

## Expenditure Budgets by Division



*Dissolved air floatation (DAF) clarifier, Soscol Water Recycling Facility*

## Board of Directors

### *Description*

The Board of Directors is the policy making body that determines the overall direction of NapaSan and services provided to the customers. The rules for connecting and discharging to the system, and the rates and charges for services, are set by the Board.

The Board of Directors comprises two directors who are members of the Napa City Council, one director who is a member of the Napa County Board of Supervisors, and two citizen appointees, one appointed by the city and one by the county. The Board of Directors hires the General Manager and contracts for the District Legal Counsel and the annual financial audit.

The Board adopts the annual Operating Budget, Ten-Year Capital Improvement Plan, Ten-Year Financial Plan and sets the priorities for NapaSan.

### *Link to District Goals in Strategic Plan*

The Board of Directors establishes the Strategic Plan's long-term goals, objectives and priorities.

### *Department Goals*

**Goal:** The Board of Directors Department goal is to articulate the short and long-term policy direction for NapaSan to ensure:

- infrastructure reliability
- financial stability
- operational optimization
- employee development
- community outreach and communication
- resource recovery
- regulatory compliance

### Related Department Objectives

- Oversee the policy and strategic direction and set levels of service for its customers.
- Provide policy direction regarding levels of service.
- Work with senior management and consultant to provide direction regarding rates and fees.
- Provide policy guidance regarding alternative methods for treatment of winery waste.
- Adopt, revise and monitor a long-term policy document for prioritizing the delivery of recycled water.
- Provide direction to staff on efforts to increase non-rate revenues and improve NapaSan's operational efficiency and effectiveness.

### *Changes in Service Levels*

- The Board of Directors budget includes NapaSan's expenses for legal services, audit services, and fiduciary oversight, as these functions report directly to the Board.
- The FY 19/20 budget includes \$25,000 to support expenses related to labor negotiations.
- The FY 19/20 budget includes \$10,200 to participate in a valley-wide Drought Contingency Plan.

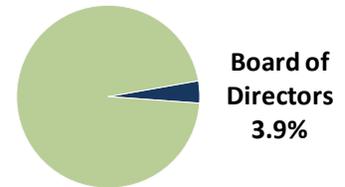


*Board of Directors honor 2017 Napa Engineering Society scholarship recipients.*



*Board of Directors honors Plant Operator Steven Chavis on being named Operator of the Year by the California Water Environment Association.*

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adj. Budget FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 31,796	\$ 28,523	\$ 33,500	\$ 30,931	\$ 31,000	(7.5%)
Services & Supplies	\$ 228,346	\$ 254,206	\$ 603,550	\$ 170,770	\$ 392,800	(34.9%)
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 260,142</b>	<b>\$ 282,729</b>	<b>\$ 637,050</b>	<b>\$ 201,701</b>	<b>\$ 423,800</b>	<b>(33.5%)</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Director-Member of Napa City Council (CC)	2	2	2	2
Director-Member of Napa Board of Supervisors (BOS)	1	1	1	1
Director-Public Representative Appointed by BOS	1	1	1	1
Director-Public Representative Appointed by CC	1	1	1	1
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## General Manager's Office

### *Description*

The General Manager is responsible to the Board of Directors for all aspects of the administration, operation and planning activities of the staff of the District. The General Manager is the hiring authority for all positions.

### *Link to District Goals in Strategic Plan*

The General Manager's Office is responsible to ensure that all of the departments and respective management are performing toward the District's established goals. As part of the Quarterly Report to the Board of Directors, the General Manager reports on the status of each District goal, objective, and the specific projects outlined in the Strategic Plan.

The General Manager's Office and Administrative Services are jointly responsible for conducting the update of sewer service charge rate study in advance of Prop. 218 process (**Goal Two: Financial Stability, Objective 2A**). General Manager's Office is also overseeing the next employee survey (**Goal Four: Employee Development, Objective 4B**), working with the Board to pursue leases on District property (**Goal Two: Financial Stability, Objective 2B**), promoting NapaSan as a progressive, professional organization as a great place to work (**Goal Four: Employee Development, Objective 4A**).

The General Manager's Office strives to build and maintain relationships with community leaders, elected officials and stakeholders (**Goal Five: Community Outreach and Communication, Objective 5D**) and collaborate with other local agencies and groups to meet common goals (**Objective 5C**), and works with partners to expand recycled water delivery and long-term water reuse opportunities (**Goal Six: Resource Recovery, Objectives 6A, 6B, 6C, 6D and 6F**). The General Manager's Office will also actively engage with partners and professional organizations to remain aware of potential regulatory and legislative changes (**Goal Seven: Regulatory Compliance, Objective 7B**).

### *Department Goals*

**Goal:** Implement the policy direction of the Board of Directors.

#### Related Department Objectives

- Represent NapaSan at the North Bay Water Reuse Authority, specifically working to bring federal money to the region for Recycled Water projects.
- Under the direction of the Lands Committee and Board, work to develop options for lease revenue on District-owned property.
- Represent NapaSan interests by working cooperatively with LAFCO on the municipal services review for water, wastewater and recycled water treatment and delivery.
- Work cooperatively with other agencies to develop a valley-wide Drought Contingency Plan.
- Engage with professional associations to remain aware of potential regulatory and legislative changes.

**Goal:** Provide leadership and management throughout NapaSan.

#### Related Department Objectives

- Provide direction to all departments, aligning efforts to promote and be consistent with NapaSan's goals and policy directives.
- Oversee changes derived from Employee Surveys



*NapaSan Booth at annual Earth Day event*

- Provide overall direction to the engineering staff regarding significant capital projects, including Browns Valley Road Trunk, West Napa Pump Station Improvements, I&I projects, and other priority projects.

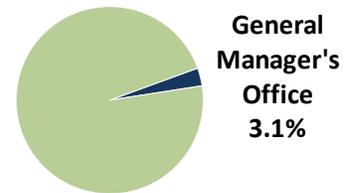
**Changes in Service Levels**

- There are no significant changes in the General Manager’s Office budget.



