



**LAS VIRGENES MUNICIPAL WATER DISTRICT**  
4232 Las Virgenes Road, Calabasas CA 91302

**AGENDA**  
**REGULAR MEETING**

Members of the public wishing to address the Board of Directors are advised that a statement of Public Comment Protocols is available from the Clerk of the Board. Prior to speaking, each speaker is asked to review these protocols and **MUST** complete a speakers' card and hand it to the Clerk of the Board. Speakers will be recognized in the order cards are received.

The **Public Comments** agenda item is presented to allow the public to address the Board on matters not on the agenda. The public may present comments on any agenda item at the time the item is called upon for discussion.

Materials prepared by the District in connection with subject matter on the agenda are available for public inspection at 4232 Las Virgenes Road, Calabasas, CA 91302. Materials prepared by the District and distributed to the Board during this meeting are available for public inspection at the meeting or as soon thereafter as possible. Materials presented to the Board by the public will be maintained as part of the records of these proceedings and are available upon written request to the Clerk of the Board.

5:00 PM

October 28, 2014

PLEDGE OF ALLEGIANCE

1. **CALL TO ORDER AND ROLL CALL**
2. **APPROVAL OF AGENDA**
3. **PUBLIC COMMENTS**

Members of the public may now address the Board of Directors **ON MATTERS NOT APPEARING ON THE AGENDA**, but within the jurisdiction of the Board. No action shall be taken on any matter not appearing on the agenda unless authorized by Subdivision (b) of Government Code Section 54954.2

4. **CONSENT CALENDAR**

**A Monthly Investment Report as of September 30, 2014 (Pg. 4) Receive and File**

**B List of Demands: October 28, 2014 (Pg. 13) Approve**

**5. ILLUSTRATIVE AND/OR VERBAL PRESENTATION AGENDA ITEMS**

**A Las Virgenes Unified School District: Presentation of Check for Fourth and Fifth Grade Science Team Water-Related Curriculum**

**B Legislative and Regulatory Updates**

**C Water Supply Conditions and Drought Response (Pg. 40)**

**6. TREASURER**

**7. FACILITIES AND OPERATIONS**

**A Commercial Real Estate Services for Lease of Building Nos. 1 and 8 (Pg. 48)**

Authorize the General Manager to execute an exclusive agreement with Westcord Commercial Real Estate Services, in a form approved by District Legal Counsel, to offer Building No. 1 and the vacant suite in Building No. 8 for lease.

**B Tapia Primary Clarifier No. 1 Rehabilitation Project: Change Order 2 Approval (Pg. 51)**

Authorize the General Manager to approve Change Order No. 2 in the net amount of \$49,338.18 and a 65-calendar-day time extension for the Tapia Primary Clarifier No.1 Rehabilitation Project.

**C Rancho Plow Mixer Discharge Conveyor: Purchase Order Authorization (Pg. 55)**

Authorize the General Manager to issue a purchase order to Austin-Mac, Inc., in the amount of \$42,929, for the replacement upper plow mixer discharge conveyor screw at the Rancho Las Virgenes Composting Facility.

**8. FINANCE AND ADMINISTRATION**

**A Financial Review for the First Quarter of Fiscal Year 2014-15 (Pg. 56)**

**B Information Systems Master Plan and Operational Review: Award of Contract (Pg. 73)**

Accept the proposal from NexLevel Information Technology, Inc., and authorize the General Manager to execute a Professional Services Agreement, in the amount of \$49,200 plus \$2,500 for travel-related expenses, for the Information Systems Master Plan and Organizational Review.

**9. NON-ACTION ITEMS**

**A Organization Reports (Pg. 112)**

- (1) MWD
  - a. Representative Report/Agenda(s)
- (2) Other

**B Director's Reports on Outside Meetings**

**C General Manager Reports**

(1) General Business

(2) Follow-Up Items

**D Director's Comments**

**10. FUTURE AGENDA ITEMS**

**11. PUBLIC COMMENTS**

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**12. CLOSED SESSION**

**A Conference with District Counsel – Anticipated Litigation (Government Code Section 54956.9(b)):**

Number of Cases: 1

**B Conference with District Counsel – Existing Litigation (Government Code Section 54956.9(a)):**

1. San Diego County Water Authority v. Metropolitan Water District of Southern California, et al.
2. Las Virgenes - Triunfo Joint Powers Authority v. United States Environmental Protection Agency and Heal the Bay, Inc. v. Lisa P. Jackson

**13. OPEN SESSION AND ADJOURNMENT**



October 28, 2014 LVMWD Regular Board Meeting

TO: Board of Directors

FROM: Finance & Administration

**Subject: Monthly Investment Report as of September 30, 2014 (Pg. 4)**

**SUMMARY:**

The economy continued its lackluster performance in September, driven by a combination of positive and negative economic indicators. At the end of September, markets were widely flat and the September Federal Reserve meeting indicated little change in its current policies: interest rates stayed at historic lows, bond buying was tapered further, and expectations of interest rate increases in 2015 continued. Interest rates and the market remained significantly higher than a year ago.

Despite financial market stability in September, some reports in the local media showed a softening of the local housing market, pointing to weakening in that sector. Many financial experts were still predicting continued slow improvements to the economy, culminating to be largely flat for the calendar year following some short-term volatility. The annualized yield for the District's portfolio reflected the general economy and was up 7% year-over-year, reaching 0.99% in September 2014 compared to 0.92% in September 2013.

The portfolio was valued at \$68,379,440 on September 30th.

**FISCAL IMPACT:**

No

**ITEM BUDGETED:**

No

**DISCUSSION:**

Staff monitors economic news to help predict factors that may influence the District's operations and investment portfolio performance. As was discussed with the Board during the budget-based rates study session, the economy has historically been a good predictor of water usage with the impact of negative economic conditions nearly matching that of mandatory water use restrictions. Conversely, a more robust economy promotes infill development within the District, such as the Shoppes at Westlake and the new homes off Agoura Road in Agoura Hills, which increases demands for the District's services. Keeping abreast of national economic factors and its impact on the District's return on its investment portfolio helps to ensure the effective utilization of the public's assets and money.

**Economic Trends**

The economy remained on a slow growth trajectory in September, fueled by job growth. The national September employment report was better than expected, as payrolls rose by 248,000 versus expectations of 215,000. The unemployment rate declined Statewide in September, but wage growth and the labor participation rates remained weak. The manufacturing sector continued to be strong with the key manufacturing index (ISM) up in September. Consumer spending also remained healthy, and on-going job growth should support this trend. Housing, on the other hand, showed the most volatility and lagged behind

ITEM 4A

other sectors of the economy.

In September, the Federal Open Market Committee (FOMC) left policy rates unchanged and, as expected, continued to reduce asset purchases. The Fed noted that inflation is running below target, signaling its on-going ability to hold interest rates low. More recently, the stronger than expected September employment report gave hawkish Fed members a compelling argument for raising interest rates. However, the market consensus is that the majority of FOMC voting members are dovish and will be reluctant to raise rates before the economy is on a sustainable growth path. As a result, the Fed is not expected to begin raising rates until the second half of 2015.

The yield on the two-year Treasury note increased to 0.58% by the end of September, up from 0.48% at the end of August. The 3-year Treasury was significantly higher, closing the month at 1.07% from 0.94% at the start of the month. The unwinding of quantitative easing, favorable economic data, and anticipation of a potential Fed funds rate hike next year have put upward pressure on shorter-term rates, but this has been somewhat offset by geopolitical tensions and sluggish economic growth in Europe, resulting in downward pressure on longer-term yields.

The Dow Jones Industrial Average finished September essentially flat, down 0.27% for the month, closing at 17042.92 from 17098.45 on August 31st.

Preliminary unemployment rates for our micro-area (Agoura Hills data) edged down slightly to 3.7% in August (latest data) from 3.8% in July. The Los Angeles County unemployment rate showed a similar slight decline from 8.7% in July to 8.5% in August, and Ventura County reached 6.8% in August from 7.0% in July.

In August, overall CPI inflation was 1.7% on a year-over-year basis, down from 2.0% in July. The year-over-year Core CPI (CPI less food and energy) declined to 1.7% in August from 1.9% in July.

In August, retail sales rose 5.0% on a year-over-year basis, versus a gain of 4.2% in July. On a month-over-month basis, retail sales were up 0.6% in July, which was in line with expectations. Overall, retail sales appear to be healthy but not robust.

#### Performance of the District's Portfolio

As of September 30, 2014, the District held \$68,379,440 in its portfolio, down 6% year-over-year, primary due to withdraws to fund for capital improvement projects. The majority of the funds are held in the District's investment accounts, which had a September 30th value of \$42,899,712. LAIF held the majority of the remaining funds in the amount of \$21,527,351. A significant portion of remaining funds were held in a trustee account as required reserves for the Bond Refunding. The annualized yield for the District's portfolio was considerably better, up 7% year-over-year, reaching 0.99% in September 2014 from 0.92% in September 2013.

#### **GOALS:**

Ensure Effective Utilization of the Public's Assets and Money

Prepared By: Joseph Lillio, Finance Manager

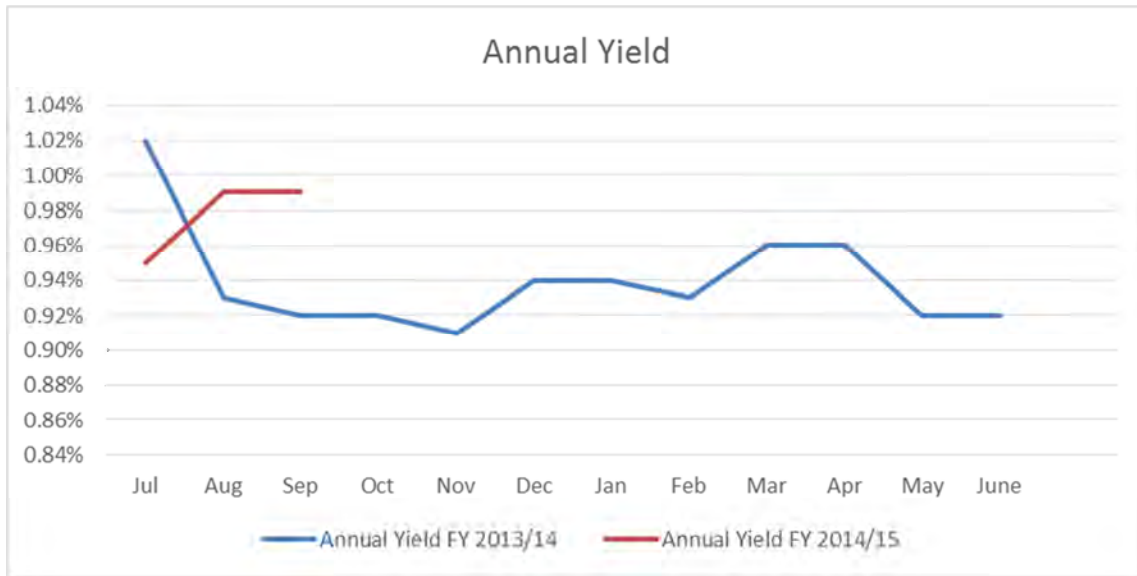
#### **ATTACHMENTS:**

[September Investment Report](#)

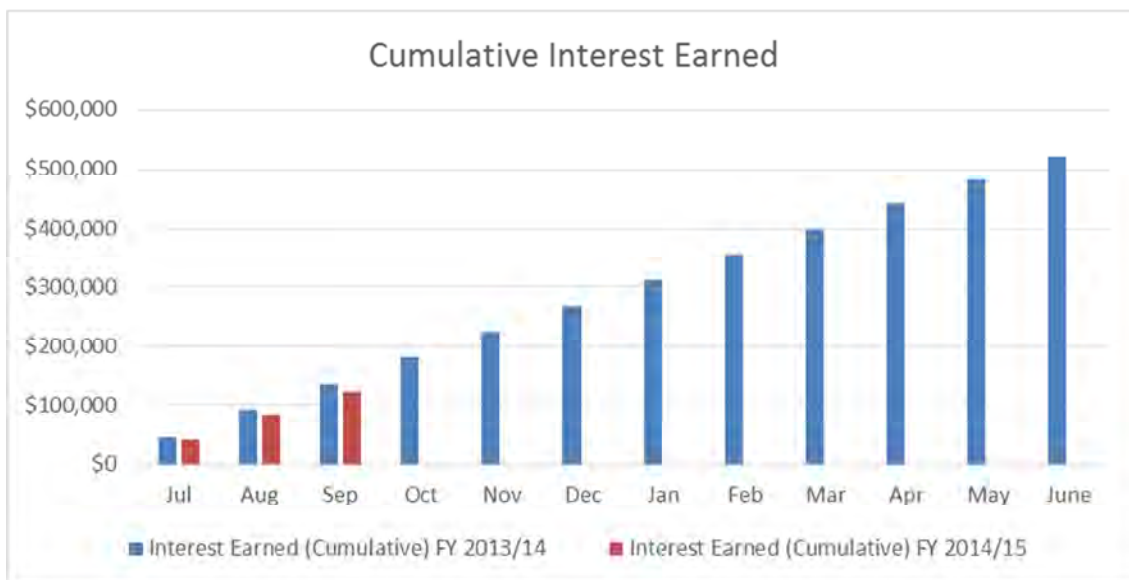
[Monthly Investment Report](#)

[Appendix A](#)

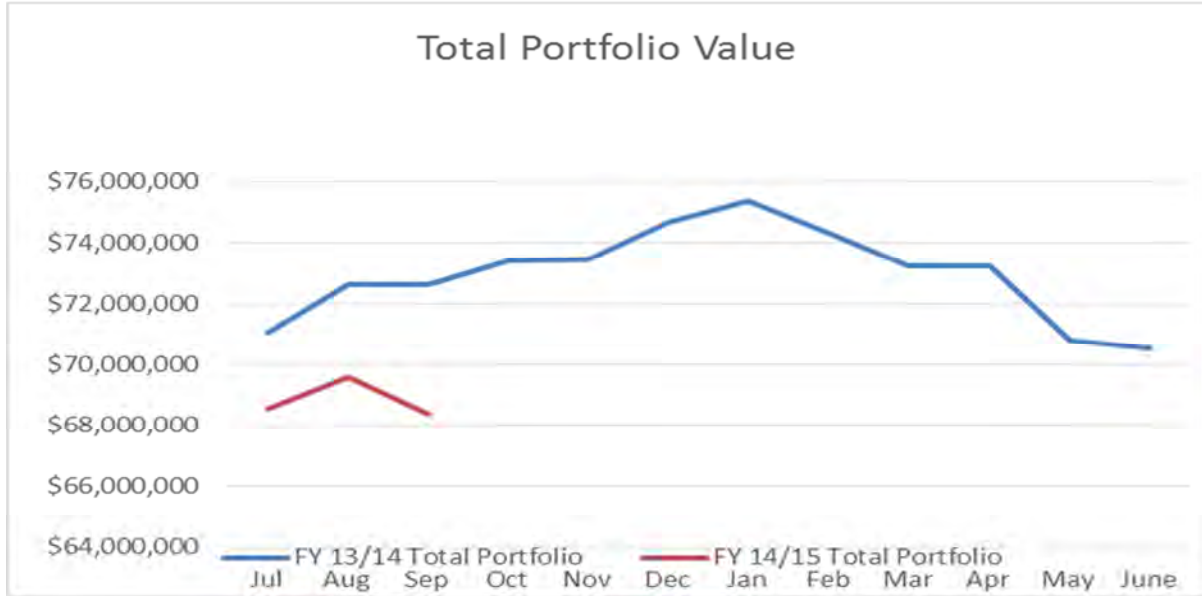
The annualized yield for the District’s Investment portfolio remained unchanged from the prior month at 0.99%. This is the highest yield since July 2013. The following chart shows annualized monthly yield over the current and previous year. As the chart shows, yields have largely remained flat since August 2013. Staff does not forecast yields to change significantly for the remainder of the calendar year and most likely through the fiscal year.



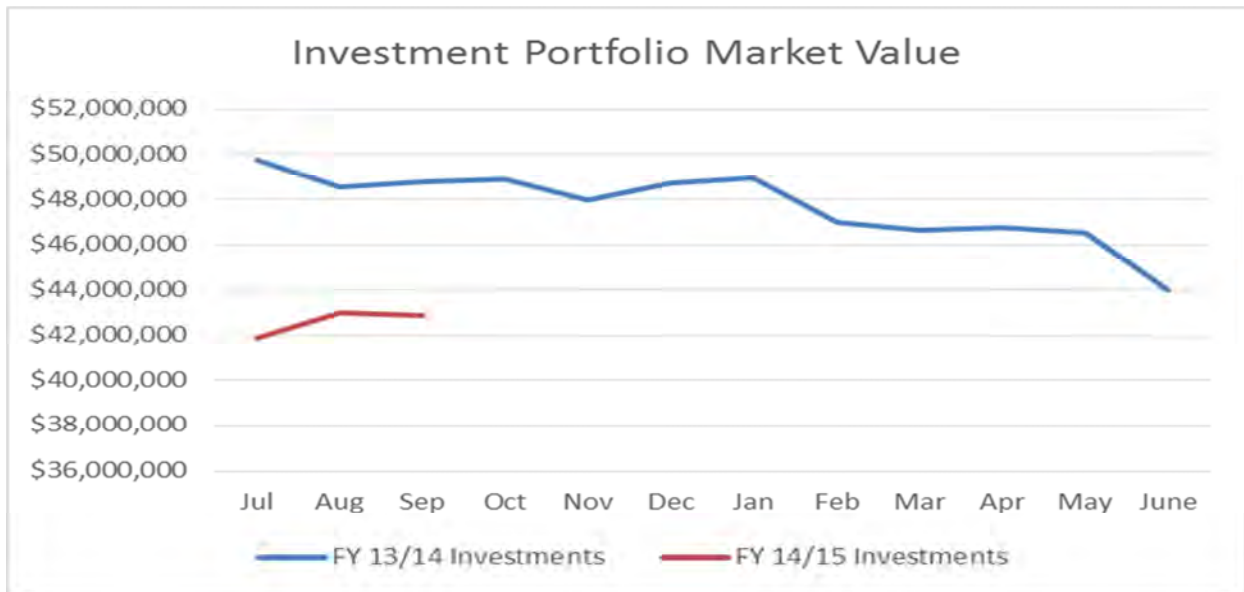
The interest earned from all investments in the portfolio fiscal year (FY) to date has slightly trailed FY 13/14 as anticipated. The following chart shows cumulative interest earned over the current and previous fiscal year. Since there is no indication of a significant interest rate increase through the remainder of the current fiscal year, staff projects that the current trend will continue.

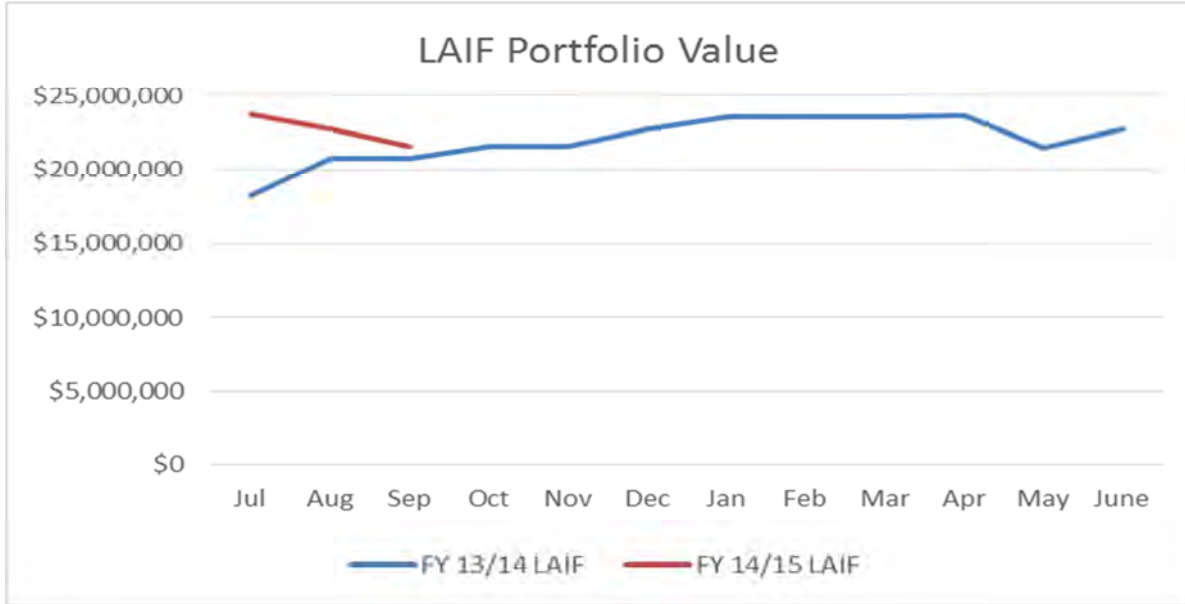


The total value of the portfolio as of September 30, 2014 is \$68.4M. This compares to a balance of \$72.6M from September 30, 2013. This year-over-year difference reflects a 5.9% decrease and is a reflection of the recent capital project outlays. The portfolio typically fluctuates as funding is needed for capital projects. The chart below shows the total portfolio value over time.

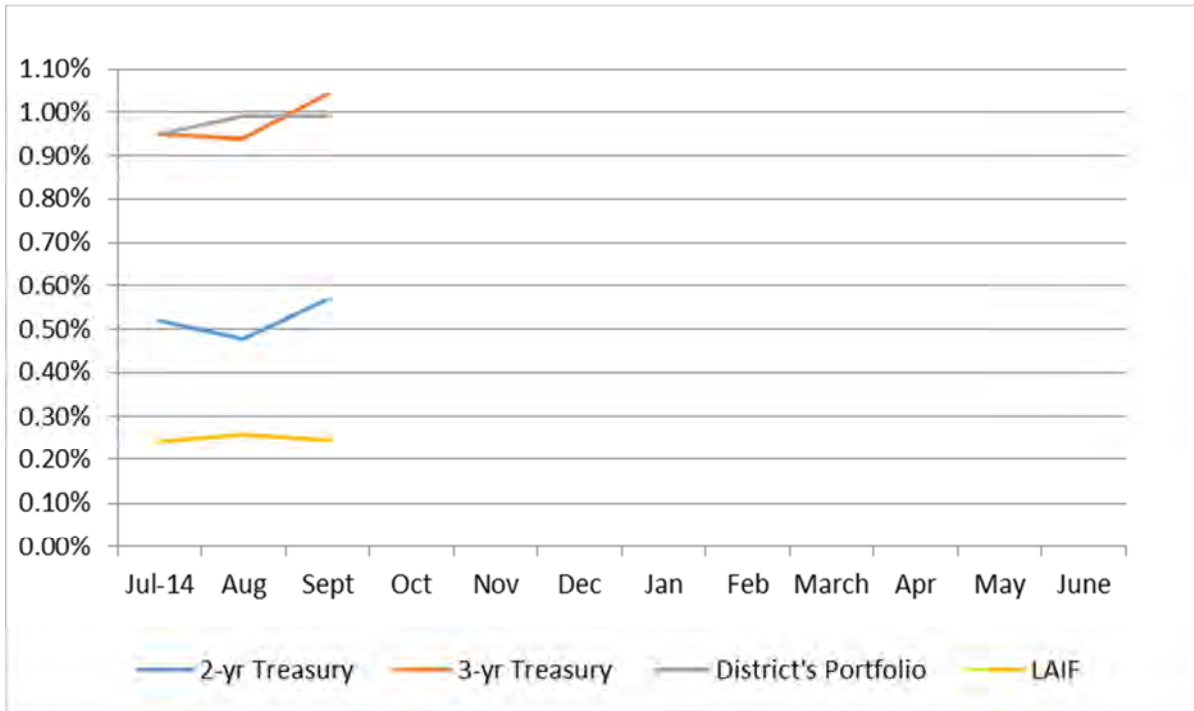


On average, the District maintains approximately 30-35% of the portfolio in LAIF and 65-70% in direct investments. The following charts show the value of the District’s Investment Portfolio and LAIF. The investment portfolio had a balance of \$42.90M as of September 30, 2014, while LAIF had a balance of \$21.58M. The charts visually show the District’s rebalancing of funds from the investment portfolio to LAIF during the last half of fiscal year 13/14 to ensure liquidity needs for the ongoing capital projects.





The following chart depicts annualized yields on the District’s portfolio for FY 2014-15 in comparison to comparative benchmarks; the 2-year U.S. Treasury yield, the 3-year U.S. Treasury yield and LAIF.





Date: October 14, 2014  
 To: David W. Pedersen, General Manager  
 From: Finance and Administration Department  
 Subject: Investment Report for the Month of September 2014

**Summary of Investments**

Investments Maturing Within Six Months:

Disc./Cpn Rate	Yield To Maturity	Investment Type	Date Invested	Date Matures	Book Value	Par Value	Market Value	Market Value Source
2.000%	2.000%	FHLB-Bullet	03/15/11	03/30/15	1,000,000	1,000,000	1,009,280	Custodian
		Sub-Total			1,000,000	1,000,000	1,009,280	
<u>Investments Maturing After Six Months:</u>								
1.250%	1.250%	FHLMC-Callable Coupon	02/17/12	02/17/17	1,000,000	1,000,000	1,002,590	Custodian
0.670%	0.670%	FNMA-Bullet	03/26/12	08/26/15	1,000,000	1,000,000	1,003,940	Custodian
1.050%	1.050%	FFCB-Bullet	03/28/12	03/28/16	1,000,000	1,000,000	1,008,580	Custodian
1.270%	1.270%	FHLB-Bullet	03/30/12	03/02/17	1,000,000	1,000,000	1,009,440	Custodian
0.980%	0.980%	FFCB-Callable Coupon	09/18/12	09/18/17	1,000,000	1,000,000	995,660	Custodian
0.900%	0.921%	FNMA-Callable Coupon	10/25/12	10/25/17	999,000	1,000,000	986,620	Custodian
0.625%	0.700%	FHLMC-Bullet	10/26/12	11/01/16	997,040	1,000,000	997,210	Custodian
0.820%	0.860%	FFCB-Callable Coupon	10/26/12	07/11/17	998,000	1,000,000	993,560	Custodian
0.75% & Up	1.045%	FNMA-Callable Coupon	11/21/12	11/21/17	1,000,000	1,000,000	995,240	Custodian
0.625%	0.625%	FNMA-Callable Coupon	11/28/12	11/28/16	2,000,000	2,000,000	1,989,320	Custodian
0.740%	0.550%	Montgomery-Muni Bond	11/29/12	04/01/15	1,004,400	1,000,000	1,000,240	Custodian
0.5% & Up	1.047%	FNMA-Callable Coupon	12/07/12	11/28/17	1,000,000	1,000,000	999,010	Custodian
0.600%	0.600%	FFCB-Callable Coupon	12/13/12	12/12/16	1,000,000	1,000,000	996,660	Custodian
0.600%	0.580%	Port Auth NY&NJ-MuniBor	12/19/12	12/01/15	1,000,580	1,000,000	999,420	Custodian
0.600%	0.600%	FFCB-Bullet	12/27/12	12/27/16	1,000,000	1,000,000	997,690	Custodian
0.500%	0.500%	FHLB-Callable Coupon	12/28/12	06/28/16	1,000,000	1,000,000	996,840	Custodian
0.850%	0.850%	AZSHGR-Muni Bond	01/17/13	06/01/15	2,205,000	2,205,000	2,210,380	Custodian
0.5% & Up	1.141%	FHLB-Callable Coupon	02/07/13	02/07/18	1,000,000	1,000,000	993,450	Custodian
1.585%	1.100%	LVNSCD-Muni Bond	02/20/13	11/01/17	1,022,130	1,000,000	1,002,240	Custodian
0.600%	0.600%	FNMA-Callable Coupon	02/25/13	08/25/16	1,000,000	1,000,000	998,450	Custodian
1.000%	1.000%	NJSMFH-Muni Bond	03/26/13	11/01/14	1,245,000	1,245,000	1,245,336	Custodian
0.690%	0.690%	PST-Muni Bond	03/26/13	11/01/16	1,000,000	1,000,000	992,720	Custodian
1.000%	1.000%	FHLMC-Callable Coupon	03/26/13	03/26/18	1,000,000	1,000,000	984,910	Custodian
0.8% & Up	1.145%	FNMA-Callable Coupon	03/27/13	03/27/18	1,000,000	1,000,000	995,130	Custodian
0.85% & Up	1.170%	FNMA-Callable Coupon	03/28/13	03/28/18	1,000,000	1,000,000	993,820	Custodian
1.020%	1.020%	FHLMC-Callable Coupon	04/30/13	04/30/18	999,500	1,000,000	983,290	Custodian
0.950%	0.950%	FHLMC-Callable Coupon	05/22/13	05/22/18	1,000,000	1,000,000	982,690	Custodian
0.750%	0.750%	FHLMC-Callable Coupon	05/28/13	11/28/17	1,000,000	1,000,000	981,580	Custodian

LVMWD Investment Report for the Month Ending September 30, 2014

Disc./Cpn Rate	Yield To Maturity	Investment Type	Date Invested	Date Matures	Book Value	Par Value	Market Value	Market Value Source
<b>Investments Maturing After Six Months (continued):</b>								
0.75% & Up	1.117%	FNMA-Callable Coupon	05/29/13	05/29/18	1,000,000	1,000,000	986,410	Custodian
0.832%	0.832%	ARLDEV-Muni Bond	06/03/13	12/15/16	1,585,000	1,585,000	1,578,486	Custodian
1.250%	1.250%	FHLB-Callable Coupon	06/26/13	06/26/18	1,000,000	1,000,000	998,620	Custodian
1.870%	1.870%	FHLB-Callable Coupon	12/26/13	12/26/18	1,000,000	1,000,000	1,000,550	Custodian
0.625% & Up	1.648%	FHLMC-Callable Coupon	02/05/14	02/05/18	1,000,000	1,000,000	1,000,700	Custodian
1.300%	1.300%	FHLMC-Callable Coupon	02/27/14	02/27/18	1,000,000	1,000,000	996,200	Custodian
1.800%	1.800%	FHLMC-Callable Coupon	02/27/14	02/27/19	1,000,000	1,000,000	1,004,080	Custodian
1.800%	1.800%	FHLMC-Callable Coupon	03/12/14	03/12/19	1,000,000	1,000,000	1,004,970	Custodian
1%/2%	1.896%	FHLB-Callable Coupon	05/28/14	05/28/19	1,000,000	1,000,000	996,350	Custodian
2.000%	2.000%	FNMA-Callable Coupon	08/20/14	08/20/19	1,000,000	1,000,000	994,030	Custodian
1.500%	1.500%	FNMA-Callable Coupon	09/19/14	09/19/18	1,000,000	1,000,000	994,020	Custodian
Sub-Total					42,055,650	42,035,000	41,890,432	
Total Investments					43,055,650	\$43,035,000	42,899,712	

Note: Gov. Agency Coupon Notes will distribute interest every six month.

