

Public Utilities

Department Description

The Public Utilities Department is comprised of four branches that are funded by both the Water Enterprise Fund and the Sewer Enterprise Fund. Though the different branches cover all the tasks required by the Public Utilities Department, separate accounting is kept for each fund. The Public Utilities Department ultimately reports to the Mayor who has operational authority over the Public Utilities Department and appoints managers and directors who are charged with Department operations. The Director of Public Utilities, who reports to the Chief Operating Officer, oversees the Public Utilities Department. The day-to-day operational responsibility for the Public Utilities Department rests with the Business Support Branch Assistant Director, the Water Branch Assistant Director, and the Wastewater Branch Assistant Director, each of whom reports to the Director of Public Utilities. The Assistant Director for Strategic Programs completes the Utilities Senior Executive Team and leads organizational efficiency change and strategic planning efforts, as well as Asset Management functions. The Public Utilities management team is further comprised of deputy directors who head each of the ten major divisions, plus two program managers who report to the Water and Wastewater Branch Assistant Directors.

The City Council retains the authority to approve the Public Utilities Department's budget, to set rates and charges for the Wastewater and Water Systems, and to approve execution of certain contracts. In accordance with the provision of the City Municipal Code, the Wastewater System funds and Water System funds are administered as enterprise accounts that are separate from the City's General Fund.

The Public Utilities Department consolidation of certain administrative and financial functions common to the two enterprise funds created opportunities for greater efficiency, reduced personnel costs, and enhanced services to both internal personnel and external customers. Based on consolidation efforts, an additional 7.95 positions from the Water Enterprise Fund and Wastewater Enterprise Fund were reduced for Fiscal Year 2012. Efforts are continuing to identify additional efficiencies and savings throughout the organization as a result of this consolidation. The Public Utilities Department reduced its operating budget in Fiscal Year 2011 by \$12.5 million from the prior year excluding water purchases. Additionally, the Department reduced its position count from 1,613 to 1,588 excluding the hourly positions.

A major goal of the Department is to reduce the number sanitary sewer overflows (SSO's). The Department is a leader among large cities in the nation in reducing the number of SSO's. There were 41 SSO's in Calendar Year 2010 which represents an 89 percent reduction from the level experienced in Calendar Year 2000 and a ratio of 1.35 per 100 miles. Additionally, 54.3 miles of sewer pipeline were replaced or rehabilitated ensuring the continual integrity and reliability of the City's wastewater system and minimizing the possibility of spills.

Mission

To ensure quality, reliability, and sustainability of water and wastewater services for the benefit of the ratepayers and residents served

Budget Department	Positions	Personnel Expenditures	Non - Personnel Expenditures	Total Expenditures
Public Utilities	1,584.48	\$ 147,778,180	\$ 633,966,989	\$ 781,745,169
Total	1,584.48	\$ 147,778,180	\$ 633,966,989	\$ 781,745,169



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Department Description

The Business Support Branch is comprised of the following divisions:

Long-Range Planning and Water Resources – This Division provides long-range water resources planning and development, watershed and resources protection, water and wastewater legislation and policy analysis, and management of the City’s recycled water and water conservation programs. The Long-Range Planning and Water Resources Division is also charged with management of the Water Purification Demonstration Project currently underway at the North City Water Reclamation Plant.

Finance and Information Technology – This Division provides administrative support for the Water and Wastewater Enterprise Funds including: Information Systems, Budget Development and Monitoring, Accounts Payable, Rate Setting and Finance, and the Administration of Contracts, Grants, and State Revolving Fund (SRF) Loans.

Customer Support – This Division provides high quality customer-focused care and service to Public Utility Department patrons. The Division handles and responds to more than 529,000 customer phone calls and emails annually including account/billing inquiries, water conservation information, water waste complaints, and general water/sewer utility information. In addition, the Division is responsible for customer billing and payment processing, meter reading and code enforcement, ensuring customer compliance with State backflow device requirements, and providing public information.

Employee Services and Internal Controls – This Division provides employee and management services in the areas of human resources management, strategic support services, safety and security, training and internal controls. The Employee Services and Internal Controls Division is also involved in various internal business support services including contract formulation and administration, optimization projects, leadership development programs, internal audit support, management of Public Records Act requests, and records management.

The Water Branch is comprised of the following divisions:

Construction and Maintenance – This Division provides construction, maintenance, and emergency response for the potable water system. The division maintains approximately 274,000 metered service connections, approximately 25,000 fire hydrants and more than 47,000 isolation valves. In addition, the section provides 24 hour emergency

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response, new service installation, water main repair, Capital Improvement Program (CIP) Support, and maintenance, installation, and replacement of water meters throughout the City.

System Operations – This Division provides operations and maintenance of the City's potable and recycled water systems. The division operates and maintains three water treatment plants, 49 water pump stations, 31 treated water reservoirs and more than 950 water pressure regulators. In addition, the section provides operational engineering support for the Water Branch, and corrosion engineering support and water supply management for the Department.

The Wastewater Branch is comprised of the following divisions:

Engineering and Program Management – This Division provides engineering services for Water, Wastewater, and Reclaimed Water Systems to ensure new facilities, repairs, and upgrades are planned and implemented in a fiscally-sound manner to meet regulatory and environmental standards. This division also provides long-range master planning, development review, condition assessment, water and sewer modeling, planning and pre-design for infrastructure, energy management, environmental support, and oversight of the implementation of the Water, Wastewater, and Reclaimed Water System's CIP.

Environmental Monitoring and Technical Services – This Division provides permit compliance and monitoring services for the Water and Wastewater Systems to ensure water quality standards are maintained to meet regulatory and environmental standards. This division also administers the Industrial Wastewater Control Program which permits and monitors industrial businesses to minimize toxic discharges into the sewer system.

Wastewater Collection – This Division provides efficient operations and maintenance of the wastewater collection system which consists of 3,017 miles of sewer mains and 75 sewer pump stations, as well as the Mission Bay and Coastal Low-flow system consisting of 24 interceptor pump stations and 50 diversion structures. The Division also administers the Food Establishment Wastewater Discharge Permitting Program which permits and monitors food establishments to minimize the discharge of fats, oils, and grease into the wastewater collection system.

Wastewater Treatment and Disposal – This Division operates and maintains a wastewater treatment plant, two water reclamation plants, a bio-solids processing facility, and eight large wastewater pump stations. With these facilities, the Division provides regional wastewater treatment and disposal services to the City of San Diego and 15 surrounding cities and special districts.

The Strategic Programs Branch responsibilities are as follows:

Asset Management – The Public Utilities Department has established a utility-wide Asset Management Program. The purpose of the Program is to serve as the coordinator of Department activities which contribute to a unified methodology for asset management. The unified methodology provides for oversight, direction and integration of activities which promote Public Utilities' goal of providing cost-effective water, recycled water, and wastewater services. Through programmatic and transparent methods of full lifecycle asset management integrating the disciplines of finance, engineering, maintenance, operations, and information technology, the Asset Management Program is ensuring that the Department continues to provide ratepayers with a sustainable infrastructure. The Program's responsibilities include the management of the Department infrastructure mapping services, facility maintenance optimization planning, cost-benefit analysis of proposed projects, prioritization of refurbishment and renewal projects, coordination of condition assessment information with CIP and maintenance activities, and management of asset financial data to support citywide financial systems.

Strategic Business Planning – This team develops the five year strategic business plan and coordinates the development and tracking of the annual initiatives throughout the department. Quarterly progress reports are coordinated and a final report is published for our stakeholders and ratepayers.

Efficiency Initiatives – This team assists with, and tracks progress on, various consolidation and efficiency initiatives throughout the department. Progress reports are coordinated and a final report is published for our stakeholders and ratepayers.

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Oversight

The Independent Rates Oversight Committee (IROC) was established by ordinance in 2007 to serve as an official advisory body to the Mayor, the City Council, and Department management on policy issues relating to the oversight of Public Utilities Department operations including, but not limited to, resource management, planned expenditures, service delivery methods, public awareness and outreach efforts, and efforts to achieve high quality, affordable utility services.

There are 11 voting members on the IROC, all of whom are appointed by the Mayor and confirmed by the City Council. The membership of IROC consists of representatives of each rate class and professional experts in such fields as finance, engineering, construction, and the environment. IROC meets monthly to review activities and issues for the Public Utilities Department. In addition, IROC has three subcommittees focused on Public Outreach, Education and Customer Service Finances, and Engineering & Technical issues.

The Department's mission is:

To ensure quality, reliability, and sustainability of water and wastewater and recycled water services for the benefit of the ratepayers and citizens served

Goals and Objectives

The following goals and objectives represent the Public Utilities Department's Fiscal Year 2012 Strategic Plan:

Goal 1: Safe, reliable and efficient, water, wastewater, and recycled water services

The Public Utilities Department is dedicated to its public health responsibilities of providing safe and reliable water and efficient wastewater and recycled water services. The Department strives to exceed all federal and State water quality standards, maintain and build needed infrastructure, and deliver water and wastewater services to customers efficiently and reliably. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Expand and optimize the Asset Management Program
- Finalize the Water and Wastewater 10-year CIP plan
- Implement Department-wide enhanced monitoring and assessment programs
- Use technology to improve core business activities

Goal 2: Fiscally-sound and effective public utility

The Public Utilities Department utilizes strategic financial planning to ensure financial viability to operate and maintain the water and wastewater systems. The Department provides a fiscally-sound, efficient organization that is responsive and dependable. By doing so, the Public Utilities Department enhances its long-term viability, accountability, ethics, and transparency as cornerstones with which to build trust with customers. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Proactively evaluate customer satisfaction and respond to contacts and referrals
- Provide annual training for those with direct customer contact
- Continue to conduct effectiveness and efficiency studies
- Implement approved efficiency study recommendations
- Properly manage finance and control costs
- Evaluate five-year strategic financing plan
- Continue the Internal Controls Program
- Maximize grant and SRF Loan funding opportunities

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Goal 3: Sustainable growth and economic viability

The Department recognizes that water supplies are critical to preserving the quality of life, economic prosperity, and growth of the City. The Department identifies, evaluates, and plans short- and long-term water demand and supply reliability options. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Implement Water Purification Demonstration Project
- Execute Groundwater Asset Development Program
- Complete the Recycled Water Study
- Implement high return Department-wide energy management projects
- Develop a strategy to comply with the Clean Water Act and future regulatory requirements

Goal 4: Responsive, safe, committed and innovative workforce

The Public Utilities Department is proud of its professional, technically-proficient, and diverse workforce. The Department is dedicated to ensuring its employees have the training and equipment necessary to provide safe, reliable water, wastewater, and recycled services in a customer-friendly manner. The Department will continue to meet its goal of being a service-oriented and innovative utility through strategic workforce planning and by providing employees the knowledge, skills, and abilities necessary to perform their jobs safely. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Implement a health and safety awareness plan that responds to injury trends
- Manage the hiring process to minimize vacancies
- Execute the Employee Leadership Development Academy
- Optimize the use of the Public Utility Employee Recognition Program
- Conduct a comprehensive review and update of all Service Level Agreements

Service Efforts and Accomplishments

Asset Management. The Asset Management Program has developed a Public Utilities Department Instructions and Training Program for the Business Case Evaluation process. The program has also taken the lead on the Fixed Asset inventory and Department-internal Fixed Asset procurement process including developing a training program. The program has incorporated condition assessment findings and recommendations into the maintenance management systems to move toward the total lifecycle asset management of the Department's infrastructure. The program has conducted benchmarking efforts against other leading utilities to improve and refine the asset management efforts within the Department. The Asset Management Program has also participated in the consolidation of warehousing functions for the two Wastewater Branch operating divisions, laying the foundation for greater efficiencies in inventory and procurement management.

Long-Range Planning and Water Resources. The Water Conservation Program demonstrated exceptional commitment and capability in communicating water issues to the public by developing and implementing the award-winning 'No Time to Waste, No Water to Waste' public involvement and educational campaign. With the drought condition raised to Level 2 Drought Alert in 2009, a campaign was developed to boost local public awareness about the new, mandatory water-use restrictions and the need to reduce water usage by 8 percent. Conservation goals were exceeded in Fiscal Year 2010 and continue to be exceeded in the first half of Fiscal Year 2011 by approximately 8.4 percent in additional savings (16.4 percent conservation savings combined).

The 'No Time to Waste, No Water to Waste' campaign has received four (regional, national, and international) industry awards including the Edward L. Bernays Award of Excellence in Community Relations given by the San Diego/Imperial County Chapter of the Public Relations Society of America. Additional awards include the Public Communications Achievement Award from the American Water Works Association, a Merit Award for Public Involvement/Education Programs from the Association of Environmental Professionals, and the Public Education Award from the Water Environment Federation.