*NapaSan booth at the annual Ag Expo in Napa*

**Percent of Operating Budget**



**Proposed Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 387,026	\$ 306,357	\$ 320,200	\$ 304,870	\$ 309,800	(3.2%)
Services & Supplies	\$ 71,478	\$ 48,976	\$ 179,600	\$ 31,740	\$ 179,750	0.1%
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 458,503</b>	<b>\$ 355,333</b>	<b>\$ 499,800</b>	<b>\$ 336,610</b>	<b>\$ 489,550</b>	<b>(2.1%)</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
General Manager	1	1	1	1
Assistant General Manager/District Engineer	-	-	-	-
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Administrative Services

### Description

Administrative Services provides administrative and financial support for all other NapaSan departments. The division includes accounting, payroll, budget and financial planning, Information Technology, human resources and risk management. The division also includes duties in support of the Board of Directors, responding to public inquiries, records management, and general administrative support.

### Link to District Goals in Strategic Plan

The Administrative Services Department supports NapaSan’s “**Goal Two: Financial Stability.**” This Department is jointly responsible with the General Manager’s Office to study sewer service charge and capacity charge methodology options (**Objective 2A**). The Department also develops financing plans, such as the one for the Browns Valley Trunk and West Napa Pump Station project (**Goal One: Infrastructure Reliability, Objective 1C**).

This Department is also responsible for evaluating opportunities for shared services (**Goal 3: Operational Optimization, Objective 3A**). The Department will take a leadership role in promoting further succession planning through training and mentorship (**Goal 4: Employee Development, Objective 4D**), promoting NapaSan as a progressive, professional workplace (**Objective 4A**), and assisting in MOU negotiations (**Objective 4C**), as appropriate.

### Department Goals

**Goal:** Provide financial information for managers and Board to maintain NapaSan’s financial viability and stability.

#### Related Department Objectives

- Prepare to update the sewer service charge rate study.
- Review cash flow and emergency reserves for adequacy.
- Complete the tenth annual Performance Measurement Report.
- Continue to provide financial support to managers, supervisors and staff, in support of NapaSan activities.

**Goal:** Provide time sensitive and necessary Human Resources support throughout NapaSan.

#### Related Department Objectives

- Provide support to departments through recruitments and internship programs.
- Continue efforts in succession planning, including training and mentorship programs.
- Support the labor negotiations in providing unbiased costing analysis and technical advice.
- Continue to provide human resource support to managers, supervisors and staff, in support of NapaSan activities.

#### Operating Ratio

(above 1.0 is goal)

14/15	15/16	16/17	17/18	18/19	19/20
0.90	1.02	1.07	1.36	1.4	1.4

#### Debt Service Coverage Ratio

(greater than 125% is required)

14/15	15/16	16/17	17/18	18/19	19/20
227%	284%	344%	534%	442%	450%

#### Sewer Service Charge Bill Affordability

(goal is to remain under 1.0% per EPA guidance)

14/15	15/16	16/17	17/18	18/19	19/20
0.66%	0.68%	0.74%	0.80%	0.80%	0.80%

#### Experience Turnover Rate

(Lower is better)

2015	2016	2017	2018	2019	2020
0.0%	3.7%	3.9%	6.7%	5.0%	5.0%

**Employee Survey Results** – These are the average score of employees who rated the following statement: (1=strongly disagree / 5=strongly agree)

**“The forms and process used for annual employee performance evaluations are user friendly.”**

2015	2016	2017	2018	2019	2020
na	na	3.49	na	na	3.50

**Goal:** Provide general administrative support to employees and serve the requests of the general public.

**Related Department Objectives**

- Evaluate opportunities to increase efficiencies in the delivery of support services.
- Continue to provide general administrative support to managers, supervisors and staff, in support of NapaSan activities.

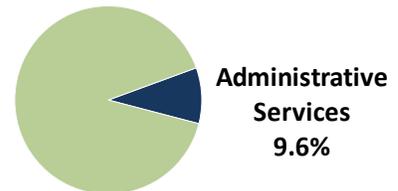


*NapaSan Open House*

**Changes in Service Levels**

- Budget for accounting services, Information Technology services and Human Resource services through Napa County increased \$58,500 from prior year, for same level of service.
- FY 19/20 budget moved expenses related to 457 Plan Fiduciary Oversight to the Board of Directors budget.
- FY 19/20 budget adds \$15,000 to update the HR Policies Handbook (done every 5 years).

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 1,124,480	\$ 863,486	\$ 997,450	\$ 967,250	\$ 992,850	(0.5%)
Services & Supplies	\$ 544,375	\$ 525,708	\$ 538,100	\$ 526,650	\$ 599,900	11.5%
Other	\$ 24	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,668,880</b>	<b>\$ 1,389,195</b>	<b>\$ 1,535,550</b>	<b>\$ 1,493,900</b>	<b>\$ 1,592,750</b>	<b>3.7%</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Director of Admin Services/Chief Financial Officer	1	1	1	1
Clerk to the Board/Human Resources Officer	1	1	1	1
Senior Accountant	1	1	1	1
Accountant	1	1	1	1
Administrative Assistant I/II	2	2	2	2
<b>Totals</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Safety, Training and Fleet Maintenance

### Description

Many of NapaSan’s activities are inherently dangerous, as they involve work in heavy traffic, repairs and installations of pipe in deep trenches susceptible to collapse, and entrance into confined spaces that potentially contain toxic gases or other hazardous conditions. This program oversees workplace safety and provides safety training for all staff to ensure safe working practices and compliance with safety regulations. This includes reviews of contractor safety programs to ensure that NapaSan’s contractors also work and operate safely.

This program also includes maintenance and management of NapaSan’s fleet vehicles, communications management and general safety and security protocols.

### Link to District Goals in Strategic Plan

This Department supports NapaSan’s value of safety, along with all of the goals of other departments by ensuring that the workplace is safe and employees are adequately trained. The Department also directly assists in planning and training associated with resiliency, disaster mitigation and disaster recovery (**Goal 3: Operational Optimization, Objective 3C**).