1-CPNRT=0.75% to 11/15; thereafter 1.5%.

3-CPNRT=0.5% to 2/14; 0.75% to 2/15; 1% to 2/16; 1.5% to 2/17; thereafter 2%.

5-CPNRT=0.85% to 9/15; 1% to 9/16; 1.5% to 9/17; thereafter 2.5%.

7-CPNRT=0.625% to 2/15; thereafter 2%.

2-CPNRT=0.5% to 8/14; 1% to 8/15; thereafter 1.5%.

4-CPNRT=0.8% to 9/15; thereafter 1.5%.

6-CPNRT=0.75% to 5/16; 1% to 5/17; 2% to 11/17; thereafter 3%.

8-CPNRT=1% to 11/14; thereafter 2%.

**Interest earnings for the month were as followed:**

	Amount Earned/Accrued	Current Yield
Refunding Revenue Bonds - Reserve Fund (Bank of New York Mellon) Investments	\$576	0.246%
Local Agency Investment Fund (LAIF)	35,319	0.990%
CalTrust Short-Term Fund	4,485	0.246%
Reich & Tang Daily Income - US Treasury Money Market Fund	333	0.400%
Sweep Accounts (Wells Fargo Bank/Bank of New York Mellon)	0	0.010%
<b>Total Earnings</b>	<b>\$40,726</b>	<b>0.010%</b>

**Schedule of Investment Balance Limitations (Per District investment policy)**

The source of the market valuation is as followed:

Investments (Note 1)	Total Amount Invested	% of Total	Max. Limit Allowed
Refunding Revenue Bonds - Reserve Fund (Bank of New York Mellon/LAIF)	\$43,055,650	62.97%	no limit
Reich & Tang Daily Income - US Treasury Money Market Fund (Union Bank)	2,766,387	4.05%	1 yr debt prmt.
Local Agency Investment Fund (LAIF)	29,804	0.04%	no limit
CalTrust Short-Term Fund	21,527,351	31.48%	50,000,000
	1,000,248	1.46%	no limit
<b>Total</b>	<b>\$68,379,440</b>	<b>100.00%</b>	

(Note 2)

Note 1: The average weighted duration for investments, excluding LAIF, is 969 days, which is under the assumption that callable coupons will not be called and will be held until maturity.  
 Note 2: In September 2014, Joint Powers Authority's participation in investment is \$4,644,102.80, of which \$4,121,072.16 (or 88.74%) belongs to LV.

LVMWD Investment Report for the Month Ending September 30, 2014

Bank Account Balances as of September 30, 2014:

Bank Name	Account Type	Amount
Wells Fargo Bank	Checking	\$309,415 (Note 3)
Wells Fargo Bank	Sweep	918,111
Bank of New York Mellon	Money Market	-
	<b>Total</b>	<b>\$1,227,526</b>

Note 3: This is bank balance without adjusting for outstanding checks. The total amount of outstanding checks is unavailable at the time of reporting.

"All District investments are included in this report and all investments, except those relating to debt issues and deferred compensation programs funds, conform to District investment policy. All investment transactions within the period covered by this report, except for the exceptions noted above, conform to District investment policy. Deferred compensation program funds are not included in this report; their investment is directed by individual employees participating in the deferred compensation program and not by the District. Debt issue funds are included in this report; their investment is controlled by specific provisions of the issuance documents and not by the District."

"The deposits and investments of the District safeguard the principal and maintain the liquidity needs of the District, providing the District with the ability to meet expenditure requirements for the next six months. The maturity dates are compatible with foreseeable cash flow requirements. The deposits and investments can be easily and rapidly converted into cash without substantial loss of value."

  
David W. Pedersen, General Manager

Approved for October 28, 2014 Agenda:

I HEREBY CERTIFY THAT THE FOREGOING IS TRUE AND CORRECT

TO THE BEST OF MY KNOWLEDGE

\_\_\_\_\_  
Leonard Polan, Treasurer

### Definitions

- Disc./Cpn Rate – The yield paid by a fixed income security.
- Yield to Maturity – The rate of return of a security held to maturity when interest payments, market value and par value are considered.
- Bullet – A fixed income security that cannot be redeemed by the issuer until the maturity date.
- Callable – A fixed income security that can be redeemed by the issuer before the maturity date.
- Book Value – The price paid for the security.
- Par Value – The face value of a security.
- Market Value – The current price of a security.
- Custodian – The financial institution that holds securities for an investor.

### Investment Abbreviations

- FHLB – Federal Home Loan Bank
- FHLMC – Federal Home Loan Mortgage Corporation (Freddie Mac)
- FNMA – Federal National Mortgage Association (Fannie Mae)
- FFCB – Federal Farm Credit Bank
- Bonds
  - NYCGEN – New York City Transitional Finance Authority Future Tax Secured Bond
  - KYSHSG – Kentucky State Housing
  - Montgomery – Montgomery, AL General Obligation Bond
  - PORTRN – Port Authority of New York & New Jersey Revenue Bond
  - AZSHGR – Arizona Board of Regents University of Arizona System Revenue Bond
  - LVNSCD – Las Virgenes Unified School District
  - NJSMFH – New Jersey State Mortgage Finance & Housing
  - PTS – Port of Seattle
  - ARLDEV – Arlington County Development Authority Revenue Bond

LAS VIRGENES MUNICIPAL WATER DISTRICT

To: LEONARD POLAN, TREASURER

Payments for Board Meeting of: October 28, 2014

Upon certification by the Treasurer the checks and wire transfers were correct and supporting documents available, it is recommended the following demands on the various funds be approved and payments authorized.

Wells Fargo Bank A/C No. 4806-994448

Checks Nos. 67242 through 67390 were issued in the total amount of \$ 1,346,167.55

Payments through wire transfers as follows:

None

Total payments \$ 1,346,167.55

(Reference is hereby made to these demands on file in the District's Check Register and by this reference the same is incorporated herein and made a part hereof.)

**CHECK LISTING FOR BOARD MEETING  
10/28/14**

Company Name	Company No.	Check No.	Check No.	Check No.
		67242 thru 67268 10/14/14	67269 thru 67319 10/21/14	67320 thru 67390 10/28/14
		Amount	Amount	Amount
Potable Water Operations	101	115,058.37	21,652.28	84,268.11
Recycled Water Operations	102	560.06		
Sanitation Operations	130	14,507.28	1,404.16	54.84
Potable Water Construction	201			
Water Conservation Construction	203			
Sani- Construction	230			
Potable Water Replacement	301	284.40		474,406.11
Reclaimed Water Replace	302			
Sanitation Replacement	330			
Internal Service	701	57,698.95	45,885.18	48,952.26
JPA Operations	751	281,668.18	55,087.75	88,914.38
JPA Construction	752			7,766.15
JPA Replacement	754	3,300.00		55,053.73
<b>Total Printed</b>		<b>473,077.24</b>	<b>124,029.37</b>	<b>759,415.58</b>

**Voided Checks/ payment stopped:**

Chk#67028	101	(4,009.19)		(4,009.19)
Chk#67028	751	(6,345.45)		(6,345.45)
<b>Total Voids</b>		<b>(10,354.64)</b>	<b>0.00</b>	<b>(10,354.64)</b>
<b>Net Total</b>		<b>462,722.60</b>	<b>124,029.37</b>	<b>1,346,167.55</b>

Batch Number - 233960  
Bank Account - 00146807 Cash-General

Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
67242	10/14/14	19070	ADDISON FOREST PRODUCTS, LLC	80 YDS@\$11/YD WOOD SHVGS	PV	135240	001	00701	880.00	1028
67243	10/14/14	18071	BLUE DIAMOND MATERIALS	40 YDS@\$9/YD WOOD SHVGS 120 YDS@\$9/YD WOOD SHVGS Payment Amount 2,320.00 3.92 TN PVG MTL 8/5/14 Payment Amount 349.37	PV	135241	001	00701	360.00	1028
67244	10/14/14	2513	CAPCO ANALYTICAL SERVICES	9/14 DIGSTR GAS TEST Payment Amount 366.25	PV	135290	001	00701	349.37	327571 RI
67245	10/14/14	16677	CEMEX INC.	CNCT SLURRY FSTWTR SMPL PNT 5 YD3 SLURRY@WAGON RD Payment Amount 937.40	PV	135246	001	00701	446.90	9429404010
67246	10/14/14	11330	DIAL SECURITY	HQ ENTRE SVC/REINSTALL WLK GATE SVC 10/14 SECURITY SVC@HQ 10/14 SECURITY SVC@TAPIA 10/14 SECURITY SVC@RLV 10/14 SECURITY SVC@RLV FARM 10/14 SECURITY SVC@WLK 10/14	PV	135236	001	00701	7,438.75	231926
					PV	135237	001	00101	910.00	231967
					PV	135273	001	00701	278.00	233249
					PV	135274	001	00701	45.00	233250
					PV	135275	001	00701	80.00	233251
					PV	135276	001	00701	35.00	233252
					PV	135277	001	00701	70.00	233253
					PV	135278	001	00701	35.00	233254

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Payment Number	Payment Date	Name	Address Number	Payment Stub Message	Ty	Document Number	Key Item	Co	Amount	Invoice Number
67247	10/14/14	EMPIRE PIPE CLEANING & EQUIPMENT INC.	15826	SVC@WLK P/S Payment Amount US#1&#2 CLEANING	PV	135321	001	00130	8,891.75 2,400.00	9677
67248	10/14/14	EMPLOYEE RELATIONS NETWORK	18441	Payment Amount PRE-EMPL BCKGRND-E.M.	PV	135320	001	00701	2,400.00 102.25	68848
67249	10/14/14	FEDERAL EXPRESS CORP	2658	Payment Amount 1 PKG DEL 10/1/14	PV	135255	001	00701	102.25 53.84	2-801-44339
67250	10/14/14	G.I. INDUSTRIES	6770	Payment Amount 10/14 RLV DISP 9/16--9/27 SHOP BLDG DISP 9/16--9/27 TAPIA DISP 10/14 TAPIA RAGS/GRIT DISP 10/14 HC&SHOP DISP 10/14 RLV FARM DISP 9/16--9/27 RLV DISP 10/14 WLK DISP 10/14 TAPIA DISP 9/16--9/27 WLK-DE DISP	PV	135323 135325 135326 135327 135328 135329 135330 135331 135332 135333	001	00701	80.57 384.22 391.63 686.68 645.28 80.57 255.40 192.82 560.84 824.02	2701898-0283-7 2701795-0283-5 2523003-0283-0 2523021-0283-2 2701900-0283-1 2701899-0283-5 2701800-0283-3 2384093-0283-9 2523020-0283-4 2384039-0283-2

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Alt Payee 6771 G.I. INDUSTRIES  
 P. O. BOX 541065  
 LOS ANGELES CA 90054-1065



Batch Number - 233960

Bank Account - 00146807 Cash-General

Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Ty	Document Number	Key Item Co	Amount	Invoice Number
67251	10/14/14	2705	HACH COMPANY	P/E 9/25 WIMS SFTWR IMPL	PV	135260	001 00701	3,300.00	9045389
Payment Amount 4,082.03 Payment Amount 3,300.00									
67252	10/14/14	3083	JCI JONES CHEMICALS, INC	3,869 GAL SODIUM BISULFITE	PV	135238	001 00751	5,648.74	633344
Payment Amount 5,648.74 Payment Amount 8,745.40									
67253	10/14/14	2611	LA DWP	TWIN LAKES P/S	PV	135239	001 00101	8,745.40	875698/100114
Payment Amount 8,745.40 Payment Amount 7,000.00									
67254	10/14/14	3164	LEMIEUX & O'NEILL	RETAINER-SEP 14	PV	135298	001 00701	7,000.00	140-999M/0914
Payment Amount 154.00 Payment Amount 167.62 Payment Amount 23.80 Payment Amount 1,520.46 Payment Amount 19,053.87									
67255	10/14/14	17295	MAILFINANCE	PSTG MCHN RNT 10/23-11/22/14	PV	135322	001 00701	411.41	H4911900
Payment Amount 411.41 Payment Amount 349.52									
67256	10/14/14	2814	MCMMASTER-CARR SUPPLY CO	SUPPLIES-TAPI A BISULFITE TANKS	PV	135244	001 00701	349.52	13363416
Payment Amount 55.47 Payment Amount 55.47									

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Alt Payee

Batch Number - 233960  
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Payment Number	Payment Date	Address Number	Name	Payment Sub Message	Document Ty	Document Number	Key Lim Co	Amount	Invoice Number
3197			MC MASTER-CARR P. O. BOX 7690 CHICAGO IL 60680-7690						
67257	10/14/14	17411	OAKS DRAIN SERVICE	SVC@TAPIA 9/24/14	PV	135302	001 00701	225.00	31893
67258	10/14/14	16788	RADIO ACTIVITY	RPL 5 HANDHELD RADIOS	PV	135245	001 00701	3,225.00	0092414
67259	10/14/14	10643	JEFF REINHARDT	EXP-ACWA COMM MTG 9/10/14	PV	135300	001 00701	67.55	091014
67260	10/14/14	17174	ROTH STAFFING COMPANIES, LP	TEMP SRV W/E 9/21/14 ST TEMP SRV W/E 9/28/14 ST	PV	135253	001 00701	697.30	13041766
67261	10/14/14	6940	SECTRA SECURITY, INC.	OCT'14 COURIER SRV	PV	135301	001 00701	301.67	14100613
67262	10/14/14	19323	WILLIAM/GERTR UD SMITH	STANDBY CHG RFND-3 YRS STANDBY CHG RFND-2014	PV	135256	001 00301	213.30	4456-033-056/ 058(3)
67263	10/14/14	2957	SOUTHERN CALIFORNIA EDISON	ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14 ENERGY-SEP'14	PV	135261	001 00101	4,482.67	2869/100214

Batch Number - 233960  
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Payment Number	Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
				ENERGY-SEP'14	PV	135261	012	00101	5,719.87	2869/100214
				ENERGY-SEP'14	PV	135261	013	00101	5,828.12	2869/100214
				ENERGY-SEP'14	PV	135261	014	00101	80.66	2869/100214
				ENERGY-SEP'14	PV	135261	015	00101	4,299.50	2869/100214
				ENERGY-SEP'14	PV	135261	016	00101	8,879.60	2869/100214
				ENERGY-SEP'14	PV	135261	017	00101	27.51	2869/100214
				ENERGY-SEP'14	PV	135261	018	00101	226.59	2869/100214
				ENERGY-SEP'14	PV	135261	019	00101	4,435.14	2869/100214
				ENERGY-SEP'14	PV	135261	020	00101	108,512.86	2869/100214
				ENERGY-SEP'14	PV	135261	021	00101	72,341.90	2869/100214
				ENERGY-SEP'14	PV	135261	022	00101	30.94	2869/100214
				ENERGY-SEP'14	PV	135261	023	00101	1,203.45	2869/100214
				ENERGY-SEP'14	PV	135261	024	00101	1,076.55	2869/100214
				ENERGY-SEP'14	PV	135261	025	00101	8,591.19	2869/100214
				ENERGY-SEP'14	PV	135261	026	00101	196.99	2869/100214
				ENERGY-SEP'14	PV	135261	027	00101	772.27	2869/100214
				ENERGY-SEP'14	PV	135261	028	00101	6,398.68	2869/100214
				ENERGY-SEP'14	PV	135261	029	00101	32.46	2869/100214
				ENERGY-SEP'14	PV	135261	030	00101	1,454.22	2869/100214
				ENERGY-SEP'14	PV	135261	031	00101	35.50	2869/100214
				ENERGY-SEP'14	PV	135261	032	00101	610.60	2869/100214
				ENERGY-SEP'14	PV	135261	033	00101	30.18	2869/100214
				ENERGY-SEP'14	PV	135261	034	00101	8,920.05	2869/100214
				ENERGY-SEP'14	PV	135261	035	00101	12,461.11	2869/100214
				ENERGY-SEP'14	PV	135261	036	00101	2,235.55	2869/100214
				ENERGY-SEP'14	PV	135261	037	00101	3,134.30	2869/100214
				ENERGY-SEP'14	PV	135261	038	00101	6,228.27	2869/100214
				ENERGY-SEP'14	PV	135261	039	00101	16,576.13	2869/100214
				ENERGY-SEP'14	PV	135261	040	00101	7,414.97	2869/100214
				ENERGY-SEP'14	PV	135261	041	00101	6,101.68	2869/100214
				ENERGY-SEP'14	PV	135261	042	00101	3,662.19	2869/100214
				ENERGY-SEP'14	PV	135261	043	00101	159.14	2869/100214
				ENERGY-SEP'14	PV	135261	044	00101	507.80	2869/100214
				ENERGY-SEP'14	PV	135261	045	00101	144.54	2869/100214
				ENERGY-SEP'14	PV	135261	046	00101	130.74	2869/100214
				ENERGY-SEP'14	PV	135261	047	00101	77.23	2869/100214
				ENERGY-SEP'14	PV	135261	048	00101	1,904.05	2869/100214
				ENERGY-SEP'14	PV	135261	049	00101	6,300.24	2869/100214
				ENERGY-SEP'14	PV	135261	050	00101	6,512.15	2869/100214
				ENERGY-SEP'14	PV	135261	051	00101	26.75	2869/100214
				ENERGY-SEP'14	PV	135261	052	00101	28.63	2869/100214

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
67264	10/14/14	2957	SOUTHERN CALIFORNIA EDISON	ENERGY-SEP14	PV	135261	053	00101	32.09	2869/100214
				ENERGY-SEP14	PV	135261	054	00101	29.78	2869/100214
				ENERGY-SEP14	PV	135261	055	00101	1,096.88	2869/100214
				ENERGY-SEP14	PV	135261	056	00101	30.39	2869/100214
				ENERGY-SEP14	PV	135261	057	00101	839.10	2869/100214
				ENERGY-SEP14	PV	135261	058	00101	560.06	2869/100214
				ENERGY-SEP14	PV	135261	059	00101	40.49	2869/100214
				ENERGY-SEP14	PV	135261	060	00101	607.99	2869/100214
				ENERGY-SEP14	PV	135261	061	00101	2,158.75	2869/100214
				ENERGY-SEP14	PV	135261	062	00101	3,994.12	2869/100214
				ENERGY-SEP14	PV	135261	063	00101	1,997.06	2869/100214
				Payment Amount				330,070.53		
67265	10/14/14	2958	SOUTHERN CALIFORNIA EDISON	RW P/S 8/29-9/30/14	PV	135297	001	00751	51,433.05	4500-42/10041
				SOLAR						4
				Payment Amount				51,433.05		
67266	10/14/14	16132	V3	JBR P/S 9/3-10/2/14	PV	135272	001	00101	19.36	1200/100614
				Payment Amount				19.36		
67267	10/14/14	13326	VILLA ESPERANZA SERVICES	PSTG-MAILG	PV	135288	001	00701	15,000.00	26983
				BILLS&NOTICES						
				Payment Amount				15,000.00		
				SEP14	PV	135258	001	00701	1,114.75	LVMWD 2014-10
				LANDSCAPE SVC						
				SEP14	PV	135258	002	00701	3,096.32	LVMWD 2014-10
				LANDSCAPE SVC						
				SEP14	PV	135258	004	00701	571.93	LVMWD 2014-10
				LANDSCAPE SVC						
				Payment Amount				4,783.00		
67268	10/14/14	8510	WORK BOOT WAREHOUSE	PROTECTV	PV	135285	001	00701	225.00	49801
				FOOTWR-D.C.						
				PROTECTV	PV	135286	001	00701	225.00	49836
				FOOTWR-S.M.						
				Payment Amount				450.00		
				Total Amount of Payments Written				473,077.24		
				Total Number of Payments Written				27		

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
67269	10/21/14	2339	AGOURA LOCK TECHNOLOGIES	DST KEYS& 6 PADLOCKS	PV	135343	001	00701	196.76	81577
				Payment Amount					196.76	
67270	10/21/14	3077	AIRGAS USA, LLC	SZ 8 RBRR BOOT	PV	135341	001	00701	76.57	9031983770
				1 CS MD DISP	PV	135342	001	00701	111.73	9032090038
				GLOVES	PV	135468	001	00701	693.65	9921831023
				9/14 CYLINDER						
				RENT						
			Alt Payee							
			6658 AIRGAS USA, LLC							
			P. O. BOX 7423							
			PASADENA CA 91109-7423							
				Payment Amount					881.95	
67271	10/21/14	18941	AMERICAN COLLISION CENTER	VEH#860-BUMPE R RPR	PV	135345	001	00701	1,970.21	2133
				Payment Amount					1,970.21	
67272	10/21/14	16224	ASBURY ENVIRONMENTAL SERVICES	RMV 2 55 GAL WASTE OIL	PV	135346	001	00701	100.51	130462300
				RMV 2 OIL/AB DRUMS	PV	135347	001	00751	400.51	130462420
				Payment Amount					501.02	
67273	10/21/14	2869	AT&T	SRV	PV	135374	001	00701	323.65	9268/100514
				10/5-11/4/14	PV	135375	001	00701	321.53	9065/100514
				SRV	PV	135376	001	00101	65.95	9054/100514
				10/5-11/4/14	PV	135426	001	00101	19.18	0051/100514
				SRV	PV	135426	002	00101	181.32	0051/100514
				10/5-11/4/14	PV	135426	003	00101	61.01	0051/100514
				SRV	PV	135426	004	00101	75.07	0051/100514
				10/5-11/4/14	PV	135426	005	00101	653.35	0051/100514
				SRV	PV	135426	006	00101	4,855.90	0051/100514

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Payment . . . Number Date	Address Number	Name	Payment Stub Message	Document . . . Ty Number	Key itm Co	Amount	Invoice Number
			10/5--11/4/14				
			SRV	PV 135426	007 00101	1,206.31	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	008 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	009 00101	84.89	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	010 00101	1,063.12	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	011 00101	468.20	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	012 00101	1,268.08	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	013 00101	35.42	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	014 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	015 00101	61.13	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	016 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	017 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	018 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	019 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	020 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	021 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	022 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	023 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	024 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	025 00101	61.01	0051/100514
			10/5--11/4/14				
			SRV	PV 135426	026 00101	61.01	0051/100514
			10/5--11/4/14				

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key ltrm	Key Co	Amount	Invoice Number
67274	10/21/14	18966	AT&T	SRV 10/5-11/4/14	PV	135426	027	00101	61.01	0051/100514
67275	10/21/14	7965	B&B PALLET CO.	SRV 10/5-11/4/14 Payment Amount	PV	135426	028	00101	61.01	0051/100514
67276	10/21/14	19209	DARYL BETANCUR	SRV 10/5-11/4/14 Payment Amount	PV	135426	029	00101	61.01	0051/100514
67277	10/21/14	18893	BILLTRUST	SRV 10/5-11/4/14 Payment Amount	PV	135426	030	00101	61.01	0051/100514
67278	10/21/14	16677	CEMEX INC.	SRV 10/5-11/4/14 Payment Amount	PV	135426	031	00101	61.01	0051/100514
67279	10/21/14	18860	CHEMTREAT, INC.	SRV 10/5-11/4/14 Payment Amount	PV	135426	032	00101	30.51	0051/100514
67280	10/21/14	19266	CHICAGO BLOWER	SRV 10/5-11/4/14 Payment Amount	PV	135426	033	00101	30.50	0051/100514
				Payment Amount	PV	135439	001	00701	11,903.30	1657/100514
				Payment Amount	PV	135339	001	00701	689.26	112292
				Payment Amount	PV	135340	001	00701	638.00	112293
				Payment Amount	PV	135421	001	00701	1,276.00	100714
				Payment Amount	PV	135422	001	00701	52.19	101514
				Payment Amount	PV	135334	001	00701	101.81	108080
				Payment Amount	PV	135472	001	00701	5,268.54	9429455402
				Payment Amount	PV	135418	001	00701	534.10	1816997
				Payment Amount	PV	135424	001	00701	562.71	166410

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
CORPORATION										
67281	10/21/14	19081	CINTAS FIRE PROTECTION	Payment Amount RPL 2 SMK DETCRS 9/22/14	PV	135417	001	00701	2,044.84 603.90	022D007297
67282	10/21/14	16821	CLEAN SWEEP SUPPLY CO., INC	Payment Amount 10 CS TRASH LINERS	PV	135294	001	00701	215.82 453581	
67283	10/21/14	2547	COUNTY SANITATION DISTRICTS OF LA COUNTY	Payment Amount 9/14 RAGS/GRIT HAULING	PV	135295	001	00701	215.82 449.83	48892/093014
67284	10/21/14	17918	EARTHLINK BUSINESS CO.	Payment Amount MPLS LINES 10/1~10/31/14	PV	135291	001	00701	449.83 3,845.98	1318062510011 40
67285	10/21/14	18111	ELECSYS INTERNATIONAL CORPORATION	Payment Amount NOV-14 MAINT CHG	PV	135378	001	00701	261.00	129280
67286	10/21/14	2654	FAMCON PIPE	Payment Amount GRIT WSHR PIPE@TAPIA	PV	135380	001	00701	261.00 808.78	162657
67287	10/21/14	18815	FASTENAL COMPANY	Payment Amount AUGUST BIN STOCK	PV	135263	001	00701	808.78 1,208.83	CACHA17496
Alt Payee 18835 FASTENAL COMPANY P. O. BOX 1286 WINONA MN 55987-1286										
67288	10/21/14	2655	FERGUSON ENTERPRISES	Payment Amount NPPL, ADPTR, ELL&PIPE WELD BAND&WTR MAIN RPR ITEMS	PV	135293	001	00701	1,208.83 799.72 711.64	0489012 0489010
Alt Payee 3207 FERGUSON ENTERPRISES, INC. #1083 FILE 56809 LOS ANGELES CA 90074-6809										
									Payment Amount	1,511.36

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Batch Number - 234126  
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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Item	Key Co	Amount	Invoice Number
67289	10/21/14	17199	GOVERNMENT STAFFING SERVICES, INC.	9/23--10/3 D.EALY	PV	135335	001	00701	1,462.50	124977
67290	10/21/14	2700	GRAFFITI PREVENTION SYSTEMS	9/22--10/3 UMALI&EALY Payment Amount GRAFFITI RMVL@RES#3 ACCESS RD Payment Amount	PV	135336	001	00701	4,490.63	124977
67291	10/21/14	2701	GRAINGER, INC.	P TC FITGS-PW TANKS	PV	135252	001	00701	373.15	9544486096
67292	10/21/14	2705	HACH COMPANY	2 SAMPLE CELLS FREIGHT 6 TOTL CHL REAGNT VIALS	PV	135296	001	00701	33.68	9053961
67293	10/21/14	4144	INTERSTATE BATTERY SYSTEMS	VEH#322,852,8 58,STOCK BATTRYS VEH#830 BATTERY	PV	135337	001	00701	413.48	51027856
67294	10/21/14	2736	IRON MOUNTAIN RECORDS MANAGEMENT	10/14 RECORDS STORAGE	PV	135262	001	00701	950.06	KVA3924
67295	10/21/14	3083	JCI JONES CHEMICALS, INC	4,949 GAL HYPOCHLORITE 4,978 GAL	PV	135250	001	00701	2,880.17	633475

