	<b>\$ 1,677,844</b>	<b>3.5%</b>

WASTEWATER TREATMENT PROPRIETARY FUND	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Budget	FYE 2024 Budget	FYE 2025 Budget	FYE 2024 vs. FYE 2023 Budget	FYE 2025 vs. FYE 2024 Budget
Wages	303,463	301,327	303,266	331,164	344,411	27,898	9%
Medicare Tax (FICA)	4,242	4,270	4,380	4,773	4,964	393	9%
Workers Comp	14,826	10,973	18,082	15,244	15,854	(2,837)	-16%
Group Insurance	27,051	33,288	47,126	48,245	50,175	1,119	2%
CalPERS Retirement*	146,387	182,063	179,607	188,886	196,441	9,279	5%
Uniforms	1,854	1,973	1,611	1,660	1,726	49	3%
Education/Seminars	7	847	2,588	2,500	2,600	(88)	-3%
Effluent Disposal Site Maintenance	1,500	-	8,798	8,500	8,840	(298)	-3%
Fuel & Oil	1,408	11,607	5,046	8,175	8,502	3,129	62%
Property/Liability Insurance	26,606	31,988	36,970	46,332	48,185	9,362	25%
Memberships & Subscriptions	1,699	843	3,969	4,085	4,248	116	3%
Permits/Fees (Treatment)	31,086	33,998	32,189	37,460	38,958	5,271	16%
Permits/Fees (SLS #2)	647	682	2,070	1,040	1,082	(1,030)	-50%
Interceptor Pipeline Maintenance	27	-	2,588	2,300	2,392	(288)	-11%
SLS #2 & Interceptor Pipeline Maintenance	2,570	187	2,950	3,560	3,702	610	21%
Treatment Plant Maintenance	70,898	63,705	64,429	67,500	70,200	3,071	5%
Biosolids Handling & Disposal	86,688	66,342	64,211	82,400	85,696	18,189	28%
Miscellaneous Supplies	8,935	6,597	7,704	7,443	7,741	(261)	-3%
Office Supplies	646	1,858	6,728	6,500	6,760	(228)	-3%
Utilities (Joint Use Facilities)	141,346	151,336	105,903	172,262	179,152	66,359	63%
Utilities (SLS #2)	8,336	8,784	7,245	10,000	10,400	2,755	38%
Vehicle & Equipment Maintenance	8,554	4,067	7,090	8,450	8,788	1,360	19%
Wastewater Testing & Analysis	11,690	10,952	12,627	18,200	18,928	5,573	44%
Administrative Services	137,556	176,085	184,256	226,026	235,067	41,770	23%
<b>Total Wastewater Treatment Expenses</b>	<b>1,038,023</b>	<b>1,103,771</b>	<b>1,111,433</b>	<b>1,302,706</b>	<b>1,354,814</b>	<b>191,273</b>	<b>17%</b>

Arrowbear O&M Reimbursement (18.98% of O&M Costs + SLS #2) \$ 247,254 \$ 20,604 per month

GVL O&M Reimbursement (25% of O&M Costs) \$ 325,676 \$ 27,140 per month

\*Additional lump sum UAL payment of \$25,926

## Employee Classifications and Wage Scales

### TREATMENT DIVISION FYE 2024 HOURLY WAGE SCHEDULE

		Exempt Positions				
CLASSIFICATION		A	B	C	D	E
<b>OPERATIONS MANAGER 3</b>						
Grade 3 WWTP Operator	Hourly	\$71.61	\$73.39	\$75.23	\$77.11	\$80.55
Collection System Maintenance Grade 4	Monthly	\$12,412	\$12,721	\$13,040	\$13,366	\$13,962
Mechanical Technologist Grade 1	Annual	\$148,949	\$152,651	\$156,478	\$160,389	\$167,544
Water Distribution Grade 1						
Water Treatment Grade 1						
<b>OPERATIONS MANAGER 2</b>						
Grade 3 WWTP Operator	Hourly	\$57.02	\$58.45	\$59.91	\$61.41	\$62.95
Grade 3 WWTP Operator	Monthly	\$9,883	\$10,131	\$10,384	\$10,644	\$10,911
Collection System Maintenance Grade 2	Annual	\$118,602	\$121,576	\$124,613	\$127,733	\$130,936
Mechanical Technologist Grade 1						
		104.0%	104.0%	104.0%	104.0%	104.0%
<b>OPERATIONS MANAGER 1</b>						
Grade 3 WWTP Operator	Hourly	\$50.40	\$51.67	\$52.96	\$54.28	\$55.64
Grade 3 WWTP Operator	Monthly	\$8,736	\$8,956	\$9,180	\$9,409	\$9,644
Collection System Maintenance Grade 2	Annual	\$104,832	\$107,474	\$110,157	\$112,902	\$115,731
Mechanical Technologist Grade 1						
<b>Non-Exempt Positions</b>						
CLASSIFICATION*		A	B	C	D	E
<b>LEAD OPERATOR</b>						
Grade 3 WWTP Operator	Hourly	\$40.58	\$41.60	\$42.64	\$43.70	\$44.79
Grade 3 WWTP Operator	Monthly	\$7,034	\$7,211	\$7,391	\$7,575	\$7,764
Mechanical Technologist Grade 2	Annual	\$84,406	\$86,528	\$88,691	\$90,896	\$93,163
Collection System Maintenance Grade 1						
<b>OPERATOR 3</b>						
Grade 3 WWTP Operator	Hourly	\$35.87	\$36.76	\$37.68	\$38.63	\$39.58
Grade 3 WWTP Operator	Monthly	\$6,217	\$6,372	\$6,531	\$6,696	\$6,861
Collection System Maintenance Grade 1	Annual	\$74,610	\$76,461	\$78,374	\$80,350	\$82,326
<b>OPERATOR 2</b>						
Grade 2 WWTP Operator	Hourly	\$30.99	\$31.76	\$32.55	\$33.36	\$34.20
Grade 2 WWTP Operator	Monthly	\$5,372	\$5,505	\$5,642	\$5,782	\$5,928
Collection System Maintenance Grade 1	Annual	\$64,459	\$66,061	\$67,704	\$69,389	\$71,136
<b>OPERATOR 1</b>						
Grade 1 WWTP Operator	Hourly	\$26.74	\$27.40	\$28.09	\$28.79	\$29.52
Grade 1 WWTP Operator	Monthly	\$4,635	\$4,749	\$4,869	\$4,990	\$5,117
Collection System Maintenance Grade 1	Annual	\$55,619	\$56,992	\$58,427	\$59,883	\$61,402
<b>OPERATOR IN TRAINING</b>						
Entry Level / No Certification Required	Hourly	\$23.07	\$23.64	\$24.24	\$24.85	\$25.46
Entry Level / No Certification Required	Monthly	\$3,999	\$4,098	\$4,202	\$4,307	\$4,413
Entry Level / No Certification Required	Annual	\$47,986	\$49,171	\$50,419	\$51,688	\$52,957

**Five-Year Capital Improvement Program (CIP) Plan**

<b>Wastewater Treatment Division 5-Year CIP Plan</b>						
<b>Project Description</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
MBR 1 Lower Cassette Replacement	\$ 200,000					\$ 200,000
Upgrade Rag & Grit Removal System at Headworks	\$ 300,000					\$ 300,000
Mixer & Submersible Pump Replacement	\$ 50,000	\$ 60,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 170,000
MBR Blower VFD repairs	\$ 10,000					\$ 10,000
MCC Replacement Buckets	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
WWTP Road Replacement		\$ 400,000				\$ 400,000
Upgrade, R&R Treatment PLC processor		\$ 40,000				\$ 40,000
Replacement of Disposal Ponds Piping, Valve Structures & SCADA		\$ 85,000	\$ 150,000			\$ 235,000
Wheel Loader Replacement			\$ 275,000			\$ 275,000
Utility Truck Unit 80 Replacement				\$ 40,000		\$ 40,000
Utility Truck Unit 85 Replacement					\$ 40,000	\$ 40,000
Generator & ATS Replacement				\$ 200,000		\$ 200,000
Future Treatment Process Upgrades for RWQCB WDR & USFS				\$ 300,000	\$ 400,000	\$ 700,000
<b>Treatment Plant Improvements Subtotal</b>	<b>\$ 565,000</b>	<b>\$ 590,000</b>	<b>\$ 450,000</b>	<b>\$ 565,000</b>	<b>\$ 465,000</b>	<b>\$ 2,635,000</b>
<b>Net Cost to RS Rate Payers (56.5%):</b>	<b>\$ 319,225</b>	<b>\$ 333,350</b>	<b>\$ 254,250</b>	<b>\$ 319,225</b>	<b>\$ 262,725</b>	<b>\$ 1,488,775</b>
Arrowbear Proportionate Share of Capital Improvements (18.98%)	\$ 107,237	\$ 111,982	\$ 9,332	per month		
GVL Proportionate Share of Capital Improvements (25%)	\$ 141,250	\$ 147,500	\$ 112,500	\$ 141,250	\$ 116,250	\$ 658,750

