

MWRA Board of Directors Meeting

May 16, 2012

Voting Summary Sheet

Item Name	Type	Notes	Vote	Discussion Highlights	Attachments
Approval of Minutes	n/a	n/a	Unanimous		
Report of the Chair	n/a	n/a	n/a	*	
Report of the Executive Director	n/a	n/a	n/a	*	
Bond Defeasance of Future Debt Service	Approval	Authorized MWRA Executive Director to defease an aggregate principal of \$34,020,000 of outstanding MWRA senior bonds. To reduce debt service by \$39,237,938	Unanimous		
Memorandum of Understanding and Financial Assistance Agreement with the Town of Brookline	Approval	Authorized MWRA Executive Director to execute Amendment 3 to MOU and Financial Assistance Agreement Increasing amount by \$1,944,184.00	Unanimous		
Authority Accountability and Transparency Act (AAT)	Approval	Originally on agenda as information but changed for a vote. Board designated this as a meeting required by AAT Act.	Unanimous		
Changes in Existing Sick Time Payout Benefit for Executive Required by the Authority Accountability And Transparency Act	Approval	Approved change in sick time payout benefit Reduced from 30% to 25% of unused sick time to be paid out to executives upon retirement	Unanimous		
Renewal of Employment Contract, Part-time Administrative Assistant at the Clinton Wastewater Treatment Plant	Approval	Approved Renewal of the part-time employment contract for Ms. Jane Densmore Not to exceed an annual compensation of \$22,173	Unanimous		
Renewal of Employment Contract, Part-Time Principal Civil Engineer, Deer Island Treatment Plant	Approval	Approved the renewal of the part-time employment contract for Mr. William A. Haynes Not to exceed an annual compensation of \$55,400	Unanimous		
Primary and Secondary Clarifier W3H Flushing System, Deer Island Treatment Plant: Delta control Engineers, Inc., d/b/a Harding and Smith, Contract 7374	Contract Award	Approved Contract 7374 For an amount of \$1,198,141 Contract term of 365 calendar days	Unanimous		
Renewable and Alternative Energy Portfolio Services: Nexant, Inc., Contract RPS-36, Amendment 2	Contract Amendments/Change Orders	Approved Amendment 2 Not to exceed \$60,000 Extending the term by 477 calendar days	Unanimous		
Security Guard Services for Various MWRA Facilities: U.S. Security Associates, Inc.	Contract Amendments/Change Orders	Approved Amendment No. 6 to increase Contract No. EXE-025 Amount of \$2,487,086.79 Extending term by 18 months	Unanimous		
Delegated Authority	Information	HVAC System on Deer Island is dated and will be replaced. Rental is expensive so portable HVAC units will be beneficial and cost effective.	n/a	*	
Update of MWRA's Radio System	Information	There will be a conversion from analog to digital signal transmission. This will include some stationary and handheld units.	n/a	*	
FY2012 3 rd Quarter Orange Notebook	Information	Average rainfall in the Boston area is 16 inches this time of year, current rainfall is 10 inches. Rainfall for February and May was good for reservoirs. After May, trees benefited from rain.	n/a	*	
Staffing Study Report: Amawalk Consultant Group, Contract A550	Information	Study done at request by MWRA Advisory Board 5-year staffing target of 1,150 employees can be met through attrition MWRA below average when compared to other utilities for Overtime spending	n/a	*	
FY12 Financial Update and Summary as of April 2012	Information	n/a	n/a		*

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Progress of City of Cambridge-Implemented CSO Projects and Projected Financial Assistance through September 2012	Information	Staff is meeting all court schedules and progressing well on this item.	n/a	*	
Progress Update of BWSC-Implemented CSO Projects and Projected Financial Assistance through December 2012	Information	Staff reported a lot of work done on this item to date but still more work in progress.	n/a	*	
Update on Major Dam Improvements	Information	The Authority is nearing the completion of 6 projects with relation to Dam Safety Inspections	n/a	*	
Update on EPA Unregulated Contaminant Monitoring Rule	Information	Once every five years, EPA collects information on 30 different potential contaminants EPA sets the rule and staff has to draw samples MWRA staff requested to meet with the Advisory Board for review on this.	n/a	*	

Administration and Finance
 Wastewater
 Water
 Personnel
 * Link to Advisory Board position



MWRA Advisory Board Discussion Highlights
of the
MWRA Board of Directors Meeting
Wednesday, May 16, 2012