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Number	Key Item	Key Co	Amount	Invoice Number
HYPOCHLORITE									
Alt Payee	13647	JCI JONES CHEMICALS, INC P.O. BOX 638877 CINCINNATI OH 45263-6877						5,777.22	
67296	10/21/14	18535	KEMIRA WATER SOLUTIONS, INC.	9.54 TN FERRIC CHLORIDE	135265	001	00701	5,705.30	9017414078
Alt Payee	18536	KEMIRA WATER SOLUTIONS MAIL CODE 5581, P. O. BOX 105046 ATLANTA GA 30348-5046						5,705.30	S08/3935
67297	10/21/14	4535	KROHNE, INC.	CALIBRATE FLOW METERS	135264	001	00701	1,164.00	
67298	10/21/14	3352	LAS VIRGENES MUNICIPAL WATER DISTRICT	JED SMITH P/S 7/24-9/24/14	135202	001	00101	47.08	0254/100114
67299	10/21/14	18695	JOSEPH LILLIO	EXP-CPF BND BUYR CONF 10/7-10	135420	001	00701	193.92	101014
67300	10/21/14	2590	LOS ANGELES DAILY NEWS	LEGAL ADS-SEP'14	135292	001	00701	4,125.70	195182
67301	10/21/14	2800	LOS ANGELES TIMES	WKLY&ONLINE SUBSCR	135419	001	00701	261.90	010004993857/14-15
67302	10/21/14	2839	MOTION INDUSTRIES, INC.	2 TRNK SWR FAN BEARNGS	135423	001	00701	420.81	CA22-583458
Alt Payee	10317	MOTION INDUSTRIES INC. FILE 749375 LOS ANGELES CA 90074						420.81	
67303	10/21/14	17411	OAKS DRAIN SERVICE	SRV@TAPIA 10/9/14	135440	001	00701	110.00	31977

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Las Virgenes Municipal Water  
A/P Auto Payment Register

Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Ty	Document Number	Key Item Co	Amount	Invoice Number
67304	10/21/14	16212	RADWELL INTERNATIONAL, INC.	Payment Amount RPR MODICON AS-BDAU-204	PV	135206	001 00701	2,752.00	INV2025930
67305	10/21/14	15800	SAFE AND BEAUTIFUL TREE CO., INC.	Payment Amount BRUSH RMVL@CORDILLE RA TNK ROAD	PV	135203	001 00701	1,600.00	100114
67306	10/21/14	18973	SOUTHERN COUNTIES OIL	Payment Amount 275 GAL HDAX 5200 LOWASH 40	PV	135249	001 00701	5,004.90	0186918-IN
67307	10/21/14	19053	SOLARCITY CORPORATION	Payment Amount RW P/S 9/1-9/30/14	PV	135462	001 00751	21,556.32	9133440-00-00 8
67308	10/21/14	2956	SOUTH COAST AIR QUALITY MGMT DIST	Payment Amount EMISSION FEE-WLK 14-15	PV	134781	001 00101	119.76	2753761
				EMISSION-FY 14-15 TAPIA	PV	134782	001 00751	119.76	2753694
				OP FEE-#20457 TAPIA	PV	134783	001 00751	6,225.69	2752488
				OP FEE-#54771 CORNELL	PV	134784	001 00101	331.81	2752553
				EMISSION-#547 71 CORNELL	PV	134785	001 00101	119.76	2753759
				OP FEE-#54772 CONDUIT	PV	134786	001 00101	331.81	2752554
				EMISSION-#547 72 CONDUIT	PV	134787	001 00101	119.76	2753760
				OP FEE-#54773 WLK	PV	134788	001 00101	2,986.29	2752555
67309	10/21/14	2958	SOUTHERN CALIFORNIA GAS CO	Payment Amount CORNELL 9/5-10/3/14	PV	135348	001 00101	4,089.89	0400/100714
				WLK P/S 9/1-10/1/14	PV	135349	001 00101	1,426.64	9400/100614
				HQ/OPS	PV	135350	001 00701	1,443.40	3500/100814

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document		Key	Amount	Invoice Number
					Ty	Number			
67310	10/21/14	8545	SOUTHERN CALIFORNIA TROPHY COMPANY	10 YR ANNIV GIFT-M.P.	PV	135353	001 00701	135.24	090413-14
				Payment Amount				7,710.12	
				ANNIV GIFTS-K.B.& W.G.	PV	135354	001 00701	169.57	100031-14
				Payment Amount				304.81	
67311	10/21/14	16271	SPOK, INC.	PAGER SRV	PV	135438	001 00701	156.91	X0143084J
				10/10-11/10/1 4					
				PAGER SRV	PV	135438	002 00701	69.79	X0143084J
				10/10-11/10/1 4					
				PAGER SRV	PV	135438	003 00701	40.79	X0143084J
				10/10-11/10/1 4					
				PAGER SRV	PV	135438	004 00701	40.79	X0143084J
				10/10-11/10/1 4					
				Payment Amount				308.28	
67312	10/21/14	8599	STANDARD AUTOMATION	3 ARISTA MICROBOX	PV	135266	001 00701	2,344.37	58273
				3 ARISTA MICROBOX	PV	135266	003 00701	1,172.18	58273
				Payment Amount				3,516.55	
67313	10/21/14	2954	STATE BOARD OF EQUALIZATION	SALES/USE TAX-3RD QT-14	PV	135416	001 00701	1,887.00	97817885/0930
				Payment Amount				1,887.00	14
67314	10/21/14	16164	TECHNIQUE	SCANNER	PV	135205	001 00701	603.75	041421

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Payment Number	Date	Address Number	Name	Payment Stub Message	Ty	Document Number	Key		Amount	Invoice Number
							Item	Co		
DATA SYSTEMS										
MAINT-14-15										
67315	10/21/14	3429	UNITED PARCEL SERVICE	Payment Amount SRV P/E	PV	135425	001	00701	603.75 169.21	000025W020414 /2014
67316	10/21/14	16623	VELOCITY TECHNOLOGY SOLUTIONS, INC.	Payment Amount 11/14 DISASTER RECOVERY	PV	135204	001	00701	169.21 3,114.00	303605
67317	10/21/14	3026	VENTURA COUNTY STAR	Payment Amount ADS 9/25/14	PV	135373	001	00751	3,114.00 174.00	1120575
67318	10/21/14	3035	VWR SCIENTIFIC	Payment Amount LAB SUPPLIES FREIGHT	PV	135267	001	00701	174.00 217.43 17.28	8059102494 8059102494
Alt Payee 3216 VWR INTERNATIONAL, INC P. O. BOX 640169 PITTSBURGH PA 15264-0169										
67319	10/21/14	3067	XEROX CORPORATION	Payment Amount LEASE-8/14 D95 HQ-2ND FL LEASE-8/14 D95 HQ-1ST FL LEASE-8/14 5845A TAPIA LEASE-8/14 XC560 PRNTR LEASE-8/14 X560EFI SVR LEASE-9/14 5740PT-OPS	PV	135279	001	00701	234.71 565.34 684.71 262.55 1,546.13 192.02 220.44	075757736 075757735 075757737 075757740 075757739 076221690
									3,471.19	
Total Amount of Payments Written									124,029.37	
Total Number of Payments Written									51	

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
67320	10/28/14	16051	ACCURATE TELECOM INC.	66 MITEL IP PHONES/LICS	PV	135401	001	00701	11,648.98	13790
				Payment Amount					11,648.98	
67321	10/28/14	2317	ACORN NEWSPAPER	SEP'14 ADS	PV	135268	001	00101	3,704.00	870105/093014
				SEP'14 ADS	PV	135268	002	00101	259.00	870105/093014
				SEP'14 ADS	PV	135268	003	00101	678.00	870105/093014
				Payment Amount					4,641.00	
67322	10/28/14	8069	ADVENTURES IN ADVERTISING, LOS ANGELES	2,000 7 QT BCKTS	PV	135473	001	00701	5,864.20	LA27638
				2,000 7 QT BCKTS	PV	135473	002	00701	1,262.60	LA27638
				Payment Amount					7,126.80	
67323	10/28/14	17077	AECOM USA, INC.	7/26-9/28/14	PV	135317	001	00701	192.00	37477295
				DEERLK WSDR					192.00	
				Payment Amount					192.00	
67324	10/28/14	3077	AIRGAS USA, LLC	TWLETS, SNTZR, GLVS (4) 3 GAL COOLERS	PV	135454	001	00701	263.15	9032274648
				Payment Amount					136.69	9031699847
				Alt Payee						
			6658 AIRGAS USA, LLC P. O. BOX 7423 PASADENA CA 91109-7423	Payment Amount					399.84	
67325	10/28/14	2397	AQUATIC BIOASSAY & CONSULTING	9/14 CHRONIC	PV	135470	001	00751	810.00	LVS1014.0862
				BIOASSAYS TSTG					810.00	
				Payment Amount					500.00	42105
67326	10/28/14	19264	ARNOLD LAROCHELLE MATHEWS VANCONAS &	RWW JPAAGNDA PCKT 8/4/14	PV	135304	001	00751	500.00	
				Payment Amount					500.00	
67327	10/28/14	2869	AT&T	SRV 10/7-11/6/14	PV	135391	001	00130	54.84	2220/100714
				SRV 10/7-11/6/14	PV	135392	001	00101	389.88	2043/100714
				SRV 10/7-11/6/14	PV	135393	001	00101	192.99	2045/100714

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
				SRV	PV	135394	001	00101	64.46	0123/100714
				10/7~11/6/14						
				SRV	PV	135395	001	00101	31.76	0124/100714
				10/7~11/6/14						
				SRV	PV	135396	001	00701	112.25	7719/100714
				10/7~11/6/14						
				SRV	PV	135397	001	00701	112.25	7720/100714
				10/7~11/6/14						
				SRV	PV	135398	001	00701	81.82	7721/100714
				10/7~11/6/14						
				Payment Amount				1,040.25		
67328	10/28/14	9631	AT&T LONG DISTANCE	LONG DST SRV	PV	135427	001	00701	386.35	806368136/100414
				8/27~10/2/14						
				LONG DST SRV	PV	135427	002	00701	2.34	806368136/100414
				8/27~10/2/14						
				LONG DST SRV	PV	135427	003	00701	.04	806368136/100414
				8/27~10/2/14						
				LONG DST SRV	PV	135427	004	00701	18.54	806368136/100414
				8/27~10/2/14						
				LONG DST SRV	PV	135427	005	00701	.61	806368136/100414
				8/27~10/2/14						
				LONG DST SRV	PV	135427	006	00701	16.34	806368136/100414
				8/27~10/2/14						
				LONG DST SRV	PV	135427	007	00701	16.99	806368136/100414
				8/27~10/2/14						
				Payment Amount				441.21		
67329	10/28/14	19335	REZAAZIZI	TURF RMVL	PV	135408	001	00101	1,670.00	754040
				REBATE						
				Payment Amount				1,670.00		
67330	10/28/14	7965	B&B PALLET CO.	55 YDS WOOD	PV	135357	001	00701	638.00	112294
				CHIPS						
				55 YDS WOOD	PV	135358	001	00701	638.00	112295
				CHIPS						
				55 YDS WOOD	PV	135359	001	00701	638.00	112296
				CHIPS						
				55 YDS WOOD	PV	135360	001	00701	638.00	112297
				CHIPS						
				55 YDS WOOD	PV	135455	001	00701	638.00	112298
				CHIPS						
				55 YDS WOOD	PV	135456	001	00701	638.00	112299
				CHIPS						

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document		Key	Amount	Invoice Number
					Tr	Number			
67331	10/28/14	19330	ALAN BEATTY	55 YDS WOOD CHIPS	PV	135457	001 00701	638.00	112300
67332	10/28/14	18071	BLUE DIAMOND MATERIALS	55 YDS WOOD CHIPS	PV	135458	001 00701	638.00	112301
67333	10/28/14	18739	CALIFORNIA HAZARDOUS SERVICES, INC.	55 YDS WOOD CHIPS	PV	135459	001 00701	638.00	112302
				Payment Amount			5,742.00		
				TURF RMVL REBATE	PV	135387	001 00101	1,158.00	1170624
				Payment Amount			1,158.00		
				2.92 TN PVG MTL&EMUL BKT	PV	135471	001 00701	315.58	374695 RI
				Payment Amount			315.58		
				OCT-14 FUEL SYS INSP	PV	135365	001 00701	105.00	56068
				Payment Amount			105.00		
				64 DUST/MST RESPIRATRS	PV	135466	001 00701	1,889.43	333136
				Payment Amount			1,889.43		
				10/14 JANITORIAL SVC	PV	135434	001 00701	3,212.46	270391
				10/14 JANITORIAL SVC	PV	135434	003 00701	423.06	270391
				10/14 JANITORIAL SVC	PV	135434	004 00701	1,495.19	270391
				Payment Amount			5,130.71		
				NAME TAG-A, SMI TH	PV	135430	001 00701	13.44	84137
				NAME TAG-M, MAG ANA	PV	135431	001 00701	13.44	84171
				Payment Amount			26.88		
				HMI TERMINAL	PV	135303	001 00751	2,447.70	9009-703312
				Payment Amount			2,447.70		
				TURF RMVL	PV	135409	001 00101	1,396.00	820620

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Payment Number	Payment Date	Address Number	Name	Payment Sub Message	Document Ty	Document Number	Key lim	Key Co	Amount	Invoice Number
67339	10/28/14	3790	CORBETT COUNTY OF LA -AUDITOR CONTROLLER	REBATE Payment Amount LA CNTY PIPLN RNTL'15	PV	135309	001	00751	1,396.00 472.05	00111/2015
67340	10/28/14	6966	CS-AMSCO	LA CNTY PIPLN RNTL'15 Payment Amount (4) 4" BONNETS	PV	135309	002	00751	255.20 815.25 2,091.11	00111/2015
67341	10/28/14	19331	SARAH DREIBACH	Payment Amount TURF RMVL REBATE	PV	135388	001	00101	2,226.00	451560
67342	10/28/14	2654	FAMCON PIPE	Payment Amount BALL VLVS&FLNGS BUSHGS, UNIONS&PIPES GATE VLV&COUPLINGS	PV	135477	001	00701	2,226.00 3,976.94 2,715.63 2,520.08	163058 163065 163066
67343	10/28/14	19332	JOAN GILMORE	Payment Amount TURF RMVL REBATE	PV	135389	001	00101	9,212.65 1,732.00	260328
67344	10/28/14	18584	HAROLD BECK & SONS, INC	Payment Amount 5-DIG#1 ACTUATORS FREIGHT	PV	135400	001	00701	1,732.00 20,922.55 668.71	258054 258054
67345	10/28/14	18646	HDR ENGINEERING, INC.	Payment Amount 8/24-9/27/14 C-TNK ENG SVC	PV	135318	001	00701	21,591.26 6,912.98	00178017-B
67346	10/28/14	19334	DALE HILLER	Payment Amount RFND BAL - CLOSED A/C	PV	135384	001	00101	6,912.98 7.78	3061130
67347	10/28/14	8304	IFM EFECTOR INC.	Payment Amount ROOTS BLW#1 SENSORS	PV	135475	001	00701	1,230.29	20711961
67348	10/28/14	3083	JCI JONES	Payment Amount 5,022 GAL	PV	135356	001	00701	1,230.29 2,922.65	634853

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	TY	Document Number	Item	Co	Key	Amount	Invoice Number
			CHEMICALS, INC	HYPOCHLORITE							
				1,727 GAL SODIUM BISULFITE	PV	135366	001	00751		2,521.42	635015
				4,264 GAL SODIUM BISULFITE	PV	135367	001	00751		6,225.44	635262
				4,974 GAL BISULFITE	PV	135368	001	00701		2,894.72	634636
				HYPOCHLORITE	PV	135443	001	00701		2,909.85	635464
				5,000 GAL HYPOCHLORITE	PV	135444	001	00701		2,849.91	635349
				4,857 GAL HYPOCHLORITE							
			Alt Payee	JCI JONES CHEMICALS, INC P.O. BOX 636877 CINCINNATI OH 45263-6877							
				Payment Amount					20,323.99		
67349	10/28/14	19326	BRETT/ANNELIE SE JOHNSON	TURF RMVL REBATE	PV	135312	001	00101		570.00	372952
				Payment Amount					570.00		
67350	10/28/14	16985	KIMLEY-HORN & ASSOCIATES, INC.	P/E 9/30 8" RW PPLN	PV	135369	001	00701		7,766.15	6147273
				LDYFC-CRNL							
				Payment Amount					7,766.15		
67351	10/28/14	2611	LA DWP	RECTIFIER	PV	135428	001	00101		40.97	017698/101414
				9/11-10/10/14							
				TWN LKS P/S	PV	135447	001	00101		9,675.87	875698/101414
				9/11-10/10/14							
				Payment Amount					9,716.84		
67352	10/28/14	19327	JOHN LA MACCHIA	TURF RMVL REBATE	PV	135313	001	00101		2,130.00	530876
				Payment Amount					2,130.00		
67353	10/28/14	3352	LAS VIRGENES MUNICIPAL WATER DISTRICT	3RD DGSTR 8/28-9/30/14	PV	135448	001	00754		8.98	7682/100614
				3RD DGSTR 8/28-9/30/14	PV	135449	001	00754		3,712.18	7677/100814
				5 MG TNK	PV	135450	001	00301		750.07	7992/090314

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
				7/31-8/28/14						
				5 MG TNK	PV	135451	001	00301	403.69	7992/100814
				8/28-9/30/14						
				CLBS TNK	PV	135452	001	00301	343.45	8172/100814
				9/15-9/30/14						
				Payment Amount				5,218.37		
67354	10/28/14	19322	TONY LIPKA	SFTY TRNG	PV	135453	001	00701	95.00	LVWD-1402
				11/5/14-R.M.						
				Payment Amount				95.00		
67355	10/28/14	16111	MARILYN LIPPEL	TURF RMVL	PV	135386	001	00101	390.00	690636
				REBATE						
				Payment Amount				390.00		
67356	10/28/14	17660	RENATE MAHLA	TURF RMVL	PV	135385	001	00101	1,700.00	650490
				REBATE						
				Payment Amount				1,700.00		
67357	10/28/14	19337	DANA MELDRUM	TURF RMVL	PV	135410	001	00101	1,026.00	1060804
				REBATE						
				Payment Amount				1,026.00		
67358	10/28/14	19333	JOYCE MESSURI	TURF RMVL	PV	135390	001	00101	2,988.00	260276
				REBATE						
				Payment Amount				2,988.00		
67359	10/28/14	2365	MSO TECHNOLOGIES	6/1-7/31/14	PV	135362	001	00701	28,012.50	4708
				SCADA PH#1						
				UPGRD						
				Payment Amount				28,012.50		
67360	10/28/14	19338	JOHN MULLIN	TURF RMVL	PV	135411	001	00101	1,440.00	1170616
				REBATE						
				Payment Amount				1,440.00		
67361	10/28/14	2842	NAPA AUTO PARTS	SPRK	PV	135433	001	00701	2,213.79	729668
				PLGS,OXY&MAP						
				SNSRS						
				Payment Amount				2,213.79		
67362	10/28/14	16754	NATURAL SURROUNDINGS	OCT-14 FLORAL MAINT	PV	135467	001	00701	235.00	6089
				Payment Amount				235.00		
67363	10/28/14	2302	OFFICE DEPOT	CLIPBOARDS	PV	135311	001	00701	8.24	731040026002
				3 HP TONER	PV	135402	001	00701	763.93	734089132001
				CARTRIDGES						
				USB DRIVES						
				CALC,LAMNTR,L	PV	135403	001	00701	19.25	733124805001
				NCHRM SPPLYS	PV	135404	001	00701	329.76	733125103001

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key Item	Key Co	Amount	Invoice Number
67364	10/28/14	19195	OFFSHORE CONSTRUCTION INC.	CALC.LAMNTR,L NCHRM SPPLYS TEA BAGS-HQ LUNCHRM Payment Amount PMT#4-CLFR#1 REHB P/E 10/2/14 10% RETENTION-PMT #4	PV	135404	002	00701	155.18	733125103001
67365	10/28/14	18874	PACIFIC HYDROTECH CORPORATION	Payment Amount 5% RETENTION-PMT #7 PMT#7-5MG TNK P/E 9/25/14 PMT#7-5MG TNK P/E 9/25/14 Payment Amount TURF RMVL REBATE Payment Amount SEP'14 TWIN LAKES DRNG DSGN	PD	135371	001	00301	22,505.57	10476/RTN#7
67366	10/28/14	19328	JUDITH PERLMAN	Payment Amount TURF RMVL REBATE Payment Amount SEP'14 TWIN LAKES DRNG DSGN	PV	135372	001	00701	556,791.49	10476/RTN#7
67367	10/28/14	18084	PHOENIX CIVIL ENGINEERING, INC.	Payment Amount TURF RMVL REBATE Payment Amount SEP'14 TWIN LAKES DRNG DSGN	PV	135372	002	00701	106,680.00	10476/RTN#7
67368	10/28/14	19339	LINDA PRESSER	Payment Amount TURF RMVL REBATE Payment Amount SEP'14 BOILER WTR TRMT OCT'14- 8" D.I. RNTL OCT'14- 14" D.I. RNTL	PV	135412	001	00101	1,012.00	510398
67369	10/28/14	2585	PURETEC	Payment Amount SEP'14 BOILER WTR TRMT OCT'14- 8" D.I. RNTL OCT'14- 14" D.I. RNTL	PV	135406	001	00701	1,012.00	MLVM10130102
67370	10/28/14	18505	RAFTELIS FINANCIAL CONSULTANTS, INC.	Payment Amount SEP'14 FIN ANLYS&RATE STUDY	PV	135363	001	00701	1,406.00	260330

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Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key ltrm	Key Co	Amount	Invoice Number
67371	10/28/14	19340	HARVEY SHAPIRO	Payment Amount TURF RMVL REBATE	PV	135413	001	00101	14,274.00	353060
67372	10/28/14	16586	SIERRA MONITOR CORPORATION	Payment Amount GAS SNSR&RAINSHLD -AMMONIA TNKS	PV	135310	001	00701	3,785.57	0000107008
67373	10/28/14	19303	SO CAL LIFE GOES ON, INC.	Payment Amount TRNC@10/8/14- CPR/AED&FRST AID	PV	135307	001	00701	2,040.00	13163
67374	10/28/14	8212	STANSBERY'S WELDING	Payment Amount WELDG-AMMONIA TNK	PV	135308	001	00751	595.00	2032
67375	10/28/14	2969	STATE WATER RESOURCES CONTROL BOARD	Payment Amount PWS#1910225 FY 13-14	PV	135305	001	00101	19,658.02	LW1460257
67376	10/28/14	3826	SULLY MILLER CONTRACTING CO.	Payment Amount RFND BAL - CLOSED A/C	PV	135382	001	00101	825.81	9998177
67377	10/28/14	2980	TERRAMAR GRAPHICS	Payment Amount WATER BILL STOCK	PV	135435	001	00701	2,853.33	4292
67378	10/28/14	12149	THATCHER CO. OF CALIFORNIA	Payment Amount 2450 LB SODIUM BICARBONATE 4900 LB BICARBONATE	PV	135269	001	00701	654.27	233845
67379	10/28/14	18651	TOYOTA-LIFT OF LOS ANGELES	Payment Amount HYD HOSES-FORKLIF T@TAPIA	PV	135364	001	00701	562.48	WO-270379
67380	10/28/14	3003	U.S. POSTAL SERVICE	Payment Amount PRE-PD POSTAGE	PV	135415	001	00701	5,000.00	239643/102814

ITEM 18 B

Batch Number - 234133

Bank Account - 00146807 Cash-General

Payment Number	Payment Date	Address Number	Name	Payment Stub Message	Document Ty	Document Number	Key ltm	Key Co	Amount	Invoice Number
			(HASLER)	#239643						
				Payment Amount				5,000.00		
67381	10/28/14	3006	UNDERGROUND SERVICE ALERT	269 NEW	PV	135271	001	00701	403.50	920140406
				TICKET CHGS						
				Payment Amount				403.50		
67382	10/28/14	2780	VALLEY NEWS GROUP	2 DROUGHT	PV	135306	001	00101	360.00	10-2
				ADS-10/2/14						
				AD-YARD SIGNS	PV	135432	001	00101	380.00	10-9
				10/9/14						
				Payment Amount				740.00		
67383	10/28/14	9532	HENRY VIRAMONTES	RMV&RPL	PV	135436	001	00701	16,608.88	98186
				BIOFILTR						
				MEDIA						
				RMV&RPL	PV	135436	002	00701	7,262.60	98186
				BIOFILTR						
				MEDIA						
				Payment Amount				23,871.48		
67384	10/28/14	3109	W. LITTEN	SRV	PV	135437	001	00701	3,537.45	0320332
				9/29-10/4/14@						
				RANCHO						
				Payment Amount				3,537.45		
67385	10/28/14	18583	WAUKESHA-PEAR CE INDUSTRIES, INC.	20 SP PLUGS	PV	135270	001	00701	456.53	30105471
				Payment Amount				456.53		
67386	10/28/14	3047	WESCO DISTRIBUTION, INC.	MISC ELEC	PV	135460	001	00701	333.81	364139
				SUPPLIES@RLV						
				MISC ELEC	PV	135461	001	00701	19.88	365040
				SUPPLIES@RLV						
				AGTATR#2 PNL	PV	135463	001	00701	458.45	364140
				REBLD						
				SUPPLIES						
				AGTATR#2 PNL	PV	135464	001	00701	35.00	365939
				REBLD						
				SUPPLIES						
				AGTATR#2 PNL	PV	135465	001	00701	84.15	364985
				REBLD						
				SUPPLIES						

Batch Number - 234133  
Bank Account - 00146807 Cash-General

Payment Number	Payment Date	Alt Payee	Address Number	Name	Payment Stub Message	TY	Document Number	Key Item	Co	Amount	Invoice Number
6443		WESCO DISTRIBUTION, INC PO BOX 31001-0465 PASADENA CA 91110-0465									
67387	10/28/14	WEST COAST AIR	3048	WEST COAST AIR	RPL BELTS@ENGRY	PV	135469	001	00701	290.00	S60357
		CONDITIONING			RECVRY BLDG						
67388	10/28/14	WEST COAST WATER	3049	WEST COAST WATER	OCT'14 BOILER	PV	135361	001	00701	322.00	23375
		SERVICE, INC			WTR TRMT						
67389	10/28/14	WEST VALLEY CUSTOM CABINETRY, INC.	19242	WEST VALLEY CUSTOM CABINETRY, INC.	BOOK CABNNTS@CONF	PV	135399	001	00701	2,400.00	101014
					RM D						
67390	10/28/14	JAMES YAMASAKI	19341	JAMES YAMASAKI	TURF RMVL	PV	135414	001	00101	1,490.00	250132
					REBATE						
Payment Amount										2,400.00	
Total Amount of Payments Written										1,490.00	
Total Number of Payments Written										759,415.56	
										71	



## Bi-Weekly Drought Brief Monday, October 13, 2014

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### CURRENT CONDITIONS

**Fire Activity:** CAL FIRE has responded to 5,224 wildfires across the state since January 1, burning 91,792 acres in state responsibility areas. This year's fire activity is above the year-to-date average of 4,263 wildfires on 88,470 acres. CAL FIRE responded to over 100 new wildfires last week, including the Applegate Fire in Placer County, which has burned 459 acres with 80% containment. The King Fire in El Dorado and Placer Counties, which has burned a total of 97,717 acres in mostly federal responsibility area, has reached full containment.

**Reservoir Levels (% capacity):** [Reservoir Levels](#) as of October 9 remain low, including: Don Pedro 37%; Exchequer 11%; Folsom Lake 34%; Lake Oroville 30%; Millerton Lake 35%; New Melones 22%; Pine Flat 11%; San Luis 22%; Lake Shasta 25%; and Trinity Lake 24%. An update of water levels at [other smaller reservoirs](#) is also available.

**Vulnerable Water Systems:** The State Water Board's [Drinking Water Program](#) continues to provide technical and funding assistance to several communities facing drinking water shortages, and is monitoring water systems across the state to determine if new support is needed. As of this week, a total to date of over \$12.2 million has been identified for specific emergency drinking water projects out of \$15 million appropriated in March for this purpose.

**Vulnerable Domestic Water:** As of Friday, October 10, state government has received reports of nearly 1,000 water shortages in homes that rely on domestic wells or very small water systems through the Domestic Water Issues online reporting database. These reports, primarily provided by counties, identify households and small communities facing water shortages. This information is used to coordinate state and local government response to help provide emergency water supplies to these residents. Governor Brown issued an [Executive Order](#) on Friday, September 19, enabling funding from the California Disaster Assistance Act (CDAA) to support counties' efforts to supply emergency water to residents. Donations of potable water have also been made to local communities by a wide range of companies and non-profit groups.

**Recent Precipitation:** California experienced scattered amounts of precipitation during the latest storm system at the end of September. Precipitation totals (in inches) from Friday, September 25 through Tuesday, September 30:

- **Shasta Dam:** 2.72"
- **Oroville:** 0.88"
- **South Lake Tahoe Airport:** 1.60"
- **Pacific House:** 0.48"
- **Yosemite Headquarters:** 0.37"
- **Cheery Valley Dam:** 0.82"

\*\* This rainfall will have minimal effect on California's drought conditions, and reservoir water levels will remain largely unchanged. Due to low water supplies from the two previous dry years, California remains in drought conditions. \*\*



**Most Recent El Niño Predictions Suggest Very little Change in the Status this Month:** According to current forecasts, conditions are still favorable for the development of an El Niño event over the next two (2) months, however, any El Niño event that may develop will be weak. The National Weather Service (NWS) currently is forecasting about a 67% probability that an El Niño event will develop between the November and January timeframe.