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The Water Conservation Section secured a State of California Proposition 50 grant in the amount of \$1.1 million to provide rebates for sustainable landscapes, micro-irrigation, and smart controllers for both residential and commercial properties. These new landscape incentive programs continue to help residents conserve water by making more permanent choices in landscape efficiency.

Proactive Recycled Water marketing activities targeting existing irrigation customers to encourage them to convert their cooling systems to recycled water, coupled with outreach efforts to connect new customers, have been successful. Recycled water meter connections have increased more than 25 percent since 2007. By the end of Fiscal Year 2010, the City served 489 retail recycled water meters, plus four wholesale connections.

In Fiscal Year 2010 sales of recycled water resulted in more than \$2.5 million financial incentives from the Metropolitan Water District of Southern California and San Diego County Water Authority through local water resource development programs.

The San Pasqual Groundwater Conjunctive Use Project has been completed which adds valuable information necessary for determination of the future use of this groundwater basin as a water supply source. Additional studies will be done as part of the groundwater asset development program to examine alternative recharge sources and the viability of generating a new water source for basin recharge.

The completion of the Proctor Valley Off-Road Vehicle Barrier means that 450 acres of Public Utilities lands are protected from damage by unauthorized off-road vehicle access. The steel pipe barrier is 2.6 miles long and was constructed using \$326,000 of the SANDAG Environmental Mitigation Program grant funds, plus \$100,000 from the Water Fund. The protected land is immediately upstream from Otay Reservoir, and is also Multiple Species Conservation Program (MSCP) Cornerstone Lands preserving critical habitats and species.

The Long-Range Planning and Water Resources (LRPWR) group continued to progress on the Water Purification Demonstration Project. More than 60 project presentations have been given to community and other organizations throughout the City. Development of the three-dimensional computer model of the San Vicente Reservoir, a key component of the project, was completed and deemed by the Project's independent advisory panel of experts as acceptable for studying the effects of the purified water on the reservoir. Finally, with respect to the test treatment facility, design is nearly complete with installation beginning spring 2011. Testing and public tours of the facility are scheduled to begin in summer 2011.

Progress continues on the Recycled Water Study. The City entered into a Cooperative Agreement with San Diego Coastkeeper and Surfrider Foundation to conduct an impartial, balanced, comprehensive, and science-based study that will evaluate and identify all recycled water use opportunities pertinent to the City of San Diego and its participating agencies. The Study focuses on maximizing reclamation and reuse, via new satellite facilities or existing water reclamation plants. Additionally, the Study will identify potential costs of various options and the extent to which they could offload flows to the Point Loma Wastewater Treatment Plant. The Study is expected to be made available to the public in the summer of 2011.

A \$1.1 million grant for the Water Purification Demonstration Project was secured as part of the State's Proposition 50, Chapter 8 grant funds. Additionally, a \$2.9 million grant was secured from the United States Department of the Interior, Bureau of Reclamation. A grant for 25 percent of the total cost of the Recycled Water Study was secured from the United States Department of the Interior, Bureau of Reclamation. The total project cost of \$2 million equates to \$500,000 in grant funding.

An \$185,000 grant was secured from the SANDAG Environmental Mitigation Program for the Integrated Weed Management Plan for San Pasqual Valley, as well as \$70,000 of in-kind services from the Water Fund. The Project will develop a Weed Management Plan for the entire San Pasqual Valley, and will eradicate target plant species along Santa Maria Creek.

The Division was also awarded a \$500,000 grant from the Bureau of Reclamation for the Pilot Production Wells Project. The \$500,000 grant is dependent upon the availability of funding, with \$100,000 guaranteed.

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Financial and Information Technology. This year, the IT Program expanded their report writing capabilities and responsibilities to analyze requirements and develop effective reports such as:

1. Bid-to-Goal Monthly Report
2. On-time Accounts Receivable Report
3. Labor File Report
4. Meter Comparison Report
5. Fiscal Year 2011 IT BMA Report
6. Water Consumption Report¹

The Budget team evaluated the accounting structure and updated it to incorporate the consolidated services provided by the Business Support Branch and the functionality of SAP to allocate these costs to the Water and Wastewater Branches. The Division continues to provide training and is proactive in learning and utilizing the new system to streamline the deliverables needed to evaluate the Department's financial position. In Fiscal Year 2011, the Human Capital Management (HCM) module was implemented. This module is used for managing time entry and tracking various organizational management components. The Public Utilities Department reduced its operating budget in Fiscal Year 2011 by \$12.5 million from the prior year excluding water purchases. Additionally, the Department reduced its position count from 1,613 to 1,588 excluding the hourly positions.

The Grants & Loans Section obtained fully executed funding agreements to receive grant funding for the Alvarado (\$20 million), Miramar (\$20 million), and Otay (\$7.7 million) Water Treatment Plants. In addition, the Section fully executed funding agreements to secure low interest State Revolving Fund Loans totaling \$50 million for the Alvarado (\$12 million), Miramar (\$20 million) and Otay (\$18 million) Water Treatment Plants. By actively pursuing these three SRF Loans, the Section will save the Public Utilities Department and ratepayers approximately \$40 million when compared to traditional 30 year bond funding.

Customer Support. The Customer Support Division provided outstanding customer service, responding to more than 376,000 water and sewer utility customer phone calls in the past year. Customer contacts included inquiries regarding customer billing and payment, service turn-on/turn-off, emergency services and repairs, water conservation, and general utility service questions. The Division also produced and sent more than 3 million water/sewer utility bills and processed 1.8 million customer payments (\$649 million).

The Division read more than 270,000 monthly/bi-monthly read water meters while achieving a domestic meter-reading skip rate of 0.31 percent. In Fiscal Year 2010, the domestic meter-reading skip rate was 0.34 percent. The Division performed 32,000 shut-offs and service restorations and continued rigorous efforts to protect the public water system by adding more than 1,000 maintained backflow devices to its monitoring and annual testing program.

The Department continues to study opportunities to streamline meter reading and customer service operations, reduce non-revenue water, and enhance customer service by obtaining near real-time wireless electronic access to water meter information using Advanced Metering Infrastructure (AMI) technology. The size, scope, and funding of an effective AMI project are currently under review with a final recommendation targeted for the first quarter of Fiscal Year 2012.

The Division continues to carry out the Customer Care Solutions (CCS) project and successfully replaced the legacy Customer Information System (CIS) and the Installation Order System (IOS) on July 5, 2011. This strategic 18-month undertaking to implement a new, integrated, real-time enterprise customer service information and billing system aligns with the roadmap for the citywide SAP Enterprise Resource Planning (ERP) System. The new CCS system provides utility billing and payment processing, customer service management, and a new online customer billing and payment portal. More than just a system replacement, this business transformation effort is improving

¹ This has allowed the Department to realize savings of \$94,000 from the previous need for an external report writer. As a result of the Water and Wastewater consolidation to Public Utilities Department, documents from the respective Records Management Systems can be scanned from a single source now and positions the Department to migrate all of its records to one repository so that total costs can be reduced. The Public Utilities Information Technology Program service catalog was published which describes the IT services provided and associated procedures.

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existing business processes, leverages industry best practices, and provides customers access to additional customer self-service options.

A Managed Competition pre-competition assessment (PCA) of the Customer Service Office Section of the Division was completed last year. The Section provides key utility customer services including customer information (call center), utility billing and exception handling, collections, and payment processing. The assessment concluded that the function and services provided by the Section were appropriate for Managed Competition, and a preliminary statement of work (PSOW) was subsequently approved by the City Council. In Fiscal Year 2012 the Section's City employees will compete with private sector contractors to provide these services.

Employee Services and Internal Controls. The Strategic Support Services section coordinated five departmental efficiency studies, as well as support to the development of a five year (Fiscal Year 2012 – Fiscal Year 2016) Public Utilities Strategic Plan. The Human Resources team was re-organized to assist the department in four major areas: performance management, employee health and wellness, hiring, and payroll. The Human Resources team launched a proactive Performance Management effort throughout the department. A medical program initiative emphasized proactive case management of employee medical issues. The Hiring team researched and implemented more efficient and effective hiring processes so that positions were filled with qualified candidates in a timelier manner. Payroll and Hiring business processes were re-engineered so that they comply with the new Human Capital Management module of the SAP system.

The Training Section worked closely with the Wastewater Branch management and staff to develop and present the Wastewater Branch “Fall Classic” Model of Annual Mandatory Training. Training Section Staff coordinated the scheduling, documentation, and Knowledge Management activities related to new Ozone and Chlorine Dioxide water treatment processes. Training Section Staff developed a full curriculum of training required of staff involved in “Financial Management” areas. The Training Section also developed two new e-Learning Courses: Financial Disclosure and Customer Service. Due to these efforts, over 98 percent of the required staff met or exceeded their mandated training requirement.

The Safety Section hosted the Anti-Terrorist (AT) Planner pilot program at six area dams and evaluated potential threats, vulnerabilities, and general dam security. This effort enabled the U.S. Army Corp of Engineers to refine a model for vector control. The Safety Section Staff implemented a Safety Awards Program and was able to distribute over 1,000 safety incentive cards this fiscal year to employees that were conducting safe behavior in the field. This Safety Awards Program was to reward and reinforce positive safety behavior in the workforce.

The Internal Controls Section completed a comprehensive Public Utilities Department Risk Assessment which identified and prioritized potential risks to be analyzed and mitigated via the annual Internal Controls work plan. Focus was given to ensuring safe, reliable, sustainable water, wastewater, and recycled services; preventing and detecting fraud; protecting resources; compliance with laws and regulations; fiscal accountability; and providing timely feedback to management. This section also supports the Independent Rates Oversight Committee through meeting preparation, coordination of information requests, and facilitating the interface of the Committee and the City. In addition, this section provides support to contracts management, the Bid to Goal Program, Records Management, Service Level Agreement Review and processing, and special projects.

Water Construction and Maintenance. The Water Operations Branch continues to reduce the use of the Miramar Landfill, through recycling and reusing material wherever possible, in an effort to replicate the success of Fiscal Year 2010 when the Public Utilities Department was selected by the City of San Diego's Environmental Services Department as one of the Recycler of the Year for Waste Reduction and Recycling Awards Program.

System Operations. The System Operations Section (System Operations) continues to improve the water quality delivered to our customers through both water treatment plant and distribution system improvements. System Operations has set and met challenging water quality goals at its three water treatment plants which exceed current water quality regulatory standards for turbidity. The set goal is to achieve a maximum effluent turbidity of 0.10 NTU or less, at 95 percent of the time at the three water treatment plants. This goal exceeds the regulatory limit of 0.30 NTU and is indicative of a highly performing water treatment plant. All three City water treatment plants have

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achieved this 0.10 NTU goal for the past 12 months. The goal for Fiscal Year 2012 is to continue to achieve this goal at all three water treatment plants and to continue to further decrease turbidity levels.

Throughout this past year, all three water treatment plants have delivered safe and reliable potable water while undergoing significant capital improvement projects/upgrades. Maintaining water treatment plant service during construction of major CIP projects has been a significant challenge to plant operations. Plant operations and engineering staff have worked diligently to ensure the continuous and seamless delivery of safe potable water at all times. All three water treatment plants implemented new disinfection processes (Ozone and Chlorine Dioxide) which will improve water quality delivered to our customers. The addition of fluoride has also been successfully implemented.

In addition, the City's Otay Water Treatment Plant (Otay WTP) continues to actively participate with the American Water Works Association's (AWWA) Partnership for Safe Water Program. The City's Otay WTP received the *Director's Award of Recognition* in 2008, 2009, and 2010 from the Partnership for Safe Water. For the 2010 reporting period, Otay's 95th percentile finished water turbidity was 0.07 NTU, which is considerably lower than the goal of 0.10 NTU and is far below the regulatory standard of 0.30 NTU. This trend is a positive result of Otay WTP's commitment to excellence in treatment process optimization. In addition, the City's Miramar Water Treatment Plant began its active participation with AWWA's Partnership for Safe Water Program in Fiscal Year 2011 and is also working towards improving water quality through optimized and customized performance improvements via this Program. Overall, staff continues to optimize the treatment plants' performance in providing drinking water quality that surpasses the required federal standards. In Fiscal Year 2010, the Department saved approximately \$900,000 in treated water purchases.