- *Please note that this serves to highlight active discussion on agenda items at the Board of Directors meeting.*
- *Language directly from the staff summary is highlighted in grey, while discussion remains in plain text*
- *Please see the attached summary sheet for a complete list of Board actions.*
- *Detailed background information on each agenda item can be found in the Board of Directors packet available on our website at: www.mwraadvisoryboard.com.*
- *PowerPoint presentations made to the Board of Directors have been included in the May Discussion Highlights*

A meeting of the Board of Directors of the Massachusetts Water Resources Authority was held on May 16, 2012 at the Charlestown Navy Yard. **Present:** Chair Rick Sullivan and Joel Barrera, Gubernatorial Appointees; John Carroll, Andrew Pappastergion and Joseph Foti, Advisory Board Representatives; James Hunt III and Kevin Cotter, City of Boston Representatives; Jack Walsh, City of Quincy Representative; **Absent:** Michael Gove, Gubernatorial Appointee; Vincent Mannerling, City of Boston Representative; Marie Turner, Town of Winthrop Representative

Report of the Chair

Chairman Rick Sullivan explained that there were two items of business to mention. On behalf of Mr. Sullivan and the full Board, congratulations to Joseph Foti on being elected as a Selectman to the Town of North Reading.

Chairman Sullivan also provided an update on the Forestry Report to the Board and MWRA Advisory Board. He stated that he and his staff have had repeated discussions with Dr. Barton about the report. There will be a memo sent out shortly on this matter. There will be a deadline of June 1st for a full draft to be given to the Science Technology Advisory Committee and then all the comments will be due back by June 15th. Furthermore, the report should be finalized by the end of June as long as there are no significant changes made or requested. Mr. Sullivan thanked everyone for their patience on the matter. Mr. Sullivan also personally thanked Kathy Baskin and Stephanie Cooper of EOEEA who worked closely with Dr. Barton over the last two months to bring this to conclusion.

Report of the Executive Director

Mr. Laskey mentioned there will be an event coming up to recognize the new policies that will help open up to 50 miles of trails for public use along the Cochituate, Sudbury, Weston and Wachusett Aqueduct.

Mr. Laskey also stated that the MWRA was honored by the Governor and DEP for outstanding performance for its public water supply system. This was the second year the Authority received this award.

Standard and Poor's has given its update on the MWRA Retirement System that received a AAA rating, which is the highest rating. The credit agency highlighted the Authority's efforts to address unfunded liability.

Mr. Laskey also noted that the Long-Term Rates Management Committee met and will continue to work on putting together a report to bring to the Board in June.

APPROVALS

Bond Defeasance of Future Debt Service

The Board voted to authorize the Executive Director or his designee, on behalf of the Authority, to enter into and execute all necessary agreements and other instruments to escrow cash and/or securities in an amount necessary to effectuate the redemption and defeasance of an aggregate principal amount of \$34,020,000 of outstanding MWRA senior bonds to maturity to reduce FY13 through FY16's debt service requirement by \$39,237,938.

Memorandum of Understanding and Financial Assistance Agreement with the Town of Brookline for Implementation of CSO Control Project, Amendment 3, and Progress of Town Brookline-Implemented CSO Project and Projected Financial Assistance through July 2013

The Board voted to authorize the Executive Director, on behalf of the Authority, to execute Amendment 3 to the *Memorandum of Understanding and Financial Assistance Agreement with the Town of Brookline for Implementation of CSO Control Project*, increasing the amount by \$1,944,184.00 and revising the language of the agreements in regard to the use of interest to fund eligible costs.

Authority Accountability and Transparency Act

The Board originally had the Accountability and Transparency Act (AAT) item on the agenda as an information item but then later decided for a vote. The Board voted to designate this as the meeting required by the AAT Act.

Changes in Existing Sick Time Payout Benefits for Executives Required by the Authority Accountability and Transparency Act

The Board voted to approve a change in the sick time payout benefit at retirement for "executives" of the Authority by reducing from 30% to 25% the percentage of accumulated unused sick time that may be paid to such "executives" upon their retirement from MWRA in order that the benefit not exceed the level of benefit afforded to state employees, and further to designate the Executive Director, Chief Operating Officer, Chief Financial Officer and General Counsel as "executives" of the Authority under the Authority Accountability and Transparency Act and its regulations.