**Vehicle & Equipment Replacement Schedule**

<b>Treatment Division Vehicle &amp; Equipment Replacement Schedule</b>							
<b>Vehicle Description</b>	<b>Year</b>	<b>Mileage</b>	<b>Hours</b>	<b>Use Status</b>	<b>Replacement Year</b>	<b>Age (Years)</b>	<b>Replacement Cost</b>
Plant Utility (Unit # 80)	2008	50,178		Daily	2024	15	\$35,000
Backup Power Generator	1979		2,500	Limited	2028	44	\$200,000
John Deere Loader	1992		3,200	3 times/week	2028	31	\$200,000
Plant Utility (Unit # 85)	2011	36,230		Daily	2026	12	\$35,000
Ford Sport Tract/Utility (Unit # 78)	2007	18,441		Daily	2030	16	\$35,000
Bobcat Skid Steer	2014	1,768		Daily	2029	9	\$75,000

**Fire Department and Ambulance Division**

**Vision:** The Running Springs Fire Department will be an exemplary organization dedicated to community service and acclaimed for our hometown attentiveness as we provide fire protection and life safety services whenever called to duty.

**Core Functions, Goals & Objectives**

Core Functions	Goals & Objectives
<b>Fire Department</b>	
<ul style="list-style-type: none"> <li>• The protection of life &amp; property within the boundaries of the Fire District.</li> <li>• The prevention of public losses by education, public awareness &amp; an active fire suppression &amp; prevention program.</li> <li>• Maintaining the safety &amp; welfare of the Firefighters that work for the Fire Department.</li> <li>• The pre-planning of emergencies to reduce losses in the event of a local disaster.</li> <li>• To be an active participant in the Fire Service &amp; with other emergency service agencies, to meet the needs of the public.</li> <li>• Maintaining a positive involvement within the community by the Fire Department.</li> </ul>	<ul style="list-style-type: none"> <li>• To reduce cost of maintaining the programs of the Fire Department whenever possible.</li> <li>• Maintain staffing numbers to meet the needs of the community &amp; to maintain the mission of the Fire Department.</li> <li>• Reduction of job related injuries.</li> <li>• Conduct 2 to 5 community functions such as an Open House, Christmas Function, Community Emergency Response Team (CERT) Meetings, Senior Blood Pressure Testing, etc. during the fiscal year.</li> </ul>

**Fire Department Core Functions, Goals & Objectives (continued)**

Core Functions	Goals & Objectives
<b>Hazard Abatement Program</b>	
<ul style="list-style-type: none"> <li>• Reduce the potential harm to human life &amp; the destruction of property by the abatement of hazardous fire receptive fuels that would pose a threat within the Fire District.</li> <li>• Awareness to the public of the dangers of not abating &amp; decreasing fire hazards on their property.</li> <li>• Advocate fire safe communities by education &amp; enforcement of the Hazard Abatement Program.</li> <li>• Continue to be an active member of the interagency efforts of hazardous fuels reduction.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance of 100% of the reduction of fire fuel hazards &amp; needed abatement in the Community of Running Springs.</li> <li>• Inspect 100% of the properties within the Fire District for compliance with the hazard abatement program.</li> <li>• Continue to pursue &amp; support cost recovery efforts to support the expenditures of management of non-compliant properties of the hazard abatement program.</li> </ul>
<b>Vehicle Maintenance</b>	
<ul style="list-style-type: none"> <li>• To have &amp; maintain a fleet of vehicles to meet the demands of the Fire Department's mission.</li> <li>• To have vehicles with suitable equipment, to provide for the safety &amp; needs of the public &amp; the Fire Department's employees.</li> </ul>	<ul style="list-style-type: none"> <li>• To pursue cost cutting measures for the operation &amp; the owning of vehicles needed for the operations of the Fire Departments mission.</li> <li>• To pursue cost cutting measures for maintaining &amp; owning emergency equipment needed in the operations of the Fire Departments mission.</li> </ul>
<b>Training</b>	
<ul style="list-style-type: none"> <li>• Continued training &amp; maintaining skills of the fire staff to provide the best &amp; safest service possible to the public &amp; the emergency service employees of the Fire Department.</li> <li>• Continued learning of new skills &amp; technology to enhance the ability to protect life &amp; property, while protecting Fire Department employees from hazards.</li> </ul>	<ul style="list-style-type: none"> <li>• Train &amp; maintain skills &amp; abilities of staff to 100% of current standards.</li> <li>• Recruit &amp; train 2 to 5 new Paid Call Firefighters (PCFs) during the fiscal year.</li> </ul>

## Ambulance Division Core Functions, Goals & Objectives

Core Functions	Goals & Objectives
<b>Ambulance Service</b>	
<ul style="list-style-type: none"> <li>• The protection of life &amp; bodily harm by rendering aid to the sick &amp; injured.</li> <li>• Maintaining a highly efficient staff to provide pre-hospital medical attention to the public we provide service to.</li> <li>• Maintaining &amp; using medical emergency equipment to serve the needs of the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedication to community service and hometown attentiveness as we provide fire protection and life safety services whenever called to duty.</li> <li>• Continue to pursue &amp; support cost recovery efforts to support the expenditures to maintain the Ambulance Service.</li> <li>• Seek out additional revenue sources to support the Ambulance Service.</li> </ul>
<b>Vehicle Maintenance</b>	
<ul style="list-style-type: none"> <li>• To have &amp; maintain a fleet of vehicles to meet the demands of the Fire Department's mission.</li> <li>• To have vehicles with suitable equipment, to provide for the safety &amp; needs of the public &amp; the Fire Department's employees.</li> </ul>	<ul style="list-style-type: none"> <li>• To pursue cost cutting measures for the operation &amp; the owning of vehicles needed for the operations of the Fire Departments mission.</li> <li>• To pursue cost cutting measures for maintaining &amp; owning emergency equipment needed in the operations of the Fire Departments mission.</li> </ul>
<b>Training</b>	
<ul style="list-style-type: none"> <li>• Continued training &amp; maintaining skills of the fire staff to provide the best &amp; safest service possible to the public &amp; the emergency service employees of the Fire Department.</li> <li>• Continued learning of new skills &amp; technology to enhance the ability to protect life &amp; property, while protecting Fire Department employees from hazards.</li> </ul>	<ul style="list-style-type: none"> <li>• Train &amp; maintain skills &amp; abilities of staff to 100% of current standards.</li> </ul>

## Budgeted Operating Expense Details

### Fire & Ambulance Expenditure Summary

	FYE 2023	FYE 2024	% Change	FYE 2025	% Change
	Budget	Budget	From Prior Year	Budget	From Prior Year
Personnel Expense	\$ 2,643,362	\$ 2,687,946	1.7%	\$ 2,795,463	4.0%
Operations & Maintenance	\$ 392,767	\$ 401,713	2.3%	\$ 417,782	4.0%
Administrative Services	\$ 230,319	\$ 169,519	-26.4%	\$ 176,300	4.0%
Uncollectible Accounts Expense	\$ 150,000	\$ 150,000	0.0%	\$ 150,000	0.0%
Depreciation Expense	\$ 130,075	\$ 123,033	-5.4%	\$ 125,874	2.3%
<b>District Total</b>	<b>\$ 3,546,523</b>	<b>\$ 3,532,211</b>	<b>-0.4%</b>	<b>\$ 3,665,419</b>	<b>3.8%</b>