### Department Goals

**Goal:** Implement programs that result in improved safety and lower accidents and incidents rates

#### Related Department Objectives

- Develop and implement periodic review plan for NapaSan safety policies and programs.
- Maintain a Business Continuity Plan for operations during disasters, and integrate NapaSan in the city and county’s emergency response systems.
- Continue on five-year plan to fully implement the lockout-tagout Standard Operating Procedures (SOP) development and revision project, in conjunction with plant maintenance staff.

**Goal:** Facilitate proper management of fleet vehicles to ensure they are safe and reach their intended useful lifespan

#### Related Department Objectives

- Maintain and adjust ten-year plan for fleet sustainment, acquisition, rehabilitation and attrition.
- Determine right combination of mission essential vehicle types to ensure NapaSan operational effectiveness, while increasing efficiency and reducing overall cost.
- Oversee NapaSan’s Fleet Committee to determine proper general purpose fleet sizing to meet the goal of a “common fleet” approach; cross utilization of assets, increasing economy and efficiency while reducing cost.

#### District’s Experience Modification (XMOD) Rate *(lower is better; NSD is compared to the CSRMA risk pool member average)*

	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>
NSD	84	89	104	68	64	62
Avg	94	93	93	99	na	na

#### Total Recordable Incidence Rate

*(Injuries and illnesses per 200,000 hours worked; NSD is compared to the wastewater industry average)*

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2000</u>
NSD	2.10	8.36	8.23	5.98	0	0
Avg	7.1	8.2	5.4	na	na	na

#### Number of Insurance Claims

*(number of claims per 200,000 hours of work)*

	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>
	18.85	6.27	22.64	5.97	0	0

#### Severity of Insurance Claims

*(cost of claims per 200,000 hours of work)*

	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>
	\$104k	\$92	\$111k	\$107k	\$0	\$0

**Changes in Service Levels**

- The training budget fluctuates annually to facilitate the different trainings required, on a two or three-year rotational basis.
- FY 19/20 budget removes one-time budget for replacement of SCBA masks
- FY 19/20 budget removes one-time budget for purchase of radios as part of business continuity and disaster recovery planning.
- There are no significant changes in service levels in this program.



*District staff training on fire extinguisher use*

**Percent of Operating Budget**



	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 152,151	\$ 150,843	\$ 143,950	\$ 128,750	\$ 143,900	(0.0%)
Services & Supplies	\$ 91,557	\$ 82,866	\$ 90,350	\$ 85,160	\$ 80,700	(10.7%)
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 243,708</b>	<b>\$ 233,709</b>	<b>\$ 234,300</b>	<b>\$ 213,910</b>	<b>\$ 224,600</b>	<b>(4.1%)</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Safety, Training & Fleet Maintenance Officer	1	1	1	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

# Collection System

## Description

The purpose of the Collection System Department is to clean and maintain, inspect, repair, replace or rehabilitate sanitary sewer lines, manholes and other related facilities to assure the structural integrity of NapaSan’s sewer system in a manner that results in the most economical operation while maintaining regulatory compliance.

## Link to District Goals in Strategic Plan

The Collection System Department supports the NapaSan’s “**Goal One: Infrastructure Reliability**” by taking both preventive and corrective actions to maintain the infrastructure of the sewer system, and by assisting the Engineering staff in the design of capital projects. Specifically, the Department provides maintenance data and analysis in support of the sewer rehabilitation projects (**Objective 1A**) and in decisions made as part of the Asset Management program (**Objective 1B**). The Department will be significantly involved in the Collection System Master Plan update (**Objective 1D**).

## Department Goals

**Goal:** To prevent sanitary sewer overflows (SSO’s). Especially important is to prevent Category 1 overflows that are defined as an SSO that reached a drainage channel and/or surface water or; an SSO that reached a storm drain pipe that was not fully recovered and returned to the sanitary sewer system.

### Related Department Objectives

- Support Engineering in the design and implementation of annual I&I and other projects designed to reduce overflows through ongoing asset condition assessment, identifying specific performance problems, and pre-design reconnaissance.

**Goal:** To insure infrastructure stability by performing preventive maintenance on the Collection System. This includes inspection and cleaning of the sewer system.

### Related Department Objectives

- Maintain the sewer lateral preventive maintenance program at current service levels.
- Video inspect 10% of the sewer mains in the District’s system
- Clean at least 40% of District sewer mains per year.
- Root foam 4 miles of sewer main, including related laterals and manholes, to reduce the root intrusion into these facilities.
- Work to eliminate higher maintenance sewer mains by replacing or repairing them.
- Replace or rehabilitate 60 public laterals.
- Move forward in gathering, storing and disseminating asset and work information in an economical way with completeness and accuracy, including sharing with other departments in the District and others as needed.

### Category 1 Sewer Overflows per 100 miles of main (NSD compared to California and SF Regional averages)

	2015	2016	2017	2018	2019	2020
NSD	0.0	1.1	13.6	0.7	0	0
CA	3.9	4.9	5.7	3.9	na	na
Reg	6.1	7.0	6.2	5.2	na	na

### Category 1 Sewer Overflows per 100 miles of laterals (NSD compared to California and SF Regional average)

	2015	2016	2017	2018	2019	2020
NSD	1.4	2.0	0.0	1.4	0	0
CA	2.4	3.7	2.0	44.3	na	na
Reg	1.4	4.3	0.0	1.0	na	na

### Sewer Main Condition Assessment (% of sewer mains video inspected) (Goal is 10% per year)

	2015	2016	2017	2018	2019	2020
	8.5%	9.2%	9.4%	16.9%	10%	10%

### Percent of Main Lines Cleaned (Goal is 40%)

	2015	2016	2017	2018	2019	2020
	42.3%	34.2%	42.5%	57.9%	40%	40%

### Planned Maintenance as Ratio of Total Maintenance (Goal is 90%)

	2015	2016	2017	2018	2019	2020
	86.7%	87.1%	88.5%	99.2%	88%	88%

### Number of Public Laterals Replaced or Rehabilitated (Goal is 60 per year)

	2015	2016	2017	2018	2019	2020
	72	36	53	74	60	60

**Goal:** To provide quality customer service by responding to customer requests for service and being on site within 30 minutes of receiving the call.