The System Operations Section continues to work closely with the San Diego County Water Authority (SDCWA) on a variety of projects and agreements involving and/or impacting City water supply operations/water storage facilities. SDCWA's San Vicente Dam Raise Project, which will raise the City's existing dam by 117 feet and increase local water storage in San Vicente by over 150,000 acre feet, requires critical coordination and review to ensure that City water supply operations are not impacted during construction. The Division's operations and engineering staff will be challenged to continue this effort as construction progresses over the next two years.

Engineering and Program Management. The Engineering and Program Management Division (EPM) continued its support of the efforts of the Department to reduce sewer spills and meet the requirements of the Final Consent Decree with the Environmental Protection Agency and to the Department of Health Services requirements for the water system.

The Division completed 55 miles of CCTV inspection of sewer mains and completed 52.5 miles of condition assessment analysis to determine which sewers require replacement, rehabilitation, or maintenance. In addition the Division worked with the Engineering and Capital Projects Department to oversee the completion of 54.3 miles of sewer main replacement and the replacement of 18.4 miles of water mains. A plan to assess the condition of large diameter trunk sewers, interceptors, force mains, and outfalls was developed and a condition assessment of Sewer Pump Stations 1 and 2 was completed.

The Division successfully completed numerous activities related to energy conservation including the Phase 2 completion of the California Center for Sustainable Energy conservation contract and the receipt of a San Diego Gas & Electric (SDG&E) grant for Calendar Years 2010 through 2012 to fund specialty water and wastewater energy conservation consultants, the training of Public Utilities Department's Energy Section and facility staff, and the purchasing of energy monitoring tools. The annual saving for these activities is approximately \$225 million.

Environmental Monitoring and Technical Services. The EMTS Division completed the application to renew the National Pollution Discharge Elimination System (NPDES) permit for the South Bay Water Reclamation Plant and Ocean Outfall. This ensures that all requirements have been met to allow continued operation of this valuable regional asset into the future.

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The Division successfully executed the NPDES mandated ocean-monitoring program for the Point Loma and South Bay ocean outfall regions, which encompasses a coastal water area greater than 340 square miles and includes the collection and analysis of thousands of samples of ocean water, sediments, and marine life, and required more than 200 days of boat operations. The program also provides ocean-monitoring services to the International Boundary and Water Commission, and recovered approximately \$850,000 for work in Fiscal Year 2011.

The Division continued the execution of a scientific grant project with the Scripps Institution of Oceanography to develop models of ocean circulation and wastewater plume dispersion off Point Loma. The project is funded by a federal grant from the National Oceanic and Atmospheric Administration worth \$803,000. The Division also completed the first of a four-year agreement with the Scripps Institution of Oceanography to monitor the health of the San Diego region kelp forest ecosystem. This long-term project is critical in order to achieve the City's enhanced ocean monitoring objectives to ensure the protection of San Diego's coastal marine environment.

The Division completed the 2010 Watershed Sanitary Survey which is a comprehensive review of the City's drinking source watersheds, required by California Department of Public Health every five years. The Survey report is available on the City's public internet site. The State of California certified the Marine Microbiology laboratory to perform microbiological analysis of drinking water. The Department now has two separate facilities certified and is now better prepared to handle public health or natural disaster emergencies impacting the drinking water system. The Division also maintained U.S. Environmental Protection Agency certification for Cryptosporidium Analysis (a microscopic parasite that causes the diarrheal disease). Our staff and laboratory is one of only four in Southern California and the only laboratory in the San Diego-area with this certification.

The Division regulates sewer discharges not originating from metered potable water connections. Conveyance and treatment of these flows such as seawater and extracted groundwater from remediation and construction projects would otherwise be borne by sewer ratepayers. The Division recovered approximately \$2.76 million in Fiscal Year 2011. Additionally, EMTS Division recovered approximately \$2.73 million in Fiscal Year 2011 from the continued operation of the dump site for hauled liquid waste from septic systems and specifically permitted industrial liquid wastes. This highly valued service provided to the San Diego area is the only industrial liquid waste dump station in San Diego County.

Wastewater Collection. The Division continued its success as the leader among large cities in the nation in reducing the number of sanitary sewer overflows (SSOs). There were 40 SSOs in Fiscal Year 2011, which represents an 87 percent reduction from the level experienced in Fiscal Year 2001, for an SSO ratio of 1.33 per 100 miles of sewer main. The Main Cleaning Section also cleaned a total of 1,964 miles of sewer main, which exceeds the EPA Consent Decree requirement by 464 miles, and the Division's performance metric goal by 264 miles.

The Division also successfully completed audits with no major non-conformities thus retaining its International Standardization Organization (ISO) 14001 certification.

A notable accomplishment during Fiscal Year 2011 was the Division's response to a request for emergency assistance when Qualcomm Stadium flooded on the eve of the Holiday Bowl. Remarkably, our crews' responsiveness and professionalism enabled the complete removal of 1.5 million gallons of standing water from the stadium overnight, enabling the game to proceed as planned the following day.

Wastewater Treatment and Disposal. The North City and South Bay Water Reclamation Plants refined operations practices at the plants to minimize overproduction of recycled water by matching production to customer demands. This effort is challenging because customer demand can change quicker than plant treatment processes can be altered. Control system strategies and operation attention will reduce operations costs by approximately \$200,000 per facility per year.

The Division continues software upgrades to the distributed control system at the treatment plants and pump stations. The upgrades, which are set to continue at the Point Loma Wastewater Treatment Plant (PLWTP), will improve the reliability of the treatment system and will improve the efficiency of plant operations staff.

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The Division continues to generate revenue through its renewable energy portfolio. Three cogeneration facilities at wastewater treatment plants generate electric energy fueled by digester gas and landfill gas. These efforts save the Department approximately \$5 million each year in operating costs. The Beneficial Use of Digester Gas project at the PLWTP will generate revenue via the sale of excess digester gas. This excess gas will be used to provide electric energy at the South Bay Water Reclamation Plant.

The Division's performance was again recognized by the National Association of Clean Water Agencies Gold and Platinum Awards. The awards went to the PLWTP for the 16th consecutive year, the NCWRP for the 12th consecutive year, and the SBWRP for the 7th consecutive year.

Key Performance Indicators

Performance Measure	Actual FY2010	Actual FY2011
1. Average number of days to respond to and resolve customer-initiated service investigations	7.41	7.09
2. Miles of sewer mains replaced, repaired, and rehabilitated	54	34
3. Miles of water mains replaced	18	20
4. Number of Primary Maximum Contaminant Level (MCL) violations as a result of potable water quality sampling	0	0
5. Number of sanitary sewer overflows (SSOs)	30	40
6. Number of water main breaks	127	116

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Department Summary

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Positions	1,626.42	1,584.48	(41.94)
Personnel Expenditures	\$ 152,091,917	\$ 147,778,180	\$ (4,313,737)
Non-Personnel Expenditures	620,950,062	633,966,989	13,016,927
Total Department Expenditures	\$ 773,041,979	\$ 781,745,169	\$ 8,703,190
Total Department Revenue	\$ 1,025,233,480	\$ 983,171,000	\$ (42,062,480)

General Fund

Department Expenditures

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Water	\$ 1,994,583	\$ 1,740,160	\$ (254,423)
Total	\$ 1,994,583	\$ 1,740,160	\$ (254,423)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Reduction of Fishing Season Reduction of fishing season at Sutherland Reservoir from seven to six months.	0.00	\$ (13,375)	\$ (8,571)
Elimination of Fish Stocking Elimination of trout stocking at Miramar, and catfish stocking at Murray, Miramar, Lower Otay, and Hodges Reservoirs.	0.00	(83,248)	(30,000)
Elimination of Boat Rentals Reduction of City-operated boat rentals everyday at Miramar and Murray Reservoirs and on Wednesdays at Otay Reservoir.	0.00	(157,800)	(71,500)
Revised Revenue Adjustment to reflect Fiscal Year 2012 revenue projections.	0.00	-	(189,929)
Total	0.00	\$ (254,423)	\$ (300,000)

Expenditures by Category

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
NON-PERSONNEL			
Contracts	\$ 1,994,583	\$ 1,740,160	\$ (254,423)
NON-PERSONNEL SUBTOTAL	\$ 1,994,583	\$ 1,740,160	\$ (254,423)
Total	\$ 1,994,583	\$ 1,740,160	\$ (254,423)

Revenues by Category

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Charges for Current Services	\$ 1,400,000	\$ 1,100,000	\$ (300,000)
Total	\$ 1,400,000	\$ 1,100,000	\$ (300,000)

Public Utilities

Metropolitan Sewer Utility Fund

Department Expenditures

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Metropolitan Wastewater - Metro	\$ 103,603,946	\$ 100,122,877	\$ (3,481,069)
Public Utilities	130,112,123	101,925,334	(28,186,789)
Total	\$ 233,716,069	\$ 202,048,211	\$ (31,667,858)

Department Personnel

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Metropolitan Wastewater - Metro	365.85	353.24	(12.61)
Public Utilities	114.07	90.73	(23.34)
Total	479.92	443.97	(35.95)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	\$ 90,421,960	\$ -
Equipment/Support for Information Technology Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	4,628,532	-
Support for Water Treatment Plants Addition of one-time expenditures for upgrades at various water treatment plants.	0.00	3,929,652	-
Refunds to Participating Agencies Adjustment to reflect previously unbudgeted prior-year refunds to participating agencies that were overbilled.	0.00	1,715,640	-
Hourly Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	3.78	136,068	-
Recycled Water and Water Rebate Programs Addition of funding to support a Basin Salinity Study performed by the Recycled Water Program as well as increased rebates as part of the Water Rebate Program.	0.00	98,475	-
State Revolving Fund (SRF) Adjustment Adjustment to personnel and non-personnel expenditures to support new contract expenditures and administration of SRF financing due to the addition of three new water treatment plants: Alvarado, Otay and Miramar.	0.12	14,612	-
Reclassification of Trash/Recycling Dumpster Service Expenses Adjustment reflects the reclassification of trash/recycling dumpster service expenses from discretionary to non-discretionary.	0.00	(4,444)	-

Public Utilities

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Publishing Services Managed Competition Savings Adjustment to reflect savings to Publishing Services client departments realized by the Managed Competition winning bid.	0.00	(21,617)	-
MRO Savings Reduction in non-personnel expenses due to savings resulting from cooperative purchasing agreements for maintenance, repair, and operations (MRO) supplies.	0.00	(28,334)	-
Lifting of Mandatory Water Restrictions Adjustment reflects the reduction of 4.00 Field Representatives, 2.00 Customer Service Representatives, 3.00 Code Compliance Officers, and 1.00 Associate Management Analyst across the Metropolitan Sewer Utility Fund, Municipal Sewer Revenue Fund, and the Water Utility Operating Fund due to the End of California Drought and the Mayor's call to lift mandatory water restrictions.	(0.55)	(41,749)	-
IT Sourcing Strategy Restructure Transfer of 2.00 Information Systems Analyst 2s split among the Metropolitan Sewer Utility Fund, the Municipal Sewer Revenue Fund, and the Water Utility Operating Fund to the Department of Information Technology as a result of the IT Sourcing Strategy Restructure.	(0.68)	(66,290)	-
Consolidation of Security Contracts Adjustment due to the consolidation of multiple security contracts.	0.00	(158,400)	-
Reduction in Supplies Reduction of expenditures related to the purchase of new meters due to the renewal of a contract with ADS.	0.00	(977,884)	-
McGuigan Settlement Adjustment Reduction of expenditures related to the McGuigan Settlement.	0.00	(1,412,400)	-
Reduction of CIP Contingency Reduction of CIP Contingency based on Fiscal Year 2012 operating reserves calculation.	0.00	(2,102,590)	-
Public Utilities Restructure Reallocation among funds to more accurately reflect operational expenditures as well as an adjustment due to efficiencies realized after the implementation of the Fiscal Year 2011 restructure.	(11.77)	(2,921,919)	(100,971,753)
Cost of Chemicals Adjustment Adjustment reflects the reduction in the cost of chemicals to be used in water and sewer treatment facilities.	0.00	(2,977,670)	-
Total	(9.10)	\$ 90,231,642	\$ (100,971,753)

Expenditures by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
PERSONNEL			
Salaries and Wages	\$ 29,310,148	\$ 27,608,932	\$ (1,701,216)

Public Utilities

Expenditures by Category (Cont'd)