FIRE & AMBULANCE GOVERNMENTAL FUND	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2024 vs.		FYE 2025 vs.	
	Actual	Actual	Budget	Budget	Budget	FYE 2023 Budget		FYE 2024 Budget	
Wages	1,732,594	1,612,593	1,775,179	1,852,294	1,926,386	77,115	4%	74,092	4%
Medicare Tax (FICA)	24,552	23,112	24,470	26,858	27,933	2,388	10%	1,074	4%
Workers Comp Insurance	62,774	54,101	73,145	59,620	62,005	(13,525)	-18%	2,385	4%
Group Insurance	104,844	89,349	105,340	109,310	113,683	3,970	4%	4,372	4%
CalPERS Retirement*	677,738	525,228	654,361	629,363	654,538	(24,998)	-4%	25,175	4%
Uniform Allowance	4,630	3,415	10,867	10,500	10,920	(367)	-3%	420	4%
Education, Training & Seminars	11,737	8,560	12,875	12,500	13,000	(375)	-3%	500	4%
Fuel & Oil	21,172	16,435	22,811	27,200	28,288	4,389	19%	1,088	4%
Hazard Abatement Program	11,452	11,074	19,055	18,500	19,240	(555)	-3%	740	4%
Property/Liability Insurance	26,424	34,650	54,011	67,694	70,402	13,683	25%	2,708	4%
Memberships & Subscriptions	13,053	16,671	25,098	24,275	25,246	(823)	-3%	971	4%
Office Supplies	8,391	10,264	13,009	12,600	13,104	(409)	-3%	504	4%
Communications	4,210	3,512	1,242	1,200	1,248	(42)	-3%	48	4%
Fees & Permits	7,146	8,981	3,965	3,850	4,004	(115)	-3%	154	4%
Dispatching Services	41,185	52,450	70,372	68,300	71,032	(2,072)	-3%	2,732	4%
Medical Supplies	24,803	26,315	28,463	27,500	28,600	(962)	-3%	1,100	4%
Miscellaneous Supplies & Expenses	5,070	1,730	6,210	6,000	6,240	(210)	-3%	240	4%
General Station Maintenance	11,828	32,756	14,440	14,500	15,080	60	0%	580	4%
Safety Clothing, Supplies & Equipment	31,951	26,615	35,226	34,200	35,568	(1,026)	-3%	1,368	4%
Utilities (Electricity, Gas, Internet, Phone, Trash)	23,923	25,320	23,055	22,384	23,279	(671)	-3%	895	4%
Vehicle & Equipment Repair & Maintenance	56,696	48,150	62,936	61,010	63,450	(1,926)	-3%	2,440	4%
Administrative Services	252,838	234,423	230,319	169,519	176,300	(60,800)	-26%	6,781	4%
<b>Total Fire Expenses</b>	<b>3,159,011</b>	<b>2,865,703</b>	<b>3,266,448</b>	<b>3,259,178</b>	<b>3,389,545</b>	<b>(7,270)</b>	<b>0%</b>	<b>130,367</b>	<b>4%</b>

\*No additional lump sum Safety UAL for FYE 2024.

\*Additional lump sum Miscellaneous UAL payment of \$11,111

**Employee Classifications and Wage Scales**

**FIRE DEPARTMENT  
FYE 2024 HOURLY WAGE SCHEDULE  
Exempt Positions**

CLASSIFICATION		STEP				
		A	B	C	D	E
CHIEF (40-hr Work Week)	Hourly	\$74.24	\$76.08	\$77.98	\$79.93	\$81.93
	Monthly	\$12,868	\$13,187	\$13,517	\$13,855	\$14,201
	Annual	\$154,419	\$158,246	\$162,198	\$166,254	\$170,414
		STEP				
		A	B	C	D	E
BATTALION CHIEF (40-hr Work Week)	Hourly	\$65.60	\$67.25	\$68.92	\$70.65	\$72.42
	Monthly	\$11,371	\$11,657	\$11,946	\$12,246	\$12,553
	Annual	\$136,448	\$139,880	\$143,354	\$146,952	\$150,634

**FIRE DEPARTMENT  
FYE 2024 HOURLY WAGE SCHEDULE  
Non-Exempt Positions**

CLASSIFICATION		STEP											
		A	A-1	B	B-1	C	C-1	D	D-1	E	E-1	F	F-1
CAPTAIN/PARAMEDIC (56 Hour Work Week)	Hourly	\$33.35	\$34.18	\$35.05	\$35.91	\$36.81	\$37.73	\$38.67	\$39.63	\$40.62	\$41.64	\$42.68	\$43.75
	Monthly	\$8,310	\$8,517	\$8,733	\$8,948	\$9,172	\$9,401	\$9,635	\$9,874	\$10,121	\$10,375	\$10,634	\$10,901
	Annual	\$99,717	\$102,198	\$104,800	\$107,371	\$110,062	\$112,813	\$115,623	\$118,494	\$121,454	\$124,504	\$127,613	\$130,813
ENGINEER/PARAMEDIC (56 Hour Work Week)	Hourly	\$29.97	\$30.72	\$31.49	\$32.27	\$33.08	\$33.90	\$34.77	\$35.64	\$36.54	\$37.46	\$38.39	\$39.35
	Monthly	\$7,468	\$7,654	\$7,846	\$8,041	\$8,242	\$8,447	\$8,664	\$8,880	\$9,105	\$9,334	\$9,566	\$9,805
	Annual	\$89,610	\$91,853	\$94,155	\$96,487	\$98,909	\$101,361	\$103,962	\$106,564	\$109,255	\$112,005	\$114,786	\$117,657
FIREFIGHTER/PARAMEDIC (56 Hour Work Week)	Hourly	\$27.53	\$28.20	\$28.92	\$29.62	\$30.35	\$31.13	\$31.90	\$32.70	\$33.52	\$34.35	\$35.21	\$36.11
	Monthly	\$6,860	\$7,027	\$7,206	\$7,380	\$7,562	\$7,757	\$7,948	\$8,148	\$8,352	\$8,559	\$8,773	\$8,997
	Annual	\$82,315	\$84,318	\$86,471	\$88,564	\$90,747	\$93,079	\$95,381	\$97,773	\$100,225	\$102,707	\$105,278	\$107,969
ADMINISTRATIVE ASSISTANT (40-hr Work Week)	Hourly	\$32.84	\$33.68	\$34.52	\$35.37	\$36.25	\$37.16	\$38.10	\$39.04	\$40.02	\$41.02	\$42.04	\$43.09
	Monthly	\$5,692	\$5,838	\$5,983	\$6,131	\$6,283	\$6,441	\$6,604	\$6,767	\$6,937	\$7,110	\$7,287	\$7,468.93
	Annual	\$68,307	\$70,054	\$71,802	\$73,570	\$75,400	\$77,293	\$79,248	\$81,203	\$83,242	\$85,322	\$87,443	\$89,627

**RUNNING SPRINGS WATER DISTRICT  
FIRE DEPARTMENT  
FYE 2024 HOURLY WAGE SCHEDULE**

	<b>Paid Call Firefighters</b>	<b>EMT</b>	<b>Paramedic</b>
Ambulance Operator / Entry Level Firefighter		\$15.50	\$16.50
Shift Qualified		\$16.50	\$17.50

**Limited Term Firefighters**                      \$16.00 - \$20.00

**Five-Year Capital Improvement Program (CIP) Plan**

<b>Fire Department 5-Year CIP Plan</b>							
<b>Project Description</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>	<b>DEFERRED</b>
Replace 1999 Type 1 KME Engine (E-51) San Manuel Grant						\$ -	\$ 1,021,197
New Engine Hose (Seeking Grant Funds)	\$ 27,800				\$ 60,000	\$ 87,800	
Snow Plow Vehicle and Plow	\$ 15,000						
Station 50 Downstairs Bathroom Remodel	\$ 12,000					\$ 12,000	
Heavy Duty Air Compressor	\$ 5,000						
Replace Water & Fire 50 kw Generator shared cost 50%		\$ 25,000				\$ 25,000	
3 x Stair Chairs		\$ 9,000		\$ 5,000		\$ 14,000	
Replace Air Conditioning Unit at Station 51		\$ 6,000				\$ 6,000	
Replace MA51 (2007 Chevrolet)			\$ 210,000			\$ 210,000	
Replace Concrete Aprons at Station 50 and Station 51			\$ 60,000			\$ 60,000	
Vehicle & Equipment Storage Building at Harris Property	\$ 60,000	\$ 60,000				\$ 120,000	
Kitchen Remodel Counter Tops and Cabinets Station 50			\$ 6,000			\$ 6,000	
Replace (2005 Chevrolet Staff Vehicle - BC3602 )				\$ 60,000		\$ 60,000	
Oxygen Generator				\$ 40,000		\$ 40,000	
Replace MA50A (2016 FORD)					\$ 250,000	\$ 250,000	
<b>Brush Engine 51</b>						\$ -	<b>\$ 600,000</b>
<b>Replace 2003 KME Pumper</b>						\$ -	<b>\$ 785,000</b>
<b>Fire Department Subtotal</b>	<b>\$ 119,800</b>	<b>\$ 100,000</b>	<b>\$ 276,000</b>	<b>\$ 105,000</b>	<b>\$ 310,000</b>	<b>\$ 890,800</b>	<b>\$ 2,406,197</b>

**\*Deferred major capital purchases for Fire Engines until a feasible funding source can be determined. Some of the alternatives are:**

- 1. Finance through California Special District’s Association (CSDA) Municipal Finance Corporation (MFC).**
- 2. Grants.**
- 3. Certified rebuilds of existing apparatus.**