**Related Department Objectives**

- Continue to respond to the needs of the community in a timely and professional manner within 30 minutes, while trying to reduce the number of emergency service calls.

Average Number of Minutes to Respond					
2015	2016	2017	2018	2019	2020
32	30	26	26	30	30

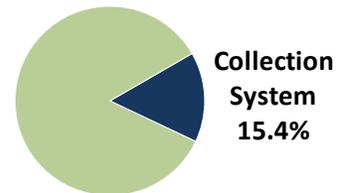
**Changes in Service Levels**

- FY 19/20 budget includes \$20,000 to maintain Smart Cover monitoring that was piled in last fiscal year.
- FY 19/20 budget includes additional \$12,200 in fuel costs.
- FY 19/20 budget includes a \$3,400 fee for the new Underground Service Alert Board.



*Collection system workers excavate a sewer lateral to make repairs*

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 2,081,791	\$ 1,713,928	\$ 2,021,050	\$ 1,850,558	\$ 2,014,700	(0.3%)
Services & Supplies	\$ 337,725	\$ 329,133	\$ 443,100	\$ 348,180	\$ 493,500	11.4%
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,419,517</b>	<b>\$ 2,043,061</b>	<b>\$ 2,464,150</b>	<b>\$ 2,198,738</b>	<b>\$ 2,508,200</b>	<b>1.8%</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Collection System Manager	1	1	1	1
Collection System Supervisor	1	1	1	1
Collection System Technician	1	1	1	1
Collection System Worker III	2	2	2	2
Collection System Worker IT/I/II	8	10	10	10
<b>Totals</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>15</b>

# Treatment Plant Operations

## Description

The Treatment Plant Operations Department receives, treats and distributes wastewater and solids conveyed to the treatment plant in an environmentally sound and cost effective manner. This is done with a strong ethical foundation of protecting public health and the environment, while meeting our responsibilities to the rate payers.

The department operates the plant, performs some basic preventive maintenance of plant equipment and structures, recommends improvements in plant process, assists with engineering and special studies, and prepares all regulatory reports applicable to the treatment plant.

## Link to District Goals in Strategic Plan

The Treatment Plant Operations Department supports the District’s “**Goal One: Infrastructure Reliability**” by providing support to the Engineering Department’s work on developing the Treatment Plant Master Plan (**Objective 1D**) and development of an Asset Management program (**Objective 1B**).

The Department will be responsible to evaluate ways to reduce energy and chemistry consumption (**Goal Three: Operational Optimization, Objective 3B**), and continue to study the effects of accepting and treating winery waste through alternative methods (**Objective 3E**).

To support “**Goal Six: Resource Recovery**,” this Department will provide technical analysis to evaluate energy self-generation projects (**Objective 6E**) and toward efforts to improve recycled water quality (**Objective 6F**).

For “**Goal Seven: Regulatory Compliance**,” the Department will provide all necessary information necessary for renewal of the NPDES permit (**Objective 7A**). The Department also contributes toward **Goal Four: Employee Development** in its hiring training of Operators-in-Training (**Objective 4A**).

## Department Goals

**Goal:** Effectively and efficiently operate the treatment plant.

### Related Department Objectives

- Continuous process optimization of the plant control systems to achieve a reduction in chemical and energy costs, to match or exceed the targets noted in performance measures above.
- Continue installation of additional online instrumentation.
- Continue to receive fats, oil and grease (FOG) collected from siphon to the FOG receiving station.
- Continue to optimize production of biogas in digester resulting from FOG receiving program.



Overseeing plant operations via SCADA interface

Polymer per MG processed – Winter and Summer						
	2015	2016	2017	2018	2019	2020
Wnt	28.8	20.3	10.2	12.2	15	15
Smr	103.5	109.6	39.3	21.7	50	50

Hypochlorite per MG processed						
	2015	2016	2017	2018	2019	2020
Wnt	124.3	85.4	55.2	62.5	60	60
Smr	211.9	211.3	198.6	191.1	200	200

Percent of Self-Generated Electricity						
	2015	2016	2017	2018	2019	2020
	35%	27%	41%	56%	56%	56%

Electricity Consumed per Million Gallons Treated (Megawatt-hours per MG processed)						
	2015	2016	2017	2018	2019	2020
Wnt	2.1	1.6	1.5	2.3	1.8	1.8
Smr	6.3	6.0	6.6	6.1	6.0	6.0

**Goal:** Adhere to all federal, state and local guidelines, permits and regulations in the operation of the treatment plant.

Related Department Objectives

- Continue producing an effluent that meets the NPDES permit requirements.

**Changes in Service Levels**

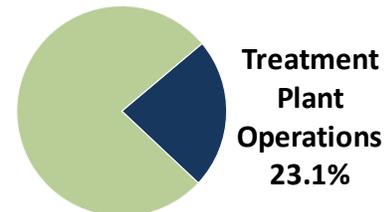
- FY 19/20 budget subtracts \$120,000 for an one-time Alternative Chemicals study.
- FY 19/20 budget adds \$50,000 for an ultrafiltration/reverse osmosis (UF/RO) pilot study.
- FY 19/20 budget adds \$14,450 for electricity, due to change in PG&E rates and increased recycled water distribution.
- FY 19/20 budget adds \$97,840 in chemicals, for increase unit costs combined with decreased quantities used.
- FY 19/20 budget includes \$5,000 for one-time purchase of four ammonia sensors.
- FY 19/20 budget adds \$10,100 for increases in NPDES permit, Regional Monitoring Plan, and Biosolids permit fees.