### **KEY ACTION ITEMS FROM THIS WEEK**

- **Urban Water Suppliers Show Progress In August Water Conservation Report:** Water conservation in California's urban communities continues to grow. August data collected by the State Water Board shows an [11.5 percent statewide](#) reduction in water use compared to last August. The water usage data submitted by 95% of urban water suppliers indicates that Californians are answering the call to reduce water usage amidst the drought.

Overall, Californians saved 27 billion gallons of water in August. By comparison, residents collectively saved 18 billion gallons in July of this year and 9 billion gallons in June compared to water usage in those months last year. Next month, water districts will be required to report "residential gallons used per capita per day" in an effort to determine average water consumption per person throughout the state

- **CVP Begins Water Year 2015 with 2 Million Acre-Feet Less than Water Year 2014:** The U.S. Bureau of Reclamation's (USBR) [Central Valley Project \(CVP\) began water year 2015](#), which began on October 1, with 3.1 million acre-feet of water in its six key CVP reservoirs. This water supply represents less than half of the 15-year average annual carryover of 6.4 million acre-feet and is about 2 million acre-feet less than the amount in supply last October at the start of the 2014 water year.

Both federal and state water projects continue to work closely with regional partners to develop their operations contingency plan and strategies to grapple with limited water supplies and plan for a possible dry 2015.

- **U.S. Bureau of Reclamation Increasing Flows in Klamath River to Fight Parasite Attacking Salmon:** On Saturday, October 4, the U.S. Bureau of Reclamation (USBR) began releasing additional water from PacifiCorp's Iron Gate Dam near Hornbrook, California in an effort to [combat a parasite outbreak in Coho and Chinook salmon](#) in the upper Klamath River. Flows at the Iron Gate Dam will increase from 1,000 cubic feet per second (cfs) to 1,750 cfs. for 10 days and is expected to make the river current too strong for the parasite to swim through to reach the salmon. It is anticipated that the increased flow will use about 16,000 acre-feet from PacifiCorp's reservoirs and will have no effect on Upper Klamath Lake levels.
- **Emergency Food Aid, Rental and Utility Assistance:** The Department of Social Services (CDSS) has provided to date over 291,150 boxes of food to community food banks in drought-impacted counties. Approximately 242,585 boxes of food have been picked up by 128,437 households. By this Friday, October 17, an additional 10,800 will be delivered to four counties. Local food banks continue to target this food aid to residents most impacted by the drought.

The non-profit group La Cooperativa continues to distribute the \$10 million state-funded emergency rental assistance to impacted families and individuals across counties most impacted by the drought.

As of Thursday, October 2, the Department of Housing and Community Development (HCD) has reported that a total of \$6,138,586 is committed; and \$4,621,929 in funds has been issued to 3,024 applicants in 20 counties.

The Department of Community Services and Development (CSD) has created a \$600,000 program to help families pay their water bills. This program targets families through 10 agencies that are experiencing “exceptional” drought. As of Friday, October 3, CSD has reported that a total of \$107,202 has been issued to 832 households.

CSD has also implemented a \$400,000 Migrant and Seasonal Farmworker (MSFW) drought assistance program, in coordination with the California Human Development (CHD), Central Valley Opportunity Center (CVOC), Center for Employment Training (CET) and Proteus, which provides assistance in employment training and placement services to individuals impacted by the drought. As of Friday, October 3, 82 clients are enrolled in employment training programs, 9 clients have obtained employment, and 66 clients are receiving employment support services. CSD has also reported that a total of \$136,833 has been spent to assist participants in completing training employment programs.

- **Temporary Relief may become Available to Some Curtailed Water Rights Holders:** If significant early rains occur this winter, curtailed water right holders in the Sacramento, San Joaquin, Russian and Eel river watersheds [may be able to divert or store water on a temporary basis](#), according to an announcement released on Friday, October 3, by the State Water Board. Under the revised curtailment criteria, water rights holders that have been unable to divert water may be allowed to do so if sufficient rain occurs and will be notified in real-time of these temporary relaxations of curtailments.
- **U.S. EPA Announces \$183 Million to Improve Water Quality, Infrastructure in California:** On Thursday, October 2, the U.S. Environmental Protection Agency (EPA) announced more than [\\$183 million in new funding](#) to invest in California for statewide improvements in a wide variety of local water quality projects including pollution control, water and energy efficiency projects, drinking water and wastewater infrastructure improvements, and technical assistance for communities.

The funding announcement was made during an event highlighting new water meters installed in Fresno communities as part of the Fresno Water Conservation Project. Fresno was able to obtain \$51 million in federal funding that helped offset the cost of installing 73,000 water meters. Since the installation of the meters, water usage in the city has decreased by 25 percent. Now, the EPA is offering \$183 million to California to make more of these changes around the state.

- **CDFA Opens Application Period for Agricultural Water Efficiency Grants:** The Department of Food and Agriculture (CDFA) on Monday, September 29, opened a second application period for the [State Water Efficiency and Enhancement Program \(SWEET\)](#) grants authorized by emergency drought legislation. The SWEET grants will provide financial assistance to agricultural operations seeking to implement water conservation measures that result in increased water efficiency and reduced greenhouse gas emissions. Applications must be submitted electronically using [FAAST](#) by Monday, November 10 at 5:00 p.m.

- **State Water Board Accepting Public Comments on Draft Safe Drinking Water Plan until Dec. 15:** The State Water Board is [now accepting public comments](#) on its draft Safe Drinking Water Plan through Monday, December 15. The plan includes the State Water Board's assessment of the overall quality of the state's drinking water, analysis of specific water problems and known and potential health risks associated with contaminated drinking water, and recommendations for improving water quality. The State Water Board anticipates a series of workshops on the plan will be announced soon.
- **U.S. Bureau of Reclamation is Soliciting Project Proposals for New Colorado River System Conservation Pilot Program:** The U.S. Bureau of Reclamation (USBR) is now soliciting for water conservation project proposals from Colorado River entitlement holders in Arizona, California, and Nevada as part of a new [Colorado River System Conservation](#) pilot program. The program will provide up to \$11 million in funding for projects related to reduced risk to water supplies, hydropower production, water quality, agricultural output, recreation and environmental resources across the Colorado River basin.
- **Sacramento Agencies Launch New “Drought Champs” Campaign to Thank Residents for Conversation Efforts:** The Regional Water Authority (RWA) has launched a new [“Drought Champs”](#) campaign to thank Sacramento area residents for their efforts in conserving 20 billion gallons of water since January. That's enough to meet the drinking water needs for 150,000 families for a year.

The campaign will feature messages in radio, print advertising and digital billboards, applauding “Drought Champs” for their water use reductions and asking them to continue conserving water through the fall and winter.

- **Carlsbad Desalination Plant 65% Complete, On Schedule for Deliveries in 2015:** On Wednesday, October 1, the San Diego County Water Authority (SDCWA) announced that the [Carlsbad Desalination Plant](#) is 65% complete and on schedule for water deliveries to SDCWA by next fall. The \$1 billion project will produce 50 million gallons of water per day – or up to 56,000 acre-feet of water annually – for use across the San Diego area. The water produced will be enough to serve approximately 112,000 homes yearly and will account for 7% of the county's water need in 2020 and one-third of all locally generated water.
- **New Pilot Program Will Offer Rebates for Using Rainwater Barrels in San Mateo County:** On Monday, September 29, the City-County Association of Governments of San Mateo (C/CAG) announced that they will soon [offer rebates of up to \\$100 for rain barrel users](#) as part of a new pilot program geared towards conservation, which is being developed in partnership with the Bay Area Water Supply and Conservation Agency (BAWSCA). The program will be funded by \$25,000 that is already allocated in C/CAG's budget for the countywide stormwater program and will run through June 30, 2015.
- **Water Saving Tips Promoted Across the State:** The state's newly improved water conservation website, [SaveOurWater.com](#), is promoting the “Don't Waste Summer” campaign. This campaign provides a new conservation tip each day for the 100 days of summer. Supporters can sign up for daily email tips, and share Save Our Water's [Twitter](#) and [Facebook](#) feeds for this public awareness campaign.

- **Open Burn Ban in Affect across the State:** Open burning continues to be prohibited on 31 million acres of land across the state due to the [burn ban that CAL FIRE](#) has directed through the coordination of its unit chiefs. This ban on open burning in state responsibility areas (outside of cities and towns) reduces wildfire danger amidst extremely dry conditions.
- **Drought Response Funding:** \$687 million in state drought funding that was appropriated in March through emergency legislation continues to advance toward meeting critical needs. Over \$61 million of this funding addresses emergency water needs, food aid and housing assistance to drought-impacted communities. Nearly \$21 million of those funds are already in communities providing assistance and additional funds are being readied as drought impacts worsen. Nearly \$625 million of the emergency funds appropriated in March came from sources dedicated to capital improvements to water systems. Since March, state agencies have expedited grant approvals, getting over \$21 million immediately allocated to grantees that were pre-approved for certain projects. As planned in March, the next \$200 million of expedited capital funding will be awarded this fall, with the remaining \$250 million granted by mid next-year. State government has also appropriated tens of millions in funding to CAL FIRE over its typical budget to enable staffing-up fire crews much earlier this fire season.
- **Governor's Drought Task Force:** The Task Force continues to meet daily to take actions that conserve water and coordinate state response to the drought.

### Local Government

- **Local Emergency Proclamations:** A total of 59 local Emergency Proclamations have been received to date from city, county, and tribal governments, as well as special districts:
  - **25 Counties:** Glenn, Inyo, Humboldt, Kern, Kings, Lake, Madera, Mariposa, Mendocino, Merced, Modoc, Napa, Plumas, Santa Barbara, San Bernardino, San Joaquin, San Luis Obispo, Shasta, Siskiyou, Sonoma, Sutter, Trinity, Tulare, Tuolumne, and Yuba.
  - **13 Cities:** City of Willits (Mendocino County), City of St. Helena (Napa County), City of Calistoga (Napa County), City of American Canyon (Napa County), City of Santa Barbara (Santa Barbara County), City of Montague (Siskiyou County), City of Live Oak (Sutter County), City of San Juan Bautista (San Benito County), City of Lodi (San Joaquin County), City of Portola (Plumas County), City of Ripon (San Joaquin County), City of Rio Dell (Humboldt County), and City of West Sacramento (Yolo County).
  - **9 Tribes:** Hoopa Valley Tribe (Humboldt County), Yurok Tribe (Humboldt County), Tule River Indian Tribe (Tulare County), Karuk Tribe (Siskiyou/Humboldt Counties), Sherwood Valley Pomo Indian Tribe (Mendocino County), Yocha Dehe Wintun Nation (Yolo County), Cortina Indian Rancheria (Colusa County), Kashia Band of Pomo Indians of the Stewarts Point Rancheria (Sonoma County), and Picayune Rancheria of Chukchansi Indians (Madera County).
  - **12 Special Districts:** Brooktrails Township (Mendocino County), Lake Don Pedro Community Services District (Stanislaus County), Placer County Water Agency (Placer County), Twain Harte Community Services District (Tuolumne County), Carpinteria Valley Water District (Santa Barbara County), Meiners Oaks Water District (Ventura

County), Mariposa Public Utility District (Mariposa County), Goleta Water District (Santa Barbara County), Montecito Water District (Santa Barbara County), Tuolumne Utilities District (Tuolumne County), Mountain House Community Service District (San Joaquin County), Nevada Irrigation District (Nevada County).

- **Water Agency Conservation Efforts:** The Association of California Water Agencies (AWCA) [has identified](#) several hundred local water agencies that have implemented water conservation actions. These water agencies [are responding to the drought](#) by implementing conservation programs, which include voluntary calls for reduced water usage and mandatory restrictions where water shortages are worst.
- **County Drought Taskforces:** A total of 30 counties have established drought task forces to coordinate local drought response. These counties include: Butte, Glenn, Humboldt, Imperial, Kern, Kings, Lake, Madera, Mendocino, Merced, Modoc, Monterey, Napa, Nevada, Orange, Placer, Plumas, Sacramento, San Francisco, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Siskiyou, Stanislaus, Sutter, Tehama, Tulare, Tuolumne, and Yolo.
- **Tribal Taskforce:** A total of 2 tribes have established drought task forces to coordinate tribal drought response. These tribes include: Hoopa Valley Tribe (Humboldt County), and Yurok Tribe (Humboldt Counties).

#### DROUGHT RELATED WEBSITES FOR MORE INFORMATION

##### [Drought.CA.Gov](#): California's Drought Information Clearinghouse

State's Water Conservation Campaign, [Save our Water](#)  
Local Government, [Drought Clearinghouse and Toolkit](#)

California Department of Food and Agriculture, [Drought information](#)  
California Department of Water Resources, [Current Water Conditions](#)  
California Data Exchange Center, [Snow Pack/Water Levels](#)  
California State Water Resources Control Board, Water Rights, [Drought Info and Actions](#)  
California Natural Resources Agency, [Drought Info and Actions](#)  
State Water Resources Control Board, Drinking Water, [SWRCB Drinking Water Program](#)  
California State Water Project, [Information](#)

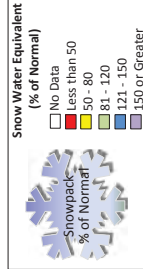
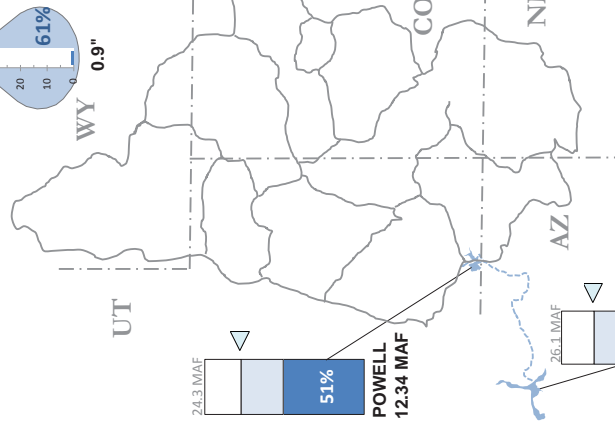
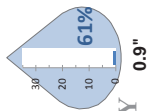
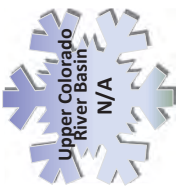
[U.S. Drought Monitor](#) for Current Conditions throughout the Region  
[U.S. Drought Portal](#), National Integrated Drought Information System (NIDIS)  
National Weather Service [Climate Predictor Center](#)  
USDA Drought Designations by County [CA County Designations](#)  
USDA Disaster and Drought Assistance Information [USDA Programs](#)  
U.S. Small Business Administration Disaster Assistance Office: [www.sba.gov/disaster](http://www.sba.gov/disaster)

# WATER SUPPLY CONDITIONS

As of: 10/19/2014



**2014 Colorado River**  
1,172,000 AF  
94% of full CRA



**MEAD**  
10.2 MAF  
1082.26 FT

Flip Over for SWP Data

Turn page for more CRA Data

ITEM 5C

## HIGHLIGHTS

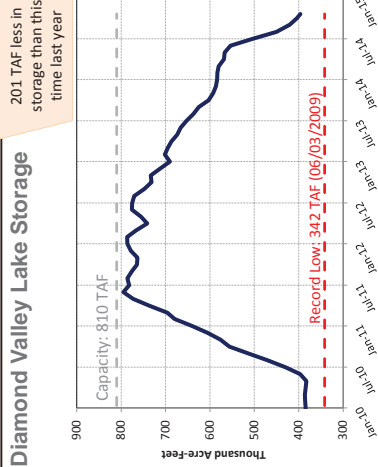
### Colorado River Basin

A round of showers and storms in the San Juans (Southern portion of the Upper Colorado River Basin) today. More widespread precipitation to the basin later this week.

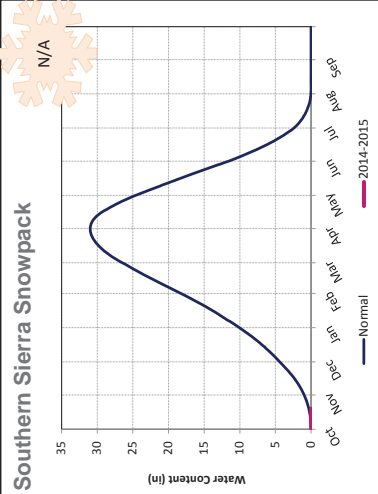
### Northern California

Cold front moving in this week bringing light to moderate precipitation through the weekend. Up to 0.8 inches forecasted.

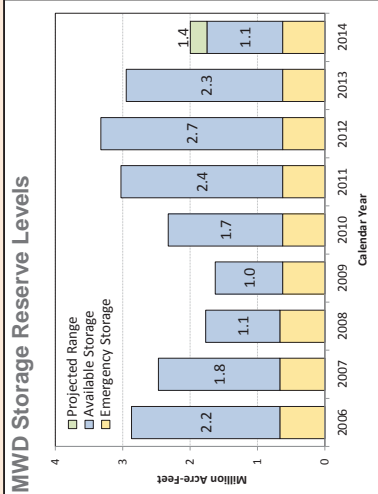
### Diamond Valley Lake Storage



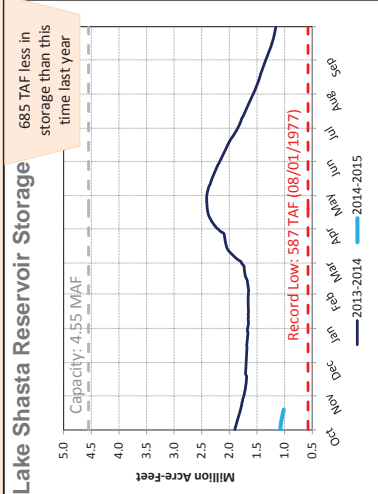
### Southern Sierra Snowpack



### MWD Storage Reserve Levels



### Lake Shasta Reservoir Storage



This report contains information from various federal, state, and local agencies. Metropolitan cannot guarantee the accuracy or completeness of this information. Readers should refer to the relevant state, federal, and local agencies for additional or for the most up to date water supply information. Reservoirs, lakes, aqueducts, maps, watersheds, and all other visual representations on this report are not drawn to scale.

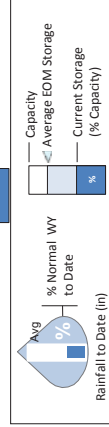
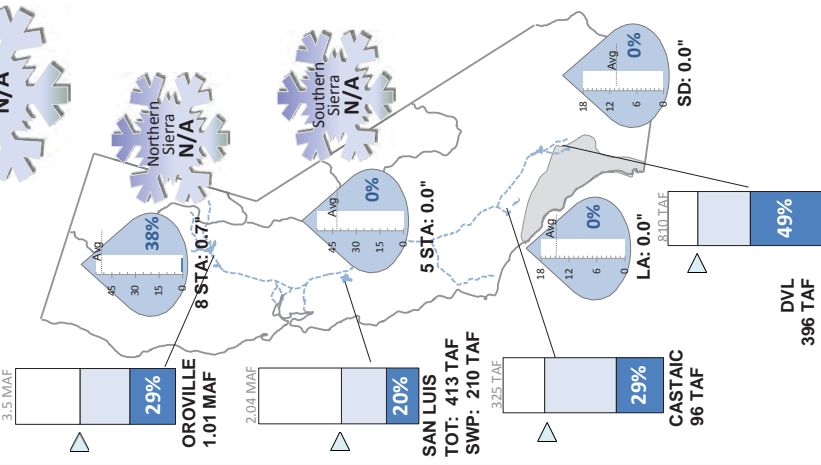
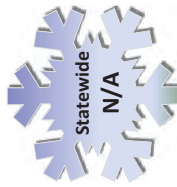
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# WATER SUPPLY CONDITIONS

As of: 10/19/2014

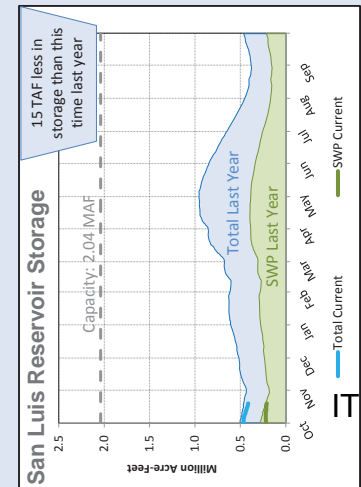
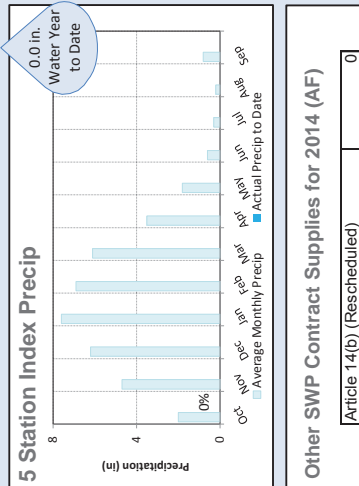
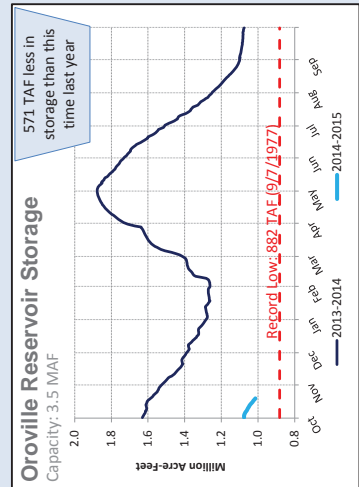
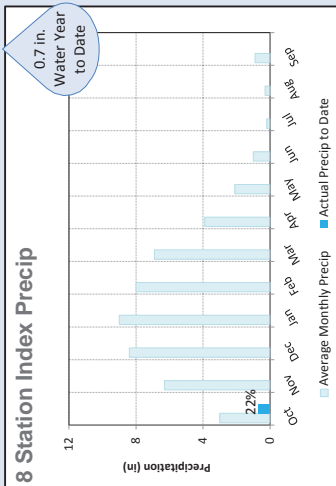
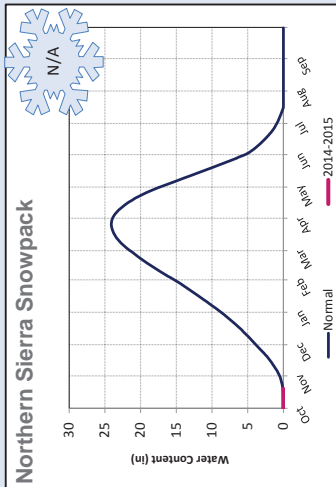
**2014 SWP Allocation**  
95,575 AF  
5% of Table A



Turn page for more SWP Data

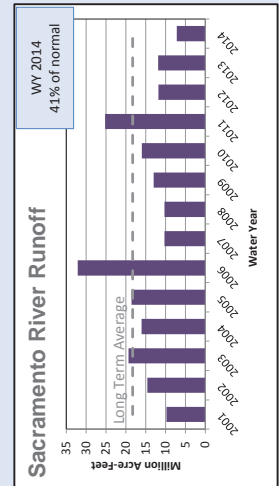
46

## State Water Project Resources



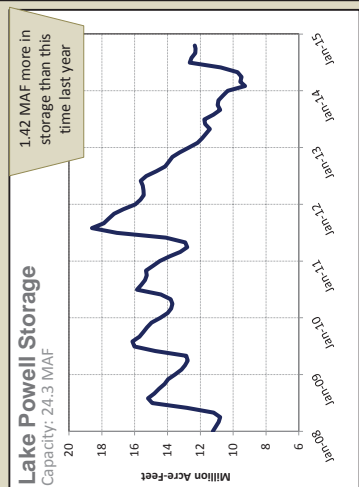
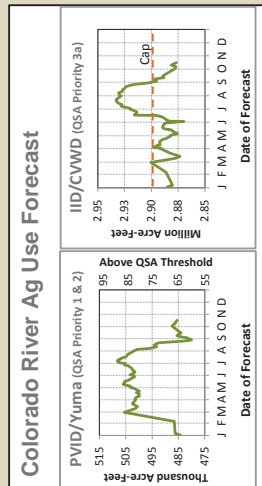
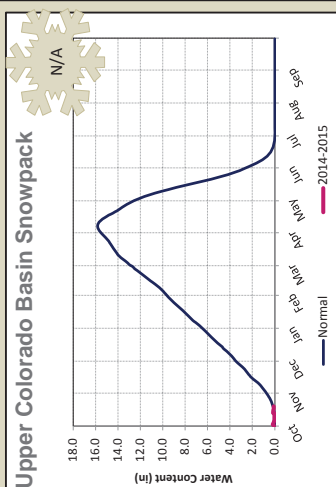
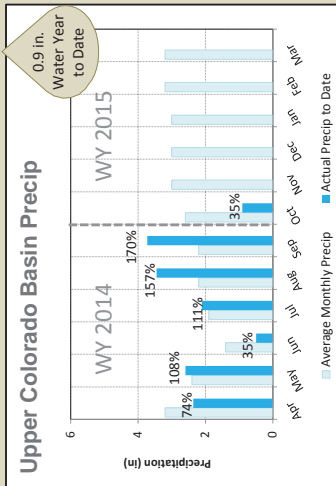
**Other SWP Contract Supplies for 2014 (AF)**

Article 14(b) (Rescheduled)	0
Transfer Supplies	0
Article 56 (Prior Cal. Year(s) CO)	223,000
Pool A/B (Purchased)	0



## Colorado River Resources

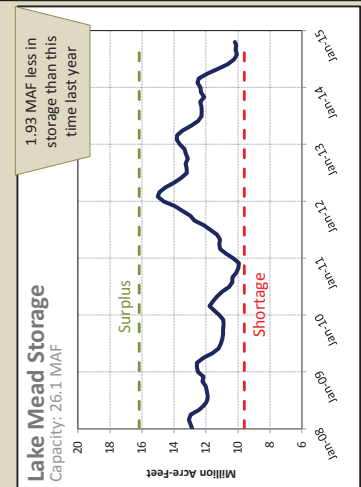
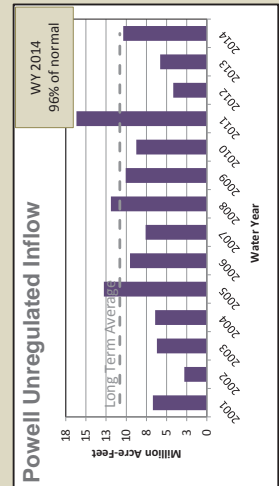
As of: 10/19/2014



**Lake Mead Shortage/Surplus Outlook**

	2015	2016	2017	2018	2019
Shortage	0%	25%	53%	62%	61%
Surplus	0%	0%	6%	9%	15%

Likelihood based on results from the October 2014 Colorado River Simulation System model run





October 28, 2014 LVMWD Regular Board Meeting

TO: Board of Directors

FROM: Facilities & Operations

**Subject: Commercial Real Estate Services for Lease of Building Nos. 1 and 8 (Pg. 48)**

**SUMMARY:**

Staff continues to seek opportunities to secure suitable tenants to lease Building No. 1 and the vacant suite in Building No. 8. With recent improvements in economic conditions, the District has experienced an increased level of interest in the properties, despite the expiration of the active listing for the Building No. 8 suite in August 2013. The District had temporarily held off on relisting the Building No. 8 suite along with Building No. 1, pending completion of a study on the long-term options for Building No. 1 by Waronzof Associates, Inc., a land economics and real estate consulting firm in El Segundo.

Following completion of the Waronzof study, two prospective tenants directly contacted the District with interest in a long-term lease of Building No. 1. Staff explored these opportunities in consultation with the City of Calabasas, while temporarily postponing actively listing the properties for lease. However, the property did not ultimately meet all of the needs of the prospective tenants. As a result, staff recommends that the District move forward by executing an exclusive agreement to lease Building No. 1 and the vacant suite in Building No. 8 with Westcord Commercial Real Estate Services.

**RECOMMENDATION(S):**

Authorize the General Manager to execute an exclusive agreement with Westcord Commercial Real Estate Services, in a form approved by District Legal Counsel, to offer Building No. 1 and the vacant suite in Building No. 8 for lease.

**FISCAL IMPACT:**

No

**ITEM BUDGETED:**

No

**DISCUSSION:**

**Background:**

Staff has been working diligently over the past several years to lease the District's vacant office spaces in Building Nos. 1 and 8. Building No. 1, the District's old headquarters building, consists of a 12,792-square-foot office space that was previously leased by Legal Enterprises, Inc., and vacated on August 31, 2012. Building No. 8 includes a 4,059-square-foot suite that was previously occupied by Millgee Investment Company, Inc., and vacated on December 31, 2010.

**Listing Agreement with NAI Capital for Lease of Properties:**

On February 8, 2011, the Board authorized the General Manager to execute an exclusive agreement with



NAI Capital, represented by Grace Bartsch, to list Building No. 1 for lease. NAI Capital was recommended to the Board following staff interviews of three firms with experience listing commercial properties. Subsequently, a similar agreement was executed with NAI Capital for listing the vacant suite in Building No. 8 when it became vacant in 2012.