## Vehicle & Equipment Replacement Schedule

Fire & Ambulance Department Vehicle & Equipment Replacement Schedule								
Vehicle Description	Year	Mileage	Hours	Use Status	Replacement Year	Est Lifespan	Age (Years)	Replacement Cost
2018 Ford F250 / C3600	2018	24,887		Daily	2028	10	5	\$60,000
2005 Chevrolet Utility/BC3602	2005	57,503		Daily	2015	10	18	\$50,000
2016 Ford MA50A	2016	88,036		Daily	2026	10	7	\$200,000
2007 Chevy MA51	2007	94,704		Daily	2017	10	16	\$200,000
2003 Dodge	2003	97,153		Daily	n/a	n/a	20	\$55,000
1999 KME Pumper	2000	16,932		Daily	2020	20	23	\$1,100,000
2003 KME Pumper	2003	92,571		Daily	2023	20	20	\$1,250,000
2005 BME Engine	2005	19,372		Daily	2025	20	18	\$750,000
2015 Ford F550 Squad 51/Type 6	2015	25,118		Daily	2025	10	8	\$300,000
2019 Ford F450 MA50	2019	48,939		Daily	2029	10	4	\$200,000
1969 Thiokol Snow Cat 51	1969		1,237	Winter	n/a	n/a	54	Donation
1985 Thiokol Snow Cat 51A	1985		1,349	Winter	n/a	n/a	38	Donation
1993 Chevy Cheyanne	1993	113,078		Daily/Winter	2003	10	30	\$50,000
		<b>Quantity</b>						
Zoll X Series	2019	3	25,000	Daily	2026	7	4	\$150,000
2001 TNT Rescue Tool	2021	1 Set	13,873	Daily	2028	7	2	\$35,000
Breathing Support	2002	1	24,000	Daily	2012	10	21	\$60,000
Oxygen Generator	2012	1	20,000	Daily	2022	10	11	\$25,000
Sparky Suit	1991	1	1,358	Daily	2001	10	32	\$5,000
CAFS in Squad 51	2006	1	7,920	Daily	n/a	n/a	17	\$12,000
Honda Snow Blower	2015	1	1,358	Winter	2025	10	8	\$5,000
SCOTT Packs w/full components	2018	15	4,500	Daily	2028	10	5	\$150,000
SCBA Masks	2018	13	300	Daily	2028	10	5	\$8,000
RIC Pack	2018	3	2,650	Daily	2028	10	5	\$7,000
SCBA Bottles/ Spare	2019	3	500	Daily	2029	10	4	\$6,000
Personal Computer/Chief	2021	1	800	Daily	2026	5	2	\$2,000
Personal Computer/BC	2021	1	800	Daily	2026	5	2	\$2,000
Tablets/Station 50/ePCR	2021	3	2,400	Daily	2024	3	2	\$3,000
Tablets/Admin/Station 50	2019	3	3,000	Daily	2024	5	4	\$3,500
Tablet - Prevention	2019	1	800	Weekly	2024	5	4	\$1,000
Tablets/Chief	2019	2	1,600	Daily	2024	5	4	\$1,800
Washing Machine Sta.50	2013	1	446	Daily	2023	10	10	\$1,000
Continental Extractor	2008	1	7,500	Daily	2018	10	15	\$20,000
Personal Computer/ Admin	2022	1	1,500	Daily	2027	5	1	\$2,500
Personal Computer/ST. 50	2019	1	1,200	Daily	2024	5	4	\$2,000
Personal Computer Training	2019	1	2,000	Daily	2024	5	4	\$3,000
Washing Machine Sta. 51	2016	1	650	Daily	2026	10	7	\$1,000
Clothes Dryer Sta. 51	2016	1	650	Daily	2026	10	7	\$1,000

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Ryan Gross, General Manager

**SUBJECT:** PUBLIC HEARING AND CONSIDERATION OF ADOPTING ORDINANCE NO. 59 ESTABLISHING FEES FOR AMBULANCE SERVICES

**RECOMMENDED BOARD ACTION**

It is recommended that the Board of Directors consider adopting Ordinance No. 59, Establishing Fees for Ambulance Services.

**REASON FOR RECOMMENDATION**

A schedule of fees adopted pursuant to the Fire District Protection Law should be adopted by ordinance. (Health & Safety Code, § 13916(b)).

**BACKGROUND INFORMATION**

California Water Code section 31120 allows County Water Districts, unlike many other types of water districts, to "...exercise any of the powers, functions, and duties which are vested in, or imposed upon, a fire protection district pursuant to the Fire Protection District Law of 1987." In turn, the Fire Protection District Law provides that fire protection districts shall have the power to provide ambulance services. (Health & Safety Code, § 13862).

For ambulance services, the Board may charge a fee to cover the cost of those services, but the fee cannot exceed the cost to provide the service for which the fee is charged. (Health & Safety Code, § 13916(a)). We understand that the Board normally adopts the fees allowed by ICEMA.

A schedule of fees adopted pursuant to the Fire District Protection Law should be adopted by ordinance. (Health & Safety Code, § 13916(b)). Before approving the fee, the District must publish notice of the fee pursuant to Government Code section 6066.<sup>1</sup> (*Ibid.*) (Notice of this Ordinance was published in the Alpine Mountaineer Newspaper on June 8<sup>th</sup> and June 15<sup>th</sup>, 2023). Notice shall also be mailed to any party who has filed a

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<sup>1</sup> Generally, publication of notice pursuant to this section shall be once a week for two successive weeks. (Gov. Code, § 6066.)

written request for mailed notice of the meeting on new or increased fees. (Health & Safety Code, § 13916(c)). At least ten (10) days before the meeting, the District must provide data to the public showing the cost to provide the service for which the fee is charged and the revenue sources anticipated to provide the service, including general fund revenues. (Health & Safety Code, § 13916(d)). The Board must hear and consider any objections to the proposed fees. (Health & Safety Code, § 13913(f)).

**FISCAL INFORMATION**

Refer to attached Ordinance No. 59, Exhibit A.

**ATTACHMENTS**

Attachment 1 – Ordinance No. 59

**ORDINANCE NO. 59  
OF THE RUNNING SPRINGS WATER DISTRICT  
ESTABLISHING FEES FOR AMBULANCE SERVICES AND OTHER  
MISCELLANEOUS FIRE DEPARTMENT FEES**

**WHEREAS**, pursuant to Water Code section 31120, the Running Springs Water District has the authority to exercise any of the powers, functions, and duties which are vested in, or imposed upon, a fire protection district pursuant to the Fire Protection District Law of 1987; and

**WHEREAS**, the District provides ambulance services pursuant to the Fire Protection District Law of 1987, specifically Section 13862 of the Health and Safety Code; and

**WHEREAS**, the Inland Counties Emergency Medical Agency (“ICEMA”) has approved a list of ambulance fees as set forth in Exhibit “A” incorporated herein by this reference, that are calculated so as not to exceed the estimated cost to provide ambulance services; and

**WHEREAS**, Health and Safety Code Section 13916 authorizes this District to charge a fee to cover the cost of any service which the District provides and to adopt an ordinance establishing a schedule of such fees at a meeting conducted by the Board of Directors following notice of the Board’s intention to establish such fees as provided in Health and Safety Code Section 13916; and

**WHEREAS**, this District has provided notice of the fees set forth herein and has made available to the public, at least ten (10) days in advance hereof, the data indicating the estimated cost required to provide the services.

**NOW, THEREFORE, BE IT ORDAINED** by the Board of Directors of Running Springs Water District as follows:

- 1. The fees for ambulance services set forth in Exhibit “A” are hereby adopted.
- 2. The fees may be collected by any means available to the District.
- 3. This ordinance shall become effective immediately upon its adoption.

**ADOPTED** this 21<sup>st</sup> day of June, 2023.

**Ayes:**  
**Noes:**  
**Abstentions:**  
**Absent:**

\_\_\_\_\_  
President of the Board of Directors  
of Running Springs Water District

ATTEST:

\_\_\_\_\_  
Board Secretary



# Inland Counties Emergency Medical Agency

1425 South D Street, San Bernardino, CA 92415-0060 ▪ (909) 388-5823 ▪ Fax (909) 388-5825 ▪ www.icema.net

*Serving San Bernardino, Inyo, and Mono Counties*

*Daniel Munoz, Interim EMS Administrator*

*Reza Vaezazizi, MD, Medical Director*

**DATE:** May 23, 2023,

**TO:** EMS Ground Transport Providers - San Bernardino County

**FROM:** Daniel Munoz  
Interim EMS Administrator

**SUBJECT:** **FY 2023-24 AMBULANCE RATE ADJUSTMENT**  
**EFFECTIVE JULY 1, 2023 - JUNE 30, 2024**

In conformance with the ICEMA Reference #3060 - ICEMA Ground Based Ambulance Rate Setting Policy - San Bernardino County approved by the ICEMA Governing Board on May 8, 2012, the following represents ambulance rate adjustments effective July 1, 2023. The attached "Ground Ambulance Service Rate Definitions" will be utilized in the application of the rates.