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Fringe Benefits	18,485,723	16,028,165	(2,457,558)
PERSONNEL SUBTOTAL	\$ 47,795,871	\$ 43,637,097	\$ (4,158,774)
NON-PERSONNEL			
Supplies	\$ 24,503,165	\$ 22,593,140	\$ (1,910,025)
Contracts	47,193,983	46,548,707	(645,276)
Information Technology	5,818,006	4,628,532	(1,189,474)
Energy and Utilities	18,610,952	15,183,394	(3,427,558)
Other	590,487	64,538,869	63,948,382
CIP Contingency	2,392,259	289,669	(2,102,590)
Appropriated Reserve	-	3,500,000	3,500,000
Capital Expenditures	1,563,027	1,103,977	(459,050)
Debt	85,248,319	24,826	(85,223,493)
NON-PERSONNEL SUBTOTAL	\$ 185,920,198	\$ 158,411,114	\$ (27,509,084)
Total	\$ 233,716,069	\$ 202,048,211	\$ (31,667,858)

Revenues by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Charges for Current Services	\$ 71,954,753	\$ 69,616,000	\$ (2,338,753)
Other Revenue	108,796,000	1,722,000	(107,074,000)
Revenue from Federal Agencies	359,000	-	(359,000)
Revenue from Other Agencies	-	8,800,000	8,800,000
Total	\$ 181,109,753	\$ 80,138,000	\$ (100,971,753)

Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Salaries and Wages						
20000011	1104	Account Clerk	4.51	4.13	\$31,491 - \$37,918	\$ 155,836
20000007	1100	Accountant 3	0.38	0.38	59,363 - 71,760	27,400
20000102	1183	Accountant 4	0.00	0.38	66,768 - 88,982	25,368
20000012	1105	Administrative Aide 1	0.38	0.38	36,962 - 44,533	17,008
20000024	1107	Administrative Aide 2	5.50	5.71	42,578 - 51,334	287,036
20000057	1136	Assistant Chemist	29.00	28.00	53,789 - 65,333	1,809,902
20001140	2181	Assistant Department Director	0.33	0.33	31,741 - 173,971	44,807
20001202	2250	Assistant Deputy Director	1.00	1.00	23,005 - 137,904	-
20000070	1153	Assistant Engineer-Civil	11.07	9.59	57,866 - 69,722	623,839
20000088	1167A	Assistant Engineer-Mechanical	0.58	0.00	57,866 - 69,722	-
20000087	1167	Assistant Engineer-Mechanical	0.00	0.33	57,866 - 69,722	19,491
20000080	1160	Assistant Laboratory Technician	1.00	1.00	33,696 - 40,602	39,587
20001228	2276	Assistant Metropolitan Wastewater Director	0.64	0.33	31,741 - 173,971	44,807
90001228	2276	Assistant Metropolitan Wastewater Director - Hourly	0.00	0.12	31,741 - 173,971	12,343
20000114	1205	Assistant Wastewater Plant Operator	0.00	1.00	45,240 - 53,830	52,417
20000140	1220	Associate Chemist	7.00	8.00	62,005 - 75,067	521,338

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000311	1364	Associate Department Human Resources Analyst	1.32	1.65	54,059 - 65,333	102,156
20000143	1221	Associate Engineer-Civil	9.96	8.80	66,622 - 80,454	703,726
20000145	1221B	Associate Engineer-Civil	0.90	1.09	66,622 - 80,454	84,783
20000150	1223	Associate Engineer-Electrical	2.00	2.33	66,622 - 80,454	187,609
20000154	1225	Associate Engineer-Mechanical	0.78	0.45	66,622 - 80,454	35,293
20000137	1218R	Associate Management Analyst	1.65	1.98	54,059 - 65,333	124,896
20000134	1218O	Associate Management Analyst	0.38	0.38	54,059 - 65,333	24,951
20000119	1218	Associate Management Analyst	13.05	11.46	54,059 - 65,333	734,208
20000162	1227	Associate Planner	0.66	0.11	56,722 - 68,536	7,361
20000655	1624	Biologist 2	6.00	6.00	53,726 - 65,333	390,040
20000649	1622A	Biologist 3	0.53	0.00	62,005 - 75,067	-
20000648	1622	Biologist 3	1.00	1.00	62,005 - 75,067	73,190
20000195	1266	Boat Operator	1.00	1.00	43,493 - 51,896	51,896
20000205	1275	Building Service Supervisor	1.00	1.00	45,718 - 55,286	55,563
20000224	1280	Building Service Technician	2.00	2.00	33,322 - 39,666	79,332
20000539	1535	Clerical Assistant 2	9.79	9.84	29,931 - 36,067	352,565
20001168	2214	Deputy Director	3.64	3.09	46,966 - 172,744	359,594
90001168	2214	Deputy Director - Hourly	0.00	0.14	46,966 - 172,744	15,380
20000430	1440	Equipment Operator 2	1.00	0.00	41,350 - 49,462	-
20000924	1876	Executive Secretary	0.66	0.33	43,555 - 52,666	17,904
20000461	1465	Field Representative	2.31	0.11	32,323 - 38,917	4,029
20000184	1250A	Fleet Parts Buyer	1.00	1.00	44,637 - 54,059	54,330
20000501	1512	Heavy Truck Driver 2	3.00	3.00	37,565 - 45,302	135,906
20000178	1243	Information Systems Administrator	0.34	0.34	73,466 - 88,982	30,253
20000290	1348	Information Systems Analyst 2	3.74	3.06	54,059 - 65,333	195,298
20000293	1349	Information Systems Analyst 3	2.04	2.38	59,363 - 71,760	164,378
20000998	1926	Information Systems Analyst 4	2.04	1.70	66,768 - 80,891	135,033
20000999	1926A	Information Systems Analyst 4	1.00	1.00	66,768 - 80,891	78,464
20000514	1522	Instrumentation and Control Supervisor	2.00	1.00	56,410 - 68,224	70,257
20000515	1523	Instrumentation and Control Technician	7.00	7.00	51,896 - 62,296	436,072
20000497	1508	Irrigation Specialist	2.46	0.33	37,814 - 45,261	14,940
20000590	1580	Laboratory Technician	16.00	16.00	40,622 - 49,067	682,405
20000618	1602	Machinist	5.00	5.00	46,134 - 55,266	216,402
90001073	2103	Management Intern - Hourly	4.77	2.86	24,274 - 29,203	69,423
20000028	1108	Management Trainee	0.33	0.00	38,750 - 46,738	-
20000624	1610	Marine Biologist 2	18.00	18.00	53,726 - 65,333	1,066,082
20000626	1611	Marine Biologist 3	5.00	5.00	62,005 - 75,067	374,958
20000621	1605	Millwright	2.00	0.00	51,064 - 62,088	-
20000165	1230	Multimedia Production Specialist	0.49	0.11	43,264 - 51,979	5,747
20000634	1614	Organization Effectiveness Specialist 2	0.66	0.33	54,059 - 65,333	21,565

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000627	1612	Organization Effectiveness Specialist 3	0.00	0.33	59,363 - 71,760	22,966
20000639	1615	Organization Effectiveness Supervisor	0.33	0.33	66,768 - 80,891	25,894
20000667	1635	Painter	3.00	3.00	41,600 - 49,962	99,924
20000680	1648	Payroll Specialist 2	3.63	3.30	34,611 - 41,787	135,948
20000173	1238	Payroll Supervisor	0.66	0.66	39,686 - 48,069	31,892
20000701	1666	Plant Process Control Electrician	19.00	17.00	51,896 - 62,296	914,703
20000703	1668	Plant Process Control Supervisor	3.00	3.00	56,410 - 68,224	201,601
20000705	1668B	Plant Process Control Supervisor	8.28	7.66	56,410 - 68,224	452,534
20000687	1652	Plant Technician 1	21.00	20.00	37,814 - 45,261	718,456
20000688	1653	Plant Technician 2	24.00	24.00	41,454 - 49,504	989,772
20000689	1654	Plant Technician 3	12.00	12.00	45,490 - 54,434	651,041
20000706	1669	Plant Technician Supervisor	8.00	7.00	52,666 - 62,837	387,506
20000732	1717	Power Plant Operator	2.00	2.00	49,712 - 59,342	118,684
20000733	1718	Power Plant Supervisor	3.00	3.00	55,141 - 66,581	131,829
20000740	1725	Principal Drafting Aide	1.32	1.32	50,003 - 60,549	77,220
20000743	1727	Principal Engineering Aide	3.20	2.66	50,003 - 60,549	160,426
20000707	1670	Principal Plant Technician Supervisor	2.00	2.00	63,024 - 76,045	150,569
20001222	2270	Program Manager	1.64	1.65	46,966 - 172,744	157,673
20000760	1750	Project Assistant	0.10	0.00	57,866 - 69,722	-
20000761	1751	Project Officer 1	0.86	0.00	66,622 - 80,454	-
90000761	1751	Project Officer 1 - Hourly	0.13	0.04	66,622 - 80,454	2,665
20000763	1752	Project Officer 2	0.33	0.00	76,794 - 92,851	-
20000766	1752C	Project Officer 2	0.11	0.22	76,794 - 92,851	19,607
20000783	1776	Public Information Clerk	1.52	1.14	31,491 - 37,918	43,446
20000784	1777	Public Information Officer	0.33	0.11	43,514 - 52,707	5,831
20001150	2194	Public Utilities Director	0.17	0.33	59,155 - 224,099	56,099
20000319	1372	Pump Station Operator	10.00	10.00	43,493 - 51,917	519,170
20000320	1373	Pump Station Operator Supervisor	1.00	1.00	47,674 - 56,888	55,466
20000557	1556	Recycling Program Manager	0.33	0.00	76,731 - 92,893	-
20000560	1556C	Recycling Program Manager	0.00	0.33	76,731 - 92,893	29,735
20000559	1556B	Recycling Program Manager	0.33	0.33	76,731 - 92,893	30,660
20000850	1823C	Safety Officer	0.33	0.33	57,907 - 69,930	23,198
20000847	1823	Safety Officer	0.66	0.66	57,907 - 69,930	45,006
20000854	1826	Safety Representative 2	3.97	3.97	50,461 - 61,027	232,893
90000854	1826	Safety Representative 2 - Hourly	0.00	0.12	50,461 - 61,027	6,055
20001042	1972	Safety and Training Manager	0.66	0.66	66,768 - 80,891	53,668
20000869	1844	Senior Account Clerk	0.76	0.76	36,067 - 43,514	32,729
20000828	1804	Senior Biologist	1.00	1.11	71,760 - 86,466	9,276
20000196	1267	Senior Boat Operator	1.00	1.00	47,840 - 57,117	57,117
20000883	1854	Senior Chemist	2.00	2.00	71,739 - 86,466	-
20000885	1855	Senior Civil Engineer	6.81	3.64	76,794 - 92,851	176,398

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000927	1879	Senior Clerk/Typist	1.66	1.44	36,067 - 43,514	62,979
20000312	1365	Senior Department Human Resources Analyst	0.33	0.33	59,363 - 71,760	22,966
20000400	1423	Senior Drafting Aide	4.31	4.31	44,429 - 53,706	225,235
20000905	1863A	Senior Electrical Engineer	1.00	1.00	76,794 - 92,851	93,316
20000906	1863B	Senior Electrical Engineer	1.00	1.00	76,794 - 92,851	93,316
20000902	1861B	Senior Engineering Aide	1.97	1.05	44,429 - 53,706	52,052
20000900	1861	Senior Engineering Aide	0.43	0.33	44,429 - 53,706	15,109
20000015	1106	Senior Management Analyst	5.50	5.14	59,363 - 71,760	292,625
90000015	1106	Senior Management Analyst - Hourly	0.00	0.12	59,363 - 71,760	7,124
20000880	1851	Senior Marine Biologist	1.00	1.00	71,760 - 86,466	86,898
20000856	1830	Senior Mechanical Engineer	0.32	0.33	76,794 - 92,851	29,877
20000920	1872B	Senior Planner	0.33	0.11	65,354 - 79,019	7,404
20000918	1872	Senior Planner	0.48	0.11	65,354 - 79,019	8,735
20000708	1671	Senior Plant Technician Supervisor	9.28	8.66	60,070 - 72,467	624,182
20000968	1915	Senior Power Plant Supervisor	1.00	1.00	63,357 - 76,440	76,822
20000916	1871	Senior Public Information Officer	0.66	0.66	54,059 - 65,333	40,057
20000938	1888	Senior Wastewater Operations Supervisor	6.00	6.00	70,699 - 85,530	507,511
20000055	1134	Senior Wastewater Plant Operator	1.00	1.00	56,534 - 67,621	67,621
20000914	1870	Senior Water Utility Supervisor	0.33	0.44	47,216 - 57,138	23,737
20000950	1899	Stock Clerk	4.50	5.00	30,056 - 36,275	181,192
20000955	1902	Storekeeper 1	5.00	5.00	34,611 - 41,517	206,513
20000954	1901A	Storekeeper 3	1.00	1.00	39,811 - 47,882	48,121
90000964	1910	Student Engineer - Hourly	0.48	0.14	26,707 - 32,011	3,738
90001146	2188	Student Intern - Hourly	0.35	0.00	18,616 - 22,318	-
90000967	1914	Student Worker - Hourly	0.00	0.12	20,925 - 24,918	2,511
20000313	1366	Supervising Department Human Resources Analyst	0.66	0.33	66,768 - 80,891	25,894
20000995	1923	Supervising Economist	0.41	0.41	66,768 - 80,891	32,170
20000990	1921	Supervising Field Representative	0.33	0.00	35,651 - 42,890	-
20000985	1917O	Supervising Management Analyst	0.33	0.11	66,768 - 80,891	8,638
20000970	1917	Supervising Management Analyst	4.89	3.34	66,768 - 80,891	265,156
20001021	1940	Supervising Public Information Officer	0.33	0.11	59,363 - 71,760	7,939
20001041	1971	Training Supervisor	0.33	0.33	59,363 - 71,760	23,788
20000937	1887	Wastewater Operations Supervisor	24.00	24.00	64,667 - 77,293	1,821,830
20000941	1890	Wastewater Plant Operator	40.00	39.00	53,830 - 64,397	2,360,292
20000931	1883	Wastewater Treatment Superintendent	4.00	4.00	81,578 - 98,675	393,712
20001058	1985	Welder	2.00	2.00	44,366 - 53,206	106,412
20000756	1746	Word Processing Operator Bilingual - Regular	8.37	4.86	31,491 - 37,918	151,308 2,241