Overall, Ms. Bartsch did a good job marketing the properties and generated a large number of leads. However, the commercial real estate market was very soft at the time due to the downturn in the economy, and there was a large inventory of higher quality commercial office spaces on the market in the area. As a result, both listing agreements expired without securing tenants for the spaces.

#### Building No. 1 Rezoning and Proposed Improvements:

On October 23, 2013, the Calabasas City Council approved the District's request for a lot line adjustment, General Plan amendment, and zoning change for Building No. 1. The lot line adjustment reconfigured two adjacent parcels to establish a new 1.60-acre parcel for Building No. 1. The General Plan amendment changed the land use designation for the parcel from Public Facilities-Institutional to Business-Limited Intensity. The zoning change involved a revision in designation from Public Facility to Commercial, Limited. Together, these actions were necessary to allow for Building No. 1 to be leased again to a non-Public Facility tenant (i.e. commercial office use). Previously, Building No. 1 qualified for legal nonconforming use; however, after remaining unoccupied for a continuous period of one year, the City required compliance with all currently applicable zoning regulations.

Concurrent with processing the zoning change, staff has worked on a number of measures to make the building more attractive to prospective tenants. Staff patched the interior walls and removed old shelving, hanging wires and carpeting. Also, plans were prepared for the addition of an elevator and improvements to parking and traffic circulation for the site. However, staff proposes to hold off on investing additional funds for the elevator, parking and traffic circulations improvements until a tenant is found.

#### Waronzof & Associates Study:

On May 29, 2013, the Board authorized staff to seek the services of a professional real estate economics firm to analyze various conceptual options to maximize the potential revenue generated by Building No. 1. The General Manager executed a Professional Services Agreement in the amount of \$10,500 with Waronzof & Associates to conduct the analysis. Timothy Lowe, Principal with Waronzof, presented his findings to the Board on November 12, 2013.

The analysis recommended that the District seek a short-term tenant for Building No. 1, while engaging a property development firm to solicit compatible build-to-suit, long-term opportunities for governmental or quasi-governmental agencies. A Request for Proposals (RFP) would be required to seek a suitable development firm to engage in an exclusive agreement to seek a build-to-suit partner for the District. As approved by the Board, staff requested a proposal from Waronzof to assist the District with preparation of the RFP and selection of a development firm. The proposal for the services was for \$44,600.

#### Discussions with Two Prospective Tenants:

Shortly after completion of the Waronzof study, the District received inquiries from two prospective tenants regarding the availability a lease for Building No. 1. The first was from Hanna Livni, Director of Masoret Yehudit, an orthodox day school with a comprehensive curriculum in Jewish and secular studies. Ms. Livni had learned of the availability of Building No. 1 during Director Glen Peterson's MWD Colorado River Aqueduct Inspection Trip. However, further investigation, including a meeting with the City of Calabasas' Planning Director, revealed that current zoning for the site are not consistent with the long-term plans for Masoret Yehudit. Also, staff was concerned with the potential incompatible use of the site, considering the presence of school-aged children and associated traffic during pick-up and drop-off periods.

The second inquiry was from representatives of the California Wildlife Center (CWC), who also expressed interest in Building No. 1. The CWC is a 501(c)(3) non-profit organization that is committed to the protection of native wildlife through medical care, rehabilitation, education and conservation. Currently operating on a NPS-owned property on Piuma Road, the CWC is seeking a new, larger facility to meet its expansion needs. Page 7A

operational needs and due to NPS interest in resuming the use of the Piuma Road property. Preliminary discussions with CWC representatives indicated that Building No. 1 was suitable for their needs, and the current zoning for the site appeared to accommodate the use. However, CWC had additional needs for outdoor wildlife enclosures that would need to be accommodated off-site, potentially at the Rancho Las Virgenes Composting Facility. Unfortunately, the CWC representatives prefer to identify a site that can accommodate all of their needs, office space and wildlife enclosures, on a single site.

Although the discussions with Masoret Yehudit and CWC did not result in a lease proposal, staff is encouraged with the increased interest in the property. Modest improvements in the economy appear to be supporting the increased interest and may result in the District finding a suitable tenant in the near future.

**Proposal to Relist the Properties for Lease:**

Considering the progress to-date, staff proposes to relist the properties for lease before moving forward with additional site improvements or an RFP to seek a build-to-suit partner. Staff conducted interviews with three firms with experience in listing commercial office space for lease in the area. Previously, the District had focused on firms with experience listing properties on the western side of the Calabasas grade; however, this time staff included firms with experience listing properties in Calabasas on the eastern side of the grade just west of Hidden Hills. This area includes more properties of similar size and condition to that of Building No. 1.

Based on the interviews, staff recommends the selection of Westcord Commercial Real Estate Services for the listing. The firm has successful experts with a proven track record leasing buildings along the 101 Freeway corridor from Newbury Park through Calabasas. Representatives of Westcord will attend the Board meeting to describe their strategy to lease the properties and discuss the proposed terms of the listing agreement.

**GOALS:**

Ensure Effective Utilization of the Public's Assets and Money

**GOAL DESCRIPTION:**

Prepared By: Larry Miller, Water Systems and Facilities Manager, and David Pedersen, General Manager



October 28, 2014 LVMWD Regular Board Meeting

TO: Board of Directors

FROM: Facilities & Operations

**Subject: Tapia Primary Clarifier No. 1 Rehabilitation Project: Change Order 2 Approval (Pg. 51)**

Las Virgenes-Triunfo Joint Powers Authority (JPA) approved funding for this matter in the JPA Budget. This recommendation is before the LVMWD Board of Directors for action, as Administering Agent of the JPA, as authorized in the JPA Agreement.

**SUMMARY:**

On April 22, 2014, the Board awarded a construction contract to Offshore Construction, Inc., in the amount of \$169,500, for the rehabilitation of Tapia Primary Clarifier No. 1. The project includes concrete repair, installation of protective coating and replacement of corroded aluminum launders and influent diffusers. Change Order No. 1, in the amount of \$22,565, was administratively approved by the General Manger to increase the stainless steel launder size from 15"x 15" as shown on the record drawings to 24"x 24" as measured in the field.

Change Order No. 2 consists of two items. Item No. 1 is for an increase in the amount of interior concrete surface coating area from the bid quantity of 1,050 square feet to a total of 2,230 square feet, using the bid price of \$50 per square foot. The cost of Item No. 1 is \$59,000. Item No. 2 is a deductive change, resulting in an offsetting credit \$9,661.82. The credit accounts for the difference in material cost between the specified coating material and the lower-cost alternative coating material approved for use. The net cost of Change Order No. 2 is \$49,338.18.

**RECOMMENDATION(S):**

Authorize the General Manager to approve Change Order No. 2 in the net amount of \$49,338.18 and a 65-calendar-day time extension for the Tapia Primary Clarifier No.1 Rehabilitation Project.

**FISCAL IMPACT:**

Yes

**ITEM BUDGETED:**

Yes

**FINANCIAL IMPACT:**

Sufficient funds are available in the adopted Fiscal Year 2014-15 JPA Budget for Change Order No. 2. The total construction cost of the project, including Change Orders Nos. 1 and 2, is \$241,403.18.

**DISCUSSION:**

The bid schedule for the project reflected a total of 1,050 square feet of interior area that required protective coating. However, a review of the quantity takeoff for the preparation of the Engineer's Estimate and field evaluation of the actual condition of the interior coating revealed that the original bid quantity was too low. A total of 2,230 square feet of interior area required coating.

ITEM 7B

A deductive credit of \$9,661.82 partially offset the increase in area requiring coating. The credit resulted from the difference in price between the Carboline product approved for use and the Epoxytec product specified in the contract documents. Both products provide equivalent protection of the concrete surfaces.

The proposed 65-calendar-day extension of the contract duration is to account for delays to receive the resized launders, approved under Change Order No. 1, from the supplier and the amount of time needed for additional surface area coating. The delays will not impact the operation of the Tapia Water Reclamation Facility.

Although the General Manager is authorized to approve a single change order that does not exceed \$50,000 for works of improvement contracts less than or equal to \$1,000,000, a deductive change order may not be applied to offset the amount. Also, the General Manager may only approve time extensions of up to 25% of the original duration stated in the contract documents. As a result, Board approval is required for Change Order No. 2.

Pursuant to Section 2-5.507 of the LVMWD Code, the Board must approve change orders over \$50,000, without considering the offsetting for contract under \$1,000,000 and any time extension more than 25% of the time stated in the contract document.

**GOALS:**

Construct, Manage and Maintain All Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

**GOAL DESCRIPTION:**

Rehabilitation of the primary clarifier will prolong its service life.

Prepared By: John Zhao. P.E. Principal Engineer

**ATTACHMENTS:**

[Change Order No. 2](#)



4232 Las Virgenes Road  
Calabasas, California 91302-1994

## CONTRACT CHANGE ORDER

No.  2

Project Tapia Water Reclamation Facility:primary Clarifier No.1 Rehabilitation s  
Project No. Acct. No. 10512.1880.505

Contractor Offshore Construction, Inc. Date October 7, 2014

CONTRACTOR CHANGE ORDER NO.  2  The Contractor is hereby authorized and directed to make the herein described changes from the Plans and Specifications or do the following work not included in the Plans and Specifications for the construction of this project.

This change requested by: Offshore Construction, Inc.

(1) DESCRIPTION OF CHANGE:

A credit in the amount of \$9,661.82 for approved substitution of CCP Epoxytec product with Carboline product.

INCREASES  
TOTAL AT AGREED PRICES OR FORCE ACCOUNT **(\$9,661.82)**  
DECREASES

ITEM 7B

Contract Change Order No. 1 Project No. \_\_\_\_\_ Acct. No. 10512.1880.505

Date October 7, 2014

(2) Estimate of increases and/or decreases in contract items at contract unit prices:

**INCREASES**

Item	Description	Quantity	Unit Price	Total
6	Primary Clarifier 1 interior coating	1,180 SF	\$50/LF	\$59,000.00

TOTAL INCREASES \$59,000.00

**DECREASES**

Item	Description	Quantity	Unit Price	Total
------	-------------	----------	------------	-------

TOTAL DECREASES (0)

TOTAL NET increase IN CONTRACT ITEMS AT CONTRACT UNIT PRICES \$59,000.00

**TOTAL COST OF THIS CHANGE ORDER \$49,338.18 INCREASE**

**DECREASE**

It is agreed 65 consecutive calendar days extension of time will be allowed by reason of this change.

Recommended by

Departmental Approval

\_\_\_\_\_  
John Zhao, P.E.  
Principal Engineer

\_\_\_\_\_  
David R. Lippman  
Director of Facilities and Operations

ACCEPTED:

APPROVED:

\_\_\_\_\_  
Offshore Construction, Inc.

\_\_\_\_\_  
Las Virgenes Municipal Water District

By: \_\_\_\_\_

By: \_\_\_\_\_  
David Pedersen, P.E.  
General Manager

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Note: Attention is called to the sections of the Special Provisions and Standard Provisions on EXTRA, ADDITIONAL OR OMITTED WORK.

THIS CHANGE ORDER IS NOT EFFECTIVE UNTIL APPROVED BY OWNER

IF ACCEPTABLE TO THE CONTRACTOR, THIS CHANGE ORDER IS EFFECTIVE IMMEDIATELY

ITEM 7B



October 28, 2014 LVMWD Regular Board Meeting

TO:

FROM:

**Subject: Rancho Plow Mixer Discharge Conveyor: Purchase Order Authorization (Pg. 55)**

Las Virgenes-Triunfo Joint Powers Authority (JPA) approved funding for this matter in the adopted JPA Fiscal Year 2014-15 Budget. This recommendation is before the LVMWD Board of Directors for action, as Administering Agent of the JPA, as authorized in the JPA Agreement.

**SUMMARY:**

The plow mixer discharge conveyor moves mixed material from the dewatering building into the reactor building. The conveyor is 20 inches in diameter and 96 feet 11 inches long, the longest conveyor at the Rancho Las Virgenes Composting Facility. In March 2014, staff discovered that the lower portion of the conveyor screw was worn and required replacement. A replacement section for the lower portion of the conveyor screw was ordered in Fiscal Year 2013-14 and remains at the manufacturer, Austin-Mac, Inc., pending shipment. The upper sections of the conveyor screw were scheduled for replacement in future fiscal years.

However, on Monday, October 6, 2014, staff responded to a break on the upper conveyor screw, which also showed signs of major wear. Temporary repairs were made to the conveyor to restore its operation, but staff determined that the upper conveyor screw also requires replacement. As a result, staff proposes to purchase the upper conveyor screw from Austin-Mac, Inc., the original screw provider, to allow it to be properly connected to the previously-purchased lower screw and shipped together for installation. Due to the large diameter and length of the conveyor screw, along with the need for compatibility with the lower screw, it is necessary to purchase the unit from Austin-Mac, Inc.

**RECOMMENDATION(S):**

Authorize the General Manager to issue a purchase order to Austin-Mac, Inc., in the amount of \$42,929, for the replacement upper plow mixer discharge conveyor screw at the Rancho Las Virgenes Composting Facility.

**FISCAL IMPACT:**

Yes

**ITEM BUDGETED:**

Yes

**FINANCIAL IMPACT:**

Sufficient funds for the upper plow mixer discharge conveyor screw are available in the adopted JPA Fiscal Year 2014-15 Budget.

**GOALS:**

Construct, Manage and Maintain All Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

Prepared By: Darrell Johnson, Facilities Manager



October 28, 2014 LVMWD Regular Board Meeting

TO: Board of Directors

FROM: Finance & Administration

**Subject: Financial Review for the First Quarter of Fiscal Year 2014-15 (Pg. 56)**

**SUMMARY:**

This report summarizes the financial review as of September 30, 2014.

The first quarter of the fiscal year is usually the period of highest sales, and the third quarter is usually the lowest in sales. Potable water revenues in the first quarter of Fiscal Year (FY) 2014-15 were slightly higher than budgeted, primarily due to higher than anticipated sales of potable water supplement for the recycled water system. The actual expenses for source of supply, consisting largely of water purchased from MWD, were about \$400,000 less than budget. This savings was primarily due the timing of purchases to refill Las Virgenes Reservoir. The net operating income from potable water was \$1.6 million at September 30, 2014, but it is expected to decrease in the next two quarters as revenues will decline in the cooler months and fixed costs remain the same.

Attached is a chart comparing potable water purchased from MWD and delivered to customers during the first quarter. Refer to the column titled "AF Delivered", which reflects the actual deliveries to customers in acre-feet for the corresponding months. In the first quarter of FY 2014-15, a total of 7,421 acre-feet was delivered, compared to 7,841 acre-feet during the same period of the prior fiscal year, resulting in a decrease of 420 acre-feet or 5.4%.

Recycled water revenues were in line with the budgeted amount but were approximately \$233,000 less than last year's actual for the same period due to a decrease in the wholesale recycled water rate. Source of supply expenses were higher than budgeted because of increased purchases of potable water supplement. Operating and maintenance expenses were slightly below budget.

Sanitation revenues and operating expenses were very close to the budgeted amounts for the quarter. Capital project expenses for the first quarter were \$3.1 million, which were higher than the prior year actuals but less than budgeted.

**FISCAL IMPACT:**

No

**ITEM BUDGETED:**

No

**DISCUSSION:**

The following table provides a tabular comparison of the first quarter of FY 2014-15 with the same period in FY 2013-14 ("Prior Year") and the budget for the first quarter of the current year ("Budget").

The amounts in the **Actual** column represent that received or spent year-to-date. These figures agree with

ITEM 8A



the amounts shown on the attached schedules for each enterprise. The **Prior Year** column represents the difference between that received or spent in the current year with that received or spent for the same period in the prior year. The actual prior year amounts are shown in the attached schedules by enterprise. This table is meant to highlight the differences and show whether the differences are positive (example: revenue is greater than last year, or expenses are less than last year) or negative (example: revenue is less than last year, or expenses are higher than last year).

The **Budget** column represents the difference between that received or spent in the current year with that budgeted for this period. The actual budget amounts are shown in the attached schedules by enterprise. This table is meant to highlight the differences and show whether the differences are positive (example: revenue is greater than budget, or expenses are less than budget) or negative (example: revenue is less than budget, or expenses are higher than budget).

Interest Income is not shown on the attached schedules but is reported in the quarterly and monthly investment reports to the Board.

	<b>Actual</b>	<b>Prior Year Variance</b>	<b>Budget Variance</b>
Potable Water Revenues	\$12,066,072	P\$691,481	P\$309,335
Potable Water Expenses	\$10,416,959	P(\$159,702)	N\$560,321
Recycled Water Revenues	\$2,931,618	N(\$233,352)	P\$22,439
Recycled Water Expenses	\$1,120,206	N\$78,082	P(\$203,977)
Sanitation Revenues	\$4,216,431	P\$155,394	P\$10,996
Sanitation Expenses	\$2,653,460	P(\$10,506)	N\$9,529
Interest Income	\$113,253	N(\$16,531)	P\$20,623
Capacity Fee Income	\$57,991	N(\$70,932)	N(\$183,859)
Capital Project Expenses	\$3,076,876	\$1,606,956	(\$2,708,569)

**Potable water revenue** was greater than the prior year due to implementation of a scheduled rate increase, effective on January 1, 2014. Revenues were slightly higher than budget due to a higher volume of potable water sales than anticipated.

**Potable water expenses** were higher than the prior year because the MWD rate for potable water increased, which was anticipated in the adopted Budget. The expenses were less than budgeted due to the timing of refilling Las Virgenes Reservoir and some salary savings associated with temporarily vacant positions.

**Recycled water revenue** was less than the prior year due to a decrease in the wholesale recycled water rate and a slight decrease in the volume sold.

**Recycled water expenses** were less than the prior year due to a decrease in volume purchased from the JPA. The expenses were higher than budget due to an increase in potable water supplement.

**Sanitation revenues** were in line with budget projections and fairly close to the prior year amounts. Expenses were also in line with budget estimates and the prior year. Overall, the sanitation net operating income was on-target.

**Interest income** was slightly lower than last year due to continued low interest rates.

**Capacity fee income** and **capital project expenses** vary greatly from year to year and are difficult to project.

#### **GOALS:**

Ensure Effective Utilization of the Public's Assets and Money

ITEM 8A

Prepared By: Joseph Lillio, Finance Manager

**ATTACHMENTS:**

[FY 2014/15 First Quarter Report](#)

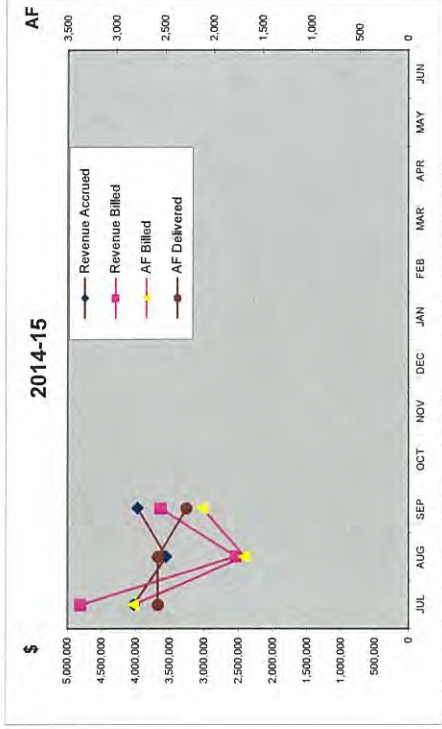
[Capital Improvement Project Status Report](#)

POTABLE WATER SALES  
Source: Potable Water Accrual.XLS

2014-15

	Revenue Accrued	Revenue Billed	AF Billed	Rev Billed / AF Billed	AF Delivered	Rev Accrued / AF Delivrd
JUL	4,024,652	4,807,340	2,824	1,702.32	2,569.80	1,566.13
AUG	3,551,340	2,538,682	1,690	1,502.18	2,569.70	1,382.01
SEP	3,970,233	3,631,764	2,120	1,713.10	2,281.10	1,740.49
OCT				#DIV/0!		#DIV/0!
NOV				#DIV/0!		#DIV/0!
DEC				#DIV/0!		#DIV/0!
JAN				#DIV/0!		#DIV/0!
FEB				#DIV/0!		#DIV/0!
MAR				#DIV/0!		#DIV/0!
APR				#DIV/0!		#DIV/0!
MAY				#DIV/0!		#DIV/0!
JUN				#DIV/0!		#DIV/0!
	11,546,225	10,977,786	6,634	1,654.78	7,421	1,555.97

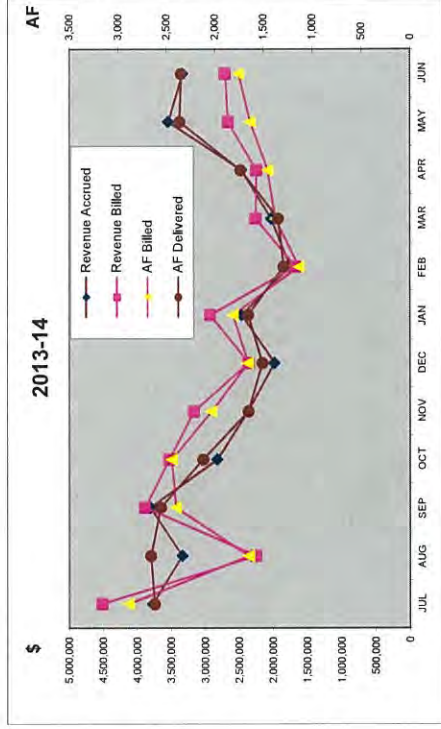
JUL	
AUG	
SEP	
OCT	
NOV	
DEC	
JAN	
FEB	
MAR	
APR	
MAY	
JUN	



2013-14

	Revenue Accrued	Revenue Billed	AF Billed	Rev Billed / AF Billed	AF Delivered	Rev Accrued / AF Delivrd
JUL	3,771,422	4,516,282	2,888	1,563.81	2,621.40	1,438.71
AUG	3,337,482	2,249,150	1,649	1,363.95	2,659.70	1,254.83
SEP	3,808,674	3,886,735	2,403	1,617.45	2,559.50	1,488.05
OCT	2,822,985	3,534,416	2,444	1,446.16	2,121.80	1,330.47
NOV	2,368,166	3,168,408	2,036	1,556.19	1,654.10	1,431.69
DEC	1,979,568	2,360,410	1,658	1,423.65	1,511.40	1,309.76
JAN	2,461,971	2,928,694	1,813	1,615.39	1,656.60	1,486.16
FEB	1,747,950	1,673,257	1,136	1,472.94	1,289.90	1,355.10
MAR	2,027,466	2,257,629	1,379	1,637.15	1,346.10	1,506.18
APR	2,464,086	2,243,403	1,454	1,542.92	1,735.90	1,419.49
MAY	3,543,879	2,661,922	1,633	1,630.08	2,363.10	1,499.67
JUN	3,332,584	2,706,209	1,754	1,542.88	2,347.80	1,419.45
	33,666,233	34,186,516	22,247	1,536.68	23,867	1,410.56

JUL	
AUG	
SEP	
OCT	
NOV	
DEC	
JAN	
FEB	
MAR	
APR	
MAY	
JUN	





# Quarterly Financial Report

## FY14-15 Year to Date as of September 30

	FY13-14 Actual YTD	FY14-15 Budget YTD	FY14-15 Actual YTD
Total Revenues	\$19,965,014	\$19,612,658	\$19,896,888
Total Expenses	\$16,612,374	\$21,050,680	\$17,529,064
Net Sources (Uses) of Funds	\$3,352,640	\$(1,438,023)	\$2,367,824

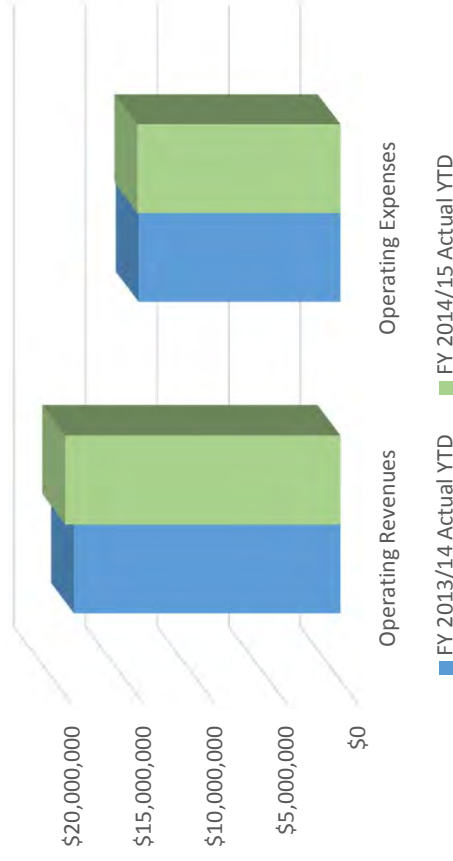
# Total Enterprise Operation

## This Year

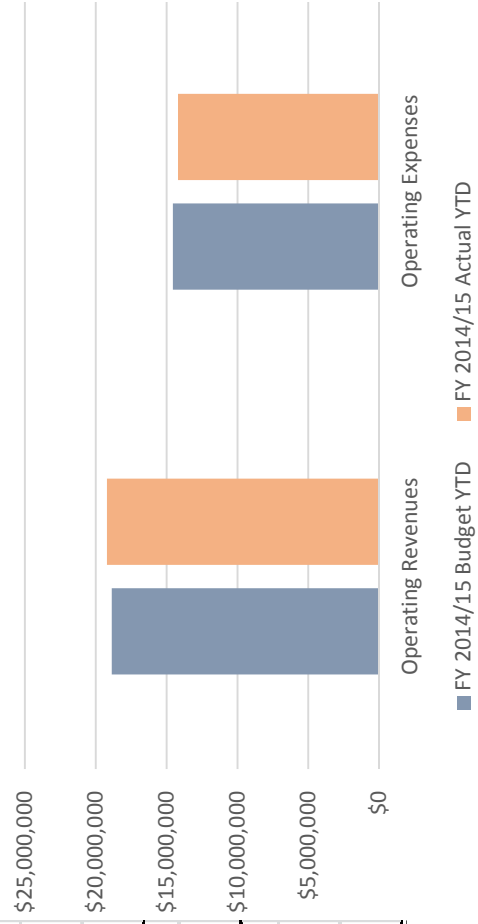
### First Quarter FY 2014-15

	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Actual
	YTD	YTD	YTD
<b>Total</b>			
<b>Total Operating Revenues</b>	\$ 18,600,598	\$ 18,871,351	\$ 19,214,121
<b>Source of Supply</b>	8,334,671	8,613,122	8,209,999
<b>Purchased Services</b>	2,319,328	2,288,780	2,296,824
<b>Operating &amp; Maintenance Expenses</b>	1,513,973	1,437,044	1,677,840
<b>Administrative Expenses</b>	1,930,526	2,217,552	2,005,962
<b>Total Operating Expenses</b>	14,098,498	14,556,498	14,190,625
<b>Operating Income available for Replacement Projects and Debt Service</b>	\$ 4,502,100	\$ 4,314,853	\$ 5,023,496

Operating Revenues & Expenses YTD Comparison



FY 2014/15 Operating Budget vs. Actual

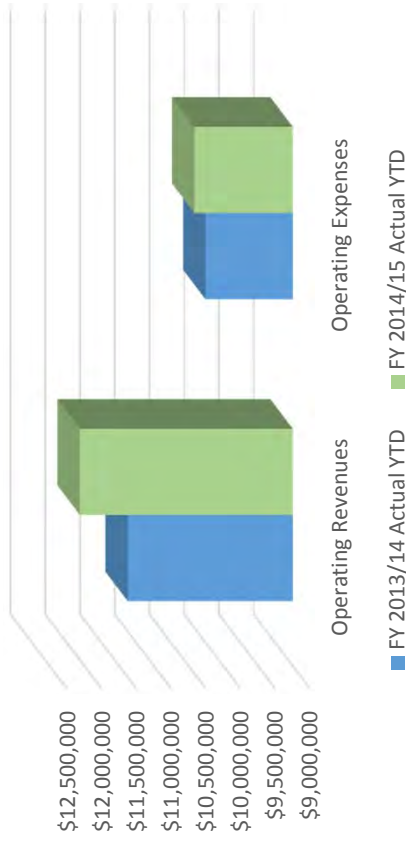


# Potable Water This Year

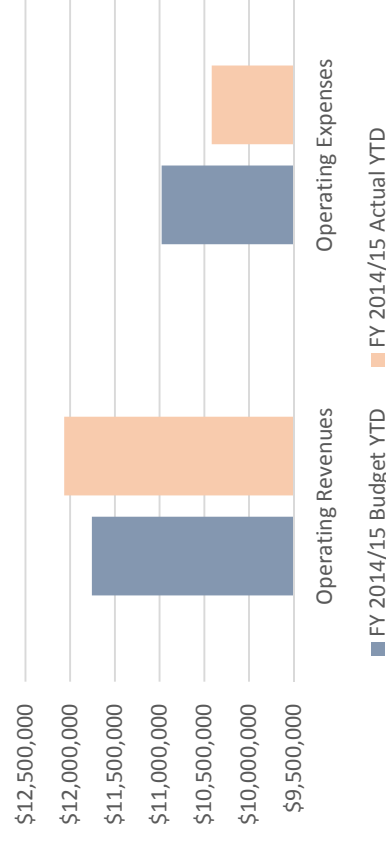
## First Quarter FY 2014-15

	FY 13-14 Actual YTD	FY 14-15 Budget YTD	FY 14-15 Actual YTD
<u>Potable Water</u>			
Total Operating Revenues	\$ 11,374,591	\$ 11,756,737	\$ 12,066,072
Source of Supply	7,266,521	7,853,262	7,224,169
Operating & Maintenance Expenses	1,404,289	1,302,856	1,571,594
Administrative Expenses	1,586,447	1,821,162	1,621,196
Total Operating Expenses	10,257,257	10,977,280	10,416,959
Operating Income available for Replacement Projects	\$ 1,117,334	\$ 779,457	\$ 1,649,113