<b>Treatment for BOD and TSS Removal</b> <i>(Must be higher than 85% - monthly average)</i>						
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
BOD	98.2%	96.7%	97.0%	97.6%	95%	95%
TSS	96.3%	94.6%	95.6%	96.5%	95%	95%

<b>Total Allowable BOD and TSS</b> <i>(Must be lower than 30 mg/L - monthly average)</i>						
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
BOD	4.6	5.3	4.8	5.9	5.0	5.0
TSS	9.8	10.0	7.7	8.8	10.0	10.0

**Percent of Operating Budget**



**Department Operating Budget**

	<u>Actual</u> FY 16/17	<u>Actual</u> FY 17/18	<u>Adjusted</u> FY 18/19	<u>Estimated</u> FY 18/19	<u>Budget</u> FY 19/20	<u>Percent</u> <u>Change</u>
Salaries & Benefits	\$ 1,662,278	\$ 1,194,693	\$ 1,406,400	\$ 1,289,210	\$ 1,394,900	(0.8%)
Services & Supplies	\$ 2,301,007	\$ 1,984,647	\$ 2,305,000	\$ 2,232,950	\$ 2,383,300	3.4%
Other	\$ 190	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,963,475</b>	<b>\$ 3,179,340</b>	<b>\$ 3,711,400</b>	<b>\$ 3,522,160</b>	<b>\$ 3,778,200</b>	<b>1.8%</b>

**Position Authorizations**

<u>Position Series</u>	<u>FY 16/17</u>	<u>FY 17/18</u>	<u>FY 18/19</u>	<u>FY 19/20</u>
Director of Operations Services	1	1	1	1
Operations Supervisor	1	1	1	1
Operator OIT/I/II/III	7	7	7	7
<b>Totals</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

# Treatment Plant Maintenance

## Description

The Treatment Plant Maintenance Department provides corrective and preventive maintenance and equipment installation at the wastewater treatment plant and recycled water facilities, lift stations and other assigned areas.

Priorities are set through consultation with Treatment Plant Operations staff to ensure plant reliability and permit compliance.

## Link to District Goals in Strategic Plan

The Treatment Plant Maintenance Department supports the District’s “**Goal One: Infrastructure Reliability**” by providing technical assistance and information to support the master planning efforts (**Objective 1D**) and Asset Management implementation (**Objective 1B**). The Department also contributes toward “**Goal Four: Employee Development**” in its hiring training of Mechanical Technician interns (**Objective 4A**).

## Department Goals

**Goal:** Provide corrective and preventive maintenance safely, cost effectively and efficiently.

Related Department Objectives:

- Continue to implement an effective life cycle equipment replacement schedule for better budgetary expense projections.
- Expand equipment data base and associated task of Maintenance Program.
- Implement Infrared Imaging PM program for all electrical switchgear and motor control centers

**Planned Maintenance Ratio of Hours Worked**  
*(Planned maintenance as a percentage of total maintenance measures the proactive nature of activity in the department and is more efficient than corrective or emergency maintenance. A higher percentage is better.)*

2015	2016	2017	2018	2019	2020
45.2%	40.5%	61.3%	67.9%	68%	68%

**Number of work orders completed**

2015	2016	2017	2018	2019	2020
1,314	1,482	1,334	1,379	1,400	1,400

**Goal:** Maintain critical operational systems so that there is reliability and operational resiliency.

Related Department Objectives:

- Implement PM program for Telemetry System testing for reliability
- Continue enhancement and organization of the inventory system to reduce down time.

**Uptime for Cogeneration Engine**

*(The Cogeneration Engine is critical for effective management of biogas through the generation of heat and electricity needed by the wastewater treatment plant to operate.)*

2015	2016	2017	2018	2019	2020
98%	79%	81%	98%	95%	95%

**Uptime for Major Mission-Critical Pumps**

2015	2016	2017	2018	2019	2020
na	98.0%	98.6%	96.8%	95%	95%

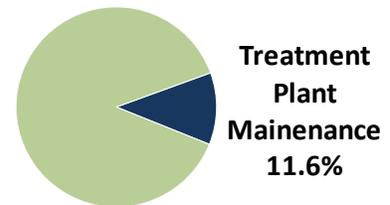
**Changes in Service Levels**

- FY 19/20 budget includes \$10,000 to evaluate and develop a plan for marsh dredging and maintenance.
- FY 19/20 budget includes \$13,000 for annual asphalt crack sealing (converting a one-time project to ongoing).
- FY 19/20 budget adds \$15,000 to replace aging emergency eye wash and emergency shower stations.
- Various categories were increased and decreased from prior year, based on specific work plan in this department.



Maintenance technicians installing a valve to the “3-Water” filter.

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 994,246	\$ 756,724	\$ 922,750	\$ 881,100	\$ 914,850	(0.9%)
Services & Supplies	\$ 698,316	\$ 803,868	\$ 949,150	\$ 873,750	\$ 979,600	3.2%
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,692,562</b>	<b>\$ 1,560,592</b>	<b>\$ 1,871,900</b>	<b>\$ 1,754,850</b>	<b>\$ 1,894,450</b>	<b>1.2%</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Plant Maintenance Supervisor	1	1	1	1
Equipment Maintenance Specialist I/II	4	4	4	4
Plant Attendant	1	1	1	1
<b>Totals</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Water & Biosolids Reclamation

### Description

This department is responsible for the effective and efficient distribution of recycled water and management of biosolids in a manner that respects the environment, maintains public health and conforms to local, state and federal regulations.

After the treatment of wastewater, NapaSan generates recycled water to “Title 22 Unrestricted Use” quality, which is permitted under State of California Regulations for almost any use except potable (drinking) water. NapaSan delivers this water to vineyards, golf courses, cemeteries, parks and athletic fields, and for landscape irrigation purposes.

Biosolids are managed by this department through land application. This method avoids expensive off-site hauling and disposal of biosolids, with significant savings to the ratepayers.

### Link to District Goals in Strategic Plan

The Water & Biosolids Reclamation Department supports NapaSan’s “**Goal Six: Resource Recovery**” through its support of local partners and the Engineering Department’s projects to construct distribution systems for recycled water (**Objective 6B**) and providing technical assistance regarding recycled water allocation policy (**Objective 6A**).