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
		Exceptional Performance Pay-Classified				927
		Exceptional Performance Pay-Unclassified				1,045
		Geographic Info Cert Pay				3,820
		Night Shift Pay				82,899
		Overtime Budgeted				1,376,823
		Plant/Tank Vol Cert Pay				128,408
		Reg Pay For Engineers				186,020
		Split Shift Pay				36,658
		Termination Pay Annual Leave				144,846
		Welding Certification				3,640
Salaries and Wages Subtotal			479.92	443.97		\$ 27,608,932
Fringe Benefits						
		Employee Offset Savings				\$ 218,945
		Flexible Benefits				2,469,709
		Long-Term Disability				145,679
		Medicare				324,500
		Other Post-Employment Benefits				2,487,327
		Retiree Medical Trust				1,949
		Retirement 401 Plan				7,801
		Retirement ARC				8,079,021
		Retirement DROP				114,647
		Retirement Offset Contribution				53,985
		Risk Management Administration				414,368
		Supplemental Pension Savings Plan				1,181,061
		Unemployment Insurance				98,878
		Workers' Compensation				430,295
Fringe Benefits Subtotal						\$ 16,028,165
Total Personnel Expenditures						\$ 43,637,097

Municipal Sewer Revenue Fund

Department Expenditures

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Metropolitan Wastewater - Muni	\$ 59,362,321	\$ 54,560,631	\$ (4,801,690)
Public Utilities	52,874,288	71,753,770	18,879,482
Total	\$ 112,236,609	\$ 126,314,401	\$ 14,077,792

Public Utilities

Department Personnel

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Metropolitan Wastewater - Muni	297.00	297.00	0.00
Public Utilities	145.24	124.64	(20.60)
Total	442.24	421.64	(20.60)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	\$ 58,577,509	\$ -
Equipment/Support for Information Technology Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	3,721,974	-
Support for Environmental Protection Agency (EPA) Standards Addition of non-personnel expenditures for the cleaning of large-diameter mains to meet EPA standards.	0.00	1,000,000	-
Lab Testing Adjustment due to increased lab testing of used carbon filters.	0.00	560,000	-
Hourly Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	3.86	312,754	-
Customer Care Solutions Project Increase in training to support the implementation of the Customer Care Solutions Project.	0.00	50,000	-
State Revolving Fund (SRF) Adjustment Adjustment to personnel and non-personnel expenditures to support new contract expenditures and administration of SRF financing due to the addition of three new water treatment plants: Alvarado, Otay and Miramar.	0.06	7,305	-
Reclassification of Trash/Recycling Dumpster Service Expenses Adjustment reflects the reclassification of trash/recycling dumpster service expenses from discretionary to non-discretionary.	0.00	(3,687)	-
MRO Savings Reduction in non-personnel expenses due to savings resulting from cooperative purchasing agreements for maintenance, repair, and operations (MRO) supplies.	0.00	(28,333)	-
IT Sourcing Strategy Restructure Transfer of 2.00 Information Systems Analyst 2s split among the Metropolitan Sewer Utility Fund, the Municipal Sewer Revenue Fund, and the Water Utility Operating Fund to the Department of Information Technology as a result of the IT Sourcing Strategy Restructure.	(0.38)	(37,042)	-

Public Utilities

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Publishing Services Managed Competition Savings Adjustment to reflect savings to Publishing Services client departments realized by the Managed Competition winning bid.	0.00	(43,230)	-
Consolidation of Security Contracts Adjustment due to the consolidation of multiple security contracts.	0.00	(86,400)	-
Lifting of Mandatory Water Restrictions Adjustment reflects the reduction of 4.00 Field Representatives, 2.00 Customer Service Representatives, 3.00 Code Compliance Officers, and 1.00 Associate Management Analyst across the Metropolitan Sewer Utility Fund, Municipal Sewer Revenue Fund, and the Water Utility Operating Fund due to the End of California Drought and the Mayor's call to lift mandatory water restrictions.	(2.50)	(192,758)	-
McGuigan Settlement Adjustment Reduction of expenditures related to the McGuigan Settlement.	0.00	(770,400)	-
One-Time Reductions and Annualizations Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2011.	0.00	(2,400,000)	-
Public Utilities Restructure Reallocation among funds to more accurately reflect operational expenditures as well as an adjustment due to efficiencies realized after the implementation of the Fiscal Year 2011 restructure.	(0.36)	(3,956,462)	68,722,273
Total	0.68	\$ 56,711,230	\$ 68,722,273

Expenditures by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
PERSONNEL			
Salaries and Wages	\$ 24,981,705	\$ 24,377,149	\$ (604,556)
Fringe Benefits	15,999,297	14,956,660	(1,042,637)
PERSONNEL SUBTOTAL	\$ 40,981,002	\$ 39,333,809	\$ (1,647,193)
NON-PERSONNEL			
Supplies	\$ 4,381,824	\$ 3,524,025	\$ (857,799)
Contracts	32,692,884	34,490,071	1,797,187
Information Technology	4,647,187	3,721,974	(925,213)
Energy and Utilities	6,041,072	5,014,238	(1,026,834)
Other	389,965	39,379,109	38,989,144
CIP Contingency	158,001	158,001	-
Capital Expenditures	1,156,949	693,174	(463,775)
Debt	21,787,725	-	(21,787,725)
NON-PERSONNEL SUBTOTAL	\$ 71,255,607	\$ 86,980,592	\$ 15,724,985
Total	\$ 112,236,609	\$ 126,314,401	\$ 14,077,792

Public Utilities

Revenues by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Charges for Current Services	\$ 318,219,853	\$ 324,219,000	\$ 5,999,147
Fines, Forfeitures, and Penalties	5,000	50,000	45,000
Other Financial Sources (Uses)	3,874	-	(3,874)
Other Revenue	-	62,109,000	62,109,000
Revenue from Money and Property	6,077,000	6,650,000	573,000
Total	\$ 324,305,727	\$ 393,028,000	\$ 68,722,273

Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Salaries and Wages						
20000011	1104	Account Clerk	2.60	2.38	\$31,491 - \$37,918	\$ 89,841
20000007	1100	Accountant 3	0.22	0.22	59,363 - 71,760	15,867
20000102	1183	Accountant 4	0.00	0.22	66,768 - 88,982	14,688
20000012	1105	Administrative Aide 1	1.22	1.22	36,962 - 44,533	54,602
20000024	1107	Administrative Aide 2	6.01	5.91	42,578 - 51,334	298,238
20000057	1136	Assistant Chemist	10.00	10.00	53,789 - 65,333	654,640
20001140	2181	Assistant Department Director	0.18	0.18	31,741 - 173,971	24,455
20001202	2250	Assistant Deputy Director	1.00	0.00	23,005 - 137,904	-
90001202	2250	Assistant Deputy Director - Hourly	0.00	1.00	23,005 - 137,904	80,454
20000070	1153	Assistant Engineer-Civil	18.02	11.57	57,866 - 69,722	715,884
20000087	1167	Assistant Engineer-Mechanical	0.00	0.18	57,866 - 69,722	10,629
20000088	1167A	Assistant Engineer-Mechanical	0.32	0.00	57,866 - 69,722	-
20000080	1160	Assistant Laboratory Technician	1.00	1.00	33,696 - 40,602	40,805
20001228	2276	Assistant Metropolitan Wastewater Director	0.36	0.18	31,741 - 173,971	24,453
90001228	2276	Assistant Metropolitan Wastewater Director - Hourly	0.00	0.06	31,741 - 173,971	6,171
20000140	1220	Associate Chemist	4.00	4.00	62,005 - 75,067	297,264
20000311	1364	Associate Department Human Resources Analyst	0.72	0.90	54,059 - 65,333	55,729
20000145	1221B	Associate Engineer-Civil	0.51	0.62	66,622 - 80,454	48,235
20000143	1221	Associate Engineer-Civil	13.25	9.08	66,622 - 80,454	733,177
20000150	1223	Associate Engineer-Electrical	0.00	0.18	66,622 - 80,454	14,128
20000154	1225	Associate Engineer-Mechanical	0.43	0.25	66,622 - 80,454	19,630
20000119	1218	Associate Management Analyst	9.72	7.10	54,059 - 65,333	456,125
20000134	1218O	Associate Management Analyst	0.22	0.22	54,059 - 65,333	14,450
20000137	1218R	Associate Management Analyst	0.90	1.08	54,059 - 65,333	68,140
90000119	1218	Associate Management Analyst - Hourly	0.00	0.70	54,059 - 65,333	37,842
20000162	1227	Associate Planner	0.36	1.00	56,722 - 68,536	67,786
20000649	1622A	Biologist 3	0.98	2.00	62,005 - 75,067	140,965
20000266	1330	Cashier	2.50	2.50	31,491 - 37,918	95,326
20000236	1293	Cement Finisher	1.00	1.00	43,451 - 52,083	52,083

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
90000836	1816	Claims and Insurance Manager - Hourly	0.00	0.17	73,445 - 88,837	12,486
20000539	1535	Clerical Assistant 2	3.02	3.56	29,931 - 36,067	128,601
20000306	1356	Code Compliance Officer	3.00	1.50	37,232 - 44,803	66,861
20000307	1357	Code Compliance Supervisor	0.50	0.50	42,890 - 51,334	25,801
20000829	1805	Compliance and Metering Manager	0.50	0.50	73,445 - 88,837	43,081
20000801	1795	Customer Information and Billing Manager	0.50	0.50	73,445 - 88,837	43,092
20000369	1394	Customer Services Representative	17.83	17.50	32,968 - 39,811	682,101
90000369	1394	Customer Services Representative - Hourly	1.14	0.00	32,968 - 39,811	-
20000366	1393	Customer Services Supervisor	2.50	2.00	57,782 - 69,784	139,224
20001168	2214	Deputy Director	1.90	2.04	46,966 - 172,744	237,492
90001168	2214	Deputy Director - Hourly	0.00	1.17	46,966 - 172,744	128,530
20000426	1439	Equipment Operator 1	5.00	1.00	37,690 - 45,115	45,115
20000428	1439B	Equipment Operator 1	1.00	1.00	37,690 - 45,115	45,115
20000429	1439C	Equipment Operator 1	25.00	29.00	37,690 - 45,115	1,286,823
20000430	1440	Equipment Operator 2	12.00	12.00	41,350 - 49,462	593,544
20000436	1445	Equipment Operator 3	2.00	2.00	43,160 - 51,667	103,334
20000418	1436	Equipment Technician 1	13.00	13.00	36,005 - 43,139	516,800
20000423	1438	Equipment Technician 2	11.00	11.00	39,499 - 47,091	470,910
20000431	1441	Equipment Technician 3	1.00	1.00	43,368 - 51,813	51,813
20000924	1876	Executive Secretary	0.36	0.18	43,555 - 52,666	9,763
20000461	1465	Field Representative	13.87	16.50	32,323 - 38,917	631,720
90000461	1465	Field Representative - Hourly	2.15	0.00	32,323 - 38,917	-
20000483	1488	General Water Utility Supervisor	4.00	4.00	59,342 - 71,760	279,713
20000502	1513	Heavy Truck Driver 1	2.00	2.00	36,234 - 43,160	86,320
20000178	1243	Information Systems Administrator	0.19	0.19	73,466 - 88,982	16,908
20000290	1348	Information Systems Analyst 2	2.59	2.21	54,059 - 65,333	140,761
20000293	1349	Information Systems Analyst 3	1.14	1.33	59,363 - 71,760	91,857
20000998	1926	Information Systems Analyst 4	1.14	0.95	66,768 - 80,891	75,489
20000515	1523	Instrumentation and Control Technician	2.00	2.00	51,896 - 62,296	124,592
20000497	1508	Irrigation Specialist	0.54	0.00	37,814 - 45,261	-
20000590	1580	Laboratory Technician	9.00	9.00	40,622 - 49,067	337,617
90001073	2103	Management Intern - Hourly	0.78	0.06	24,274 - 29,203	3,028
20000028	1108	Management Trainee	0.18	0.00	38,750 - 46,738	-
20000165	1230	Multimedia Production Specialist	0.33	0.00	43,264 - 51,979	-
20000634	1614	Organization Effectiveness Specialist 2	0.36	0.18	54,059 - 65,333	11,761
20000627	1612	Organization Effectiveness Specialist 3	0.00	0.18	59,363 - 71,760	12,527
20000639	1615	Organization Effectiveness Supervisor	0.18	0.18	66,768 - 80,891	14,123
20000680	1648	Payroll Specialist 2	1.98	1.80	34,611 - 41,787	74,261