Potable Water Revenue & Expenses  
Year to Date Comparison



FY 2014/15 Potable Water Operating  
Year to Date Budget vs. Actual



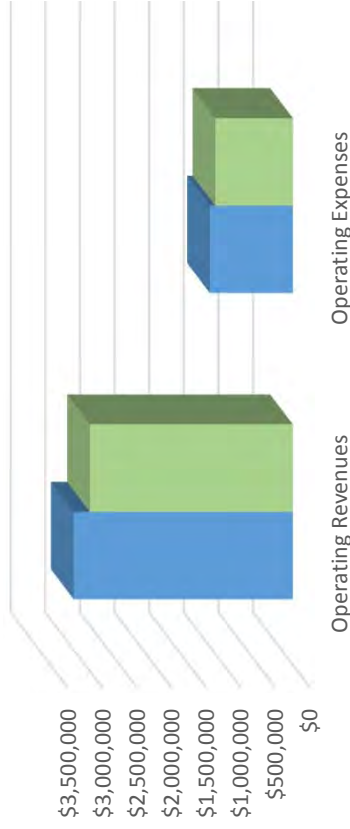
# Recycled Water

## This Year

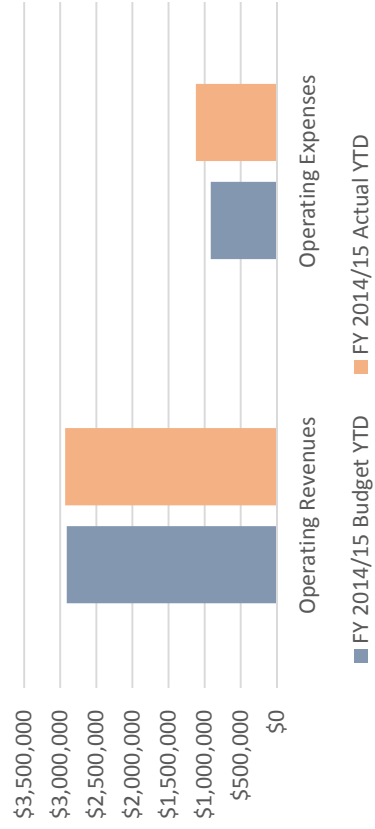
### First Quarter FY 2014-15

	FY 13-14 Actual YTD	FY 14-15 Budget YTD	FY 14-15 Actual YTD
<b><u>Recycled Water</u></b>			
Total Operating Revenues	\$ 3,164,970	\$ 2,909,179	\$ 2,931,618
Source of Supply	1,068,150	759,860	985,830
Operating & Maintenance Expenses	29,076	48,063	32,645
Administrative Expenses	101,062	108,306	101,731
Total Operating Expenses	1,198,288	916,229	1,120,206
Operating Income available for Rw			
Repl Projects & Sanitation Operation	\$ 1,966,682	\$ 1,992,930	\$ 1,811,412
Replacement			

Recycled Water Revenue & Expenses  
Year to Date Comparison



FY 2014/15 Recycled Water Operating  
Year to Date Budget vs. Actuals

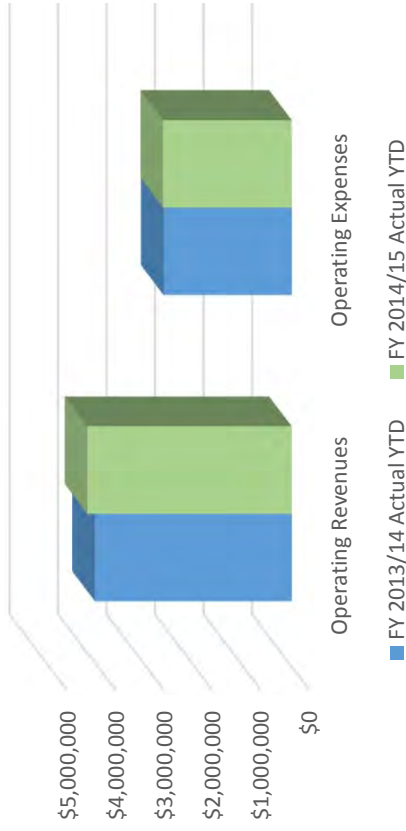


# Sanitation This Year

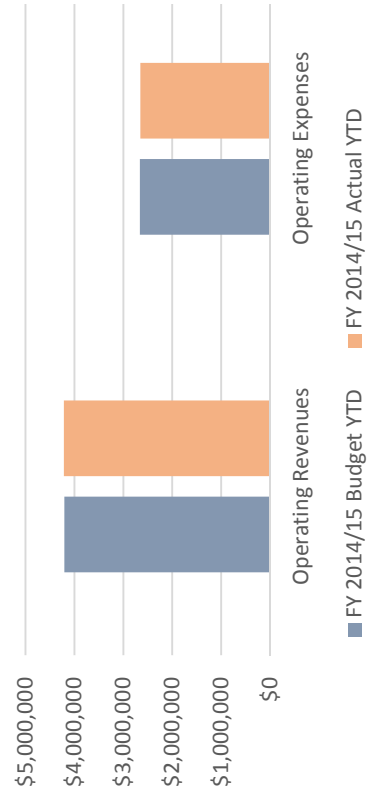
## First Quarter FY 2014-15

	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Actual
	YTD	YTD	YTD
<b>Sanitation</b>			
Total Operating Revenues	\$ 4,061,037	\$ 4,205,435	\$ 4,216,431
Purchased Services	2,319,328	2,288,780	2,296,824
Operating & Maintenance Expenses	80,608	86,125	73,601
Administrative Expenses	243,018	288,084	283,035
Total Operating Expenses	2,642,954	2,662,989	2,653,460
Operating Income available for Replacement Projects	\$ 1,418,083	\$ 1,542,446	\$ 1,562,971

Sanitation Revenue & Expenses  
Year to Date Comparison



FY 2014/15 Sanitation Operating  
Year to Date Budget vs. Actuals





**Las Virgenes Municipal Water District**  
**Quarterly Update - Comparison to Budget at September 30, 2014**  
**FY 14-15 Year to Date**

	<u>FY 13-14 Actual YTD</u>	<u>FY 14-15 Budget YTD</u>	<u>FY 14-15 Actual YTD</u>
<b><u>Total Revenues</u></b>			
Operating Revenues	\$ 18,600,598	\$ 18,871,351	\$ 19,214,121
Capacity Fees	128,923	241,850	57,991
Other (Stand-by, Interest Inc, Property Tax)	1,235,493	599,348	624,776
<b>Total Revenues</b>	<u>19,965,014</u>	<u>19,712,549</u>	<u>19,896,888</u>
<b><u>Total Expenses</u></b>			
Operating Expenses:			
Staff Salaries	\$ 2,443,575	\$ 2,528,467	\$ 2,416,840
Staff Salaries - Overtime	120,246	58,344	94,232
Other Operating Expenses	11,534,677	11,969,687	11,679,553
Capital Project Expenses	1,469,920	5,785,445	3,076,876
Other (Debt Service, bond amortization)	1,043,956	354,369	261,563
<b>Total Expenses</b>	<u>16,612,374</u>	<u>20,696,311</u>	<u>17,529,064</u>
<b>Net Sources (Uses) of Funds</b>	<u>\$ 3,352,640</u>	<u>\$ (983,762)</u>	<u>\$ 2,367,824</u>

**Las Virgenes Municipal Water District**  
**Quarterly Update - Comparison to Budget at September 30, 2014**  
**FY 14-15 Year to Date**

	<u>FY 13-14 Actual</u> <u>YTD</u>	<u>FY 14-15 Budget</u> <u>YTD</u>	<u>FY 14-15 Actual</u> <u>YTD</u>
<b><u>Total</u></b>			
Total Operating Revenues	\$ 18,600,598	\$ 18,871,351	\$ 19,214,121
Source of Supply	8,334,671	8,613,122	8,209,999
Purchased Services	2,319,328	2,288,780	2,296,824
Operating & Maintenance Expenses	1,513,973	1,437,044	1,677,840
Administrative Expenses	1,930,526	2,217,552	2,005,962
Total Operating Expenses	14,098,498	14,556,498	14,190,625
Operating Income available for Replacement Projects and Debt Service	<u>\$ 4,502,100</u>	<u>\$ 4,314,853</u>	<u>\$ 5,023,496</u>
<b><u>Potable Water</u></b>			
Total Operating Revenues	\$ 11,374,591	\$ 11,756,737	\$ 12,066,072
Source of Supply	7,266,521	7,853,262	7,224,169
Operating & Maintenance Expenses	1,404,289	1,302,856	1,571,594
Administrative Expenses	1,586,447	1,821,162	1,621,196
Total Operating Expenses	10,257,257	10,977,280	10,416,959
Operating Income available for Replacement Projects	<u>\$ 1,117,334</u>	<u>\$ 779,457</u>	<u>\$ 1,649,113</u>
<b><u>Recycled Water</u></b>			
Total Operating Revenues	\$ 3,164,970	\$ 2,909,179	\$ 2,931,618
Source of Supply	1,068,150	759,860	985,830
Operating & Maintenance Expenses	29,076	48,063	32,645
Administrative Expenses	101,062	108,306	101,731
Total Operating Expenses	1,198,288	916,229	1,120,206
Operating Income available for Rw Repl Projects & Sanitation Operation Replacement	<u>\$ 1,966,682</u>	<u>\$ 1,992,950</u>	<u>\$ 1,811,412</u>
<b><u>Sanitation</u></b>			
Total Operating Revenues	\$ 4,061,037	\$ 4,205,435	\$ 4,216,431
Purchased Services	2,319,328	2,288,780	2,296,824
Operating & Maintenance Expenses	80,608	86,125	73,601
Administrative Expenses	243,018	288,084	283,035
Total Operating Expenses	2,642,954	2,662,989	2,653,460
Operating Income available for Replacement Projects	<u>\$ 1,418,083</u>	<u>\$ 1,542,446</u>	<u>\$ 1,562,971</u>

**Las Virgenes Municipal Water District  
Capital Improvement Project Status  
September 30, 2014**

**Job # - Description**

**Prior Year Appropriations    Prior Year Expenditures    Prior Year Balance    Current Year Appropriations    Working Capital Requirement    Current Year Expenditures    Balance Available**

**Completed Projects**

10344 EW Tmsn: Calabasas Rd.-LV	\$7,287,975	\$6,090,552	\$1,197,423	\$0	\$1,197,422	\$154,541	\$1,042,881
10518 LJS #2 Suction Line Repair	\$45,000	\$0	\$45,000	\$0	\$0	\$0	\$0

**Completed Projects**

	\$7,332,975	\$6,090,552	\$1,242,423	\$0	\$1,197,422	\$154,541	\$1,042,881
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**Projects on Hold**

10446 Buffer Land at Rancho	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000
10448 Rancho Polymer Feed System R	\$121,000	\$46,822	\$74,178	\$0	\$0	\$0	\$0
10493 Tapia: Sludge Screening	\$385,000	\$0	\$385,000	\$0	\$385,000	\$0	\$385,000

**Projects on Hold**

	\$756,000	\$46,822	\$709,178	\$0	\$635,000	\$0	\$635,000
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**Projects to complete by June 30, 2015**

10418 Rehab 18" RW Pipe (Tapia)Mlhd	\$235,000	\$279,834	(\$44,834)	\$208,231	\$163,396	\$5,253	\$158,143
10476 5 MG Tank @ LV Reservoir	\$13,606,169	\$4,289,482	\$9,316,687	\$0	\$9,316,687	\$1,894,962	\$7,421,725
10487 Construct 3rd Digerster @Ranch	\$7,194,281	\$6,579,466	\$614,815	\$121,445	\$736,260	\$1,045,443	(\$309,183) <sup>1</sup>
10508 Tank Renovation:Calabasas Tan	\$976,000	\$220,295	\$755,705	\$1,780,038	\$2,535,743	\$54,890	\$2,480,853
10512 Tapia: Primary Tank Rehab	\$685,000	\$115,844	\$569,156	\$0	\$569,156	\$111,113	\$458,043
10522 Rsvr #2 Imprvmt (Lining Cover	\$50,000	\$77,886	(\$27,886)	\$1,557,010	\$1,529,124	\$20,919	\$1,508,205
10542 Vault Lid Replacement	\$166,750	\$167,241	(\$491)	\$170,000	\$169,509	\$6,720	\$162,789
10543 Bldg. 7 & 8 HVAC Integration	\$257,000	\$0	\$257,000	\$10,000	\$267,000	\$5,224	\$261,776
10562 Tapia Structural Repairs	\$0	\$0	\$0	\$46,500	\$46,500	\$0	\$46,500
10566 Tapia Alntiv Disinfectn Safety	\$0	\$0	\$0	\$85,750	\$85,750	\$0	\$85,750
10569 Security Fencing, PW Tnk Sites	\$0	\$0	\$0	\$121,000	\$121,000	\$20,385	\$100,615
10570 RLV Compost Fac: New Loader	\$0	\$0	\$0	\$180,000	\$180,000	\$0	\$180,000
10571 Vehicle Rpl Program - FY14-15	\$0	\$0	\$0	\$175,000	\$175,000	\$0	\$175,000
10574 Rancho Facility Improvement	\$0	\$0	\$0	\$174,500	\$174,500	\$0	\$174,500
10580 Tapia Equipment Replacement	\$0	\$0	\$0	\$70,750	\$70,750	\$10,495	\$60,255
10583 Fleet Maint-Oil Lub System	\$0	\$0	\$0	\$21,500	\$21,500	\$0	\$21,500

**Job # - Description**

**Prior Year Appropriations**    **Prior Year Expenditures**    **Prior Year Balance**    **Current Year Appropriations**    **Working Capital Requirement**    **Current Year Expenditures**    **Balance Available**

10584	Electric/Instrumentatn Equipmt	\$0	\$0	\$0	\$14,500	\$11,246	\$3,254
10585	IT Capital Purchases-FY 14-15	\$0	\$0	\$0	\$145,500	\$8,821	\$136,679
10586	AMR Implementation- FY 14-15	\$0	\$0	\$0	\$1,275,000	\$0	\$1,275,000
10589	WMS Software Implementation	\$0	\$0	\$0	\$32,350	\$3,300	\$29,050
10590	PW System Rehab.- FY 14-15	\$0	\$0	\$0	\$242,300	\$0	\$242,300
10591	Calabasas Ridge RW Main Ext.	\$0	\$0	\$0	\$60,100	\$0	\$60,100

**Projects to complete by June 30, 2015**

		\$23,170,200	\$11,730,048	\$11,440,152	\$6,491,474	\$17,931,625	\$3,198,771	\$14,732,854
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**Multi-Year Projects**

10236	Raise Air Vac Valves	\$222,166	\$25,801	\$196,365	\$44,134	\$240,498	\$0	\$240,498
10372	Calabasas PK Estate Sys Rehab	\$385,000	\$463,651	(\$78,651)	\$0	\$0	\$0	\$0
10430	Twin Lakes P/S Pipeline Proj.	\$1,700,000	\$19,931	\$1,680,069	\$0	\$1,680,069	\$493	\$1,679,576
10463	Bldg 1 Tenant Improvements	\$227,380	\$146,154	\$81,226	\$0	\$81,226	\$0	\$81,226
10513	Tapia Gate & Drive Rpl-FY12-13	\$342,000	\$0	\$342,000	(\$32,350)	\$309,650	\$0	\$309,650
10520	SCADA System Communicn Up	\$93,100	\$6,239	\$86,861	\$0	\$86,861	\$0	\$86,861
10521	SCADA System Comm Upgrd (L	\$448,450	\$102,719	\$345,731	\$0	\$345,731	\$11,068	\$334,663
10536	Agoura Rd RW 8"-Ladyface-Cor	\$100,000	\$89,889	\$10,111	\$323,103	\$333,213	\$5,047	\$328,166
10537	Raw Sludge WetWell Mixing Imp	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000
10538	Tapia Channel Mixing Improvmm	\$454,000	\$32,449	\$421,551	\$4,205	\$425,756	\$7,023	\$418,733
10539	Saddletree Tank Improvements	\$274,165	\$16,256	\$257,909	\$0	\$257,909	\$0	\$257,909
10540	Lost Hills Overpass RW Main	\$355,000	\$49,243	\$305,757	\$8,744	\$314,501	\$9,680	\$304,821
10541	Building 8 Computer Cntr Upgrd	\$70,000	\$19,070	\$50,930	\$95,000	\$145,930	\$0	\$145,930
10544	Centrate Tank CP System Repl.	\$110,000	\$36,108	\$73,892	\$33,937	\$107,829	\$9,399	\$98,430
10549	Rancho Agitator Control Upgrd	\$14,000	\$13,564	\$436	\$13,564	\$14,000	\$0	\$14,000
10551	Centrate System-Pump Impeller	\$35,000	\$0	\$35,000	\$0	\$35,000	\$0	\$35,000
10553	PW System Rehabilitation	\$240,000	\$37,409	\$202,591	(\$202,591)	\$0	\$0	\$0
10556	Interconnection With CMWD	\$45,000	\$32,268	\$12,732	\$0	\$12,733	\$0	\$12,733
10557	Westlake Filtrtn Plant Expansn	\$0	\$0	\$0	\$440,000	\$440,000	\$10,994	\$429,006
10558	Westlake P/S Upgrade	\$0	\$0	\$0	\$205,000	\$205,000	\$8,404	\$196,596
10559	Manhole Rehab, F2/F3 Line	\$0	\$0	\$0	\$15,000	\$15,000	\$0	\$15,000
10560	Rancho:Rehab Existig Centratel	\$0	\$0	\$0	\$175,390	\$175,390	\$0	\$175,390

Job # - Description	Prior Year Appropriations	Prior Year Expenditures	Prior Year Balance	Current Year Appropriations	Working Capital Requirement	Current Year Expenditures	Balance Available
10561 NPDES Permit Renewal	\$0	\$0	\$0	\$25,000	\$25,000	\$0	\$25,000
10563 Tapia Suplimentl Carbon Study	\$0	\$0	\$0	\$85,000	\$85,000	\$0	\$85,000
10564 Centrate Equalization Tank	\$0	\$0	\$0	\$890,000	\$890,000	\$0	\$890,000
10565 Rancho LV:Digester Cleanng/Rpr	\$0	\$0	\$0	\$287,500	\$287,500	\$0	\$287,500
10567 Progmbie Logic Contrlr Upgrd	\$0	\$0	\$0	\$216,500	\$216,500	\$0	\$216,500
10568 Twin Lakes Tnk Drainage Proj.	\$0	\$0	\$0	\$346,000	\$346,000	\$21,542	\$324,458
10572 Agoura Rd Widening Project	\$0	\$0	\$0	\$60,000	\$60,000	\$850	\$59,150
10573 Sewer Grit Handling	\$0	\$0	\$0	\$50,000	\$50,000	\$0	\$50,000
10575 Building No. 8 Improvement	\$0	\$0	\$0	\$12,750	\$12,750	\$0	\$12,750
10576 Building No. 7 Improvement	\$0	\$0	\$0	\$24,500	\$24,500	\$0	\$24,500
10577 PW Pump Station Improvements	\$0	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000
10578 Security Upgrades-LVMWD	\$0	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000
10579 Security Upgrades- JPA	\$0	\$0	\$0	\$5,000	\$5,000	\$0	\$5,000
10581 PW System Equipment Upgrade	\$0	\$0	\$0	\$38,500	\$38,500	\$0	\$38,500
10582 Tapia Balancg Pond Sealant Rpl	\$0	\$0	\$0	\$80,500	\$80,500	\$0	\$80,500
10587 RW Storage Study-FY 14-15	\$0	\$0	\$0	\$300,000	\$300,000	\$0	\$300,000
10588 Woodland Hills Golf Crs-RW Ext	\$0	\$0	\$0	\$310,000	\$310,000	\$0	\$310,000
<b>Multi-Year Projects</b>	\$5,215,261	\$1,090,751	\$4,124,510	\$3,864,386	\$8,067,546	\$84,500	\$7,983,046
<b>Totals</b>	<b>\$36,474,436</b>	<b>\$18,958,173</b>	<b>\$17,516,263</b>	<b>\$10,355,860</b>	<b>\$27,831,594</b>	<b>\$3,437,812</b>	<b>\$24,393,782</b>
<b>Less: Triunfo Sanitation District's share of JPA Projects</b>							
<b>Total Las Virgenes share: All Projects</b>							
			<b>\$16,576,628</b>	<b>\$8,802,602</b>	<b>\$25,360,510</b>	<b>\$3,076,876</b>	<b>\$23,430,902</b>

**Footnotes**

- 1 Appropriate additional \$121,445, approved by JPA Board of Directors, 9/4/2014, Item 5A
- 2 Appropriate \$32,350, from WO10513  
Transfer appropriation of \$32,350, to WO10589
- 3 New project # assigned to facilitate administration of project. Transfer appropriation from WO10553.  
New project # assigned to facilitate administration of project. Transfer appropriation to WO10590.
- 4 Appropriate \$60,100 approved by Board of Directors, 8/26/2014, Item 7C.

ITEM 8A

**Las Virgenes Municipal Water District  
Capital Improvement Projects Working Capital  
Fiscal Year 2014-15 - through September 30, 2014**

<b>Job # - Description</b>	<b>Working Capital Requirement per Budget</b>	<b>Current Estimate</b>	<b>YTD Expenditures</b>
10236 Raise Air Vac Valves	\$240,539	\$240,498	\$0
10344 EW Tmsn: Calabasas Rd.-LV Rd	\$0	\$1,197,422	\$154,541
10372 Calabasas Pk Estate Sys Rehab	\$0	\$0	\$0
10418 Rehab 18" RW Pipe (Tapia/Milhd)	\$178,200	\$163,396	\$5,253
10430 Twin Lakes P/S Pipeline Proj.	\$1,680,069	\$1,680,069	\$493
10446 Buffer Land at Rancho	\$250,000	\$250,000	\$0
10448 Rancho Polymer Feed System Reh	\$0	\$0	\$0
10463 Bldg 1 Tenant Improvements	\$79,679	\$81,226	\$0
10476 5 MG Tank @ LV Reservoir	\$8,771,101	\$9,316,687	\$1,894,962
10487 Construct 3rd Digester @Rancho	\$121,445	\$736,260	\$1,045,443
10493 Tapia: Sludge Screening	\$0	\$385,000	\$0
10508 Tank Renovation:Calabasas Tank	\$2,584,747	\$2,535,743	\$54,890
10512 Tapia: Primary Tank Rehab	\$636,015	\$569,156	\$111,113
10513 Tapia Gate & Drive Rpl-FY12-13	\$309,650	\$309,650	\$0
10518 L/S #2 Suction Line Repair	\$34,758	\$0	\$0
10520 SCADA System Communicn Upgrd	\$86,861	\$86,861	\$0
10521 SCADA System Comm Upgrd (LV)	\$374,415	\$345,731	\$11,068
10522 Rsvr #2 Imprvmt (Lining Cover	\$1,557,010	\$1,529,124	\$20,919
10536 Agoura Rd RW 8"-Ladyface-Cornl	\$319,502	\$333,213	\$5,047
10537 Raw Sludge WetWell Mixing Impv	\$100,000	\$100,000	\$0
10538 Tapia Channel Mixing Improvmt	\$410,000	\$425,756	\$17,023
10539 Saddletree Tank Improvements	\$258,648	\$257,909	\$0
10540 Lost Hills Overpass RW Main	\$313,000	\$314,501	\$9,680

<i>Job # - Description</i>	<i>Working Capital Requirement per Budget</i>	<i>Current Estimate</i>	<i>YTD Expenditures</i>
10541 Building 8 Computer Cntr Upgrd	\$115,000	\$145,930	\$0
10542 Vault Lid Replacement	\$170,000	\$169,509	\$6,720
10543 Bldg. 7 & 8 HVAC Integration	\$257,000	\$267,000	\$5,224
10544 Centrate Tank CP System Repl.	\$118,816	\$107,829	\$9,399
10549 Rancho Agilator Control Upgrd	\$14,000	\$14,000	\$0
10551 Centrate System-Pump Impellers	\$35,000	\$35,000	\$0
10553 PW System Rehabilitation	\$27,700	\$0	\$0
10556 Interconnection With CMWD	\$45,000	\$12,733	\$0
10557 Westlake Filtrtn Plant Expansn	\$440,000	\$440,000	\$10,994
10558 Westlake P/S Upgrade	\$205,000	\$205,000	\$8,404
10559 Manhole Rehab, F2/F3 Line	\$15,000	\$15,000	\$0
10560 Rancho:Rehab Exisig CentrateLn	\$175,390	\$175,390	\$0
10561 NPDES Permit Renewal	\$25,000	\$25,000	\$0
10562 Tapia Structural Repairs	\$46,500	\$46,500	\$0
10563 Tapia Suplimentl Carbon Study	\$85,000	\$85,000	\$0
10564 Centrate Equalization Tank	\$890,000	\$890,000	\$0
10565 Rancho LV:Digester Cleangr/Rpr	\$287,500	\$287,500	\$0
10566 Tapia Altrnty Disinfectn Safety	\$85,750	\$85,750	\$0
10567 Progmbble Logic Contrlr Upgrd	\$216,500	\$216,500	\$0
10568 Twin Lakes Tnk Drainage Proj.	\$346,000	\$346,000	\$21,542
10569 Security Fencing, PW Tnk Sites	\$121,000	\$121,000	\$20,385
10570 RLV Compost Fac: New Loader	\$180,000	\$180,000	\$0
10571 Vehicle Rpl Program - FY14-15	\$175,000	\$175,000	\$0
10572 Agoura Rd Widening Project	\$60,000	\$60,000	\$850
10573 Sewer Grit Handling	\$50,000	\$50,000	\$0
10574 Rancho Facility Improvement	\$174,500	\$174,500	\$0
10575 Building No. 8 Improvement	\$12,750	\$12,750	\$0

<i>Job # - Description</i>	<i>Working Capital Requirement per Budget</i>	<i>Current Estimate</i>	<i>YTD Expenditures</i>
10576 Building No. 7 Improvement	\$24,500	\$24,500	\$0
10577 PW Pump Station Improvements	\$5,000	\$5,000	\$0
10578 Security Upgrades-LVMWD	\$5,000	\$5,000	\$0
10579 Security Upgrades- JPA	\$5,000	\$5,000	\$0
10580 Tapia Equipment Replacement	\$70,750	\$70,750	\$10,495
10581 PW System Equipment Upgrades	\$38,500	\$38,500	\$0
10582 Tapia Balancg Pond Sealant Rpl	\$80,500	\$80,500	\$0
10583 Fleet Maint-Oil Lub System	\$21,500	\$21,500	\$0
10584 Electric/Instrumentain Equipmt	\$14,500	\$14,500	\$11,246
10585 IT Capital Purchases-FY 14-15	\$145,500	\$145,500	\$8,821
10586 AMR Implementation- FY 14-15	\$1,275,000	\$1,275,000	\$0
10587 RW Storage Study-FY 14-15	\$300,000	\$300,000	\$0
10588 Woodland Hills Golf Crs-RW Ext	\$310,000	\$310,000	\$0
10589 WIMS Software Implementation	\$32,350	\$32,350	\$3,300
10590 PW System Rehab.- FY 14-15	\$242,300	\$242,300	\$0
10591 Calabases Ridge RW Main Ext.	\$60,100	\$60,100	\$0
<b>Totals</b>	<b>\$25,309,545</b>	<b>\$27,831,594</b>	<b>\$3,437,812</b>
<b>Less: Triunfo Sanitation District's share of JPA Projects</b>	<b>\$2,203,471</b>	<b>\$2,471,084</b>	<b>\$360,936</b>
<b>Total Las Virgenes share: All Projects</b>	<b>\$23,106,074</b>	<b>\$25,360,510</b>	<b>\$3,076,876</b>

**Footnotes**

- 1 Appropriate additional \$121,445, approved by JPA Board of Directors, 9/4/2014, Item 5A
- 2 Appropriate \$32,350, from WO10513  
Transfer appropriation of \$32,350, to WO10589
- 3 New project # assigned to facilitate administration of project. Transfer appropriation from WO10553.  
New project # assigned to facilitate administration of project. Transfer appropriation to WO10590.
- 4 Appropriate \$60,100 approved by Board of Directors, 8/26/2014, Item 7C.