### Department Goals

**Goal:** Distribute recycled water during the summer months through sales to customers and on District-owned property.

#### Related Department Objectives

- Maintain recycled water availability at 100% during the non-discharge period.
- Distribute 750 million gallons (2,300 acre feet) recycled water, with 90% sold to customers.
- Complete annual recycled water user site inspections, issuing no Notices of Non-compliance.
- Complete conversion of properties to recycled water in Napa Airport Centre.
- Facilitate additional conversion activities of MST and Los Carneros Water District customers.

#### Recycled Water Service Availability

(% of time RW is available to customers – May to Oct.)

2015	2016	2017	2018	2019	2020
100%	100%	100%	99%	100%	100%

#### Recycled Water Reuse by Customers

(% of recycled water sold to customers – May to Oct.)

2015	2016	2017	2018	2019	2020
78.3%	80.6%	83.1%	91.6%	90%	90%

**Goal:** Dispose of 100% of biosolids through land application on District-owned property.

#### Related Department Objectives

- Apply approximately 1,200 dry tons of dewatered biosolids on District land.
- Put 100% of the biosolids applied to NapaSan land to beneficial reuse, through active agricultural practices on the land (growing crops, grazing sheep, etc.).

#### Biosolids Put to Beneficial Reuse

(% of biosolids applied to seeded & harvested acres)

2015	2016	2017	2018	2019	2020
100%	100%	100%	100%	100%	100%

**Changes in Service Levels**

- FY 19/20 budget includes \$2,500 for additional cross connection inspections for new MST and LCWD customers.
- FY 19/20 budget removes a number of one-time budget items from the prior fiscal year, including the purchase of a water meter for Kennedy Park and replacement of a portable welder.
- FY 19/20 budget subtracts \$6,000 in electricity based on lower recycled water distribution on NapaSan property.

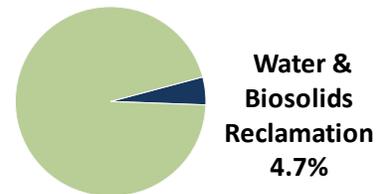


*Sheep Grazing at Somky Ranch*



*Irrigating Jameson Ranch with recycled water*

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 478,906	\$ 387,580	\$ 455,350	\$ 446,151	\$ 453,450	(0.4%)
Services & Supplies	\$ 234,298	\$ 250,387	\$ 290,300	\$ 206,000	\$ 274,150	(5.6%)
Other	\$ 26,331	\$ 28,710	\$ 29,150	\$ 29,150	\$ 41,800	43.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 739,534</b>	<b>\$ 666,677</b>	<b>\$ 774,800</b>	<b>\$ 681,301</b>	<b>\$ 769,400</b>	<b>(0.7%)</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Reclamation Systems Director	1	1	1	1
Reclamation Maintenance Worker I/II	2	2	2	2
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# Engineering

## Description

Engineering provides technical assistance to the operational departments within NapaSan. The group is responsible for managing most of NapaSan’s capital projects and prepares project charters for projects that are included in the Ten-Year Capital Improvement Plan.

Engineering is responsible for reviewing development plans for conformance with District standards and inspection of sanitary sewer facilities. In some cases, the group prepares the design plans and specifications and provides construction management and inspection for collection system projects.

## Link to District Goals in Strategic Plan

The Engineering Department supports NapaSan’s “Goal One: Infrastructure Reliability,” “Goal Three: Operational Optimization,” “Goal Four: Employee Development” and “Goal Six: Resource Recovery” by providing project management and leadership on all of the infrastructure and planning projects identified:

- Collection System Master Plan and Treatment Plant Master Plan updates (**Objective 1D**)
- Replace 2% of sewers annually (**Objective 1A**)
- Develop and Asset Management Plan (**Objective 1B**)
- Design and construct Browns Valley Road Trunk and West Napa Pump Station (**Objective 1C**)
- Study whether to implement a Private Lateral Program (**Objective 1E**)
- Evaluate and plan for potential impacts of sea/river level rise, prolonged drought and increased winter storm intensity to NapaSan’s current and future operations (**Objective 3D**)
- Work with local partners to expand the distribution of recycled water (**Objective 6B**)
- Work with local partners to achieve long-term recycled water goals (**Objective 6C**), evaluate the current recycled water allocation policy (**Objective 6A**) and evaluate the feasibility of “purified water” potable reuse (**Objective 6D**)
- Evaluate energy self-generation to reduce overall energy costs (**Objective 6E**)
- Hiring high school and college interns (**Objective 4A**).

## Department Goals

**Goal:** Plan and implement the Ten-Year Capital Improvement Plan.

### Related Department Objectives

- Initiate capital projects that are scheduled to begin within the fiscal year and finalize those projects that are scheduled to be completed within the fiscal year.
- Develop and utilize capital program management system to monitor and report progress of active capital projects.
- Begin construction of the Browns Valley Road Trunk and West Napa Pump Station projects.
- Complete construction of the Recycled Water Fill Station in the MST area.

**Goal:** Plan projects to ensure that the renewal or replacement of existing assets is completed according to condition assessments and estimated useful lives of assets.

### Related Department Objectives

- Continue implementation of a formal asset management plan.
- Rehabilitate or replace at least 1.3% of the Collection

### Percent of Annual Capital Plan Expended

14/15	15/16	16/17	17/18	18/19	19/20
89.5%	78.0%	54.3%	42.1%	85%	85%

### Capital Expenses as Percent of Operating Expenses

14/15	15/16	16/17	17/18	18/19	19/20
322%	239%	78%	127%	125%	125%

### Percent of Sewer Mains Rehabilitated

2015	2016	2017	2018	2019	2020
2.60%	1.01%	2.21%	2.54%	1.3%	2.0%

### Renewal & Replacement of Assets

(as a % of asset net worth – 2% minimum, 4% goal)

14/15	15/16	16/17	17/18	18/19	19/20
10.2%	4.5%	3.8%	3.9%	4%	4%

System mains in 2019, and at least 2.0% in 2020.