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000173	1238	Payroll Supervisor	0.36	0.36	39,686 - 48,069	17,400
20000701	1666	Plant Process Control Electrician	12.00	12.00	51,896 - 62,296	741,790
20000705	1668B	Plant Process Control Supervisor	5.72	7.36	56,410 - 68,224	416,989
20000703	1668	Plant Process Control Supervisor	3.00	1.00	56,410 - 68,224	68,565
20000687	1652	Plant Technician 1	2.00	2.00	37,814 - 45,261	90,522
20000688	1653	Plant Technician 2	2.00	2.00	41,454 - 49,504	49,504
20000689	1654	Plant Technician 3	1.00	1.00	45,490 - 54,434	54,434
20000706	1669	Plant Technician Supervisor	1.00	1.00	52,666 - 62,837	61,266
20000740	1725	Principal Drafting Aide	0.72	0.72	50,003 - 60,549	42,136
20000743	1727	Principal Engineering Aide	8.85	8.91	50,003 - 60,549	529,161
20000750	1734	Principal Water Utility Supervisor	2.00	2.00	52,000 - 62,837	63,151
20001222	2270	Program Manager	1.28	1.85	46,966 - 172,744	188,742
20000760	1750	Project Assistant	0.40	1.00	57,866 - 69,722	67,979
20000761	1751	Project Officer 1	1.16	2.00	66,622 - 80,454	161,714
90000761	1751	Project Officer 1 - Hourly	0.07	0.00	66,622 - 80,454	-
20000763	1752	Project Officer 2	1.18	1.00	76,794 - 92,851	93,316
20000783	1776	Public Information Clerk	0.88	0.66	31,491 - 37,918	25,163
20000784	1777	Public Information Officer	0.18	0.00	43,514 - 52,707	-
20001150	2194	Public Utilities Director	0.09	0.18	59,155 - 224,099	30,610
20000319	1372	Pump Station Operator	5.00	5.00	43,493 - 51,917	259,585
20000320	1373	Pump Station Operator Supervisor	1.00	1.00	47,674 - 56,888	55,466
20000559	1556B	Recycling Program Manager	0.18	0.18	76,731 - 92,893	16,717
20000560	1556C	Recycling Program Manager	0.00	0.18	76,731 - 92,893	16,219
20000557	1556	Recycling Program Manager	0.18	0.00	76,731 - 92,893	-
20000847	1823	Safety Officer	0.36	0.36	57,907 - 69,930	24,545
20000850	1823C	Safety Officer	0.18	0.18	57,907 - 69,930	12,650
20000854	1826	Safety Representative 2	1.62	1.62	50,461 - 61,027	94,649
90000854	1826	Safety Representative 2 - Hourly	0.00	0.12	50,461 - 61,027	6,055
20001042	1972	Safety and Training Manager	0.36	0.36	66,768 - 80,891	29,260
20000869	1844	Senior Account Clerk	0.44	0.44	36,067 - 43,514	18,962
20000883	1854	Senior Chemist	1.00	1.00	71,739 - 86,466	86,898
20000885	1855	Senior Civil Engineer	3.57	2.62	76,794 - 92,851	239,759
20000927	1879	Senior Clerk/Typist	0.36	0.18	36,067 - 43,514	7,884
20000898	1860	Senior Customer Services Representative	4.00	3.00	37,835 - 45,781	133,125
20000312	1365	Senior Department Human Resources Analyst	0.18	0.18	59,363 - 71,760	12,539
20000400	1423	Senior Drafting Aide	1.26	1.26	44,429 - 53,706	64,836
20000900	1861	Senior Engineering Aide	11.61	10.18	44,429 - 53,706	529,219
20000902	1861B	Senior Engineering Aide	2.69	2.50	44,429 - 53,706	126,547
20000015	1106	Senior Management Analyst	3.53	3.76	59,363 - 71,760	265,562
90000015	1106	Senior Management Analyst - Hourly	0.00	0.06	59,363 - 71,760	3,562
20000856	1830	Senior Mechanical Engineer	0.18	0.18	76,794 - 92,851	16,316

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000918	1872	Senior Planner	0.78	1.00	65,354 - 79,019	67,315
20000920	1872B	Senior Planner	0.18	0.00	65,354 - 79,019	-
20000708	1671	Senior Plant Technician Supervisor	0.72	0.36	60,070 - 72,467	26,232
20000916	1871	Senior Public Information Officer	0.36	0.36	54,059 - 65,333	21,842
20000914	1870	Senior Water Utility Supervisor	14.18	13.18	47,216 - 57,138	749,334
90000964	1910	Student Engineer - Hourly	0.63	0.00	26,707 - 32,011	-
90001146	2188	Student Intern - Hourly	0.19	0.00	18,616 - 22,318	-
90000967	1914	Student Worker - Hourly	0.00	0.46	20,925 - 24,918	9,624
20000313	1366	Supervising Department Human Resources Analyst	0.36	0.18	66,768 - 80,891	14,123
20000995	1923	Supervising Economist	0.23	0.23	66,768 - 80,891	18,048
20000990	1921	Supervising Field Representative	1.68	1.00	35,651 - 42,890	36,744
20000970	1917	Supervising Management Analyst	2.12	2.76	66,768 - 80,891	216,927
20000985	1917O	Supervising Management Analyst	0.18	0.00	66,768 - 80,891	-
20000997	1925	Supervising Meter Reader	0.66	1.00	37,253 - 44,720	44,954
20001021	1940	Supervising Public Information Officer	0.68	0.50	59,363 - 71,760	36,065
20000333	1378	Supervising Wastewater Pretreatment Inspector	3.00	3.00	66,685 - 80,870	162,548
20001041	1971	Training Supervisor	0.18	0.18	59,363 - 71,760	12,985
20001051	1978	Utility Worker 1	46.00	46.00	30,534 - 36,296	1,643,742
20000323	1375	Wastewater Pretreatment Inspector 2	8.00	8.00	55,078 - 66,768	496,785
20000325	1376	Wastewater Pretreatment Inspector 3	5.00	5.00	60,674 - 73,507	365,481
20000523	1528	Wastewater Pretreatment Program Manager	1.00	1.00	72,966 - 88,546	88,988
20000005	1015	Water Systems Technician Supervisor	0.50	0.00	54,766 - 65,374	-
20001063	1991	Water Utility Supervisor	14.00	14.00	43,472 - 51,979	669,867
20001065	1992	Water Utility Worker	32.00	32.00	33,322 - 39,666	1,223,302
20000756	1746	Word Processing Operator	8.81	7.08	31,491 - 37,918	264,643
		Bilingual - Regular				35,719
		Exceptional Performance Pay-Classified				7,275
		Exceptional Performance Pay-Unclassified				570
		Geographic Info Cert Pay				2,093
		Night Shift Pay				23,501
		Overtime Budgeted				2,444,244
		Plant/Tank Vol Cert Pay				99,552
		Reg Pay For Engineers				110,523
		Split Shift Pay				25,402
		Termination Pay Annual Leave				73,154
Salaries and Wages Subtotal			442.24	421.64		\$ 24,377,149

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Fringe Benefits						
		Employee Offset Savings				\$ 166,076
		Flexible Benefits				2,394,468
		Long-Term Disability				123,828
		Medicare				282,308
		Other Post-Employment Benefits				2,460,121
		Retiree Medical Trust				587
		Retirement 401 Plan				2,305
		Retirement ARC				7,315,052
		Retirement DROP				52,780
		Retirement Offset Contribution				47,107
		Risk Management Administration				408,178
		Supplemental Pension Savings Plan				943,128
		Unemployment Insurance				82,252
		Workers' Compensation				678,470
Fringe Benefits Subtotal						\$ 14,956,660
Total Personnel Expenditures						\$ 39,333,809

Water Utility Operating Fund

Department Expenditures

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Public Utilities	\$ 150,398,890	\$ 154,000,047	\$ 3,601,157
Water	274,695,828	297,642,350	22,946,522
Total	\$ 425,094,718	\$ 451,642,397	\$ 26,547,679

Department Personnel

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Public Utilities	226.43	253.87	27.44
Water	477.84	465.00	(12.84)
Total	704.27	718.87	14.60

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	0.00	\$ 99,803,809	\$ -
Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
Water Rate Increase	0.00	14,333,446	-
Adjustment reflects the increase in the cost of water charged to the City by the San Diego County Water Authority.			

Public Utilities

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Water Infrastructure Access Increase in expenditures related to the use of water infrastructure.	0.00	6,754,451	-
Equipment/Support for Information Technology Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	6,653,255	-
State Revolving Fund (SRF) Adjustment Adjustment to personnel and non-personnel expenditures to support new contract expenditures and administration of SRF financing due to the addition of three new water treatment plants: Alvarado, Otay and Miramar.	0.32	3,226,129	-
Support for Water Treatment Plants Addition of expenditures for upgrades and on-going maintenance at various water treatment plants.	0.00	2,405,903	-
Hourly Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	29.34	917,382	-
Recycled Water and Water Rebate Programs Addition of funding to support a Basin Salinity Study performed by the Recycled Water Program as well as increased rebates as part of the Water Rebate Program.	0.00	717,539	-
Water Purification Demonstration Project Addition of expenditures related to the Water Purification Demonstration Project from the California Department of Public Health.	0.00	432,280	-
Support for Imperial Irrigation District Addition of funding for previously unbudgeted contractual obligations for the City's portion of operation and management of the Imperial Irrigation District.	0.00	280,000	-
Customer Care Solutions Project Increase in training to support the implementation of the Customer Care Solutions Project.	0.00	50,000	-
Overtime Support Addition of funding for overtime for the Water Quality Lab Project.	0.00	40,000	-
MRO Savings Reduction in non-personnel expenses due to savings resulting from cooperative purchasing agreements for maintenance, repair, and operations (MRO) supplies.	0.00	(28,333)	-
Reclassification of Trash/Recycling Dumpster Service Expenses Adjustment reflects the reclassification of trash/recycling dumpster service expenses from discretionary to non-discretionary.	0.00	(39,483)	-
Elimination of Fish Stocking Elimination of trout stocking at Miramar, and catfish stocking at Murray, Lower Otay, and Hodges Reservoirs.	0.00	(83,248)	-