ITEM 8A





October 28, 2014 LVMWD Regular Board Meeting

TO: Board of Directors

FROM: Finance & Administration

**Subject: Information Systems Master Plan and Operational Review: Award of Contract (Pg. 73)**

**SUMMARY:**

Technology is critical to the District's ability to deliver high-quality service to its ratepayers. The District must periodically update existing systems and implement new technologies to ensure that it is delivering service in the most efficient manner. Technology is also critical to improve the customer experience and provide timely access to important information such as water use.

To ensure that the District is best leveraging technology, the Board authorized the release of a Request for Proposals (RFP) to complete an Information Systems Master Plan and Operational Review on July 22, 2014. The District received five responses to the RFP, and staff recommends acceptance of the proposal from NexLevel Information Technology, Inc., in an amount not to exceed \$51,700, to complete the work.

**RECOMMENDATION(S):**

Accept the proposal from NexLevel Information Technology, Inc., and authorize the General Manager to execute a Professional Services Agreement, in the amount of \$49,200 plus \$2,500 for travel-related expenses, for the Information Systems Master Plan and Organizational Review.

**FISCAL IMPACT:**

Yes

**ITEM BUDGETED:**

No

**FINANCIAL IMPACT:**

Although funding for this work was not included in the adopted Fiscal Year 2014-15 Budget, staff anticipates that sufficient funding will be available due to cost savings achieved as a result of the long-term, excused absence of a full-time System Analyst. The work can be charged to Account No. 701420.6516, "Professional Services"; the cost-savings will be realized in Account Nos. 701420.6100-6105, "Staff Salaries and Benefits". The total cost of the work is expected to be \$51,700, consisting of the base proposal of \$49,200 plus \$2,500 for travel-related expenses.

**DISCUSSION:**

The Board approved the District's proposed Fiscal Year 2014-15 Tactical Actions and Activities on June 10, 2014. Among the items included was the completion and implementation of an Information Systems Master Plan, supporting Goal No. 4, "Provide Excellent Service that Exceeds Customer Expectations" and Objective No. 4.2, "Utilize technology to improve service delivery."

On July 22, 2014, the Board approved the issuance of an RFP for the development of an Information Systems Master Plan and Operational Review. The RFP identified the following three significant items of

ITEM 8B

work to accomplish the task.

- **GAP Analysis**: The analysis will include a detailed assessment of the District's current technological environment, use of systems, security and control of each system environment, and identification of any business risk associated with the systems. The scope will also include identification of any training needs. The result will be identification of any system gaps that should be addressed.
- **Organizational Review**: The IS organizational structure has been unchanged for some time. As technology has changed and become a greater necessity for the District, the demands placed on staff have also changed. It may not be practical for current staff to be fully knowledgeable and have the capacity to fully program and maintain the different systems used by the District. This portion of the work will identify an organizational structure to best meet the demands of the District's technological environment while recognizing that is critical to operate 24/7 every day of the year to ensure the ability to deliver the District's services. This scope will also identify the District and contract resources recommended for the District.
- **Information Systems Master Plan**: The culminating document of this engagement will be the development of a Master Plan that will serve as the basis for the prioritization of projects and activities over the next five years. The document will identify means to address any gaps identified and minimize any identified business risks. The Master Plan will also prioritize the implementation of new technology that will enable the District to more effectively and efficiently deliver its services.

The District received proposals from the following five firms in response to the RFP.

1. NexLevel Information Technology, Inc.	\$49,200
2. Plante & Moran, PLLC	\$59,750
3. Client First Technology Consulting	\$69,905
4. ThirdWave Corporation	\$110,126
5. Denovo	\$232,772

The proposals were evaluated by a staff committee that included representatives from each department as well as the Information Systems Manager. Based on the initial evaluation process, staff invited NexLevel Information Technology, Inc. and Plante & Moran, PLLC for interviews. As a result of the proposal review and interview process, staff recommends acceptance of the proposal from NexLevel Information Technology, Inc. for the project.

NexLevel's approach was clear and demonstrated the best understanding and approach to achieve the projects goals, including ensuring sufficient staff and end-user input during development of the Master Plan. NexLevel focuses on the public sector and has successfully completed strategic/master plans for over 20 cities and 10 special districts. All references checked reported satisfactory performance, and many have utilized the firm for multiple projects.

Staff anticipates that the project can be completed in February 2015. The resulting recommendations will be proposed for incorporation in the Fiscal Year 2015-16 Budget.

#### **GOALS:**

Provide Excellent Service That Exceeds Customer Expectations

Prepared By: Donald Patterson, Director of Finance and Administration

#### **ATTACHMENTS:**

[NexLevel Proposal](#)



# Information Systems Master Plan & Operational Review Proposal

For

**Las Virgenes Municipal Water District**



Prepared by

**NexLevel Information Technology, Inc.**

August 22, 2014

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# Transmittal Letter

August 22, 2014

Mr. Donald Patterson, Director of Finance and Administration  
Las Virgenes Municipal Water District  
4232 Las Virgenes Road  
Calabasas, California 91302

REF: Request for Proposal – Information Systems Master Plan & Operational Review

Dear Mr. Patterson:

NexLevel Information Technology, Inc. (NexLevel) respectfully submits this proposal to assist the Las Virgenes Municipal Water District (District) in preparing an Information Systems Master Plan (ISMP), along with performing an associated Information Systems Operational Review.

**Our Company.** As a California-based management consulting firm, NexLevel maintains a singular focus on helping California public sector clients implement and use information technology. NexLevel was founded in 1999 on the belief that project success starts with effective planning. NexLevel has delivered strategic planning and project management services to more than 60 California public agencies. We invite you to contact our references for first-hand information about the quality of our services. Our business continues to grow because our work provides clients with tangible benefits.

**Our Understanding.** Based on our review of the Request for Proposal, the District's website, and the District's FY 2014/15 Budget Tactical Actions and Activities, NexLevel has identified the following as key considerations for the ISMP and Operational Review:

- ◆ A comprehensive review of the District's current information technology environment, including the District's network infrastructure, telecommunications system, servers and related applications, security, and desktop environment
- ◆ Assessment of the District's delivery of information services including infrastructure systems, customer support (Help Desk), applications and database support, and other technology support activities
- ◆ Development of a GAP analysis identifying potential weaknesses in the aforementioned areas
- ◆ A review of the structure and configuration of the existing Information Systems Division to identify potential service delivery model improvements to best meet the needs of the District
- ◆ Identification of opportunities and requirements to renovate, enhance, or replace components of the District's IT infrastructure, along with the priorities for each of the defined initiatives, to meet the District's business requirements over the timeframe of the ISMP
- ◆ Development of cost estimates and timelines for implementation of the ISMP based on a five-year phased program including capital, hardware, software, systems and implementation / support services, training, operating, and maintenance costs
- ◆ Assessment of the resource requirements necessary to support the achievement of ISMP objectives

NexLevel understands that the scope of this project encompasses all District departments and functions. NexLevel has carefully reviewed the District's website to understand the departments and their business and operational functions. Our proposal includes consultants who bring hands-on experience and expertise to develop an ISMP that represents all of the District's departments.

**Our Methodology.** In order to develop a successful ISMP, the methodology must allow for an objective, independent evaluation of a client's existing technical infrastructure and IT service delivery capabilities. In addition, it must allow all stakeholders to have a voice in the plan and in the prioritization of the projects within the plan, be forward-thinking to ensure all technology alternatives are taken into account, be a tool that can be used on a day-to-day basis, and be updateable as necessary. To accomplish these objectives, the Plan must be concise, easy to read, and lead to action, rather than being a voluminous document that is difficult to absorb and maintain.

NexLevel's proven IT Strategic Planning methodology allows us to utilize repeatable processes that yield positive results and, at the same time, offers the flexibility to adapt to the District's specific needs. It allows us to fully identify potential risks and propose realistic risk mitigation strategies, manage users and stakeholders expectations to ensure a realistic level of expectation upon ISMP completion, minimize disruption to daily District operations, and utilize project management processes and standards, comprising project management tools from the outset of the project including a project work plan and a project schedule. NexLevel's unique planning methodology includes staged deliverables (i.e. User Survey Report, IT Assessment, IT Project Lists, etc.) that provide the District with comprehensive input and a full understanding of the information and analysis that will drive the ISMP.

**Our Team.** NexLevel proposes a proven team of consultants with extensive experience in developing IT plans for California public agencies. This team provides deep expertise in IT service delivery best practices, as well as with the technologies that support the unique needs of every District department. Our team will deliver a plan that will assist the District in meeting its business objectives and achieve full value from its technology investments.

**Our Experience.** NexLevel's track record includes supporting over 60 cities, counties, districts, and state agencies. NexLevel has successfully completed more than 70 IT Strategic Plans and Assessments for California public sector organizations, having completed plans for utility agencies including the South Tahoe Public Utility District, Rancho California Water District, Moulton Niguel Water District, and South Orange County Wastewater Authority. NexLevel is currently underway with projects for the Inland Empire Utilities Agency, Central Contra Costa Sanitation District and the Delta Diablo Sanitation District. In addition, we have completed IT Assessments and Strategic Plans for numerous full-service cities that operate water and sanitation utilities. Most indicative of our success is that our clients are willing to ask us back to perform additional work, but also refer us to other organizations without hesitation.

Our proposal is valid and binding for ninety (90) days from the date of submission. As a Founder and Managing Principal of NexLevel, I am authorized to bind and negotiate an agreement between NexLevel and the Las Virgenes Municipal Water District. I can be contacted at 916-692-2000, ext. 201 or via email at [terry.hackelman@nexlevelit.com](mailto:terry.hackelman@nexlevelit.com).

**Our proven IT Strategic Planning methodology as employed by our experienced team will ensure that the District receives a comprehensive ISMP that provides a clear roadmap for technology use and implementation, and just as importantly, the processes and tools to ensure the ISMP lives beyond the original publish date and remains aligned with the District's changing priorities.**

Sincerely,



Terry Hackelman, Managing Principal  
NexLevel Information Technology, Inc.



# Key Personnel

NexLevel’s foundation is in talented, high-caliber individuals guided by the personal and professional principles of honesty, integrity, quality, and a commitment to client satisfaction. This foundation and associated ethics help us to attract and retain a veteran staff that inspires confidence in our clients.

*NexLevel provides the depth, knowledge, and expertise to meet the District’s timeline and to proactively manage and mitigate project risks to lead to project success.*

Unlike many consulting firms, NexLevel’s value is not based on the use of junior consultants. Instead, our value is based on the experience of consultants who have practical, hands-on, real-life expertise in the functional areas proposed. In addition, our consultants are backed by the extensive knowledge base NexLevel has developed over the years in providing services to more than 60 California public agencies.

NexLevel proposes a team of consultants with the relevant experience to meet the needs of this important project. The use of a team approach benefits the District by enabling us to run activities and tasks in parallel under accelerated timelines. In addition, it provides the District with increased depth of knowledge and expertise.

Our proposed team has extensive hands-on experience in the application of technologies specific to all different types of public agencies, as well as current and proven experience in applying our strategic planning methodology in the development of effective plans.

We present our proposed team in Figure 1.



**Figure 1 – Proposed Organizational Chart**

All proposed resources are employees of NexLevel. NexLevel will not be using any subcontractors on this project. In the following paragraphs, we provide a brief summary pertaining to each individual.

## Patrick Griffin – Project Manager / Subject Matter Expert

Mr. Griffin has a 31 year background in local government, including oversight of day to day IT operations for both City Hall and Police Department operations, and general management experience at the Assistant City Manager level. He has managed a variety of IT related projects in full service municipal organizations, and is familiar with the complexity of IT service delivery in local government. Having been responsible for a variety of areas in his municipal career, Mr. Griffin’s participation provides a unique

and valuable management perspective to the City’s project. Mr. Griffin possesses the necessary analytical skills and attention to detail to ensure that the final work product delivered will meet or exceed the expectations of the City. Mr. Griffin has actively managed and / or provided subject matter expertise on the following engagements:

Inland Empire Utilities Agency	City of La Quinta
City of Ontario	City of San Bernardino
City of Los Angeles	City of Manhattan Beach
City of Pismo Beach	City of Rancho Palos Verdes
City of San Clemente	City of Glendale

**Cindy Abbott, PMP – Subject Matter Expert**

Ms. Abbott has been working in the IT industry for over 25 years, and has a proven ability to work with clients to define requirements, manage projects, research technical options, and successfully deliver innovative solutions to support organizational goals. During her career, she served over 19 years in an IT Manager and Project Manager capacity for the cities of Irvine, Orange and Chino. Ms. Abbott was extensively involved in the following NexLevel IT assessment and/or IT Strategic planning engagements:

Inland Empire Utilities Agency	Moulton Niguel Water District
South Orange County Wastewater Authority	Rancho California Water District
City of Fairfield	City of Stockton
City of Novato	City of San Luis Obispo
City of Santa Cruz	City of Walnut Creek
City of Manhattan Beach	City of Rancho Palos Verdes
Santa Clara County Fire Department	Douglas County, Nevada

**Lee Curtis, Subject Matter Expert**

Mr. Curtis is a senior level, hands-on executive with more than 40 years of experience in technology service delivery and consulting. He has been a top-tier IT manager with outstanding customer relations skills and long-range project planning expertise. In addition, he managed major planning projects for the California Highway Patrol. Based on NexLevel’s success in developing an IT strategic plan for the City of Stockton, the City asked Mr. Curtis to serve as their Interim CIO while the City searched for a permanent replacement. Mr. Curtis was extensively involved in the following IT assessment and IT strategic planning engagements:

Delta Diablo Sanitation District	Central Contra Costa Sanitary District
South Tahoe Public Utility District	Moulton Niguel Water District
South Orange County Wastewater Authority	Tulare County
City of Rocklin	City of Santa Cruz
City of Fairfield	City of Stockton
City of Novato	City of San Clemente
City of Clovis	Town of Truckee
City of Walnut Creek	City of Orange
California Highway Patrol	Douglas County, Nevada

### Linda Lang, Subject Matter Expert

Linda Lang is a highly motivated IT professional with 20 plus years background and experience in the business service and government information technology arenas. She has a proven track record of exceeding goals and objectives while adapting to rapidly changing business situations. Ms. Lang spent six years as an IT Director, overseeing the growth and operation of the IT Department in a 100 million dollar privately owned and nationally located transportation company. In addition, she spent several years in local government IT organizations, serving in both project management and technology department manager roles. Highly skilled in business process analysis, requirements gathering, procurement processes and implementation follow-through, Ms. Lang excels in providing quantifiable customer satisfaction by enhancing the overall customer experience. Ms. Lang has led or participated in technology service delivery assessments and strategic planning projects for the following public agencies:

Inland Empire Utilities Agency	City of Glendale
City of Manhattan Beach	City of San Bernardino
City of Pismo Beach	Port of Los Angeles
City of San Clemente	

Detailed resumes for each NexLevel team member are presented in the following section.

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## Project Team Resumes

Following this cover page are detailed resumes for each of the NexLevel project team, as follows:

### **Patrick Griffin, Managing Consultant**

#### **Project Manager and Subject Matter Expert**

Mr. Griffin will be the primary point of contact for all matters relating to the District's project. In addition to managing the activities of the NexLevel team, Mr. Griffin will coordinate project kickoff activities, be participating in specific interviews during the information gathering phase, will coordinate and manage the project prioritization workshop, and will be presenting the Strategic Plan to the District's Board of Directors. In addition, Mr. Griffin will be reviewing all deliverables produced by the NexLevel team prior to their being delivered to the District.

### **Cindy Abbott PMP, Managing Consultant**

#### **Subject Matter Expert**

Ms. Abbott's participation will include interviews of District personnel, analysis of findings, and development of both the IT Assessment and Strategic Plan documents. In addition, Ms. Abbott will be reviewing the District's IT documentation and providing expertise regarding IT processes and procedures.

### **Lee Curtis, Managing Consultant**

#### **Subject Matter Expert**

Mr. Curtis will be providing project support focused specifically on technology-related processes and functions, including data gathering and analysis of the District's IT function and recommendations for process improvements. Mr. Curtis will be developing key performance indicators to assist the District in the measurement and potential improvement of IT service delivery.

### **Linda Lang, Senior Consultant**

#### **Subject Matter Expert**

In addition to participating in interviews of District personnel, Ms. Lang will be overseeing the User Satisfaction Survey, including development, distribution, data gathering and analysis leading to the Survey Results report deliverable. Ms. Lang will also be providing analysis and review of data gathered through interviews and documentation review.

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## Patrick Griffin – Managing Consultant

### Professional Experience

Mr. Griffin is a senior level executive with over 31 years’ experience in public sector local agency management. During his career in local government, Mr. Griffin was responsible for every aspect of municipal management, including responsibility for annual budgets, public information dissemination, elected official support, and information technology. Mr. Griffin’s knowledge and understanding of local government operations bring NexLevel clients a resource that is aware of, and sensitive to, the unique requirements of public agencies.

### Consulting Expertise

Project Management	
Project Management	Requirements Definition
Business Process Analysis	Project Plan Development
Technology Planning and Assessments	
Strategic Plans	Initiative Development
Operational Assessments	Initiative Prioritization Workshop
IT Outsourcing Evaluation	Feasibility Studies
Other Technical Areas	
RFP Development	Proposal Writing
Contract Negotiation	

### NexLevel Projects

Mr. Griffin has led or participated in technology service delivery assessments and strategic planning projects for the following public agencies. All of the projects involved a detailed review of technology operations, identification of customer needs, prioritization of projects, and/or development of a strategic implementation plan.

Assessments and Strategic Planning	
Inland Empire Utilities Agency	City of La Quinta
City of Ontario	City of San Bernardino
City of Los Angeles	City of Manhattan Beach
City of Pismo Beach	City of Rancho Palos Verdes
City of San Clemente	City of Glendale

## Additional Qualifications

Mr. Griffin's public sector experience included responsibility for the day to day operations of the information technology division for a full service city. This responsibility encompassed the management of technology staff, development of IT strategic planning, annual budget development for operations and capital budgets, and oversight of the IT function for the organization.



## Cindy Abbott, PMP - Managing Consultant

### Professional Experience

Ms. Abbott is a client services and information management professional with over 30 years' experience serving clients. She has a proven ability to work with clients to define requirements, research technical options, and successfully deliver innovative solutions to support the goals of the organization. She has successfully managed staff sizes from four to twenty-two members along with P&L responsibility from \$1M to \$5M. In addition, Ms. Abbott is extremely effective at building delivery teams to achieve organizational objectives and implement effective technology solutions.

### Consulting Expertise

Project Management	
Project Management	Requirements Definition
Business Process Analysis	Project Plan Development
IT Governance	Program Management Office
Technology Planning and Assessments	
Strategic Plans	Initiative Development
Operational Assessments	Initiative Prioritization Workshop
Best Practices	IT Portfolio Management
Disaster/Recovery Plans	Policy/Procedure Development
Service Level Measurements	Project Status Reporting
Other Technical Areas	
Data Center Management	RFP Development
Proposal Writing	Contract Negotiation
Personnel Management	P&L Administration

### NexLevel Projects

Ms. Abbott has participated in technology service delivery assessments and strategic planning projects for the following public agencies. All of the projects involved a detailed review of technology operations, identification of customer needs, prioritization of projects, and/or development of a strategic implementation plan.

Assessments and Strategic Planning	
Inland Empire Utilities Agency	Moulton Niguel Water District
South Orange Co. Wastewater Authority	Rancho California Water District
City of Fairfield	City of Stockton
City of Novato	City of San Luis Obispo
City of Santa Cruz	City of Walnut Creek
City of Manhattan Beach	City of Rancho Palos Verdes
Santa Clara County Fire Department	Douglas County, Nevada

### Additional Qualifications

Ms. Abbott has assisted clients with the preparation of RFPs, proposal evaluation and vendor selection activities. Ms. Abbott has led system implementations for financial, permitting, GIS, recreation services, document management, utility billing, and CMMS applications. Serving as the IT Manager, duties included oversight of day-to-day operations (Help Desk, network and communications management, network security, application support), budget preparation and management, and system implementations.

IT Management	
➤ City of Orange	➤ City of Irvine
➤ City of Chino	➤ City of Novato (Interim Director)
➤ City of Santa Cruz (Interim Director)	➤

## Lee Curtis - Managing Consultant

### Professional Experience

Mr. Curtis is a senior level, hands-on, executive with more than 40 years’ experience in technology service and management consulting. He has been a top-tier manager with outstanding technology delivery skills and long-range project planning expertise. Mr. Curtis has provided executive-level consulting to both the private and public sectors supporting a wide range of technology implementations. He is an experienced project manager, accomplished writer and a well-versed consultant providing in-depth technology assessments and innovative strategic plans to public sector clients.

### Consulting Expertise

Project Management	
Project Management	Requirements Definition
Business Process Analysis	Project Plan Development
IT Governance	Program Management Office
Technology Planning and Assessments	
Strategic Plans	Initiative Development
Operational Assessments	Initiative Prioritization Workshop
Best Practices	IT Portfolio Management
IT Outsourcing Evaluation	Feasibility Studies
Disaster/Recovery Plans	Policy/Procedure Development
Service Level Measurements	
Other Technical Areas	
Data Center Management	RFP Development
Proposal Writing	Contract Negotiation
Personnel Management	P&L Administration

## NexLevel Projects

Mr. Curtis has led or participated in technology service delivery assessments and strategic planning projects for the following public agencies. All of the projects involved a detailed review of technology operations, identification of customer needs, prioritization of projects, and/or development of a strategic implementation plan.

Assessments and Strategic Planning	
Delta Diablo Sanitation District	Central Contra Costa Sanitary District
South Tahoe Public Utility District	Moulton Niguel Water District
So. Orange Co. Wastewater Authority	Tulare County
City of Rocklin	City of Santa Cruz
City of Fairfield	City of Stockton
City of Novato	City of San Clemente
City of Clovis	Town of Truckee
City of Walnut Creek	City of Orange
California Highway Patrol	Douglas County, Nevada
Sacramento Metropolitan Fire District	

## Additional Qualifications

Previously, Mr. Curtis managed the technology staff, provided consulting services, or developed technology plans for the following agencies and companies. For these engagements, Mr. Curtis provided executive-level leadership for the delivery of technology, strategic planning, and day-to-day oversight of technology operations.

Computer Center Management	
City of Indianapolis/Marion County, IN	Butte County, California
City of Anaheim, California	Tulare County, California
Dallas County, Texas	Siskiyou County, California
Solano County, California	University of Richmond, Virginia
Wayne County Community College, MI	Southwest Marine, California
University of South Dakota	State of South Dakota
Technology Planning and Assessments	
City of Indianapolis/Marion County, IN	Butte County, California
Solano County, California	Tulare County, California
George Washington U., Washington DC	Dallas County, Texas
Consulting Engagements	
Mohave County, Arizona	Tooele County, Utah
Weld County, Colorado	Wasatch County, Utah
University of Pacific, California	City of Santa Clara, California
City of Campbell, California	City of Mountain View, California
Systems & Computer Technology, Inc.	Affiliated Computer Technology, Inc.

## Linda Lang - Senior Consultant

### Professional Experience

Linda Lang is a highly motivated IT professional with 20 plus years background and experience in the business service and government information technology arenas. She has a proven track record of exceeding goals and objectives while adapting to rapidly changing business situations. Using strong leadership, follow through and organizational skills, Ms. Lang is able to motivate and mentor others to accomplish objectives with strong verbal and written communication. Highly skilled in business process analysis, requirements gathering, procurement processes and implementation follow through; Ms. Lang excels in providing quantifiable customer satisfaction by enhancing the overall customer experience. Ms. Lang spent six years as an IT Director overseeing the growth and operation of the IT Department in a 100 + million dollar privately owned and nationally located transportation company.

### Consulting Expertise

Project Management	
Project Management Leadership	Requirements Definition
Business Process and GAP Analysis	Project Plan Development
Change Order Management	Resource Management
Acceptance Testing Plans	Program Management Office Oversight
Technology Planning and Assessments	
Strategic Plans	Electronic Process Development
Departmental / Operational Assessments	Service Level Measurements
Best Practices Direction	Records Management
Disaster/Recovery Plans	Policy/Procedure Development
Other Technical Areas	
Legislative Agenda Automation Systems	Technical Documentation
Records and Electronic Document Management Systems	Constituent Activity and Facility Management Solutions
Automated Payroll Systems	Electronic Plan Review Solutions
Transportation Management Systems	RFP and Procurement Management
Circulation Management Solutions	End User Training and Documentation

### NexLevel Projects

Ms. Lang has led or participated in technology service delivery assessments and strategic planning projects for the following public agencies. All of the projects involved a detailed review of technology operations, identification of customer needs, prioritization of projects, and/or development of a strategic implementation plan.

Assessments and Strategic Planning	
City of Glendale	City of Manhattan Beach
City of San Bernardino	Port of LA
City of Pismo Beach	City of San Clemente
Inland Empire Utilities Agency	

### Additional Qualifications

Ms. Lang has provided superior services to numerous city, county and local agencies in various roles. Linda has led system implementations for over 50 plus document management systems, transitioning from paper based systems to fully electronic content management solutions. In addition, she has over 10 years hands-on experience in automating legislative processes to enhance the transparency and efficiency of the legislative processes. Serving as an IT Director, duties included oversight of day-to-day operations support, network and communications management, application support, hardware management and upgrades, budget preparation, and system implementations.

IT Services / Project Management	
City of Riverside	City of Irvine
➤ City of Chino	➤ DAVE Transportation / Laidlaw Transit
Requirement Assessments / Implementations	
➤ City of Irvine, CA	➤ City of Redwood City, CA
➤ City of Desert Hot Springs, CA	➤ City of Dana Point, CA
➤ City of Benicia, CA	➤ San Bernardino County, CA
➤ San Diego, CA	➤ Elsinore Valley Water, CA
➤ San Diego City Employee Retirement, CA	➤ Santa Clara, CA
➤ Compton, CA	➤ Port Hueneme, CA
➤ Mission Viejo, CA	➤ Lake Forest, CA
➤ Denver, CO	➤ San Jacinto, CA
➤ Wake County, NC	➤ West Covina, CA
➤ Union County, NC	➤ Dallas Unified School District, TX
➤ Clark County, NV	➤ Sarasota, FL
➤ Westerville, OH	➤ City of Frisco, TX
➤ Maricopa County, AZ	➤ Sylvan, OH

## References

NexLevel offers the Las Virgenes Municipal Water District extensive experience with public sector clients offering an organizational profile similar to the District. For this project, NexLevel has provided client references for several recent projects.

### Reference No. 1

Client Name	South Tahoe Public Utility District	Contact Name	Ken Phillips
Address	1275 Meadow Crest Drive South Lake Tahoe, CA 96150	Phone Number	(530)-543-6281
Date of Project	2014	Email Address	<a href="mailto:kphillips@stpud.dst.ca.us">kphillips@stpud.dst.ca.us</a>
Service Performed	IT Strategic Plan		

### Reference No. 2

Client Name	Delta Diablo Sanitation District	Contact Name	Matt Gotshall
Address	2500 Pittsburg-Antioch Highway Antioch, CA 94509	Phone Number	(925)756 -1923
Date of Project	2014	Email Address	<a href="mailto:mattg@ddsd.org">mattg@ddsd.org</a>
Service Performed	Management Information System Assessment and Master Plan Update		

### Reference No. 3

Client Name	Moulton Niguel Water District	Contact Name	David Cain (currently with City of San Bernardino)
Address	26161 Gordon Road Laguna Hills, CA 92653-8224	Phone Number	(909) 384-5242
Date of Project	2007 & updated 2011/12	Email Address	<a href="mailto:Cain_Da@sbCity.org">Cain_Da@sbCity.org</a>
Service Performed	IT Assessment, IT Strategic Plan, and IT Governance		

### Reference No. 4

Client Name	Rancho California Water District	Contact Name	Jason Martin
Address	42135 Winchester Road Temecula, CA 92589	Phone Number	(951)-296-6919
Date of Project	2005 & updated 2011/12	Email Address	<a href="mailto:martinj@ranchowater.com">martinj@ranchowater.com</a>
Service Performed	IT Assessment, IT Strategic Plan, and IT Governance		

### Reference No. 5

Client Name	City of San Luis Obispo	Contact Name	Steve Schmidt
Address	990 Palm Street San Luis Obispo, CA 93401	Phone Number	(805) 781-7570
Date of Project	2011/12/13	Email Address	<a href="mailto:sschmidt@slocity.org">sschmidt@slocity.org</a>
Service Performed	IT Assessment, IT Strategic Plan, Asset Maintenance Management System planning through implementation services, and IT Governance		

In addition, in the Qualifications and Experience section of this proposal, NexLevel has provided information about our past clients. Upon request, NexLevel would be happy to provide additional reference information.

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# Qualifications and Experience

Headquartered in Carmichael, California, NexLevel is a management consulting firm that helps public sector clients enhance their use of information technology. NexLevel is an S Corporation and a California Certified Small Business. We hold a California Multiple Award Schedule (CMAS) and a Master Services Agreement (MSA) with California.

*Our business philosophy can be summed up in three simple words:*  
**LISTEN. PLAN. DELIVER.**

Since 1999, NexLevel has worked with more than 60 California state and local government agencies to complete IT Assessments, IT Strategic Plans, IT Governance, GIS Strategic Plans, Network Assessments, IT Service Level Assessments, Policy / Procedure Documentation development, Project Management Organization implementations, Feasibility Studies, Request for Proposal (RFP) development and Procurement Management efforts. Figure 2 illustrates NexLevel’s full range of IT services.