Renewal of Employment Contract, Part-Time Administrative Assistant at the Clinton Wastewater Treatment Plant

The Board voted to approve the renewal of the part-time employment contract for Ms. Jane Densmore, Administrative Assistant, Clinton Wastewater Treatment Plant, for a period of one year from July 1, 2012 to June 30, 2013, increasing the hourly rate from \$21.00 to \$21.32, for an annual compensation not to exceed \$22,173.00.

Renewal of Employment Contract, Part-Time Principal Civil Engineer, Deer Island Treatment Plant

The Board voted to approve the renewal of the part-time employment contract for Mr. William A. Haynes, Principal Civil Engineer, Deer Island Treatment Plant, for a period of one year, from June 1, 2012 to June 1, 2013, increasing the hourly rate from \$46.65 to \$47.35, for an annual compensation not to exceed \$55,400.00.

CONTRACT AWARDS

Primary and Secondary Clarifier W3H Flushing System, Deer Island Treatment Plant: Delta control Engineers, Inc., d/b/a Harding and Smith, Contract 7374

The Board voted to approve the award of Contract 7374, Primary and Secondary Clarifier W3H Flushing System, Deer Island Treatment Plant, to the lowest responsible and eligible bidder, Delta Control Engineers, Inc., d/b/a Harding & Smith, and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of \$1,198,141, with a contract term of 365 calendar days from the Notice to Proceed.

CONTRACT AMENDMENTS/CHANGE ORDERS

Renewable and Alternative Energy Portfolio Services: Nexant, Inc., Contract RPS-36, Amendment 2

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Amendment 2 to Contract RPS-36, Renewable and Alternative Energy Portfolio Services, with Nexant, Inc., in accordance with the terms and conditions of an existing contract with the Commonwealth of Massachusetts, *Contract FAC68designatedDCAM*, for a share of revenue received from sales of MWRA's Class I Renewable Energy Certificates, in an amount not to exceed \$60,000.00 and extending the term by 477 calendar days to October 8, 2013.

Security Guard Services for Various MWRA Facilities: U.S. Security Associates, Inc., Contract EXE-025, Amendment 6

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Amendment No. 6 to increase the amount of Contract No. EXE-025 with U.S. Security Associates, Security Guard Services for Various MWRA Facilities, in the amount of \$2,487,086.79 and reallocating certain unexpended funds within the contract, and extending the term by 18 months to February 4, 2014.

INFORMATION

Delegated Authority Report - March 2012

Chief Operation Officer Michael Hornbrook explained the HVAC system on Deer Island Treatment Plant (DITP) is old and need of repair. There will be a capital project for the HVAC replacement across the island. These purchases, however, are portable units that will be able to be used in any building and off the island where facilities HVAC's are not used. The rental is very expensive so these portables HVAC units essentially pay for itself very quickly.

Board member Andrew Pappastergion asked why the groundskeeping contracts were split and not bundled together, Mr. Vetere noted that Western Operations has a different pool of vendors than the metro area; it's location-based and travel time and costs are a factor as well. He asked if there was some overlap with the vendors. Deputy Director of Administration and Finance Michelle Gillen explained that staff gets some overlap between the Metro area and the DITP.

Update of MWRA's Radio System

Mr. Laskey wanted to bring the update of the radio system to the Board's attention because it is a multi-year process. This will be done under the Delegated Authority. The purpose of this is to eliminate any questions for bid-splitting or other related concerns This is what Mr. Laskey believes is the logical way of moving forward with this item.

Director of Operations, Support and Emergency Preparedness Marcis Kempe explained this was a conversion from analog to digital signal transmission. Mr. Pappastergion asked if it was narrowbanding. Mr. Kempe responded that narrowbanding was a separate issue and Motorola is paying for that. The current radio system is not supported by Motorola for repair or replacement anymore and there has been a better offer put on the table. Mr. Pappastergion asked if this will be just portables or Bay Station. Mr. Kempe stated that yes, some of those will be stationary units and some will be handhelds. Staff is trying to take care of the Western Operations first.

Mr. Laskey explained that the radio system is still vital despite cell phones. He introduced Bruce McMillen who manages the program for the MWRA. Mr. Kempe stated that the Authority has had this old system for a long time. The technology-based equipment usually doesn't last this long. Mr. Laskey stated that staff discussed purchasing them all at one shot but backed off and just moved forward with the current amount. Staff had a healthy discussion back and forth and believed this was a reasonable approach.