Ambulance Rate Components	Base Rate FY 2022-2023 Rate		Increase CPI + County Comparison		Final Rate FY 2023-2024 Rate	
	Urban Operating Areas	Rural/ Wilderness Operating Areas	Urban Operating Areas	Rural/ Wilderness Operating Areas	Urban Operating Areas	Rural/ Wilderness Operating Areas
Advanced Life Support (ALS) Base Rate (All Inclusive)	\$1,870.61	\$2,057.67	\$93.53	\$102.88	\$2,062.35	\$2,268.58
Basic Life Support (BLS) Rate	\$1,347.55	\$1,482.31	\$67.38	\$74.12	\$1485.67	\$1,634.25
Emergency Fee	\$313.92	\$345.32	\$15.70	\$17.27	\$329.61	\$362.58
Oxygen	\$194.71	\$214.18	\$9.74	\$10.71	\$204.45	\$224.88
Night Charge	\$224.75	\$247.27	\$11.24	\$12.36	\$235.99	\$259.64
Critical Care Transport	\$2,109.12	\$2,320.01	\$105.46	\$116.00	\$2,214.58	\$2,436.02
Mileage (per mile or fraction thereof)	\$33.02	\$33.02	\$1.65	\$1.65	\$34.67	\$34.67
Wait Time	\$58.96	\$58.96	\$2.95	\$2.95	\$61.91	\$61.91
EKG	\$134.03	\$134.03	\$6.70	\$6.70	\$140.73	\$140.73

If you have any questions regarding the policy and associated rate calculations, please contact Gerry Gardner, Supervising EMS Specialist, at (909) 388-5816 or via e-mail at [gerald.gardner@cao.sbcounty.gov](mailto:gerald.gardner@cao.sbcounty.gov).

DM/ggg

Attachment

c: File Copy

## BOARD OF SUPERVISORS

COL. PAUL COOK (RET.)  
Vice Chairman, First District

JESSE ARMENDAREZ  
Second District

DAWN ROWE  
Chair, Third District

CURT HAGMAN  
Fourth District

JOE BACA, JR.  
Fifth District

Leonard X. Hernandez  
Chief Executive Officer

# Ground Ambulance Service Rate Definitions

## ICEMA Region

Effective July 1, 2018

*NOTE: Rates are allowable only upon transport of a patient.*

### ***BLS All Inclusive Base Rate:***

1. When an EMT staffed ambulance responds to a call; or
2. When an advanced life support (ALS) or limited advanced life support (LALS) staffed ambulance responds to a scheduled call when not requested and/or ALS or LALS intervention is not provided.

### ***ALS All Inclusive Base Rate:***

Any response of an approved ALS (paramedic) or LALS (AEMT) transport provider to a request for service. This charge will include, but not necessarily be limited to, the provision of the following:

1. An authorized ALS or LALS staffed and equipped ambulance response.
2. Care modalities including cardiac monitoring, telemetry, IV administration, drug administration, defibrillation, blood draw, wound dressing, splinting and disposable first aid and medical supplies related to such care and treatment.

### ***Emergency:***

Applies to BLS All Inclusive Base Rate when a BLS scheduled response is upgraded to emergency status either in response or during transport. **This charge is included in the ALS All Inclusive Rate and cannot be charged in addition to the ALS All Inclusive Rate.**

### ***ECG Monitoring:***

Applies when ECG Monitoring is performed as per protocol or base hospital order. **This charge is included in the ALS All Inclusive Base Rate and cannot be charged in addition to the ALS All Inclusive Base Rate.** In most cases, this charge is broken out as a line item for Medi-Cal which does not recognize the charge in the ALS All Inclusive Base Rate.

### ***EMS Aircraft - Appropriate fee for service:***

EMS ground transportation providers may charge All Inclusive Base Rate when;

1. Ambulance personnel and/or equipment are directly involved in patient care prior to the transport and transfer of patient(s) to EMS aircraft.
2. Provider's supplies and/or procedures are utilized at rate specified in the current ambulance rates.
3. Approved mileage rate from point of transport by ground ambulance to transfer site to EMS aircraft.

### ***Mileage:***

Applies for each patient mile or fraction thereof from point of pick-up to destination.

### ***Night:***

Applies for services provided between the hours 1900 and 0659, military time.

***Oxygen:***

Applies for services provided whenever oxygen is administered. This charge is inclusive of material such as tubing, masks, etc., which may be used for the administration of oxygen.

***Wait Time:***

Applies to scheduled calls and is charged per fifteen (15) minutes of waiting time or portion thereof, after the first fifteen-minute period lapse occurs when an ambulance must wait for a patient at the request of the person/organization hiring the service. This rate is not contractual “stand-by” charge rate for special events.

***Specialty Care Transport:***

Applies to transportation provider’s medical personnel when equipment is needed to provide care, monitoring at a level outside and/or higher than a paramedic’s scope of practice; or utilization of specialized equipment or specialized vehicle, based upon patient’s needs. Examples of Specialty Care Transport may include Neonatal (incubator/team) transport, Bariatric unit transport, high-risk maternal team transport, ALS Respiratory Therapist transport, PA-NP-OD-MD transport, etc.

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Ward Simmons, Legal Counsel  
Ryan Gross, General Manager

**SUBJECT: CONSIDER ADJUSTMENT TO LEGAL SERVICES BILLING  
RATES**

**RECOMMENDED BOARD ACTION**

It is recommended that the Board of Directors consider a rate adjustment for legal services.

**REASON FOR RECOMMENDATION**

Refer to attached letter.

**BACKGROUND INFORMATION**

Refer to attached letter.

**ATTACHMENTS**

Attachment 1 – BB&K Letter Dated May 23, 2023



May 23, 2023

Ryan Gross, General Manager  
 Running Springs Water District  
 P.O. Box 2206  
 Running Springs CA, 92382

VIA EMAIL rgross@runningspringswd.com

Re: Request for Rate Adjustment

Dear Ryan,

As we discussed, BB&K respectfully requests a rate adjustment to our current hourly rates for legal services. These rates have been in effect since 2014. Since that time, the Consumer Price Index (CPI) has gone up by 33.3%. These proposed rates represent a much lower increase of 25% in respect of our longstanding relationship.

If approved, effective July 1<sup>st</sup>, 2023, the hourly rates will increase as follows:

<u>Title</u>	<u>Rate/Hr.</u>
All Attorneys	\$ 275.00
Non-Attorneys	\$ 170.00

Additionally, to avoid such large periodic adjustments, we request annual CPI increases, starting on July 1<sup>st</sup>, 2024, and every July 1<sup>st</sup> thereafter, although not to exceed 5%.

We sincerely appreciate your continuing loyalty and the choice of Best Best & Krieger for your legal services. If you have any questions about this or any of our billing policies, please contact me or Mike Riddell.

Sincerely,

Ward H. Simmons  
 of BEST BEST & KRIEGER LLP

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Ryan Gross, General Manager

**SUBJECT:** CONSIDER AWARDING A CONSTRUCTION CONTRACT FOR THE VALLEY VIEW WATER PIPELINE REPLACEMENT PROJECT

**RECOMMENDED BOARD ACTION**

It is recommended that the Board of Directors:

1. Consider awarding a construction contract for the Valley View Water Pipeline Replacement Project (Project) to Altmeyer Inc. for their low bid of \$599,378;
2. Authorize the General Manager to execute the contract;
3. Authorize the General Manager to approve change orders for the Project during the course of the project as required not to exceed 15% of the original construction contract amount.

**REASON FOR RECOMMENDATION**

The bidding phase for the project is complete.

**BACKGROUND INFORMATION**

The bid opening was April 13, 2021. The following bids were received:

<b>Contractor</b>	<b>Total</b>
1. Altmeyer Inc.	\$599,378
2. GM Excavating	No Bid
3. Spiess Construction Co. Inc.	No Bid
4. Trinity Construction	No Bid

The engineer's estimate was \$755,000. The project includes the replacement of the existing Valley View water pipeline.

It is the goal of the District staff to minimize change orders but as the need for contract change orders arises during the course of a project, there is typically not enough time to stop the progress of the work to obtain Board approval of each change order. Authorizing

the General Manager to approve change orders as needed not to exceed 15% of the original contract value will allow for the project to progress without delays caused by the District.

The California Environmental Quality Act (CEQA) Notice of Exemption (NOE) was filed and posted by the San Bernardino County Clerk for this project on 8/17/2022.

**FISCAL INFORMATION**

If approved, the project would be funded from the Water System Connection & Capacity Charge Reserve which has a balance of \$155,580 and the Water Capital Improvement Project Reserve Fund which has a balance of \$2,173,816.