Public Utilities

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Reduction of CIP Contingency Reduction of CIP Contingency based on Fiscal Year 2012 operating reserves calculation.	0.00	(84,578)	-
IT Sourcing Strategy Restructure Transfer of 2.00 Information Systems Analyst 2s split among the Metropolitan Sewer Utility Fund, the Municipal Sewer Revenue Fund, and the Water Utility Operating Fund to the Department of Information Technology as a result of the IT Sourcing Strategy Restructure.	(0.94)	(91,632)	-
Publishing Services Managed Competition Savings Adjustment to reflect savings to Publishing Services client departments realized by the Managed Competition winning bid.	0.00	(108,075)	-
Consolidation of Security Contracts Adjustment due to the consolidation of multiple security contracts.	0.00	(235,200)	-
Lifting of Mandatory Water Restrictions Adjustment reflects the reduction of 4.00 Field Representatives, 2.00 Customer Service Representatives, 3.00 Code Compliance Officers, and 1.00 Associate Management Analyst across the Metropolitan Sewer Utility Fund, Municipal Sewer Revenue Fund, and the Water Utility Operating Fund due to the End of California Drought and the Mayor's call to lift mandatory water restrictions.	(6.95)	(530,502)	-
Trench Restoration Support Reduction in contracts related to streets trench restoration.	0.00	(1,150,000)	-
McGuigan Settlement Adjustment Reduction of expenditures related to the McGuigan Settlement.	0.00	(2,097,200)	-
Public Utilities Restructure Reallocation among funds to more accurately reflect operational expenditures as well as an adjustment due to efficiencies realized after the implementation of the Fiscal Year 2011 restructure.	(16.87)	(7,596,281)	(34,813,000)
Revised Revenue Adjustment to reflect Fiscal Year 2012 revenue projections.	0.00	-	25,300,000
Total	4.90	\$ 123,569,662	\$ (9,513,000)

Expenditures by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
PERSONNEL			
Salaries and Wages	\$ 38,611,408	\$ 40,051,215	\$ 1,439,807
Fringe Benefits	24,703,636	24,756,059	52,423
PERSONNEL SUBTOTAL	\$ 63,315,044	\$ 64,807,274	\$ 1,492,230
NON-PERSONNEL			
Supplies	\$ 183,489,882	\$ 196,817,725	\$ 13,327,843
Contracts	87,499,433	91,860,830	4,361,397
Information Technology	7,234,584	6,653,255	(581,329)
Energy and Utilities	11,773,894	12,785,734	1,011,840

Public Utilities

Expenditures by Category (Cont'd)

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Other	3,604,243	67,220,100	63,615,857
CIP Contingency	5,269,212	5,184,634	(84,578)
Appropriated Reserve	-	3,500,000	3,500,000
Capital Expenditures	2,283,622	2,772,172	488,550
Debt	60,624,804	40,673	(60,584,131)
NON-PERSONNEL SUBTOTAL	\$ 361,779,674	\$ 386,835,123	\$ 25,055,449
Total	\$ 425,094,718	\$ 451,642,397	\$ 26,547,679

Revenues by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Charges for Current Services	\$ 390,884,000	\$ 407,554,000	\$ 16,670,000
Other Revenue	113,721,000	65,230,000	(48,491,000)
Revenue from Federal Agencies	4,334,000	27,171,000	22,837,000
Revenue from Money and Property	9,479,000	8,950,000	(529,000)
Total	\$ 518,418,000	\$ 508,905,000	\$ (9,513,000)

Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Salaries and Wages						
20000011	1104	Account Clerk	4.89	4.49	\$31,491 - \$37,918	\$ 169,432
20000007	1100	Accountant 3	0.40	1.40	59,363 - 71,760	89,996
20000102	1183	Accountant 4	0.00	0.40	66,768 - 88,982	26,712
20000012	1105	Administrative Aide 1	0.40	0.40	36,962 - 44,533	17,914
20000024	1107	Administrative Aide 2	9.49	12.38	42,578 - 51,334	565,468
20000057	1136	Assistant Chemist	12.00	12.00	53,789 - 65,333	711,645
20001140	2181	Assistant Department Director	1.49	1.49	31,741 - 173,971	202,340
20001202	2250	Assistant Deputy Director	1.00	0.00	23,005 - 137,904	-
20000072	1153B	Assistant Engineer-Civil	0.00	1.00	57,866 - 69,722	67,979
20000070	1153	Assistant Engineer-Civil	24.91	31.84	57,866 - 69,722	2,090,549
20000088	1167A	Assistant Engineer-Mechanical	0.10	0.00	57,866 - 69,722	-
20000087	1167	Assistant Engineer-Mechanical	0.00	0.49	57,866 - 69,722	28,951
20001228	2276	Assistant Metropolitan Wastewater Director	0.00	0.49	31,741 - 173,971	66,541
90001228	2276	Assistant Metropolitan Wastewater Director - Hourly	0.00	0.17	31,741 - 173,971	17,486
20000109	1193	Assistant Reservoir Keeper	8.00	8.00	34,944 - 41,662	165,499
20000140	1220	Associate Chemist	4.00	4.00	62,005 - 75,067	297,264
20000311	1364	Associate Department Human Resources Analyst	1.96	2.45	54,059 - 65,333	151,670
20000143	1221	Associate Engineer-Civil	17.79	21.12	66,622 - 80,454	1,699,300
20000145	1221B	Associate Engineer-Civil	1.09	1.29	66,622 - 80,454	100,432
20000350	1385	Associate Engineer-Corrosion	2.00	2.00	66,622 - 80,454	159,300
20000150	1223	Associate Engineer-Electrical	0.00	0.49	66,622 - 80,454	38,443
20000154	1225	Associate Engineer-Mechanical	0.79	1.30	66,622 - 80,454	104,389

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000137	1218R	Associate Management Analyst	2.45	3.94	54,059 - 65,333	251,081
20000134	1218O	Associate Management Analyst	0.40	0.40	54,059 - 65,333	26,271
20000119	1218	Associate Management Analyst	18.98	19.21	54,059 - 65,333	1,206,774
90000119	1218	Associate Management Analyst - Hourly	0.00	0.72	54,059 - 65,333	38,922
20000162	1227	Associate Planner	0.98	0.89	56,722 - 68,536	59,578
20000655	1624	Biologist 2	8.00	8.00	53,726 - 65,333	525,280
20000649	1622A	Biologist 3	0.49	0.00	62,005 - 75,067	-
20000648	1622	Biologist 3	2.00	2.00	62,005 - 75,067	148,632
20000205	1275	Building Service Supervisor	1.00	1.00	45,718 - 55,286	55,563
20000234	1288	Carpenter	2.00	2.00	43,451 - 52,000	52,000
20000266	1330	Cashier	2.50	2.50	31,491 - 37,918	95,214
20000236	1293	Cement Finisher	1.00	1.00	43,451 - 52,083	52,083
90000836	1816	Claims and Insurance Manager - Hourly	0.00	0.18	73,445 - 88,837	13,220
20000539	1535	Clerical Assistant 2	10.19	8.60	29,931 - 36,067	309,776
20000306	1356	Code Compliance Officer	3.00	1.50	37,232 - 44,803	66,838
20000307	1357	Code Compliance Supervisor	0.50	0.50	42,890 - 51,334	25,790
20000829	1805	Compliance and Metering Manager	0.50	1.50	73,445 - 88,837	128,901
20000801	1795	Customer Information and Billing Manager	0.50	0.50	73,445 - 88,837	43,080
20000369	1394	Customer Services Representative	18.17	17.50	32,968 - 39,811	681,794
90000369	1394	Customer Services Representative - Hourly	1.12	0.00	32,968 - 39,811	-
20000366	1393	Customer Services Supervisor	2.50	3.00	57,782 - 69,784	198,730
20001168	2214	Deputy Director	4.46	4.87	46,966 - 172,744	570,014
90001168	2214	Deputy Director - Hourly	0.00	0.18	46,966 - 172,744	19,774
20000434	1443	Electronics Technician	1.00	1.00	47,091 - 56,534	-
20000420	1437	Equipment Mechanic	1.00	0.00	44,366 - 53,206	-
20000430	1440	Equipment Operator 2	13.00	11.00	41,350 - 49,462	461,381
20000418	1436	Equipment Technician 1	0.00	23.00	36,005 - 43,139	949,058
20000423	1438	Equipment Technician 2	0.00	3.00	39,499 - 47,091	141,273
20000924	1876	Executive Secretary	0.49	0.49	43,555 - 52,666	26,582
20000461	1465	Field Representative	20.82	16.39	32,323 - 38,917	624,476
90000461	1465	Field Representative - Hourly	4.40	0.00	32,323 - 38,917	-
20000822	1798C	Golf Course Manager	2.00	2.00	59,488 - 71,760	141,662
20000501	1512	Heavy Truck Driver 2	2.00	2.00	37,565 - 45,302	45,302
20000513	1520	Hydrography Aide	1.00	1.00	42,536 - 51,251	50,280
20000178	1243	Information Systems Administrator	0.47	0.47	73,466 - 88,982	41,821
20000290	1348	Information Systems Analyst 2	5.67	4.73	54,059 - 65,333	301,591
20000293	1349	Information Systems Analyst 3	2.82	3.29	59,363 - 71,760	227,288
20000998	1926	Information Systems Analyst 4	2.82	2.35	66,768 - 80,891	186,657
20000515	1523	Instrumentation and Control Technician	7.00	7.00	51,896 - 62,296	436,072

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20000497	1508	Irrigation Specialist	0.00	2.67	37,814 - 45,261	120,843
20000590	1580	Laboratory Technician	9.00	9.00	40,622 - 49,067	394,496
90000589	1579	Laborer - Hourly	6.86	6.00	29,182 - 34,757	175,095
90000579	1572	Lake Aide 1 - Hourly	10.98	16.00	23,483 - 27,768	375,731
20000564	1560	Lake Aide 2	14.00	13.00	27,602 - 32,677	417,151
20000616	1599	Lakes Program Manager	1.00	1.00	73,466 - 88,941	89,386
90001073	2103	Management Intern - Hourly	2.09	2.65	24,274 - 29,203	68,778
20000028	1108	Management Trainee	0.49	0.00	38,750 - 46,738	-
20000622	1608	Marine Mechanic	0.00	1.00	44,366 - 53,206	53,206
20000165	1230	Multimedia Production Specialist	0.18	0.89	43,264 - 51,979	46,492
20000634	1614	Organization Effectiveness Specialist 2	0.98	0.49	54,059 - 65,333	32,018
20000627	1612	Organization Effectiveness Specialist 3	0.00	0.49	59,363 - 71,760	34,114
20000639	1615	Organization Effectiveness Supervisor	0.49	0.49	66,768 - 80,891	38,447
20000680	1648	Payroll Specialist 2	5.39	4.90	34,611 - 41,787	201,918
20000173	1238	Payroll Supervisor	0.98	0.98	39,686 - 48,069	47,348
20000701	1666	Plant Process Control Electrician	5.00	5.00	51,896 - 62,296	243,422
20000703	1668	Plant Process Control Supervisor	1.00	1.00	56,410 - 68,224	68,565
20000705	1668B	Plant Process Control Supervisor	0.00	0.98	56,410 - 68,224	67,205
20000740	1725	Principal Drafting Aide	1.96	1.96	50,003 - 60,549	114,700
20000743	1727	Principal Engineering Aide	7.95	7.43	50,003 - 60,549	389,670
20000746	1727C	Principal Engineering Aide	1.00	1.00	50,003 - 60,549	59,035
20001222	2270	Program Manager	2.59	4.01	46,966 - 172,744	405,066
20000760	1750	Project Assistant	0.50	0.00	57,866 - 69,722	-
20000761	1751	Project Officer 1	0.98	0.00	66,622 - 80,454	-
90000761	1751	Project Officer 1 - Hourly	0.19	0.31	66,622 - 80,454	20,653
20000763	1752	Project Officer 2	0.49	0.00	76,794 - 92,851	-
20000766	1752C	Project Officer 2	0.89	1.78	76,794 - 92,851	158,577
20000783	1776	Public Information Clerk	2.60	2.20	31,491 - 37,918	82,685
20000784	1777	Public Information Officer	0.49	0.89	43,514 - 52,707	47,139
20001150	2194	Public Utilities Director	0.25	0.49	59,155 - 224,099	83,290
20000373	1398	Ranger/Diver 1	3.00	3.00	42,494 - 51,272	103,056
90000373	1398	Ranger/Diver 1 - Hourly	1.00	0.00	42,494 - 51,272	-
20000375	1399	Ranger/Diver 2	2.00	2.00	46,634 - 56,347	111,566
20000376	1400	Ranger/Diver Supervisor	0.00	1.00	53,726 - 64,958	55,338
20000557	1556	Recycling Program Manager	0.49	0.00	76,731 - 92,893	-
20000560	1556C	Recycling Program Manager	0.00	0.49	76,731 - 92,893	44,153
20000559	1556B	Recycling Program Manager	0.49	0.49	76,731 - 92,893	45,517
20000840	1817	Reservoir Keeper	8.00	8.00	40,019 - 47,819	380,644
20000850	1823C	Safety Officer	0.49	0.49	57,907 - 69,930	34,432
20000847	1823	Safety Officer	0.98	0.98	57,907 - 69,930	66,813
20000854	1826	Safety Representative 2	4.41	4.41	50,461 - 61,027	257,588