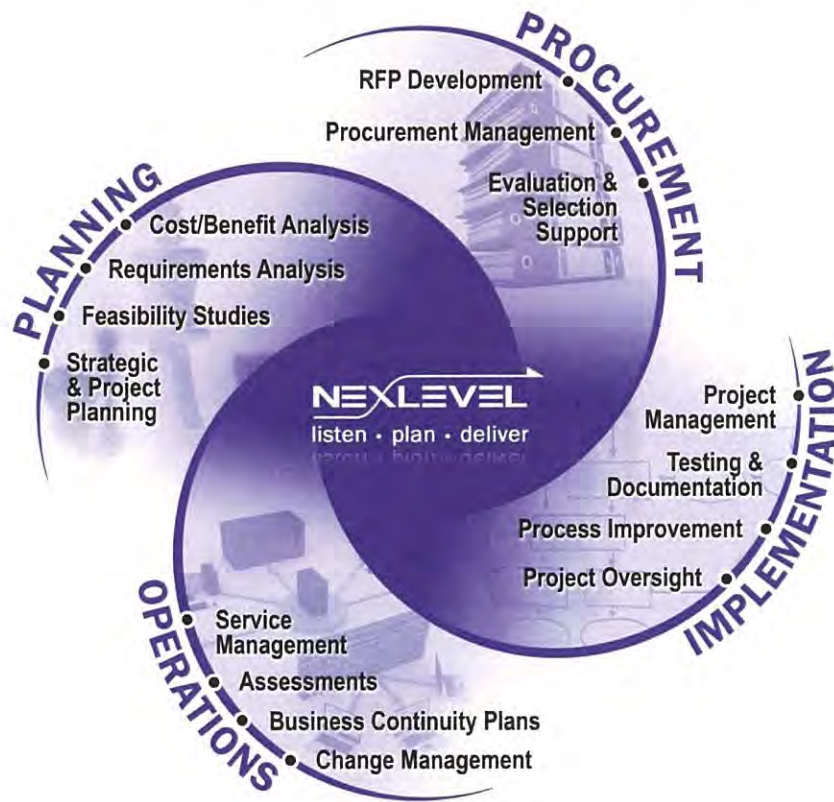


Figure 2 - NexLevel Services

Since our inception, NexLevel has invested in and developed toolkits (methodologies, processes, tools, and supporting processes) designed specifically for the unique needs and requirements of California local government entities. NexLevel consultants consistently improve and expand the knowledge base included in these toolkits based on real life experience with our clients. More importantly, we share these toolkits with our clients and leave them behind so they can be used to support future projects.

## Related Experience

As shown in Table 1, NexLevel has a strong record of accomplishment in providing technology consulting services for California public sector clients. This includes the successful completion of more than 25 IT Strategic Plans for public sector organizations in California. A significant number of our client projects are of similar scope and size to what the District is seeking. In addition, many clients have a similar organizational structure and technical infrastructure to the District's.

*The District directly benefits from our extensive experience with peer California organizations.*

**Table 1 - NexLevel Local Government Experience**

	IT Strategic Plans	IT/GIS Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
<b>Cities and Counties</b>								
City of Benicia							✓	
City of Beverly Hills	✓							
City of Chino				✓			✓	✓
City of Clovis		✓			✓			
City of Costa Mesa								✓
City of Daly City		✓						
City of Fairfield	✓	✓	✓					✓
City of Fremont				✓			✓	
City of Folsom	✓	✓	✓	✓	✓		✓	✓
City of Glendale	✓	✓					✓	✓
City of Hayward								✓
City of Huntington Beach	✓	✓						✓
City of Irvine		✓				✓		✓
City of Lake Forest	✓	✓	✓					
City of Lakewood	✓	✓			✓			✓
City of La Quinta				✓			✓	✓
City of Long Beach				✓			✓	✓
City of Los Angeles				✓				✓
City of Manhattan Beach	✓	✓			✓			✓
City of Newport Beach					✓		✓	✓
City of Novato	✓	✓			✓			✓
City of Ontario		✓						
City of Orange	✓	✓			✓		✓	✓
City of Palmdale	✓	✓						
City of Paso Robles							✓	✓
City of Pico Rivera	✓	✓			✓			✓
City of Pismo Beach	✓	✓					✓	
City of Pomona	✓	✓						
City of San Rafael								✓
City of Rancho Palos Verdes		✓						✓
City of Ridgecrest	✓	✓			✓		✓	✓
City of Riverside				✓	✓			✓
City of Rocklin		✓						

**Table 2 – Experience in Specific Technologies**

Common District Technologies and Applications
Finance, Payroll, and Human Resources (ERP) Systems
Permitting/Inspections/Code Enforcement Systems
Utility Billing/Customer Information Systems
Agenda Management Solutions
Facility and Class Management, Scheduling, and Registration Systems
Computer Aided Dispatch (CAD)/Record Management System (RMS)
Asset Management/Computerized Maintenance Management System (CMMS)
Geographic Information System (GIS)
Business License Systems
Enterprise Document Management/Records Retention Systems
Intranet / Collaboration/Workflow Solutions
Internet and eGovernment Solutions
Mobile Solutions/Field Access/Field Reporting Solutions
Automated Metering Infrastructure (AMI) & Automated Meter Reading (AMR)
Fleet Management Systems
Fuel Management Systems
Energy Management Systems
Online Procurement and Vendor Management Systems
Supervisor Control and Data Acquisition (SCADA) Systems
Customer Relationship Management (CRM) Systems
Online Recruitment Systems
Irrigation Management Systems
Traffic Management Systems
Automated Vehicle Locator (AVL)
Work Order Management Systems
Event Management/Ticketing Systems

	IT Strategic Plans	IT/GIS Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
City of Sacramento								✓
City of San Bernardino		✓						
City of San Clemente		✓						
City of San Luis Obispo	✓	✓					✓	✓
City of Santa Clara	✓	✓	✓	✓	✓		✓	✓
City of Santa Cruz	✓	✓						
City of Santa Rosa								✓
City of Stockton	✓	✓			✓			✓
City of Walnut Creek	✓	✓			✓			✓
City of Westminster		✓						
Town of Truckee		✓						
Douglas County, Nevada		✓						✓
San Benito County				✓				✓
San Diego County				✓				✓
Sonoma County				✓				✓
Tulare County								✓
<b>Special Districts</b>								
Chino Valley Independent Fire District				✓			✓	
Central Contra Costa Sanitation District	✓	✓						
Delta Diablo Sanitation District	✓	✓						✓
Eastern Municipal Water District							✓	✓
Inland Empire Utility Agency	✓	✓						
Moulton Niguel Water District	✓	✓	✓	✓	✓		✓	✓
Port of Los Angeles	✓	✓						
Rancho California Water District	✓	✓			✓			✓
San Joaquin Council of Governments							✓	
Sacramento Metropolitan Fire District		✓						
Sacramento Municipal Utility District								✓
Santa Clara County Fire Department		✓						✓
Silicon Valley Power	✓			✓			✓	✓
Sonoma Marin Area Rail Transit		✓						✓
So. Orange Co. Wastewater Authority	✓	✓						
South Tahoe Public Utility District	✓	✓			✓	✓		
Turlock Irrigation District	✓							

In addition to our California local government experience identified above, NexLevel also has significant planning and project management experience working with the State of California for agencies such as California Highway Patrol, Department of Justice, Department of Motor Vehicles, Department of Corrections and Rehabilitation, Department of Child Support Services, and more.

NexLevel has extensive, hands-on knowledge of the technologies and applications typically used by California public agencies. Table 2 identifies NexLevel’s technology expertise.

# Detailed Proposal

The District seeks to partner with a consulting company that has vision and leadership in strategic planning. NexLevel brings the District the experience, expertise, and proven methods to help ensure project success. NexLevel has developed a comprehensive methodology designed specifically to meet the unique needs of organizations seeking to develop strategic technology plans. This methodology is based on our hands-on experience in working with public sector clients, and continues to evolve as new best practices are identified.

*During the initial planning phase, NexLevel will work with the District's stakeholders to craft a project approach and task resource plan that takes full advantage of the District's resources and expertise while minimizing the impact on operations.*

NexLevel believes that a critical component of this project is to ensure that the stakeholders and staff impacted understand the trade-offs, resources, risks, and timelines associated with the project approach, and have appropriate expectations prior to, and throughout, the project life cycle. To accomplish this, NexLevel's approach includes the following guiding principles:

- ◆ Focus on an open and collaborative process that encourages a consensus among the participants and a shared commitment to the successful and timely completion of a comprehensive strategic plan
- ◆ Use a structured, proven approach to ensure comprehensive understanding of requirements and business needs at all levels of the District
- ◆ Strive to minimize disruption to daily District operations throughout the various processes by ensuring a well planned and executed project
- ◆ Fully identify and disclose the potential opportunities as well as the risks involved and provide realistic risk management and mitigation strategies
- ◆ Ensure that stakeholders and users have and maintain realistic expectations throughout the process

Figure 3 below identifies the phases, tasks, and deliverables for this project.



Figure 3 – Project Approach and Deliverables

NexLevel understands that the District is interested in having an information technology consultant develop an ISMP to guide it in the effective planning, procurement, implementation, and management of technology. Based on our research and extensive experience in completing similar projects for California local government organizations, we are confident that we have a full understanding of the District's scope of services.

We have adapted our proven methodology to address all of the District's desired tasks and services. In addition, we have included a number of other tasks and activities that we believe help ensure a realistic and attainable ISMP that will gain district-wide support and the acceptance of the District's Board of Directors. The final ISMP is developed as a result of several critical milestones during the overall process, and NexLevel provides specific deliverables throughout the project.

NexLevel recognizes and is prepared to address the following key considerations for the ISMP:

- Completion of a comprehensive assessment of existing technology and associated IT support environment, whether that is at the IT Division level or within District departments.
- Development of a comprehensive ISMP that aligns overall District technology resources with the objectives of the user departments and overarching District objectives. This includes recommended projects, their respective implementation priority, cost estimates for each project, and an implementation strategy that can be incorporated into the District's annual budget process.
- Recommendations for new and emerging technologies that may help improve the efficiency and effectiveness of the District's IT service delivery.

NexLevel's IT Strategic Planning methodology is built on our experience in delivering services to California local government agencies for over 15 years. After the completion of each project, we sit down to determine what we can change to make the next plan we develop even better. This has benefited our clients by establishing a methodology that is proven and continues to evolve to meet the unique and changing needs of our public sector clients.

A cornerstone of NexLevel's methodology is the focus and emphasis on the involvement and interaction with the department users of technology and those setting the business direction for the District – providing a "voice of the customer" to the resulting ISMP. NexLevel will incorporate input from all users and stakeholders, up to and including the District's Board of Directors (if desired), Executive Management, and the District's operating departments and divisions.

NexLevel is familiar with the challenges and issues that can arise in developing such plans. For example, we are skilled in managing multiple, and often conflicting, stakeholder visions, missions, goals, objectives, needs, and priorities. In addition, we are sensitive to the desires of elected and appointed officials and the public for transparency and open government. Our proposed methodology carefully considers project prioritization and includes processes to help manage competing priorities to ensure the ISMP provides a true District-wide perspective. We pride ourselves in helping organizations develop plans that are realistic and attainable in terms of available budget, resources and time.

On the following pages, we describe in further detail each of the three Phases of the IT Strategic Plan process.

## Phase 1 - Initiate

As project management professionals, NexLevel recognizes the importance of applying a formal project management framework to this project to ensure that it meets objectives and is delivered on-time and on-budget. The purpose of the Initiate Phase is to prepare for, and initiate, the project under a well-defined work plan. This phase includes confirming our understanding, as well as the understanding of the stakeholders, regarding the scope of work and the process for accomplishing the overall objectives of the project.

Table 3 provides a detailed discussion of what each task in the Initiate phase entails.

*Given the complexity of the District's business processes and possible technology opportunities, it is critical that the project is launched under a well-organized plan that is clearly communicated to all impacted staff.*

**Table 3 – Initiate Phase Tasks and Deliverables**

<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <div style="background-color: #4a69bd; color: white; padding: 2px 5px; font-weight: bold;">Initiate</div> <div style="text-align: center; margin-top: 5px;"> <span style="border: 1px solid black; border-radius: 50%; padding: 2px 5px; font-weight: bold;">1</span> </div> </div>	<ul style="list-style-type: none"> <li>1.1 – Planning Meeting</li> <li>1.2 – Work Plan Development and Review</li> <li>1.3 – Documents Request</li> <li>1.4 – Kickoff Meeting</li> </ul>	<ul style="list-style-type: none"> <li>✓ Work Plan</li> <li>✓ Documents List</li> <li>✓ Kickoff Meeting Presentation</li> </ul>
<b>1.1 - Planning Meeting</b>		
<p><b>TASK DESCRIPTION:</b> NexLevel will meet on-site with the District’s Project Sponsor and other key staff to complete a detailed review of the scope of work, project timeline, deliverables, project status methods, project participants (i.e. sponsor, subject matter experts, technical resources, etc.), and other items to ensure a well-planned project. During this meeting, NexLevel will discuss the tools and templates that will be leveraged.</p>		
<b>1.2 - Work Plan Development and Review</b>		
<p><b>TASK DESCRIPTION:</b> NexLevel will publish a Work Plan and facilitate an on-site meeting with the District Project Sponsor and key project staff to review and obtain feedback on the proposed Work Plan. The goal of this meeting is to obtain consensus on the Work Plan and a commitment to support the Work Plan. The Work Plan will be continuously updated throughout the project timeline as part of regular status reporting.</p> <p><b>DELIVERABLES:</b> Draft and Final Work Plan</p>		
<b>1.3 - Documents Request</b>		
<p><b>TASK DESCRIPTION:</b> To support the activities associated with Phase 2 of the project, NexLevel will request and review documentation including, but not limited to, the following:</p> <ul style="list-style-type: none"> <li>◆ District Goals</li> <li>◆ District Strategic Business Plan, Budget, and CIP</li> <li>◆ Previous Related Assessments and Plans</li> <li>◆ District Organizational Chart and Contact Information</li> <li>◆ Technology Budgets and Capital Plans</li> <li>◆ Technology Governance Agendas and Minutes</li> <li>◆ In Process or Planned Technology Project Documentation</li> <li>◆ IT Inventory (e.g. desktop/laptop/tablet, applications, peripherals, servers, storage, backup devices, applications, etc.)</li> <li>◆ IT Policies and Procedures</li> <li>◆ IT Disaster Recovery Plan</li> <li>◆ Network Architecture Documentation</li> <li>◆ IT Service Level Agreements</li> <li>◆ IT Performance Statistics or Activity Reports</li> </ul>		

◆ Technology Vendor Listing and Agreements

**DELIVERABLE:** Documents Request

**1.4 Kickoff Meeting**

**TASK DESCRIPTION:** Since the project will have an enterprise-wide impact, it is important to proactively communicate with all impacted staff to ensure a clear understanding of project goals and objectives, roles and responsibilities, approach, tasks, and timeline. The Kickoff Meeting also provides the opportunity to introduce the NexLevel team to District staff and should involve senior level management and project sponsors to provide introduction of this District-wide endeavor. It is important that all District staff that will be involved in the project, regardless of their role, participates in the Project Kickoff meeting.

**DELIVERABLE:** Kickoff Meeting Presentation



## Phase 2 - Analyze

In developing the ISMP, it is necessary to first have a comprehensive and realistic understanding of how effectively the current IT infrastructure meets the District’s requirements, the District’s business objectives and priorities, and how the District desires to use technology as a key enabler in supporting its business. This “look ahead” must take into account that not only is technology evolving rapidly, but so are public expectations regarding timely and easy access to District services and information transparency. In the Analyze Phase, NexLevel’s consultants work closely with District technology stakeholders (i.e. departments) to define the future vision for the District’s use of technology and the gap between that vision and the District’s current IT infrastructure. NexLevel’s consultants will develop an assessment as to how well the District’s IT services comply with best practices, and will identify gaps (**GAP analysis**) between the level of service provided by the District’s IT resources and user service level expectations. The assessment is developed based on information gathered through in-person interviews, the results of an easy-to-use, online survey that is available to all District users, interviews with IT personnel, site visits, and the review of the District’s technical documentation. In those areas where the assessment indicates that action is needed, NexLevel will provide a finding and one or more recommended actions, an assessment as to the relative priority of each recommendation, and an action plan that considers the relative importance of each recommendation along with a recommended timeframe for implementation. Table 4 below describes in detail the activities associated with the Analyze phase.

*Technology plans should be driven by, and aligned with, the District’s business needs, priorities, and resources. In the Analyze Phase of our methodology, NexLevel works with key District stakeholders to document limitations in current automation and to identify future needs.*

**Table 4 – Analyze Phase Tasks and Deliverables**

<div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">2</div>	Analyze	2.1 – Conduct Business Technology Assessment 2.2 – Conduct “Voice of the User” Survey 2.3 – Perform IT Assessment 2.4 – Conduct Management Briefing with Project Sponsor 2.5 – Deliver IT Assessment Report	✓ “Voice of the User” Survey ✓ Draft / Final Survey Report ✓ Draft / Final IT Assessment Report
<b>2.1 – Conduct Business Technology Assessment</b>			
<p><b>TASK DESCRIPTION:</b> NexLevel will facilitate a series of on-site workshops with District departments to identify the current technology environment within each organization, barriers to full utilization of those technologies, and planned uses and expansion of technology in the future. The workshops will be held for each department and attended by department managers and key staff as directed by the District. It should be noted that in some cases, particularly for the larger departments, NexLevel anticipates there may be multiple workshops. As part of this activity, NexLevel will create an Application Effectiveness Matrix that evaluates how key applications are used by the departments to fit their current and future needs.</p>			
<b>2.2 – Conduct “Voice of the User” Survey</b>			
<p><b>TASK DESCRIPTION:</b> NexLevel will conduct a web-based user survey to determine overall satisfaction in terms of IT service delivery and support. The survey will be available to all District technology users and provides an opportunity to obtain their input. Once the survey is concluded, NexLevel will prepare a Survey Results Report. The report will summarize the survey results, as well as provide a comparison to the average from other peer California organizations for which NexLevel has completed similar surveys. This provides the District the ability to benchmark the survey results against similar agencies. In addition, NexLevel identifies best practices targets for each survey question. The best practices targets represent what a well-funded and high performing IT service delivery organization would strive to attain. The information gathered from the online survey provides valuable input to the IT Assessment.</p> <p><b>DELIVERABLES:</b> Web-based “Voice of the User” Survey; Draft and Final Survey Reports</p>			

<p><b>2.3 – Perform IT Assessment</b></p>
<p><b>TASK DESCRIPTION:</b> NexLevel’s IT Assessment evaluates whether the District’s IT infrastructure and support organization is prepared to support the future needs of the District by reviewing six key operational “assessment dimensions.” This review takes a comprehensive “best practices” view of essential IT delivery components, as a weakness in any one particular dimension can adversely influence the overall effectiveness of the organization. The IT Assessment is developed based on:</p> <ul style="list-style-type: none"> <li>◆ information gathered in the course of the business technology Interviews with Department stakeholders</li> <li>◆ results of the Voice of the User Survey</li> <li>◆ interviews with IT staff</li> </ul> <p>NexLevel’s team will consolidate this information and develop the IT Assessment in terms of the District’s compliance with best practices in the following dimensions:</p> <ul style="list-style-type: none"> <li>◆ <b>Technology Governance</b> – Evaluation of the current IT organization and assessment of its skills, staffing levels, and capability to support operation and maintenance of current and future systems. This will include a review of IT project management practices, planning activities, IT refreshment, and the use of oversight committees.</li> <li>◆ <b>Service Delivery</b> – Evaluation of the daily operation of the IT environment including budget, service metrics, maintenance, help desk, configuration management, change management and capacity management.</li> <li>◆ <b>Business Technology Applications</b> – Evaluation of the processes and methods to support business and operational applications.</li> <li>◆ <b>Security</b> – Evaluation of the use of software monitoring tools, virus protection procedures, physical hardware security, network vulnerability, passwords, data backup/recovery processes, physical and data security, integrity planning, PCs, network, firewall, incident response, patch management, anti-virus protection and emergency operations.</li> <li>◆ <b>Infrastructure</b> – Review of the network, servers, desktops, telephony, storage configurations, remote access, data storage, server management, and operational procedures.</li> <li>◆ <b>Administration</b> – Review of technology procurement processes, contract management, vendor management, software license management, budget/charge back management and physical inventory processes.</li> </ul> <p>The completed IT Assessment Report will include a summary of the user survey, a summary of the best practices assessment, a SWOT (strength, weaknesses, opportunities, and threats) analysis, specific findings and recommendations that are realistic and actionable, and a proposed action plan for their implementation.</p>
<p><b>2.4 – Conduct Management Briefing with Project Sponsor</b></p>
<p><b>TASK DESCRIPTION:</b> Upon compilation of the initial findings from the IT Assessment activities, NexLevel will meet with the organization’s Project Sponsor to review and discuss the initial findings prior to development of the draft IT Assessment Report.</p> <p><b>DELIVERABLE:</b> Verbal presentation of IT Assessment findings</p>
<p><b>2.5 – Deliver IT Assessment Report</b></p>
<p><b>TASK DESCRIPTION:</b> After reviewing initial findings with the organization’s Project Sponsor, NexLevel will prepare the draft IT Assessment Report and review it with the District. NexLevel will incorporate revisions as needed and deliver a Final Report.</p> <p><b>DELIVERABLE:</b> Draft and Final IT Assessment Report</p>

## Phase 3 – Strategize

In Phase 3, Strategize, NexLevel works with the District to review and analyze the findings of previous phases in order to identify, analyze, and prioritize projects that need to be included in the ISMP. NexLevel brings to the District proven methods and tools to ensure identified projects are well defined, understood by the stakeholders, and prioritized using agreed upon criteria. During this task, NexLevel will facilitate a Project Prioritization Workshop that uses a multi-step process to arrive at a District-wide prioritization of identified projects that will provide the basis for a roadmap in the ISMP. Table 5 below provides detail regarding the Strategize phase of the process.

*Organizations that align business and technology planning in a common framework are better able to meet public expectations and respond to future needs than those that do not. In Phase 4, Strategize, NexLevel assists our clients in leveraging their resources and focusing them on the highest priority needs.*

**Table 5 – Strategize Phase Tasks and Deliverables**

<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center; width: 20px; height: 20px; border-radius: 50%; margin: 0 auto;">3</div> <div style="background-color: #4a7ebb; color: white; padding: 2px; font-weight: bold; text-align: center; width: 30px; height: 30px; margin: 0 auto; transform: rotate(-90deg); transform-origin: center;">Strategize</div> </div>	<ul style="list-style-type: none"> <li>3.1 – Prepare Prioritization Workshop</li> <li>3.2 – Conduct Planning and Prioritization Workshop</li> <li>3.3 – Prepare Information Systems Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ IT Project Listing</li> <li>✓ Planning and Prioritization Workshop</li> <li>✓ Draft /Final Information Systems Master Plan</li> </ul>
<b>3.1 – Prepare for Prioritization Workshop</b>		
<p><b>TASK DESCRIPTION:</b> NexLevel will utilize the results of the IT Assessment Report to identify projects that will improve the District’s use of technology. The projects will be designed to serve the District’s immediate and long-term technology needs. In addition, NexLevel will conduct research of benchmarks and comparisons to similar implementation approaches used by similar sized organizations. This activity will provide an opportunity to apply “lessons learned” from other organizations to the ISMP. The output of this effort will be a list of recommended projects, along with a project description, cost estimates, implementation timeframes, and other criteria to prepare for project prioritization.</p> <p><b>DELIVERABLE:</b> IT Project Listing</p>		
<b>3.2 – Conduct Planning and Prioritization Workshop</b>		
<p><b>TASK DESCRIPTION:</b> NexLevel believes we have many unique and proven methods to develop a successful ISMP; however, this activity alone sets us apart from all our competitors. NexLevel encourages the District to call our references and inquire about our innovative “Blue Wall Prioritization Workshop” approach that drives enterprise-wide consensus and acceptance of the IT Strategic Plan.</p> <p>Our Blue Wall approach uses a multi-step prioritization methodology and tools that encourages staff participation and collaboration. The workshop is designed to help drive consensus to obtain District-wide prioritization of projects. The end result of the workshop will be a prioritized list of projects assigned to a timeframe. In addition, the workshop is designed to identify ISMP enabling factors which are defined as key elements that must be in place or occur to allow the Plan to be a success. Examples of enabling factors could include training, staffing, budget, governance, project management, change management.</p> <p><b>DELIVERABLES:</b> Workshop and Prioritized IT Project Listing</p>		

**3.3 – Prepare Information Technology Strategic Plan**

**TASK DESCRIPTION:** NexLevel will incorporate work products from previous tasks as the foundation for the development of the District’s Information Systems Master Plan. NexLevel will use this information, as well as other information provided by staff and independent research, to create a draft of the ISMP and review it with the District.

NexLevel will revise and update the ISMP based on feedback from the District, and will conduct a final technical and quality review of the final ISMP before submission to the District’s management team.

NexLevel will develop a Microsoft PowerPoint presentation of the ISMP that will describe how it was developed and its key components.

**DELIVERABLE:** Draft and Final Information Systems Master Plan for the Las Virgenes Municipal Water District

# Project Schedule

Based on NexLevel’s experience on similar projects, as well as our knowledge of the District’s environment, we estimate that this project will require approximately three months to complete, with presentation of the report to District management subsequent to this timeline. The success of achieving this schedule largely depends on the availability and knowledge of the District assigned staff. Figure 3 below identifies the estimated weeks per phase.

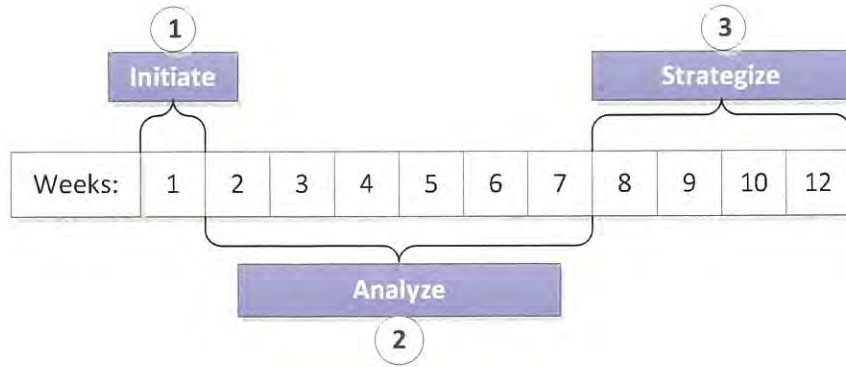


Figure 3 – Project Timeline

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# Price Proposal

In this section, we provide the District our proposed level of effort by major phase and task. NexLevel will complete this project on a time and materials basis. Under this arrangement, NexLevel will bill the District based on actual hours worked up to the not-to-exceed price.

## Staff Allocations / Estimated Hours

NexLevel has carefully considered the District’s needs and developed our estimated level of effort accordingly. Our level of effort is based on our years of experience in completing similar projects. All of the resources being proposed for this engagement will be billed at an hourly rate of \$150. In Table 6 below, we identify the anticipated level of effort (hours) for each major phase and task.

Phase / Task	Hourly Rate	Estimated No. Hours	Total
<b>Phase 1 – Initiate</b>			
1.1 - Planning Meeting	\$150.00	4	\$600
1.2 - Work Plan Development and Review	\$150.00	6	\$900
1.3 - Documents Request	\$150.00	2	\$300
1.4 - Kickoff Meeting	\$150.00	4	\$600
<b>Total Phase 1</b>		<b>16</b>	<b>\$2,400</b>
<b>Phase 2 – Analyze</b>			
2.1 - Conduct Business Technology Assessment	\$150.00	54	\$8,100
2.2 - Conduct “Voice of the User” Survey	\$150.00	14	\$2,100
2.3 - Perform IT Assessment	\$150.00	64	\$9,600
2.4 - Conduct Management Briefing with Project Sponsor	\$150.00	8	\$1,200
2.5 - Deliver IT Assessment Report	\$150.00	66	\$9,900
<b>Total Phase 2</b>		<b>206</b>	<b>\$30,900</b>
<b>Phase 3 – Strategize</b>			
3.1 - Prepare for Prioritization Workshop	\$150.00	20	\$3,000
3.2 - Conduct Planning and Prioritization Workshop	\$150.00	10	\$1,500
3.3 - Prepare Information Systems Master Plan	\$150.00	76	\$11,400
<b>Total Phase 3</b>		<b>106</b>	<b>\$15,900</b>
<b>Total Project Estimate</b>		<b>328</b>	<b>\$49,200</b>

## Travel Costs

In addition to the not-to-exceed cost estimate provided above, NexLevel will incur travel costs for Mr. Curtis, who is located in the firm’s Sacramento office. NexLevel will bill Mr. Curtis’ travel costs based on actual expenses. In addition, our Southern California resources will be billed at \$50 per hour for travel time (which will be capped at no more than 3 hours per round trip). We estimate total travel costs of \$2,500, and agree to a not-to exceed maximum of \$2,500 for travel.