FY2012 3rd Quarter Orange Notebook

Mr. Barrera asked that since it rained so much during the month of May, will we still be able to catch up with rainfall. Mr. Hornbrook explained that it would not be possible. The average rainfall in the Boston area for a 6 month period is 16 inches, currently we're at 10 inches. Director of Planning Stephen Estes-Smargiassi explained that rainfall in February and March was good for reservoirs. After May, the trees benefited from the rain, the reservoirs not as much.

Mr. Barrera asked if the system yield is lower than usual but still higher than our ability to use it. Mr. Hornbrook stated that his statement was correct. He explained that the Authority has the ability to ride out short-term and even medium-term drought the way other local sources cannot because of the MWRA's volume. Mr. Barrera asked if staff has any analysis of systems that are not a part of the MWRA system. Mr. Hornbrook stated yes, there is a state drought committee and some systems are impacted immediately. MWRA staff put together a list of communities with the potential to hook into the MWRA water system in the event of a drought. This analysis was at the request of the Advisory Board. Advisory Board Executive Director Joe Favaloro stated that this is part of the Advisory Board's comments and recommendations. At Thursday's Advisory Board meeting, there will be presenters from the state to talk about drought management and looking at the Authority's ability to help in that area.

Board member Jack Walsh asked if the wastewater treatment is always higher than the water the MWRA supplies. He wanted to know if it was just because we have more communities on the wastewater side or is that an Inflow/Infiltration (I/I) issue. Mr. Hornbrook explained that it's probably 50-75 MG for I/I. Across the country-wastewater flows are always higher than water sales. The issue is the age of the system, groundwater, etc. The newer systems like Randolph and Holbrook have a lower amount. Mr. Pappastergion also mentioned that some communities are only partially supplied on the water side but fully supplied on the sewer side. This impacts the difference as well.

If you are interested in viewing the MWRA's presentation on the Orange Notebook, please click [here](#).

Staffing Study Report: Amawalk Consultant Group, Contract A550

At the request of the MWRA Advisory Board, MWRA's Board of Directors authorized staff to conduct a staffing study to determine an appropriate staffing level for the agency over the next five years. Mr. Hornbrook introduced Ed Marcus from Amawalk Consultant Group and John Corliss from Peer Consulting to give a presentation on the results and conclusion on the method of the study.

Mr. Barrera asked about the Toxic Reduction and Control (TRAC) slide and wanted to know why we are looking at Significant Industrial Users as a comparison? The consultant responded that this is just a benchmark from TRAC department, not an agency-wide benchmark. Mr. Pappastergion asked if the Board can get some rationale behind the utility comparisons as well. The consultant explained that as they looked at the staffing data from each of the utilities, no utility had the lowest number of people in all units. Every utility has staffing in the 1st quartile in one area, the 3rd quartile in another, etc. Further, competitive is defined by the 2nd or 1st quartile. It should be noted that in most units within the Authority, it's already in the 1st and 2nd quartile, but in a few cases it's moving into the 3rd quartile. Mr. Pappastergion asked if the 1st or 2nd quartile is better. The consultant responded by stating that if more were in the 1st quartile, then your service would decline. When you're optimizing the overall organization to perform at an optimal level, some units will be sub-optimal to make up for other areas you want to optimize.

Mr. Pappastergion stated that some of the Board felt going into the staffing study were probably areas that were the MWRA is understaffed. Mr. Laskey stated that within the general categories, there will be movement in and out of the organization.

Mr. Hunt stated that he believed that this was a benchmarking study conducted against the Authority's peers. The consultant responded by stating that they looked at the MWRA and what was being achieved. They noted that the MWRA should receive praise for their extraordinary system. However, the Authority could cut back on staffing but that would cause more overflows and flooding in the streets, although, if you're providing a better level of service then it requires more people to do the work, so that would be a policy decision. The Authority places a higher priority on meeting the spirit of the regulations and the service requirements than a lot of places that simply meet the letter of the law and do not go any further.

The consultant also explained that the people in TRAC spend time knowing who the significant industrial users are. Other agencies don't go looking for them whereas MWRA is more diligent in that area.

Mr. Barrera asked is the model for water, wastewater and wholesale is unique or is it relatively common supplier. The consultant responded by stating that it is not very common. For example, in Washington DC, the water side is purely a retailer, not wholesale. On the wastewater side, it's a different story. DC still does same retail for wastewater but it serves more users than the water system. Their treatment plant is similar to the DITP, on the wastewater side, they are a great comparison up against the MWRA but on the water side, not so much. Mr. Laskey stated that the DC example shows the difficulty of finding apples to apples comparisons with other utilities.