**RUNNING SPRINGS WATER DISTRICT****MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Ryan Gross, General Manager

**SUBJECT: CONSIDER AUTHORIZING INVESTMENT IN U.S. TREASURY BILLS AND ADDITIONAL LADDERED CERTIFICATES OF DEPOSIT WITH MULTI-BANK SECURITIES**

**RECOMMENDED BOARD ACTION**

Consider authorizing investment in additional laddered Certificates of Deposit (CDs) and in 3, 6 and/or 10 month United States (U.S.) Treasury Bills with Multi-Bank Securities (MBS).

**REASON FOR RECOMMENDATION**

This is a higher yield investment strategy as an alternative to the Local Agency Investment Fund (LAIF).

**BACKGROUND INFORMATION**

On June 15, 2022, the Running Springs Water District (District) Board of Directors (Board) approved Resolution 11-22, adopting an Investment Policy that expanded the options for investing District cash reserves. The Board also authorized the execution of account documents with MBS for investment broker services.

The District currently holds assets in the LAIF. On May 18, 2022, MBS made a presentation to the Board of Directors on their investment broker services as an alternative to LAIF.

The account with MBS allows the District to purchase laddered CDs and/or other securities and instruments in accordance with the District's Investment Policy using the MBS online portal making it easier to find high yield CDs and track the CDs performance.

U.S. Treasuries are instruments in which the full faith and credit of the United States Government is pledged. They are designated as Bills, Notes, or Bonds, depending on their maturity. **Legal Authority:** Section 53601(b) of the Government Code authorizes local agencies to purchase U. S. Treasuries with no limitations as to the amount that can be owned of each.

## FISCAL INFORMATION

Since the yield curve is currently inverted, investors can get very high rates on short term U.S. Treasuries. How long this will last no one knows, but for now, with money the District can only invest short term we can get over 2% more than LAIF. The following were the U.S. Treasury rates as of June 14, 2023:

10 month Treasury 5.13%  
 6 month Treasury 5.10%  
 3 month Treasury 4.80%

MBS clients have been buying these and just rolling them until things change with money they cannot invest long term. For money that can be invested longer they are locking in the best 5 year rate they can since we are at 15 year highs with rates.

As of May 31, 2023, the District has approximately \$9,300,000 in LAIF and \$1,200,000 in laddered CDs with MBS. State law and the District's Investment Policy allows for up to 30% or \$3,150,000 to be invested in CDs with 5 years maximum maturity.

It is proposed to transfer up to \$1,300,000 to invest in additional laddered CDs and up to \$4,000,000 to invest in 3, 6 and/or 10 month U.S. Treasury Bills and roll every 6 months while the rates are high. This would leave \$4,000,000 in LAIF.

As an example, a \$4,000,000 investment in a 6-month US Treasury bill with a 5.10% interest rate, the return is calculated using the following formula:

Return = Principal x Interest Rate x Time

Given:

Principal = \$4,000,000

Interest Rate = 5.10% (expressed as a decimal, 0.051)

Time = 6 months (expressed in years, 0.5)

Using the formula, the return would be:

Return = \$4,000,000 x 0.051 x 0.5 = \$102,000

Therefore, the return on a \$4,000,000 investment in a 6-month US Treasury bill with a 5.10% interest rate would be \$102,000.

**RUNNING SPRINGS WATER DISTRICT**

**MEMORANDUM**

**DATE:** June 21, 2023

**TO:** Board of Directors

**FROM:** Trevor Miller, Operations Manager  
Ryan Gross, General Manager

**SUBJECT:** CONSIDER AUTHORIZING EXPENDITURE FOR  
WASTEWATER TREATMENT PLANT MBR 1 LOWER  
UPGRADE

**RECOMMENDED BOARD ACTION**

Consider authorizing staff to purchase five (5) MyTex membrane modules from MMBR Systems for the wastewater treatment plant (WWTP) lower membrane bioreactor 1 (MBR 1).

**REASON FOR RECOMMENDATION**

Staff is recommending this purchase to replace the existing MBR 1 US500 modules in MBR 1 that are past their useful life.

**BACKGROUND INFORMATION**

In 2017, the District retrofitted the MBR 1 basin with OV960 membrane modules. These modules were part of a warranty claim reconciliation from a previous retrofit in MBR 2. The modules that were installed during the MBR 2 retrofit did not meet the hydraulic performance requirements during cold weather. The modules did, however, perform as designed during warm weather. A decision was made to leave the original modules in MBR 2 and take the replacement modules and install them in MBR 1. This decision was made because the Kubota modules in MBR 1 were failing.

In 2021 the District replaced the membrane modules in MBR 2 that were installed in 2016 with the MyTex WTA modules. These modules have easily met and exceed all design criteria and were able to handle the record flows at the WWTP during the winter of 2022-23.

Last September a decision was made to replace the last OV960 membranes at the WWTP in MBR 1. At first staff had recommended only replacing the upper modules of MBR 1 with the same MyTex WTA module as MBR 2, but after the performance staff saw from them during the high flows, staff decided that the best option for MBR 1 would be a complete replacement of both the upper and lower modules.

The upper modules have already been purchased and are staged at the manufacturers facility, and if the expenditure is approved, all modules, uppers and lowers, will ship to the WWTP at the same time.

Like the other retrofits in the past, the work will be performed in-house by District staff with assistance from outside contractors for specialty tasks. The installation of these modules will require minimal modifications to existing piping and valving in the basin.

### **FISCAL INFORMATION**

The purchase price for the 5 lower modules will be \$234,443, with an additional \$25,000 for materials to facilitate the installation, for a total project cost of \$259,443. If approved the funding sources for this equipment and materials would be:

RSWD Wastewater Capital Improvement Reserve (56%)	\$145,288
GVL Wastewater Capital Improvement Reserve (25%)	\$64,861
Arrowbear (19%)	\$49,294

The RSWD Wastewater Capital Improvement Reserve Fund has a balance of \$2,215,070 as of May 31, 2023.

The GVL Wastewater Capital Improvement Reserve Fund has a balance of \$2,134,735 as of May 31, 2023.

### **ATTACHMENTS**

Attachment 1 – Quote



**MMBR SYSTEMS**  
DELIVER, OPTIMIZE, SUPPORT

**Quote**  
#230613CP1

**PREPARED FOR:**

**Trevor Miller, Wastewater Department Superintendent**  
Running Springs Water District  
31242 Hilltop Blvd.  
Running Springs, CA 92382-2206  
Mobile +1 (909) 499 0447 | [tmiller@runningspringswd.com](mailto:tmiller@runningspringswd.com)

**MYTEX MEMBRANE QUOTE**

Running Springs, CA  
Phase 3

**PREPARED BY:**

**Chintan Parikh, National Sales Manager**  
MMBR Systems, LLC.  
2305 Donley Drive, Ste 114  
Austin, TX 78758  
Mobile +1 (512) 228 4051 | [chintan.parikh@mmbrrsystems.com](mailto:chintan.parikh@mmbrrsystems.com)





<p><b>Sold To:</b> Running Springs Water District 31242 Hilltop Blvd. Running Springs, CA 92382-2206  C/O: Trevor Miller</p>	<p><b>Ship To:</b> Running Springs Water District 31242 Hilltop Blvd. Running Springs, CA 92382-2206</p>
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SALESPERSON	PAYMENT TERMS	QUOTE PREPARED	QUOTE EXPIRATION
Chintan Parikh	Net 30	06/14/2023	07/14/2023

ITEM	QTY	DESCRIPTION	UNIT PRICE	LINE TOTAL
#1	5	MYTEX H5L4 (4 levels/stacks, 104m <sup>2</sup> per stack, 2 block per stack) Membrane Modules with diffuser base, guide plates and freight to jobsite.	\$41,540	\$207,700
#2	1	5 days support (including travel days, 3 days onsite)	\$9,880	\$9,880
<b>SUBTOTAL</b>				\$217,580
<b>SALES TAX</b>				Not included
<b>TOTAL</b>				\$217,580

To accept this quotation, sign here and return to the address below: \_\_\_\_\_

**MMBR Systems, LLC**  
2305 Donley Drive, Suite 114  
Austin Texas 78758  
USA

**Marvin Leyba**  
Assistant Administrator  
512-806-8830  
[marvin.leyba@mmbrrsystems.com](mailto:marvin.leyba@mmbrrsystems.com)

Cc: [Chintan.Parikh@mmbrrsystems.com](mailto:Chintan.Parikh@mmbrrsystems.com)  
[Mark.Parli@mmbrrsystems.com](mailto:Mark.Parli@mmbrrsystems.com)  
[Trace.Trimble@mmbrrsystems.com](mailto:Trace.Trimble@mmbrrsystems.com)



**Specific Conditions**

1. Delivery of modules shall be 8-10 weeks after receipt of Purchase Order.
2. The new MYTEX modules will come with a diffuser base and go in place of the existing units. Existing guide pipes will be reused.
3. Air and Permeate drop pipes are not included in the quote.
4. New modules will have a 5 yr Workmanship Warranty from the manufacturer.
5. Payment Terms

<u>Invoice Date</u>	<u>Amount of Invoice</u>
With Purchase Order:	30% of Total Price
Upon Delivery of Equipment:	70% of Total Price
All invoices are due and payable within thirty (30) days of the invoice date.	