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
90000854	1826	Safety Representative 2 - Hourly	0.00	0.48	50,461 - 61,027	24,221
20001042	1972	Safety and Training Manager	0.98	0.98	66,768 - 80,891	79,664
20000869	1844	Senior Account Clerk	0.80	0.80	36,067 - 43,514	34,467
20000828	1804	Senior Biologist	0.00	0.89	71,760 - 86,466	75,028
20000883	1854	Senior Chemist	1.00	1.00	71,739 - 86,466	86,898
20000885	1855	Senior Civil Engineer	5.62	6.09	76,794 - 92,851	484,284
20000927	1879	Senior Clerk/Typist	0.98	1.38	36,067 - 43,514	60,341
20000898	1860	Senior Customer Services Representative	4.00	5.00	37,835 - 45,781	210,977
20000312	1365	Senior Department Human Resources Analyst	0.49	0.49	59,363 - 71,760	34,102
20000400	1423	Senior Drafting Aide	3.43	3.43	44,429 - 53,706	176,566
20000902	1861B	Senior Engineering Aide	4.34	7.45	44,429 - 53,706	385,215
20000900	1861	Senior Engineering Aide	2.96	1.49	44,429 - 53,706	72,280
20000015	1106	Senior Management Analyst	8.22	9.35	59,363 - 71,760	650,344
90000015	1106	Senior Management Analyst - Hourly	0.00	0.17	59,363 - 71,760	10,092
20000856	1830	Senior Mechanical Engineer	0.50	0.49	76,794 - 92,851	44,359
20000920	1872B	Senior Planner	0.49	0.89	65,354 - 79,019	59,911
20000918	1872	Senior Planner	0.74	0.89	65,354 - 79,019	70,680
20000708	1671	Senior Plant Technician Supervisor	0.00	0.98	60,070 - 72,467	71,378
20000916	1871	Senior Public Information Officer	0.98	0.98	54,059 - 65,333	59,453
20001060	1987	Senior Water Operations Supervisor	3.00	3.00	77,293 - 93,517	269,333
20000914	1870	Senior Water Utility Supervisor	0.49	1.38	47,216 - 57,138	70,584
20000950	1899	Stock Clerk	1.00	1.00	30,056 - 36,275	36,456
20000955	1902	Storekeeper 1	1.00	1.00	34,611 - 41,517	41,724
90000964	1910	Student Engineer - Hourly	1.05	1.24	26,707 - 32,011	33,116
90001146	2188	Student Intern - Hourly	0.53	0.00	18,616 - 22,318	-
90000967	1914	Student Worker - Hourly	0.00	1.07	20,925 - 24,918	22,389
20000313	1366	Supervising Department Human Resources Analyst	0.98	0.49	66,768 - 80,891	38,447
20000995	1923	Supervising Economist	0.36	0.36	66,768 - 80,891	28,246
20000990	1921	Supervising Field Representative	1.99	2.00	35,651 - 42,890	73,419
20000985	1917O	Supervising Management Analyst	0.49	0.89	66,768 - 80,891	69,826
20000970	1917	Supervising Management Analyst	4.99	4.90	66,768 - 80,891	382,519
20000997	1925	Supervising Meter Reader	1.34	2.00	37,253 - 44,720	87,190
20001021	1940	Supervising Public Information Officer	1.99	2.39	59,363 - 71,760	172,353
20001041	1971	Training Supervisor	0.49	0.49	59,363 - 71,760	35,346
20001051	1978	Utility Worker 1	0.00	8.00	30,534 - 36,296	279,136
20000317	1370	Water Distribution Operations Supervisor	1.00	1.00	54,766 - 65,374	63,740
20000316	1369	Water Distribution Operator	6.00	6.00	47,632 - 56,867	333,839
20001059	1986	Water Operations Supervisor	3.00	3.00	68,037 - 81,307	242,700

Public Utilities

Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
20001061	1988	Water Plant Operator	24.00	24.00	59,134 - 70,699	1,543,754
20000932	1884	Water Production Superintendent	2.00	2.00	81,578 - 98,675	192,416
20000006	1016	Water Systems District Manager	3.00	3.00	62,504 - 75,130	224,264
20000003	1013	Water Systems Technician 3	176.00	137.00	41,454 - 49,504	5,938,760
20000004	1014	Water Systems Technician 4	60.00	54.00	47,632 - 56,867	2,759,418
20000005	1015	Water Systems Technician Supervisor	21.50	17.00	54,766 - 65,374	888,048
20001065	1992	Water Utility Worker	0.00	6.00	33,322 - 39,666	237,996
20001058	1985	Welder	3.00	2.00	44,366 - 53,206	62,046
20000756	1746	Word Processing Operator	14.82	18.06	31,491 - 37,918	676,148
		AWWA WDP Cert Pay				36,920
		Backflow Cert				11,440
		Bilingual - Regular				29,016
		Cross Connection Cert				13,520
		Emergency Medical Tech				13,506
		Exceptional Performance Pay-Classified				40,259
		Exceptional Performance Pay-Unclassified				1,832
		Geographic Info Cert Pay				5,668
		Night Shift Pay				36,840
		Overtime Budgeted				1,872,124
		Plant/Tank Vol Cert Pay				30,318
		Reg Pay For Engineers				335,805
		Split Shift Pay				91,402
		Termination Pay Annual Leave				127,247
		Welding Certification				3,640
Salaries and Wages Subtotal			704.27	718.87		\$ 40,051,215
Fringe Benefits						
		Employee Offset Savings				\$ 317,148
		Flexible Benefits				3,962,816
		Long-Term Disability				212,742
		Medicare				467,596
		Other Post-Employment Benefits				3,942,862
		Retiree Medical Trust				1,226
		Retirement 401 Plan				4,877
		Retirement ARC				12,345,742
		Retirement DROP				112,658
		Retirement Offset Contribution				57,204
		Risk Management Administration				656,179
		Supplemental Pension Savings Plan				1,678,538
		Unemployment Insurance				143,028
		Workers' Compensation				853,443
Fringe Benefits Subtotal						\$ 24,756,059
Total Personnel Expenditures						\$ 64,807,274

Public Utilities

Revenue and Expense Statement (Non-General Fund)

Sewer Funds	FY2011 Budget*	FY2012 Adopted
BEGINNING BALANCE AND RESERVES		
Balance from Prior Year	\$ 47,793,245	\$ 51,103,262
Continuing Appropriation	78,673,138	83,340,653
Dedicated Reserve (DRES)	—	36,272,893
Employee Efficiency Incentive Reserve	—	5,941,163
Capital Reserve	5,000,000	5,000,000
Operating Reserve/Contingency	33,666,326	38,078,000
Rate Stabilization Reserve	20,300,000	20,300,000
Unallocated Reserve	3,500,000	—
TOTAL BALANCE AND RESERVES	\$ 188,932,709	\$ 240,035,971
REVENUE		
Bond Proceeds	\$ 108,796,000	\$ 63,831,000
Capacity Charges	2,400,000	3,600,000
Electrical Cogeneration	1,610,954	1,250,000
Grants Receipts	359,000	—
Interest Earnings	6,000,000	6,500,000
Land & Building Rentals	—	150,000
Other Revenue	241,874	180,000
Services Rendered to Others	6,203,000	9,235,000
Sewage Treatment Plant Services	65,000,000	65,000,000
Sewer Service Charges	314,804,652	314,620,000
State Revolving Fund Loan Proceeds	—	8,800,000
TOTAL REVENUE	\$ 505,415,480	\$ 473,166,000
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 694,348,189	\$ 713,201,971
CAPITAL IMPROVEMENT PROGRAM (CIP) EXPENSE		
CIP Expenditures	\$ 135,165,080	\$ 63,524,333
TOTAL CIP EXPENSE	\$ 135,165,080	\$ 63,524,333
OPERATING EXPENSE		
Debt Service	\$ 103,003,544	\$ 102,482,694
Department Expenditures & Encumbrances	229,275,079	208,300,362
Operating Reserve/Contingency - Budgeted	4,114,841	—
State Revolving Fund Loan Expense	6,059,214	6,059,215
Appropriated Reserve	3,500,000	3,500,000
Transfers to Other Funds	—	8,020,341
TOTAL OPERATING EXPENSE	\$ 345,952,678	\$ 328,362,612
TOTAL EXPENSE	\$ 481,117,758	\$ 391,886,945
RESERVES		
Continuing Appropriation	\$ 120,234,747	\$ 133,579,853
Dedicated Reserve (DRES)	—	36,272,893
Employee Efficiency Incentive Reserve	—	5,941,163

Public Utilities

Revenue and Expense Statement (Non-General Fund)

Sewer Funds	FY2011 Budget*	FY2012 Adopted
Capital Reserve	5,000,000	5,000,000
Operating Reserve/Contingency	38,078,000	35,442,062
Rate Stabilization Reserve	20,300,000	20,300,000
Unallocated Reserve	3,500,000	—
TOTAL RESERVES	\$ 187,112,747	\$ 236,535,971
BALANCE	\$ 26,117,684	\$ 84,779,055
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 694,348,189	\$ 713,201,971

* At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

Public Utilities

Revenue and Expense Statement (Non-General Fund)

Water Utility Operating Fund	FY2011 Budget*	FY2012 Adopted
BEGINNING BALANCE AND RESERVES		
Balance from Prior Year	\$ —	\$ 18,781,887
Capital Reserve	5,000,000	5,000,000
Continuing Appropriation	134,201,287	121,063,679
Operating Reserve/Contingency	19,936,102	19,936,102
Rate Stabilization Reserve	20,500,000	20,500,000
Dedicated Reserve (DRES)	3,672,638	15,126,948
Employee Efficiency Incentive Reserve	—	1,683,298
State Revolving Fund Loan Reserve	1,375,922	1,375,922
Secondary Purchase Reserve	7,513,111	7,513,111
TOTAL BALANCE AND RESERVES	\$ 192,199,060	\$ 210,980,947
REVENUE		
Capacity Charges	\$ 2,575,000	\$ 3,750,000
Financing Proceeds	113,400,000	65,000,000
Grants Receipts	4,334,000	25,750,000
Interest Earnings	5,000,000	4,250,000
Land and Building Rentals	4,513,000	4,734,000
New Water Services	840,000	650,000
Other Revenue	591,000	2,021,000
Reclaimed Water	4,927,000	1,800,000
Sale of Water	369,142,000	396,300,000
Service Charges	1,160,000	1,160,000
Service Rendered to Others	11,936,000	3,490,000
TOTAL REVENUE	\$ 518,418,000	\$ 508,905,000
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 710,617,060	\$ 719,885,947
CAPITAL IMPROVEMENT PROGRAM (CIP) EXPENSE		
CIP Expenditures	\$ 105,714,696	\$ 81,871,530
TOTAL CIP EXPENSE	\$ 105,714,696	\$ 81,871,530
OPERATING EXPENSE		
Debt Service	\$ 61,407,458	\$ 64,020,925
Department Expenditures/Encumbrances	157,104,140	156,982,276
Operating Reserve-Budgeted	4,839,098	5,184,634
State Revolving Fund Loan Expense	1,375,922	4,563,083
Transfers to Other Funds	9,159,726	8,993,371
Appropriated Reserve	3,500,000	3,500,000
Water Purchases (Commodity)	169,215,000	183,548,446
Water Purchases (Fixed Charges)	18,493,374	24,849,662
TOTAL OPERATING EXPENSE	\$ 425,094,718	\$ 451,642,397
TOTAL EXPENSE	\$ 530,809,414	\$ 533,513,927

Public Utilities

Revenue and Expense Statement (Non-General Fund)

Water Utility Operating Fund	FY2011 Budget*	FY2012 Adopted
RESERVES		
Capital Reserve	\$ 5,000,000	\$ 5,000,000
Continuing Appropriation	113,007,040	97,803,210
Operating Reserve/Contingency	19,936,102	29,223,247
Rate Stabilization Reserve	20,500,000	20,500,000
Dedicated Reserve (DRES)	3,672,638	15,126,948
Employee Efficiency Incentive Reserve	-	1,683,298
State Revolving Fund Loan Reserve	1,375,922	4,531,431
Secondary Purchase Reserve	7,513,111	12,503,886
TOTAL RESERVES	\$ 171,004,813	\$ 186,372,020
BALANCE	\$ 8,802,833	\$ -
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 710,617,060	\$ 719,885,947

* At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.