Mr. Barrera stated that in every case where recommendations were made, it was to lower the headcount, but to Mr. Pappastergion's point, in no case did you say that the Authority is understaffed. The consultant responded by stating that at the functional level, no but at the sub-functional level, there might be some over and some understaffing; the cost of overtime, we expect decisions will be made to shift resources within the organization.

Mr. Pappastergion asked if it is an industry standard or is it you're the consultant's opinion that being in the 2nd quartile is good. The consultant explained that every utility is different. An example is wastewater treatment, which has very competitive staffing at the DITP, but they also treat more than most other utilities. There was nothing that jumped out at us as needing to have additional staff.

Mr. Barrera you looked to optimize and reduce. The consultant explained that they believe the MWRA is efficient and there is a reasonable balance with staffing.

Mr. Laskey stated that one of the things that the Authority has been discussing over the years is getting to a steady state with staffing. He believed that the Authority is getting pretty close to that. Once the Headworks is rehabbed and modernized, we should reach the staffing level that we need, unless the federal government requires something new.

The consultant also highlighted that the MWRA is in a good position with regard to overtime. The choice will be between using more overtime for some areas or increasing staffing to keep overtime usage down.

Mr. Barrera asked what the other models for transitions and succession planning are. The consultant explained that the MWRA is better than a lot of other utilities with regard to knowledge being shared, but it is still a concern.

Mr. Pappastergion asked Mr. Laskey how to we move forward from here. Mr. Laskey stated that he doesn't see any significant changes for the budget for FY13, but staff will figure out a strategy to layer it into the budget in future years. This will give structure for the management of attrition.

Mr. Barrera asked if management was endorsing this as a reasonable study and embracing the conclusions. Mr. Laskey stated that he knows that there will be some difference of opinions through the ranks, but staff will discuss it in-house.

Mr. Pappastergion stated that he had only received the information on the staffing study yesterday and has now seen the presentation today. He wanted to have some more time to review the material and come back to the full Board for further discussion. Mr. Laskey agreed and said the staffing study will be going to the Advisory Board for review.

EOEEA staff member, Kathy Baskin mentioned that in the appendix of the staffing study document, there were certain departments mentioned that were more aged than others; has that information been quantified and communicated to the MWRA. Mr. Laskey explained that this is not something that's new to the MWRA. Staff has been aggressively putting down standard operating procedures (SOP's) and new facilities. There is a massive amount of information on how to run systems and staff has to be sensitive to the people involved. We know there are some people close to retirement and it is not something we ignore. Staff will bring answers back to the Board to show that this is getting done. That being said, there is nothing better than firsthand experience on a daily basis. One of the things that staff has noticed is that in cutting back on a lot of positions, there was also a lot of middle management positions eliminated. Mr. Hunt stated that he would want to know more about historical staffing in the specific areas identified in the staffing study going forward.

If you are interested in viewing the full presentation, please click [here](#).

FY12 Financial Update and Summary as of April 2012

Director of Administration and Finance Rachel Madden summarized the information that can be found in the staff summary of the board packet.

Progress of City of Cambridge –Implemented CSO Projects and Projected Financial Assistance through September 2012

Senior Program Manager David Kubiak summarized some of the information that can be found in the staff summary.

Mr. Hornbrook explained that staff is meeting all court schedules and progressing well on this item. Mr. Laskey stated that the general sense is that the Authority will have to start benchmarking itself. Mr. Hunt mentioned that the city of Philadelphia's plan just got approved by EPA. Mr. Hornbrook explained that if you ask what the level of control is in Philadelphia, you would get several different answers because they do not have specific limits or goals set yet. Mr. Hornbrook responded that staff can come back in June with more information on that. Mr. Barrera mentioned that he had a few staff people that could help with that.

Progress Update of BWSC-Implemented CSO Projects and Projected Financial Assistance through December 2012

Mr. Hornbrook explained that there was a lot of work done on this item but when you consider all the projects that have been completed, there is still little funding remaining to be distributed. Ninety percent of the project's budget has been distributed to date.

Update on Major Dam Improvements

There was a presentation made by the Program Manager of the Reservoir Operations John Gregiore. If you are interested in viewing it in its entirety, please click [here](#).