- Plan for and complete renewal & replacement capital projects that impact approximately 4% of NapaSan’s total assets annually.
- Complete the Summer 2019 Sewer Rehabilitation project and complete in-house design of the Summer 2020 I&I project to reduce peak wet-weather flow.
- Construct the 2019 Treatment Plant project.

**Goal:** Complete the first review of development plans submitted for District approval within 30 calendar days.

**Related Department Objectives**

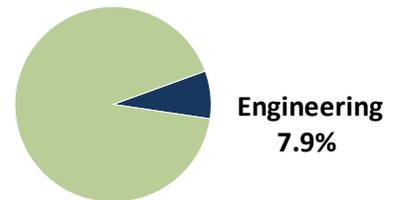
- Review and return development plans within 30 days of submittal NapaSan.
- Respond to requests for information from the general public and other local agencies within three working days of request.
- Responded to an estimated 800 phone requests and 225 counter requests for development related information.
- Conduct an estimated 650 activities related to construction inspection of NapaSan collection system facilities, include locating sewers, permit processing, preconstruction meetings, inspections, and updating record drawings.

<b>Development Review Response Time</b> <i>(% of applications where 30-day goal is met)</i>					
<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
94.4%	93.6%	98.3%	99.8%	95%	95%

**Changes in Service Levels**

- FY 19/20 budget removes \$19,200 in temporary help for implementing the asset management program, and adds \$16,000 in temporary help for the internship program.
- FY 19/20 budget removes \$65,000 in one-time consulting support for asset management Phase 1.

**Percent of Operating Budget**



**Department Operating Budget**

	<u>Actual</u> FY 16/17	<u>Actual</u> FY 17/18	<u>Adjusted</u> FY 18/19	<u>Estimated</u> FY 18/19	<u>Budget</u> FY 19/20	<u>Percent</u> <u>Change</u>
Salaries & Benefits	\$ 1,210,787	\$ 1,086,598	\$ 1,186,400	\$ 1,107,650	\$ 1,183,400	(0.3%)
Services & Supplies	\$ 202,366	\$ 189,799	\$ 179,550	\$ 152,500	\$ 103,550	(42.3%)
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,413,153</b>	<b>\$ 1,276,397</b>	<b>\$ 1,365,950</b>	<b>\$ 1,260,150</b>	<b>\$ 1,286,950</b>	<b>(5.8%)</b>

**Position Authorizations**

<u>Position Series</u>	<u>FY 16/17</u>	<u>FY 17/18</u>	<u>FY 18/19</u>	<u>FY 19/20</u>
Technical Services Director	1	1	1	1
Senior Civil Engineer	1	1	1	1
Junior/Assistant/Associate Engineer	2	2	2	2
Asset Management Analyst I	1	1	1	1
District Inspector I/II	2	2	2	2
<b>Totals</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Regulatory Compliance

### Description

The Regulatory Compliance Department provides support to Technical Services Department with consistently high quality analytical laboratory and Source Control services.

Laboratory analyses fall into one of four categories:

- 1) Required for regulatory compliance within District’s operating permits;
- 2) Needed for operational control of the complex treatment processes;
- 3) Requested by staff or contracted consultants in support of special studies; or
- 4) Quality control.

### Link to District Goals in Strategic Plan

The Regulatory Compliance Department supports NapaSan’s goals in the Strategic Plan through its support of the Plant Operations, Plant Maintenance, and Engineering Departments, and the Community Outreach & Pollution Prevention Program. The Regulatory Compliance Department contributes toward **Goal Four: Employee Development** in its analyst education outreach training program for high school and college interns (**Objective 4A**).

### Department Goals

**Goal:** Provide laboratory services efficiently and reliably, while abiding by the protocols and policies of the Quality Assurance Manual, Standard Operating Procedures and laboratory safety program.

#### Related Department Objectives

- Implement new Environmental Laboratory Accreditation Program (ELAP) certification requirements.
- Continue to implement a successful and effective Pretreatment Program
- Continue to characterize NapaSan’s collection system raw waste stream.
- Continue to develop and implement an analyst educational outreach training program.
- Continue to review and update operational data sampling and analysis management for an efficient process control operational strategy.

#### Number of regulatory analyses processed

2015	2016	2017	2018	2019	2020
4,670	2,699	2,276	2,024	2,000	2,000

#### Number of Process Control analyses processed

2015	2016	2017	2018	2019	2020
12,827	12,138	13,410	11,459	12,000	12,000

#### Number of special request analyses processed

2015	2016	2017	2018	2019	2020
1,885	829	55	70	100	100

#### Number of Quality Control/Assurance analyses processed

2015	2016	2017	2018	2019	2020
2,434	2,457	8,124	7,820	8,000	8,000

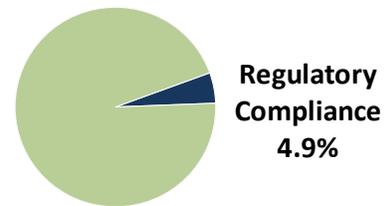
**Changes in Service Levels**

- FY 19/20 budget adds 24,000 for temporary assistance in the lab for implementation of new TNI standards.
- FY 19/20 budget subtracts \$4,000 in software maintenance for the discontinuance of specific software that will no longer be used.



*NapaSan Lab Technicians run thousands of regulatory and process control analyses annually*

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 640,065	\$ 419,804	\$ 619,900	\$ 589,160	\$ 608,350	(1.9%)
Services & Supplies	\$ 227,761	\$ 169,854	\$ 174,100	\$ 154,750	\$ 187,250	7.6%
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 867,826</b>	<b>\$ 589,657</b>	<b>\$ 794,000</b>	<b>\$ 743,910</b>	<b>\$ 795,600</b>	<b>0.2%</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Regulatory Compliance Manager	1	1	1	1
Lab Technician I/II	3	3	3	3
<b>Totals</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Community Outreach & Pollution Prevention

### Description

The Community Outreach & Pollution Prevention Program is a cross-departmental program designed to ensure that NapaSan communicates transparently with ratepayers and stakeholders, and acts proactively to disseminate its pollution prevention message. This is done through school programs, community events and treatment plant tours.