**General Conditions**

1. The MMBR Systems, LLC Terms and Conditions of Sale are attached and made essential parts of the proposal or purchase order confirmation. These terms and conditions replace and supersede any terms and conditions, or warranty included in Buyer’s or Owner’s purchase order, requests for quotation or specifications and cannot be changed without written approval from an authorized representative of MMBR Systems, LLC.
2. GST and all other taxes are extra, if applicable.
3. Pricing valid for acceptance 30 days from date of the proposal document and will be subject to change thereafter.
4. Shipping shall be (FCA) Free Carrier at point of manufacture unless otherwise stated above. Insurance is the responsibility of Buyer.
5. Duty, freight and brokerage costs are for Buyer’s account unless stated otherwise herein.
6. Notwithstanding any liabilities or responsibilities it has assumed hereunder, MMBR Systems, LLC shall in no event be responsible to Buyer or any third party in contract or in tort, or otherwise, for loss or damage sustained as a result of the operation of the equipment, loss of use, expenses involved in loss of capital claims or Buyer’s or Owner’s loss of profit or revenues, or any other indirect, incidental, special or consequential loss or damage, whether arising from defects, delay, or any other cause whatsoever.
7. Any and all stock or “off the shelf” parts returned to MMBR Systems, LLC are subject to a re-stocking fee equal to 25% of their respective invoice price. All other parts, including but not limited to customized and special manufactured parts, shall, at the sole discretion of MMBR Systems, LLC be (i) subject to a restocking fee of 45% of their respective invoice price or (ii) non-refundable.



**Terms and Conditions of Sale**  
MMBR Systems, LLC

**1.ACCEPTANCE.** The proposal of **MMBR Systems, LLC** ("SELLER"), as well as these terms and conditions of sale (collectively the "Agreement"), constitutes SELLER's contractual offer of goods and associated services, and PURCHASER's acceptance of this offer is expressly limited to the terms of the Agreement. The scope and terms and conditions of this Agreement represent the entire offer by SELLER and supersede all prior solicitations, discussions, agreements, understandings and representations between the parties. Any scope or terms and conditions included in PURCHASER's acceptance/purchase order that are in addition to or different from this Agreement are hereby rejected. Notwithstanding anything to the contrary contained in this Agreement, SELLER may, from time to time change the services without the consent of Purchaser, provided that such changes do not materially affect the nature or scope of the services, or the fees or any performance dates agreed upon.

**2.DELIVERY.** Any statements relating to the date of shipment of the Products (as defined below) represent SELLER's best estimate, but is not guaranteed, and SELLER shall not be liable for any damages due to late delivery. The Products shall be delivered to the delivery point or points in accordance with the delivery terms stated in SELLER's proposal. If such delivery is prevented or postponed by reason of Force Majeure (as defined below), SELLER shall be entitled at its option to tender delivery to PURCHASER at the point or points of manufacture, and in default of PURCHASER's acceptance of delivery to cause the Products to be stored at such a point or points of manufacture at PURCHASER'S expense. Such tender, if accepted, or such storage, shall constitute delivery for all purposes of this agreement. If shipment is postponed at request of PURCHASER, or due to delay in receipt of shipping instructions, payment of the purchase price shall be due on notice from SELLER that the Products are ready for shipment. Handling, moving, storage, insurance and other charges thereafter incurred by SELLER with respect to the Products shall be for the account of PURCHASER and shall be paid by PURCHASER when invoiced. PURCHASER shall inspect the Products upon receipt. PURCHASER will be deemed to have accepted the Products unless it notifies SELLER in writing of any nonconforming Products within 10 days of receipt. Nonconforming Products means only the following: (i) product shipped is different than identified in PURCHASER'S purchase order; or (ii) product's label or packaging incorrectly identifies its contents. SELLER may, in its sole discretion, without liability or penalty, make partial shipments of the Products. In this circumstance, SELLER reserves the right to invoice for the Products upon shipment.

**3.TITLE AND RISK OF LOSS.** SELLER shall retain the fullest right, title, and interest in the Products to the extent permitted by applicable law, including a security interest in the Products, until the full purchase price has been paid to SELLER. The giving and accepting of drafts, notes and/or trade acceptances to evidence the payments due shall not constitute or be construed as payment so as to pass SELLER'S interests until said drafts, notes and/or trade acceptances are paid in full. Risk of loss shall pass to PURCHASER at the delivery point.

**4.PAYMENT TERMS.** SELLER reserves the right to ship the Products and be paid for such on a pro rata basis, as shipped. If payments are not made by the due date, interest at a rate of two percent (2%) per month, calculated daily, shall apply from the due date for payment. PURCHASER is liable to pay SELLER'S legal fees and all other expenses in respect of enforcing or attempting to enforce any of SELLER'S rights relating to a breach or threatened breach of the payment terms by PURCHASER.

**5.TAXES.** Unless otherwise specifically provided in SELLER'S quotation/proposal; PURCHASER shall pay and/or reimburse SELLER, in addition to the price, for all sales, use and other taxes, excises and charges which SELLER may pay or be required to pay to any government directly or indirectly in connection with the production, sale, transportation, and/or use by SELLER or PURCHASER, of any of the Products or services dealt with herein (whether the same may be regarded as personal or real property). PURCHASER agrees to pay all property and other taxes which may be levied, assessed or charged against or upon any of the Products on or after the date of actual shipment, or placing into storage for PURCHASER'S account.

**6.WARRANTY.** MMBR Systems, LLC will provide a warranty that the system incorporating the Products sold hereunder (the "MBR System") will meet the specifications as agreed upon by the parties. Products manufactured by a third party ("Third Party Product") may constitute, contain, be contained in, incorporated into, the MBR System. Third Party Products are covered exclusively and solely by the manufacturer's transferable warranty only. Other than the afore-mentioned warranties and for the avoidance of doubt, SELLER MAKES NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO ANY THIRD-PARTY PRODUCT, INCLUDING ANY (a) WARRANTY OF MERCHANTABILITY; (b) WARRANTY OF FITNESS FOR A PARTICULAR PURPOSE; (c) WARRANTY OF TITLE; OR (d) WARRANTY AGAINST INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS OF A THIRD PARTY; WHETHER EXPRESS OR IMPLIED BY LAW, COURSE OF DEALING, COURSE OF PERFORMANCE, USAGE OF TRADE, OR OTHERWISE.

**7.CONFIDENTIAL INFORMATION.** All nonpublic information and data furnished to PURCHASER hereunder, including but not limited to price, size, type and design of the Products is the sole property of SELLER and submitted for PURCHASER'S own confidential use solely in connection with this Agreement and is not to be made known or available to any third party without SELLER'S prior written consent.

**8.PAINTING.** The Products shall be painted in accordance with SELLER'S standard practice, and purchased items such as motors, controls, speed reducers, pumps, etc., will be painted in accordance with manufacturers' standard practices, unless otherwise agreed in writing.

**9.DRAWINGS AND TECHNICAL DOCUMENTATION.** When PURCHASER requests approval of drawings before commencement of manufacture, shipment may be delayed if approved drawings are not returned to SELLER within fourteen (14) days of receipt by PURCHASER of such drawings for approval. SELLER will furnish only general arrangement, general assembly, and if required, wiring diagrams, erection drawings, installation and operation-maintenance manuals for SELLER'S equipment (in English language). SELLER will supply six (6) complete sets of drawings and operating instructions. Additional sets will be paid for by PURCHASER. Electronic files, if requested from SELLER, will be provided in pdf, jpg or tif format only.

**10.SOFTWARE.** PURCHASER shall have a nonexclusive and nontransferable license to use any information processing program supplied by SELLER with the Products. PURCHASER acknowledges that such programs and the information contained therein is Confidential Information and agrees: a) not to copy or duplicate the program except for archival or security purposes; b) not to use the program on any computer other than the computer with which it is supplied; and c) to limit access to the program to those of its employees who are necessary to permit authorized use of the program. PURCHASER agrees to execute and be bound by the terms of any software license applicable to the Products supplied.