Update on EPA Unregulated Contaminant Monitoring Rule (UCMR)

Mr. Estes-Smargiassi stated that once in every five years, EPA requires communities to collect information on thirty different potential contaminants; they set the rule and staff has to draw the samples. Utilities have to do this as well; the MWRA has to test in multiple locations. At the present time, every utility with a service population over 10,000 has to take samples. When this has happened in the past, staff has typically gone to the Advisory Board in order to come up with the best plan. Staff would like to meet with the Advisory Board to talk about the best process for gathering samples.

ATTACHMENT 1

	April 2012 Year-to-Date					
	Period 10 YTD Budget	Period 10 YTD Actual	Period 10 YTD Variance	%	FY12 Approved	% Expended
EXPENSES						
WAGES AND SALARIES	\$ 71,482,240	\$ 71,746,135	\$ 263,895	0.4%	\$ 90,319,013	79.4%
OVERTIME	2,931,902	2,614,008	(317,894)	-10.8%	3,508,630	74.5%
FRINGE BENEFITS	14,854,287	14,659,849	(194,438)	-1.3%	17,954,076	81.7%
WORKERS' COMPENSATION	1,750,000	1,301,751	(448,249)	-25.6%	2,100,000	62.0%
CHEMICALS	7,443,833	7,383,374	(60,459)	-0.8%	9,047,275	81.6%
ENERGY AND UTILITIES	18,727,838	19,023,615	295,777	1.6%	22,654,931	84.0%
MAINTENANCE	22,585,891	19,786,518	(2,799,373)	-12.4%	29,470,020	67.1%
TRAINING AND MEETINGS	171,332	134,444	(36,888)	-21.5%	251,550	53.4%
PROFESSIONAL SERVICES	4,690,696	4,147,437	(543,259)	-11.6%	5,892,441	70.4%
OTHER MATERIALS	2,866,029	3,081,414	215,385	7.5%	4,765,483	64.7%
OTHER SERVICES	18,762,587	18,830,141	67,554	0.4%	23,323,074	80.7%
TOTAL DIRECT EXPENSES	\$ 166,266,635	\$ 162,708,686	\$ (3,557,947)	-2.1%	\$ 209,286,493	77.7%
INSURANCE	\$ 1,890,239	\$ 1,632,706	\$ (257,533)	-13.6%	\$ 2,285,870	71.4%
WATERSHED/PILOT	21,149,611	21,019,050	(130,561)	-0.6%	25,576,274	82.2%
BECo PAYMENT	3,247,669	2,977,450	(270,219)	-8.3%	3,965,500	75.1%
MITIGATION	1,264,117	1,235,902	(28,215)	-2.2%	1,528,700	80.8%
ADDITIONS TO RESERVES	161,636	161,636	-	0.0%	195,467	82.7%
RETIREMENT FUND	7,340,438	7,363,170	22,732	0.3%	7,340,438	100.3%
POST EMPLOYEE BENEFITS	-	-	-	---	-	---
TOTAL INDIRECT EXPENSES	\$ 35,053,710	\$ 34,389,914	\$ (663,796)	-1.9%	\$ 40,892,249	84.1%
DEBT SERVICE	\$ 298,711,018	\$ 298,711,018	\$ -	0.0%	\$ 367,979,918	81.2%
DEBT SERVICE ASSISTANCE	(289,423)	(289,423)	-	0.0%	-	---
TOTAL DEBT SERVICE	\$ 298,421,595	\$ 298,421,595	\$ -	0.0%	\$ 367,979,918	81.2%
TOTAL EXPENSES	\$ 499,741,940	\$ 495,520,195	\$ (4,221,744)	-0.8%	\$ 618,158,660	80.2%
REVENUE & INCOME						
RATE REVENUE	\$ 487,636,539	\$ 487,636,539	\$ -	0.0%	\$ 589,700,000	82.7%
OTHER USER CHARGES	6,379,120	6,460,284	81,164	1.3%	7,142,495	90.4%
OTHER REVENUE	4,212,408	4,594,052	381,644	9.1%	4,872,342	94.3%
RATE STABILIZATION	902,818	902,818	-	0.0%	1,091,780	82.7%
INVESTMENT INCOME	12,771,858	13,689,466	917,608	7.2%	15,352,043	89.2%
TOTAL REVENUE & INCOME	\$ 511,902,743	\$ 513,283,159	\$ 1,380,416	0.3%	\$ 618,158,660	83.0%