The program also works to ensure that discharges to the collection system and treatment plant are in compliance with NapaSan’s Sewer Use Ordinance and will not pose a hazard to the public, NapaSan employees or NapaSan facilities and treatment processes.

NapaSan’s Pretreatment Program controls the amount of pollutants that are discharged to the sanitary sewer system through active regulation of numerous industrial and commercial businesses in Napa. Program activities include periodic on-site inspections, permit writing and administration, sampling of various discharges, and enforcement when necessary. The Program supports increased water recycling and reuse, as well as wastewater treatment prior to discharge to the sanitary sewer to reduce pollutant loadings to the treatment facility.

### Link to District Goals in Strategic Plan

This program supports the Strategic Plan, specifically “**Goal Three: Operational Optimization**” in the outreach to develop alternative methods for treating winery waste (**Objective 3E**) and “**Goal Five: Community Outreach and Communication**” in the development of proactive communication methods and practices (**Objective 5B**), engagement with the community to increase understanding of NapaSan services, rates and messages (**Objective 5A**), collaboration with other local agencies and groups to meet common goals (**Objective 5C**), and building relationships with community leaders, elected officials and stakeholders (**Objective 5D**). The program also contributes toward “**Goal Six: Resource Recovery, Objective 6F**” to improve recycled water quality through its efforts in pollution prevention.

### Program Goals

**Goal:** Decrease Fats, Oil and Grease (FOG) deposited in the Collection System, thus reducing maintenance expenses and reducing the risk of Sanitary Sewer Overflows (SSOs).

#### Related Department Objectives

- With the City of Napa, promote the Recycle More Program which provides curbside collection of used cooking oil.
- Continue the inspection program for Fats, Oil and Grease (FOG).
- Continue public outreach on proper disposal of FOG.

#### Restaurant Inspections (Fats, Oil & Grease)

2015	2016	2017	2018	2019	2020
155	154	167	170	162	162

#### Lateral Overflows or Backups Due to FOG (goal is zero)

2015	2016	2017	2018	2019	2020
1	0	1	4	0	0

#### Main Line Sanitary Sewer Overflows Due to FOG (goal is zero)

2015	2016	2017	2018	2019	2020
1	1	1	2	0	0

**Goal:** Prevent pollutants from being discharged into the sewer system through active regulation, promotion of Best Management Practices, and outreach to the public.

#### Related Department Objectives

- Work with community partners to promote NapaSan’s services and rate structure.
- Partner with local partners for collection of unwanted medications from drop-off sites.

#### Plant Tours Conducted and Presentations Made

2015	2016	2017	2018	2019	2020
14	44	51	53	50	50

#### Pounds of Unwanted Pharmaceuticals Diverted

2015	2016	2017	2018	2019	2020
3,126	3,838	1,388	597	500	500

- Conduct plant tours and make public presentations.
- Develop and disseminate to stakeholders pollution prevention BMPs as necessary.
- Promote classroom presentations targeting elementary school students.
- Continue Spanish language outreach for pollution prevention messages.
- Organize 2<sup>nd</sup> Annual Citizens Academy.
- Continue monitoring, sampling, reporting, and billing for all categorical dischargers.

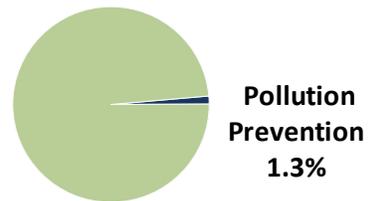


*School tour of the Treatment Plant Headworks*

**Changes in Service Levels**

- FY 19/20 budget removes one-time website development expenses from prior year.
- FY 19/20 budget removes one-time marketing development support for implementing messaging on NapaSan vehicles, and marketing support for additional outreach related to the upcoming 75<sup>th</sup> Anniversary of the district.
- FY 19/20 adds \$1,500 for continuation of the Citizens Academy.

**Percent of Operating Budget**



**Department Operating Budget**

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	\$ 144,385	\$ 136,575	\$ 124,550	\$ 124,520	\$ 130,800	5.0%
Services & Supplies	\$ 76,992	\$ 57,386	\$ 116,250	\$ 79,900	\$ 85,250	(26.7%)
Other	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 221,378</b>	<b>\$ 193,961</b>	<b>\$ 240,800</b>	<b>\$ 204,420</b>	<b>\$ 216,050</b>	<b>(10.3%)</b>

**Position Authorizations**

Position Series	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Pollution Prevention and Outreach Specialist	1	1	1	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Non-Departmental Expenses

### Description

These expenses are not directly attributable to a specific department or program. They include expenses that are allocated at the District level, such as NapaSan memberships in organizations and associations, liability insurance, refunds of sewer service charges, debt service payments, and interfund transfers.

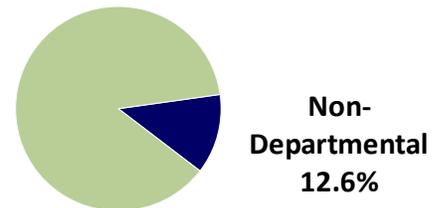
### Changes in Service Levels

- There is an increase in the FY 19/20 budget of \$14,700 for liability insurance premiums.



Treatment plant biogas holder (left) and digester (right)

### Percent of Operating Budget



### Non-Departmental Operating Budget

	Actual FY 16/17	Actual FY 17/18	Adjusted FY 18/19	Estimated FY 18/19	Budget FY 19/20	Percent Change
Salaries & Benefits	-	-	\$ 1,729,850	\$ 1,729,850	\$ 2,080,600	20.3%
Services & Supplies	\$ 249,053	\$ 263,246	\$ 291,900	\$ 298,300	\$ 307,050	5.2%
Debt Service, Transfers and Taxes	\$ 6,995,891	\$ 8,841,899	\$ 13,493,800	\$ 13,493,800	\$ 13,493,900	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,244,944</b>	<b>\$ 9,105,146</b>	<b>\$ 15,515,550</b>	<b>\$ 15,521,950</b>	<b>\$ 15,881,550</b>	<b>2.4%</b>