**11.PATENT INDEMNITY.** SELLER will defend at its own expense any suit instituted against PURCHASER based upon claims that SELLER'S Product hereunder in and of itself constitutes an infringement of any valid apparatus claims of any United States patent issued and existing as of the date of this Agreement, if notified promptly in writing and given all information, assistance, and sole authority to defend and settle the same, and SELLER shall indemnify the PURCHASER against such claims of infringement. Furthermore, in case the use of the Products is enjoined in such suit or in case SELLER otherwise deems it advisable, SELLER shall, at its own expense and discretion, (a) procure for the PURCHASER the right to continue using the Products, (b) replace the same with non-infringing Products, (c) modify the Product so it becomes non-infringing, or (d) remove the Products and refund the purchase price less freight charges and depreciation. SELLER shall not be liable for, and PURCHASER shall indemnify SELLER for, any claim of infringement related to (a) the use of the Products for any purpose other than that for which it was furnished by SELLER, (b) compliance with equipment designs not furnished by SELLER or (c) use of the Products in combination with any other equipment. The foregoing states the sole liability of SELLER for patent infringement with respect to the Products.

**12.GENERAL INDEMNITY.** Subject to the rights, obligations and limitations of liabilities of the parties set forth in this Agreement, PURCHASER shall protect and indemnify SELLER, its ultimate parent, its ultimate parent's subsidiaries and each of their respective officers, directors, employees and agents, from and against all claims, demands and causes of action asserted by any entity to the extent of PURCHASER'S negligence, default, or willful misconduct in connection with this Agreement.

**13.DEFAULT, TERMINATION.** In the event that PURCHASER becomes insolvent, commits an act of bankruptcy or defaults in the performance of any material term or condition of this Agreement, the entire unpaid portion of the purchase price of all goods and associated services to be provided under this Agreement (the "Balance"), shall, without notice or demand, become immediately due and payable within ten (10) days of termination of the Agreement. In such event, SELLER at its option, without notice or demand, shall be entitled to terminate this Agreement and shall be entitled to recover the Balance, plus interest as set forth below. In addition, either party shall have the right to terminate this Agreement by giving thirty (30) days notice to the other party. In the event PURCHASER terminates an Agreement for convenience pursuant to this clause, (1) the balance of the purchase price representing all goods provided under this Agreement as well as the services SELLER has thus far provided (the "Goods and Services Balance") shall, without notice or demand, become immediately due and payable within ten (10) days of termination of the Agreement, and (2) SELLER shall also be entitled to recover the reasonable value of any expected profit on all services contemplated under the Agreement. Amounts due to SELLER under this Paragraph are subject to an additional late payment penalty of one and one half percent (1.5%) per month, compounded monthly, or the maximum amount permitted by applicable law, whichever is less. In any action to enforce the terms of this Agreement, SELLER shall be entitled to recover its reasonable attorneys fees and other costs and expenses (including but not limited to expert witness fees).

**14.RECOVERY OF PRODUCTS UPON PURCHASER DEFAULT OR TERMINATION.** In the event of a default or termination by PURCHASER, SELLER shall have the right to enter any place where the Products are located and to take immediate possession of and remove the Products with or without legal process, and/or retain all payments made as compensation for the use of the Products, and/or resell the Products, without notice or demand, for and on behalf of the PURCHASER, and may apply the net proceeds from such sale (after deduction from the sale price of all expenses of such sale and all expenses of retaking possession, repairs necessary to put the Products in saleable condition, storage charges, taxes, liens, collection and legal fees and all other expenses in connection therewith) to balances then due to SELLER. PURCHASER hereby waives all trespass, damage and claims resulting from any such entry, repossession, removal, retention, repair, alteration and sale. The remedies provided in this paragraph are in addition to and not limitations of any other rights of SELLER.

**15.REMEDIES.** The rights and remedies of the PURCHASER in connection with the goods and services provided by SELLER hereunder are exclusive and limited to the rights and remedies expressly stated in this Agreement.

**16.INSPECTION.** PURCHASER is entitled to make reasonable inspection of Products at SELLER'S facility. SELLER reserves the right to determine the reasonableness of the request and to select an appropriate time for such inspection. All costs of inspections not expressly included as an itemized part of the quoted price of the Products in this Agreement shall be paid by PURCHASER.

**17.WAIVER.** Any failure by SELLER to enforce PURCHASER'S strict performance of any provision of this Agreement will not constitute a waiver of its right to subsequently enforce such provision or any other provision of this Agreement.

**18.COMPLIANCE WITH LAWS.** If applicable laws, ordinances, regulations or conditions require anything different from, or in addition to, that called for by this Agreement, SELLER will satisfy such requirements at PURCHASER'S written request and expense.

**19.FORCE MAJEURE.** If SELLER is rendered unable, wholly or in material part, by reason of Force Majeure to carry out any of its obligations hereunder, then on SELLER'S notice in writing to PURCHASER within a reasonable time after the occurrence of the cause relied upon, such obligations shall be suspended. "Force Majeure" shall include, but not be limited to, acts of God, laws and regulations, strikes, civil disobedience or unrest, lightning, fire, flood, washout, storm, communication lines failure, government order, declaration of emergency by local, state or national government, delays of the PURCHASER or PURCHASER'S subcontractors or other subcontractors or contractors, breakage or accident to equipment or machinery, wars, police actions, terrorism, embargos, and any other causes that are not reasonably within the control of the SELLER. If the delay is the result of PURCHASER'S action or inaction, then in addition to an adjustment in time, SELLER shall be entitled to reimbursement of costs incurred to maintain its schedule.

**20.PURCHASER'S ACTS OR OMISSIONS.** If SELLER'S performance of its obligations under this Agreement is prevented or delayed by any act or omission of PURCHASER or its agents, subcontractors, consultants, or employees, SELLER shall not be deemed in breach of its obligations under this Agreement, or otherwise liable for any costs, charges, or losses sustained or incurred by PURCHASER, in each case, to the extent arising directly or indirectly from such prevention or delay.

**21.INSURANCE.** During the term of this Agreement, PURCHASER shall, at its own expense, maintain and carry insurance in full force and effect which includes, but is not limited to, commercial general liability (including product liability) in a sum no less than \$1,000,000 with financially sound and reputable insurers. Upon SELLER'S request, PURCHASER shall provide SELLER with a certificate of insurance from PURCHASER'S insurer evidencing the insurance coverage specified in this Agreement. PURCHASER shall provide SELLER with 30 days' advance written notice in the event of a cancellation or material change in PURCHASER insurance policy. Except where prohibited by law, PURCHASER shall require its insurer to waive all rights of subrogation against SELLER'S insurers and SELLER.

**22.INDEPENDENT CONTRACTOR.** It is expressly understood that SELLER is an independent contractor, and that neither SELLER nor its principals, partners, parents, subsidiaries, affiliates, employees or subcontractors are servants, agents, partners, joint venturers or employees of PURCHASER in any way whatsoever.

**23.SEVERABILITY.** Should any portion of this Agreement, be held to be invalid or unenforceable under applicable law then the validity of the remaining portions thereof shall not be affected by such invalidity or unenforceability and shall remain in full force and effect. Furthermore, any invalid or unenforceable provision shall be modified accordingly within the confines of applicable law, giving maximum permissible effect to the parties' intentions expressed herein.

**24.CHOICE OF LAW, CHOICE OF VENUE.** This Agreement shall be governed and construed in accordance with the laws of the State of Texas, without regard to its rules regarding conflicts or choice of law. The parties submit to the exclusive jurisdiction and venue of the state and federal courts located in Austin, Texas.

**25.ASSIGNMENT.** PURCHASER shall not assign or transfer this Agreement without the prior written consent of the SELLER. Any attempt to make such an assignment or transfer shall be null and void. SELLER shall have the authority to assign, or otherwise transfer, its rights and obligations in connection with this Agreement, in whole or in part, upon prior written notice to PURCHASER.

**26.LIMITATION ON LIABILITY. TO THE EXTENT PERMISSIBLE BY LAW, SELLER SHALL HAVE NO FURTHER LIABILITY IN CONNECTION WITH THIS AGREEMENT IN EXCESS OF THE VALUE OF THE PRODUCTS SOLD HEREUNDER. NOTWITHSTANDING ANY LIABILITIES OR RESPONSIBILITIES ASSUMED BY SELLER HEREUNDER, SELLER SHALL IN NO EVENT BE RESPONSIBLE TO PURCHASER OR ANY THIRD PARTY, WHETHER ARISING UNDER CONTRACT, TORT (INCLUDING NEGLIGENCE), STRICT LIABILITY, OR OTHERWISE, FOR LOSS OF ANTICIPATED PROFITS, LOSS BY REASON OF PLANT SHUTDOWN, NON-OPERATION OR INCREASED EXPENSE OF OPERATION, SERVICE INTERRUPTIONS, COST OF PURCHASED OR REPLACEMENT POWER, COST OF MONEY, LOSS OF USE OF CAPITAL OR REVENUE OR ANY OTHER INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, EXEMPLARY, OR CONSEQUENTIAL LOSS OR DAMAGE, WHETHER ARISING FROM DEFECTS, DELAY, OR FROM ANY OTHER CAUSE WHATSOEVER.**

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